

Issue/Risk

HHS program experience to support the program areas served by your enterprise systems

 35 years of knowledge of HHS programs, policies, operations, lessons learned and leading practices, cannot be replaced during a 6 month transition period

Deloitte's Mitigation Strategies as Lot 6 offeror

- 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.
- We have the track record and the data to back it up.

Access for Advanced Technology Thinking and Performance

 DPW has enjoyed continued access from Deloitte to leading thinking in HHS program and IT transformations.

- 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.
- 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.
- 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.

Figure 6.5-32, 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 and Tools and Reports

II

Page

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.



We understand that aligning to standard and proven processes and tools removes much of the unpredictability from performing application modification/enhancement activities for systems that support critical business functions for the Department. In the table below, we highlight the high level processes and tools grouped by the activity area from our approach to modifications/enhancements that will use to deliver on the responsibilities and required items described in the RFP. For each activity area there are several key reports which support the sharing of information produced by the processes and tools.

Activity: Plan and Define

| Process | Tools |
|--|--|
| Perform high level estimates. This process also known as the HLE process involves performing a detailed assessment of an estimation request and determines the resources required to perform the work order. | Project Management Center (PMC) 7.5. This tool allows Deloitte to estimate the schedule for HLEs as well as their impact on in-flight projects and to manage resource work assignments. Automated Tracking System (ATS). This tool is used to track project change requests (PCRs) including system |
| Work Order review and approval. This process is done throughout the year with the DPW Contract Administrator and | defects. |

Assign resources. This process is used to assign resources to project tasks after a work order or PCR is approved by

results in the authorized application modification/enhancement work order. **Change Control Process.** This process verifies that only approved change requests are incorporated into requirement baselines.

DPW.

Figure 6.5-33. Plan and Define Processes and Tools.

Reports

 Work Order Status report. This periodic report provides a list of the current work orders, their system affiliation and their current status. It is used by the PMO to assist in the prioritization of resources and identification of any risks or issues to the overall IT systems initiatives.



- Program Change Request (PCR) report. This is an on demand report produced by ATS that shows the details for open PCRs and their current status. It is used by the change control board to review PCRs and determine if their benefits outweigh the impacts to existing project resources.
- 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.

Activity: Operate

| Process | Tools |
|---|--|
| Perform Feasibility. This process begins when the Lots 1-5 vendors hand off the business requirements document to Deloitte for feasibility analysis. The output is the feasibility document which consists of solution alternatives, cost of ownership analysis, and recommendations among other components. Identify System Requirements. This process turns the business requirements into system enhancements to application screens, workflows, rules, etc. The output is the system requirements document. Conduct General System Design (GSD). This process begins once system requirements are defined. JAD sessions will be conducted to gain general agreement on how the system | Project Management Center (PMC) 7.5. This tool allows Deloitte to estimate the schedule for HLEs as well as their impact on in-flight projects. Enterprise Architect. This tool allows Deloitte to maintain the systems architecture blueprint for each system being modified or enhanced in one central, integrated tool. DocuShare. Used to share general system design as well as other Lot 7 documents with project stakeholders and to manage document version control. Traceability Matrix. This tool enables Deloitte to create a detailed test plan for integration and system testing as well as acceptance testing that provides coverage for system modification requirements. |
| enhancements will be implemented. The final output is the GSD documentation. | |
| Figure 6 5-24 Operate Processes and Tools | |

Figure 6.5-34. Operate Processes and Tools.

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.



- 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.

Activity: Optimize

| Process | Tools |
|---|---|
| Process Improvement . This process identifies processes that can be refined based on historical data to be more effective. | Project Management Center (PMC) 7.5. This tool provides Deloitte with the historical data needed to identify and define process improvements. |

Figure 6.5-35. Optimize Processes and Tools.

Reports

 Deliverable Review Report. This report is used to identify issues or gaps with deliverables which provides us with areas to be reviewed for potential improvement in our process to improve overall deliverable quality.

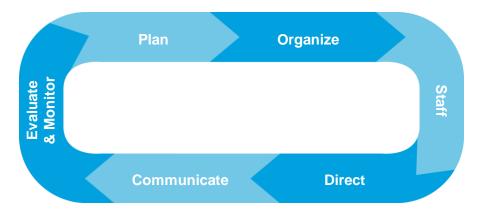
Management Controls, Communication and Evaluation



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 and as depicted in Figure 6.5-36, 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.





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Figure 6.5-36. Management Control, Communication, and Evaluation Process.

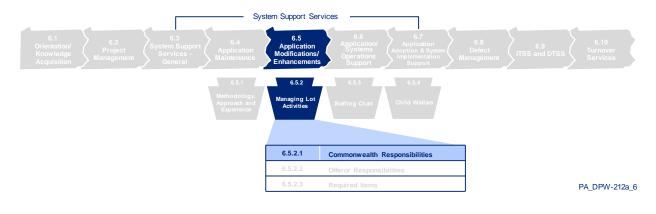
Deloitte utilizes a disciplined approach to effectively provide management control, enable communication and facilitate evaluation.

| Modification/Enhancement Process | Deloitte Approach |
|----------------------------------|---|
| Plan | Review business requirements and prepare HLEs for each work order Prioritize PCRs via the change control process and work orders with the DPW Contract Administrator Develop the project schedule and identify resource needs |
| Organize | Align approved work orders and PCRs with a release schedule for the fiscal year Allocate work to resources using the PMC tool Update roles and responsibilities for project resources as needed |
| Staff | Acquire resources from the shared services pool Identify track leads for modification/enhancement initiatives Identify project stakeholders and key liaisons with DPW and other Lot vendors |
| Direct | Conduct weekly team meetings Review status of tasks and activities Take corrective action as required |
| Communicate | Attend PFM/PM meetings Engage program offices through governance meetings Facilitate user/stakeholder communication |
| Evaluate | Review actual vs. estimatedEvaluate and adjust resource planAssess and refine SLAs |

Figure 6.5-37. Management Controls, Communication, and Evaluation Process and Deloitte's Approach.



6.5.2.1 Commonwealth Responsibilities





RFP Reference: 3.3.1 Commonwealth's Responsibilities: Applications Modifications/ Enhancements

DPW responsibilities

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 perform them in close coordination to achieve project success.

We help facilitate activities that will 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.

We understand the following DPW responsibilities:

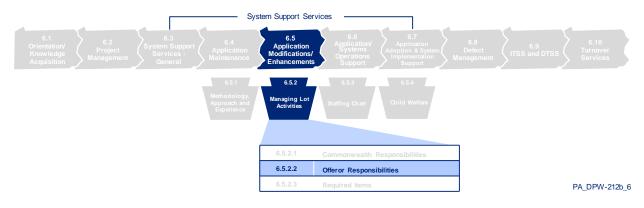
- Participate in regularly scheduled status meetings with the Offeror-designated system modifications staff to monitor modification activities
- Review draft and final status meeting notes and minutes and provide comments in a timely manner as applicable
- Prepare and submit written requests for High Level Estimates when modifications are required along with the requested implementation date and relative priority
- Prepare Advance Planning Documents and obtain approval as required for changes where federal funding is requested
- Review and approve the selected Offeror's response to each Work Order that includes the Offeror's preliminary estimates and approach
- Assist the contractor in conducting a detailed business and systems requirements analysis on any system change order changes, as necessary



- Review and approve the selected Offeror's Technical Solutions Feasibility Study (technical) response for each Work Order that includes a final estimate of effort and the proposed completion date
- Review and approve the selected Offeror's Systems Requirements and General Systems Design (technical) response for each Work Order that includes a final estimate of effort and the proposed completion date
- Approve the Offeror's proposed completion date once the Technical Solutions Feasibility Study (technical) responses has been approved
- Approve the Offeror's proposed completion date once the General Systems Design (technical) has been approved
- Review Work Orders in process and adjust priorities and renegotiate completion dates with the Offeror as required to meet the Commonwealth's needs
- Review and approve the feasibility study, system requirements, general systems design, detailed design, EA architecture blueprints, and other deliverables, when required for major changes
- Monitor Offeror's Work Order activities
- Review modification reports and summary log
- Review and approve updated requirements traceability matrix, and project plans
- Attend systems architecture design walkthroughs, as applicable
- Review and approve required test results, as applicable
- Review and approve required EA-SOA strategies and technology roadmaps
- Review and approve required solution and technology pilot and proof of concept planning documents and outcomes
- Review and approve updates to EA blueprints and associated system documentation
- Approve implementation of modification and provide signoff that modification is approved
- Review and approve increases in Work Order budgets and scope as determined justified by the Department
- The DPW Contract Administrator or the designee needs to approve changes in scope or budget of more than ten percent (10 percent) for additional payments to be made to the Offeror
- Review and approve Offeror's automated tracking system for system change orders



6.5.2.2 Offeror Responsibilities



IV Page IV-360 RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

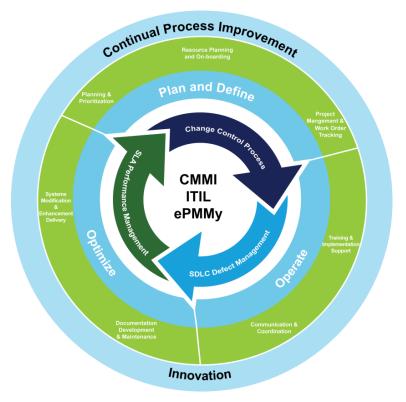
The responsibilities or the selected Offeror will include:

The initiation and successful delivery of new systems modification and enhancement projects is the key to DPW's continued evolution and growth. Not only will these initiatives progress the DPW vision, but they will also be the driving force behind operational improvements, improved efficiencies and alignment with policy changes and/or new state or federal statues or regulations.

Deloitte recognizes that there are a number of responsibilities that must be accomplished in coordination and collaboration with DPW and other vendors, to support the new DPW operating model and successfully deliver these essential modifications and enhancements.

Our approach to application modifications and enhancements uses methodologies within an integrated operational framework that includes continuous improvement and supports a multi-vendor, multi-system operating model. As we depict in Figure 6.5-38, we architect modifications and enhancements to DPW's strategic business systems working within and across DPW's program offices using a structured approach.





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Figure 6.5-38. Deloitte's Approach to Modifications and Enhancements

We use a structured approach to design application modifications and enhancements that supports a multi-vendor, multi-system operating model.

The Lot 6 responsibilities defined by DPW span the life cycle of systems modifications and enhancements and fall into several key activity threads:

- Planning and Prioritization
- Resource Planning and On-Boarding
- Project Management and Work Order Tracking
- Training and Implementation Support
- Communication and Coordination
- Documentation Development and Maintenance
- Systems Modification and Enhancement Delivery

Each of these key activities is outlined in the table below, along with the corresponding responsibilities.



| Activity Thread | Lot 6 Offeror's Responsibilities | Deloitte Understanding |
|---|---|---|
| Planning and Prioritization | Perform work assignments according to priorities set by the Department Receive requests for High Level Estimates and provide response with preliminary estimates and proposed approach within five (5) business days Conduct detailed business requirements analysis for each High Level Estimate request and provide an updated Work Order that includes a the problem definition, problem solution, and the number of hours required to define systems requirements, architecture designs and conceptual models, create General Systems Design, and update documentation related to the requested change(s) and the estimated completion date Submit updated proposed project schedule for Work Order implementation within fifteen (15) business days after submittal of preliminary estimate, unless otherwise approved by the DPW Contract Administrator As required, estimate the impact of specific Work Orders on other projects and priorities and submit any revised completion dates to the DPW Contract Administrator for approval Create Initial Systems Capacity Estimates and Plans Conduct technical research relative to EA Models and SOA framework strategies and technologies. Perform As-Is and To-Be assessments and gap analysis. Develop detailed tactical roadmaps to execute approved strategies and technologies. Confirm alignment of systems Modifications/Enhancement initiatives with EA-SOA and technology roadmap strategies. | A critical first step to success will be the identification and prioritization of systems modifications and enhancements. We support this process by providing timely and accurate estimations and aligning our priorities with those of DPW. |
| Resource Planning and On-Boarding | Provide the skilled resources required to perform modifications/enhancements for the in-scope systems Supplement this team as required from time to time to complete Work Order requests per the required completion dates Provide a monthly report that shows the expended time by each person for each work order | The delivery of successful modifications and enhancements depends upon qualified resources, with and 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. |



| Activity Thread | Lot 6 Offeror's Responsibilities | Deloitte Understanding |
|---|--|--|
| Project Management and Work Order Tracking | Submit proposed automated system work order tracking system to the DPW Contract Administrator and obtain approval to implement Implement automated system work order tracking system that captures detailed information related to each system work order, maintains status of each system work order, and provides the necessary reports to manage the system work order process and provide easy access to each of the documents and information related to each system work order Maintain information on system work orders for the life of the contract Use and maintain an automated system for tracking and reporting of system work orders and provide regular reports to the DPW Contract Administrator | 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. |
| Training and Implementation Support | Prepare and conduct technical training as required by the Department Implementation Systems Technical Support and Training as required | 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. |
| Communication and Coordination | Review and align Detailed Systems Design with systems requirements and General Systems Design with Offeror of Lot # 7 prior to submission of finalized General Systems Design Document. Participate in regularly scheduled status meetings with the appropriate Department and IT Consulting Services" staff to monitor current operations and to monitor progress on modification activities, provide status on open system Work Orders, and review deliverables related to system Work Orders as appropriate Meet with the DPW Contract Administrator or designee annually to discuss the in-scope system related initiatives Assist as required in defect prevention, discovery, categorizations, resolution, and reporting throughout the SDLC phases per software release. | 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. Deloitte has a proven history of working collaboratively with other vendors and will continue this spirit of collaboration in the new operating model. |



| Activity Thread | Lot 6 Offeror's Responsibilities | Deloitte Understanding |
|---|---|--|
| Documentation Development and Maintenance | Prepare and submit updates to EA blueprints and associated systems documentation and any other necessary documentation and obtain approval within twenty (20) calendar days of the date that the modification/enhancement goes into production with the exception of report documentation (Appendix GGG) Documentation associated with report changes or newly created reports must be received prior to the first production run of that report Submit required deliverables in accordance with DPW System Development Methodology, SDLC, standards, and guidelines for Department review and obtain approval Conduct walkthroughs of feasibility studies, system requirements, general systems design, detailed EA blueprints and associated system design documents, pilot or proof of concepts plans and outcomes, project plans, risk/issue impact assessments, change management recommendations, and innovated solutions proposals as requested by the Commonwealth | 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. |
| Systems Modification and Enhancement Delivery | Assist as required, in Custom, COTS, SaaS, and Transfer Technology solution options assessments, integrations, and implementations Implement modifications/enhancements upon DPW approval Participate in brainstorming discussion on DPW initiatives, as requested | The successful delivery of systems modifications and enhancements will depend upon the completion of responsibilities and the coordinated efforts across teams and stakeholders. As the technical support services vendor, the Deloitte Team will deliver on each of the identified responsibilities, and work collaboratively with other lot vendors to help drive solutions to implementation. |

Figure 6.5-39. Lot 6 Activity Threads and Responsibilities.

The complex business and technical environment of DPW reinforces the need for an experienced team to meet these responsibilities. Deloitte's experience delivering services in the current operating model with DPW provides us with the foundation to meet these responsibilities in support of the new operating model. We also leverage our national HHS and program and policy experience to continue bringing creative and effective methods to deliver in support of DPW's mission.

The following sections will address Deloitte's understanding and approach towards each of these individual responsibilities as defined by DPW for the Lot 6 offeror.

Page



Providing Skilled Resources to Perform System Modifications and **Enhancements**

IV-360

RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

- Provide the skilled resources required to perform modifications/enhancements for the in-scope systems
- Supplement this team as required from time to time to complete Work Order requests per the required completion dates

Each time a modification is scheduled, the portfolio coordinator identifies an appropriate initiative lead, based on the nature of the modification. That initiative lead then works with the portfolio coordinator to put together a team with the right skills, knowledge, and experience to successfully design, develop, and implement the modification.

As the initiative lead staffs the modification, the lead draws on **competencies**, such as SNAP policy and program rules, as well as functional knowledge, such as client intake. and application knowledge, such as COMPASS, if needed. We have organized our modifications team so that it includes staff with the breadth of experience needed to successfully deliver a modification.

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 for an initiative.

Resource Tracking



IV-360

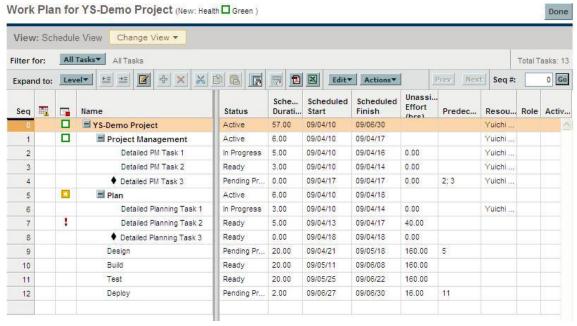
RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

Provide a monthly report that shows the expended time by each person for each work order

Deloitte understands the importance of resource tracking for proper control and execution of project initiatives. For approved modifications and enhancements, as we progress through Lot 6 activities of feasibility, system requirements, and general system design, our application team members use the PMC tool to record their actual time spent on each task in the work plan. The sample project work plan below illustrates where the hours spent are captured for each activity in the work plan by the assigned resource.



Project Work Plan



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Figure 6.5-40. Project Work Plan.

Deloitte's Work Plan in PMC to track time spent by each person for each task for each work order.

We provide DPW stakeholders with a monthly report with the number of hours spent by each resource assigned to a work order for each task. The graphic below illustrates a sample report that details expended time by each person for each work order.

Deloitte.

Monthly Resource Tracking Report Data: May 2010

| Resource Name | Work Order | Task | Hours Spend |
|---------------|------------|------------------------------|-------------|
| Doe, Joe | Project A | GSD - Screenshot Development | 55 |
| Doe, Joe | Project B | GSD – Traceability Matrix | 35 |
| Smith, John | Project A | GSD – Screenshot Development | 23 |

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Figure 6.5-41. Resource Tracking Report.

Deloitte's Sample Resource Tracking report provides details on where each resource has spent time.

We provide the report above for each work order that has been prioritized for any modification/enhancement request. The report allows DPW stakeholders to analyze who has worked on a particular task for each of the work orders.



Work Order Tracking



RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

 Use and maintain an automated system for tracking and reporting of system work orders and provide regular reports to the DPW Contract Administrator

Deloitte understands the importance of tracking and monitoring the status of system work orders for timely delivery of application modifications and enhancements. As a Lot 6 Offeror, we will receive approved statement of user requirements (Business Requirements Document) from the Lots 1-5 vendors. We provide DPW Contract Administrator with a work order that is used to track the feasibility, systems requirements and general system design work for the change. We propose to use our centralized automated tool, PMC, to track and monitor work related to an approved system work order.

For every application modification and enhancement, we commence our work with the development of a work plan. As part of the work plan, we identify the work breakdown structure (WBS) that lists the detailed tasks required to complete the work and deliverables by phase of an initiative. The work plan also includes a baseline schedule and is created in Microsoft Project initially and uploaded to PMC. The PMC tool automatically assigns resources to tasks based on resource allocation in the work plan.

The PMC tool provides automated support for tracking and reporting status of each work order. As we progress through feasibility, systems requirements, and general system design for a work order, the application team continues to record actual hours spent on the work order in the PMC tool. The following is a sample of regular report that provides details for each work order to allow Administrators to track and monitor progress.



Project Summary Dashboard

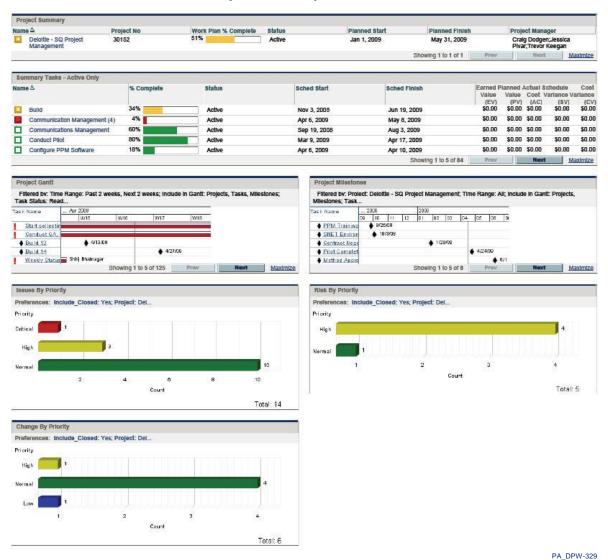


Figure 6.5-42. Regular Reports to Track and Monitor Work Orders. The PMC Report provides the health of the work orders to DPW Contract Administrator.

This report not only enables DPW Contract Administrators to have an easy way to track and monitor each work order but also provides a way to holistically monitor the progress and status of multiple work orders.



Alignment of Work Assignments with DPW Priorities



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RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

Perform work assignments according to priorities set by the Department

Work must be performed by Lot vendors in accordance with DPW priorities to confirm that parties are working towards common goals. Deloitte works with DPW to understand your priorities then align our project plans and tasks to support these priorities across work assignments. We have carefully chosen several key tools and processes to implement as the Lot 6 Offeror to validate that our work assignments are consistently inline with DPW priorities resulting in cohesion between our two teams and a greater chance of success in meeting DPW objectives.

| Deloitte tools and processes | How Work Assignments are Aligned with the Department's Priorities |
|--|---|
| PMO Tracker V4.0 | This tool tracks the contract related tasks, activities, artifacts, and manages the submission process of the contract required materials. |
| Project Management Center 7.5 | Project tasks are documented in PMC for approved work orders in addition to issues, risks, and action items. Standard reports generated from PMC give complete transparency of the tasks being performed to DPW and allow us to verify they are in-line with DPW priorities. |
| CIO Dashboard V6.5.1 | This tool provides latest information needed for escalation and management by DPW Contract administrator. The dashboard addresses key schedule, cost, and scope information including work order, deliverable and SLA status. |
| Project Runway V5.0 | This tool tracks the deployment schedules across 27 application streams within DPW. |
| Automated Tracking System (ATS) | Change requests are logged in the defect and enhancement tracking tool, ATS. This allows the owner to track the progress and also allows the Lot vendor to assess and document the impact of the change request on project constraints (resources, scope, cost, schedule, etc.). |
| HLE process | By performing a High Level Estimate before the Department approves a work order, DPW is able to only select the work orders that offer the most benefit for the required resources or that represent the most value to DPW. |
| Work Order review and approval process | Conducting broad review of work orders with DPW and acquiring formal approval allows Deloitte to only focus on the tasks that are most important to DPW and that helps in achieving Department objectives. |
| Annual review of maintenance and modification objectives | Reviewing the DPW modification/enhancement goals each fiscal year provides an opportunity for the Lot vendors and DPW to assess current projects and requested work orders to validate that modification work being down is in-line with the Departments objectives and to re-assess DPW goals with your trusted partners as requested. |
| ARB meetings | At each architecture review board meeting, we review the work completed during that phase of the project and work planned for the next phase with the Department providing another opportunity to validate that work assignments are aligned with DPW priorities. |



| Deloitte tools and processes | How Work Assignments are Aligned with the Department's Priorities |
|------------------------------|--|
| Change control process | When change requests arise, following a well-defined change control process that includes DPW and project stakeholders enables Deloitte to only perform work associated with change requests that have been formally approved by the Department. |

Figure 6.5-43. Tools and Processes Used to Align Deloitte's Work with DPW's Priorities.

Defect Management



 Assist as required in defect prevention, discovery, categorizations, resolution, and reporting throughout the SDLC phases per software release.

Deloitte recognizes that defect management is a critical element of success during the delivery of system modifications and enhancements. As the Lot 6 offeror, we understand that we assist in defect prevention, discovery, categorizations, resolution, and reporting throughout the SDLC phase, as required. Deloitte has a mature and well-understood defect management process that we have employed in prior engagements with DPW and will continue to improve in coordination with the Lot 7 vendor. The proposed team brings a unique combination of business and technology skills and prior DPW experience that allows us to elaborate system requirements and complete system designs that will reflect the capabilities of technology to meet critical business program, policy and functional needs.

We are well-positioned to provide valuable input into the defect management, tracking, and reporting tasks that will facilitate a repeatable, low-risk approach to resolving defects throughout each phase of the SDLC, and across the DPW enterprise. In order to effectively manage and mitigate defects, tasks executed within Lot 6 responsibilities need to follow an approach that provides structured processes and procedures which will be defined and driven by Lot 7. They key activities for Lot 6 include:

- Receive Updated Business Requirements for PCR from Lot 1-5 vendor (if applicable)
- Create/Modify System Requirements and System Design based on PCR (Conduct JAD sessions, walkthroughs, prototype development, design documentation as applicable)
- Gain Approval of System Design deliverables from Commonwealth and project partners
- Submit System Design to Lot 7 vendor for PCR development through implementation

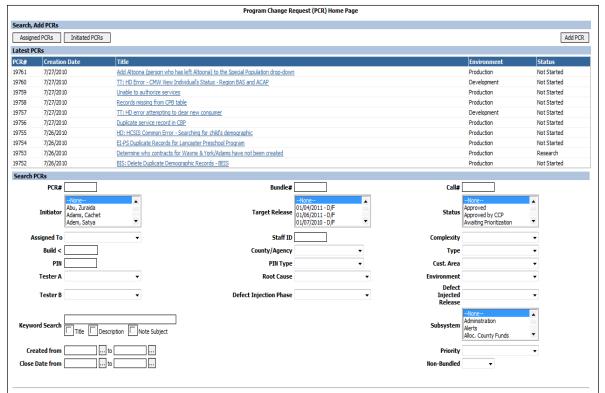
Defect Tracking

In order to successfully execute these key activities, Deloitte will work with DPW to facilitate defect management and tracking in an automated fashion using the Automated Tracking System (ATS) tool. This system allows for the creation of defects by both DPW authorized users and the vendors with whom we will collaborate. Defects are



maintained by the establishment of daily internal meetings to understand source and criticality of defects. As needed, we will also participate in triage meetings with the other vendors. Only when the general system design for a defect has been approved by the Commonwealth will we modify the status of the PCR to assign to the Lot 7 vendor for development.

The ATS tool, used previously and customized for our work with DPW, acts as a repository and tracking tool for defects found across systems and throughout SDLC phases for each DPW system.



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Figure 6.5-44. Program Change Request (PCR).

Automated Tracking System (ATS) allows for adding and maintaining details around a defect which helps in monitoring and tracking the defects.

ATS allows vendors and DPW to track defects across the DPW enterprise by characterizing them in the following ways:

- System. Indicates to which system the defect belongs (iCIS, HCSIS, PACSES, etc.)
- **Subsystem.** As many of the systems are divided further into subsystems, this designates a specifically area of functionality in which the defect resides.
- **Environment.** Indicates the environment in which the defect belongs (integration test, user acceptance test, etc.), if it is a technical defect.
- Creator. The resource that created the defect ticket.
- Release. The specific enhancement bundle (if applicable) to which the defect belongs.



• **Priority.** The importance of the defect with regard to other system defects and enhancement priorities.

Defect Analysis, Categorization and Prioritization

Following the creation of the defect, we work with both DPW and the applicable Lots 1-5 vendors and Lot 7 vendor to initiate a repeatable, standardized process that will both resolve the defect and analyze potential revisions of current processes to prevent further defects of the same nature.



Figure 6.5-45. Defect Management Process.Deloitte follows established 4 step process to address each defect.

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Defect analysis involves understanding the root of the defect, the affected functionality and resulting impact to program operations, and the subsequent steps needed to resolve and successfully test and regression test the system.

Root causes of defects discovered during the design and road mapping phases of initiatives may include the following:

- Missed Requirements
- Design Flaws
- Lack of detailed and updated design documentation
- Poor Requirement Traceability
- Lack of Testable Requirements

Once the root cause has been established, Deloitte works together with the Lots 1-5 and Lot 7 vendor to determine the severity of the defect by analyzing other areas within the application that may be affected by the defect.

Defect categorization is performed to align the defect with a specific system area based on its characteristics and impact. This could refer to the defect originating within a specific process business process, system configuration, system hardware, or functionality piece within the system. The defect's categorization allows us to place the most appropriate resources on the task of defect resolution.

Defect prioritization is then performed by comparing the defect against other priorities for the specific system, initiative, and resources it impacts. The following table illustrates the defect priorities and their response mechanism.



| Defect Priority Type | Key Response Mechanisms |
|---|--|
| 1- Mission Critical | Severity 1 and Priority 1 system defects will be addressed promptly as an emergency. Deloitte will participate in the emergency triage meetings to help analyze, prioritize and categorize the defect. We will work closely and expeditiously with the Lots 1-5 and Lot 7 vendor and will complete system requirements and design activities to have this problem fixed in production at the earliest. We will also work with the Commonwealth to determine the course of action for Priority-1 defects of lower severity. |
| 2 – Mission Essential (ok with work- around) | Priority 2 system problems will need to be evaluated by business owners/project management on an individual basis to determine if the work-around process is too difficult or time-consuming to allow business to be conducted effectively. Deloitte staff will participate in this process and will work on resolution accordingly. |
| 3 - Cosmetic | Priority 3 defects will be triaged during the defect triage meeting. Deloitte staff will participate in this meeting and will work on resolution accordingly. |

Figure 6.5-46. Defect Priorities and their Response Mechanism.

Defect resolution is carried out on a timeline commensurate with the established priority of the defect. As the Lot 6 offeror, we will work with DPW and other appropriate vendors to achieve the resolution of the defect. Approaches to defect resolution will depend on the location of the defect, such as:

- Updating requirements and design documentation based on undocumented, obscure or new requirement(s)
- Revising or enhancing design artifacts based on changing or new requirements
- Updating scope, roadmap and vision documents based on client and vendor meetings, major design changes

Regular Defect Status Reporting

In addition to the timely analysis and resolution of defects, we recognize that an equally important measure of success when enhancing or modifying systems lies in the vendor's communication and collaboration with both DPW and other vendors.

As such, we follow a regular and established method of communication across initiatives that is designed to inform that each level of the organization with pertinent and valuable information regarding defect statuses. The below table describes the major defect reports that we will disseminate to other vendors and DPW team members.



| Report Name | Content | Frequency |
|--|---|-----------|
| Defect Management Log | Real-time report of defect data in the defect management tool. | Real-time |
| Daily Defect Log | Tactical report of open production defects, anticipated resolution path, and expected resolution data/time. | Daily |
| Weekly Defect Log | Summary of weekly defect activity, including new defects and closed defects. | Weekly |
| Trends Report | Defect trends over time by Priority, Type and Severity. | Monthly |
| Defect Density/Lines of Code/ Software Quality Index | Report of defects per Thousand Lines of Code (KLOC). | Monthly |
| Phase Yield | Number of defects resolved vs. Number of defects that existed at phase entry level. | Monthly |
| Root Cause | Number of defects based on root cause. | Weekly |
| Injection Phase | Number of defects in development based on injection phase. (Here injection phase will be system design). | Weekly |
| Defect Aging Report | Time defect is open between being assigned to Deloitte until closure or assignment to Lot 7 vendor for development. | Weekly |

Figure 6.5-47. Major Defect Reports.

Deloitte seeks to continue maintaining a repeatable, production-proven methodology for enhancement/modification defect resolution in collaboration with DPW. We work with both the Department and Lots 1-5 and 7 vendors to adapt and improve these processes to create high quality deliverables and applications, effectively assign project resources, and apprise vendors and DPW of the state of its systems throughout each phase of the SDLC. For details on Defect Management, please refer to Section 6.8, Defect Management.



Coordinating with DPW and Other Vendors

IV

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RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

- Participate in regularly scheduled status meetings with the appropriate Department and IT Consulting Services staff to monitor current operations and to monitor progress on modification activities, provide status on open system Work Orders, and review deliverables related to system Work Orders as appropriate
- · Meet with the DPW Contract Administrator or designee annually to discuss the in-scope system related initiatives

It is important to keep staff at the Department and other IT Consulting Services informed of status on modification activities, system Work Orders and other general issues, risks, and operational tasks so they remain involved and can take any necessary action to keep the project on track. By facilitating the following meetings, which are just a subset of the key meetings as discussed in Section 6.2.2.1, General Contract Management and Project Management, Key DPW Governance Meetings, Deloitte works with you to make informed project decisions that contribute to the success of application modification/enhancement initiatives:

- Status meetings
- Deliverable review meetings
- Annual steering meeting w/ DPW Contract Administrator

Status Meetings

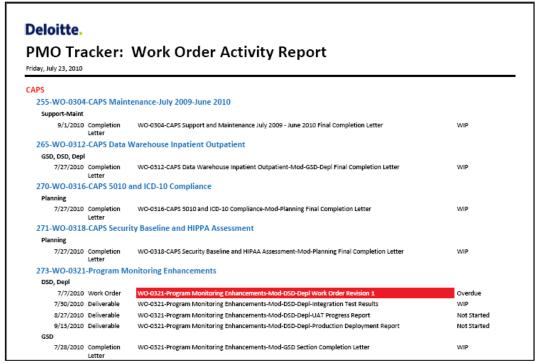
A key factor in having a successful meeting is in the preparation. When Deloitte attends a status meeting with DPW, we leverage our project management and work order tracking tools, Project Management Center (PMC) 7.5 and the PMO Tracker V4.0, to extract current status and then digest the information. Before attending the meeting, we not only identify the risks and issues and prepare the current status, but we prepare the various options that can be taken to mitigate new risks and resolve issues. This approach results in highly productive meetings where DPW staff's time is not wasted and decisions to keep a project on time and on budget can be made quickly and based on solid information. Figure 6.5-48 shows an example of a work order status report that serves as an input to work order review and status meetings.

Key Staff Spotlight Shawn Bowers



"Supporting the implementation and rollout of the Workload Dashboard *Initiative, which spanned 15* months and directly impacted the everyday activities of over 7000 County Assistance Office staff was one of my proudest accomplishments working with DPW. Spending over two months visiting offices and working side by side with CAO Staff made me proud to have helped in the delivery of such a significant improvement in their day to day operations."





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Figure 6.5-48. Work Order Status Report.

The work order status report acts as a key input to regular status meetings where issues and risks identified on the report can be resolved or mitigated quickly to avoid impacts to project schedule, cost and resources.

Deliverable Review Meetings

Deloitte applies a similar approach to deliverable review meetings such as ARBs and phase reviews. In preparing for such meetings, we thoroughly read the deliverables being reviewed, such as a the Lots 1-5 vendors' Business Requirements Document (BRD), and come to the meeting with items we believe may be missing, potential areas of concern, cross system impacts, program and policy concerns, feasibility and other relevant feedback that is useful to DPW staff. We also aim to resolve as many of these concerns directly with the appropriate Lot vendor before bringing them to a formal review meeting with DPW staff to make these meetings more effective.

Annual Steering Meeting w/ DPW Contract Administrator

On a periodic basis it is important to revisit the system modification initiatives that an organization undertakes to evaluate that resources are being spent in conjunction with the organization's strategy and goals. We commend DPW for conducting this type of annual review and provide the DPW Contract Administrator with information on past and potential future system modification initiatives so decisions on which initiatives to undertake can be made in line with the Department's goals. Deloitte understands that this process needs to begin early in the calendar year so the Department has sufficient time to review the proposed work orders and High Level Estimates (HLEs) to select the projects that are most valuable to DPW before the start of the fiscal year. Deloitte will perform the necessary technical assessments and feasibility studies to develop thorough, cost-effective HLEs for the Development through Implementation phases of



the SDLC. We come prepared to the annual review meeting with the DPW Contract Administrator to review the details of the HLEs for each work order under consideration by the Department and work with you to determine the benefits to DPW, risks and alignment with DPW objective. This collaboration will result in us undertaking the system related initiatives that represent the best use of Lot 6 resources and that aid DPW in reaching its goals ultimately improving the lives of Pennsylvania residents served by DPW.

Systems Modification Estimation



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RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

- Receive requests for High Level Estimates and provide response with preliminary estimates and proposed approach within five (5) business days
- Conduct detailed business requirements analysis for each High Level Estimate request and provide an updated Work Order that
 includes a the problem definition, problem solution, and the number of hours required to define systems requirements, architecture
 designs and conceptual models, create General Systems Design, and update documentation related to the requested change(s)
 and the estimated completion date
- Submit updated proposed project schedule for Work Order implementation within fifteen (15) business days after submittal of preliminary estimate, unless otherwise approved by the DPW Contract Administrator

Accurate estimation for systems modifications and enhancements is a critical step in the systems modifications and enhancements life cycle to identify feasibility, cost and timeline impacts, and that the proper resources are available for each funded project or work order to succeed.



Cross Vendor Coordination to Facilitate HLE Preparation

To achieve accurate estimations under DPW's newly defined operating model, it will require a well defined and coordinated estimation process with participation and close collaboration across each of the lot vendors. The figure below provides a depiction of the High Level Estimate and Work Order process with the associated tasks for DPW and each lot vendor.

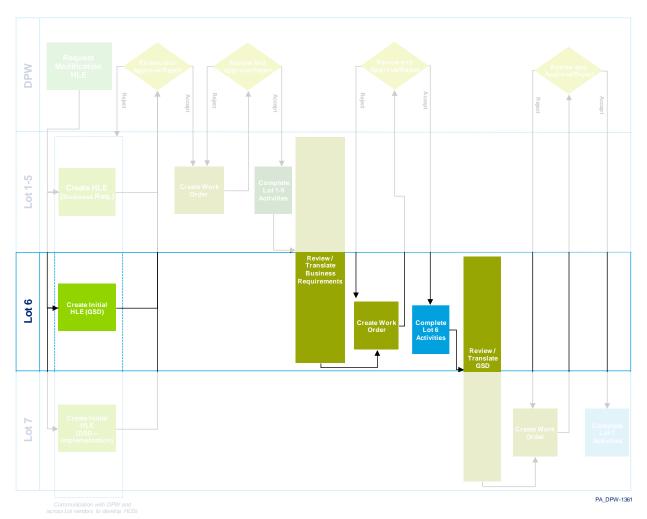


Figure 6.5-49. Estimation Process and Cross Vendor Coordination.Coordination between Lots will be a critical success factor in the preparation of accurate High Level Estimates and Work Orders.

In order to accurately complete initial High Level Estimates for the Lot 6 activities of the work order, it will be essential that we gain a proper understanding of the Lot 1-5 assumptions and basis for their estimates. Deloitte, as the Lot 6 offeror, will work closely with DPW and the corresponding Lot 1-5 vendors to understand the scope and objectives of the potential work order and the vision for the system modification or enhancement while working towards estimation of Lot 6 activities. Our depth of knowledge across HHS programs and policy allow us to fully understand vision and business requirements leading to more accurate estimations for system requirements and GSD. Additionally, we will work collaboratively with the Lot 7 vendor to provide



details of our system architecture estimations, allowing them to accurately complete an estimate for the Lot 7 responsibilities.

Once HLEs have been approved, updated Work Orders will need to be prepared and submitted by each of the Lot vendors. This will be an ongoing process, as it will require the completion of the previous vendor's activities before the subsequent phase can be accurately estimated. As the Lot 6 offeror, we will depend upon the completion and approval of the Business Requirements. We will then conduct a detailed analysis of the finalized documentation before revisiting the estimation process and submitting an updated Work Order for Lot 6 activities.

Our Estimation Approach

Our estimations will be based off of the initial understanding of the work order, the documented requirements, and communication with both DPW and the Lot 1-5 vendors to confirm proper understanding of the scope and work required to successfully deliver the initiative.

Deloitte will use 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 SDM phase for the associated vendors.

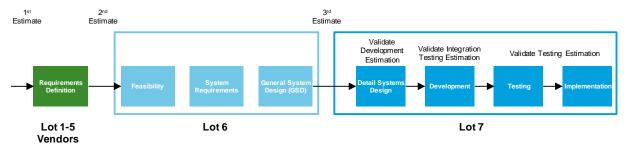


Figure 6.5-50. Three Point Estimation Methodology – Deloitte's Approach.

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Based on DPW's newly defined operating model, this estimation methodology will be most suited to accommodate the multiple lot structure and estimation by SDM phase for the associated vendors.

In the Three Point Estimation Methodology the effort estimation process is performed at three distinct points in the SDM. 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 Feasibility, System Requirements and GSD phases. This will be our responsibility as the Lot 6 offeror, which we will complete based on a detailed analysis of the estimations and assumptions prepared by the Lot 1-5 vendors.

The third effort estimation is done for the remaining five phases, the DSD phase, the Development phase, the Testing phase, and the Implementation phase. This the responsibility of the Lot 7 vendor, which should be 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

To support a standard estimating methodology for each project, a standard template and an Application Evaluator Tool (AET) has been developed to estimate each phase of the SDM process for a work order based on associated tasks and complexity level of the requirements and initiative objectives. As your Lot 6 offeror we will use this tool to estimate the effort for the Feasibility, Systems Requirements and GSD phases.

The figure below depicts an example screen from the AET of the General System Design estimation, where the total estimated hours based on an assumed number of hours per task and complexity level are calculated. 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.



| amanal Overte | Basisus | | | |
|---|------------------------------------|-----------|---|----|
| eneral Syste | em Design | | | |
| | Deliverables and Work Products | Required? | Notes | |
| eetings/Presentations | Number of GSD Sessions Required | | | |
| reetingsii resentutions | Architecture Review Board (ARB-2) | Ter | | |
| | Use Cases | | | |
| | Activity / Business Logic Diagrams | | | |
| | Report/Notice Mock Ups | | | |
| | Application Interfaces | | | |
| | Initial Capacity Plan | i i | | |
| General System Design Documentation | Initial Key Considerations | Tax | | |
| | Conversion Plan | Tex | | |
| | Traceability Matrix Updates | Ter | | |
| | Software Implementation Planning | Tas | | |
| | DSD Work Plan | Tes | | |
| | Deliverable Valkthrough | Tex | | |
| | Simple | Ter | | |
| Screenshot Details | Complex | • | | |
| | New Tables | | | |
| Logical Data Model | Altered Tables | | | |
| | ALM Updates | Tas | | |
| Other | Prototype development | | | |
| SD Phase Assi | umptions | | | |
| eneral System Desigr | | Hours | | То |
| Number of GSD Sessions | | × | Hours per session for prep and follow-up | |
| Architecture Review Board | 1 | X | Hours to Prepare Presentation and Meeting | |
| Use Cases Activity / Business Logic I | Diagrame | × | Hours per Use Case | |
| Report/Notice Mock Ups | Diagrams | x | Hours per Activity Diagram / BLD Hours per report mock up | |
| Application Interfaces | | × | Hours per interface | |
| Initial Capacity Plan | | X | Hours for research and compilation | |
| Initial Key Considerations | | × | Hours for research and compilation | |
| Conversion Plan | | × | Hours for research and follow up | |
| Traceability Matrix Update | | × | Hours for follow up and updates | |
| Software Implementation I | Planning | × | Hours to prepare | |
| DSD Work Plan | | × | Hours for research and compilation | |
| Screenshot Details - Simp | | × | Hours per simple screen | |
| Screenshot Details - Comp | plex | X | Hours per complex screen | |
| New Tables | | X | Hours per table | |
| Altered Tables | | X | Hours per table | |
| Deliverable Walkthrough Internal Deliverable Revie | Cuala | X | Hours for prep and follow-up | |
| internal Deliverable Revie | w Cycle | Х | Hours for review and updates | |
| ALM Undates | | × | Hours for research and compilation | |
| ALM Updates Prototype development | | I V | | |
| Prototype development | n - Simple | × | Hours for review and updates Hours per simple subsustem document | |
| | | × | Hours for review and updates Hours per simple subsystem document Hours per complex subsystem document | |

Figure 6.5-51. 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.



The following sections will describe each of the artifacts that will be considered in our estimation process for the phases of the SDM managed by the Lot 6 offeror. Without a broad understanding of each possible artifact for each SDM phase the estimates DPW receives may not be reliable. Our vast experience with your enterprise systems, SDM, and project artifacts gives you comfort that our estimates will be more accurate resulting on time project delivery.

Feasibility, System Requirements and General System Design Estimation

The estimate for the feasibility through GSD phases is broken down into three types of tasks; Meetings and Presentations, Documentation, and the Logical Data Model. The estimate for Meetings and Presentations is calculated by determining the number of requirement and JAD sessions that are needed and multiplying by the average time required to prepare prior to each session, conduct the session with the user group, and do any follow up. It also includes the time it take prepare for Architecture Review Board (ARB) presentations, present the information to the ARB and do any follow up after the meeting.

The estimate for the Documentation is based on the average time it takes to create each Feasibility, System Requirement and GSD Document that is required including any reviews and revisions.

The Documentation can include any or all of the following:

- **Feasibility Study Document.** This document defines the problem and objectives of the application modification/enhancement then provides solution alternatives, assessments, cost analysis and recommendations for system implementation.
- System Requirement Document. The system requirements represent the high level system changes that will be needed to support the business requirements for the application modification/enhancement request.
- **Use Cases.** Use Cases capture the functional requirements defined during the Requirements Definition Phase. Each use case provides one or more scenarios and describes how users will interact with the system.
- Activity/Business Logic Diagrams. An Activity or Business Logic Diagram
 represents the business and the operational step-by-step workflow of components in a
 system.
- Screen Mock Ups. Non functional screen designs to help users understand how the proposed solution will function and the flow of the application and data or the changes to the existing system.
- **Report Mock Ups.** Non-functional reports to demonstrate the report layout including header and footer information as well as report data prior to coding the report.
- **Application Interfaces.** Application interface designs describing the data, format and transmission of data between applications.



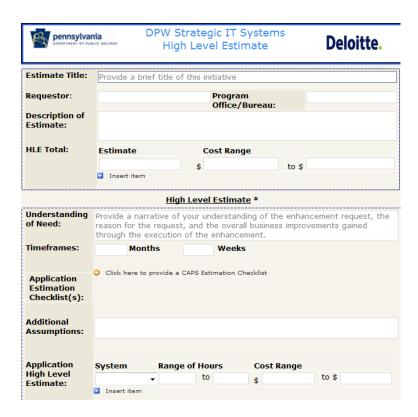
- Initial Capacity Plan. Initial estimates for data volumes of new tables or additional data that is added to existing table in the database.
- Conversion Plan. Plan for converting data from an existing legacy system into the new application tables or for moving data between tables to support a new architecture or database design.
- **Update Traceability Matrix.** Creating a new Traceability Matrix to support a new application or updating an existing one with new or changing requirements.

The estimate for updating or creating the Logical Data Model is based on the average amount of time takes to design the new tables or alter existing tables in the application. The changes are based on the data requirements defined during the Requirements Definition Phase.

High Level Estimate Documentation and Submission

We understand the importance of timely responses to requested HLEs, as this is essential to DPW's prioritization and budgeting process for modifications and enhancements.

Once the initial HLE and assumptions have been prepared, we will review the draft HLE with BIS (DTE and DEA) to allow for their IT cost analysis and update the HLE accordingly for submission and review by DPW.



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Figure 6.5-52. High Level Estimate Document.

Deloitte will leverage the existing HLE Documentation to submit estimates for modifications and system enhancements.



In addition to addressing preliminary estimates and proposed approach, our High Level Estimate documentation includes additional details such as a range of hours and cost, as well as more detailed application estimation checklists. This documentation has been refined through collaboration with DPW in what is now a mature estimation process, and we will work to continue this moving forward.

As the Lot 6 offeror, we will work to prepare preliminary estimates and proposed approaches for system modifications and enhancement requests within five (5) business days. Due to the criticality of coordination and clarification of intent and initiative objectives, this will require the

HLE and Work Order Experience In 2009-2010, Deloitte submitted **984** total HLEs and Work Orders to DPW.

availability of allocated DPW resources and other Lot vendor resources in order to meet the required timeline for preparation and submission.

Work Order Documentation and Submission

Once the business requirements from the Lot 1-5 vendors are approved, we will need to review each artifact prior to completion of an updated work order for Lot 6 activities. Deloitte as the Lot 6 offeror will then use our estimation process and tools to draft a detailed work order outlining the problem definition, problem solution, and the number of hours required to define systems requirements, architecture designs and conceptual models, create General Systems Design, and update documentation related to the requested change(s) and the estimated completion date.



| Work Order ID: | Deloitte-DPW-FY11-12-WO1234 | PCR #s or Bundle #: |
|--|--|---|
| Requestor: | | |
| rogram Office: | Rec | quest Date: |
| Vork Order Title: | Work Order Title | |
| rimary System(s): | | |
| rief Description: | | |
| nici Description: | | |
| | | |
| Business Justification | | |
| Business Justification | | |
| | List of impacted systems not part | of estimates |
| mpacted System(s): | List of impacted systems not part Estimated Initiative Timel | line |
| mpacted System(s): (Will be updat | List of impacted systems not part | line |
| mpacted System(s): (Will be updat hase | List of impacted systems not part Estimated Initiative Timel ted as Work Order Sections are So | line ubmitted and Approved) |
| mpacted System(s): (Will be updat hase lequirements | List of impacted systems not part Estimated Initiative Timel ted as Work Order Sections are Si Estimated Phase Start Date | ine ubmitted and Approved) Estimated Phase End Date |
| Gusiness Justification (mpacted System(s): (Will be update) Phase Requirements GSD OSD - Deployment | List of impacted systems not part Estimated Initiative Timel ted as Work Order Sections are Section are Sections are Section are | ine ubmitted and Approved) Estimated Phase End Date |

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Figure 6.5-53. Work Order Request Document.

Deloitte will leverage the existing Work Order Documentation to submit detailed estimates for modifications and system enhancements.

The work order will be reviewed with DPW, and once approved; the team can be mobilized to start working on the initiative. Within fifteen (15) business days after submission of the preliminary estimate, Deloitte will submit an updated proposed project schedule for the work order implementation. If during delivery of the work order, events necessitating a change in work order occur, then a formal work order revision will be drafted and submitted for approval by DPW before moving forward with the changes.

Our experience and knowledge of the details and structure of the programs and processes within your applications, allows us to deliver a more accurate estimation in a shorter period of time.

We currently operate under the same process but for managing full work orders. In our recent 10 years working with DPW on your primary business applications, we have not defaulted or had issues satisfying work order and contract obligations, which provides significant assurance to DPW that during a contract and operating model transition Deloitte will be able to operate effectively within the process without the need for rampup time. We look forward to the opportunity to continue working with DPW in future modifications and enhancement estimation and delivery, and will use our experience to aid other vendors in this process.



Supporting Alignment of Modifications and Enhancements with DPW's Vision

IV

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RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

- Conduct technical research relative to EA Models and SOA framework strategies and technologies. Perform As-Is and To-Be
 assessments and gap analysis. Develop detailed tactical roadmaps to execute approved strategies and technologies.
- Ensure alignment of systems Modifications/Enhancement initiatives with EA-SOA and technology roadmap strategies.

We understand that with new application modification/enhancement requests the Lot 6 offeror may need to evaluate new technologies and software needed to support these modifications/enhancements while verifying that the new technologies and software are in alignment with DPW's EA-SOA and technology roadmap strategies. Having a detailed evaluation process, including gap analysis and As-Is/To-Be assessments and a process to validate its alignment with DPW IT goals will allow DPW to reach these goals sooner and allow your IT environment to continue to evolve to meet end user demands.

Conducting technical research for and evaluating new technologies and software products

The feasibility through general systems design (GSD) for some work orders may require the use of new software products and/or technologies in the DPW IT environment. When a work order request is reviewed during the High Level Estimate (HLE) process, Deloitte identifies the need to evaluate new technologies and/or software products to meet system requirements so that this effort is included in the HLE for the work order. These new software products and technologies are chosen based on the requirements for the work order and based on the DPW strategic plan and the Commonwealth's open architecture IT standards. If the work order is approved, Deloitte conducts the technical research required relative to the EA Models and SOA framework strategies that form DPW's IT environment. The following tools are used in the evaluation of new software products or technologies during feasibility, system requirements and GSD:

- As-Is and To-Be assessment. The As-Is represents that current architecture, infrastructure, and products making up the DPW IT environment while the To-Be represents how that IT environment will look after the implementation of any new technologies or software products. The assessment of these two EA Models identifies the differences and is the key input to the gap analysis.
- **Gap analysis**. The gap analysis determines what steps are needed to move from the As-Is EA Model to the To-Be EA Model.
- **Feasibility study.** Feasibility studies will evaluate the options for implementing new modifications/enhancements including the use of new technologies and software products. It incorporates key findings from the As-Is and To-Be assessment and gap analysis to provide recommendations for system requirements.



• DPW COTS product selection process (STD-EASS006). We understand that COTS product select must followed the standard DPW process defined in STD-EASS006 and support DPW through this process. Deloitte also has the ability to provide the specialized resources needed to support DPW in the proof of concept and standardization processes necessary to integrate new COTS technologies into the DPW enterprise architecture. We work with DPW after COTS product selection to prepare DPW's IT organization to support the COTS product and assist the application teams with integration of the COTS product into their application architectures.

As a result of the evaluation and as required by the work order, Deloitte produces a tactical roadmap or amends an existing roadmap for implementing new technologies and/or software products into the DPW IT environment. These roadmaps provide the actionable steps necessary to advance DPW's IT environment by integrating the new technology or software product required to support the latest business requirements. Although this plan is conceived and initiated during the feasibility through GSD phases of software development, the Lot 7 vendor will also benefit from the roadmap by validating their implementation of the requirements support the approved plan to implement new technologies and software products.

Validating the alignment of application modifications/enhancements with EA-SOA technology roadmaps

Alignment of application modifications/enhancements happens during three key activities: the annual planning process, the general system phase and the Architecture Review Board (ARB) process.

During the Annual Planning Process. The annual planning process is an opportunity for Deloitte to meet with the Department and the DPW Contract Administrator to align tactical initiatives with strategic organizational priorities by making critical decisions around which work orders will receive immediate support and funding and which will be deferred into the future. Here, the output of the HLE process is reviewed and if application modification/enhancements require changes to the DPW IT environment that are not in alignment with current technology roadmaps or strategies, they can be revised or denied. Work orders that ask for modifications/enhancements that support the current IT roadmaps, or that call for the creation of new roadmaps, can be approved as they will allow DPW to progress towards it strategic IT goals.

During Feasibility, System Requirements and General System Design. As mentioned earlier, in the feasibility through GSD phases of the SDLC Deloitte performs the evaluation of new technologies and software products as required by the work order. Only if these new technologies and software products align with DPW's existing EA-SOA technology roadmaps or strategic goals are they incorporated into the approved design for the system. This also allows the Lot 7 vendor to initiate the detailed system design (DSD) phase with an approved technology or software product so there is no ambiguity and a lower risk of having to re-work parts of the design.



During the Architecture Review Board (ARB). The ARB process is used as a stop gate to again verify that the artifacts produced by the Lot 6 and Lot 7 vendors are not only supporting the implementation of the work order requirements but that the system modifications/enhancements use the approved technologies and software products that support the Department's IT strategy. If technologies or software products implemented during design or development are not part of the DPW EA-SOA technology roadmap, then the ARB will not approve the modification/enhancement artifacts and the project cannot proceed to the next phase of the SDLC. This reduces the chance of re-work by evaluating this alignment at several key milestones before the project progress too far.

Providing Detailed System Architecture Documentation and Walkthroughs



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RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

Conduct walkthroughs of feasibility studies, system requirements, general systems design, detailed EA blueprints and associated system design documents, pilot or proof of concepts plans and outcomes, project plans, risk/issue impact assessments, change management recommendations, and innovated solutions proposals as requested by the Commonwealth

Deloitte understands the importance and criticality of conducting detailed walkthroughs of the feasibility studies, system requirements and General Systems Design (GSD) and additional supporting documentation with DPW. The GSD phase in particular is one of the most critical and complex components of the systems modification and enhancement process, and scheduled walkthroughs of supporting documentation and key project materials provides DPW with a valuable opportunity to validate that the solution design meets defined business requirements and end-user needs.

These sessions will be used to review and discuss the design and provide DPW the opportunity to ask questions, obtain clarification and confirm that the system requirements and general system design meets the defined business requirements and follows the approved BIS design approach. Walkthrough sessions will be integrated into the Deloitte project plan, but may also be conducted on an as-needed basis as requested by DPW and agreed upon with Deloitte. With our current knowledge of DPW programs and policies and experience working in HHS across the nation, DPW will benefit from a more broad walkthrough that ties the system requirements and GSD back to your business processes.

As the Lot 6 offeror responsible for conducting the feasibility, system requirements and General System Design (GSD) phases of the SDLC, we will schedule and conduct walkthroughs of the following documents as requested by the Commonwealth, as well as other documentation identified and agreed upon as necessary:

- Feasibility Studies
- System Requirements
- General Systems Design
- EA Blueprints and associated Design Documents



- Pilot or Proof of Concepts Plans and Outcomes
- Pilots or Proof of Concept Planning and Outcomes documents
- Project Plans
- Risk/Issue Impact Assessments
- Change Management Recommendations
- Innovative Solution Proposals

These walkthroughs will also provide an opportunity to communicate and collaborate among lot vendors. Deloitte will engage both the IT Consultant Services Vendors and the Technical Support Services Vendor in the walkthrough process as necessary to confirm a seamless transition between vendors and project phases. The walkthrough of these documents will provide an opportunity to confirm that the design is consistent with the Business Requirements and that the documentation is sufficient in detail to begin the Detailed System Design process.

The walkthrough sessions will be focused on the technical as well as functional aspects of the design to confirm that the documentation is detailed and complete. The goal at the end of each walkthrough session is to confirm that DPW has an in-depth understanding of each piece of the system architecture and design and is confident that the solution will satisfy the driving business need. This process will also put DPW in a position to complete documentation review and approval in a timely manner and facilitate progression to the next phase of the modification or enhancement.

Impact Analysis Estimation



RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

 As required, estimate the impact of specific Work Orders on other projects and priorities and submit any revised completion dates to the DPW Contract Administrator for approval

While performing High Level Estimates (HLEs) on new system work orders, Deloitte not only looks at the resources needed to complete the project, but assesses the impact of those work orders on the entire enterprise including other systems, projects and vendors. This results in a more accurate and detailed HLE which can help avoid 'surprises' in a project downstream such as being understaffed and exceeding project budget.

Deloitte provides HLEs for work orders for the feasibility, system requirements and General System Design (GSD) phases by taking inputs from the Lots 1-5 vendors to fully understand the business requirements that define the scope, schedule and budget needed to perform the tasks required by each phase. By leveraging our intimate knowledge of the DPW systems and using the Enterprise Architect tool to properly assess cross system impacts, we are able to develop more accurate HLEs leading to a more detailed list of impacts on other projects and priorities. For example if a work order request for a modification to the iCIS system also results in a needed change to eCIS,



Deloitte provides HLEs for the feasibility, system requirements and GSD of both systems resulting in a more accurate assessment of the resources needed to complete the work order. With the information contained in the HLEs, Deloitte utilizes the PMC tool to assess the impact these HLEs have on existing project schedules, resource needs and costs to evaluate the leading way to deliver the work order. Once established, Deloitte presents our recommendations to the DPW Contract Administrator so the Department has the information needed to make the most cost-effective decision when determining whether or not to approve the work order.

Deliverable Submission Adhering to the DPW Methodology



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RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

 Submit required deliverables in accordance with DPW System Development Methodology, SDLC, standards, and guidelines for Department review and obtain approval

Our understanding of the existing DPW processes and methodology gives Deloitte a 10 year head start over other Lot Offerors in producing quality deliverables that are in line with DPW System Development Methodology.

As the Lot 6 offeror, Deloitte delivers the items outlined in the following table below as part of each SDM phase by aligning with the standards and guidelines defined by DPW:

| SDM Phases (Applicable to Lot 6) | Required Deliverables | |
|--|--|--|
| Feasibility | Feasibility Document containing: Executive Summary Purpose and Problem Statement Goals and Objectives Assumptions and Constraints Solution Alternatives | Business and Technical Assessments CBA and Total Cost of Ownership Comparative Analysis Recommendations Appendix |
| Requirements | SRD Traceability Matrix (Functional and Non-Functional Requirements) | Use Cases Requirements Defect Report |
| Design (GSD) | Use Cases (Alternative Flows Elaboration) (If existing documentation is in the form of PMNs, PMNs will be used rather than Use Cases.) Business Logic Diagrams (BLDs) (Mainframe) or Activity Diagrams (Open Systems) Screen Shot Details Logical Data Model | Initial Capacity Plan Initial Conversion or Day 0 Data Population Plan (if applicable) Initial Key Considerations Updated Traceability Matrix Work Plan |



| SDM Phases (Applicable to Lot 6) | Required Deliverables | |
|--|--|--|
| Section Completion | Work Order with Completion Details Completion Letter | Hour/Cost Variance Summary |
| Final Completion | Work Order with Completion Details Completion Letter | Hour/Cost Variance Summary Business Outcomes |

Figure 6.5-54. Required deliverables by Lot 6 SDM phase.

Once the above deliverables are submitted, we will review them with the stakeholders and seek their approval. As the GSD phase is one of the most critical and complex components of the systems modification and enhancement process, we will also provide walkthroughs as requested to provide DPW with an opportunity to validate that the systems architecture and general design meets defined business requirements and ultimately will meet end-user needs.

The deliverable will be considered signed-off once the stakeholders agree and provide the necessary approval.



Deloitte's experience with DPW's deliverable submission process is extensive.

• In the 09-10 fiscal year alone, over 3000 deliverables were submitted, reviewed and approved.

Our experience in the creation and submission of deliverables aligned with DPW's System Development Methodology is unrivaled. We look forward to the opportunity to leverage this experience in our continued collaboration with DPW to deliver quality deliverables.



Supporting the Alignment of Requirements and Design



 Review and align Detailed Systems Design with systems requirements and General Systems Design with Offeror of Lot #7 prior to submission of finalized General Systems Design Document.

Successfully incorporating system requirements and carrying forth the General Systems Design will be the responsibility of Lot 7 vendor. In order to facilitate this transition, it will be Deloitte's responsibility as the Lot 6 offeror to participate in the review and alignment of Detailed System Design with systems requirements and GSD, prior to submission of the finalized GSD documents. To accomplish this and deliver solutions which meet the original requirements there will need to be continuous interaction and coordination between each of the lot vendors and DPW across multiple tasks and responsibilities.

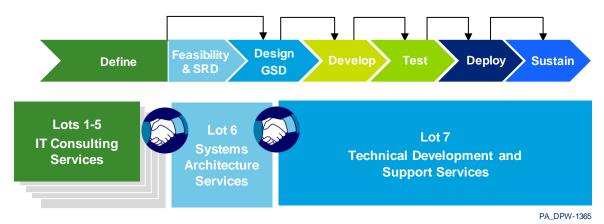


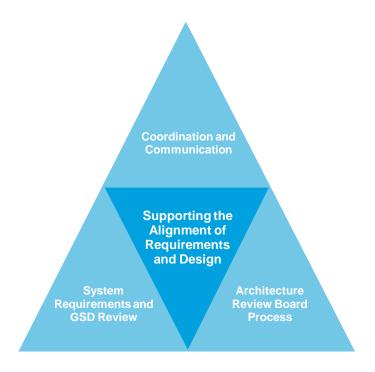
Figure 6.5-55. Lot Interaction Overview.

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.

As the Lot 6 offeror, we understand our responsibility to work collaboratively with the Lot 7 vendor and support the alignment of the Detailed Systems Design with systems requirements and General System Design.

In order to support the transition from General System Design into Detailed System Design and maintain alignment with business and system requirements, Deloitte will work across several components, depicted in the diagram below.





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Figure 6.5-56. Supporting Components of Lot 6-7 Solution Alignment.

Deloitte's approach will support the progression of modifications and enhancements from General System Design to Detailed System Design.

Coordination and Communication

Coordination and Communication is paramount for successfully progressing modification and enhancements into Detailed System Design and eventually implementing a solution aligned with DPW's vision.

During the SDM life cycle, it will be essential for the Lot 6 offeror to work closely with the corresponding Lot 1-5 vendors for each initiative to properly understand the documented Business Requirements and correctly use these inputs from Lots 1-5 to develop quality system requirements and GSD that can be consumed by the Lot 7 vendor.

Deloitte, as the Systems Architecture Services vendor will work to facilitate this collaboration not only in the review and alignment of GSD with DSD, but throughout the project life cycle. This will promote awareness to stakeholders and keep the channels of communication open.

System Requirements and General Systems Design Review

This review process will provide a technical review of the basic design approach and system requirements. This will be a formal review and will include each lot stakeholder as necessary, to allow both DPW and other lot vendors to confirm that the software design will meet the requirements for the systems modification or enhancement work order.



We understand that throughout the project life cycle priorities may change and new requirements may be introduced. To this end, the GSD review process will provide the Lot 7 vendor an opportunity to reevaluate the original estimation for Detailed System Design and Implementation and provide DPW and project stakeholders with an accurate work order and agreed upon estimation for cost and timeline.

This activity will also allow for the identification of any potential high-risk areas in the design and provide sufficient time to allow for consideration of requirement changes or modifications to the design approach.

Architecture Review Board Process

Another key component to the successful progression of modifications and enhancements from feasibility, system requirements and GSD to DSD is participation and adherence to the Architecture Review Board (ARB) Process.

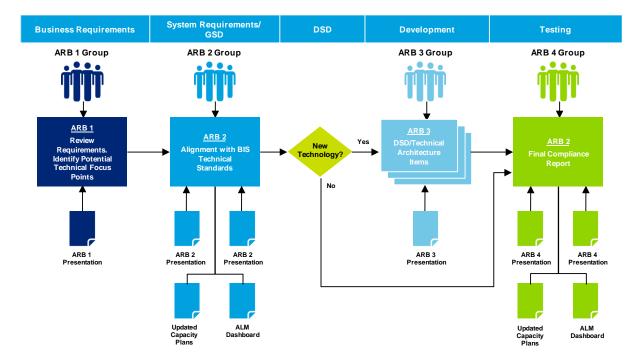
The Architecture Review Board (ARB) meets to evaluate the architectural and technical direction of proposed modifications and is comprised of key business and technical stakeholders for the project:

- Program Office
- Database
- Security
- Middleware
- Data Warehouse

The Board critically reviews the proposed functionality, across domains, to verify that the various standards are being followed. The Board also evaluates whether or not existing DPW applications and resources are properly leveraged, per the existing enterprise architecture.

The ARB process has four distinct review steps, three of these steps are mandatory while one, ARB 3, is optional and may occur zero or more times. The figure below visually represents Deloitte's understanding of the ARB process and where each session falls with respect to DPW's system development life cycle (SDLC). The different colored ARB review groups represent the fact that the ARB review teams for each of these sessions may be distinct and different, although there are regularly BIS staff that participate in the ARB sessions across the SDLC. The ARB process will provide an opportunity for BIS to provide valuable insight and help facilitate the handoff between GSD and DSD.





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Figure 6.5-57. A Series of ARB are Conducted by DPW to Evaluate the Architectural and Technical Direction of Proposed Modifications.

Deloitte's participation in the ARB Process will allow further review of the proposed technical solution to DPW and the Lot 7 vendor.

As the Systems Architecture Services vendor, Deloitte will focus on the ARB 2 session within the General Systems Design phase. This session is critical within the ARB Process as it is still early enough to impact the final design and the approach carried forward into Detailed System Design by the Lot 7 vendor.

The Deloitte Team is the most qualified with the experience necessary to perform each of these activities in support the progression of modifications and enhancements from General System Design to Detailed System Design. DPW needs to have Deloitte as the common thread of experience to provide consistency across SDM phases. DPW will benefit with improved quality and the advancement of modifications and enhancements in alignment with DPW's mission. Furthermore, if Deloitte is selected for both Lot 6 and Lot 7 services, the additional tasks and activities required for GSD to DSD alignment are unnecessary as the same team will progress the modification through the SDM. This discards time spent on translation and results in a more consistent delivery, ultimately providing DPW with a higher quality product.



Analysis and Implementation of New Technologies and Solutions



RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

 Assist as required, in Custom, COTS, SaaS, and Transfer Technology solution options assessments, integrations, and implementations

Deloitte recognizes that organizations such as DPW not only have the responsibility to provide mission critical operations support, but focus in tandem on strategic initiatives to maintain continuous improvement and change across the enterprise. DPW is one of the leading states in the nation in the area of innovative IT service delivery.

To help advance this leadership position, and to handle upcoming paradigm shifts and changes in overall IT strategy and approach, Deloitte provides specialist assistance and technology strategy support to DPW for annual planning efforts and COTS, Cloud Computing, and Transfer Technology product support. As one of the largest IT strategy practices in the world, unlike IT staff augmentation or business process outsourcing focused firms, Deloitte draws from a long list of specialized skills from across the country to assist DPW with addressing key technology strategic needs. These resources are either aligned with strategic DPW IT initiatives in a direct support role or as ongoing strategic advisors providing program, technology and innovation assistance during annual planning or regular DPW IT strategy forums.

Deloitte works with DPW to identify the pertinent technology strategy resources and materials to support the technology planning process DPW is involved in. These resources are aligned with the planning process and engaged for targeted planning activities, facilitated workshops, or longer term engagements, based upon the immediate availability of these resources and the needs of DPW. Although it is not possible to foresee DPW's technology strategy needs over the coming 3-5 years, we have already engaged resources to begin collection of DPW-specific strategic points of view for the following three planning efforts identified in the RFP:

COTS

As DPW continues to evolve its EA-SOA architecture, COTS technologies are playing a more significant role across the enterprise in augmenting custom software development. Deloitte assists in COTS evaluations and selection processes according to the DPW standard governing COTS product selection (STD – EASS006). We work with DPW after COTS product selection to prepare DPW's IT organization to support the COTS product and assist the application teams with integration of the COTS product into their application architectures.

We understand that the COTS process does not end with the evaluation and selection of a COTS product. Deloitte works with DPW through a three step process, illustrated in the Figure below and discussed in more detail below the figure, which includes evaluation and selection of the COTS product, establishing operational support for the selected product, and integrating the COTS product into DPW applications as part of work orders. We progress this process through coordination across the DPW IT



organization, our modification and enhancement teams, DTSS and ITSS leveraging specialized technical resources and our vendor alliances to support each phase of the COTS product.



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Figure 6.5-58 Process to Evaluate, Select, Operationalize, and Implement COTS Products.

Deloitte's COTS process builds upon DPW evaluation and selection standards with additional steps to establish COTS product operations and integrate COTS products into DPW applications while leveraging specialized technical resources and Deloitte vendor alliances.

- Evaluate and Select COTS Product. Deloitte uses the DPW standard process (STD EASS006) for evaluating and selecting COTS products. We work with DPW to coordinate involvement of Deloitte resources and technical specialists and involve our vendor alliance partners at DPW's request to complete the 7 phases of the evaluation and selection process: (1) business feasibility and research; (2) solicitation; (3) preliminary evaluation and selection; (4) detailed evaluation and selection; (5) assessment and recommendations; (6) approval and authorization; and (7) procurement and implementation.
- Establish COTS Product Operational Support. Deloitte provides continuity from the evaluation and selection process through the establishment of operational support for the COTS product. As part of this step in the process, we support DPW in the creation of procedures and processes specific to the COTS product as well as the establishment of operational controls such as configuration management and monitoring processes specific to the COTS product. When this process is complete, we work with DPW to establish the appropriate environments for the COT product so that the product can be integrated across DPW's applications.
- Integrate COTS Product Into DPW Applications. When requested, we coordinate COTS product integration between DPW and our application teams, both with specialized technical resources and as part of the ARB review process. Both specialized technical resources and our vendor alliances can be of particular value here to help overcome integration challenges to deliver COTS implementations on time and according to plan.



Vendor Alliances

In addition to our technical specialist resources, Deloitte has built national and local alliances with vendors whose technologies bring unique value to our clients – software vendors like Informatica, Adobe, Oracle, Computer Associates (Netegrity Suite of products), HP/Mercury, SAP, Cognos and webMethods, and hardware vendors such as Unisys – vendors whose products are used on DPW's applications. These relationships provide us access to resources, use of products, and the ability to involve skilled practitioners in design reviews and issue resolution, which can often speed up response time.

Cloud Computing

Cloud Computing is a broad term covering a variety of approaches to supporting off-site virtualized computing. These approaches include Software as a Service (SaaS), Platform as a Service (PaaS) and Infrastructure as a Service (IaaS)— each of which may be available from a private, public, or hybrid cloud infrastructure. DPW may be interested in a variety of these services, from simple outsourcing of office functions to the availability of a full-scale utility computing cloud to augment their existing virtualization infrastructure with on-demand capacity that could be used to offset cyclical processing peaks such as the surge in usage during the annual LIHEAP application period. When integrating these services into the enterprise, our experience shows that organizations need to consider the technical, security, organizational, and governance aspects of integration prior to making the leap into the cloud. Deloitte will work with DPW to engage resources from across these disciplines and share our own cloud experiences to assist with the decision making and integration process.

Transfer Technology Support

As one of the leading providers of innovative HHS solutions across the country, Deloitte prides itself in support of transfer technology for best-of-breed solutions available across different states. We have implemented more than 100 transfers of solutions, components and concepts across the states in a collaborative fashion. We have also worked to bring concepts and solutions to DPW during this contract period to support continued knowledge sharing across the states.

Only Deloitte offers this breadth of network for Pennsylvania through its directly relevant HHS implementations in more than 25 states with technologies and concepts that are available for Pennsylvania to consider for incorporation into DPW systems.



Development and Maintenance of Systems Documentation



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RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

- Prepare and submit updates to EA blueprints and associated systems documentation and any other necessary documentation and obtain approval within twenty (20) calendar days of the date that the modification/enhancement goes into production with the exception of report documentation (Appendix GGG)
- Documentation associated with report changes or newly created reports must be received prior to the first production run of that report

Deloitte understands the need to maintain current, full system and operational documentation describing system functional logic and technical architecture. We realize that DPW needs up-to-date system and operational documentation which keeps pace with project changes. Keeping documentation complete, detailed and up-to-date is critical for maintaining cohesiveness among vendors while helping new staff transition into subsystem responsibilities across the project teams. Further, up-to-date system documentation is important in providing DPW with a detailed understanding of the each system's current state, as well as the impact of proposed system changes and enhancements within DPW.

Deloitte has consistently provided quality system documentation during the list of DPW projects. We are committed to maintaining system and operational documentation. The EA Blueprint and additional systems documentation will be submitted for review and approval no later than 20 calendar days from the date of a non-report modification or enhancement is released into production. Documentation related to report modifications or newly developed reports will be submitted prior to the first production run of the report.

Although there are current standards to enable documentation updates as part of the software development and modifications process, it is often noted that systems documentation update is an after-thought. Deloitte is committed to a structure where system documentation update milestones are engrained into the overall software development and modifications release processes. These milestones are incorporated into project work plans which facilitate work order management and status reporting. Updating system documentation in this way allows Deloitte to demonstrate our understanding and implementation of the business requirements and provides DPW the opportunity to approve the documentation while the design is still top of mind. This approach also facilitates the ability to develop consensus with DPW around any proposed changes to business logic.

Deloitte employs a number of different tools to help maintain system information including the tools listed in the table below. These tools help the Deloitte project team develop detailed and broad documentation across DPW projects.



| Key Tool | Project Use |
|-----------------------|---|
| Enterprise Architect | Used for modeling, documenting, building and maintaining object-oriented software systems. |
| CA Erwin | Used for data modeling and documenting the data elements that comprise the DPW systems. |
| Microsoft Office 2003 | Used to develop the EA blueprint, General Systems Design documentation and other systems documentation. |
| TechSmith SnagIT | Used to capture screen shots for documentation. |
| Visual Source Safe | Used to store certain types of system and operational documentation for each system and subsystem. |
| Microsoft Visio 2003 | Used to document system functionality and process flows. |

Figure 6.5-59. Tools Used in Documentation.

Deloitte uses a number of tools to document the functionality of DPW systems and subsystems.

As the Lot 6 offeror, Deloitte will continue to provide industry standard EA blueprint along with feasibility, system requirements and GSD documentation for DPW systems and subsystems. Our team's experience in this process will aid in the identification of required updates as modifications and enhancements progress through development and implementation and ultimately result in more accurate system documentation.

Providing Systems Capacity Estimates



RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

Create Initial Systems Capacity Estimates and Plans

Deloitte appreciates that for DPW to optimally provision IT services it must be able to accurately anticipate and plan for the evolving capacity demands of its business across the enterprise. Proper understanding of current capacity needs and likely changes over time enables DPW to more proactively and effectively plan for hardware and software procurements, network bandwidth updates, and other resources needs.

| Artifact | Description |
|-----------------------------------|--|
| Initial Systems Capacity Plans | Provides current usage details and preliminary estimates for the marginal impact of an application modification on system usage, network bandwidth, storage capacity, user groups, hardware and COTS needs, and batch/File Transfer Protocol (FTP) capacity. |

Figure 6.5-60. Artifact.



Specifically, accurate capacity planning will benefit DPW by:

- Increasing IT cost-effectiveness through the effective and timely provision of IT resources in line with changing demand
- Supporting the design of new services to confirm that they are sized correctly to support demand.
- Reducing the risk of service interruptions due to unanticipated demand increases

Our Approach to Creating an Initial Capacity Plan

Deloitte develops the Initial Capacity Plan during the system requirements and GSD phases but it is later finalized by the Lot 7 vendor in DSD through Implementation for each modification. The Initial Capacity Plan serves as the basis for completing the Final Capacity Plan for the initiative and documents current capacity as well as the expected capacity impact of the planned modifications. Figure 6.5-61 depicts a sample page from Deloitte's initial capacity plan.

| hanges or a dditions to | this base as well as any anticipated environmental (i.e. ne | transactions, batch jobs). The capacity report should be based on w software products). This requirement applies equally to oducts. Use the following format for the Capacity Report: |
|-------------------------|---|---|
| | Release-Specific Qu | nestions |
| Area | Description | Comments |
| Functionality | Are there any significant changes to the nature of this application in terms of howit will be used (e.g. workflow changes, new or modified queries, etc.)? | Keys to Quality (K2O) Phase 2 Initiative The most significant change in functionality will be the implementation of Keys to Quality Phase 2, which will bring the STARS TA module into the existing Keys to Quality system. We will also be simplementing? system enhancement PCR's as a part of this release. This will add approximately 125 users to the system. ELN Expansion Initiative The primary change is to expand ELN to support additional programs and program level attributes to further enhance research capabilities. This includes adding flexibility for OCDEL to add moreprograms into ELN in the future (through use of reference tables). Additionally, this will support loading the dinto the ELN data warehous data for the additional early learning programs. Note that the data elements that are being captured and loaded are the same as those currently supported by the PKC online application. The changes are just to allow for the expansion of the associated early learning programs. As a part of ELN Expansion, we are adding additional fields for capturing program association to insert records into the Data Warehouse repository but no significant changes are anticipated. During this quarter, PPCS will cut over to SSRS 2008. |
| Batch Process | Will there be changes to the application's batch requirements? If so, what is the estimated impact to the existing batch process? | As part of KQ Phase 2, new batches to support 3 new reports and 7 new correspondences are being implemented. These will leverage the existing batch architecture. We will have two additional batch processes to cover alerts generation and pulling of enrollment data from ELN. No substantive impact is expected to the overall batch process or schedule dutation. |
| nterfaces and Services | Identify any new or expanded interfaces or service usage that could potentially increase cross platform application traffic and result in new usage of external applications. | As a part of K2Q Phase 2 implementation, a new interface is being built betwee Keys to Quality and ELN, which will be used to pull enrollment data from ELN into Keys to Quality. This will use the existing webMethods interface. |

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Figure 6.5-61. Sample Pages from an Initial Capacity Plan.

The Initial Capacity Plan serves as the basis for completing the Final Capacity Plan for the initiative and documents current capacity as well as the expected capacity impact of the planned modifications.



Initial capacity plans should cover three key impact areas in order to provide a broad view of capacity needs. These are:

 Business Capacity involves considering, documenting, and planning for changing or new business requirements for IT services

| Area | Description | Comments |
|---------------|---|---|
| Functionality | Are there any significant changes to the nature of this application in terms of how it will be used (e.g. workflow changes, new or modified queries, etc.)? | Keys to Quality (K2O) Phase 2 Initiative The most significant change in functionality will be the implementation of Keys to Quality Phase 2, which will bring the STARS TA module into the existing Keys to Quality system. We will also be implementing 7 system enhancement PCR's as a part of this release. This will add approximately 125 users to the system. ELN Expansion Initiative The primary change is to expand ELN to support additional programs and program level attributes to further enhance research capabilities. This includes adding flexibility for OCDEL to add more programs into ELN in the future (through use of reference tables). Additionally, this will support loading the data into the ELN data warehouse data for the additional early learning programs. Note that the data elements that are being captured and loaded are the same as those currently supported by the PKC online application. The changes are just to allow for the expansion of the associated early learning programs. As a part of ELN Expansion, we are adding additional fields for capturing program association to insert records into the Data Warehouse repository but no significant changes are anticipated. During this quarter, PPCS will cut over to SSRS 2008. |
| Batch Process | Will there be changes to the application's batch requirements? If so, what is the estimated impact to the existing batch process? | As part of K2Q Phase 2, new batches to support 3 new reports and 7 new correspondences are being implemented. These will leverage the existing batch architecture. We will have two additional batch processes to cover alerts generation and pulling of enrollment data from ELN. No substantive impact is expected to the overall batch process or schedule duration. |

PA DPW-911

Figure 6.5-62. Business Capacity Sample.

The Initial Capacity Plan serves as the basis for completing the Final Capacity Plan for the initiative and documents current capacity as well as the expected capacity impact of the planned modifications

 Service Capacity involves understanding the IT Services being offered, their use of resources and working patterns, plus accounting for changes in their demand to prevent delinquencies in service delivery

| | Pelican-PPCS 3.0.0, UREP 3.0.0 Production Implementation Play book: Pre-Deployment steps | | | | | | | | | | |
|-------------------------------|--|--|---------------------|--|--------------|-----------|----------|---------------|----------|-------------------|------------------------------|
| Check if Compl ete * | Step | Migration Task | Migration Thread | Comments | Dependencies | Date | Duration | Begin Time | End Time | DPW Owner (s) | DC Support |
| General | | | | | | | | | | | |
| | 1 | Present AIRs to the CMB | PPCS | | | 7/23/2010 | | | | | Balaji Chunduri |
| | 2 | Program Office Field Notification - PELICAN | PPCS | | | 7/24/2010 | | | | | Pelican Team |
| Applicati | | | | | | | | | | | |
| | 1 | Update PRD.XML Environment spec file for PRD | PPCS | | | 7/30/2010 | | | | | Balaji Chunduri |
| | 2 | Take backup of file PPCS config files | PPCS | | | 7/30/2010 | | | | | Balaji Chunduri |
| Concord | and Ap | pplication Health checks | | | | | | | | | |
| | 1 | Submit Concord definition updates to ITSS | PPCS | | | 7/23/2010 | | | | | Matt Orbin |
| | 2 | Submit Concord definition updates to BIS | PPCS | | - | 7/23/2010 | | | | | Matt Orbin |
| | 3 | Submit Application Health checks changes to ITSS | PPCS | no changes | | 7/23/2010 | | | | | Matt Orbin |
| | 4 | Submit Application Health checks changes to BIS | PPCS | no changes | | 7/23/2010 | | | | | Matt Orbin |
| Batch (S | cheduli | | | | | | | | | | |
| | 1 | Submit new/existing BATCH ACDs to BIS | PPCS | no changes | | | | | | DIMO - Scheduling | Matt Orbin |
| SSRS R | | | | | | | | | | | |
| | 1 | Upgrade SSRS to the 2008 | PPCS | | | 7/28/2010 | | | | | |
| | 2 | Submit Batch Manual update | PPCS | no changes | | | | | | DIMO - Scheduling | Matt Orbin |
| Unified S | Inified Security | | | | | | | | | | |
| | 1 | Create USEC Roles for new PPCS Pages | PPCS | | | | | | | DTE - Usec Team | BIS USEC Team/ Akshay S |
| | 2 | Send USEC requests to BIS | PPCS | PCR 1266,1285 [TFP] PCR 1267,1286 [PRD] | | | | | | DTE - Usec Team | BIS USEC Team/Dave Avetta |

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Figure 6.5-63. Service Capacity Sample.

The Initial Capacity Plan serves as the basis for completing the Final Capacity Plan for the initiative and documents current capacity as well as the expected capacity impact of the planned modifications



 Component (or Resource) Capacity involves understanding, monitoring, and documenting the utilization of IT technical components, such as server space and network bandwidth

| | | File System Storage (A | All Environments) | | | |
|---------------------|---|---|------------------------------|--------------------------------|--|--|
| Area | Description | Server Type (Web, Utility, Report) (add or delete rows as required) | | Current Size | Change Expected | |
| | | Web Server | is as required) | Development | | |
| | | | PWISDEVWEB01 PWISDEVWEB03 | 1.79 GB 2.84 GB | Increase of 10 MB Increase of 10 MB | |
| | | Utility Server | PWISDEVWEB06 | 0.32 GB N/A | No significant increase expected No significant change expected | |
| | | Report Server | | IN/A | No significant change expected | |
| | | PWISS | SATRPT02 (CCMIS) | 0.60 GB | No significant increase expected | |
| | | FSWS | PWISDEVSOA10 | 2.16 GB | No significant increase expected | |
| | | iRep | | N/A | No significant change expected | |
| | | Data Warehouse Servers | | N/A | No significant change expected | |
| | | Web Services Servers | PWISDEVSOA10 | 1.02 GB | No significant increase expected | |
| | | | | Integration Test | | |
| | | Web Server | PWISHBGINT04 | 0.41 GB | Increase of 10 MB | |
| File System Storage | Will there be any growth to the size of non-database server storage (e.g. | Utility Server | PWISSATAPP21 | 10.7 GB | No significant increase expected | |
| (i.e. Non-Database) | application code, input files, log files, reports, etc.). | FSWS | PWISDEVSOA10 | 6.65 GB | No significant increase expected | |
| | | iRep | | N/A | No significant change expected | |
| | | Data Warehouse Servers Web Services Servers | | N/A | No significant change expected | |
| | | | PWISDEVSOA10 | 1.08 GB | No significant increase expected | |
| | | System Acceptance Test | | | | |
| | | Web Server | PWISSATWEB17 PWISSATWEB18 | 0.95 GB 2.45 GB | Increase of 10 MB Increase of 15 MB | |
| | | Utility Server | | | | |
| | | FSWS | PWISSATAPP21 | 10.6 GB | No significant increase expected | |
| | | FOWD | PWISSATSOA20 | 2.58 GB | No significant increase expected | |
| | | | PWISSATSOA21 | 33.5 GB | No significant increase expected | |
| | | iRep | | N/A | No significant change expected | |
| | | Data Warehouse Services | S | N/A | No significant change expected | |
| | | Web Services Servers | PWISSATSOA20 | 0.51 GB | No significant increase expected | |
| | | | PWISSATSOA21 | 1.24 GB Test for Production | No significant increase expected | |

PA_DPW-913

Figure 6.5-64. Component Capacity Sample.

The Initial Capacity Plan serves as the basis for completing the Final Capacity Plan for the initiative and documents current capacity as well as the expected capacity impact of the planned modifications

Capacity Plan Updates

As part of the development life cycle for an application modification, the Lot 6 offeror may submit multiple iterations of the initiative capacity plan to DPW to document anticipated capacity needs as they are understood at different stages in the SDM based on the information available at that time. Proper review, validation, and updating of an application modification/enhancement Initial Capacity Plan involves confirmation and analysis across three areas for each element covered in the plan. These areas are:

- Service Level Requirements. Categorize the work done by the system and quantify users' expectations for how the work gets done.
- Current Capacity. Document and analyze current capacity of the system to establish
 a current baseline and determine the extent to which user needs are currently being
 met. This analysis focuses on key business drivers, workload, and workload
 characterization (transactions, batch jobs).



• Estimated Future Change. Determine anticipated capacity changes by identifying future technology requirements that must be supported and forecasting future business activity. Timely and proactive implementation of required changes in system configuration promotes maintaining sufficient capacity to maintain service levels, even as the system evolves and is enhanced.

After an initial capacity plan is complete and a work order ends the General System Design (GSD) phase of the project, Deloitte will hand off the initial capacity plan to the Lot 7 vendor conducting the necessary knowledge transfer session so the Lot 7 vendor is prepared to make updates in the above areas and maintain the capacity plan during the DSD through Implementation phases. The Lot 7 vendor will benefit from the well thought-out initial capacity plan produced by Deloitte providing them with the proper foundation to build out the final capacity plan for the work order implementation.

Over the last 30 years, Deloitte has successfully created numerous capacity plans (including the initial and final versions) that help DPW assess the changes that need to be made to the infrastructure based on the impacts of system modifications. If Deloitte were chosen to perform both Lot 6 and Lot 7 responsibilities, we will able to able to accurately create and update capacity plans as the modifications are elaborated during the DSD phase or from performance findings with capacity implications that are uncovered as part of the system testing processes. We will be able to achieve this by eliminating handoffs and misunderstanding between the initial capacity plan and the final plan for the software developed. Making an error in capacity planning could lead to performance impacts and response time issues to thousands of end users and cripple the Departments ability to meet its obligations to serve the community.

Delivering System Modifications and Enhancements



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RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

Implement modifications/enhancements upon DPW approval

As the Lot 6 offeror, we understand that it will be our responsibility to work collaboratively and in coordination with the Lot 7 vendor for a successful implementation effort. This effort will require careful planning and collaboration with DPW, the Lots 1-5 and Lot 7 vendors, program offices and BIS to confirm that the system implementation plan and preparation activities are correctly aligned with the modification or enhancement being released into the production environment.

From a technology perspective, the application must be thoroughly tested and ready for production, the technology infrastructure must be in place, required interfaces must be validated and ready to be turned on, conversion processes must be ready for execution and cut-over procedures must be in place to shut down legacy systems if necessary.

From a business perspective, the impacted end-users must be trained and ready to accept and use the new or enhanced systems, which at times may mean a change in



organizational culture or job function. In addition, it is critical that the necessary support structures and processes are in place to help with the transition.

An important success factor to the overall success of the implementation of modifications activities is the integration and alignment across project stakeholders for each deployment. This alignment is necessary to integrate the many "moving parts" of the project (infrastructure, people, process, operations and application) into a cohesive and coordinated effort, as demonstrated in the following figure:

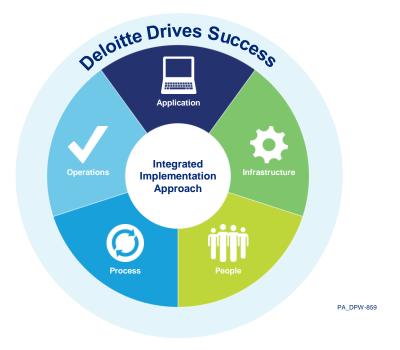


Figure 6.5-65. Deloitte's Integrated Implementation Approach Drives Success.

The proposed team applies an integrated implementation approach that includes application, infrastructure, people, process and operations so that the pieces of the puzzle come together at the critical juncture of go-live.

These "moving parts" are addressed across several key components that comprise any successful implementation effort. These components are highly integrated and their respective activities will overlap significantly over the course of the implementation timeline. Each of the following components is addressed below:

- Establishing an Implementation Approach
- Communication and Development of the Deployment Playbook
- Implementation Support Activities
- Post Implementation Support



Establishing an Implementation Approach

The implementation approach may vary greatly depending on the size and complexity of the modification or enhancement being delivered to production. As the Lot 6 offeror, Deloitte will work with DPW and the other vendors as required, to contribute to the determination of the appropriate approach.

Communication and Development of the Deployment Playbook

Consistent and clear communication, though essential to each stage of the systems modification and enhancement process, is crucial to the success of the implementation effort. With multiple parallel threads of activity required for an implementation effort, it is critical that the involved parties are aware of the ongoing activities, timelines and sequence of events.

To help facilitate with the communication and implementation coordination process, it is our understanding that a Deployment Playbook will be prepared by the Lot 7 vendor. The playbook lists the key activities and dependencies, roles, responsibilities and duration times for each step required to complete the installation and deployment of the modification or enhancement.

As the Lot 6 offeror, Deloitte will attend and participate in any scheduled walkthroughs of the playbook with involved parties as required, to provide insight to systems architecture and system requirements.

Implementation Support Activities

Deloitte understands that effective implementation support encompasses a wide range of activities; planning key pre- and post-implementation actions, getting both central and local offices ready for the implementation, planning and executing a pilot, performing cutover to the new system, and establishing effective support mechanisms after the golive. We also understand that there may be differences in support, depending on the impacted users. Based on our experience with DPW, we are the only vendor who has intimate knowledge of the needs and requirements of the DPW Program Offices and policies that will help deliver the modifications with minimal disruption to the current business operations. As the Systems Architecture Offeror, we will support the implementation support activities as required by DPW and in collaboration with other vendors.

Post Implementation Support

Deloitte, as the Lot 6 offeror understands that our role does not end with the actual implementation of the modification or enhancement. The right post-implementation support can dictate the success or failure of user adoption and by extension, the initiative. Post go-live, we are committed to providing operational and technical support during the transition and acceptance phase as end-users begin to adapt and use the new system.



Deloitte will support the triage, tracking, and analysis of post-implementation issues, and will collaborate with DPW and other lot vendors as required to determine the appropriate action for resolution.

Our experience providing implementation services for modifications and enhancements across the activities of each lot in the past is unparalleled and we look forward to supporting these efforts under the new contract structure as the Systems Architecture Offeror.

Supporting the Technical Training Requirements of DPW



Prepare and conduct technical training as required by the Department

As the Commonwealth continues to innovate and focus on developing services based solutions that are enterprise wide, staff within BIS need adequate technical training and support. This is especially important as the Department embarks on making significant modifications and enhancements to the applications over next several years. We are proud of our collaboration in the past and our record of preparing and conducting technical training across DPW technical staff. Now more than ever, we understand that budgets are tight and finding the dollars to support additional training efforts continues to be a struggle. We recognize that this limitation may make it difficult for BIS leadership to find the time and resources to send staff to outside vendor training. We continue to work with DPW to develop and prioritize a technical training plan for staff that is based on DPW's needs and engages the DPW staff.

As the Lot 6 offeror, we focus on a structured training process, providing staff with the knowledge, skills and abilities they need to achieve competency and high performance. We have provided training that helps DPW staff effectively review technical documents that are prepared as part of Feasibility, Requirements Gathering, and General System Design phases. The table below includes just a few examples of training we have provided in the past to DPW which are in-line with what we will continue to provide in the future as required by the Department:

| Tool/Skill | Objective |
|--|---|
| Introduction to Use Cases, Activity Diagrams, and Traceability Matrix | Overview of the Use Cases, Activity Diagrams, and Traceability Matrix Explain the concepts and benefits of each of the documents |
| ITIL Certification | Helped BIS staff get ITIL certified |
| Introduction to Enterprise Architect | Overview of the Enterprise Architect tool |

Figure 6.5-66. Examples of Training that Deloitte brings to DPW.



Given our success at providing technical training in the past, we are focused on continuing this effort to help DPW staff continue to evolve their technical skills and enhance the Department's ability to provide leading edge technology solutions. We will work with the Department to prioritize these training activities as required by the Department.

Assisting the Department in Managing Your Portfolio of Projects



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RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

- Submit proposed automated system work order tracking system to the DPW Contract Administrator and obtain approval to implement
- Implement automated system work order tracking system that captures detailed information related to each system work order, maintains status of each system work order, and provides the necessary reports to manage the system work order process and provide easy access to all of the documents and information related to each system work order
- Maintain information on all system work orders for the life of the contract

As DPW rolls out new initiatives for application modifications and enhancements to support desired operational improvements and efficiencies, it becomes crucial to monitor and track status of each work order for successful delivery of the initiatives. We propose to use our centralized tool Project Management Center 7.5 (PMC) for work order tracking. The tool has the ability to capture detailed information and status about each work order and produce reports to facilitate management of work orders. Our proposed PMC tool stores the work plan information and uses it to automatically assign resources to assigned tasks. Please refer to the Section 6.2, Project Management, for further details on PMC.

As we perform Lot 6 activities of gathering systems requirements and developing general systems design, our application team records the actual time spent on each work order in PMC. Status reports and dashboards are produced out of PMC and shared with DPW stakeholders to provide status updates on project initiatives. We also continue to use PMO Tracker tool to track the contract related tasks and activities such as deliverables submission and sign-offs. This helps DPW Contract Administrator to gauge the health of each project initiative and the corresponding work orders.

Deloitte understands that we need to maintain system work orders for the life contract. This would allow DPW to have a holistic view of the accomplishments that are achieved. In addition to maintaining this information, Deloitte works with DPW to identify new information that may need to be captured to support the creation of chronological Work Orders.



Bringing New Perspective and Innovative Solutions to DPW

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RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

· Participate in brainstorming discussion on DPW initiatives, as requested

Deloitte's knowledge of the existing processes and technologies at DPW allows us to make solid recommendations on improving those processes and refining the technology; however, when you combine this with our ability to bring new and innovative ideas to the Department, teaming with Deloitte keeps you on the leading edge of technology solutions for state government.

We bring the right mix of DPW veterans and new, fresh minds that have worked on numerous other Health and Human Service (HHS) solutions to the team proposed to support DPW. As requested, this team will participate in brainstorming discussions on DPW initiatives and leverage the combined experience and Deloitte resources accessible across our Firm.

As the business environment evolves and technologies advance, bringing promise of improved business results to

adoptees, our team will work with you to brainstorm across a number of questions and opportunities for DPW initiatives as highlighted in the figure below.

Questions such as these will be at the forefront of our analysis as we leverage our knowledge of 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.



The Commonwealth received the following ISM Awards related to Deloitte-assisted implementations

2008 Recognition Award for Excellence in Human Services Technology in the Innovation in Service Delivery category – for implementation of Workload Dashboard and Data Exchanges



Figure 6.5-67. Deloitte's Support of DPW's Innovation and Success.

The proposed team will leverage our knowledge of DPW as well our National HHS experience and resources to support DPW's innovative thinking and service delivery.



Coordination of System Support Services



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RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

NOTE: Please reference Section D, System Support Service General narrative (Paragraphs 1.0, 1.1, and 1.2) in this RFP regarding project management, defect management, test management, SDLC logistics and coordination ownership and responsibilities for all application support service activities.

Please refer to Section 6.3, Application Maintenance for items relating to the above RFP reference.

Providing Qualified Personnel



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RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

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 in the tables in *Section 6.3.2.1*, *Required Work Skills*, 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. *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 a large subcontractor network, Deloitte is well suited to meet the resource needs of the Commonwealth, particularly to meet peak demand periods.

Working Collaboratively Across Vendors



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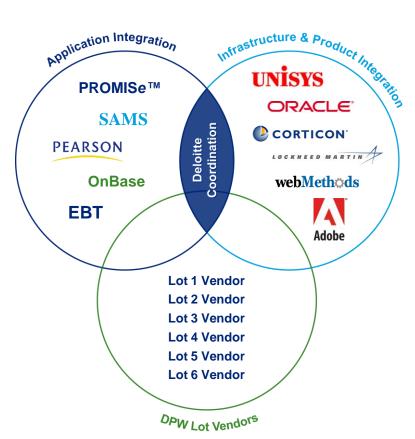
RFP Reference: 3.3.2 Offeror's Responsibilities: Application Modifications/ Enhancements

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 Figure 6.5-68 below illustrates the collaboration required with vendors of other applications and the role we support in this coordinated effort.





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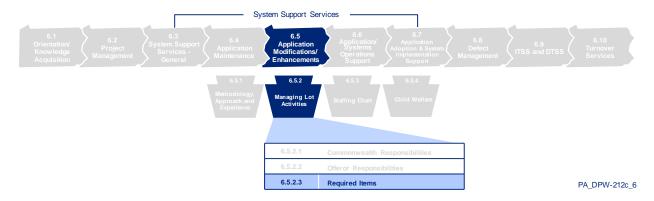
Figure 6.5-68. Collaboration with Other Vendors.

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.



6.5.2.3 Required Items



We perform modifications and enhancements using DPW's IT Methodology, and tailor the appropriate work components including procedures, artifacts, and tools to support our activities within a multi-vendor, multi-system operating environment.

Deloitte is the only vendor with an HHS client network and projects relevant to DPW's strategic business systems across 40 states and significant internal investment in developing strategies to address HHS policy and technology trends across our client and project base to enable DPW's vision. We highlight the key features of our approach to Application Modifications/Enhancement Required Items in Figure 6.5-69.

Deloitte brings the business knowledge and EA/SOA experience to enable DPW's vision

- More than 170 modifications and enhancement projects over the past 5 years
- 27 business systems and 25 enterprise services implemented
- Partnered with 40 States, many of equal size and complexity, that include EA/SOA advancement, similar incremental renewal projects and policy changes



| Feature | Benefits |
|--|--|
| Applies detailed feasibility analysis to the work orders that looks at cross program and cross system impacts and involves in depth cost assessments. | Results in more accurate resource estimation across Lot 6 and Lot 7 SDM phases which gives projects a higher chance of completing on-time and on-budget. Provides a more accurate total cost of ownership for each work order so DPW is able to better plan is ongoing operations and maintenance after modifications go-live. |
| 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 | More detailed, broad system requirements and design through stakeholder collaboration resulting in a higher quality end product. Reduces downstream risk resulting in more on-time and on-budget project delivery. |
| Proposes staff with direct DPW experience that brings an in-depth knowledge of DPW's systems, SOA technologies and EA-SOA principles as well as experience in DPW programs and policies. | Improves end product quality and provides more effective user adoption Keeps application modifications/enhancements aligned with DPW business and IT strategic goals and initiatives. |
| Leverages proven project management tools and processes for initiating, planning, executing, controlling and closing work orders for modification/enhancement initiatives. | More accurate scheduling and resource allocation up front results in a lower schedule variance later in the project keeping work orders on-budget. Using industry proven tools for work order tracking allows DPW and Deloitte project management to observer status, issues and risks while there is still time to take corrective action without impacting project baselines or |
| Figure 6 5-69 Key Features and Renefits of Our Approa | constraints. |

Figure 6.5-69. Key Features and Benefits of Our Approach to Required Items.

With the DPW Operating Model, successful execution of modifications and enhancements will require the coordination and collaboration of multiple parties, each owning specific tasks throughout the SDLC. As depicted in the following figure, this necessitates not just bilateral coordination between Deloitte and DPW, but multilateral coordination between Deloitte, various DPW agencies and other offerors as each party performs their assigned phases of the SDLC.





PA_DPW-597

Figure 6.5-70. Systems Architecture Services Vendor Required Items.Effective coordination will drive the successful completion of required items in support of the DPW mission.

Our goal is to see DPW be successful in their project endeavors so we will work closely and collaboratively with the DPW stakeholders and other offerors in our systems modifications and enhancement activities to achieve this goal. As Systems Architecture Services offeror, Deloitte will deliver on each of the required items outlined in the table below.

| Required Items | Deloitte's Approach to Modifications Aligns with DPW Objectives |
|---|--|
| Modifications and Enhancements in Support of the DPW Mission | Well executed hand offs and the delivery of quality documentation following the DPW methodology will result in DPW application modifications that align with DPW's mission. |
| Adhering to the DPW Methodology | Following and enforcing standard methodologies across stakeholders and Lot vendors means projects will be executed more effectively with less rework ultimately allowing DPW to realize its objectives faster. |
| Planning and Creation of Project Plans | More accurate project plans that have buy-in from stakeholders, third party and Lot vendors will result in more tasks completing on time and less need for corrective action. |
| Project Management and Execution | Use of common tools across projects will lead to more consistent results. |
| | Communicating project plans/milestones, task expectations, sharing progress metrics and establishing process for corrective action will keep stakeholders, third party and Lot vendors involved resulting in on time delivery of project end products. |



| Required Items | Deloitte's Approach to Modifications Aligns with DPW Objectives |
|--|--|
| Progress DPW's Solution Development and Delivery Processes | Having the right methodology frameworks in place and the experience of DPW business process puts the Deloitte in the right position to hold effective business solution development and process improvement discussions. |
| | Identifying process improvements and having an established process for approving and implementing them will result in DPW projects becoming more effective as more projects are undertaken. |
| Analysis and Recommendations | Sound cost-effective solutions that take into account the total cost of ownership of an application modification means DPW will get the leading value solutions and will have an easier time planning their future year budgets. |
| Pilot and Proof of Concept | Pilots and proof of concepts will allow DPW to measure the expected benefit before committing to larger application modifications. |

Figure 6.5-71. Systems Architecture Services offeror required items and Deloitte's approach.

The sections outlined below provide a detailed description of Deloitte's understanding and approach towards the required items as defined by DPW for the systems architecture services offeror.

Modifications and Enhancements in Support of the DPW Mission

| IV | Page IV-363 | RFP Reference: Applications Modifications/Enhancements Required Items |
|----|----------------|---|
|----|----------------|---|

The Selected Offeror of Lot #6 must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

1) Perform all their application Modification/Enhancement activities and responsibilities to support DPW mission

Deloitte brings a DPW-proven approach to performing application modification/enhancement activities and responsibilities to support DPW's mission. Together, we have implemented award winning applications while enhancing the delivery of the Commonwealth's Health and Human Services.

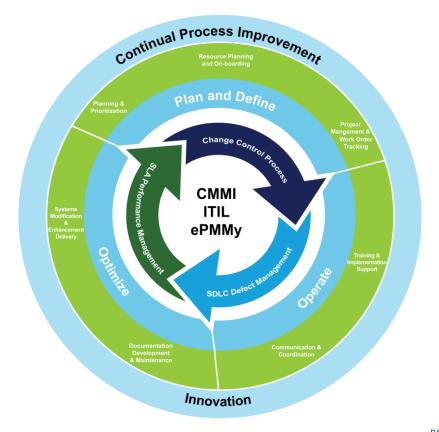
We propose the continued use of DPW's standard SDM methodology. The key features of this methodology that we believe make it appropriate for the on-going use at DPW are the inclusion of review and approval points to validate direction, structure to improve quality yet flexibility to adjust to different size initiatives, and activities which are relevant for stakeholders throughout the SDM. We have brought industry leading methodology practices to DPW and have worked side by side with DPW to tailor the procedures, artifacts and tools of the methodology to meet your changing needs for a robust SDM.



An Approach Tailored for DPW's Objectives

Our approach to performing the application modification/enhancement activities is represented as in Figure 6.5-72 below. This approach is based on the following key tenets:

- · Planning and Prioritization
- Resource Planning and On-Boarding
- Project Management and Work Order Tracking
- Training and Implementation Support
- · Communication and Coordination
- Documentation Development and Maintenance
- Systems Modification and Enhancement Delivery



PA_DPW-1277

Figure 6.5-72. Deloitte's Approach to Modifications and Enhancements.

Based on a DPW-proven methodology, Deloitte is positioned to execute on your modification and enhancement objectives.



Planning and Prioritization

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.

Resource Planning and On-Boarding

The successful feasibility, system requirements and design of 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.

Project Management and Work Order Tracking

In an environment where concurrent IT projects may be underway, project management and work order tracking will be essential to keep the stakeholders aware of issues, risks and overall project status. Communicating project plans/milestones, task expectations, sharing progress metrics and establishing processes for corrective action to requirements or design anomalies will result in more effective and on time project delivery.

Training and Support

Deloitte will work with DPW to provide requested training and support for feasibility through design related activities. 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.

Communication and Coordination

The new operating model put forth by DPW will demand continual communication between the lot vendors, DPW and project stakeholders to maintain alignment between business requirements and the solution delivered. Deloitte brings to the table an existing working relationship with your program offices and IT staff minimizing any ramp up time. Transitions from vendor to vendor between SDLC phases will need to become seamless and Deloitte will use our experience working across lots to meet this goal.

Documentation Development and Maintenance

Creation and maintenance of systems documentation is essential in the systems modification and enhancement delivery process. This will not only provide documentation of the functional solution and architecture, but will be the key to accurate estimations and successful transitions between project phases, supplementing the handoffs between Lot vendors.



Systems Modification and Enhancement Delivery

The successful delivery of systems modifications and enhancements will also depend upon the completion of the responsibilities, and the coordinated efforts across teams and stakeholders. The proposed team will deliver on each of the identified responsibilities, and work collaboratively with other Lot vendors to help drive solutions to implementation.

Innovation In-Sourcing

A unique and distinguishing factor of our modification and enhancement approach is to bring to DPW "innovation insourcing" based on Deloitte's national HHS client and project base including those of similar size, scope and complexity to DPW. As DPW plans for, and eventually implements the pending national policies including health care reform and CHIPRA, we provide DPW with tools, templates, checklists and experienced staff to jump start enhancement initiatives. Further, during implementation, with DPW's approval, we can also facilitate the transfer of leading practices, lessons learned or even assets to DPW.

A Coordinated Approach Based on Clear Communication

Our approach to modifications and enhancements 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. The key features of this approach are:

- Providing the Handpicked Staff. Our proposed team includes industry and technology leading practitioners who are familiar not only with DPW's business, programs, policy and technology environment but also stay abreast of national changes in these areas.
- Assigning Clear Lines of Responsibility. We will provide DPW, other lot vendors
 and stakeholders clear points of contact and responsibility so questions, risks, and
 issues can be addressed quickly and effectively.
- Establishing a Collaborative Work Environment. As shown in the following Figure 6.5-73, we will work to establish a collaborative work environment throughout the SDM. Based on the evolution of the new lot model, we will work with DPW to tailor our approach and the methodology to execute in this model.

Key Staff Spotlight Bill Gordon



"I've had the pleasure of working across the suite of DPW applications to drive various business intelligence initiatives. It's been rewarding to work with such a talented group of individuals from DPW to identify those reports and measures that transform the data we collect into information that can be used to better the programs and services."



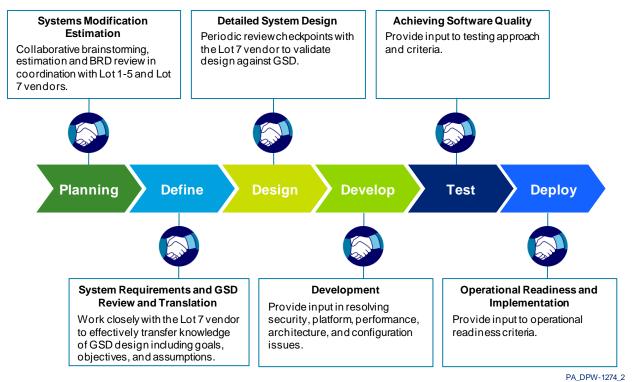


Figure 6.5-73. Collaboration and Communication.

We perform modification and enhancement activities with effective coordination and communication throughout a project's life cycle to better meet DPW's vision and mission.



Supporting DPW's Mission

As we mentioned in the introduction to this section, we will design modifications to align with your mission as follows:



Worker Usability. As modifications and enhancements to DPW systems are implemented, system adoption becomes a key consideration; a system's enhancement is only as valuable as the level 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 the end user's interaction with the system in mind. We employ leading-practice interface standards and incorporate valued end user feedback into our product to achieve a level of usability that delivers immediate benefit to DPW and its workers.



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.



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 system 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.



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.



Adhering to the DPW Methodology



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RFP Reference: Applications Modifications/Enhancements Required Items

The Selected Offeror of Lot #6 must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

2) Ensure compliance and use of the System Development Methodology (SDM), ARB, and SQA processes

Deloitte understands the importance of and will comply with the prescribed DPW System Development Methodology (SDM), Architecture Review Board (ARB) and Software Quality Assurance (SQA) processes and how adhering to these processes helps to improve the quality of the modifications and enhancements. Following these standards also helps to effectively implement business solutions in a complex business environment. Implementing the SDM, ARB and SQA processes is successful when the appropriate stakeholders are involved throughout the course of the modification or enhancement initiative. Furthermore, entry and exit criteria are identified at each phase of the process and serves as a checkpoint to help DPW assess compliance to the SDM, ARB and SQA objectives.

The use of the Software Development Methodology (SDM) provides a framework for designing, developing and implementing modifications and enhancements. Using the SDM helps DPW reduce risk, identify issues across multiple threads and allows for a consistent approach across multiple threads of the project. One aspect of tracking the compliance to the SDM is performed through effectively executing stakeholder communication. Through standard project meetings, where issue and risks are reviewed and discussed, and informal and formal review cycles, DPW is able to track the software development life cycle through each phase of the SDM. Furthermore, several tools are employed to help track each modification and enhancement these tools include, but are not limited to, the PMO Tracker V4, Project Management Center 7, Automated Tracking System (ATS).

The Architecture Review Board (ARB) process is a valuable component of the modification and enhancement process. The ARB is tightly integrated with the SDM and serves as an additional method for tracking and assessing process and methodology compliance with modification and enhancement initiatives. The four ARB sessions serve as a forum to broadly review initiatives with multiple stakeholder groups throughout the course of the software development process. Validation and verification are inherent features of the ARB and serve as a consistent control point.

Software Quality Assurance (SQA) is also an integral part of the software development process and serves as a driving measure in delivering quality software that meets the objectives of the modification or enhancement. As described in the Software Quality Assurance Tests standard document, the SQA process strives to achieve completeness, correctness, and quality and serves as another verification and validation point in the software development process.



Planning and Creation of Project Plans



RFP Reference: Applications Modifications/Enhancements Required Items

The Selected Offeror of Lot #6 must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

3) Plan and create project plans and their associated frameworks for individual and multi-vendor project engagements

Deloitte is familiar with the Business Review Board (BRB) process that DPW employs to evaluate, prioritize, and authorize large project initiations. We are also acquainted with the change control and release management processes that are used to prioritize project initiatives for maintenance and minor system enhancements. We understand that in the proposed operating model with potentially multiple vendors collaborating to maintain and enhance in-scope systems, DPW envisions the following two types of project engagements – Individual-vendor IT projects and multi-vendor IT projects.

We will work collaboratively with DPW and other vendors, if necessary, to develop project plans in both individual-vendor and multi-vendor projects and then coordinate with them as required for successful completion of project tasks.

Individual-vendor IT projects

Individual-vendor IT projects initiatives are owned by a single Lot vendor and have no or little involvement of other Lot vendors. In this, we work collaboratively with DPW and its stakeholders to create detailed project plan that is used for project execution and project control and monitoring. The detailed project plan includes our work plan, communication plan, issue/risk management plan, project schedule, effort and cost and sub-plans for configuration management, quality assurance, staff acquisition, data management, and project monitoring and control. We assign a project lead who coordinates aspects of the Project Management, provides communication to the stakeholders and is the primary contact person for the project. We plan to leverage our proposed PMC and ATS tool for covering the mentioned project planning tasks.

Roles and Responsibilities

| Owner | Responsibilities |
|----------------------------|--|
| Lot Offeror's Project Lead | Coordinate each aspect of the Project Management Update information to the centralized tools in a timely manner |
| | Confirm completion of the Project Management deliverable and submission to the DPW on time |
| | Provide regular communication to DPW stakeholders |
| DPW Contract Administrator | Identify stakeholders for each phase of the project |
| | Review and provide inputs to the Project Planning deliverables |

Figure 6.5-74. Responsibilities.



Our team works with DPW for project management tasks. Our assigned Project Lead creates and manages the project management artifacts using our proposed tools which include PMC and ATS. These tools facilities open communication and sharing of project management information with the DPW and the stakeholders. The project lead monitors the project status with regular meetings with the application team and through project level reports. This information is shared with the stakeholders and the DPW through regular status meetings and status reports.

Multi-vendor IT Projects

Multi-vendor IT projects initiatives involve multiple vendors and require continuous communication for the completions of the tasks. We understand that for such large-scale initiatives, DPW assigns a lead vendor who is the prime owner and is responsible to coordinate each aspect of the project. The prime vendor has the responsibility of assigning an Enterprise Project Lead who works with the Project leads from the other vendors to create the master project plan framework, as shown in Figure 6.5-75 below.

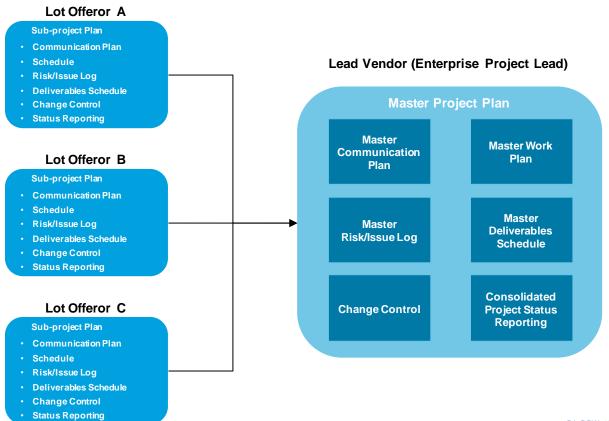


Figure 6.5-75. Project Plan Integration on Multi-vendor Project Engagement. The sub-project plans will form an integral component of the Master Project Plan Framework.

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Roles and Responsibilities

- Enterprise Project Lead
 - Create the initial Master Project Plan framework
 - Coordinate each aspect of the Project Plan with other Lot Offerors and DPW
 - Provide regular project status updates to the stakeholders
 - Confirm completion of the Project Management deliverables and timely submission to DPW
- DPW Contract Administrator
 - Identify stakeholders for each phase of the project
 - Review and provide inputs to the Project Planning deliverables
- Sub Project Lead
 - Coordinate each aspect of the Project managed by the Lot Offeror
 - Update the information to the centralized Master Project Plan framework in a timely manner
 - Coordinate with the Enterprise Project Lead for the successful completion of Project Management tasks if required

If selected as the prime vendor for an initiative, we assign an Enterprise Project Lead who is responsible for coordinating the development and management of the Master Plan framework. We use our proposed centralized tools, PMC and ATS for tracking tasks with other vendors and DPW stakeholders. Regular status meetings are set up with the appropriate vendors to discuss any open items and concerns, and to create a plan for timely resolution. Such items are tracked and maintained in our tools for DPW review. We have regular status meetings with DPW stakeholders briefing them on the project status along with the associated reports.

If we are not selected as the prime vendor, we assign a Project lead who is responsible for updating the project planning information to the centralized location identified by the prime vendor. Also, the Project Leads works with Enterprise Project Lead for the successful and timely completion of project planning tasks.



Project Management and Execution



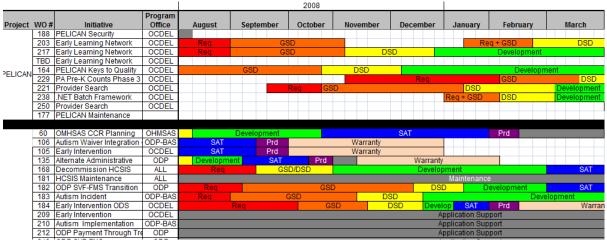
RFP Reference: Applications Modifications/Enhancements Required Items

The Selected Offeror of Lot #6 must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

4) Effectively execute, monitor, and manage multiple concurrent IT project initiatives relative to schedule, performance, and budget as well as ensure timely submittal of quality end products and deliverables

DPW currently administers multiple project initiatives across program areas and application systems. We understand that some of these project initiatives run concurrently with overlaps in their respective schedules. Through our current contracts at DPW, we have proven our ability to manage multiple concurrent IT initiatives by successfully delivering modification and enhancement requests across multiple systems.

Deloitte has worked with the Commonwealth in developing the CIO Runway tool that provides overall status for project initiatives across program areas that are currently being administered by DPW. This tool produces a dashboard report that is discussed with the executive management at DPW on a regular basis. Using the CIO Runway, the DPW executive committee is able to identify problem areas and reassign resources or reset priorities, as required. A sample copy of the CIO Runway dashboard is shown in the Figure 6.5-76 below.



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Figure 6.5-76. CIO Runway – A Snapshot of Ongoing initiatives.

Deloitte develops a CIO Runway dashboard to provide overall status for project initiatives as a means to monitor and manage concurrent initiatives.

We understand that DPW may undertake enterprise wide initiatives that require multiple vendors to work collaboratively. Such large-scale project initiatives usually involve multiple work orders to track and monitor the project. We recognize the importance of tracking and monitoring each work order under a project initiative for successful completion of the initiative which lead to the development of the CIO Runway. Because multiple vendors could possibly be involved in such large-scale initiatives, work order tracking could span across vendors. This requires coordination among different vendors



and DPW stakeholders. Our PMC tool provides a centralized project control structure for work order tracking and facilitates delivery of projects.

Managing Project Schedule

We plan to successfully deliver concurrent IT project initiatives by implementing tight schedule management controls. Project schedules are baselined through Microsoft Project work plans. These baselines are uploaded to the PMC tool where both resources assigned to the particularly 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 who continually monitors his/her 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 dashboards displayed on the home page of the Center 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. 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 the necessary parties can have quick and easy access to those work plans pertinent to their work.

Managing Project Performance

Deloitte's Project Management Center (PMC) facilitates the 'real-time' tracking of actual effort on the project work plans. Since the tool is open to Deloitte sub contractors, it provides a holistic space to track actual versus planned and baselined efforts. This puts Deloitte and DPW in a unique 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).



Managing Project Budget

PMC provides multiple variance reporting mechanisms Deloitte uses to monitor project scope, schedule, and budget. Earned Value Management reports can be automatically generated through PMC. 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. The following table provides the variance measurements and the calculations PMC uses to generate the Earned Value and variance reports:

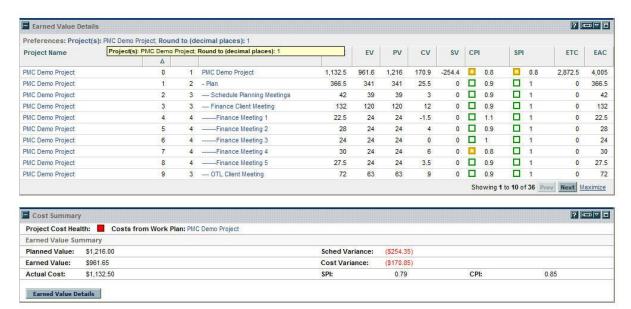
| Variance Measurement | Calculation | |
|--------------------------------|--|--|
| Planned Value | Approved budget planned to be spent at a point in time | |
| Actual Cost | Cost incurred in performing planned task | |
| Earned Value | Budgeted cost of work completed at current time | |
| Cost Performance Indicator | Earned Value/Actual Cost | |
| Schedule Performance Indicator | Earned Value/Planned Value | |
| Effort Variance Percentage | (Actual Effort – Baselined Effort)*(100/Baselined Effort) | |
| Schedule Variance Percentage | (Actual End Date – Baseline End Date)/(Baselined End Date Baselined Start Date + 1) *100 | |
| Cost Variance | Earned Value – Actual Cost | |
| Schedule Variance | Earned Value – Planned Value | |

Table 6.5-77. Key Variance Measurements and Calculations Used for Earned Value and Variance Reports.

These customizable reports can display thresholds to indicate the health of project. Each of the above measurements can be adjusted over time as required. These measurements are displayed in PMC through an Earned Value Metrics Dashboard and Earned Value Analysis, displayed in Figure 6.5-78 and 6.5-79 below:



Earned Value Dashboard



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Figure 6.5-78. Earned Value Dashboard.

This is a sample Earned Value Dashboard that shows EVM metrics and project health based on a red, yellow, green reporting.



Earned Value Analysis



Figure 6.5-79. Earned Value Analysis.

The Earned Value Analysis contains EV Analysis Summary, Project Cost, and Cumulative Cost Metric.

Deloitte also manages scope variance through risk/issue management and a requirements traceability matrix. Reports based on scope and EVM are shared in management meetings where strategies can be discussed for any parts of the project that are beyond the acceptable variance. For further details on our approach to monitoring and executing projects relative to schedule, performance, and budget, please refer to our response to Section 6.2, Project Management.



Progressing DPW's Solution Development and Delivery Processes

IV

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RFP Reference: Applications Modifications/Enhancements Required Items

The Selected Offeror of Lot #6 must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

5) Lead or assist DPW in business solution development and delivery process improvement initiatives leveraging ITIL and CMMI methodologies

We understand the importance of following consistent, repeatable processes when developing and delivering strategic initiatives. Leveraging industry standards and leading practices such as CMMi and ITIL allow organization to improve quality of output and implement business solutions in a complex business environment. Deloitte has collaborated with DPW since the early stages of adopting ITIL standards and assessing DPW's CMMi practices to help DPW achieve its CMMi level 3 rating and will continue to be a valued partner as you achieve CMMi level 4. Leveraging our firm's resources that specialize in ITIL standards and CMMi practices along with our history of collaborating with DPW in its delivery process improvement, we are well positioned to lead DPW with its future goals for CMMi and ITIL adoption ultimately leading to reduced cost of IT operations and higher availability, reliability and overall quality of their IT services provided by the Department.

Deloitte leverages the ITIL and CMMi Continual Service Improvement processes to assess CMMi and ITIL model maturity level baselines and map strategies for DPW annual targets. We use our metrics models and IT service reporting techniques to identify and map these strategies to meet incremental and significant improvements in service quality and operational efficiency. Improvement strategies look beyond just technologies and may also include people, process and service improvement opportunities. This is evident through the initial ITIL assessment we completed for ITSS in 2009 where certain challenges were identified such as:

- Resources were being shared across projects due to their skillsets even though they
 were not part of a shared services group.
- Certain knowledge resides with key individuals to the extent that the project suffers when these individuals are out of the office.
- ITSS Management line staff tends to be more reactive than proactive, etc. For our detailed approach to working with DPW to achieve CMMi level 4 and further adopt ITIL standards and practices, refer to Section 6.9, ITSS and DTSS, DPW CMMi and ITIL Assistance Refinement and Expansion of CMMi and ITIL.



Technical Analysis and Recommendations



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RFP Reference: Applications Modifications/Enhancements Required Items

The Selected Offeror of Lot #6 must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

6) Conduct a comprehensive technical feasibility study and provide sound cost-effective recommendations

Deloitte understands that DPW wants to pursue application modifications/enhancements, where requested, that meet business needs but that are also cost-effective. This is why we perform detailed analysis for any technical assessment and feasibility study before providing cost-effective recommendations. Our analysis on feasibility does not just take into account the immediate work needing to be done to meet business objectives, but we assess the impact across systems, projects, and on the ongoing operations post implementation resulting in a total cost of ownership. Deloitte performs a technical assessment and feasibility study when we receive a work order and business requirements documentation from DPW and the Lots 1-5 vendors. We then perform the required technical assessment and conduct a broad feasibility study on the work order before moving on to the system requirements phase. Our feasibility study consists of the following high level areas:

| Feasibility Study Areas | Feasibility Study Area Description | Benefit to DPW recommendations |
|---|--|---|
| Technology and System feasibility | Determines if DPW has the necessary hardware, software, and technical infrastructure to support the work order | Knowing the technology needs of a project up front avoids schedule delays and cost overruns down the road in the event that the organization's technical assets are not sufficient to complete the project. |
| Economic feasibility | Measures the value of the project through cost/benefit analysis considering total cost of ownership | By looking at the total cost of ownership of the project, DPW will have the information needed to budget for the not only the completion of the project but the ongoing operations as well. |
| Legal feasibility | Reviews any of the legal restrictions that may impact the project such as the use and sharing of personal identifiable information | Legal restrictions often cannot be changed so planning your system design with these restrictions in mind will avoid surprises later in the project life cycle that can be costly to resolve. |
| Operational feasibility | Measures the extent to which the project will meet the business needs and 'solve the problem' at hand | Often new systems are contrived by IT with good intentions but their design does not fully solve a significant business issue so the operational value is reduced. By reviewing the operation feasibility, DPW will know if the project is in-line with its business objectives and can make a more informed decision spending its resources on the 'right' projects. |



| Feasibility Study Areas | Feasibility Study Area Description | Benefit to DPW recommendations |
|----------------------------|---|---|
| Schedule feasibility | Determines if the project can be completed in enough time to still be valuable to its stakeholders | With legislation constantly changing, IT projects often have schedule constraints to be compliant by a certain date or to receive monetary incentives from the federal government. Knowing the schedule feasibility allows DPW to determine if the project will achieve its perceived value when deciding whether or not to approve it. |

Figure 6.5-80. Key Areas of Deloitte's Feasibility Study.

By looking at a project's feasibility from each of these angles, Deloitte is able to provide a more accurate and broad feasibility document fully addressing each of the components defined by the RFP: Executive Summary, Purpose and Problem, Goals and Objectives, Assumptions and Constraints, Solution Alternatives, Business and Technical Assessments, CBA and Total Cost of Ownership, Comparative Analysis, Recommendations and Appendices. Ultimately this results in the most cost-effective solution that still satisfies the business stakeholders' needs. The DPW approved cost-effective solutions is what makes it into our system requirements document resulting in DPW getting the leading value out of its Lot 6 resources.

Pilot and Proof of Concept



The Selected Offeror of Lot #6 must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

7) Plan, manage, and execute a pilot and proof of concept

Deloitte understands the importance of executing a pilot or developing a proof of concept (POC) prior to committing to an enterprise, agency or program area specific initiative. As DPW plans for the future, application modifications provide the avenue to implement innovative technology solutions to address specific business objectives. Many of these innovative solutions require the use of new tools, techniques, and technologies to accomplish these tasks. Deloitte is prepared to work with DPW to develop a pilot or proof of concept to address specific, fundamental questions regarding the pursuit of innovations in unchartered areas. The decision to pursue a pilot or proof of concept for a particular initiative is evaluated on the onset of the engagement based on the relative scope, schedule and cost of the overall initiative and associated benefits of this upfront investment.

The pilot or proof of concept may address, at a minimum, the following areas:

- Evaluate the usefulness and effectiveness of the system modification
- Validate the useful and effectiveness of the system or technology
- Assess implementation feasibility



- Validate new user interface/user experience concepts and themes
- Provide insight into the system performance and usability
- Help identify challenges with the production implementation
- Determine compatibility with current DPW Enterprise Architecture
- Clarify and solidify overall design concepts and objectives
- Address and validate software selection prior to full scale development
- Help solidify the scope of the initiative
- Confirm alignment with DPW IT Strategy

As with any initiative that involves multiple stakeholders, effective coordination and communication is paramount to successfully achieving the expected outcomes. Deloitte understands that as the Lot 6 offeror, we will be expected to closely coordinate the tasks and activities associated with developing a pilot or proof concept across multiple stakeholders including DPW stakeholders, appropriate third party vendors, and other selected Offerors. Deloitte intends on accomplishing this task through the identification of the necessary stakeholders during the planning process and effectively engaging and communicating with this group throughout the entire pilot or proof of concept process. Specifically, this is accomplished through regularly scheduled meetings, including Steering Team Meetings, Project Team Meetings, and specific meetings intended to track the progress the pilot or proof of concept. Depending on the scope and complexity of the pilot or proof of concept, project management tracking tools such as Project Management Center 7.5 (PMC) may be used to track and manage the initiative and provide valuable for the multiple stakeholder groups. In this case, a detailed work plan is created encapsulate the tasks and activities required and help drive to successful outcomes.

Planning a pilot or proof of concept includes careful consideration of the overall goals of the exercise along with defining the scope, developing a realistic timeline and allocating the appropriate resources. The objective of the pilot or proof of concept is carefully considered and documented prior to commencing the engagement with the appropriate stakeholders. Deloitte works with DPW to carefully plan the pilot or pilot to define the scope, the purpose, the timeline and the outcomes.

| Key Pilot/POC Consideration s | Key Benefits | |
|---|--|--|
| Define the purpose, goals, objectives, and scope of the proof of concept or pilot project | Provide insight, transparency, and direction for the stakeholder groups | |
| | Allow stakeholders to effectively plan and clearly define the goals and objectives | |
| | Allocate and assign sufficient resources to achieve objectives | |
| Outline the Evaluation and Testing Approach | Defines the criteria that will determine the success of the pilot/POC | |
| | Clearly defines the next steps of process given the results of the pilot/POC | |



| Key Pilot/POC Consideration s | Key Benefits |
|--|---|
| Define the key decisions to be made at the conclusion of the initiative | Success is defined at the onset of the pilot or POC by clearly identifying the decisions that will be made based on the outcome of the exercise Clearly defines the next steps of process given the results of the pilot/POC |
| Business process reengineering/change management strategy | At this step in the planning process, DPW has an opportunity to be certain the right stakeholders are included to be sure the potential business and technology decisions that will be made are in line with the enterprise goals of the department |
| Define proof of concept or pilot stakeholders and participants | Effectively coordinate and communicate across stakeholder groups to define, manage and execute |
| Baseline, interim, and final evaluation studies | Established checkpoints throughout the engagement to effectively track the progress of the pilot or POC |
| Knowledge transfer and training requirements for business and technical staff | Pursuing any new, innovative idea or concept, may require additional training and knowledge transfer therefore these requirements must be assessed throughout the course of the pilot/POC and be factored into the overall decision to move forward with the initiative |
| Establish the success criteria for the pilot, with input from stakeholders, technical staff, records management staff, and users | Involving the right stakeholders from the start allows perspective to be gathered from each party that may be impacted by the result of the pilot/POC |
| Outline the benefits of conducting a pilot and risks of not doing so | Executing a pilot/POC involves a commitment of time and resources and therefore outlining the cost/benefit and documenting the risk helps evaluate the feasibility and perceived benefits of the process |
| Establish an executive sponsorship and associated administrative infrastructure to guide, govern, and support the proof of concept or pilot project initiative | Garnering the support of executive leadership from the start of the pilot/POC helps to more clearly define the objective of the pilot/POC and assist with executing the next steps after the completion of the exercise |
| Establish a detailed project and quality management framework | As with any initiative, it is import to establish a framework to effectively manage and drive projects in order to adequately staff, track and report on the pilot/POC |

Figure 6.5-81. Key Pilot and POC Considerations.

Key Planning Considerations as described in the Proof of Concept-Pilot Guideline Document (Appendix FFF).

Effectively managing and executing the pilot or proof of concept is the key to delivering successful outcomes. Throughout the course of the pilot or POC, Deloitte works with DPW and other stakeholders to manage and execute the plan and work to achieve the overall objective of the exercise. Ultimately, pursuing a pilot or POC as part of the overall modification process leads to increased software quality, better alignment with technical and business objectives, increased understanding of the cost/benefit analysis, improvements in scoping the overall modification initiative, and improved estimation.

At the completion of the pilot or proof of concept, Deloitte works with DPW and other stakeholders to develop a Pilot, Proof of Concept, or Prototype Evaluation Planning



(PEP) Document. At a high-level the document describes the 'What', 'Why', 'How' and the Results. As prescribed in the Proof of Concept -Pilot Guideline document (Appendix FFF), the PEP includes an Executive Summary, an Introduction (Background, Purpose, Scope), Goals and Key Objectives, Constraints, Evaluation Approach Overview, Key Decisions, Evaluation Design and Logistics, Lessons Learned, Evaluation Findings and Conclusions, Recommendation and Final Decisions. The outline of PEP is reviewed at the start of the pilot or POC in order to level set the expectations across multiple stakeholder groups and provide a clear understanding of what will be delivered and reviewed as a result of the initiative.

At the end of the pilot or POC, results are measured against the objectives and a decision between the stakeholders, third party and Lot vendors is made to take the project further beyond the pilot or POC stage.

Supporting Traceability and Conformance to DPW's Methodology



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RFP Reference: Applications Modifications/Enhancements Required Items

The Selected Lot #6 must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Ensure a clear understanding and traceability of all business and technical requirements relative to the creation of the General Systems Design (GSD) document, and 2) Accurately assess conformance to: a) business requirements, b) systems requirements and design specifications, c) applicable standards, and d) EA-SOA frameworks and associated technology life cycle strategies and roadmaps.

The Deloitte Team understands the value of controls that enable stakeholders to clearly validate, during each phase of the SDM life cycle that the application being modified is properly progressing towards an end product that will correctly meet business needs, requirements, and technology standards. To achieve this end, it is important to establish and diligently follow a process for creating, validating, and updating the requirements traceability matrix during each phase of the SDM. Similarly, it is beneficial to enact controls for validating proper conformance to technology standards and frameworks that support the requirements by including these in the traceability matrix as well.

Under DPW's new multi-vendor operational model, this is of even greater significance and magnitude. It must be expanded to include not just the process of depicting and certifying these relationships but also validating common understanding of the underlying requirements, design and standards across vendors.



Evolving requirements traceability across the SDM

As the Lot 6 offeror, Deloitte will receive the business requirements along with the initial requirements traceability matrix before beginning the system requirements phase. We understand the level of detail and contents that belong in the requirements traceability matrix at the start of system requirements and will leverage this knowledge during the hand off from the Lots 1-5 vendors to validate the no gaps exist in the initial traceability matrix. We then take the initial requirements traceability matrix and update it based on the output of the SRD and GSD as indicated in the below table.

| Deliverable | Expected Traceability Updates | |
|------------------------------|--|--|
| System Requirements Document | Incorporate new requirements and use cases into the traceability diagrams | |
| | Document new, modified, and deleted requirements, including updated text when applicable | |
| General System Design | Incorporate activity diagrams and screens into the traceability diagrams | |
| | Document new, modified, and deleted requirements, including updated text when applicable | |

Figure 6.5-82. Traceability Updates by Work Product.

After performing our updates, Deloitte works closely with the Lot 7 vendor to clarify and explain during the traceability matrix hand off to support their understanding of the SRD and GSD which provides the building blocks necessary for the Lot 7 vendor to successful update the requirements traceability matrix during the detailed system design, development and testing phases. Figure 6.5-83 below demonstrates how the requirements traceability matrix evolves over the SDM as each Lot vendor adds the information necessary until a detailed traceability matrix is produced resulting in a higher quality end product.



DPW Enterprise Lot Structure and Methodology Building Blocks

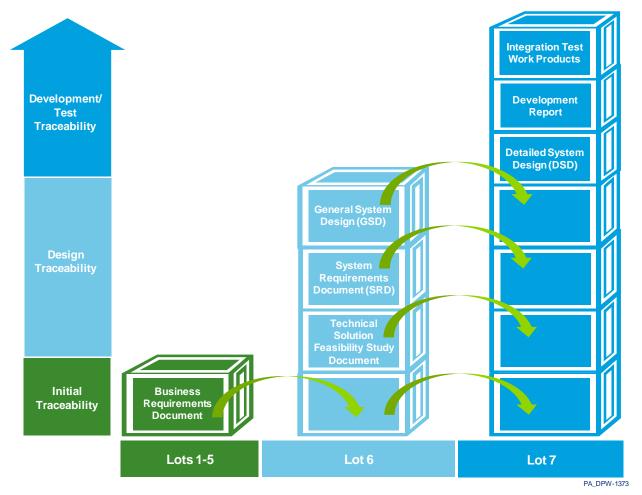


Figure 6.5-83. Methodology building blocks that support end to end requirements traceability.

The methodology building blocks demonstrate how the requirements traceability matrix evolves across the SDM becoming a tool that drives end product quality and user acceptance.

Coordinate the understanding of requirements traceability across stakeholders

During the hand off of the requirements traceability matrix between vendors, Deloitte employs several tools and techniques to validate that each stakeholder has a clear understanding of requirements and their traceability to the general system design. Figure 6.5-84 highlights the activities that Deloitte performs with the appropriate Lot 1 – 5 vendors to support our knowledge acquisition of the business requirements and to validate a common understanding between the two teams.



| Tool or Technique | Impact to requirements traceability | |
|--|--|--|
| Observe/attend business requirements validation sessions | Direct exposure and examination of DPW stakeholder input and perspective | |
| | Establishes Lot 6 participation early in the requirements process | |
| Cross-lot deliverable review sessions | Regular sessions with the Lot 1-5 vendors to review draft Lot 6 deliverables (Feasibility Study, System Requirements Document, and General System Design) to validate that the draft deliverable are correctly aligned with the business requirements Use the physical traceability document to support this activity | |

Figure 6.5-84. Lot 6 Business Requirements Knowledge Acquisition.

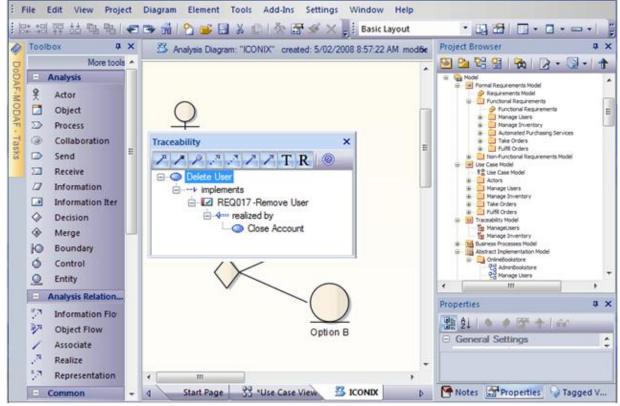
Similarly the Deloitte Team will support activities intended to continue the knowledge transfer process as an output of the Lot 6 activities to support the Lot 7 vendor's understanding of the system requirements and general design allowing them to perform the Lot 7 vendor responsibilities.

| Tool or Technique | Impact to requirements traceability | |
|--|---|--|
| Establish Common Documentation Standards | With initial start of the contract, work with the Lot 7 vendors to establish documentation standards that support their effective consumption of the Lot 6 outputs | |
| Lot 7 GSD Participation | Encourage Lot 7 representation at GSD sessions in order to support early knowledge transfer and to allow their direct observation of DPW input and direction | |
| System Requirements and GSD Knowledge Transfer Sessions | Formal sessions to support Lot 7 consumption of System Requirements and General System Design documents for use during Lot 7 detailed system design through deployment activities | |
| Lot 6 Review of Draft Lot 7 Deliverables | Mechanism, including supporting meetings, for reviewing Lot 7 documents to validate correct interpretation of Lot 6 SRD and GSD documents. | |

Figure 6.5-85. Lot 6 System Requirements and GSD Knowledge Transfer.

In accordance with DPW's current practices we propose using Enterprise Architect (EA) to capture the relationships between requirements and subsequent SDLC artifacts. A sample screen from EA is depicted in Figure 6.5-86. This benefits DPW by leveraging a tool that you already have licenses for, that you understand and are familiar with the output from and that currently and successfully supports your traceability documentation needs.





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Figure 6.5-86. Traceability Management in EA.

Using EA for requirements traceability benefits DPW by leveraging a tool that you already have licenses for, that you understand and are familiar with the output from and that currently and successfully supports your traceability documentation needs.

Assessing conformance across the requirements traceability matrix

Having a requirements traceability matrix at the end of the GSD phase provides the tool necessary to assess conformance of the project to business requirements, system requirements and design, applicable standards and EA-SOA frameworks, strategies and roadmaps. The following figure gives an overview of how the tool is used in each of these conformance areas.

| Conformance Area | Approach to assessing conformance using the requirements traceability matrix |
|--------------------------|---|
| Business Requirements | Business requirements are the backbone of the requirements traceability matrix and represent the high level component. Other system requirements, design specifications, standards, etc must be linked to a business requirement otherwise they do not belong as a part of the work order initiative. |
| _ | Business requirements must have associated system requirements so if they are not present, then the work order is not in conformance with the business requirements. |



| Conformance Area | Approach to assessing conformance using the requirements traceability matrix |
|--|---|
| System Requirements and design | System requirements must be linked to a business requirement otherwise they are not in conformance for the work order. |
| | Design specifications must be linked to system requirements and can be in the form of use cases, activity flows, or screens. If a design specification is not linked to a system requirement then it is out of conformance. |
| Applicable standards | Standards such as accessibility, use of technology, system up time are documented in service level requirements which map directly to business requirements. If a service level requirement is not linked to a business requirement it is out of conformance. |
| EA-SOA frameworks, strategies and roadmaps | Use of EA-SOA frameworks, strategies and roadmaps can also be documented in the requirements traceability matrix through service level requirements, design specifications and technical design specifications (during DSD). These components of the traceability matrix are linked back to business requirements either directly or indirectly and if they are not, they are out of conformance. |

Figure 6.5-87. Approach to assessing conformance using the requirements traceability matrix.

Establishing accurate traceability will benefit DPW and support high quality outputs at each stage in the SDLC. When stakeholders properly coordinate and are able to conform to the traceability matrix, the project benefits from a reduction in rework, a higher quality end product and more accurate resource needs estimation.



Facilitation of Enterprise Project Tracking



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RFP Reference: Applications Modifications/Enhancements Required Items

The Selected Lot #6 Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Establish an automated tracking system and manage Work Orders throughout the life of the contract; 2) Establish and maintain a project tracking and management system; 3) Provide access to DPW, and designated IT Consulting Services Offeror's management staff to review current project priorities and timeliness 4) Maintain the Enterprise Architecture Blueprints.

To achieve smooth coordination amongst participants, it is necessary for the stakeholders, third party vendors and Lot vendors to use proven tools, processes, and methodologies to track the project's progress, review timelines and refer to the technical details.

Tools enable the stakeholders to track and review the status and progress of the project; processes facilitate the handoff of responsibilities and coordination of activities between DPW stakeholders, third party vendors and lot vendors; methodologies provide the overarching framework for defining tasks and assigning responsibilities for each of the phases of the software life cycle.

Deloitte uses several industry standard methodologies, processes and tools to track and manage the progress of projects. Many of these tools and methodologies are already aligned with DPW standards.

We have worked with DPW for the past 10 years and we are familiar with many of the methodologies and tools used by DPW. We propose continuing to use these tools and methodologies moving forward – the innate familiarity that both Deloitte and DPW have with these tools and methodologies will facilitate a smoother transition at the outset as well as minimize potential ambiguities or difficulties during the ongoing deliverable reviews.

Figure 6.5-88 below outlines the specific tools, processes and methodologies that will be used during the Lot 6 GSD activities:

| Lot 6 offeror Task | Process/Methodology | Tools and Purpose |
|---|---|---|
| Establish an automated tracking system and manage Work Orders throughout the life of the contract | Project Management (PM) | Work Order Tacking Tool. Used to show timelines, phases and resource allocations across the project. |
| Establish and maintain a project tracking and management system | Project Management (PM) | Project Management Center (PMC). Used to maintain a centralized online platform for managing and delivering Deloitte projects. |



| Lot 6 offeror Task | Process/Methodology | Tools and Purpose |
|---|---|--|
| Provide access to DPW, and designated IT Consulting Services Offeror's management staff to review current project priorities and timeliness | Project Management (PM)Communication | Work Order Dashboard. Used to provide a common overview of the project status to project managers and coordinators from DPW, third party vendors and lot vendors. PMC. Used to maintain a centralized online platform for managing and delivering Deloitte projects |
| Maintain the Enterprise Architecture Blueprints | • SDM • ARB | Enterprise Architect. Used to maintain the overall enterprise architecture by creating class diagrams, sequence diagrams, and application blueprints to facilitate development. |

Figure 6.5-88. Specific Tools, Processes and methodologies That Will be Used During the Lot 6 GSD Activities.

Supporting the Process of Achieving Software Quality

| IV | Page | RFP Reference |
|----|----------|-----------------|
| V | 11/1/26/ | IVI I IVEIGICII |

RFP Reference: Applications Modifications/Enhancements Required Items

The Selected Offeror of Lot #6 must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Engage and support the Change Control process, including detail narrative regarding the methodology to assess the change; 2) Ensure compliance and use of the System Development Methodology (SDM), ARB, and SQA processes; 4) Respond to defects associated with missed requirements, requirements translations in the GSD, 3) Produce the best quality end products, 5) Ensure traceability with business and systems requirements throughout the SDLC phases.

The proposed team understands the role software quality plays in implementing systems that meets business needs and has worked closely with DPW stakeholders and third party vendors to meet or exceed software quality standards in the past. We will continue to support the process and identify improvements to achieve software quality in future application modifications.

1) Engaging and supporting the Change Control Process. The DPW Steering Team will establish the initial project baseline based on the annual planning meeting, the resource estimations, and other project constraints. Modifications to the established baseline will be managed and controlled via the Change Control process.

The institutionalization of the change control process is a critical component to validate that resources are aligned appropriately based on business drivers. Once changes are approved by the Change Control Board (CCB) we will allocate the right resources to perform the feasibility, system requirements and/or general system design for the PCR.

Deloitte has worked with DPW stakeholders and other vendors in the past to define, document, communicate, and implement a robust change control process. Defining which enhancements would be included in a release is now a transparent and open process with appropriate input from project stakeholders. By effectively managing this process, DPW has been able to address the critical change requests in the backlog and adjust the baseline to address unanticipated mandates. We look forward to continuing



to use this change control process, modifying it as necessary to remain at the forefront of change control processes.

The Change Control process, shown in Figure 6.5-89, is used to determine whether or not the application modifications should be proposed for approval to the baseline. Through a process of submitting, authoring, assessing, and deciding, each modification receives a business value assessment (BVA) and technical level of effort (LOE).

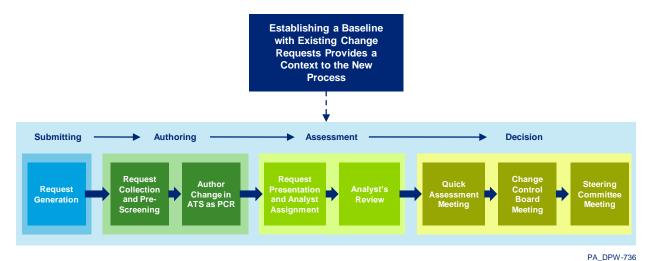


Figure 6.5-89. Change Control Process.Changes to the baseline are decided by comparing the business value and technical level of effort compared to other requests.

- **Submitting.** Requested changed to the business solution can stem from policy or legislative mandates, management directives, operational process improvements, technology drivers, etc.
- Authoring. Change requests will be captured in a centralized location via "modification" type PCRs in ATS. On a regular basis these modification PCRs will be collected and reviewed for completeness. PCRs will be used to track the progression of initiatives requiring software changes.
- Assessing. We will facilitate a regularly scheduled assessment meeting with DPW stakeholders, third party vendors and other lot vendors. This meeting will be used to assign a lead analyst on the integrated application team to perform a technical level of effort (LOE) and to assign the appropriate business SME to perform a business value assessment (BVA).
- Deciding. Depending on the combined BVA and LOE quantitative score, and in concert with project constraints and an impact assessment, the Change Control Board or Steering Team will determine if particular modification requests should be added to the baseline and resources allocated as appropriate.



- **2) Confirming compliance and use of the System Development Methodology (SDM), ARB, and SQA processes.** As the bridge between the Lot 1-5 vendor and the Lot 7 vendor, we will work with DPW, third party vendors and other lot vendors to produce feasibility studies, SRDs and GSD that adheres to the DPW SDM, ARB, and SQA processes. In doing so, we will use the standard tools, processes and methodologies that we have collaboratively developed with DPW:
- Traceability Matrix. We will leverage our HHS program and policy knowledge to review the initial traceability matrix produced by the Lots 1-5 vendors to confirm that the listing of business requirements is accurate and unambiguous. We will identify gaps or inconsistencies and work with the Lots 1-5 vendors to address these prior to beginning the feasibility study and system requirements.
- Use Cases and Activity Diagrams. We will develop use cases that correspond to the
 appropriate business and system requirements and cover the full extent of
 functionality described. We will also create activity diagrams that will visually describe
 the flow of the business requirements collected by the Lots 1-5 vendors.
- Screen Shot Details. Deloitte will conduct GSD sessions with the DPW stakeholders and where appropriate, third party and other lot vendors to flesh out the general system design based upon the requirements gathered in the previous phase. In addition to establishing the "look and feel" of the modifications to the solution, we will also determine the screen specifications including data elements and mapping, which entails defining the elements on the screen along with their length, type and whether they are mandatory, GUI validations, which enforce rules for what can be acceptably entered on the screen, and data processing logic, which instructs the system how to treat the entered data.
- **LDM.** In addition to fleshing out the front end design, we will use the GSD phase to begin laying out the back end design. This includes developing the Logical Data Model, which shows at a high level how the database entities will interact i.e., it will show how information is stored in the system and how the data are related.
- Initial Capacity Plan. While concrete numbers will not be determined until the Detailed System Design, we will begin gathering preliminary data on expected usage for the prioritized modifications. By assessing the intended user base, ascertaining the number of transactions and estimating the load as a result of each transaction, we will determine the rough sizing requirements for the system to support the anticipated load. The initial capacity plan will include estimates for both production and non-production environments and address storage capacity as well as other elements such as network bandwidth, user base and transaction volume.
- General System Design and Key Considerations. These will serve as a "catch-all" for capturing any information not identified in the above tools and documents. We will create a narrative style GSD document to describe the overall design, including the rationale for moving from the current design and processes to the new design and processes. The Key Considerations document will highlight technical considerations that will need to be kept in mind by the Lot 7 vendor during the DSD-Deployment phase.



- ARB. We will also meet with key technical stakeholders to present an outline of the
 proposed design architecture. As part of Architecture Review Board I (ARB I), we will
 present an overview of the requirements, timeline and current and proposed
 processes to DPW-BIS. We will also work with the Lot 7 vendor to transition this
 responsibility for ARB II and ARB III.
- 3) Responding to defects associated with missed System Requirements and GSD specifications. As outlined above, we will work with the Lot 1-5 vendor to review the business requirements. Prior to beginning the feasibility through GSD phases, we will review the requirements in order to clarify any uncertainties e.g., if a requirement is worded ambiguously, to confirm that we understand the requirement, to re-validate it with the business owners and to ascertain that there are no contradictory and/or incomplete requirements.

In the event that a gap is found, we will work with DPW stakeholders and the Lots 1-5 vendors to identify the needed corrective action and then conduct an impact analysis to determine its effect on the general system design and overall project cost and timeline. Once the Lots 1-5 vendors make the appropriate changes to the requirement, we will incorporate the corresponding changes into the System Requirements or General System Design and also share this with the Lot 7 vendor so that they may accordingly update the Detailed System Design.

- **4) Producing the Most Valuable End Products.** A high quality end product can be achieved by proactively taking steps to get it right the first time rather than fixing it later. These steps include:
- Enforcing Inclusive and Unambiguous Requirements Documentation as an Entry Criterion for the Design Phase. Deloitte will work with the Lots 1-5 vendors to clarify any inconsistencies or gaps in the requirements. We will then work to resolve these inconsistencies and gaps to confirm that the requirements are properly defined prior to beginning the general system design.
- Aligning Design with Business Requirements. Once we have a set of business requirements, we will use a traceability matrix to validate that the system requirements and design ties back to the requirements and the requirements give rise to the design. This will also allow us to identify any design gaps. We will then work with the Lots 1-5 vendors to resolve these gaps and confirm that the requirements and general system design are properly defined and aligned.
- Effectively Triaging and Resolving Defects. After we hand off the general system design to the Lot 7 vendor, we will continue to remain involved in the DSD-Deployment phase by assisting the Lot 7 vendor in triaging defects arising from the testing phase and, in conjunction with DPW stakeholders, providing functional and design clarifications to enable the Lot 7 vendor to effectively resolve the defect.



- 5) Confirming Traceability with Business and Systems Requirements throughout the SDLC Phases. Although our focus for this phase will be on aligning the system requirements and general system design with the business requirements, we will work with the DPW stakeholders, third party vendors and other lot vendors to facilitate backwards and forwards traceability throughout the software life cycle to mitigate the risk of design gaps and minimize the likelihood that requirements will not be met. Traceability activities include:
- Clarifying Concerns and Uncertainties Associated with the Requirements and General System Design. By working with the Lots 1-5 vendors, we can clarify any inconsistencies or gaps in the requirements. We will then work to resolve these inconsistencies and gaps to confirm that the requirements are properly defined prior to beginning the general system design.
- Recommending Design Changes Regarding the Detailed System Design. Once
 the general system design is completed and aligned with the requirements, we will
 continue to remain involved in the DSD through Implementation phases by assisting
 the Lot 7 vendor in triaging defects arising from the testing phase and, in conjunction
 with DPW stakeholders, providing functional and design clarifications to enable the Lot
 7 vendor to effectively resolve the defect.

Supporting the Coordination with Application Validation Activities

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RFP Reference: Applications Modifications/Enhancements Required Items

The Selected Offeror for Lot #6 must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: provide assistance, technical guidance, and analyze test results with regard to systems and technology integration testing, systems design and capacity variances, systems security and performance variances and/or anomalies, systems vulnerabilities, and problem resolution initiatives (as required).

Being deeply familiar with DPW, both from a business, program and policy as well as technology standpoint puts Deloitte in an ideal position to be an important liaison between the Lots 1-5 vendors and the Lot 7 vendor. This unique understanding will enable us to collaborate with DPW stakeholders, third party vendors and other lot vendors to drive software quality and resolve problems.

By creating robust feasibility, system requirements and General System Design (GSD) documents, we will validate the business requirements collected by the Lots 1-5 vendors and at the same time set the stage for the Lot 7 vendor to develop a Detailed System Design. We will work with both vendors to validate that design specifications were implemented correctly and that proper traceability was maintained throughout the software life cycle.

Figure 6.5-90 below describes our approach to providing assistance, technical guidance, and analyzing test results:



| Offeror Task | Deloitte Team approach to providing assistance, technical guidance and analyzing test results | Benefit to DPW |
|--|--|---|
| Systems and technology integration testing | Review test scenarios for accuracy, traceability, and coverage Assist with triaging defects and issues found by the Lot 7 vendor during the testing phase. | Accurate test scenarios help more issues to be identified in the testing phase, resulting in a higher quality end product being deployed. An established triage process effectively identifies the most crucial issues to be addressed, providing greater "bang for the buck" and improving overall quality. |
| Systems design and capacity variances | Work with the Lot 1-5 vendor to analyze user base and review business requirements to estimate transaction volume and load. Work with the Lot 7 vendor to review the system architecture and capacity plans to identify inconsistencies between the anticipated and designed capacities. Review SQA load and capacity test results to measure any variances with the GSD and if they occur, collaborate with the Lot 7 vendor to take corrective action. | Comparing the design with the requirements gives us the data needed to coordinate with the Lots 1-5 and Lot 7 vendors to validate that the system meets any business stakeholder capacity needs By doing this early on in the software life cycle, we can work with the Lot 7 vendor to take corrective action if the capacity needs are not being met. |
| Systems security and performance variances | Review security requirements and determine if the architecture can support them. Review test cases to determine they cover security scenarios through traceability and then review the test case outcomes to determine security requirements are functioning correctly. Review performance test results and coordinate between the Lot 1-5 and Lot 7 vendor if variances exist to determine where corrective action is required. | Security is vital to any system and especially DPW systems containing sensitive citizen information. By reviewing design specifications early in the software life cycle and then security test results later in the process, DPW can be confident that the security of any application modification to its systems is properly integrated. Validating performance prior to going live allows the project to take corrective action before it impacts the project schedule and lets DPW make an informed go/no-go decision before a system release golive. |



| Offeror Task | Deloitte Team approach to providing assistance, technical guidance and analyzing test results | Benefit to DPW |
|--|--|--|
| Anomalies, systems vulnerabilities, and problem resolution initiatives | During the detailed system design phases, we will provide technical guidance to the Lot 7 vendor to enforce coding standards and design leading practices that minimize system vulnerabilities. During the testing and later phases, we monitor system behavior and will be a part of the triage, assessment, and corrective action planning for any system anomalies, vulnerabilities or problems. | Knowing about anomalies, systems vulnerabilities early in the development process and before the system goes live, allows corrective action to be taken with minimal impact to project schedule and end users. |

Figure 6.5-90. Our Approach to Providing Assistance, Technical Guidance, and Analyzing Test Results.

Bring Qualified Resources to Support Key System Modifications

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RFP Reference: Applications Modifications/Enhancements Required Items

The Selected Lot #6 Offeror must describe in detail: 1) The resources required to support Application Modifications/Enhancement tasks including skill sets and experience, and 2) The associated organizational chart.

Deploying successful application modifications typically require teams with a diverse composition of skills, knowledge, and experience, which are described in the following figure.

| Modifications Sub-Team | Skill Sets | Experience |
|------------------------|--|--|
| Business Function Team | System design System modification System development System implementation and operations | Client Management Provider Management Financial Management Quality Management Customer Relationship Management Information Management |
| Application Team | System designSystem modificationSystem developmentSystem implementation and operations | iCISPELICANHCSISChild WelfarePACSES |



| Modifications Sub-Team | Skill Sets | Experience |
|-------------------------------------|--|--|
| Enterprise Services, ITSS, and DTSS | Database support Configuration Management Security Architecture Middleware Groupware/Network Knowledge Management Operations Production Support Technology Engineering Enterprise Applications Enterprise ITIL and Software Engineering Processes | Applied knowledge of enterprise architecture and SOA |
| Competency Resource Pool | .NETPL/SQLAdobeCorticonwebMethodsInformaticaCognos | Applied use of skill sets on software development project |

Figure 6.5-91. Skills, Knowledge, and Experience.

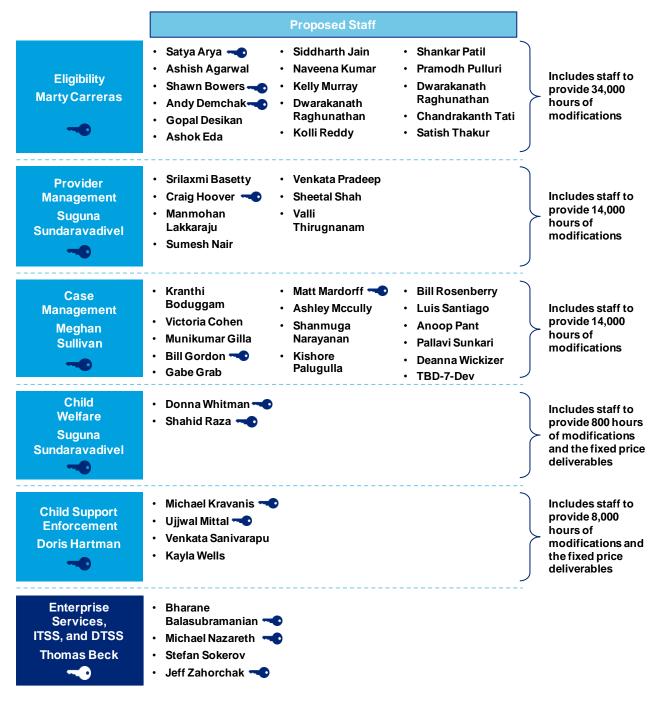
IV Page IV-364 RFP Reference: Applications Modifications/Enhancements Required Items

The Selected Lot #6 Offeror must describe in detail: 2) The associated organizational chart.

The organization chart for the Application Modifications team is provided in the Figure 6.5-92 below. As the chart illustrates, when putting together a team to execute on an initiative, Deloitte has the ability to draw from a ready team of individuals with functional, application, and competency experience.



Lot 6 Proposed Modifications Team



*** Key Personnel PA_DPW-8585

Figure 6.5-92. Application Modifications Organization Chart.

The Application Maintenance team includes a mix of resources with different competencies, business functional knowledge, and application experience.



Meeting Modification Requirements



RFP Reference: Applications Modifications/Enhancements Required Items

Lot # 6 Systems Architecture Services Offeror must provide a brief description of how the Offeror plans to meet the Application Modifications/Enhancements requirements as presented in Part IV-Page IV-348 Application Modifications/Enhancements, including the approach, organization resources and management controls that will be employed to meet Application Modification/Enhancements requirements.

Deloitte leverages current DPW methodologies such as the Modified Waterfall SDLC, along with methodologies used on other Deloitte engagements such as ePMM4 for management controls and combined with industry proven methodologies like CMMi and ITIL to meet the Lot 6 Application Modifications/Enhancements requirements. Using this best of breed approach allows us to leverage the features of each methodology to successfully execute each aspect of the project under the Lot 6 offer tasks. We bring a calculated mix of veteran staff working with DPW today and new staff from the wide breadth of available Deloitte resources to DPW giving you a team that knows your business but at the same time will bring new and innovative ideas keeping DPW on the leading edge of public welfare enterprise system implementation. For more information on our approach to meeting DPW Application Modifications/Enhancements requirements refer to the below table of references

| DPW Application Modifications/Enhancements Requirement | Deloitte Approach Section Reference |
|--|---|
| Approach to meeting Application Modifications/Enhancements | 6.5.1 Methodology, Approach and Experience |
| Organizational resources for meeting Application Modifications/Enhancements | 6.5.4 Staffing Chart and Roles |
| Management Controls for meeting Application Modifications/Enhancements | 6.5.2 Management Controls, Communication and Evaluation |

Figure 6.5-93. Deloitte Approach Section Reference.



Change Management Recommendations



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RFP Reference: Applications Modifications/Enhancements Required Items

Lot # 6 Systems Architecture Services Offeror must provide a review of the current change management process used by the Department as summarized in Section D and specifically in Appendix U in this RFP, describing the strengths and potential limitations of the current process. Describe the Offeror's proposed methodology for managing the change management process, including techniques for estimating modification resources and scheduling. Describe the Offerors proposed solution to changing priorities and/or requirements during modifications/enhancements activities.

Deloitte understands that a broad and transparent change management process is vital for successful project management. Each project will be faced with change requests for valid business and technical reasons but those that have a consistent, broad process that involves stakeholders will be able to successfully manage these change requests without jeopardizing the success of the project or other indirectly impacted projects. Deloitte leverages our existing knowledge of your process, provide suggested improvements and successfully execute the process to validate that only approved and necessary change requests are added to project baselines and are done in a way that minimizes the impact on in flight project resources, cost and schedule.

Review of Current Change Management Process

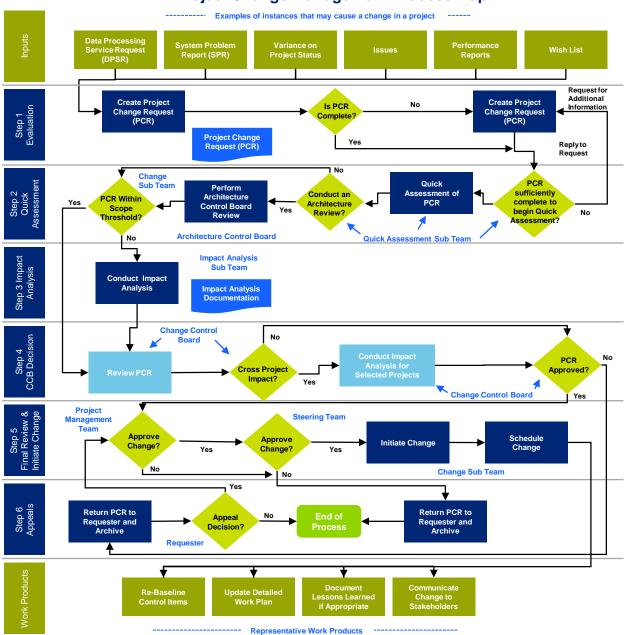
The DPW Change Management process begins by establishing a Change Control Board – commonly referred to as CCB and identifying the various stakeholders and participants of the process viz. Project Change Lead, DEPPM, project governance teams, program offices, Cross-Program IRM and IRM Leadership Team. Thereafter we follow the 6 key steps as part of the Change Management process:

- **Step 1.** Record and evaluate the Project Change Request (PCR)
- Step 2. Approve the change for assessment, or reject, or defer the PCR
- Step 3. Conduct and share the Impact Analysis details with CCB which will determine whether or not to approve the PCR
- Step 4. Assessment Complete Decision by CCB
- Step 5. Final Review and Project Change Request Initiation
- Step 6. Appeals

Figure 6.5-94 depicts the above stages in the change management process including the potential inputs triggering a PCR and the outputs of the process.



Project Change Management Process Map



PA_DPW-565

Figure 6.5-94. Project Change Management Process Map.

A consistent, broad approach to reviewing and approving any project change requests results in more effective management of project scope, resources, cost and schedule leading to on-time and on-budget project execution.



The following figure provides an overview of the key tasks including the change management process and the various resources responsible for completing them.

| | Process Owner | Change Manager | Change Control Board | Change Initiator | Implementer | Business Owner | Technical Owner |
|--|---------------|----------------|-------------------------|------------------|-------------|----------------|-----------------|
| Change Management Process | | | | | | | |
| Process Monitoring and Measurement | ✓ | ✓ | | | | | |
| Process Improvements | ✓ | ✓ | | | | | |
| Prepare a list of Standard Changes | | | ✓ | | | | |
| Change Control Board (CCB) Meetings | | | | | | | |
| Compile a list of Changes to be discussed before the CCB meeting | ✓ | ✓ | | | | | |
| Distribute the Agenda and the list of Changes to be discussed at the CCB meeting | ✓ | ✓ | | | | | |
| Facilitate CCB meetings | | ✓ | | | | | |
| Attend CCB meetings | ✓ | ✓ | ✓ | ✓ | | | |
| Assess Planned Changes | | | \checkmark | | | | |
| Approve/Reject Planned Changes | | | \checkmark | | | | |
| Record decisions about the Changes discussed | ✓ | ✓ | | | | | |
| Prioritize Changes | | ✓ | ✓ | | | | |
| Schedule Approved Changes | | ✓ | ✓ | | ✓ | | ✓ |
| Review Implemented Changes | | | ✓ | | | | |
| Distribute Meeting minutes | ✓ | ✓ | | | | | |
| Produce Forward Schedule of Changes | ✓ | ✓ | | | | | |
| Project Change Requests (PCR) | | | | | | | |
| Create PCR's | | | | ✓ | | | |
| Submit Changes to be discussed at the CCB | | | | ✓ | | ✓ | |
| Review for completeness | ✓ | \checkmark | | | | | |
| Assess for submission readiness | | \checkmark | | | | | |
| Conduct Quality Reviews | | ✓ | ✓ | | | | |

Figure 6.5-95. Overview of Key Tasks.

Based on our past experience with DPW, we are in a unique position to identify and highlight the key strengths as well as recommend possible improvements in the existing process.



Strengths

- The existing process is a process that supports proper validation of the utility of a change and identification of downstream impacts/risks
- The existing process involves multiple levels of approval by project stakeholders which
 results in a more detailed assessment and acceptance, if approved, of the impacts
 each PCR has on existing project constraints.
- The existing process not only looks at the impacts of a PCR on the individual system it
 may be requested for any cross-system and hence cross project impacts leading to a
 more broad understanding of the resources demands for each PCR.
- The existing process includes steps for returning a PCR to the requestor if sufficient information is not available. This prevents misuse of technical resource hours in evaluating PCRs that are incomplete or too vague.

Possible Improvement Areas

- Depending on the complexity and scope of the PCR, there could be instances where a PCR does not require both Quick Assessment and a Thorough Impact Analysis. If the process allowed these steps to be consolidated when a PCR has a limit scope it could streamline the change control process for those PCRs.
- Although flexible enough to accommodate the lot-based operational model, it will require a change to the governance language detailing differing interactions and responsibilities for each vendor participating in the change control process.
- An alternate flow in the process could be added to accommodate the revision of a PCR in the event a stakeholder does not want to approve the entire PCR but would like to revise the scope and approve part of the PCR. Rather than initiating the entire change control process again for the revised PCR, the process could begin at step 4 creating a streamlined approach for negotiating PCR scope to achieve approval.

Deloitte follows the current change management process described by DPW but as the Lot 6 offeror, we also review any process improvement suggestions with the Department to assess the benefits and gain the necessary approval before piloting or implementing the improvements.

Managing the Change Management Process

Our approach to managing the change control process is embracing the current proven DPW process, suggesting potential process improvements and collaborating with DPW to make recommendations on the approval of any submitted PCRs. The following table highlights some of the key tasks we perform at each stage in the change management process to support its success.



| DPW Change Management Process Step | Key Deloitte Lot 6 tasks. |
|--|---|
| Step 1: Evaluation | If Deloitte is the submitter, we will create accurate and complete PCRs so the necessary information is available to complete future steps without having the PCR returned for more information. |
| Step2: Quick Assessment | Provide the resources necessary to perform the quick assessment based on the target system of the change request. |
| | Participate in the change sub team and architecture review board reviews of the PCR and provide Deloitte recommendations. |
| Step 3: Impact Analysis | Identify the technical resources with the right skill set to complete a detailed impact analysis considering the cross system impacts during General System Design (GSD). |
| | Use the Application Evaluation Tool (AET) to estimate level of effort, then use the PMC tool to assess impact across project resources and schedule for each PCR resulting in a more accurate impact assessment on in flight GSD projects. |
| Step 4: CCB Decision | Identify the project resources to perform cross project impact analysis as needed and work with the PCR submitter to review alternate approaches that may reduce the cross project impacts. |
| | Provide our unbiased review and recommendation as a part of the CCB to DPW for each PCR. |
| Step 5: Final Review and Initiate Change | For approved changes only, update the project baseline artifacts and use the PMC tool to properly plan and schedule the PCR and assign appropriate resources to the implementation tasks. |
| | Update the Work Order Tracking Tool (WOTT) as needed to incorporate any approved change requests. |
| Step 6: Appeals | Validate the denied PCRs are archived with the necessary information to allow them to be reviewed in the future without conducting the quick assessment and impact analysis steps over again. Topics Step and Key Policitic Let 6 Tasks. Topics Step and Key Policitic Let 6 Tasks. |

Figure 6.5-96. DPW Change Management Process Step and Key Deloitte Lot 6 Tasks.

Our Response to Changing Priorities and/or Requirements

After a PCR is approved and the impacts on project resources, schedule and cost are accepted, the change is added into the project work plan as a part of Step 5. Using the PMC tool, we are able to determine the impact of moving resources onto new tasks warranted by the PCR and work with DPW to identify an appropriate point in the schedule to transition these resources minimizing the impacts to existing project tasks while still addressing the new PCR tasks based on their priority.



Measuring Our Performance in Meeting Your Requirements



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RFP Reference: Applications Modifications/Enhancements Required Items

Lot # 6 Systems Architecture Services Offeror must provide a discussion of how the Offeror will meet, measure, track, and monitor the performance expectations as well as corrective actions that may need to be taken if inefficiencies occur. Include a description of the steps that the Offeror plans to take to ensure that application modifications/enhancements meet the user requirements and are installed on time, within budget and with minimum defects.

In addition to fulfilling the Lot 6 offeror responsibilities, we understand that DPW has certain performance expectations that need to be adhered to when executing the feasibility through General System Design phases for application modifications/enhancements. Without meeting, measuring, tracking and monitoring these performance expectations, a project may get completed but at the same time, not meet the expectations of its sponsor and stakeholders (for example, a project could complete over-budget or suffer from schedule delays). Deloitte is well positioned to capture the key metrics that are used to measure project performance, use tools to track these metrics, and monitor our progress against performance metrics to constantly validate that our performance meets or exceeds DPW expectations.

Once the business requirements for application modifications are defined, Deloitte utilizes proven processes and tools to validate that they are met, measured, tracked and monitored during the feasibility, system requirements and General System Design (GSD) phases of the project. If at any point discrepancies between the system requirements or GSD specifications and the business requirements, Deloitte takes corrective action, collaborating with the other Lot vendors to bring the system requirements and general system design back in-line with the business requirements. The following table indicates our approach during each phase of the SDLC to meeting DPW performance expectations.

| SDLC Phase | Deloitte approach to meeting, measuring, tracking and monitoring performance expectations and corrective action | Key Benefits to DPW |
|-------------|--|--|
| Feasibility | Assess whether any technical feasibility studies are required to meet new requirements. Review the business requirements document (BRD) and identify gaps or issues leveraging Deloitte program and policy knowledge. | Being able to identify an gaps in business requirements due to our knowledge of DPW programs, allows the Lots 1-5 vendors to take early corrective action before impacting the project timeline. |



| SDLC Phase | Deloitte approach to meeting, measuring, tracking and monitoring performance expectations and corrective action | Key Benefits to DPW |
|------------------------|--|---|
| System Requirements | Update the Traceability matrix to include system requirements mapped back to business requirements. Review the Traceability matrix for gaps in business to system requirements mapping and open an issue in PMC to track any needed documentation update. Participate in ARB1 to review design of specifications and impact on system requirements. Update risks, issues and action items for performance requirements in the PMC tool. Produce reports to stakeholders on project progress, risks, issues and action items from PMC. If project schedule delays are reported, assess the root cause to address the issue then take action to bring the project back on track through: Adjusting our resource mix Performing parallel task execution Crashing scheduled task | Evaluating project impacts of new system requirements early in the process supports accurate estimation of project scope and cost so DPW avoids 'surprises' later on. |



| SDLC Phase | Deloitte approach to meeting, measuring, tracking and monitoring performance expectations and corrective action | Key Benefits to DPW |
|--------------------------|--|---|
| General System Design | Assess impact of system requirements on system architecture. Document design specifications in GSD document. Update the Traceability matrix to include GSD specifications mapped back to system requirements. Review the Traceability matrix for gaps in system requirements to design specification mapping and open an issue in PMC to track any needed documentation update. Participate in ARB2 to review design of specifications and impact on system architecture. Update risks, issues and action items for performance requirements in the PMC tool. Produce reports to stakeholders on project progress, risks, issues and action items from PMC. If project schedule delays are reported, assess the root cause to address the issue then take action to bring the project back on track through: Adjusting our resource mix Performing parallel task execution Crashing scheduled task | Any corrective action needed to be taken is documented in our standard project management tool allowing visibility across project stakeholders and accountability to the resources needing to take the corrective action leading to ontime correction of inefficiencies identified. Having detailed design specifications for each requirement during the ARB2 allows the group to easily assess opportunities to reuse existing DPW IT investments and validate compliance with DPW IT standards. |



| SDLC Phase | Deloitte approach to meeting, measuring, tracking and monitoring performance expectations and corrective action | Key Benefits to DPW |
|---|---|---|
| Detailed System Design through Implementation | Assist the Lot 7 vendor in technical discussions regarding the detailed design for any requirements. Review the Lot 7 vendor's DSD documentation for any gaps in requirements traceability and open an issue in PMC to track any needed documentation update. Review the Lot 7 vendor's integration, system, load, performance and user acceptance test plans and update the traceability matrix to validate full test coverage of SLA requirements. Participate in ARB3 to review software quality and provide feedback on the adherence to SLA requirements captured during the Requirements and General System Design phase. When software inefficiencies do occur, work with the Lot 1-5 vendors to capture business stakeholder input on defect resolutions to provide to the Lot 7 vendor and document these resolutions in ATS. Participate in ARB4 and production readiness reviews to verify that software quality with regards to SLA requirements has met or exceeded the appropriate defect thresholds. Review the post production validation results to confirm that no discrepancies exist between the SQA results from the lower environments. | In addition to including requirements in the detailed design, determining the test scenarios have complete coverage provides the foundation for a successful Test phase with fewer defects and rework. Comparing test plans to the traceability matrix provides a proven approach to having broad test coverage which leads to a higher quality software product in the end Using a common tool to track software inefficiencies and the Lot 6 offeror as a facilitator, provides the means to involve business stakeholders in defect resolution increasing customer satisfaction in the software end product. Verifying that defects, risks, issues and action items are properly resolved at the end of the project helps validate that requirements were properly implemented meeting the business needs. By establishing the process and procedures to perform ongoing monitoring and reporting on system performance, DPW is able to quickly identify any impacts to system performance by changes in end user usage, the system environment or other external factors. |

Figure 6.5-97. Deloitte Approach to Meeting, Measuring, Tracking and Monitoring Performance Expectations.

With our detailed approach to meeting, measuring, tracking and monitoring performance expectations across the SDLC, Deloitte has excellent visibility into the activities being performed by Lot vendors to validate that application modification requirements are being met by the system and delivered on-time with minimum defects. Following a proven methodology to software development, discussed in *Section 6.5.1*, *Methodology, Approach and Experience*, during the design phase results in clear, detailed documentation on application modification requirements. After handing off this GSD documentation to the Lot 7 vendor for the remaining SDLC phases, we monitor a rigid SQA process to verify that no gaps exist between the system implementation and the GSD.



Facilitating Cross Vendor Application Changes



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RFP Reference: Applications Modifications/Enhancements Required Items

NOTE: 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.

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.



6.5.3 Staffing Chart



PA_DPW-205c_6



RFP Reference: II-3 Work Plan

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.

Proposed Staff by Labor Category and Job Function

The resources required to support Application Modifications will vary based on the planned modifications. The names listed below include staff that our team has available to support the planned modifications, subject to final confirmation of scope.

Eligibility

| Proposed Staff | Labor Category/Job Function |
|--------------------------|-----------------------------|
| Agarwal, Ashish | Sr. Developer / Analyst |
| Arya, Satya | Sr. Developer / Analyst |
| Baker, Tracy Lynn | Project Control Analyst |
| Bowers, Shawn Daniel | Application Team Lead |
| Carreras, Martin J | Portfolio Coordinator |
| Demchak, Andrew John | Application Team Lead |
| Desikan, Gopal | Sr. Developer / Analyst |
| Eda, Ashok | Sr. Developer / Analyst |
| Jain, Siddharth | Sr. Developer / Analyst |
| Kumar, Naveena | Sr. Developer / Analyst |
| Murray, Kelly | Sr. Developer / Analyst |
| Patil, Shankar | Sr. Developer / Analyst |
| Pulluri, Pramodh | Application Developer |
| Raghunathan, Dwarakanath | Application Team Lead |
| Reddy, Kolli | Sr. Developer / Analyst |



| Labor Category/Job Function |
|-----------------------------|
| Sr. Developer / Analyst |
| Sr. Developer / Analyst |
| Project Executive |
| |

Figure 6.5-98. Proposed Staff by Labor Category and Job Function.

Provider Management

| Proposed Staff | Role (This is the Master Column) |
|---------------------------|----------------------------------|
| Basetty, Srilaxmi | Sr. Developer / Analyst |
| Brown, Neil R. | Project Executive |
| Hoover, Craig | Application Team Lead |
| Knoetgen, Bonnie Mossor | Project Control Analyst |
| Lakkaraju, Manmohan Rao | Application Developer |
| Nair, Sumesh Murlidharan | Application Developer |
| Pradeep , Venkata | Application Developer |
| Shah, Sheetal | Application Team Lead |
| Suguna, Sundaravadivel P | Portfolio Coordinator |
| Thirugnanam, Vallimanaian | Application Team Lead |

Figure 6.5-99. Proposed Staff by Labor Category and Job Function.

Case Management

| Proposed Staff | Role (This is the Master Column) |
|-------------------------------|----------------------------------|
| Boduggam, Kranthi | Application Developer |
| Bowlen, Ilse | Project Control Analyst |
| Cohen, Victoria | Sr. Developer / Analyst |
| Gilla, Munikumar | Application Developer |
| Gordon, William | Application Team Lead |
| Grab, Gabe | Sr. Developer / Analyst |
| Howard, Patrick J | Project Executive |
| Mardorff, Matthew Christopher | Sr. Developer / Analyst |
| Mccully, Ashley Elizabeth | Sr. Developer / Analyst |
| Narayanan, Shanmuga | Application Developer |
| Palugulla, Kishore | Application Developer |
| Rosenberry, Bill | Sr. Developer / Analyst |



| Role (This is the Master Column) |
|----------------------------------|
| Application Team Lead |
| Portfolio Coordinator |
| Application Developer |
| Project Control Analyst |
| |

Figure 6.5-100. Proposed Staff by Labor Category and Job Function.

Child Welfare

| Proposed Staff | Role (This is the Master Column) |
|----------------|----------------------------------|
| Whitman, Donna | Application Team Lead |
| Raza, Shahid | Application Developer/Analyst |

Figure 6.5-101. Proposed Staff by Labor Category and Job Function.

Child Support Enforcement

| Proposed Staff | Role (This is the Master Column) |
|------------------------------|----------------------------------|
| Hartman, Doris | Portfolio Coordinator |
| Kravanis, Michael | Sr. Developer/Analyst |
| Mittal, Ujjwal | Application Team Lead |
| Sanivarapu, Venkataramireddy | Sr. Developer / Analyst |
| White, John | Project Executive |
| Wells, Kayla | Project Control Analyst |
| Wright, Barbara | Project Control Analyst |

Figure 6.5-102. Proposed Staff by Labor Category and Job Function.

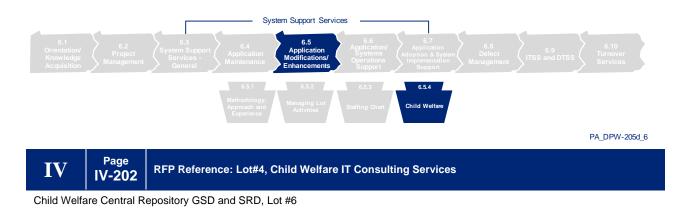
Enterprise Services, ITSS, and DTSS

| Proposed Staff | Role (This is the Master Column) |
|-------------------------------|----------------------------------|
| 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 6.5-103. Proposed Staff by Labor Category and Job Function.



6.5.4 Child Welfare



The Child Welfare Central Repository represents a significant and critical initiative for DPW. Deloitte has a 30 year history of delivering successful technology solutions to Pennsylvania. We build on this legacy and combine it with our experience with Child Welfare to deliver a solution that helps you meet state and federal reporting needs and program monitoring more effectively.

As an experienced HHS and child welfare systems integrator, we understand DPW's need to implement an automated Child Welfare solution that will integrate the 67 County Children and Youth Agencies with a broad human services enterprise in order to streamline business practices and processes while providing a centralized platform for federal reporting requirements and program monitoring.

We understand DPW has decided on a SACWIS, hybrid approach as its long-term solution for Child Welfare and that the hybrid approach will be planned and implemented over the span of five years while initiating an interim plan to consolidate and help transition counties onto sustainable case management systems in order to support county case management needs and provide DPW with information required for federal reporting.

Planning and implementing the interim plan is critical to DPW achieving their vision of a fully integrated and automated Child Welfare system, and DPW is taking the first right step in laying the foundation for standardized data collection through a Child Welfare Central Data Repository (CWCDR).

Deloitte will collaborate with DPW and the Lots 1-5 vendors to deliver a quality Systems Requirements Document (SRD) and General Systems Design (GSD) for the Child Welfare Centralized Data Repository.



Relevant Experience

Deloitte is a leader in creating information management solutions, similar to the Pennsylvania Child Welfare Data Repository, across a variety of State agencies and industries. We have collaborated with Public Sector agencies to transform data into information—a transformation from disconnected pieces of raw data to unified insight from which decisions can be made and meaningful reports can be generated.

Our experience provides us with an in-depth understanding of the business environment and information needs for Public Sector and child welfare data reporting, and we have been able to help our Public Sector clients evolve their information systems into centralized data repositories.

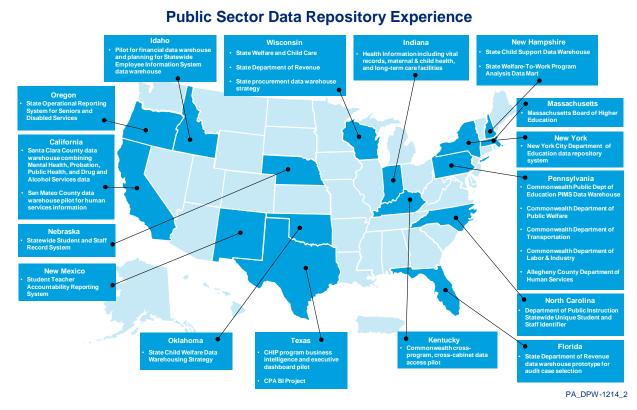


Figure 6.5-104. Deloitte's Public Sector Data Warehousing Experience.

We bring a wealth of experience to deliver quality systems requirements and conceptual design for the Pennsylvania Child Welfare Data Repository.

Deloitte offers an experience to DPW with our background in delivering data integration and storage systems across the Pennsylvania state agencies. We highlight three of our relationships with Pennsylvania below that enable us to bring familiar methodologies, leading practices and lessons learned forward.



Allegheny County Department of Human Services Data Warehouse

Deloitte also worked with Allegheny County, Pennsylvania to develop an enterprise data warehouse to support the delivery of services across the County's major county program areas including behavior health, mental retardation, community services, and community relations. In production since April 2001, the DHS Data Warehouse is a result of a 1996 merger of four separate Allegheny County Human Services entities that became the DHS. It was recognized early on that integration posed substantial challenges for the new departments' IT systems since the formerly independent entities stored information on clients, providers, and services in more than 80 disparate databases and systems. There was a significant need to track client demographic and service data across different service areas.

In June of 2007, the DHS Office of Information Management (OIM) was honored at the Computerworld Honors Award night for their design and implementation of the DHS Data Warehouse. The title of Laureate is awarded to "individuals, organizations and institutions around the world, whose visionary applications of information technology promote positive social, economic and educational change."

By December 2007, the Data Warehouse contained more than 15 million client records, received data from 24 independent operating applications, was supplemented with the U.S. Census bureau data, and was made capable of reporting data in "real time"—meaning, if required, the system could be refreshed on an as-needed basis. The near-real time data warehouse is now source independent and allows DHS to load and track client information on a weekly basis. With these enhancements and development to the data warehouse, DHS was able to meet its primary goal of the Data Warehouse enabling data-driven decision making among DHS staff to support better outcomes for the individuals and families that DHS serves.

Pennsylvania Home and Community Services Information System (HCSIS) Data Warehouse

Deloitte helped DPW transform the HCSIS information system by developing a data warehouse that allows the HCSIS data to be supplemented by other DPW systems, including DPW's Master Client Index (MCI) and Master Provider Index (MPI). The HCSIS DW is the primary source for monitoring and reporting for the HCSIS system.

HCSIS and the HCSIS DW were initially developed as the information management tools for DPW's ODPMR program. The success of this initiative, and the value provided by HCSIS and the DW, expanded DPW's vision for HCSIS to become the information management system for the State's federal-waiver programs funded by the CMS. As a result, HCSIS and the DW have expanded to multiple agencies within DPW: ODP's Bureau of Autism Services, OLTL, OMHSAS, OCYF, and OCDEL Bureau of Early Intervention Services. HCSIS also supports the PDA, which is outside of DPW.

Each of these DPW programs use specific modules of HCSIS and corresponding subject areas of the HCSIS DW based upon their service delivery management needs—the system and the data warehouse have truly resulted in multi-agency technology consolidation and standardization. The system management modules and DW subject areas include: Quality/Incidents, Individual Intake, Plan, Service Coordination, Provider, and Financial. HCSIS reaches approximately 5,000 county and central office staff and 1,200 providers, and supports ODPs management of 100,000 cases each year. HCSIS supports the Department's tracking of approximately 340,000 quality management incidents and the management of \$1.5 billion in state and federal funds annually.



Pennsylvania Child Support Enforcement (PACSES) Data Warehouse

The PACSES Data Warehouse supports business intelligence for the Bureau of Child Support Enforcement (BCSE) and the 67 County Domestic Relations Sections to monitor, plan and prioritize their staff activities. Deloitte and the Commonwealth created the Child Support Data Warehouse and DRS Directors' Dashboard to achieve these objectives and give county Directors better insight into their performance. With both federal and state reporting requirements the PACSES Child Support Data Warehouse consolidates and aggregates the appropriate information and allows for the quick delivery of this data to the necessary individuals across the Commonwealth. Specifically the warehouse includes data to support the federal reporting done on a quarterly and yearly basis as well as tracking of key performance indicators that drives funding from the federal government. The PACSES data warehouse supports the following federal Office of Child Support Enforcement reports:

- OCSE 157 Child Support Enforcement Annual Data Report
- OCSE 34A Child Support Enforcement Program Collection Report
- Self Assessment

The PACSES data warehouse provides counties with tools that enable them to monitor and track performance on key performance indicators and give management greater visibility into their progress towards performance targets, as well as recommended actions to help improve particular performance areas. It also provides a central repository designed to support the reporting and data analysis needs of the organization and a consolidated view of the information they need to effectively manage their program.

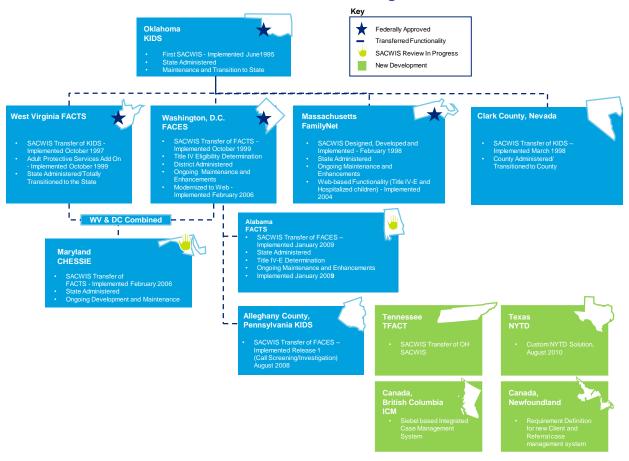
Figure 6.5-105. Deloitte's Relevant Experience to DPW.

Child Welfare Experience

In addition to bringing relevant systems experience, Deloitte offers DPW experience in child welfare and SACWIS. We have a dedicated national Child Welfare practice that focuses on delivering quality business and technology services to our clients. Over the past 16 years, Deloitte has worked with child welfare agencies across the nation to plan, gather requirements, design and implement child welfare and SACWIS solutions. We have served as the prime system integrator in the implementation of six operational SACWIS systems – Oklahoma, West Virginia, Commonwealth of Massachusetts, the District of Columbia, Maryland, and Alabama where four of the six have been federally certified and two are currently in the process of certification. Through this systems integration experience, we fully understand child welfare data, the challenges in establishing relationships between disparate data sources and the need for accurate and meaningful reporting and data analysis.



Deloitte Child Welfare Solution Knowledge - 1995 to Present



PA_DPW-1215_3

Figure 6.5-106. Deloitte's Child Welfare Experience.

Deloitte's Child Welfare experience brings unparalleled capabilities to DPW to offer an insightful perspective on the Pennsylvania Child Welfare Data Repository.

Our broad experience of child welfare across the nation provides the foundation of capability and capacity upon which we can bring value to DPW and deliver quality systems requirements and conceptual design for the Pennsylvania Child Welfare Data Repository and ultimately the future vision for an automated Child Welfare system within a broad human services enterprise architecture.

NIEM Experience

Unique to Deloitte, is our experience with helping federal and state departments drive the adoption and use of the National Information Exchange Model (NIEM) throughout their organization for standardized data sharing. Since 2007, Deloitte has helped the Department of Homeland Security (DHS) Enterprise Data Management Office (EDMO) drive the adoption of NIEM throughout DHS and other Federal agencies as well as to a broader NIEM community. Deloitte works with DHS EDMO to mature the NIEM program and run the Sharing Exchange Services (ISES)/NIEM PMO. As the NIEM PMO, Deloitte focuses on the following:



- Heighten the level of adoption for NIEM through supporting development of Information Exchange Package Documentation (IEPD)
- Communicate the business value of NIEM:
- Increased NIEM committee support through NIEM business, technical and communications subject matter experience;
- Further mature the NIEM program through a more robust Communications and Outreach Strategy, provide support for Code List Governance and Management within NIEM, and updating existing NIEM documentation; and
- Support the development of a functional standard for Cargo Screening.

We bring to bear our hands-on experience providing program coordination and support to the DHS EDMO to achieve its objective of supporting NIEM adoption and outreach to a wide variety of stakeholders and organizations at Federal, State, Local and Tribal levels of government. In addition, Deloitte has developed and delivered training to many Federal organizations and helped facilitate the NIEM National Training Event, which spread the priorities of the EDMO and PMO to over 500 people from around the world.

We have practical experience with implementing solutions using NIEM to help our clients evolve to an integrated information system. We apply NIEM leading practices, and create project specific extension schemas where appropriate. We offer experience with creating enhances processes for generating NIEM exchanges by factoring in SOA architecture features and standardizing the approach to create IEPD's.

New York Statewide Police Information Network (NYSPIN)

The New York State Police awarded Deloitte a multi-year contract to replace their existing 25 to 30 year old NYSPIN message switch system. The MSS connects Law and Justice Entities in the State with the Federal/National integrated justice agencies such as National Crime Information Center (NCIC), National Law Enforcement Telecommunication System (NLETS) and others.

The Deloitte solution interfaces with the NYeNET network and external information sources, such as NCIC, NLETS, New York State Division of Criminal Justice Services (DCJS), New York State Department of Motor Vehicles (DMV), New York State Department of Taxation and Finance (DTF), National Weather Service (NWS), Stolen Vehicle recovery system and others. This enables the State system to evolve from a multitude of 'criminal justice information systems' to an 'integrated justice information system'. In addition to the replaced messaging switch, the project delivers a portal application and "Hot File" application system to provide access to locally maintained investigative data. The National Information Exchange Model (NIEM) is used for business services and are exposed through Web-Services technology to the external metros such as New York Police Department (NYPD), Erie County and Onandaga county thus replacing the legacy NYSPIN ascii tcp/ip protocol. In addition, the NYSPIN solution integrates with non-vendor external systems such as Division of State Police and Division of Criminal Justice Services. It can be integrated with third party applications such as Mobile Data Transmitters (MDT) in troopers' cruisers and PDAs.

Figure 6.5-107. Deloitte Brings Broad NIEM Experience to DPW.

Having broad understanding of NIEM allows our team to effectively identify and gather systems requirements and conceptually design a data repository solution for DPW that is in conformance with NIEM data standards and proficient utilization of the Family Services domain to support the business needs of OCYF.



Defining the Child Welfare Central Data Repository Systems Requirements and General Systems Design

As Lot 6 systems integrator, we collaboratively work with DPW and the other Lot vendors to deliver a quality technical non-functional systems requirements and general design for the Child Welfare Central Data Repository that will enable DPW to establish interoperability across county, state and external systems, as used by private providers, with a focus on preserving data integrity and producing accurate reporting.

Key attributes of our approach to delivering implementable technical requirements and general design for the Child Welfare Central Data Repository is provided below.

| Key Attributes | Description |
|-------------------------------------|---|
| Standardized Data Structures | We will use the National Information Exchange Model (NIEM) to establish data exchange standards to effectively share information across stakeholders. |
| Leverage Existing DPW Investments | We will conceptually design the Child Welfare Data Repository to comply with and use proven and reusable DPW resources and assets. |
| Service Oriented Architecture (SOA) | We will base the conceptual design on SOA principals to allow for seamless interoperability across interfacing systems where applicable. |

Figure 6.5-108. Key Attributes of Child Welfare Data Repository.

Timeline

Understanding the criticality of implementing the Child Welfare Data Repository as the first step in creating a Child Welfare Central Data Repository for Pennsylvania, we work closely with Lot 4 vendor to initiate the systems requirements and general design phase in a timely manner upon approval of the finalized business requirements and BRD documents developed by Lot 4 vendor including a Child Welfare Data Reference Model. We propose a three month design phase to complete the required components of the SRD and GSD as outlined by the RFP.



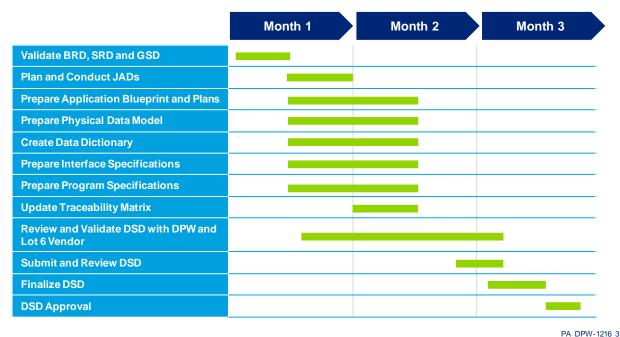


Figure 6.5-109. DSD Timeline.

We apply our DPW IT Methodology to deliver a quality Child Welfare Data Repository DSD.

Approach

We apply our DPW IT Methodology to deliver a quality and SRD and GSD for the Child Welfare Central Data Repository. We base the systems requirements and general design on the following parameters:

- Defined number of data elements. We assume the preliminary data reference model provided by Lot 4 vendor does not exceed 300 data elements based on the NIEM Family Services domain, AFCARS and other pertinent child welfare information to satisfy the business needs of OCYF.
- Standard XML file layout. A standard file layout is used by the data exchange source systems (i.e., KIDS, CAPS, FACTS, DPW state systems) to provide required data collection for the repository.
- Repeatable ETL process. A standard file transformation and upload process for the
 data files received from source systems is used to establish a repeatable and
 proficient process. It is assumed the source systems will design the extraction
 programs to comply with the provided standard XML file layout.
- **Data Acquisition Transactions**. The data source systems provide the required data for the data repository on a transactional basis, monthly.



Systems Requirements Sessions

We initiate the systems requirements phase with validation activities to review and understand the approved BRD and data reference model in preparation for the systems requirements sessions where we define and validate the technical non-functional requirements with DPW and key stakeholders to engage in an interactive working session to receive confirmation of the translation of business requirements to systems requirements components. The number of sessions is based on the quantity and complexity of the business requirements.

Upon completion of the requirements sessions, we produce the SRD components as outlined by the RFP.

| SRD Components | Component Description |
|---------------------|---|
| SRD | This document contains information regarding the anticipated scope, expected business outcomes, current and proposed processes, assumptions, and dependencies for this initiative. |
| Traceability Matrix | This document maps requirements for the initiative to SRD traceability items. The TM 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. |

Figure 6.5-110. SRD Deliverable Components.

The SRD details the 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.

General Design Sessions

During GSD, we translate the business and systems requirements to create a detailed general systems design document that provides a conceptual understanding of the "how" for the Child Welfare Central Data Repository and associated interfaces. The GSD serves as a critical input to the detailed design document as it sets the foundation and direction for the actual design implementation.

During the GSD phase, we review and validate the approved BRD, data reference mode and SRD deliverables in preparation for the joint application design (JAD) sessions where we walk DPW and key stakeholders through the draft conceptual design to engage in an interactive working session to receive confirmation of the translation of business and system requirements to conceptual design components. The number of JAD sessions is based on the quantity and complexity of the business and system requirements.



Upon completion of the JAD sessions, we continue to finalize the GSD components as outlined below to produce the GSD.

| GSD Components | Component Description |
|-----------------------------|---|
| GSD | This document contains information regarding the anticipated scope, expected business outcomes, current and proposed processes, assumptions, and dependencies for this initiative. |
| Logical Data Model | This document provides a graphical representation of business requirements. The LDM is a bridge to the Physical Data Model (PDM). |
| Initial Capacity Plan | This document highlights current capacity environments and the anticipated change as a result of this initiative. |
| Initial Key Considerations | 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. |
| Updated Traceability Matrix | This document maps requirements in scope for initiative to GSD traceability items. |
| Work Plan | This document provides a list of tasks and expected completion dates related to this initiative. |

Figure 6.5-111. GSD Deliverable Components.

In addition to the SRD and GSD, as Lot 6 systems integrator, we create the a Preliminary Child Welfare Data Dictionary to define the structure of the Child Welfare Central Data Repository database.

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

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- 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

Upon submission of the SRD, GSD and Preliminary Data Dictionary, we work with DPW to review the deliverables in a timely and proficient manner and address any questions or comments in the same regard in order to deliver quality deliverables for the Pennsylvania Child Welfare Central Data Repository.

In summary, our approach, assumptions and proposed schedule are based on leading practices we have established from our vast history and experience defining systems requirements and conceptual design similar data repository solutions to the Pennsylvania Child Welfare Central Data Repository.



6.6 Application/Systems Adoption and Operations Support



PA_DPW-200f

II P

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.



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RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7

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:

iii. <u>Application/Systems Adoption and Operational Support:</u> assist in the deployment and adoption of business solutions and to maintain ongoing operational support of the in-scope applications and associated systems throughout their useful life in live production environments.

Additional RFP Reference: Application/Systems Adoption and Operations Support, Page IV-377

As your Lot 6 provider, the Deloitte Operations Support team brings the right mix of critical DPW systems knowledge and deployment experience with the in-scope applications and systems, enabling uninterrupted support across DPW's diverse production environments. The team enables Operational Excellence using ITIL-based processes supporting system architecture evaluation and re-engineering changes.

Introduction

Deloitte's Operations Support team provides a demonstrated approach to deployment and maintenance of ongoing operations as well as support for new IT initiatives in complex production environments. DPW's IT environments include a heterogeneous set of six applications with 27 disparate ancillary systems.

Unique and Distinguishing Factors

Deloitte Enables DPW Operational Excellence

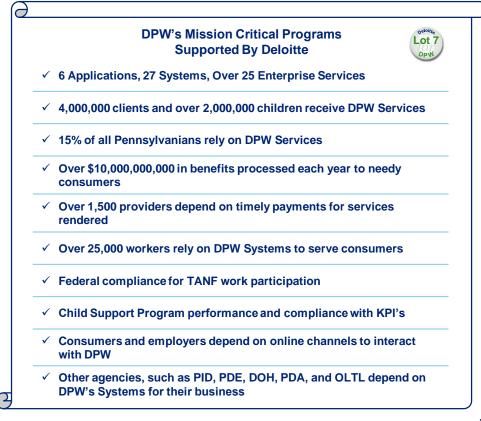
- Specialized Operations Support Team with over 2,000 years of experience with DPW
- Only team that can meet applicable current SLAs on day one
- Understands DPW business, and IT impact on the Department and citizens
- Decreased risk to DPW, especially with upcoming legislative mandates, e.g. Health Care Reform
- Exclusive partnership with Unisys, bringing infrastructure operations experience



Additionally, DPW manages over 25 enterprise services, open system and legacy technologies, batch and online processing, and COTS and custom systems using more than 50 different technology products.

Our approach focuses on the needs to support these environments. The DPW operating environment is extremely complex while its business services are crucial to maintain the support needs for the people of Pennsylvania. The support of DPW operations is critical to operational impacts can have a tremendous, and very public, impact on up to 15 percent of the Commonwealth's population.

Deloitte Brings Reliable Operational Experience to DPW's Mission Critical Enterprise



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Figure 6.6-1. Deloitte's Reliable Operational Experience Supports Mission Critical Operations.

Deloitte understand the complexity, scope and criticality of business processes, and IT systems that are core to DPW service delivery.

We embrace the challenge the complexity and critical nature of your business and look forward to working with you to support your business needs. Our strategy to support these needs will be based on industry leading practices and Deloitte's own blend of experience, methodologies and capabilities.

We use ITIL-based approaches to evolve DPW production operations to elevate DPW to new levels of Operational Excellence.



| Deloitte Enables DPW Operational Excellence | Benefits to DPW |
|--|---|
| Seasoned team with over 1000 years of combined experience, averaging 6+ year per person, in delivering IT performance in complex DPW environments with diverse systems | Speeds delivery of value with minimal learning curves Optimizes use of DPW time and resources Compliant with Commonwealth and DPW standards, methodology, and guidelines Lowers risk to DPW and Commonwealth's people |
| Demonstrated ITIL and CMMI based processes, tools, reports and other re-usable Deloitte assets that extend DPW IT Methodology, enabling continuous uninterrupted service and support | Minimizes transition risk Enables cost-effective delivery Enables continuous improvement approach to Quality Increases confidence in meeting and exceeding SLAs Continued security of citizen, partner, and DPW data Lowers DPW and program risk |
| Effective production environment planning, upgrade, and monitoring, using automated tools, metrics-based techniques and feedback mechanisms | Enhances utilization and stewardship of DPW assets Optimizes use of Commonwealth resources |
| Expanded support and implementation of new EA-SOA frameworks, shared services model, and advanced technologies | Improves IT flexibility, efficiency, service Speeds delivery of value Lowers cost, schedule, performance risk Supports DPW IT leadership position in Commonwealth and nationally |
| Knowledgeable support within new multi-vendor operating model, providing mentorship and knowledge to other lot vendors | Minimizes transition riskLowers risk to DPW and Commonwealth' s people |

Figure 6.6-2. Our Approach Supports Enables DPW Operational Excellence.

We built our approach based on our understanding of DPW's business model and processes, IT system topology as well as a broad understanding of your strategic business and IT visions. In the past, we have and will continue to support implementation of enterprise architecture frameworks and advanced technologies as part of DPW's strategic evolution to a more flexible SOA-enabled operating platform and expanded shared services model.



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.



GOVERNMENT OF THE DISTRICT OF COLUMBIA Child and Family Services Agency





Child Information Systems Administration FACES 702 H Street NW Second Floor Washington, DC 20001 (202) 434-0010 Office (202) 434-0099 Fax

August 12, 2010

To Whom It May Concern:

Deloitte has been a trusted technology and business partner of the Child and Family Services Agency (CFSA) of the District of Columbia for the past 12 years. In 1998, the District of Columbia contracted with Deloitte Consulting to develop a client server Statewide Automated Child Welfare System (SACWIS), called FACES. Since the implementation, Deloitte has managed all aspects of the systems development lifecycle including system maintenance and enhancements. As a result CFSA had a highly successful client/server system that could support the case management activities but required workers to input information only at their desks.

In October 2004, CFSA engaged Deloitte to redevelop FACES as a web-based system using Microsoft .NET 1.1. The District's challenge to Deloitte was to web enable FACES thus making the system accessible from any location with an internet connection while preserving its stability and maturity. To mitigate this challenge, Deloitte reverse engineered the client/server legacy system to extract all business rules that had to be incorporated in the new system. FACES.NET 1.1 was implemented in February 2006 and included additional functionality related to provider and contracts management and automated workflow.

In 2007, the District realized the need to keep up with the changing technology landscape and to improve user experience. As part of the existing maintenance and support contract, CFSA charged Deloitte Consulting to upgrade from .NET 1.1 to .NET Framework 3.0. The .NET Framework 3.0 sets the foundation for Service Oriented Architecture (SOA). This version of FACES.NET was rolled out to the user base in March 2008. Since then alongside maintaining the system, the Deloitte team worked with CFSA to add the following key functional enhancements to FACES.NET in the recent past:

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- Structured Decision Making (SDM): In April 2009, Structured Decision
 Making® tools (SDM) developed by the Children Research Center (CRC) were
 integrated into FACES.NET. The 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 wellbeing of the children and families being served.
- Guardianship Subsidy IV-E Eligibility: The Title IV-E eligibility determination
 functionality in FACES.NET was enhanced in October 2009, to include
 Guardianship Subsidy eligibility determination process which enables the District
 to allow the determination of Title IV-E Guardianship Subsidy eligibility for
 clients who have been granted guardianship on or after 1st January 2009.

CFSA and Deloitte have collaboratively worked on numerous initiatives which have continually improved the child welfare case management processes while positively impacting worker productivity and customer service. Deloitte brings the right people and a "team approach" in order to help us implement innovative business and technology solutions.

If you have any additional questions regarding FACES, our programs, or the role of Deloitte in supporting CFSA, please feel free to reach me at 202-434-0012 or email me at birdsong@dc.gov

Sincerely,

Brady Birdsong

Chief Information Officer

Child and Family Services Agency

400 6th Street, SW Washington, DC

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Deloitte's Approach to Enable Operation Excellence

Our approach to Operational Excellence builds on our collective team's current experience in managing production operations while being positioned to adeptly support anticipated future change.

Understanding Current Production Operations

Operational excellence starts with a broad understanding of the existing business and computing landscape. DPW's core enterprise IT applications are large and complex as a result of intricate federal and state policy, financial and fiduciary requirements, evolving technologies and expanding service options. The Department provides mission critical services to its people, providers, DPW program stakeholders, and other Commonwealth departments and Federal agencies leveraging scalable, high availability solutions. Deloitte understands the production criticality of these various mission critical systems, the diverse technical and operational knowledge required to support these systems and the business impacts if these processes are not executed smoothly on a daily basis.

Key Staff Spotlight Thomas Beck



"DPW is progressing rapidly with the introduction of enterprise services and COTS products into the enterprise architecture. As this trend continues and new technologies, like cloud computing are added, we will be there to provide DPW with the level of operations support they have become accustomed to."



The following table highlights some of the operational considerations of your core systems and business processes that must be considered when providing operational support for system architecture evaluations and reengineering changes:

| Application | Deloitte Understands the Unique Characteristics of DPW Operational Support |
|---------------|---|
| I-CIS | Suite of applications that comprises the core of DPW systems, including substantial mainframe COBOL processing Manages disbursements in excess of \$1 Billion annually Provides key delivery of benefit services such as eligibility determination, funds disbursement, vendor payments, case management and client intake Supports multiple Program Offices and Departments including PID, Aging, Health and Education High probability that Health Care Reform legislation will have large impacts to operating logistics and processing Undergoing a substantial transformation as legacy mainframe components are being transitioned to the open system platform as part of Incremental Renewal Phase 4B |
| HCSIS | Core case management and financial management application managing Health and Human Service waiver programs Over 15,000 registered Commonwealth and business partner users, who use HCSIS repeatedly for delivering business services Requires adherence to Federal Agencies including CMS |
| PACSES | The Commonwealth leads the nation in child support collection/management metrics The program manages over \$1.6 Billion of dollars in child support payments annually Core business processing engine is mainframe COBOL based Combines with additional open system applications to create the PACSES suite of applications, including Quick, PTS, PHP, Web PACSES and the Child Support Web site |
| PELICAN | The Commonwealth leads the nation by expanding child care services to improve developmental outcomes and quality Child care systems manage development from birth through college |
| Child Welfare | Currently supported by multiple applications consuming disparate technologies some of which are desktop based Provides systems that capture extremely sensitive data and that are required to be available on a 24x7 basis |

Figure 6.6-3. DPW Mission Critical Production Systems and Impact to DPW Operations.

DPW's computing topology is extremely complex, managing millions of daily transactions. It requires specialized level understanding of numerous technologies, platforms and operational leading practices.

To augment our team, Deloitte has entered in to an *exclusive* partnership with Unisys to provide specialist level mainframe infrastructure and application consultation to our team. This means Deloitte, and only Deloitte, has Unisys jointly staffed on



our project teams. Deloitte is the only vendor who has direct access to Unisys internal technicians, engineers and architects to help us address application centered design considerations, configurations, tuning and performance challenges. Since the vast majority of your core business transactions continue to be supported by Unisys mainframe technology, this partnership uniquely positions our joint team to provide the leading service, and leading value, to DPW.



- Expert level Unisys 2200, DMS 1100 mainframe experience and operating system knowledge
- · Demonstrated PACSES 'Support Layer' experience and engineering knowledge
- · Thorough understanding of CIS functionality especially batch and online architectures
- Premier understanding of OpenTI, WebMethods and other integration solutions
- Substantial familiarity with production topology, DR solutions and BIS relationships



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Figure 6.6-4. Deloitte and Unisys Teaming Partner Bring DPW Specific Outsourcing Excellence.

Deloitte and our Unisys team partner deliver in-depth experience in outsourcing, production operations, and specialized platform support.

Figure 6.6-5 provides a high level view of DPW's current system topology and the complexity of the applications, infrastructure and service integration. Deloitte is the only vendor who can work with you to operationally maintain and manage the complex interactions between systems and infrastructure components as you move forward with your overall service oriented strategy.





Deloitte.

Deloitte's Understanding of DPW's Production Topology

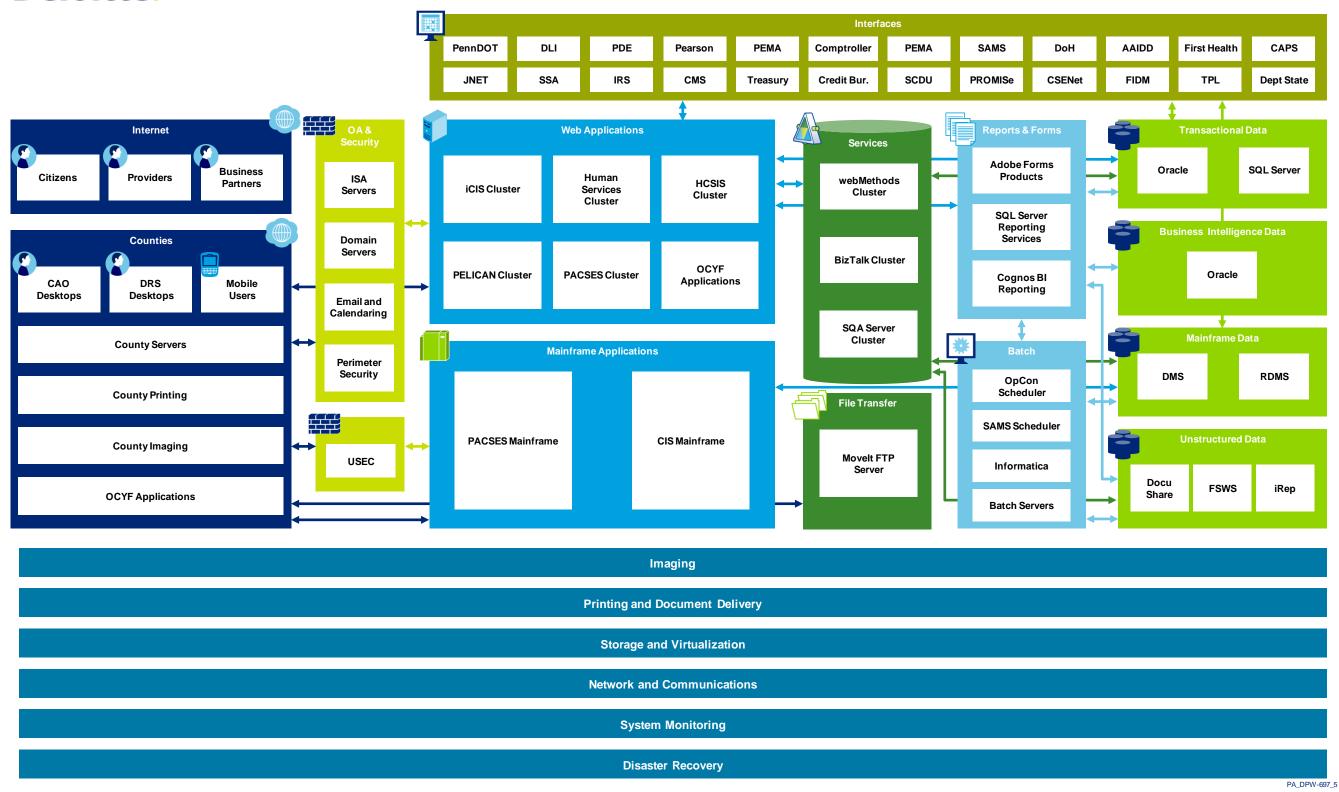


Figure 6.6-5. DPW High Level Production Environment Topology.

DPW Production environments represent a complex set of interconnected environments enabling an enterprise-wide business capability across diverse technical layers and programs.





Deloitte's Operations Support team understands the mission critical nature of the DPW business as well as the configuration, operational details, and intricacies of the environments. We are very familiar with the operational support needs of the in-scope applications through their useful life in live production environments. Figure 6.6-6 describes the DPW environment by production layer and the vital importance of continued Operational service excellence to address your needs.

| DPW Production Layer | Deloitte Operations Team Understands DPW's Production Environment Needs |
|---------------------------------------|---|
| Web Applications | Managing 4 clusters of 12 production web servers. Support of hybrid COM+/.NET application deployment. Co-location of multiple applications on a single physical server. |
| Mainframe Applications | Prevalence of older technologies such as MAPPER, COBOL, and ECL that are difficult to support due to dwindling resource availability. |
| | Changes to the interaction model with mainframes to support coordination with open system transactions. |
| Batch Operations | Management of resource constraints across a time-constrained batch window. |
| | Distribution of open systems batch across multiple services, services, and physical locations, and requiring coordination with mainframe batch. |
| | Heavy dependency on batch operations for critical business processes including financiers, forms, and interfaces. |
| Reporting and Forms | Generation of millions of forms monthly that require timely printing and dissemination. |
| | Physical distribution of printers including DGS central printing and distributed county printing. |
| Database and Business Intelligence | Use of distributed transactions across mainframe and open systems impacts performance. |
| | Increased demand for ad hoc reporting and dashboards. |
| Interfaces | Management of SLAs and impacts of performance due to interfaces with external organizations. |
| | Business processes dependent upon sending and receiving files across business entities. |
| Services | Rapid growth of services is placing strains on service infrastructure. |
| | Service dependencies and versioning require increased governance and coordination. |
| OA and Security | Alignment of timelines and resources with OA resources to meet DPW initiative timelines. |
| County Internet and Access | Complexity of supporting a variety of technologies deployed in the field, including desktops, tablet PCs, imaging infrastructure and other county hardware and software, and access to DPW environment. |

Figure 6.6-6. Operations Team Mission Critical Support by Production Architecture Layer.



Deloitte's approach, enabled by prior experience, provides a solid foundation to address DPW production environment challenges. Our team brings detailed knowledge that reduces the time, effort and risk of transition as well as meeting the strategic goals identified in the RFP. The staff is highly experienced in Commonwealth and DPW IT Methodology, standards and tools. Through our support to DPW over the past five years, the team has extended and evolved a set of detailed day-to-day ITIL and CMMI-based operational processes, procedures, tools, reports, and lessons learned.

We have developed metrics-based performance mechanisms in coordination with DPW that consistently support DPW availability and performance SLAs. The team continues its provision of services with no interruption, and DPW benefits by eliminating risks associated with the transition of mission critical production system support.

Managing Future Production Operations Demands

Deloitte's familiarity with the DPW environment goes well beyond today's existing complex DPW technical architecture. As DPW's business and technology requirements continue to shift, so too will the demands and stress placed on the DPW IT operations team. Our Operations Support Team possesses the skills, capabilities, and desire to support both the existing and the evolving needs of the DPW IT organization, including implementation of new business processes and innovative technologies.

This will become increasingly important in the near future given the rapid pace of business and technology change in the state health and welfare environments. These changes will drive the implementation of new business applications and shared services, new technologies as well increased demands on production operating environments. These new business drivers bring increased complexity as well as timely response to new DPW business and citizen support requirements.

Business Drivers Requiring Operational Excellence

Deloitte has identified five industry-wide and Commonwealth-specific business drivers that we believe will bring change to DPW IT operations. The following highlights the business driver, anticipated impacts on DPW, and our recommended approach to address the changing business requirements.

- Significant Changes in the CAO Operating Models. Spearheaded by efforts such as OIMs Modern Office study, counties are changing the way they do business, and shifting their operating models to make more effective use of technology. This is increasing imaging volume, bandwidth consumption, hardware profiles, and system usage patterns. The increased use of technology impacts the operational support DPW needs to provide. Deloitte will support the increased volumes with additional managerial and technical services as well as diligent systems resource monitoring of these patterns and capacity forecasting services.
- Incremental Modernization of the Child Support System. The PACSES application, like CIS, will involve a significant effort across multiple years to modernize and migrate to DPW's open systems platform. Before this modernization can address



core child support functions on the mainframe, DPW's operations support strategy will need to address a number of factors. These include the impact on DRS Office and employer processing functions, increasing DPW enterprise capacity and throughput requirements as well as additional disaster recovery requirements. Deloitte will support DPW with software and technical platform migration services.

- Evolution to a Statewide Child Welfare Platform. The current DPW child welfare solution is based upon a set of county-based and centrally managed applications. While DPW has decided not to develop a single statewide Child Welfare solution, the evolution of the platform towards a statewide enterprise child welfare repository, will impact network and enterprise application architecture and resource usage patterns as interactions shift between OCW and DPW. In addition, retirement and consolidation of systems will impact enterprise data storage and data reporting mechanisms, placing additional demands on these systems. Deloitte will provide DPW operations support in the areas of system blueprints, load testing, and systems resource monitoring and forecasting.
- Health Care Reform Leads to Robust Data Exchange/HIEs Platforms and Interoperability. Federal health care reform mandates are driving the rapid rise of health benefit exchanges and efforts to improve the electronic health record infrastructure through Health Information Exchanges (HIEs). These changes are leading to the rise of robust data exchange platforms that will be needed to support the increased level of medical data exchange. Initiatives such as the HIPAA 5010 and ICD-10 transaction standard upgrades are already impacting the DPW enterprise, driving the purchase of new hardware and software required to comply with the transaction mandates. Deloitte will provide IT operations assistance in the area of managerial and technical services required for ongoing operations as well as functioning as a technical liaison to BIS in the area of IT middleware operations.
- Management of Enterprise Services Consumed by Multiple Program Offices and Business Applications. As enterprise shared service adoption increases across the DPW enterprise, expectations about the reliability and operations of these services increase as well. Enterprise shared services are now responsible for one or more critical business functions of DPW's major enterprise applications. As a result, these enterprise shared services are increasingly being viewed as mission critical to one or more applications, raising the level of expectations on the operations support team around load testing, capacity planning, monitoring, and service management. Deloitte will support DPW through managerial and technical services to support operations.

New Technologies Requiring Operational Excellence

We understand the DPW EA-SOA strategy including the evolution to a more consistent, flexible open systems operating platform across DPW's technical architecture. Our Operations Support Team members and team leadership are well versed in technologies that will have an impact on DPW's IT operations in the coming years.

Deloitte provides both its clients and consultants access to high quality knowledge capital as well as hands-on and computer-based training in these technologies.



Access to this type of leading edge thinking and experience enables our Operations Support Team to remain a step ahead. Deloitte proactively helps our clients to understand, assess, and prepare for technology trends that will shape IT operations in the future. What differentiates Deloitte is our ability to use this IT operations knowledge in conjunction with our DPW program-specific knowledge to assist DPW in making progressive, forward-looking IT operations decisions. We anticipate significant change based upon our understanding of the DPW production environment as well as leading IT Operations drivers in the IT industry and in state government HHS organizations. Based on futuristic trends in operational sectors, we anticipate the DPW production environment will evolve as rapidly, if not more rapidly, over the next five years as it has in the past five years. Figure 6.6-7 outlines the technology trends we expect will shape and impact the DPW production environment in the near future.

| IT Operations Trend | Impact to DPW Production Environment | Deloitte's Proactive Approach Benefits DPW |
|---|---|---|
| Enterprise Information Management | Increased demand for business intelligence services impacts production reporting and database infrastructure Increased storage of unstructured data in the form of documents and images drives the need for an enterprise ILM implementation | System resource monitoring and forecasting that proactively addresses production challenges Facilitate solutions to support business systems data and information life cycle management requirements |
| Operations Methodology - ITIL | New system monitoring tools and methodologies to support excellence in IT operations | Response time monitoring and problem resolution |
| Cyber Security | Increase in security infrastructure in the areas of perimeter security, IAM infrastructure, vulnerability management and auditing | Security vulnerability assessments and resolution Security implementation and monitoring |
| Virtualization | Decreased reliance on physical hardware Increased ability to scale infrastructure on demand Overhead of managing virtualization, SAN, and licensing | Maintain application environments and version control Software release management and emergency implementation System resource monitoring and forecasting Systems operating systems that transcend operating platforms |
| Services Thinking | Increased capacity of middleware software and the SOA infrastructure Focus on governance of enterprise services used across program offices | Technical liaison with BIS Managerial and technical services required to maintain the ongoing operations |



| IT Operations Trend | Impact to DPW Production Environment | Deloitte's Proactive Approach Benefits DPW |
|------------------------|---|---|
| Cloud Computing | Complexity of physical – virtual – cloud multitenant environment drives improvements in IT operations Focus on the security of data across the cloud environment | Response time monitoring and problem resolution Security implementation and monitoring |

Figure 6.6-7. Drivers and Changes in the Future DPW Production Environment.

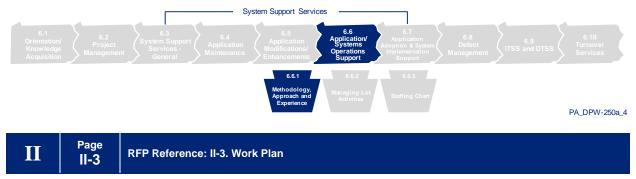
While it is not possible to say with certainty exactly what the DPW environment will look like 5 years from now, we have assembled our IT Operations Team based upon the ability to support both current and future DPW production environments. This includes the ability to augment the team with the latest technology skill sets from Deloitte's pool of specialists from across the firm as well as skill sets from our Unisys teaming partner and their knowledge of operating platforms.

We propose to provide DPW with on-demand access to this broad set of technology specialists as operations needs arise. These specialists provide valuable insights and the latest thinking with respect to technology trends and implementation lessons learned in public sector environments.

Deloitte's highly experienced Operations Support Team has and continues to be fully committed to supporting the mission critical nature of the DPW production environments. We bring the right knowledge and skill mix to support DPW's systems, platforms, and technologies – both now and as they continue to evolve in the future. Our experience with the DPW IT methodology, standards and tools extended by our procedures, tools, reports, and other assets will enable Deloitte to support DPW's performance expectations.



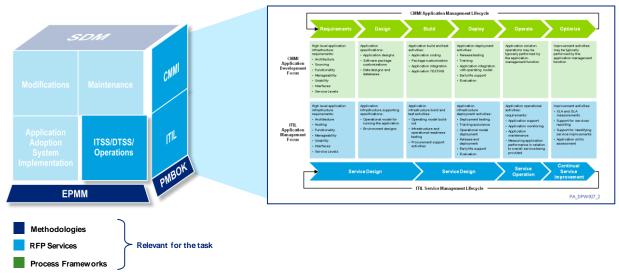
6.6.1 Methodology, Approach and Experience



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 section introduces the Methodology, Approach and Experience capabilities we bring to DPW.

Methodology



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Figure 6.6-8. Deloitte Uses Industry Leading Practices, Including CMMI and ITIL to Deliver Quality Services to DPW.

Our industry leading practices are based on ITIL, CMMI and EPMM principles.

Deloitte uses the DPW IT Methodology and its major components as the foundation for Operations Support efforts. In particular, we leverage the CMMI and ITIL components of the methodology to drive consistent, detailed processes in Operations Support, as a part of ITSS/DTSS activities, and in support of Maintenance and Modification efforts.

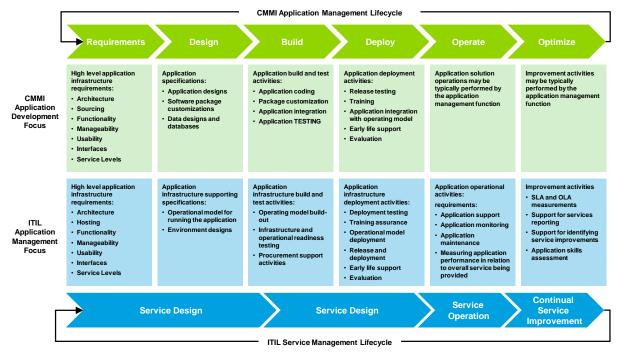
Operations Support, as a key element of the shared services model, is premised on the services it provides to the teams conducting maintenance and modifications.



Operations Support uses a CMMi- and ITIL-driven methodology that tightly couples the application management life cycle with the application development life cycle.

Deloitte uses the ITIL version 3 application management life cycle for our Operations Support services. Our approach aligns the ITIL process framework with the SDM. Activities that occur within each stage of the application development life cycle are paired with application management support activities to help confirm that application solutions are operable and integrated within the DPW IT infrastructure

Figure 6.6-9 illustrates the alignment of the application development life cycle and application management life cycle within ITIL version 3. Specifically, to the needs of DPW, our ITSS, DTSS, and operations team employ a detailed methodology that employs both the CMMI and ITIL process frameworks.



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Figure 6.6-9. Operations Support Shared Service Methodology.

Deloitte uses a CMMI- and ITIL-based shared service methodology that tightly couples the application management life cycle with the application development life cycle.

Deloitte's approach builds upon the successes gained by DPW in employing CMMI and ITIL as follows:

CMMI. The Capability Maturity Model Integrated (CMMI), from Carnegie Mellon's
Software Engineering Institute provides application development focus. We use CMMi
to guide the development of new software as well as the ongoing maintenance of
existing software. The maintenance and modification teams are the primary users of
the framework which also forms an important basis for the work performed by
Operations Support. The DTSS, ITSS, and operations organizations align with the

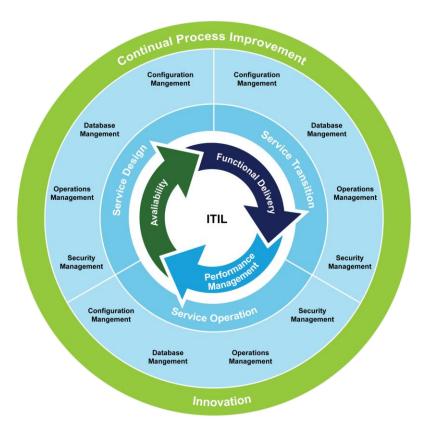


CMMI processes used by the maintenance and modifications teams, including the process standards and quantitative measures used by these organizations

• ITIL. We use the IT Infrastructure Library (ITIL) version 3 application management framework to guide the implementation of standard IT services for the modification and maintenance teams. Our IT support services consist of both the application development and infrastructure solutions required to support those maintenance and modification teams. We use the framework to guide ITSS, DTSS, and operations activities throughout the complete service life cycle, including service strategy, design, transition, operation and continual service improvement.

Applying DPW Methodology

As part of our support effort over the past 10 years, we partnered with DPW in the development of the Department's IT methodology to meet the ever-growing demands placed on DPW IT and the enterprise. We used the ITIL framework and high level processes as the foundation for structuring our services for DPW, including the Operations Support services. Figure 6.6-10 provides the Operations Support "view" of the methodology framework, as defined by Deloitte.



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Figure 6.6-10. DPW Operations Support Uses an ITIL Framework.

Deloitte partnered with DPW to develop the Department's IT methodology and extended the framework to support each service including Operations Support.



We further extended the methodology into a set of IT activities or "services," detailed processes, artifacts, outputs and overall body of knowledge that guide our team's efforts on a day-to-day basis. ITIL promotes the philosophy of managing IT by value-driven services versus by technology capabilities and technology platforms.

The framework simplifies the management of complex IT infrastructures with thousands of assets and moving parts by bundling these into services tightly aligned with DPW business objectives. This level of consistency and predictability has resulted in a CMMI Level 3 assessment for the Deloitte DPW projects.

Operations Support Managed Through ITIL

Based on ITIL, Deloitte operates and manages each Operations Support service through a set of service life cycle stages. The service life cycle contains five stages, including

- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement

Each service relies on processes, functions, activities, organizational models and measurements. Together, they allow IT services to integrate with DPW business processes, provide measurable value and provide the basis for continuous improvement at DPW.

Each service uses a hub and spoke design. It begins with service strategy at the hub, service design, transition and operation as the revolving life cycle phases, and anchored by continual service improvement. Each part of the life cycle exerts influence on the other, and relies on the other for inputs and feedback. In this way, a constant set of checks and balances throughout the Operations Support service life cycle allow DPW to adapt quickly to changes in demand, policy, regulations, budget or other business change.

At the core of Deloitte's approach is **Service Strategy**. We use this as the basis to create value for DPW based on our strong understanding of DPW objectives. Support activities are bundled into value-driven services and operated through a service portfolio to manage cost and demand. In addition, we work with DPW to establish a common operating approach and foundation for governing and moving forward with CMMi- and ITIL-based approaches. We use strategies as guides to the overall development of ITIL-based service management capabilities and to improve the alignment between those capabilities and DPW business strategies.

Our **Service Design** approach transforms DPW service strategy into the blueprint for delivering DPW objectives. Our design approach considers not only the



technologies, but also the people, processes and governance aspects needed to fully operate each service – in this case, Operations Support services. It includes the changes and improvements necessary to increase or maintain value to DPW stakeholders over the life cycle of services, the continuity of services, achievement of service levels, and conformance to DPW standards and regulations.

Our **Service Transition** approach provides capabilities for introducing new and changed services into live service operation while controlling risk for DPW. This includes leading practices to support change, configuration, asset, release and deployment, at the highest levels of efficiency while preventing undesired consequences.

Our **Service Operation** approach embodies the leading practices in the management of the day-to-day operation of services. Deloitte recognizes that DPW strategic objectives are ultimately realized when services are actually delivered, making this stage critical. Our approach includes assisting DPW in the implementation of leading practices in areas such as scheduling of operations, handling service requests and managing incidents and problems.

Our **Continual Service Improvement** approach is the cornerstone for creating and maintaining value for DPW stakeholders through better strategy, design, transition and operation of services. As demonstrated by the work of our team, we rely on the use of key metrics, performance baselines and maturity assessments to continually improve the quality of services, operational efficiency and business continuity. We use a closed loop feedback system, based on the Plan–Do–Check–Act (PDCA) Deming Total Quality Management improvement model. For DPW, this model executes improvements over waves of continuous improvement on an ongoing basis.

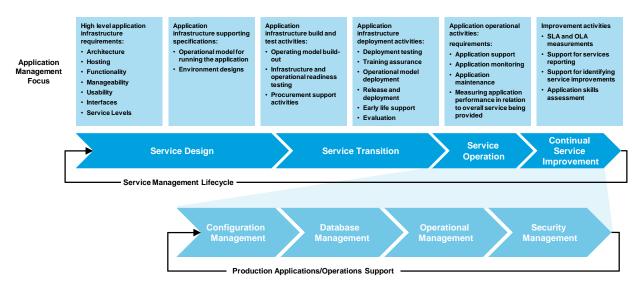
Within the ITIL service groups of Service Design, Service Transition, and Performance Management, Deloitte defines four major groups of Operations Support services. We manage the quality or service level of each of the four groups based on **Functional Delivery**, **Availability**, or **Performance Management**, as applicable. We discuss each of the four major Operational Service groups in detail in the following section.

Approach

Deloitte's ITIL-based approach aligns on-going Operations Support efforts with production application management efforts during the SDM. Supported by CMMi principles, we establish an Operations Support "service" catalog and set of processes for continuous service improvement and potential service expansion, as needed.

Our approach aligns ongoing Operations Support efforts with application management efforts during key phases of the SDM. Figure 6.6-11 depicts Deloitte's primary operations support and assist in technology evaluations and product assessments as Lot 6 vendor.





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Figure 6.6-11. Operations Support Approach for Lot 6 Scope.

Our ITIL-based approach aligns Operations Support efforts with application management efforts and specific phases of the SDM life cycle.

Our Operations Support efforts fully align with the activities requested in the RFP. We organize our response across the key DPW technology domains that are crucial for ongoing operations, including:

- Configuration Management
- Database Management
- Operational Management
- Security Management

Our support and continuous improvement activities leverage relevant tools, technology, and metrics-based feedback loops which are essential components of our operations approach.



Configuration Management



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Figure 6.6-12. Configuration Management.

Deloitte's approach to Configuration Management (CM) support encompasses a set of activities that ultimately deliver improved functionality and reliable technologies to endusers as well as meeting performance expectations and on-going operational needs of the field. Based on our experience with DPW's IT environment and our leading practices from other similar IT operation models, we have extended DPW's methodology and established detailed, ITIL-based processes and DPW-specific playbooks to manage operational activities.

Figure 6.6-13 describes key Configuration Management processes we use to support maintenance activities.

| Configuration Management Activities | Deloitte Delivers Key Configuration Management Processes to DPW |
|-------------------------------------|--|
| Environment Coordination Support | Provide support, as required, when highly complex technology migrations and platform consolidations require systems architecture evaluations or re-engineering changes |

Figure 6.6-13. Key Configuration Management Activities.

Database Management



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Figure 6.6-14. Database Management.

Our Database Management activities include design support through development as well as database administration and production support processes to optimize application and database server performance and availability. Database support is core to the operational platform and a critical aspect of our support to DPW.



Figure 6.6-15 describes key Database Management processes used to support maintenance activities.

| Database Management Activities | Deloitte Delivers Key Database Management Processes to DPW |
|-----------------------------------|--|
| Database Operations Support | Provide support, as required, when highly complex technology migrations and platform consolidations require systems architecture evaluations or re-engineering changes |

Figure 6.6-15. Key Database Management Activities.

Operational Management



PA_DPW-923c

Figure 6.6-16. Operational Management.

Deloitte's Operational Management approach facilitates systems availability and performance in accordance with service level agreements (SLAs). We have a sound understanding of the batch architecture and operational intricacies of the thousands of jobs that run each evening for mainframes, open systems, and PACSES platforms.

Figure 6.6-17 describes key Operational Management processes used to support maintenance activities.

| Operational Management Activities | Deloitte Delivers Key Operations Management Processes to DPW |
|-----------------------------------|--|
| Operational Support | Provide support, as required, when highly complex technology migrations and platform consolidations require systems architecture evaluations or re-engineering changes |

Figure 6.6-17. Key Operational Management Activities.



PA_DPW-923d

Security Management

Configuration Management

Database Management **Operational Management**

Security Management

Figure 6.6-18. Security Management.

Deloitte's approach and processes for Security Management enable our team to integrate application, data, infrastructure, and network security controls. Our approach places DPW as one of the leading agencies in the Commonwealth and a model for OIT.

We provide access to Deloitte's broad portfolio of security disciplines as they apply to Operations Support, providing security support as required when highly complex technology migrations and platform consolidations warrant our involvement.

Figure 6.6-19 describes key Security Management processes used to support maintenance activities.

Key Staff Spotlight Bharane Balasubramanian

Chief Security Architect



"I am excited to be part of the DPW team that has been a forerunner in the adoption of secure application development standards, vulnerability testing for the application code and leading data protection measures. I am proud to be part of a team that is winning industry recognition for its leadership in the security and privacy fields."

| Security Management Activities | Deloitte-Delivers Key Processes to DPW |
|-----------------------------------|--|
| Security Support | Provide support, as required, when highly complex technology migrations and platform consolidations require systems architecture evaluations or re-engineering changes |

Figure 6.6-19. Key Security Management Activity.



Experience and Examples

Deloitte has abundant experience in providing application systems operation support similar to the scale and complexity of DPW Lot 6 services, across more the Federal Government and more than 100 Commercial organizations. We have more than 2,000 practitioners who specialize in this field, providing application systems operations support for State government and Federal projects. This experience and talent is further augmented by our teaming partner Unisys, who specializes in application systems support operations in the state, federal and commercial sector as well. Unisys has been contracted by the Commonwealth as part of the Data Powerhouse (DPH) contract for over 10 years and has been a provider of infrastructure and operations support to DPW for over 40 years. Our combined team provides unmatched experience to DPW that combines IT operations knowledge, Unisys infrastructure, DPW systems and business experience.

The following section summarizes the breadth of experience we bring to DPW in ongoing support:

| Industry | Deloitte Role in Providing Services Similar to DPW Requirements |
|-----------------------|--|
| State Government | More than 25 States More than 1,000 staff providing IT Operations support Proficiency ranging from legacy Unisys and IBM mainframes to open system technology and COTS products |
| Federal Government | Large federal agencies- Health and Human Services (HHS), Department of Defense (DOD), Social Security Administration (SSA), Internal Revenue Service (IRS) and the United States Postal Service (USPS), Transportation Security Administration (TSA) |
| | More than 2,000 staff provide IT Operations support Wide range of operating platform experience – Open systems, client server and mainframe and COTS products |
| Commercial | More than 100 commercial installations of enterprise class line of business applications supporting core functionality for large companies such as Agilent, Wal-Mart and Aetna |

Figure 6.6-20. Deloitte Has Demonstrated Experience Supporting Similar State, Federal and Commercial Installations.



The following figure represents Unisys' experience in IT Operations and the benefit that the Deloitte team brings to DPW:

| Unisys Experience Footprint | Example | Unisys Role in Providing Services Similar to DPW Requirements |
|--|------------------------------------|--|
| State/Agency | Project Name and description | |
| Los Angeles Department of Public Social Services | LEADER | Unisys is responsible for management, support and operations of the Los Angeles welfare system called LEADER. LEADER support the key welfare programs of TANF, MediCal and Food Stamps (SNAP). Unisys provides 8,000 hours a month of application support services, and Facility Management and Operations support of production enterprise servers, Disaster Recovery, network and local office technology. LEADER supports more than 11,000 users processing an average of 5.5 million transactions daily – 98 percent of which are handled in three seconds or less; prints between 70,000 and 200,000 images daily, and is capable of producing more than 1,000 different types of notices to clients. Utilizes Unisys Clearpath Enterprise Servers. |
| State of Michigan | ASSIST | Automated Social Services Information System developed and maintained over 20 years. Utilizes Clearpath OS_1000 mainframe with DMS-1100 database of ~ 259GB. Services 1.6M client index with over 4M cases - ~1M active. Services 800K+ transactions per day. |
| State of Virginia | ADAPT | ADAPT, Virginia's eligibility system has been developed and maintained over 15 years. It utilizes Clearpath with MAPPER database and more than 2 Million cases. |

Figure 6.6-21. Unisys Experience and Role.

The following provides examples of the sample set of state government clients where we provide IT operational support, especially similar to services provider as a Lot 6 offeror. Our work in these states span the spectrum of technology assessments, architecture evaluations, COTS product analysis and product engineering needs.

The Department of Public Welfare, Commonwealth of Pennsylvania.

Deloitte currently provides application Operations support across the majority of in-scope systems for the Department of Public Welfare. The enterprise hardware infrastructure of DPW is a mission critical, complex, heterogeneous platform which supports several key Health and Human Service applications across the enterprise.

Applications such as eCIS/CIS are used by about 7,000 County Assistance Office workers to manage about 1.2 million cases for 2.5 million needy people of the Commonwealth. Operationally, these systems facilitate the eligibility determination and disbursement of services, including TANF (Temporary Assistance to Needy Families), SNAP (Supplemental Nutrition Assistance Program), CHIP (Child Health Insurance Program), Medical Assistance or LIHEAP (Low Income Home Energy Assistance).



PACSES is an enterprise-wide child support enforcement system that supports over 3,000 case workers in the Commonwealth to serve more than 3.8 million citizens. With over \$1.5 billion in collections per year, it ranks as the number #1 system in the country in terms of performance and cost-effectiveness of operations. The base mainframe application provides the ability to input and track cases, establish paternity and support orders, manage the financial processes related to the cases, and locate delinquent members.

Our team works with DPW to support the millions of transactions per day that are exercised to support eligibility, payments, notices, correspondence, worker alerts as well as infrastructure related planning such as performance tuning, system maintenance support and capacity planning.

Our operations support team has demonstrated deployment and maintenance of ongoing operations as well as support for new IT initiatives including system architecture evaluations and reengineering activities in DPW's complex business and technology environment.

Deloitte supports the specific needs of the DPW IT environment by strategically aligning its technology domains with aspects of the infrastructure.

State of Colorado. CBMS is a statewide system for administering public assistance programs that are similar in size and scope to CIS/eCIS. The CBMS incorporates eligibility determination for Medicaid, Food Assistance, Cash Assistance, the Children's Basic Health Plan including case management functions such as work programs, and others. The project encompasses programs that determine eligibility and anticipated benefits for more than 493,000 clients and for more than 264,000 cases. Deloitte transitioned maintenance, operations and modification responsibilities from HP-EDS less than three years ago. This includes operational management of batch processing, performance tuning, application deployment and infrastructure management as well as assistance in disaster and capacity planning.

Additionally, Deloitte has also implemented many strategic projects to the system in an effort to address the 2+ year backlog of program and IT needs. These projects include the first of multiple releases of the Program Eligibility and Application Kit (PEAK) which is similar to COMPASS.

The CBMS system has been in place since 2004, though the last several years one of the primary complaints of the users was the flow of the system. Since taking over support and maintenance of this system in 2008, Deloitte has worked with the State and user communities to identify changes to simplify and streamline the flow of the system. The outcome of this effort is a project that will incrementally modernize PowerBuilder based screens to Java. Along with this, the flow of the system will be streamlined and simplified to address the concerns of the user community. Deloitte is responsible for both the maintenance and operations of the existing CBMS application, and performs the shared responsibilities for maintaining and operating the CBMS on State owned hardware and network infrastructures through 2011. The team is comprised of the staff



necessary to manage the day-to-day system operations as well as the associated system and operational documentation to meet Federal and State requirements.

State of Florida. The Florida Online Recipient Integrated Data Access system (FLORIDA), is a statewide system for administering public assistance programs, that is similar in size and scope to CIS/eCIS and PACSES. Deloitte was involved in the original design and implementation of the FLORIDA system and in March 2006, Deloitte was awarded the contract for ongoing FLORIDA system maintenance and support. Deloitte has worked with the State of Florida for the past four years providing project management, maintenance, enhancement, testing, and implementation support services for the Florida Online Recipient Integrated Data Access (FLORIDA) system, which is an integrated IV-A/IV-D system.

Operationally, this includes architecture assessment, product upgrades and COTS analysis and support of batch processing, performance tuning, application deployment and infrastructure management as well as assistance in disaster and capacity planning. This project demonstrates the breadth of Deloitte's eligibility and child support experience and its ability to bring skilled resources and concepts to the Commonwealth's future initiatives.

During this period Deloitte has developed numerous Web-based systems for the Client's Self Service portal to help the department in the modernization efforts. The ACCESS WEBAPP System which enables the client's to apply for benefits collects more than 350,000 applications a month. The "My Account" system which enables the clients, partners and providers to check the benefit status and needed verifications serves more than a million visitors a month.

The table below provides a side by side comparison of DPW and similar engagements in other States.

These successful project implementations demonstrates our IT operations experience sharing knowledge across states and highlights our capability managing system architecture services on a project similar in size and complexity to DPW systems.



6.6.2 Managing Lot Activities



II Page

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.

Through our demonstrated experience, Deloitte collaborates with DPW to deliver dependable, low risk operations and production support solutions in an expanded shared services model that meets your operational needs and service level agreements. For more than 10 years, Deloitte's DPW Operations Support team has been working side by side with DPW to deliver reliable operational services that facilitate the successful delivery of IT services required to manage business processes.

Have you heard? ◀))

- Deloitte system architects allocate time to mentor BIS staff on latest technologies
- Our team leverages our knowledge of DPW systems to recommend cost saving/ efficiency improving solutions

DPW's business offerings, including multiple LIHEAP supplemental payments, PACSES child support collections improvements, the COMPASS technology transformation and, most recently, Fair Care application collection, have grown tremendously over the years. Our combined team has met the challenge of providing IT centric services that have met those challenges.

In addition, our collective teams have been able to advance the strategic goal of embracing SOA design patterns and solutions. Together, we have implemented and now operationally support over 25 reusable enterprise services that are available for the enterprise suite of applications to consumes

Our combined Operations Support team has extended the DPW IT Methodology and developed an Operations Support approach that includes detailed processes based on ITIL and CMMI principles. Our approach is based on DPW and Deloitte-developed methodologies, tools and technologies that we integrate with specific procedures, monitoring and controls. Our management approach also includes methods for problem identification and resolution, issues and risk mitigation, management controls, reporting and communication, quality controls and performance measurement against relevant SLAs.



Issues, Risks and Proposed Solutions

II

Page

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.

 During this discussion, the Offeror should identify potential issues/risks and proposed solutions. For each of the Lot's Required Activities and Tasks

The business of DPW covers millions of clients, thousands of providers, hundreds of services and numerous distinct applications consuming various architectures, COTS tools and custom built solutions. This alone presents substantial risk that needs to be effectively managed to help verify the needs of the business are met.

Deloitte provides centralized risk and issue management, complete with an automated daily distribution of risk and issues to management tiers for proactive review.

Our team works closely with you to manage these risks through the upcoming change of administration that will surely introduce new directions, strategies and expectations of the Department. Our vision is to work with you to proactively define related risks and to develop a mitigation strategy before they become true issues.

The following presents examples of key operational challenges presented by significant IT transformation and our approach to managing these emerging operational needs:

Issue/Risk

Lack of DPW Program, Policy and Operational Experience

 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.

Deloitte's Mitigation Strategies

- As Lot 6 vendor, 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.
- 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.

Increased level of effort for application adoption and system implementation effort

- 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.
- 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 vendor recommends this approach in each of your modification related work to involve the Lot 6 system adoption staff early in the project life cycle.

Figure 6.6-22. Deloitte has outlined Key Issues and Risks Along with Our Mitigation Strategies.



Deloitte works with DPW to continually identify, document and manage risks. Risks are minimally discussed on a weekly basis at various project, steering and executive staff level meetings and are housed and managed from a centralized repository. The risk management process (which highlights how risks evolve to issues and final closure) is one of the many defined, repeatable processes that support the business of DPW.

Processes, Tools, and Reports



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.

 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.

Deloitte works with DPW to define, document and operationalize repeatable processes that streamline the support mechanics for the Department. Each process flow has defined tools and reports that are used to collect, manage and distribute data to necessary stakeholders. The timely receipt of centralized, enterprise data allows stakeholders to act in concert in support of project initiatives.

To fully understand how, operationally, work is performed within DPW, it is important to have an understanding of the processes that exist - and their root function, the tools that are used - and their general purpose, and the reports that are generated and the business value they offer.

The following section highlights those facts and builds upon our stated approach, which leverages ITIL based processes to provide IT services aligned with the DPW domain structure. The remainder of this section lists the various processes, tools and reports used to provide operational support across the in-scope projects. While these may not apply to Lot 6 offeror, it may be important for Deloitte to have access to these tools. We have listed the processes, tools and reports by domain and by the activity supported for easy reference.



Configuration Management

Configuration Database Operational Security Management Management Management

PA_DPW-923a

Figure 6.6-23. Configuration Management Activities Offer Valuable Service to DPW.

Activity: Environment Coordination Support

| Process Description | Tools |
|--|---|
| Provide support, as required, when highly complex technology migrations and platform consolidations require systems architecture evaluations or re-engineering changes | System Center Configuration Manager (SCCM). The Department's standard tool for automated, distributed software deployment across the network. The tool is used to update desktops with the latest versions of software, security patches and configuration files. |
| | Vendor Supplied Installation Objects. COTS products include automated executables to facilitate their installation on a server or desktop. |
| | ATS Regression Testing Scenarios Tracking. A defined and documented set of regression testing scenarios that are used to verify the integrity of the application after maintenance activities are performed. |
| | Environment Health Check Scripts. Automated and manual scripts that are executed on a daily bases to verify application availability. These scripts are also executed after infrastructure maintenance activity to verify availability. |
| | Microsoft Visio. Microsoft tool used to show the relationships between infrastructure components, communication protocols and relevant capacity. |
| | Sparx Enterprise Architect. Enterprise tool used to document details surrounding component design, interface protocols and signatures, configuration details as well as consumption documentation. |

Figure 6.6-24. Configuration Management Environment Coordination Support Processes and Tools.



Reports

Deloitte provides the following reports to support the environment coordination support activities.

- Monthly Report Configuration Management Operational Activities. This report provides status on the items that were prioritized for support by the Lot 6 operations team, documenting specifically:
 - Accomplishments
 - Planned Operational Activities
 - Outstanding Issues and Risks



Database Management

Configuration Database Operational Security Management Management Management

PA_DPW-923b

Figure 6.6-25. Database Management Activities Offer Valuable Service to DPW.

Activity: Database Operations Support

| Process Description | Tools |
|---|--|
| Process Description Provide support, as required, when highly complex technology migrations and platform consolidations require systems architecture evaluations or re-engineering changes | SQL* Plus. Oracle utility that provides a conduit to execute native SQL against an Oracle database. Golden. COTS tool that allows provides a slightly enhanced conduit to execute native SQL against an Oracle database. TOAD. COTS tool that provides a substantially enhanced c conduit to execute native SQL against an Oracle database as well as DBA centric monitoring, tuning and configuration tasks. ISQL. Unisys "Interactive SQL", similar to Oracle's SQL*Plus, is a utility that allows for database command execution used to create/alter structures or to deploy code. Louis II. A COTS tool that provides high speed retrieval of data housed in the Unisys RDMS database. The tool can be leveraged from ECL streams to perform database maintenance in a timely, precise manner. IQU Plus. A COTS tool used to access data from the DMS tables. Primarily used by the DBAs for minor data extract tasks or data fix tasks. |
| | IQU Plus. A COTS tool used to access data from the DMS tables. Primarily used by the DBAs for minor data extract tasks or data fix tasks. IRU. Integrated Recovery Utility – software used by |
| | DBAs to perform database recoveries/reorganizations. RDMS FastLoader. Similar to Oracle's SQL Loader, this tool provides the capability to quickly bulk load RDMS tables. |
| | Export/Import Data Pump. Oracle utility that allows for bulk data and/or structure copy from one environment to another. |

Figure 6.6-26. Database Management Operations Support Processes and Tools.



Reports

Deloitte provides the following reports to support the database operations support activities.

- Monthly Report Database Management Operational Activities. This report provides status on the items that were prioritized for support by the Lot 6 operations team, documenting specifically:
 - Accomplishments
 - Planned Operational Activities
 - Outstanding Issues and Risks



Operations Management

Configuration Database Operational Security Management Management

PA_DPW-923c

Figure 6.6-27. Operations Management Activities Offer Valuable Service to DPW.

Activity: Operational Support

| Activity: Operational Support | | |
|--|--|--|
| Process Description | Tools | |
| Provide support, as required, when highly complex technology migrations and platform consolidations require systems architecture evaluations or re-engineering changes | Concord. DPW's enterprise solution for end user response time metrics collection. Concord leverages agents installed on end user machines to report response time metrics back to a centralized DPW server for reporting. | |
| | SMA OpCon/xps. Automated batch scheduler used to execute batch jobs. | |
| | SightLine Specialist Advisor. DPW's enterprise wide tool supporting infrastructure resource utilization metrics collection. | |
| | Oracle Enterprise Manager. Oracle supplied tool used to manage objects, structures and configurations within the database. | |
| | UDSMON. Provides real time mainframe centric database monitoring that shows active reads/writes to the database areas/records/sets. | |
| | OSAM. Provides both real time and historical system monitoring of mainframe information on TIP transaction activity, UDS thread usage, mass storage and disc utilization, communications performance statistics, batch usage, etc. Torch. Provides mainframe system usage information for overall capacity planning. It can be used to review SIP, MFD, and tape management data to help with projections. | |
| | Log Analyzer. A is a mainframe centric tool used to review logon failures, file access rejections, unexpected changes in SIMAN, repeated use of privileged IDs. It is essentially a tool that can be used for security purposes and access attempts to a Unisys mainframe system. | |
| | DPW Problem Status Reporting Inbox. E-mail account used to accept notifications of system issues from the field and to distribute this information to technical staff for immediate attention. | |
| | ATS. A Web-based tool that provides centralized risk/issue management and reporting. Risks/Issues can be characterized as DTE, DEA or CIO level escalation. | |

Figure 6.6-28. Operations Management Processes and Tools.



Reports

Deloitte provides the following reports to support the operational support activities.

The following is a representative sample of Operational Reports provided as the complete list is quite long.

- Monthly Report Operations Management Operational Activities. This report
 provides status on the items that were prioritized for support by the Lot 6 operations
 team, documenting specifically:
 - Accomplishments
 - Planned Operational Activities
 - Outstanding Issues and Risks



Security Management



PA_DPW-923d

Figure 6.6-29. Security Management Activities Offer Valuable Service to DPW.

Activity: Security Support

Our security support processes incorporate security and privacy considerations throughout the SDM life cycle. Our team conducts real-time security vulnerability monitoring in production environments, including data capture for forensic analysis. We also provide and implement database security and encryption measures, including encrypting database credentials, sensitive client data in lower environment database refreshes, and production database exports and backups.

| Process Description | Tools |
|---|---|
| Provide support, as required, when highly complex technology migrations and platform consolidations require systems architecture evaluations or re- | CA SiteMinder. A centralized web access management tool which provides authentication and policy (or role) based authorization services. It enables single sign-on between protected applications and has ability for federated access management between enterprise directories. |
| engineering changes | CA Identity Manager. A centralized user account life cycle management tool. It is used by delegated administrator to manage users identity and access. It can be configured to provide self- service password and self-registration features to end users. |
| | SOA Security Manager. A centralized web service security management solution. |
| | IBM Tivoli Identity Manager. |
| | RADIANTONE VDS. RadiantOne VDS aggregates and correlates user identity and access existing in multiple user repository into one enterprise directory for correct identity and access management. |
| | Password Reset Utility. Password Reset utility is a custom developed tool to help reset user passwords due to password expiration or user account lockouts. |
| | User Migration Utility. A custom tool to automate user migrations from one domain controller (Active Directory) to another domain controller. |
| | Password Management Utility. A custom develop tool to help end-users to retrieve/reset their credentials such as "Forgot Password" functionality based on "Hint Questions". |
| | IBM Tivoli Identity Manager. A policy based user life cycle management solution with workflow capabilities that manages user access across DPW applications from on-boarding through termination. |
| | • SIMAN. Unisys mainframe centric tool that governs system access by userid. |



| Process Description | Tools |
|---------------------|--|
| | HP WebInspect. A web application and web services security testing tool for automated vulnerability scanning. |
| | HP SwfScan. HP SWFScan is an open source security tool to decompile and identify security vulnerabilities in applications developed with the Adobe Flash platform. |
| | Paros Proxy. An open source proxy used to evaluate security of the web applications by intercepting HTTP and HTTPS data, including cookies and form fields, between web server and a client |
| | HP Devinspect. An automated source code analyzer that helps to consistently identify vulnerabilities in the source code through static and dynamic code analysis. |
| | Risk Prioritization Tool. Risk Prioritization tool evaluates the security risks from each security domain for each application/systems and provides the prioritized risks that an organization (DPW) has to consider |
| | RSA Envision. A system incidents and events management tool. It aggregates access logs from other enterprise tools, correlates, analyzes and provides a holistic view of users' access in the system. |
| | • SQL* Plus. Oracle utility that provides a conduit to execute native SQL against an Oracle database. |
| | Optim. DPW standard tool that supports data redaction, scrambling and masking when copying to test environments. |
| | • SIMAN. Unisys mainframe centric tool that governs system access by userid. |
| | RDMS Table/View Security. Unisys RDMS utility to govern access and authorities against database structures. |

Figure 6.6-30. Security Management Processes and Tools – Deloitte Provides a Robust Set of Processes and Tools that are Directly Applicable to Increasing Automation for Operations Support.

Reports

Deloitte provides the following reports to support the security support activities.

- Monthly Report Security Management Operational Activities. This report provides status on the items that were prioritized for support by the Lot 6 operations team, documenting specifically:
 - Accomplishments
 - Planned Operational Activities
 - Outstanding Issues and Risks



Management Controls, Communication, and Evaluation

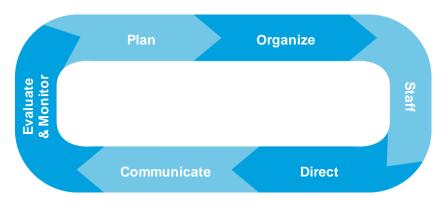
II Page II-3 RFP Reference: II-3. Work Plan

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

- Describe the management controls that will be used to identify and manage risk, maintain project schedules, ensure the
 quality of the work, and meet 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 effectiveness are managerial functions that we use to identify and monitor potential errors from which we perform the necessary corrective actions. These functions include planning, organization, staffing and the 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. Internal and external communication processes to the project organization are the means for facilitating these control mechanisms and the resulting corrective actions.



PA_DPW-696

Figure 6.6-31. Management Control, Communication, and Evaluation Process.

Deloitte utilizes a disciplined approach to effectively provide management control, enable communication and facilitate evaluation.



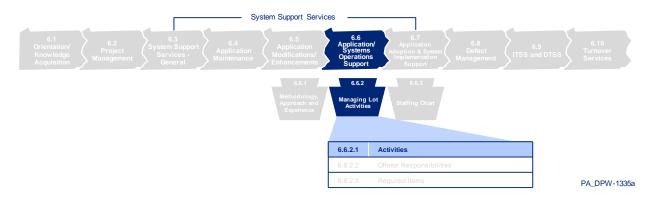
Based on our understanding of the RFP, the Lot 6 vendor's role is to provide support as needed for architecture evaluations and reengineering efforts. The following highlights our approach to delivering quality management controls that align with the requirements listed in the RFP.

| Management Control Process | Deloitte Approach to Providing Management Control, Communication and Evaluation Support |
|-------------------------------|--|
| Plan | Participate and contribute to the DPW Strategic and Annual planning efforts specific to impacts relating to ongoing operations |
| | Participate and contribute to the review of High Level Estimates and Work Orders with BIS prior to initiative start to help confirm the incorporation of operational needs in estimates |
| | Work with BIS to review impacts, risk and issues with associated operational maintenance activities and incorporate in overall plan |
| | Work with BIS to review, confirm and document the implementation plan for the numerous releases that will be supported through the fiscal year |
| Organize | Consistently use CMMI complaint tools to organize, track and manage Risks, Assumptions, Action Items, Issues and Decisions Reached |
| | Use work plans to organize and manage anticipated work items relating to operational support |
| Staff | Deploy high skilled resources intimately familiar with the technology of DPW from our shared pool of resources |
| | Mentor staff by defining fiscal year goals, achievement metrics and training opportunities for each and identify ongoing training needs to maintain proficiency in the latest technologies supporting operational activities |
| | Educate staff on the business processes, technical direction and strategic goals of the Department on an ongoing basis |
| Direct | Review status of tasks and activities on a weekly basis to verify project and Department needs are being met |
| | Effectively prioritize tasks or direction as required to effectively support business processing, including problem or incidents that impact system availability, performance or usability |
| Communicate | Support, as needed, track, project and steering team meetings complete with associated agendas and meeting minutes |
| | Use defined protocols to alert DPW stakeholders to critical issues that require immediate attention. Complement the notification with a summary of the issue, business impact and mitigation options |
| | Include both project and DPW staff in automated business communications such as the daily metrics report, daily batch exception report, etc. |
| | Participate in key project team and BIS facilitated meetings that discuss project initiatives and its impact on overall operational support |
| Evaluate and Monitor | Review open work requests to shared services to verify timely and accurate completion |
| | Follow up with project team and BIS leads to discuss, review and improve overall service delivery related to operational support |

Figure 6.6-32. Deloitte's Approach to Providing Management Control, Communication and Evaluation Methodology Services.



6.6.2.1 Activities



IV Page IV-377

RFP Reference: 4.1 Applications/Systems Operations Support

The offeror of **Lot #6** is required to provide support as required when highly complex technology migrations and platform consolidations require systems architecture evaluations or re-engineering changes.

Deloitte provides support, as required, when highly complex technology migrations and platform consolidations require systems architecture evaluations or reengineering changes. Our support structures and resources for Lot 6 activities span the ITSS, DTSS, and Operations organizations, with the primary demand for these resources anticipated in the area of ITSS and DTSS activities. Deloitte engages our resources to support complex technical activities, as prioritized by DPW across the available Lot 6 resources, using the Architecture Review Board 3 (ARB) meetings as the forum for driving solutions to these technical changes.

Highly complex technology migrations and platform consolidations warrant the engagement of an organization's most skilled technical resources, requiring sufficient lead time for the planning, evaluation and execution of the necessary technical changes.

Key Staff Spotlight Jeff Zahorchak Chief Functional Architect,



"I'm proud to be associated with the DPW middleware team that has made so many of DPW's enterprise services a reality. As DPW expands its service portfolio and middleware stack, I look forward to fostering increased levels of interaction between the applications and DPW's middleware team."

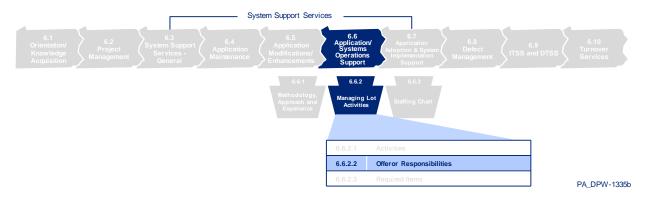


Deloitte supports DPW through a two step process for engaging technical resources to support lot 6 operational activities:

- Account for Activities and Resources during Annual Prioritization. When
 complex enterprise shared services and enterprise level initiatives are identified and
 prioritized during the annual planning process, specialist technical resources are
 identified to support these activities.
- Engage Lot 6 Technical Resources through the ARB 3 Process. As planning
 activities progress through an initiative, Lot 6 technical resources are engaged to
 support architectural evaluations or reengineering changes in lieu of other ITSS and
 DTSS activities, as specified by DPW leadership. This engagement may involve
 interaction and coordination with other DPW vendors, other selected offerers, and
 third party COTS tool vendors over the course of multiple ARB 3 sessions to
 complete.



6.6.2.2 Offeror Responsibilities



Suitable Resources to Support the Application Support Services



RFP Reference: 4.1.3 Offeror of Lot #7 Responsibilities: Applications/Systems Operations Support

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.

Addendum #4, Q&A: Section IV-383 – The text states that 'DPW requires that the selected Lot #6 Offeror have suitable qualified personnel resources......'. The section is primary focused on Lot #7 tasks, however no reference is made to Lot #7 resource qualifications. Should the text reference Lot #7 instead of Lot #6 or are there no resources qualifications required for Lot #7? Yes, the text should reference Lot #7

Clarification provided in DPW's RFP addendum #4 removed this question from lot 6 scope referencing lot #7 instead.

Collaboration with Other Selected Offerors



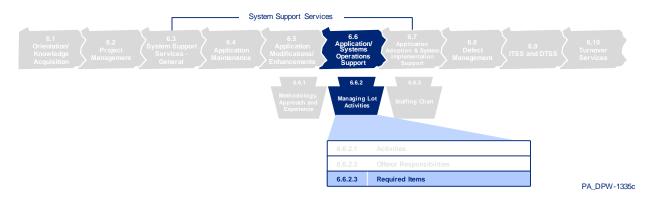
Page IV-383 RFP Reference: 4.1.3 Offeror of Lot #7 Responsibilities: Applications/Systems Operations Support

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.

Deloitte has been a trusted advisor of DPW's for over 30 years. We will work collaboratively to assess and implement application support services activities and cooperate amongst other selected Offerors to form one cohesive team.



6.6.2.3 Required Items



We have carefully reviewed the RFP and understand the needs relating to required items. As explained so far in this section, we bring experience in Operations, specifically in the in-scope systems and a sound understanding of the DPW environments to meet your overall requirements.

The remainder of this section describes our response to required items.

Coordinate and Work with Designated DPW Stakeholders, Third Party Vendors, and Other Selected Offerors



The Selected Offeror of **Lot #6** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

- Maintain ongoing operational support of the in-scope applications and associated systems throughout their useful life in live production environments,
- Assist as required when performing periodic upgrades, technology migrations, and platform consolidations as directed by the Department,
- 3) Assist in problem resolutions,
- Prevent and mitigate systems security threats and vulnerabilities,
- 5) Improve systems performance, and cost efficiencies

Deloitte coordinates and works closely with DPW stakeholder, third party vendors, and other selected offerers. Given the scope of lot 6 operations support activities identified in the RFP, our coordination responsibilities are limited to those activities pertaining to the one in-scope activity requested in the RFP.



These coordination activities are addressed in Figure 6.6-33.

| RFP Overall Coordination Needs | Deloitte Activities Address DPW's Overall RFP Coordination Needs |
|--|--|
| Maintain Ongoing Operational Support | |
| Assist as required when performing periodic upgrades, technology migrations, and platform consolidations | Work with DPW to identify operational activities that will required specialized technical support such as systems architecture evaluations or re-engineering changes Coordinate technical activities with third party vendors and other selected offers as part of ARB 3 meetings to address highly complex technology migrations and platform consolidations, including: Ongoing operations Technology migrations and platform consolidations Problem resolutions Security Threat and vulnerability prevention Improving system performance |
| Assist in Problem Resolutions | |
| Prevent/Mitigate Security Threats and Vulnerabilities | |
| Improve System Performance and Cost Efficiencies | |

Figure 6.6-33. Deloitte Activities Address DPW's Overall RFP Coordination Needs.

Collaborative Impact Analysis



NOTE: 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.

Deloitte has been a trusted advisor of DPW's for over 30 years. We will work collaboratively to assess the impact on other applications for any modifications to the inscope systems and facilitate coordination amongst other selected Offerors to form one cohesive team.



6.6.3 Staffing Chart



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 resources identified for Operational Support and Architecture and Reengineering Services are listed in the following figure. More information about each one of these individuals, including resumes and responsibilities by role can be found in *Tab 8.0.*

Enterprise Services, ITSS and DTSS

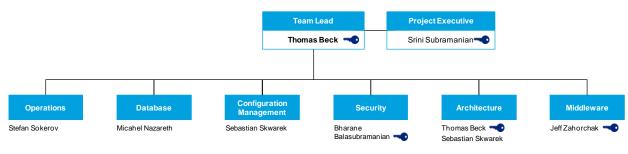


Figure 6.6-34. Operational Support and Architecture and Reengineering Services Resources.

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6.7 Application Adoption and System Implementation Support



PA_DPW-200g

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.



Page IV-299

RFP Reference: Systems Architecture Lot#6 and Technical Support Services Lot#7

The selected Offerors for Lot #6 and Lot #7 will be responsible for providing the following services for all the in-scope systems identified in this RFP.

<u>iii. Application/Systems Adoption and Operational Support:</u> Assist in the deployment and adoption of business solutions and to maintain ongoing operational support of the in-scope applications and associated systems throughout their useful life in live production environments.

Additional RFP Reference: 4.2 Application Adoption and System Implementation Support, Page IV-384

As your Lot #6 Provider, we assist DPW's program offices and end users with an application adoption approach that is grounded in broad system knowledge, strong understanding of end user needs, and a perspective built on experience to support the end users' business operations. Our approach, using DPW's SDM methodology and our user education and implementation leading practices, allows DPW to enhance the end user experience of their IT solutions.

Introduction

Deloitte, a **premier HHS Thought Leader**, brings the broad range of experience across the systems development life-cycle phases to DPW to support the end user acceptance of the business solutions. Possessing the broadest, most complete, end-to-end delivery capabilities

Unique and Distinguishing Factors

- Brings the end user to the forefront throughout a project's lifecycle by proposing staff that understand DPW's large and diverse user groups
- Delivers a structured implementation process that focuses on implementation planning during the requirements and general systems design phases of SDM methodology and with Lot 7 vendor phases
- Only Deloitte can tap into a pool of resources of more than 2,500 practitioners skilled in the implementation of new technologies
- Allows for effective use of our shared resources based on our proposed staff's knowledge across program areas



of any leading consulting firm, Deloitte understands the entire system implementation life cycle. More than knowing the theory, we have practitioners with skills in not only application development and technology integration, but also project management, operations, change management, performance measurement, implementation support, and the other core skill-sets required for DPW. The non-technology areas of the implementation are not secondary within our business or "after thoughts" we must "figure out". These skills are central to our overall services offering.

For the complexities inherent to the Department's applications and diverse end user base, implementation planning activities must begin during system requirements and general system design. This allows the Department to identify the implementation support needs early in the process and build a team that can enable the Commonwealth, County and local users to realize the value of the Department's applications as quickly as possible. Our experience working across program offices positions us to support our technology counterparts and reduce the risk to each implementation. We draw on our experience working side by side with DPW, as well as over 35 years of Health and Human Services across 40 States, to provide application adoption services and make each implementation successful. Figure 6.7-1 highlights the key features and benefits of our approach.

| Features | Benefits |
|----------|----------|
|----------|----------|

Brings staff that understand DPW's business and the specific needs of program offices and users

- Our team brings the knowledge, skills and capabilities to support the diverse user base that is impacted by the applications supported under Lot #6
- BIS and Program Office staff work side by side with our application adoption team and do not need to teach staff the intricacies of the policies and procedures that are exclusive to each functional area

Extends DPW's SDM methodology with assets, leading practices and lessons learned gained from more than 35 years of successful implementations of large, complex HHS technology solutions

- Tailors the methodology for a multi-vendor, multi-system operating model across SDLC phases, specifically for System Requirements and General System Design for Lot #6.
- Data and input supports continuous improvement initiative

Flexible approach that aligns with the Department's needs for each system implementation

- We understand that not every technology effort requires the same level of application adoption support and have worked with the Department to provide the right level of services in the past
- Our team understands the nuances of DPW's user base and uses established estimating factors to identify the right size team for the job

Improves the quality of the solution

delivered to PA constituents

- Improves user adoption and confidence in DPW systems
- Lowers implementation risk and reduces the number of changes required after implementation
- Better service to DPW in evolving their systems implementation practice
- Improves our delivery quality and user adoption of the DPW systems
- Better supports DPW in the new contract operating model
- Provides economies of scale through sharing of resources across DPW systems and program offices

stakeholders

breadth of considerations when working across



Facilitates early and consistent communication and collaboration with DPW program offices, stakeholders and other vendors • Allows for different perspectives and maximizes the Benefits • Maximizes engagement and buy in from multiple stakeholders • Improves user adoption and implementation process by engaging

end users directly

Figure 6.7-1. Key Features and Benefits of Deloitte's Application Adoption and System Implementation Approach.

We are particularly attuned to the Department's strong emphasis on achieving the needed customer service standards, operating precisely and with a high degree of flexibility, measuring performance and being held accountable for results, and generally "making it easy" for stakeholders to interact with the Department. These objectives can be achieved through a well structured approach to each implementation that begins early in the process. During system requirements and general system design, participants in the sessions often identify the critical implementation activities that must occur, as well as the degree of change the technology imparts on their staff. For each technology initiative to be successful it is critical to integrate the application adoption and system implementation activities into these phases, so the changes can be documented, planned for, and implemented in a structured process that supports the end users. The Deloitte approach to each implementation focuses on identifying the impacts during system requirements and general system design so the team can minimize the disruption to the operations of the local offices and to the various effected stakeholders during implementation. In the long run, beginning the implementation planning process early supports the overall goals for enhanced service delivery and customer service excellence.

We Treat Implementation Challenges from the Project Start – During System Requirements and General System Design

- A sound implementation approach that follows the DPW's SDM methodology, which emphasizes
 planning, communication, and field readiness from the start of the project
- Broad software development life cycle (SDLC) and Implementation documentation standards, combined with existing field and operational procedures and practices to help minimize risks of implementation successes
- A proactive communication approach that focuses on State, County and Local workers, Providers, Community Partners, and stakeholder communication early in the process
- A collaborative approach to implementation planning and building strong "go to" team from the beginning that can be the proponents of the system at local offices
- The **proficiency and understanding** to translate system requirements and detailed system design into tangible business changes that impact the end users

Figure 6.7-2. Proactive Implementation Approach.



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 NEVADA DEPARTMENT OF HEALTH AND HUMAN SERVICES DIVISION OF WELFARE AND SUPPORTIVE SERVICES

1470 College Parkway Carson City, Nevada 89706-7924 (775) 684-0500 • Fax (775) 684-0680 MICHAEL J. WILLDEN Director

ROMAINE GILLILAND

August 10, 2010

To Whom It May Concern:

Deloitte has been a consultant for the State of Nevada Division of Welfare and Supportive Services (DWSS) for the past 6 months. In December 2009, the State of Nevada contracted with Deloitte Consulting to develop the Application Modernization and Productivity Services (AMPS) system with a project start date of February 1. Deloitte Consulting was chosen for this contract because of their vast experience managing large Public Sector modernization projects specifically projects dealing with the Department of Health and Human Services. The AMPs system consists of 4 major components:

The first component is the Portal, which will provide a common lookand feel entry point for our workers. Workers will be given access to a portlet for processing applications that have been submitted electronically or manually by our clients. (Scalable very easy to add additional portlets to a users portal page)

The second component is Workflow - To process an application from start to finish requires many steps, therefore a workflow process has been designed to move the application from one type of worker to another electronically based on the status of the application. (The workflow is flexible and can change as business processes change)

The third component is Document Imaging - Document types received in our offices that must be returned to our clients will be scanned, indexed and stored from the front counter. All other documents will be mailed to one of two central processing units to be scanned, indexed and stored. Documents will then be accessed via the application portlet described above.

The final component is Integration with our mainframe eligibility system - Once the application reaches a certain status in the workflow process the web application will integrate with our mainframe eligibility application through web services. Final eligibility will be determined by our mainframe eligibility application.

As of August 10* we have completed the Planning Phase, Design Phase, and are currently working on the Build Phase. The Deloitte Consulting team has been wonderful to work with and have been early or right on schedule when it comes to their deliverable due dates. Both the Deloitte and State team have deliverables that they are responsible for, and the integration between the two teams has been very smooth. I look forward to working with the Deloitte team until the end of this project and hopefully into the future.

If you have any additional questions regarding AMPs, our programs, or the role of Deloitte in supporting DWSS, please feel free to reach me at 775-684-0549 or email me at shfisher@dwss.nv.gov.

Sincerely,

Steve Fisher

Project Manager DWSS

Working for the Welfare of ALL Nevadans

PA_DPW-1314



Approach

The RFP did not call out any specific tasks for the Lot #6 vendor. We believe that the Lot #6 provider will need to coordinate between Lots #1-5 and Lot #7 vendors to enable end user acceptance of the solutions. An important success factor to the overall DPW success of the implementation of maintenance and modifications activities is the integration and alignment across project stakeholders for each deployment. Implementation is where it comes together and a strong coordinated effort is necessary to integrate the multiple "moving parts" of the project (infrastructure, people, process, operations and application) into a cohesive and coordinated effort.

Based on Deloitte's breadth of knowledge and experience, our approach addresses the five primary categories that a successful implementation for DPW requires:

- Application. From an implementation perspective, this area focuses on the activities
 required to prepare and deploy the application for use in production from both a
 business perspective and a technology perspective. For example, implementation
 plans must take into account such areas as user set-up, data readiness, cut-over
 planning, conversion planning, and the preparation of required documentation. Plans
 for the deployment of the production environment and subsequent releases must also
 be defined, communicated, and executed.
- Infrastructure. For each release, the supporting systems and networks must be prepared to support the production go-live. Each area must understand the implementation plans and timeframes. The changes required in facilities, hardware, or other equipment must be planned for, tested, and in place prior to implementation. This includes confirming that disaster recovery/business continuity plans are ready and tested for implementation.
- **People.** This addresses validating that stakeholders have the information they require to understand the impacts and prepare for the implementation and that they have the training and support required to lead to a smooth transition. Critical to successful "people" planning within an implementation is understanding the impacts on different kinds of individuals based on department, location, level, or job function performed.
- Process. Includes assessing the business process and operational workflow changes
 that are required due to the system implementation, and supporting management and
 staff through the transition from "As-Is" processes to the "To-Be" processes. This
 includes confirming that "interim" processes are in place as end users transition to the
 new state.
- Operations. Beyond changes in the system and even business processes, our experience has shown that there are numerous elements that can be easily overlooked that affect operations. For example, each implementation may result in changes to:
 - Roles and responsibilities within local offices and across departments
 - Administrative policies and procedures



- The types and numbers of forms and how they are used and filed
- Print center, mailroom, and report distribution processes
- Directions and guidelines provided to customers

To successfully execute the implementation of each initiative across the Department, activities across each of these five dimensions must be carefully planned and properly sequenced throughout the life cycle of the SDM phases, **across Lot 6 and 7**, taking into account the Commonwealth's inherent intricacies and the interdependencies across the SDM phases. Therefore, implementation planning begins at the onset of the project at business and system requirements, and continues to be updated and reviewed through post implementation support.

During system requirements and general system design, the business process changes must be identified, the planning must occur to outline the implementation activities, and the team must be coordinated to create a project plan that encompasses each of the required activities. Waiting until DSD to start these activities is too late in the SDLC. Proper planning upfront means that during implementation the application is ready for production, the technology infrastructure is in place, interfaces are tested and ready to be implemented, legacy system data is converted, procedures are in place to shut down legacy systems, local offices are certified as "ready" for implementation, and end users are trained.

Bringing each of these elements together requires synchronization across the project and is most successful when planning occurs early in the project life-cycle.

Deloitte will work closely with DPW in fostering this collaboration across the lots.





6.8 Defect Management



PA_DPW-200h

II Page

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.

IV

Page IV-299

RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7,

Defect Management: effectively managing defects throughout the software development life cycle (SDLC) and live production environments to deliver quality end products and address emergency situations that must be resolved immediately.

administer these services work as designed, are timely, and defects are addressed in an organized fashion. For example; there are people that depend on receiving heating

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

Successful defect management is a key goal for the maintenance and operation of the DPW enterprise systems. As the Lot 6 vendor, Deloitte brings a combination of business and technology proficiency that will allow us to provide support to the other vendors when defects occur within the Software Development Life Cycle (SDLC) and in Production, while also managing defects that are a result of requirements issues. We will implement a rigorous process to manage defects when they occur and take steps to prevent defects from happening in the future.

Introduction

Deloitte, a premier Health and Human Services systems integrator, brings you the level of proficiency needed to maintain, operate and modify the DPW IT systems. We understand that the people of the Commonwealth must have a system that supports reliable business operations and is available 24/7. The department systems provide services to over 4 million citizens who need the specific services of child care, public assistance, home and community health

 Continuous improvement initiative includes defect analysis and reporting.
 Provides visibility to defect

over 4 million citizens who need the specific services of child care, public assistance, home and community health services, and child support. A persons well being depends on whether the systems that

Unique and Distinguishing

Factors

- Tailored Defect Prevention approach including recent implementation of tools to support code quality and security, and procedural improvements.based on analysis of DPW data trends.
- Provides visibility to defects in a DPW user friendly format including impact, trends and analysis to improve transparency and quality of end product.



assistance in the cold winter months, people that are waiting for their benefit check so they can provide for their families, and custodial parents that rely on the income to support their children.

Defect management is essential to making sure the critical services and benefits that the department provides are not delayed in any way as a result of an error in the systems. Defect management is also the process for identifying, categorizing, resolving, and managing defects or failure to conform to the specifications or a failure to function/operate properly.

| Features | Benefits |
|--|---|
| Process centric approach to defect management provides accurate, detailed analysis, and reporting of defect information | Reduces defect density over time Improves transparency and accountability of defects |
| Utilizes a centralized repository and system to define and report on defects | Improves transparency and accountability of defects to the appropriate stakeholders in DPW and for other lot vendors responsible for resolution |
| Prevention based software development procedures | Reduces the overall defects that are identified and improves the overall software quality thus reducing the cost of defects |
| Proactive identification, monitoring, and resolution by providing DPW with a repository of defects. Allows DPW to monitor software quality as new application code is introduced into the system | Improves transparency and accountability of defects Improves quality of end product |

Figure 6.8-1. Deloitte Defect Management Features and Benefits.

Deloitte's approach to defect management is grounded in a well defined process centric approach which provides the department with transparency and accountability for managing and resolving defects at each phase of the software development life cycle. Our methodology and approach includes defining, classification, resolution, and monitoring of defects as they are identified.

After review of the RFP it is our understanding that the Lot 6 offeror is responsible for the translation of the Business Requirements Document (BRD), definition of the systems requirements (SRD) and creation of a General Systems Design (GSD) document. Our focus for Defect Management will be upon these phases of the SDLC; Deloitte also provides assistance to and coordinates with DPW stakeholders, third party vendors, and other offerors concerning maintenance defects and the addressing of emergency situations.

Defects, if not managed, can be very costly and impact critical benefits from being received by citizens:

- Finding and fixing a defects after delivery is many more times expensive than finding and fixing it during the requirements and design phase
- About 80 percent of avoidable rework comes from 20 percent of the defects
- About 80 percent of the defects come from about 20 percent of the modules of code
- About 90 percent of production downtime comes from about 10 percent of the defects



We bring our guiding principles of defect management to this task:

- The primary goal is to prevent defects. Where this is not possible or practical, the
 goals are to both find the defect as quickly as possible and minimize the impact of the
 defect.
- The defect management process **should be risk avoidance driven** -- i.e., strategies, priorities, and resources should be based on the extent to which risk can be reduced.
- Defect measurement should be integrated into the software development process and be used by the project team to improve the process. In other words, the project staff should capture information on defects at the source. It should not be done afterthe-fact by people unrelated to the project or system.
- As much as possible, the capture and analysis of the information should be automated.
- The process for Defect management will be information driven to improve the process.

Deloitte's understanding of DPW systems, and the SDLC process, positions us to be a valuable collaborator in the identification, management and resolution of defects Since we have been developing SRD, GSD and other systems documentation, as well as maintaining and enhancing these systems, we have understanding of trends of defects and where the trouble spots are within the applications.



6.8.1 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.

Methodology

The majority of the activities for Defect Management are addressed by the Lot 7 vendor, however, as the Lot 6 vendor Deloitte will be a participant in the overall management of the defects. We expect that the Lot 7 vendor will provide the tools, reports, and processes/methodologies to be followed during the defect management process.

However, we use the Deloitte methodology for defect for the management of defects that are assigned to us as the Lot 6 vendor. Our method is included in our overall Software Development Methodology (SDM) as

Deloitte's Global Software Testing practice:

- Proven and detailed toolkit which improves software quality
- Over 500 software quality professionals
- We have strategic alliances with HP and IBM for their testing products

a part of software quality and software testing for application maintenance and modifications. Our methodology for defect management is founded on our software quality principles using the CMMI, ITIL process framework and our SDM methodology.

Deloitte will follow its standard methodology through maintenance and modification of the DPW applications for software quality. Defect management is a sub component of overall software quality and we will use the methodology for defect management which includes definition, classification, resolution, and monitoring of overall defects.

The Systems Development Life Cycle and the Defects Life Cycle

Defects can be discovered at any point within the SDLC; typically defects uncovered during the requirements phase are handled by the team performing the gathering of the information for requirements (SRD) and General Systems Design (GSD). For Lot 6, our defect management methodology focuses on Systems Requirements Design (SRD) development through general systems design. Furthermore, we will support the Lot 7 vendor, DPW stakeholders and other interested parties during the development application maintenance cycle when defects occur. This is critical since developing a



solid foundation through requirements development leads to quality code development and overall reduction of systems errors in production.



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Figure 6.8-2. Defect Management Life Cycle.

All defects will be identified, prioritized, scheduled, and implemented in production based upon mutually agreed upon schedules and priorities.

Defects themselves follow a life cycle within the SDLC. Once a defect is identified, it is reported on through the creation of an 'incident', and the incident is classified and prioritized in light of existing workload and the severity of the error. It will then be assigned to an individual or a team for research and analysis, which results in changes to the system design and/or development work to resolve the issue. The support team will perform a number of tasks including, reviewing requirements/design documentation, understanding the architecture, blueprint reviews, and supporting the development of a resolution and unit testing if required.

When the team is confident that the solution to the problem has been identified a number of activities may occur. The Lot 6 offeror will update the SRD and GSD system documentation if necessary, Once the changes have been accepted and the required acceptance obtained, the incident will be closed. If there are code related changes required the Lot 7 vendor will make the changes and perform the necessary migration steps to move the modified software to the production environment Once the documentation updates are made and the software is operational in production the cycle is complete and the incident is closed.



Our Framework Driven Methodology

Our methodology has been developed using this Defects Life Cycle as a foundation for its activities. We have utilized the process frameworks of CMMI and PMBOK in combination with our knowledge of the SDM and EPMM methodologies to develop strong method for the effective identification, classification, resolution and reporting on defects during the course of support activities.

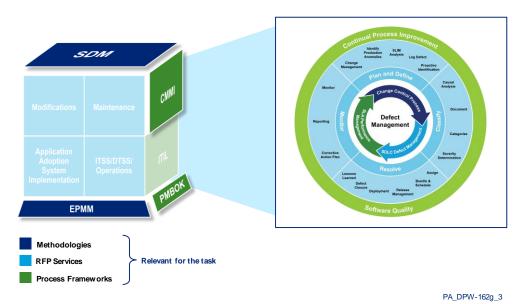
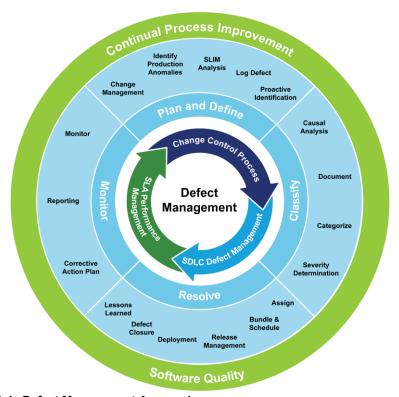


Figure 6.8-3. Deloitte's Methodology for Defect Management
Deloitte's Defect Management method blends the best of CMMI and PMBOK, while it is also tailored to the needs of SDM and EPMM

One of the most important functions of any development is to properly manage and control system defects that arise as part of system maintenance and modifications. Translation of business requirements reflected into accurate systems design helps to avoid defects downstream in the maintenance phases. If there are situations where there is a breakdown in documenting, understanding, translating of the requirements, defects will occur, and it is imperative that the defects in this area be managed rapidly. In this section, Deloitte demonstrates how it meets the defect management needs of the Commonwealth while maintaining integrity in the documentation of SRD and GSD for modifications and maintenance.



Approach



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Figure 6.8-4. Deloitte's Defect Management Approach
Our approach to defect management integrates the phases with a bias toward continual improvement with a focus on overall software quality.

Our approach to defect management focuses on the rapid resolution of issues so that the impacted systems can be returned to their normal operational state. It follows the above diagram in performing the following main phases: **Plan and Define, Classify, Resolve,** and **Monitor.** These phases are iterative in nature and are continually performed as defects are reported to the team.

Plan and Define

Although defect management is a cyclical process occurring at each point of the SDLC, it is key that proper planning and defining of the function occurs. Foundational to this is the understanding of how to effectively predict the number and complexity of potential defects, and establish a team structure that is able to address these issues. This is a repetitive process: as the applications continue to grow in terms of lines of code, there are direct impacts not only on the modifications and maintenance of that code, but also in the development of requirements documentation, design and currency of architecture documentation.

Based upon outputs from the Lot 7 maintenance team's forecasting models for defects and the volume of defects being identified in the enterprise systems, we will be able to size our resources and required skills to perform the required activities for Lot 6 defect management.



Classify

Upon receipt of a defect notification, the first major process to execute is the classification of the problem. If requested our team performs an initial triage of the issue with the Lot 7 vendor and collaborates with the individual who initiated the request to determine the severity, based upon the tier system described in the RFP (1 – Fatal, 2 – Major, 3 – Minor, 4 – Cosmetic). This is an important step; an incorrect severity can result in the inefficient allocation of resources to problems and delay resolution of critical issues.

Full documentation of the problem is required in order to provide guidance to the developer who will eventually work on the issue. In the cases where a code problem, the developer will most likely attempt to replicate the issue, and providing information on actions taken, data used, time of day, inputs, outputs, etc. will help in clarifying the problem and allow for replication to occur. It will also help to tie back the issue to a specific problem with the architecture documentation, requirements, or other artifact.

Finally, the initial triage of the problem occurs, and a determination is made if the issue should be routed to another team/Lot vendor. If the problem is one that is to be addressed by the Lot 6 maintenance team, an analysis of the problem will be performed to attempt to determine the cause of the issue. Any causes identified are notated in the incident in order to provide the developer with insight into the reason for the failure.

Resolve

Once the problem has been classified and documented, the team will resolve the issue. The initial activity is to assign the problem to the correct resource for the specific application, matching the skills and capabilities to the issue. Furthermore, Deloitte works closely with the application and modification teams and takes into consideration:

- Complexity of the problem
- The application having the problem
- Potential Root Cause of the problem (e.g. code, documentation, requirements, etc.)
- Resource Availability
- Other in flight work impacted by the issue

If required, the developer attempts to recreate the problem and then utilizes problem solving techniques to find the code that is causing the issue and resolve or route back to our team for further analysis. During this period, the responsible individual from our team will be in contact with the Department, the other Lot Vendors, program offices, and users as required for the gathering of additional information and providing of status.

In emergency situations, the need could arise for a 'work around' to be implemented in order to allow the application user(s) to perform their duties. This usually occurs when the fix for an issue is not readily apparent, and the issue is causing a severity 1 (fatal) problem. In this case, our Application Lead, developers, maintenance project



management, program offices, and other stakeholders as required will hold a meeting/conference call to discuss potential workarounds and the impacts of the work around on the business. The team will jointly determine if a work around is warranted and if in agreement, a developer will be assign to developing the work around while the issue is being analyzed and resolved.

The defect is not closed until the original problem is resolved or it cannot be recreated then the developer is responsible for documentation of 'Lessons Learned' so that if similar issues arise, the developers can reference the fix that was implemented.

Monitor

The developer continues to monitor the behavior of the fix in production after implementation to validate the efficacy of the changes. The amount of time for this monitoring will be agreed upon when the incident is closed and is dependent upon the type of modification (for example, a batch fix might require multiple batch cycles to determine that it has corrected the problem, while an online resolution might only need to be viewed by the user).

If a Corrective Action Plan (CAP) is required (as per the RFP and described in the sections below), the maintenance team project manager will work with the developer to create the CAP and deliver to the Department within the agreed upon timeframes.

Experience and Examples

Our experience in defect management is based on hundreds of Public Sector and private section technology projects. Deloitte has an enterprise software testing center of excellence that establishes consistent procedures and leading practices in software quality and defect management. We have utilized our software testing center of excellence and our system integration experience in the below example projects where we have managed thousands of defects to successful resolution.



| Deloitte Experience Footprint | Example | Deloitte Role in Providing Services Similar to DPW Requirements |
|-------------------------------------|---|---|
| | Pennsylvania – Department of Public Welfare | Deloitte provides maintenance, operations, and enhancements for 6 business applications; over 27 business systems, with over 200 subsystems. Deloitte manages the overall defects that are identified using an automated defect management system. Our teams have closed over 11,000 PCRs over the last six years and we have reduced the defects by over 30 percent over during that time frame. We have developed reports for managing defects which include defect list by business application, closed defects, open defects, assigned defects, outstanding defect lists. Our teams have implemented software quality assurance Eligibility, Provider, Case Management, Child Support Enforcement, Child Welfare, and Enterprise Systems for DPW. Deloitte has helped DPW develop and enhance the overall software quality assurance and defect management processes for the Commonwealth. |
| | New Hampshire – New HEIGHTS | Deloitte has been providing services to New Hampshire since 1996 and is still the maintenance and operations vendor for the Eligibility System New Heights. New HEIGHTS is the backbone system that enables DHHS to administer the various programs it provides for the needy citizens of New Hampshire. The New HEIGHTS system is responsible for determining eligibility for approximately \$800 million in benefits. The implementation of New HEIGHTS revolutionized the District Office business operations for administering TANF and Food Stamp benefits by introducing an interactive client clearance and a real-time eligibility determination and benefit computation. Facilitates compliance with federal and state noticing requirements, avoiding millions of dollars in fines. Supports the State's 60,000 cases and processes 300,000 transactions per day. Reduction in error rate from an average of 9.75 to 5.11. The system supports over 1500 users, has 7 million lines of code, and conducts approximately 250,000 transactions per day. |



| Deloitte Experience Footprint | Example | Deloitte Role in Providing Services Similar to DPW Requirements |
|-------------------------------------|----------------------|---|
| | West Virginia RAPIDS | Deloitte has worked as the maintenance and operations vendor for the West Virginia Eligibility and Self Service systems since 2001. Our team supports project management, software development, testing, implementation, and post production support. The system has over 5.5 Million lines of code, support 2500 users, has approximately 300,000 cases, and contains 1,700 programs, over 600 screens, and executes approximately 925,000 transactions per day. Deloitte has reduced the overall defects in the system by 75 percent since taking over the contract in 2001. |
| | Wisconsin CARES | Deloitte has been an active team with the State of Wisconsin's DHFS and DWD since 1992. The State contracted with Deloitte to provide project management, initial design, development, conversion planning, and application testing of the CARES system. Deloitte also provided implementation and change leadership support, including field support, training, and post implementation review. In addition to the design, development, and implementation phases, Deloitte is currently contracted to provide maintenance and enhancements for the CARES application. The CARES system, CARES Worker Web, ACCESS, ECE, and other supporting applications developed. |
| | | ECF, and other supporting applications developed and maintained by Deloitte allow Wisconsin to continually to improve citizen service and reduce administration costs. |
| Figure 6.8-5 Experien | | The Wisconsin CARES suite of systems consists of 4.1 million lines of code, conducts over 1.7 million transactions per day, and support over 5,300 users. |

Figure 6.8-5. Experience and Examples.



6.8.2 Managing Lot Activities



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

The majority of the tasks for Defect Management fall under the responsibility of the Lot 7 vendor; however, we understand that as the Lot 6 vendor, Deloitte has an important role to play in terms of assisting in the effective and rapid resolution of defects. We will focus on those responsibilities and activities that are under the purview of our team and highlight points of coordination with the other vendors.

Issues, Risks and Proposed Solutions



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

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 vendor 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 vendor will be limited to providing input, guidance, impact estimation of large defects based on request from DPW.

| Issue/Risk | Deloitte's Mitigation Strategies |
|---|--|
| Ability to Quickly Address PCRs Assist in analyzing PCRs and provide development guidance to the Lot 7 vendor there by helping in timely resolution of complex production issues. 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. | 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. |
| Accurate Defect Identification Support Multiple vendors entering duplicate defects and pointing to different root causes (requirements, design, architecture) | 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 vendor can assist in the trouble shooting and impact analysis efforts. |
| Ability to Assess the Impact of a PCR 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. | Deloitte, as your Lot 6 vendor upon request can help in the analysis and also validate that PCRs are fully understood and that the impact to the system is clear. 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. |

Figure 4.2-6. Defect Management Issue/Risks and Mitigation Strategies.



6.8.2.1 Defect Management



IV Page IV-319

RFP Reference: Defect Management

It is imperative that DPW have an effective defect management with accurate, detailed analysis, and reporting of defect information per software release to assist management with risk management, process improvement, project management, and Go or No-Go operational readiness decisions. DPW does not want multiple and disparate defect management systems and disjointed processes.

The availability and reliability of the DPW systems is necessary to support the business functions of eligibility determination, benefit delivery, childcare services, early learning initiatives, home and community services, child welfare and child support enforcement within the Commonwealth. Troubleshooting, resolving issues and managing changes related to the business functions can be complex and involve multiple programs, interfaces, components, batch jobs and stakeholders. Deloitte understands the critical nature of these functions and the role of Defect Management in minimizing application "down time" so there is no impact on agency services to the Commonwealth constituents.

We understand why defect management is important to the Department as a means to minimize risk and impact of defects identified in the production applications.

West Virginia – Integrated Eligibility system RAPIDS:

- Deloitte since taking over the maintenance and operations of the Integrated Eligibility System has reduced defects by over 75 percent
- 2500 users, 5.5 Million lines of code
- 1,700 programs
- And at DPW Implemented over 200 releases over the last 3 years

Implementing the necessary processes and procedures is crucial in order to minimize the chance of flaws being found in the applications that serve the Commonwealth.

The following sections provide our detailed response to the Lot 6 offeror's responsibilities for defect management.



Enterprise Defect Management



Page IV-319

RFP Reference: Defect Management

Selected offeror's for Lots #1-5, and Lot# 6 will be expected to coordinate with and provide input to the Lot #7 Offeror regarding defect prevention, discovery, tracking, categorization (i.e. type and severity), resolution, reporting, and after action activities to improve end product quality and solutions development and delivery processes.

Defect Prevention

Prevention begins at the forefront of the SDLC; establishing solid requirements documentation, blueprints, architectures and designs establishes a firm foundation for the prevention of misunderstandings later in the process. Part of this is the identification of key failure points in the process and working to establish quality controls that include peer reviews, walkthroughs and checklists for each of the activities. Layered on this are lessons learned we have derived through our years of working with the DPW suite of applications.

We provide our knowledge of the systems to the Lot 7 vendor to assist in indentifying those potential points of failure, and will help them to establish proactive measures to facilitate preventive maintenance.

Defect Discovery

When the applications do not seem to be performing as expected, and results are abnormal, our team will be available to the assist in the uncovering of defects and to take appropriate action should the defect be a result of our Lot 6 activities.

Defect Tracking

Defect tracking is the responsibility of the Lot 7 vendor; however, our team will support and provide input to the vendor as needed. This includes attendance at defect management meetings, providing insight into the requirements and architecture, and augmenting the team working on the defect when requested.

If our team has a defect assigned to them, the Application track lead will be responsible for the management of incident review meetings and providing a status to DPW and other lot vendors on the progress of solution development.

Defect Categorization

The Lot 7 vendor will be responsible for the segmenting of defects into one of the following one of the following groups:

- Software Engineering Process (SEP) Defect
- Configuration Defect
- Hardware Defect
- Code Defect



- Product Defect
- Operations Defect
- Undetermined Defect

Our team will provide information and support to this process and assist the Lot 7 vendor with the determination of the proper category.

Defect Resolution

After logging the defect into the Defect Tracking System and categorizing and determining the impact and severity the next step in the defect management process is to resolve the defect through the DPW SDM process. Similar defects or defects affecting similar subsystems of the applications will be grouped together in logical bundles and scheduled for development, testing and implementation as part of a major or minor release. The Lot 6 team will support the Lot 7 vendor's efforts to resolve the problem; we will make our staff available for consultation and provide support for the resolution of the issue.

Defect Reporting

As the Lot 6 vendor Deloitte will provide to the Commonwealth and the other lot vendors, reports and metrics produced from the defect management tool to manage system defects assigned to our team. These reports will be produced on a regular basis and provide the following information from data within the Defect Tracking System:

- Total number of open defects per category per defect severity
- Total number of defects resolved, outstanding, and re-opened per category per severity
- Total Number of Defects per SDLC Phase per Defect Severity
- Total number of defects per software release by category
- Defect fix rate per software release by category
- Average fix cycle time per category per severity

After Action Activities

Our team will review the outcomes of the resolutions of defects to gather information on leading practices and lessons learned for the defects that were related to the Lot 6 activities. We will also support the Lot 7 vendor to determine if any of the changes require further research and attention to blueprints, architecture, requirements or systems designs. If this situation should exist, we will coordinate with our modifications team to determine what technical architecture activities need to occur and that the proper stakeholders are notified. Furthermore, we will make sure that proper change control activities are addressed.



Providing Defect Input



Page IV-320

RFP Reference: Defect Management

Offerors must provide input and specific data and/or information upon request by the Department with regards to defect prevention, discovery, resolution, management, tracking, reporting, SDLC processes and test reports.

As the Lot 6 vendor Deloitte will, upon request, provide the Commonwealth with the information regarding system defects from discovery until resolution. This information will be tracked in the Defect Tracking System which provides the ability to query the data and provide information on an as needed basis.

Deletion and Modification of Defects



Page IV-320

RFP Reference: Defect Management

Offerors are not authorized to make deletions or modifications to defects outside of status indicators without approval from the Department. Changes to a particular defect's categorization or criticality is not authorized and requires formal written authorization from DPW-BIS director, designated BIS SQA manager, or DPW Contract Administrator.

Deloitte will manage defects within the tool that is indentified by the Lot 7 vendor. We will review defects in the daily System Defect Triage Meetings. The Commonwealth will be the final authority on deciding these attributes and the defect will be modified to reflect the values approved by the Commonwealth.

Once a defect has been categorized, assigned a severity and a priority determination have been made, defects will be tracked for assigned the defect tracking system contains an audit tracking feature and any modifications will be logged along with the username and the date timestamp. The defect tracking system does not allow deletion of a defect. It only allows status changes. Any status changes made will be with the approval of the Commonwealth alone. Updates to the defect status is tracked and will provide required audit trail for updates made to defects.

Defects Management



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.

Implementing processes and procedures to resolve Production issues in a timely manner is critical to maximizing application availability and minimizing downtime. We understand that the Commonwealth has identified different severity levels and have proposed key response mechanisms, and we will follow the guidelines set forth.

The appropriate maintenance team resources will be contacted, and they will attempt to reproduce the issue and establish the root cause. As required in the RFP, within twenty



four hours, Deloitte will provide a Corrective Action Plan that articulates its understanding of 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.

We will provide this status report to the BIS Executive Leadership and the Implementation Team and provide regular updates. 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.

The following sections provide additional details on the activities related to how we will respond with an appropriate corrective action plan and response based on the defect level.

Level 1 and Level 2 Defect Response



Page IV-340

RFP Reference: 2.2.1 Defects Management

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 proposed team will allocate a production point of contact who will be on call for supporting Lot 7 responses to emergency defects. When required this point of contact will help support the coordination efforts across the Lot vendors, third party vendors, DPW stakeholders, and other selected offerors.

Emergency and non-emergency Defect Response



Page IV-340

RFP Reference: 2.3.1 Defects Management

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.

We understand the need for a swift response to Level 1 Fatal and Level 2 Major defects as these defects may result in either complete system failure or failure of major subsystems. We make resources available as requested to assist the Lot 7 vendor as they put together a corrective action plan for defect remediation within five working days and resolution within thirty working days unless otherwise mutually agreed to by the DPW Contract Administrator and Deloitte.



Other Defect Response



Page IV-340

RFP Reference: 2.3.1 Defects Management

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.

We understand the need to correct other defects as these defects may cause negative or unintended consequences for the systems or business operations. Although Deloitte agrees in principle to the RFP statement on Corrective Action Plans and the timelines associated with them, there are a number of considerations that need to be understood in order to fully define the situations where a CAP is required.

Key to being able to perform this analysis is a determination when the defect is first noted what the severity actually is. This is accomplished through alignment with the severity definition and an understanding of the broader impacts of the defect. Our maintenance team understands this, and prior to commencing work on a defect will contact the requestor to determine if the initial severity is correct, or is changes (both higher and lower) are required. Furthermore, there are situations where a specific defect might not fit into the severity 1-4 categories and will need to be considered under the modifications activities or queued for future work.

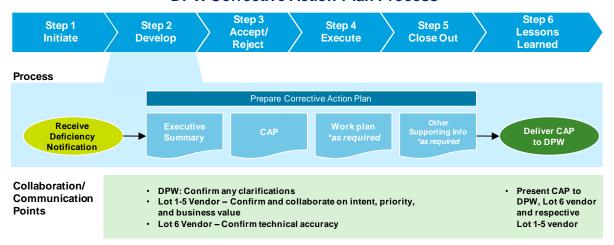
In addition, when determining if the defect 'fits' the requirement of CAP generation, there are a number of additional attributes that must be considered:

- Did the team have complete control over the defect?
- Were there third-parties involved (e.g. outside vendors, other Lot providers, program offices, etc.) that had an impact upon the defect?
- Were the handoffs from groups outside of the team performed correctly and in a timely fashion?
- Was the defect the result of a base software problem that required intervention/fixes/patches from a software vendor?
- Were there delays in testing/promotion through the environments that the maintenance team did not control?

We understand the need for corrective action plans to be put into place after defects have been identified in order to provide a means for tracking and correcting the defect with the systems. Figure 6.8-7 below depicts the Corrective Action Plan process from when a deficiency notification is received until it is complete.



DPW Corrective Action Plan Process



PA_DPW-782

Figure 6.8-7. Corrective Action Plan Process.

Our approach to the corrective action plan includes a well defined process which allows for stakeholder involvement, resource environment considerations, release schedules, and communication to other stakeholders.

The Corrective Action Plan provides a tracking mechanism for critical information on the defect and also the solution for fixing it. The major features of the Corrective Action Plans that we will submit to the Commonwealth include:

- Definition of system or operational problem.
- Corrective/preventative actions required to resolve the defects
- Estimation of the level of effort required to code, test, implement and document fix

Figure 6.8-8 below depicts a sample Corrective Action Plan which will provide the course on how we plan to resolve system and operational problems



| | T | | Root Cause Analysis | | | | |
|---|--|--|---|---|---|------------------------------|--------|
| Problem Description | Finding Root Cause and taking corrective action for defects for the Screening Release. | | | | | | |
| Processes Impacted | | | | | | | |
| Name of Phase/Iteration | n/Release for which Causal Analysi | | MANU TIPLE OF AUTOMOTIVE TO THE PROPERTY. | Screening Rele | | | |
| Causal Analysis meetin | ng date: | 6/14/2010 | | I, Neeraj Ghate, | Hiral Nisar, Saurabh Ganju, | Joshua | |
| | | | Action Plan | | · | | |
| Problem Area | Primary Cause | Specific root Cause | Corrective/preventive action | Responsible | Targeted Date of completion | Actual date of Completion | Status |
| High Functionality or Logic related defects | Incorrect Programming Logoc | Relatively new resources on project, Developer did not consider all scenario's considered 'common knowledge' | Storyboard needs to be reviewed by the manager and QA lead for completeness after capturing requirements in multiple iterations. | Offshore/On- Site Manager and QA Lead | For the future release | N/A | OPEN |
| High Functionality or Logic related defects | Incorrect Programming Logoc | Different developers working on similar data repersentation on different pages. | Improve inter-developer communication so that developers are aware of common changes. | | For the future release | N/A | OPEN |
| High Analysis / Validation Coverage related defects | Insufficient Unit Testing | Decision Tree Review not done for completeness and correctness - it was a new way of representing requirements | Walk-through of the decision trees will be done between on-site manager and off-shore team for completeness and correctness. | On-site Manager/Off- shore team | Any occurrences of decision trees from now onwards. | N/A | OPEN |
| Project Standard Related Defects | Non-compliance to standards or guidelines | | For any UI change, we should do a comprehensive check for ADA compliance before implementation across pages | Offshore Lead | For the future release | N/A | OPEN |
| Effort Variance | Incorrect estimates for Screening Results Page, the Positive variance in Screening Results Page caused the Negative variance in Next Steps page | Functionality not considered when estimating effort, some pages might not fall under 'standard page estimates' | When estimating effort, consider the functionality to determine effort for different components (Coding / Unit Testing) | Offshore Lead | For the future release | N/A | OPEN |

PA_DPW-584

Figure 6.8-8. Sample Corrective Action Plan.

Corrective Action Plans provide the steps that need to be followed to correct defects from identification to closure.





6.9 ITSS and DTSS



PA_DPW-200i

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



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

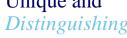
IT Shared Services/Direct Technical Support Services: The selected Offerors will be responsible for the Direct Technical Support Service activities necessary to support the DPW Application and Technical Engineering staff relative to strategic, tactical, and operational activities.

Additional RFP Reference: Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror, Page IV-385

Addendum #4, Q&A: Page IV-299/IV-300 of the RFP lists Direct Technical Support Services as a task that a vendor should respond to. However within Section E, the detailed requirements address both Direct Technical Support services and IT shared services. Could you please confirm that the reference to Direct Technical Support Services on Page IV-300 should state 'IT Shared Services/Direct Technical Support Services? "YES"

Our proposed ITSS/DTSS approach for Lot 6 System Architecture Services supports and expands DPW's award-winning shared services model, and advances the Department's enterprise. service-oriented strategy. Our team provides strategic and advisory support that enables migration to next generation programs and technologies while supporting DPW and Lot 7 vendor in its operations of mission critical programs. The team includes a unique blend of staff with in-depth DPW application and IT experience together with other specialists from across the firm that bring experience in ITIL, CMMI, enterprise architecture, SOA, security, cloud computing and other forward-thinking IT frameworks and technology trends.

Unique and



Factors

- Team with IT strategy experience meeting Lot 6 requirements
- · On-demand access to advanced technology and HHS specialists from across the firm and through Project Advisory and Innovation Panel
- Strategy and implementation support for DPW's awardwinning shared services model



Introduction

Through our 10 year collaborative history, Deloitte understands DPW's strategic vision to evolve enterprise applications to a singular Enterprise Architecture – Service Oriented Architecture (EA-SOA) framework. We have the experience, vision and resources available to work with you to strategize the SOA foundation supported and matured by an effective IT shared service model. Our ITSS/DTSS team for Lot services is experienced in the strategy and architecture foundation behind the DPW systems environment, and has worked to help DPW become the leader in IT service delivery to the Commonwealth. We worked shoulder-to-shoulder with DPW in defining and successfully deploying an initial IT shared services model and an initial set of EA-SOA initiatives.

No other vendor can bring the unique blend of experience in new strategic technologies, shared services, and DPW business with a solid understanding of technical operations to your organization. We propose building on our current ITSS/DTSS approach and prior successes in two key ways that are critical to advancing DPW's IT strategy, including:

- Evolving DPW's enterprise and service-oriented vision to the next maturity level that builds on existing DPW EA-SOA frameworks, defines a strategic EA-SOA platform vision and Roadmap, and institutionalizes specific SOA-based approaches into maintenance and modification activities and processes.
- Expanding ITSS/DTSS approach to a comprehensive, scalable shared services IT
 model that includes business application, technical and operational shared services as
 well as 'on-demand' access from specialists in latest technology trends and HHS
 leading practices.

Our proposed ITSS/DTSS approach translates into a series of strategic efforts that align with DPW objectives described in RFP Part IV Work Statement, pageIV-315, and as outlined in Figure 6.9-1.

| DPW Objectives | Deloitte's Understanding of Objective Characteristics | Recognized Benefits to DPW |
|---|--|---|
| Refine and expand the DPW Enterprise Architecture reference models | Progress reference models and collaboratively develop overarching EA-SOA Roadmap of initiatives Use layered architecture reference models that address specific concerns with each layer and facilitate incremental implementation of the Roadmap | Provides high availability solution approach with business services to support consistent information and increased efficiency Continues and expands DPW's leadership position as EA-SOA innovator in state government |



| DPW Objectives | Deloitte's Understanding of Objective Characteristics | Recognized Benefits to DPW |
|--|--|---|
| Build and evolve business solutions with EA frameworks | Mature and broaden use of newer technologies such as business rules engines and configuration-driven services at the enterprise level Provide consistency with Federal Enterprise Architecture (FEA) framework Strategize and enable solutions that: Increase automation and enhance user adoption of web self-service solutions Decrease amount of manual intervention required in DPW processing | Quicker realization of benefits with enhanced return on DPW assets Helps the program offices achieve the desired level of productivity from their staffs and systems |
| Achieve greater flexibility and facilitate agile transformations | Support configurable solution approaches, e.g. modular development that decouples business rules from software SDM; expand use of Corticon, services and event-driven methods Continue to reduce reliance on proprietary frameworks and technologies Use service-based integration approaches | Decreases maintenance efforts Enables easier upgrades Increases flexibility to quickly respond to business change, new legislation |
| Create software services for end-to- end business processes | Use business process-centric approach, leveraging team's in-depth HHS business process and technical experience as well as leading practices from our national HHS practice Expand use of business process models and tools, business rules engine to compose modular, reusable common shared services Leverage data warehouse and reporting approaches with evolution to a common DPW knowledge management platform | Reduces development and deployment time for Lot 7 vendor through reusable process management components Quicker value delivery and integration Reduces delivery risk based on past successful services development and deployment Enhances on-demand data access and effective queries and analysis by authorized internal/external agencies and citizen users |



| DPW Objectives | Deloitte's Understanding of Objective Characteristics | Recognized Benefits to DPW |
|--|--|---|
| Transform and/or design technology solutions that are maintainable, extensible, scalable, reusable, and secure | Reduce overlapping solution components and evolve to single common platform Leverage standards- and service-based development and integration approaches Promote strict adherence to standards Use COTS components as and where they make business and technical sense | Reduces architectural complexity and support efforts Provides more cost-effective integration of new functions |
| Use Service Oriented Architecture frameworks | Mature a robust event-driven SOA architecture foundation, including common platform with loosely coupled web, application, and data tiers; standards-based, service enabled components and integrations Support Federal Enterprise Architecture (FEA) and MITA frameworks Mature middleware approach for inter- and intra-Agency communications Leverage SOA methods to enhance batch and online processing | Supports effective resource management, including hardware, software, staff Increases processing efficiency and service to end users |
| Achieve greater economies of scale and scope at lower total cost of ownership | Enable unified shared services organizational model managed by DPW IT leadership Expand shared services model to include application support services as well as technology and operations Expand access and integration of Deloitte's firm wide technology and HHS leading practice experience using an 'on-demand' model | Provides better, more flexible support to business stakeholders Improves management of shared processes, standards, and technical assets Enables effective on-demand access to additional technology and HHS specialists Improves efficiency and quality in application enhancement, maintenance, and delivery |

Figure 6.9-1. ITSS/DTSS Approach Features and Benefits.

Throughout the remainder of this section, we describe our capabilities to deliver the services necessary to support the activities and requirements put forth in this RFP. We expect that the provisioning of these services is based on final DPW priorities and resources needed to support these activities. In addition, we describe our Lot 6 services, activities, and capabilities based on the RFP's explicit breakout of Lot 6 and 7 efforts, where available. We use our best judgment where the breakout is not explicit and the Lot 6 and 7 activities potentially entail a shared collaborative effort and ongoing handoffs in support of DPW project objectives.



Deloitte Understands the Impacts of the Lot #6/Lot #7 Delineation on ITSS/DTSS

Deloitte has experience working with the entirety of DPW IT domain activities, which are now split across Lots #6 and #7, positions our Lot #6 team to support the Department's needs across the SDLC phases. We work with DPW in a capacity that transcends the lot structures (especially Lot 6, 7), engaging other lot vendors and DPW stakeholders to coordinate DPW IT domain activities across the system life cycle. Deloitte brings proven communication and coordination processes, both formal and informal. These processes enable our Lot #6 team to transition requirements to systems architecture, resulting in a blueprint for a successful system release. Based upon our understanding of the DPW IT domains and the information provided in the RFP, we have provided Figure 6.9-2, which illustrates a high-level breakdown of the ITSS and DTSS activities across the lots.

| | | Lot 6 | Lot 7 |
|---|--|---|--|
| Technical and Infrastructure Support | | Database Support Configuration Management Security Architecture Middleware Groupware / Network Knowledge Management Operations Production Support | Database Support Configuration Management Security Architecture Middleware Groupware / Network Knowledge Management Operations Production Support |
| Support | Application Direct Technical Support | Not Applicable | Middleware Support |
| Direct Technical S | Technical Engineering Direct Technical Support | Not Applicable Enterprise Knowledge Management Technology Strategy Assistance and Alternative Solutions Support DPW CMMi and ITIL Strategy Assistance and Solutions Support | Security Configuration Management Database Administration Middleware Architecture Support Enterprise Knowledge Management Technology Strategy Assistance and Alternative Solutions Support DPW CMMi and ITIL Strategy Assistance and Solutions Support |

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Figure 6.9-2. Lot 6 Versus Lot 7 Breakdown Across ITSS.

At the **macro** level, the lots are very similar with the exception of several Direct Technical Support domains that do not apply to Lot #6. At the **micro** level, Lot #6 activities across the domains are focused on system requirements, system architecture and general system design. Within the DPW IT domains, the team performs activities that drive positive initiative outcomes, including the following:

- Create Enterprise Architecture blueprint models (e.g. strategies, roadmaps)
- Lead or assist in ARB 1, ARB 2, and ARB 3 architecture review sessions
- Perform architecture assessments of COTS, SaaS, and transfer technology solutions
- Create initial capacity plans



We recognize the criticality of these Lot #6 activities and have assembled a Lot #6 team with the skills and experience DPW expects from Deloitte. Our team has experience across the DPW IT domains with activities in Lot #6 and Lot #7. In addition, our team understands the communication and coordination handoffs that are needed to coordinate between the SDLC phases. This understanding is critical to a team required to broker communications with the Lots #1 - #5 requirements teams and the Lot #7 implementation and support team.

Throughout the remainder of this section, we describe our capabilities to meet the activities and requirements of DPW. We expect that the provisioning of these services is based on final DPW priorities and resources needed to support these services. In addition, we describe our Lot 6 services, activities, and capabilities based on the RFP's explicit breakout of Lot 6 and 7 efforts, where available. We provide our best judgment where the breakout is not explicit and the Lot 6 and 7 activities potentially entail a shared collaborative effort in support of DPW project objectives.

Deloitte Helps to Evolve DPW's Enterprise and SOA Vision to the Next Maturity Level

Deloitte embraces DPW's vision for a singular Enterprise Architecture built on SOA

principles. Service Oriented design is a means to deliver effective, reliable, and scalable solutions to DPW stakeholders and citizens. We also understand DPW's position as an IT leader in the Commonwealth, and the benefits a unified platform established on standards-based, service-oriented frameworks can have not only within the Department, but the larger HHS Communities of Practice as a whole. A common, enterprise class open system platform facilitates better management of shared processes, standards, reusable services, modular components or other technical assets that can be extended beyond DPW to provide cutting edge technology to agencies that do not have the critical mass of DPW.

We propose expanding on the initial EA-SOA foundation and bring strategies to evolve it to the next level of maturity. For the next stage, it is critical to define and refine a 'to be' Future State EA-SOA vision and Roadmap for implementing the vision. The EA-SOA Roadmap defines an executable strategy that aligns to and supports the 2009-2011 DPW Information Technology Strategic Plan. Our ITSS/DTSS team applies its DPW, HHS, EA-SOA, and technology know-how to collaboratively work with

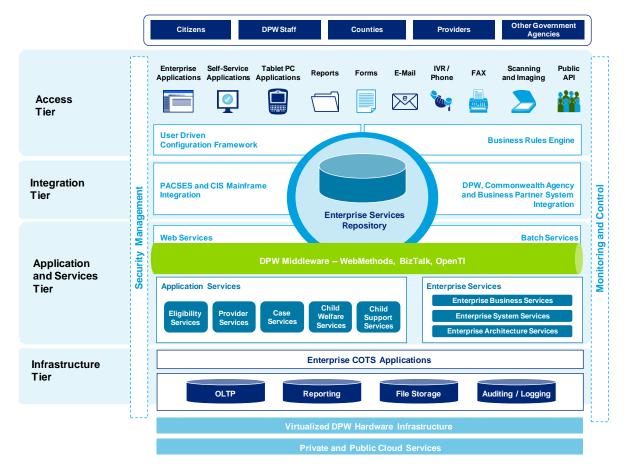
Key Staff Spotlight Thomas Beck



"DPW has put together an impressive portfolio of enterprise services over the last 2 – 3 years. I'm excited to be with the Department as they progress their EA-SOA vision and moved towards shared application delivery functions."



DPW and the other lot vendors to develop the EA-SOA vision and Roadmap. We provide a high level DPW EA-SOA future state conceptual model in Figure 6.9-3 for illustration purposes only.



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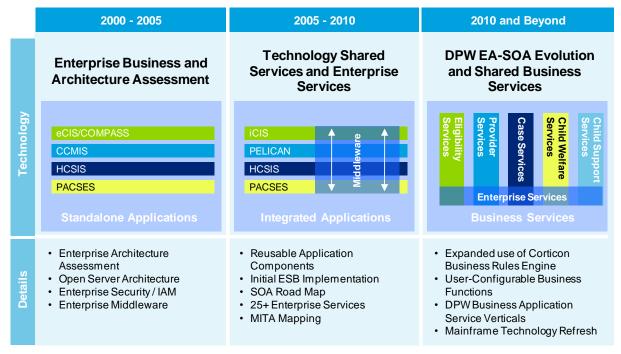
Figure 6.9-3. Example EA-SOE Future State Vision.

For the next stage of the evolution, it is critical for DPW to define and refine a 'to be' EA-SOA vision and Roadmap for implementing the vision.

It becomes increasingly important to have a Future State vision and Roadmap as DPW matures its EA-SOA frameworks and includes enterprise business shared services in the strategy. The Future State vision and Roadmap become useful tools for communicating and refining the approach with business stakeholders, addressing key questions about EA-SOA roll-out, and benefits to the business.

The Future State vision and Roadmap are living artifacts. The ITSS/DTSS team works with BIS, business stakeholders, Lot 7 vendor and other lot vendors to evolve the EA-SOA Future State model, frameworks, and implementation Roadmap. In support of the DPW IT Methodology and Commonwealth OIT guidelines, we use best-in-class processes and tools to enhance DPW applications over time to EA-SOA frameworks. The evolutionary approach is low risk and supports the Department's enterprise vision for a secure, scalable, and extensible application and open system platform, as shown in Figure 6.9-4.





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Figure 6.9-4. DPW Incremental Evolution to Enterprise SOA.Deloitte's approach brings next generation services thinking to evolve DPW's SOA model.

Our team jointly reviews, adapts and refines the vision and Roadmap with DPW at least annually or as necessitated by business changes or new legislation. In this way, the ITSS/DTSS team assists DPW in maturing the enterprise service-oriented architecture, business process priorities, governance approach, infrastructure, tools, and resources while continuing to support on-going operations.

As part of the Department's EA-SOA evolution, we work with DPW to plan and integrate new technologies that enable business innovation, efficiency, and IT transformation. As a thought leader in IT strategy, specifically within HHS, Deloitte identifies key technology trends and has a broad base of specialists that are specialists in the new technologies. We have catalogued the key technology trends in an industry white paper, provided at the end of this section, which are consistent with the technologies identified in the RFP and can assist DPW in strategizing potential solutions. Our proposed ITSS/DTSS team has broad understanding of these trends as well.

The team has identified those technologies that will enable improvement at DPW, as outlined in Figure 6.9-5.





Figure 6.9-5. Key Technologies with Potential Benefits to DPW.

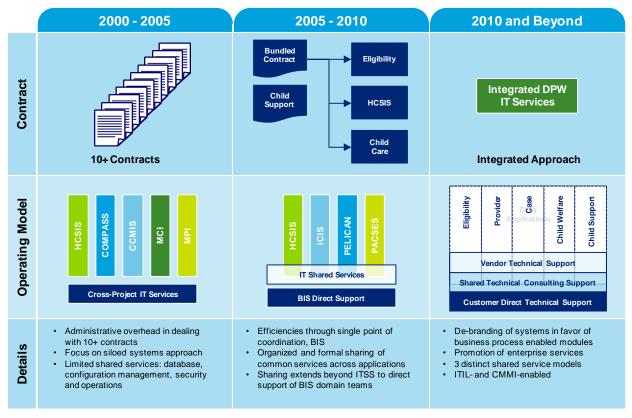
Our ITSS/DTSS team has responsibility for working with DPW to plan and implement key technologies that offer significant opportunity for business benefit, as we move into the future.

Deloitte Helps to Expand DPW's Shared Services Approach

We fully support DPW's ITSS/DTSS shared services model and propose expanding, enhancing, and unifying the model in a variety of ways. We are proud of our role in the collaborative development and successful rollout of DPW's initial shared services model. We are also proud of the subsequent recognition of DPW by the Commonwealth and National Association of State Chief Information Officers (NASCIO) in 2009 as well as by ComputerWorld in 2010. The scalable model is a leading industry practice in public and private sectors, and enables high levels of flexible resource sharing and efficient use of specialist resources across applications, systems, domains, and organizations.

We bring a committed and experienced ITSS/DTSS team. The team includes specialists with significant DPW shared services proficiency, new technology specialization with on-demand access to additional technology and HHS leading practice specialists from across Deloitte. We propose to build on our past joint successes with DPW and take the shared services IT model to the next level, as depicted in Figure 6.9-6.





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Figure 6.9-6. Evolution of the Shared Services Model at DPW.

Our ITSS/DTSS approach builds on our past successes with DPW, expands the support to business application shared services for a consistent, unified model.

When NASCIO presented the award to DPW in 2009, Commonwealth CIO Brenda Orth commended the Department for "finding innovative ways to share IT services across multiple business concerns," as described in the insert on the following page. Together, DPW and Deloitte have delivered and continue to deliver greater efficiencies and economies of scale through the ITSS/DTSS model.



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In light of the turbulent economic climate and dramatically declining resources, there may be no goal as paramount as ensuring that every dollar spent and every personnel hour invested in state government technology achieves the greatest possible outcome. I applaud the Department of Public Welfare for finding innovative ways to share IT services across multiple business concerns. Vulnerable citizens are better served because of DPW's creativity and flexibility."

...Brenda Orth, Chief Information Officer, Commonwealth of Pennsylvania

7 ENTERPRISE IT MANAGEMENT INITIATIVES

PENNSYLVANIA: IT Shared Services

Pennsylvania's Governor's Office of Administration (OA) provides policy direction, management services and technology infrastructure to all agencies under the jurisdiction of Pennsylvania Governor Edward G. Rendell. With the support and commitment of key agencies, the OA's Office of IT (OIT) embarked on Shared Services and related Consolidation Initiatives in 1998 to help better support growing citizen needs and refocus Pennsylvania's IT culture from technology alone to business. These leading initiatives have improved efficiencies resulting in \$317 million in savings with an additional savings of \$240 million expected over the next five years.

The Department of Public Welfare (DPW) is Pennsylvania's largest agency and is responsible for meeting the needs of over two million clients with the assistance of 15,000 support workers, 500,000 providers, and 300,000 employers. DPW has fully embraced shared services and has partnered with OA to develop and execute best practices in policy, processes, governance, workforce development and enterprise change management to drive a successful shared services enterprise-wide initiative for Pennsylvania as a whole.

The enterprise IT applications used to manage the administration of DPW's core programs are large and complex. The goal of its IT Shared Services model is to augment functional expertise with technical experts who can move across functions as demand for their services fluctuates. This alleviates DPW from handling technical IT resources as "fixed costs", which are bound to a particular functional initiative whether or not there is an immediate demand for their services. It also allows DPW to better manage agency requirements and improve service to citizens through the implementation of newer technology.

Furthermore, DPW's approach to shared services – such as its current move to an SOA environment – has helped Commonwealth agencies significantly improve IT agility, service levels and performance and reduced operations and security risks.

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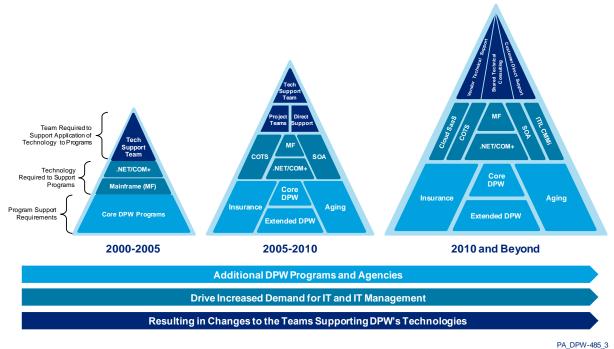
Figure 6.9-7. DPW's Shared Service Model Receives National Recognition in 2009 NASCIO Award.

We are proud of our contribution and collaboration with DPW in the implementation of a premier nationally recognized shared services IT model.

Source: http://www.nascio.org/awards/2009 awards.



However, we believe the next evolution of the ITSS/DTSS model is critical not only for effective and economical resource pooling but also for the successful evolution of DPW's EA-SOA strategy, as discussed above. Under our expanded model, we provide business shared services in addition to system and architecture shared services for a unified approach. We provide on-demand access to additional core technology specialists who have significant experience rolling out the methodologies, infrastructure and products necessary to support DPW's EA-SOA architecture. The expanded IT shared services model is a key ingredient to facilitate EA-SOA governance, overall architecture implementation, management of shared business processes, consistent application of standards, SOA-based SDM methods, reuse of services and technical assets. In Figure 6.9-8, we depict the evolution of DPW's shared services model and ITSS/DTSS' evolution in executing a successful EA-SOA strategy, including support for new technologies.



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Figure 6.9-8. Evolution of Shared Services Model to Support DPW EA-SOA Strategy.

A robust ITSS/DTSS shared service model is a necessity in delivering on EA-SOA strategy with new applications and business processes.

| Evolutionary Stage | Deloitte Assists in Evolving the DPW IT Delivery Model |
|-----------------------|--|
| 2000 – 2005 | Program. IT system support for DPW programs was concentrated on federally mandated programs such as welfare and child support as well as early web adopters such as client self-service and home and community-based waiver programs. Technology. The base of technology supported was limited to legacy mainframe technologies and technologies needed to support an n-tier Microsoft/Oracle based architecture. |
| | Organization. Technical support could be managed by a single organization with a limited use of shared services across the enterprise. |



| Evolutionary Stage | Deloitte Assists in Evolving the DPW IT Delivery Model |
|------------------------|--|
| 2005 – 2010 | Program. IT system support was expanded to support a variety of additional DPW welfare programs, waivers, and child care and child support initiatives. At the same time, the Insurance and Aging department consolidations were set in motion, resulting in additional IT system support requirements for DPW. Technology. Technologies were expanded beyond core mainframe and Microsoft/Oracle n-tier architectures to include a variety of COTS products and enterprise services. |
| | Organization. To accommodate this growing complement of technologies, various teams were engaged, including DPW domain teams, IT shared services, the application teams and BIS direct support teams. |
| 2010 and Beyond | Program. DPW program support requirements continue to expand as programs accommodate the new Health Care Reform legislation, and IT systems from the Insurance and Aging Departments are increasingly integrated into DPW's architecture. |
| | Technology. The technology and skill base to support the programs continues to expand as new COTS technologies are introduced, the CMMI and ITIL initiatives are embraced, and practices for employing technologies such as virtualization and cloud computing continue to mature within DPW's enterprise. |
| Figure C.O.O. Delivere | Organization. Shared service economies of scale are realized with the creation and management of a single shared services organization split across the Vendor Technical, Shared Technical Consulting, and Customer Direct Technical Support models. The PDW Chared Services Evelution |

Figure 6.9-9. Drivers of the DPW Shared Services Evolution.

As DPW's EA-SOA, program, and technology requirements continue to grow, so too will the demands placed on the shared services organization. Deloitte's ITSS/DTSS teams possess capabilities that support the dynamic nature of the DPW's business. These capabilities allow DPW to support evolving program needs, adopt new innovative technologies, support on-going production and to continue to mature the EA-SOA and shared services model over the coming contract period. Our approach includes:

- **DPW Business and Technical Knowledge and Experience.** Over 2000 combined years of experience in DPW's technologies, programs, COTS products, operating models, practices and procedures that enables continuity of existing support levels.
- Resource Surge Capacity. Ability to leverage our global network to deliver the
 quantity and quality of technical specialists DPW needs to meet surges in demand.
 Surges occur as a result of unforeseen changes in programs, policies, or legislation
 that drive short term needs for additional or different types of shared services support.
- Access to a Deep Pool of Specialists. Whether DPW's demands require technical specialists with conventional skill sets or a unique HHS business or technical specialty, Deloitte leverages its bench strength of internal and business partner network specialists and delivers them on-demand to the Department.
- Access to the Latest Thinking in IT Practices and Methodologies. DPW's
 business and technology needs will not remain static. Deloitte provides DPW access
 to the latest thinking in IT practices and methodologies that will impact DPW's



organization including advanced technologies, HHS leading practices, and next generation of ITIL guidance and lessons learned being used by other state HHS organizations.

Industry Standard ITIL/CMMI Approach. Deloitte delivers an ITSS and DTSS team
certified with the latest version of ITIL and backed by ITIL and CMMI subject matter
specialists with experience implementing high quality repeatable processes for some
of the largest IT enterprises in the world.

The remainder of this section provides details about Deloitte's ITSS and DTSS proposed methodology and approach, and specifies how Deloitte delivers world-class shared services across the Vendor Technical, Shared Technical Consulting, and Customer Direct Technical Support models, specific to **Lot 6 System Architecture Services**.

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 DPW hearing from our clients. On the following page, we are pleased to present DPW with a letter of reference from one of the Department's peers, demonstrating our capabilities and character in delivering successful and tangible results in Health and Human Services programs and IT.





State of Florida Department of Children and Families

Charlie Crist Governor

George H. Sheldon Secretary

August 10, 2010

To Whom It May Concern:

Deloitte Consulting has been working in close partnership with the State of Florida Department of Children and Families for the past 4 years. As a trusted advisor, Deloitte has been working closely with the State to administer the Temporary Assistance to Needy Families (TANF), Medicaid, Food Stamp and Refugee Assistance (RAP) programs thru the FLORIDA (Florida Online Recipient Integrated Data Access) system. The FLORIDA system is an integrated Public Assistance (IV-A) and Child Support Enforcement (IV-D) system which serves approximately 600K child support cases, handles more than \$1.3B in annual collections, serves 2.5M clients for food stamps and 2.2M clients for Medicaid.

Deloitte Consulting was involved in the original design and implementation of the FLORIDA system in 1992 and in March 2006, the State awarded the contract to Deloitte for ongoing FLORIDA system maintenance and support. During this 4 year period, Deloitte has developed numerous web based J2EE systems to help the department's strategic initiatives and to support the modernization efforts.

Within 6 months after the contract was awarded, the State of Florida and Deloitte deployed a comprehensive Disaster Food Stamp system —"Food for Florida (FFF)". This system helped the State of Florida to create Buddy State (cross-state) FFL disaster recovery services with the State of Louisiana. This initiative won the "ISM 2009 Recognition Award" for Excellence in Human Services Technology and also won that year's "EBT project of the Year Award" from the EFT Association.

In the last few years, the State of Florida and Deloitte developed and deployed a portfolio of Client facing systems such as ACCESS WEBAPP, Pre-Screening and My Account to support the state's initiative of enhancing the Self Service delivery model. Also, Deloitte provides valuable consultation for the strategy of transforming the mainframe legacy (FLORIDA) system to web based system. Deloitte is instrumental in bringing best practices and lessons learned from other states.

Deloitte Consulting has worked with the State of Florida for the past four years providing project management, maintenance, enhancement, testing, and implementation support services for the FLORIDA and numerous web based IZEE systems. Deloitte has been a valuable partner over the past 4 years. The State of Florida and Deloitte have jointly worked continually to improve the Florida citizens experience with the services provided by the State and to enhance worker productivity. Deloitte brings the right knowledge and attitude to help us implement the economical and innovative solutions.

If you have any questions regarding FLORIDA system or ACCESS programs, or the role of Deloitte, please feel free to reach me at 850-922-6356 or email me at LaQuetta Anderson@dcf.state.fl.us

Malutta (Indusor)
LaQuetta Anderson, Data Processing Manager
State of Florida, Dept. of Children and Families

1940 North Monroe Street, Suite -80,

Tallahassee, FL 32399

Sincerely

1317 Winewood Boulevard, Tallahassee, Florida 32399-0700

Mission: Protect the Vulnerable, Promote Strong and Economically Self-Sufficient Families, and

PA_DPW-1307





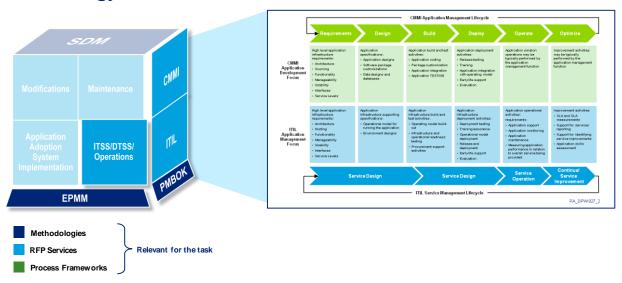
6.9.1 Methodology, Approach and Experience



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



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Figure 6.9-10. DPW IT Methodology is based on ITIL and CMMI Frameworks.

ITSS/DTSS use a CMMI- and ITIL-driven methodology for providing services and to meet the needs of the teams supporting DPW.

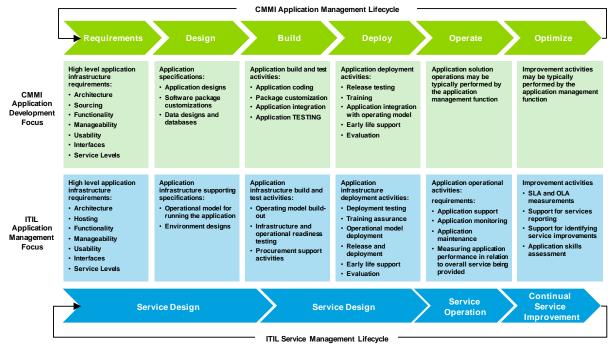
We use the DPW IT Methodology and its major components as the foundation for providing strategic support for ITSS and DTSS services. In particular, we leverage the CMMI and ITIL components of the methodology to drive consistent, processes in support of technology and architectural strategies for in-scope application maintenance and modification efforts.

ITSS and DTSS operate on a model that provides support services common to the needs of the teams conducting maintenance and modifications. ITSS and DTSS use a CMMI- and ITIL-driven methodology that tightly couples the application management life cycle with the application development life cycle.



Deloitte uses the ITIL version 3 application management life cycle for our ITSS and DTSS services. Our approach aligns the ITIL process framework with the SDM. We align the activities that occur within each stage of the application development life cycle with application management support activities, to help determine that application solutions are operable and integrated within the DPW IT infrastructure.

Figure 6.9-11 illustrates the alignment of the application development life cycle and application management life cycle within ITIL version 3. In support of DPW, our ITSS, DTSS, and operations teams employ a methodology that uses both the CMMI and ITIL process frameworks.



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Figure 6.9-11. ITSS/DTSS Services Based on Alignment of CMMI, ITIL, and the SDM. Our ITSS/DTSS methodology aligns application development, application management with the ITIL service life cycle.

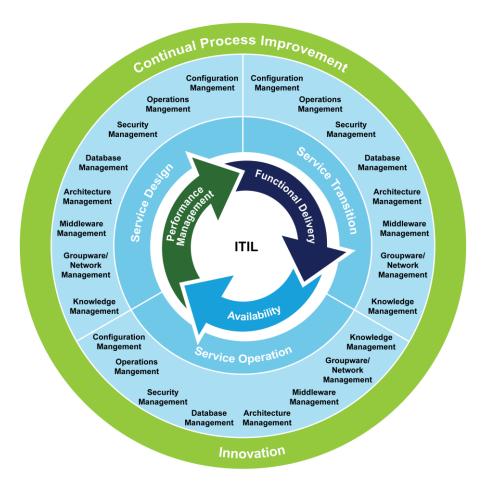
- ITIL. We use the IT Infrastructure Library (ITIL) version 3 application management framework to guide the implementation of standard IT services for the modification and maintenance teams. Our IT support services consist of both the application development and infrastructure solutions required to support those maintenance and modification teams. We use the framework to guide ITSS, DTSS, and operations activities throughout the complete service life cycle, including service strategy, design, transition, operation and continual service improvement.
- CMMI. The Capability Maturity Model Integrated (CMMI) framework, from Carnegie Mellon's Software Engineering Institute, provides application development focus. We use CMMI to guide the development of new software as well as the ongoing maintenance of existing software. The maintenance and modification teams are the primary users of the framework. The DTSS, ITSS, and operations organizations align



with the CMMI processes used by the maintenance and modifications teams, including the process standards and quantitative measures used by these organizations.

Applying DPW Methodology

As part of our prior support effort over the past 10 years, we supported DPW in the development of the Department's IT methodology to meet the ever-growing demands placed on DPW IT and the enterprise. We used the ITIL framework and high level processes as the foundation for structuring our DPW services and to define repeatable processes that can be measured and continuously improved. Figure 6.9-12 provides the ITSS and DTSS "view" of the methodology framework applicable to DPW, as defined by Deloitte.



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Figure 6.9-12. ITSS/DTSS Methodology Uses the ITIL Service Life cycle as the Framework. We extended the DPW IT Methodology and used ITIL as the framework for organizing ITSS and DTSS services.

For Lot 6 services, we further extended the methodology into a set of IT activities or "services," processes, artifacts, outputs and overall body of knowledge that guide our team's efforts on a day-to-day basis. ITIL promotes the philosophy of managing IT by value-driven services versus by technology capabilities and technology platforms.



The framework simplifies the management of complex IT infrastructures with thousands of assets and moving parts by bundling these into services tightly aligned with DPW business objectives. Our ITSS/DTSS Lot 6 team members are trained and ITILv.3 Foundation-certified.

ITSS and DTSS Services Delivered Using an ITIL-based Life Cycle

Based on ITIL, we deliver and manage each ITSS and DTSS service through a set of service life cycle stages. The service life cycle contains five stages, including

- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement

Each service relies on processes, functions, activities, organizational models and measurements. Together, they allow IT services to integrate with DPW business processes, provide measurable value and provide the basis for continuous improvement at DPW. Each service uses a hub and spoke design. It begins with service strategy at the hub, service design, transition and operation as the revolving life cycle phases, and anchored by continual service improvement. Each part of the life cycle exerts influence on the other, and relies on the other for inputs and feedback. In this way, a constant set of checks and balances throughout the ITSS and DTSS service life cycle allow DPW to adapt quickly to changes in demand, policy, regulations, budget or other business change.

At the core of our approach is **Service Strategy**. Deloitte uses this as the basis to create value for DPW based on our strong understanding of DPW objectives. Support activities are bundled into value-driven services and operated through a service portfolio to manage cost and demand. In addition, we work with DPW to establish a common operating approach and foundation for governing and maturing CMMI- and ITIL-based approaches. We use strategies as guides to the overall development of ITIL-based service management capabilities and to improve the alignment between those capabilities and DPW business strategies.

Our **Service Design** approach transforms DPW service strategy into the blueprint for delivering DPW objectives. Our unique design approach considers not only the technologies, but also the people, processes and governance aspects needed to fully operate each service – in this case, ITSS/DTSS services. It includes the changes and improvements necessary to increase or maintain value to DPW stakeholders over the life cycle of services, the continuity of services, achievement of service levels, and conformance to DPW standards and regulations.



Our **Service Transition** approach provides capabilities for introducing new and changed services into live service operation while controlling risk for DPW. This includes leading practices to support change, configuration, asset, release and deployment, at the highest levels of efficiency while managing issues and risks.

Our **Service Operation** approach embodies the leading practices in the management of critical day-to-day operation of services. Deloitte recognizes that DPW strategic objectives are ultimately realized when services are actually delivered. Our approach includes assisting DPW in the implementation of leading practices in areas such as configuration, security, and middleware management.

Our **Continual Service Improvement** approach is the cornerstone for creating and maintaining value for DPW stakeholders through better strategy, design, transition and operation of services. As demonstrated by the work of our team, we rely on the use of performance baselines and maturity assessments to continually improve the quality of services, operational efficiency and business continuity. We use a closed loop feedback system, based on the Plan–Do–Check–Act (PDCA) Deming Total Quality Management improvement model. Our approach introduces improvements on an ongoing basis for increased efficiency and quality in application enhancement, maintenance, and delivery.

Within the ITIL service groups of Service Design, Service Transition, and Performance Management, we define eight major categories of ITSS/DTSS services. We manage the quality or service level of each of the eight categories based on **Functional Delivery**, **Availability**, or **Performance Management**, as applicable. We discuss each of the eight major ITSS/DTSS Service categories in detail in the following section.

Approach

As explained in the previous section, ITIL is a set of concepts and practices for IT services management and delivery. Ultimately, ITIL is based upon the establishment of a service catalog and the processes for defining, providing, improving, and potentially expanding the services in the catalog. In our approach for ITSS and DTSS, we have defined eight major service categories and aligned them to the Service Operation and Continual Service Improvement elements of the ITIL life cycle, as depicted in Figure 6.9-13.



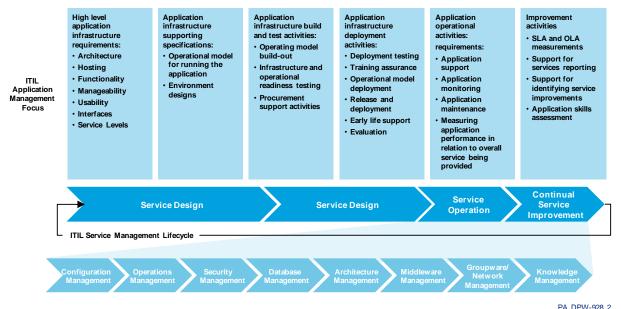


Figure 6.9-13. Our ITSS and DTSS Service Categories.

We have defined eight major service categories that align to the ITIL life cycle and use an application management focus.

The service operation and service improvement elements of the ITIL model include the ITSS/DTSS service categories that align with the activities requested in the RFP (RFP Sub-section E, page IV-385). These services and their corresponding activities are explained in more detail below while the processes related to each of these services and activities can be found in *Section 6.9.2* of this proposal under the section entitled *Processes, Tools, and Reports.* Deloitte performs the services and activities today for full SLDC functions across Lot 6 and Lot 7. Where possible, we have delineated the services unique to Lot 6.

Configuration Management



_

Our approach to Configuration Management support encompasses a set of activities that ultimately deliver improved functionality and latest technologies to end-users as well as meeting performance expectations. Our team uses a structured process for configuration management communication, coordination, and quality assurance.

Based on our significant experience with DPW's IT environment and our leading practices, we extended DPW's methodology and established, ITIL-based processes for environment coordination activities, as described in Figure 6.9-14.



| Configuration Management Activities | Deloitte Delivers Configuration Management Processes |
|-------------------------------------|--|
| Environment Coordination Support | Communicate upcoming requests from the application teams to each of the BIS server team. Provide a summary of the system requirements and high-level scope to assist in resource planning. |

Figure 6.9-14. Key Configuration Management Activities.

Operations Management



Our Operations Management approach facilitates systems availability and performance in accordance with service level agreements (SLAs). As described in Figure 6.9-15, our team acts as an intermediary between DPW and the project teams, helping to coordinate requests and assist in resource planning.

| Operations Management Activities | Deloitte Delivers Operations Management Processes |
|-------------------------------------|---|
| Request Support | Serve as the single point of contact for the project teams to each of the BIS domain teams. Review application team requests for completeness, accuracy and adherence to the strategic vision of DPW/BIS. |
| | Communicate upcoming requests from the application teams to each of the BIS domain teams. Provide a summary of the system requirements and high-level scope to assist in resource planning. |

Figure 6.9-15. Key Operations Management Activities.

Security Management



Deloitte's approach and processes for Security Management enable our team to integrate application, data, infrastructure, and network security controls throughout the SDM life cycle for enhanced privacy and security of DPW and citizen information. The Deloitte security team leverages the DPW Risk Framework to work with the project teams to identify potential security and privacy risks for new initiatives and design controls to mitigate them, as described in Figure 6.9-16.

| Security Management Activities | Deloitte Delivers Security Management Processes |
|-----------------------------------|---|
| Security Support | Support BIS in the planning and design of new security solutions using the standard DPW architecture and tools. |

Figure 6.9-16. Key Security Management Activities.



Database Management



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Our Database Management activities include design support during the requirements and general system design phases of an initiative. Specifically, as shown in Figure 6.9-17, these services include database and data dictionary support along with logical database design.

| Database Management Activities | Deloitte Delivers Database Management Processes |
|-----------------------------------|--|
| Database Design Support | Support database design and the management of the data dictionary Review logical database designs |

Figure 6.9-17. Key Database Management Activities.

Architecture Management



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Deloitte's approach for Architecture Management encompasses both tactical initiative and application related architectural activities as well as larger enterprise-wide strategic architectural activities and process improvement initiatives as illustrated in Figure 6.9-18. On the tactical application architecture side, we work with teams in their strategic application designs, facilitate ARBs and manage the ALM dashboard. On the strategic side, we support the annual planning process, technology product assessments and the implementation of ITIL and CMMI at DPW.

| Architecture Management Activities | Deloitte Delivers Architecture Management Processes |
|------------------------------------|---|
| Architecture Design Support | Work with teams to create strategic application designs that align with DPW's EA-SOA vision for increased business flexibility, reduced architectural complexity, and lower development and maintenance cost. |
| | Review initiative designs for efficiency and effectiveness and adherence to standards, and facilitate initiative presentations to the ARB. |
| | Manage the Application Life cycle Management (ALM) dashboard and overall application baseline to facilitate timeliness, transparency, and enhanced reporting. |



| Architecture Management Activities | Deloitte Delivers Architecture Management Processes |
|------------------------------------|---|
| Technology Strategy Support | Provide specialist assistance for DPW technology strategy support for annual planning efforts and technology assessments, such as COTS, Cloud Computing, and Transfer Technology product support. |
| | Help refine and refresh the EA-SOA Roadmap and shared services support model, including the planning of next phases and translation into an executable strategy and next steps. |

Figure 6.9-18. Key Architecture Management Activities.

Middleware Management



Our middleware management approach supports the DPW EA-SOA vision and enterprise service bus (ESB) strategy, design, and development efforts. We work closely with DPW and the application teams to design middleware integration solutions that support services-based development approaches for enhanced business process and data integration. Figure 6.9-19 highlights the team's efforts in this area.

| Middleware Management Activities | Deloitte Delivers Middleware Management Processes |
|--|--|
| Middleware Strategy and Design Support | Work with BIS Middleware Team to design middleware solutions and development approaches in support of project initiatives, including integration approach, architecture direction, and ongoing maintenance and operations functions. |

Figure 6.9-19. Key Middleware Management Activities.

Groupware/Network Management



Deloitte's approach to groupware/network management supports DPW's network, security and server teams in the use of DPW IT assets by Deloitte staff relating to inscope systems, as described in Figure 6.9-20. We support the DPW network team with network maintenance tasks related to application team connectivity to the business partner network and for issues impacting in-scope application-related network connectivity.



| Groupware/Network Management Activities | Deloitte Delivers Group/Network Management Processes |
|--|---|
| Network Support | Work with BIS to assist in managing CWOPA desktop computer compliance with DPW standards and protocols Support the network team with tasks or maintenance activities as required |

Figure 6.9-20. Key Groupware/Network Management Activities.

Knowledge Management



Our knowledge management efforts support the DPW Enterprise Knowledge Management Support (EKMS) team, and the overall provisioning of effective, business-oriented intelligence solutions to the DPW program offices and other stakeholders. We work with BIS EKMS, as highlighted in Figure 6.9-21, to design solutions that support the project initiatives and align with DPW standards.

| Knowledge Management Activities | Deloitte Delivers Knowledge Management Processes |
|---------------------------------|---|
| EDW Design Support | Work with BIS EKMS to design knowledge management solutions that support project initiatives, and the need for improved reporting and analytics using Cognos BI and the data warehouse. |

Figure 6.9-21. Key Knowledge Management Activities.



Experience and Examples

As the premier systems integrator in HHS, and a leader in information technology strategy and implementations, Deloitte offers a full set of service capabilities, experience, and supports HHS solutions across a number of states that are similar in scope to the DPW Strategic Business Systems Project.

We find the nature of the public sector environment, including the unique requirements and operating rhythms of each state, requires a strategic, long-term perspective with reliable delivery on a day-to-day basis. Unlike other firms that may pursue engagements in the Commonwealth or in the public sector opportunistically, Deloitte has focused on the needs of DPW and our other state HHS clients over the past 35 years. We understand that, while the requirements and legislative mandates that drive these systems may appear similar, each state has unique business needs, different implementation requirements, and different strategies for responding efficiently to evolving citizen and stakeholder needs and expectations.

Similar to our efforts with DPW, Deloitte develops a broad understanding of our clients' business and operating environments over time. We provide the necessary

continuity of support for multi-year strategies, multi-phased projects and large-scale transformation initiatives that must yield results while providing uninterrupted service to stakeholders and citizens.

In Figure 6.9-22, we highlight three examples of our experience, including the DPW effort, that demonstrate Deloitte's ability to bring the unique combination of strategic, tactical, and operational capabilities together with in-depth understanding of the client environment to provide ITSS and DTSS services similar to those required by DPW.

Have you heard?

Deloitte has:

- Implemented HHS solutions in over 25 states
- Typically, has more than 1000 business and IT transformation projects underway at any point
- Deploys deep bench of strategy, EA-SOA, advanced technology and HHS business specialists
- Over 700 Deloitte
 practitioners with extensive
 experience in designing,
 building, and implementing
 SOA architectures and
 SOA-enabled solutions
- Application Service Center models that supports flexible and on demand resourcing



| Deloitte Experience | Example | Deloitte's Role in Providing ITSS/DTSS Services Similar to DPW Requirements |
|-------------------------------|--|--|
| Commonwealth of Pennsylvania | DPW Strategic Business Systems | Support DPW strategic business systems for 10 years, including five business applications, 23 systems, heterogonous mix of custom and COTS, older and new technology, batch and online mission critical systems |
| | | Provide range of services including EA-SOA IT and business transformation strategy and phased implementation as well as full development life cycle, maintenance and operations of current systems in complex, high availability environment |
| | | Support innovative IT service delivery using shared service model |
| | | Provide broad domain and IT strategy support including architecture, security, database, configuration management, knowledge management, middleware, production operations support |
| | | Established project frameworks and specialized team with DPW- specific system knowledge and industry experience such as ITIL- based processes with CMMI Level 3 assessments |
| Commonwealth of Massachusetts | Strategic Enterprise- level HHS IT Programs | Support Enterprise Office of Health and Human Services (EOHHS) for over five years providing prime system integration support, HHS solution strategy, planning, and full development life cycle support for SOA-based initiatives using an enterprise-level architectural approach |
| | | Provide range of services including open platform architectural design and full development life cycle, implementation and maintenance services for: |
| | | Virtual HHS Gateway. Services-based application as front-end to 30 mission critical applications |
| | | Intake Eligibility and Referral. Services-based application using rules-based approach for streamlined intake and referral processes |
| | | Shared Security Identity and Access Management Infrastructure. Designed and implemented modular, scalable approach that supports single sign-on and extensible to meet rising demands of stakeholders and clients |
| | | Architect, strategy, design and develop innovative application service delivery approach that uses a cost model to distribute maintenance and enhancement costs to consuming agencies |
| | | Provide application-oriented domain support including architecture, security, database, configuration management, middleware, and technical support |
| | | Establish and use CMMI-based frameworks and SDLC approaches |



| Deloitte Experience | Example | Deloitte's Role in Providing ITSS/DTSS Services Similar to DPW Requirements |
|------------------------|---|--|
| State of Texas | TIERS Eligibility and Child Support Systems | Support Office of Attorney General (OAG) in multi-year program to modernize Child Support Enforcement processes and applications using SOA architecture and approaches Providing prime system integration support, including planning, and full development life cycle support using COTS and custom application approaches for Security Identity and Access Management, Role Management process, Rules engine, Document Management, Content Management and Portal-based user interface Support a range of HHS SOA services including: Client Search, Case Search, Benefit and Program, Application Inquiry, Client Referral Service, Individual/File Clearance Search Service, and a Master Client Index Provide application-oriented domain support including architecture, security, database, configuration management, middleware, and technical support Establish and use CMMI-based frameworks and SDLC approaches. The TIERS eligibility system is currently assessed at CMMI Level 3 and will receive a CMMI Level 4 assessment during the life of the contract |

Figure 6.9-22. Relevant Experience Demonstrating Success with Complex, Multi-Phased Strategic and Tactical Programs.

In Figure 6.9-23, we provide a comparison of the core IT domain services provided by Deloitte with each of the referenced state project examples. The comparison demonstrates that there is near parity in the IT domain services that Deloitte provides for each of the projects. Deloitte performs the services within large, complex HHS environments that are similar to the Commonwealth's environment. In addition, the comparison indicates that DPW is one of the first large-scale state HHS agencies to apply ITIL at the enterprise level and require ITIL capabilities within its RFPs. Similarly, as a technology leader, DPW is one of the first states to address cloud computing in their public requests. It is in these areas that our pool of technical resources, strategic technology and multi-industry experience become very important. Deloitte has a deep pool of resources that allows us to deliver one of the foremost industry specialists in ITIL, Randy Steinberg, as well as leading practices and strategic thinking about moving to the cloud from our Center for the Edge in Silicon Valley.



| IT Services | DPW | Massachusetts | Texas |
|-----------------------------|-----|---------------|-------|
| Database | ✓ | ✓ | ✓ |
| Configuration Management | ✓ | ✓ | ✓ |
| Security | ✓ | ✓ | ✓ |
| Architecture | ✓ | ✓ | ✓ |
| Middleware | ✓ | ✓ | ✓ |
| Knowledge Management | ✓ | ✓ | ✓ |
| Operations | ✓ | ✓ | ✓ |
| Production Support | ✓ | ✓ | ✓ |
| Mainframe Integration | ✓ | ✓ | ✓ |
| CMMI | ✓ | ✓ | ✓ |
| Enterprise Services | ✓ | ✓ | ✓ |
| SOA | ✓ | ✓ | ✓ |
| ITIL | ✓ | | |
| Cloud Computing | ✓ | | |

Figure 6.9-23. Comparable IT Domain Support Experience in Large-scale State HHS Systems.

Deloitte has implemented HHS solutions and supported other large-scale business transformation projects in more than 25 States, seven Federal agencies and more than 100 public sector organizations. Deloitte typically has more than 1000 public and private sector projects underway at any given point. These multi-phased business and IT transformation projects involve enterprise-level and service-oriented strategies, COTS integration and full development life cycle management, implementations, maintenance and operations as well as architecture and technical services within highly diverse technical environments.

The Pennsylvania, Massachusetts and Texas examples demonstrate the breadth of our experience supporting large-scale, multi-system HHS solutions, and uniquely qualify Deloitte to provide ITSS and DTSS support to DPW.



6.9.2 Managing Lot Activities



II-3 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. During this discussion, the Offeror should identify potential issues/risks and proposed solutions. 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. 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.

Through our experience, Deloitte collaborates with DPW to deliver dependable and executable strategies in an expanded shared services model that meets the Department's operational needs and service level agreements (SLAs). For over 10 years, Deloitte's DPW shared services team has worked side by side with DPW to deliver reliable support that facilitates the effective delivery of IT services required to manage the business as well as advance EA-SOA strategies.

Our combined technical team has extended the DPW IT Methodology and developed a support approach that includes processes based on ITIL and CMMI principles. Our approach is based on DPW and Deloitte-developed methodologies, tools and technologies that we integrate with specific procedures, monitoring techniques and controls. Our management approach also includes methods for problem identification and resolution, issues and risk mitigation, management controls, reporting and communication, quality controls and performance measurement against SLAs.



Issues, Risks and Proposed Solutions

II

Page

RFP Reference: II-3. Work Plan

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

Our team will work closely with DPW to manage these risks through the upcoming change of administration that will surely introduce new directions, strategies and expectations of the Department. We propose to work closely with the Department and proactively define risks and mitigation strategies before they become true issues.

Figure 6.9-24 presents an example of some of the issues, risks, and proposed solutions from a shared service perspective.

Our tracking tool, ATS, and management tool, PMC, application provide centralized risk and issue management, complete with an automated daily distribution of the risk/issue listing to management for review.

Issue/Risk

Availability of Mission Critical Infrastructure. The Department must continue to support the mission critical systems regardless of the vendor selected for lot 6 and 7.

Deloitte's Mitigation Strategies as Lot 6 Vendor

 The proven team at Deloitte as your Lot 6 vendor 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.

Delays in Advancing the Shared Services Model to Other IT Functions. 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.

- 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.
- 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.
- Striking the Balance Between Enterprise Architecture and SOA Against the Responsibilities Towards the Business Customer. 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.
- 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.



Issue/Risk

Challenges to Integrate COTS Into Existing Applications. 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.

Deloitte's Mitigation Strategies as Lot 6 Vendor

- 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.
- 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.

Ability to Continually Upgrade to New Technologies in a Highly Integrated and Multi-Program Set of Business Solutions. As part of DPW's incremental renewal strategy it is inevitable that new technologies will be introduced into a complex business and system environment.

- 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.
- Deloitte, as your Lot 6 vendor 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.

Figure 6.9-24. Direct technical Support and ITSS Services 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.

For the eight ITSS/DTSS service categories and activities defined in the Approach Section above, each activity involves processes, tools and reports that are used to track, monitor work, and measure performance. We use reports to collect, manage and distribute data to stakeholders. Deloitte works with DPW to define, document and manage repeatable processes that streamline the technical support for the Department.

In the rest of this segment, we describe tools and reports that span the entirety of SLDC phases. We will need to provide them to DPW as Lot 6 vendor or use what the Lot 7 vendor creates.

The following section describes the processes, tools and reports we use to provide ITSS/DTSS support across the in-scope projects.



Configuration Management



Activity: Environment Coordination Support

| Process | Tools |
|--|--|
| Communicate upcoming requests from the application teams to each of the BIS server team. Provide a summary of the system requirements and high-level scope to assist in resource planning. | CIO Runway. A summary list of initiative timelines through the SDLC. |
| | DPW Implementation Calendar. A calendar view of scheduled application/infrastructure changes. |
| | Microsoft Visio. Microsoft tool used to show the relationships between infrastructure components, communication protocols and relevant capacity. |
| | Sparx Enterprise Architect. Enterprise tool used to document details surrounding component design, interface protocols and signatures, configuration details as well as consumption documentation. |

Figure 6.9-25. Configuration Management Environment Support Processes and Tools.

Reports

• **CTO Dashboard.** We receive daily CTO Dashboard as requested by DPW that provides a critical 'health check' of application and infrastructure availability in the production environment. In addition, the dashboard communicates any open system issues by highlighting the health of an application as 'red', 'yellow' or 'green.'

Operations Management



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Activity: Request Support

| , and the same of | |
|---|---|
| Process | Tools |
| Quality Assurance – Serve as the single point of contact from the project teams to each BIS team. Review each request for completeness, accuracy and adherence to the strategic vision of DPW before submission to the DPW team for review and approval | Project Management Center (PMC). A Web- based management tool that provides centralized risk/issue management and reporting. Risks/Issues can be characterized as DTE, DEA or CIO level escalation. |
| Communication/Coordination – communicate upcoming requests from the application teams to each BIS team. Provide a summary of the requirements and high level scope to assist in resource planning | ITSS Request Tracker. A Web-based application used by proposed teams to request all services, including migration support, of ITSS. This tool provides change tracking and logs each person that initiates or modifies a request. |

Figure 6.9-26. Operations Request Support Processes and Tools.



Reports

 ITSS Reporting. ITSS submits weekly and monthly status in the form of project/steering team meeting minutes as well as a monthly summary of Lot 6 related work completed for the past month and work to be completed in the coming month. This reporting provides important technical and project information with BIS, project teams, Program Offices and Executive Staff.

Security Management



Activity: Security Support

| riournity couppoint | |
|--|--|
| Process | Tools |
| Support BIS in the planning and design of new security solutions using the standard DPW architecture and tools | Personally Identifiable Information (PII) Catalog. A repository of sensitive PII data present in the application generated notices, correspondences and reports. |
| | PII Data Flow Maps. Graphically represents the flow of data in DPW applications through the five phases of data life cycle – Collect, Use, Store, Share and Destroy. |
| | DPW Role Life cycle Management. DPW's guidelines for application user role creation and maintenance process. |
| | Deloitte's Secure Development Life cycle. Provides a framework for developing secure applications by implementing and measuring security controls throughout systems development life cycle. |
| | Deloitte's Privacy and Data Protection Framework. provides guidelines for providing robust data protection and privacy using leading privacy tools and techniques. |

Figure 6.9-27. Security Support Processes and Tools.

- Security Design. This report provides the security controls that are designed to
 mitigate potential security threats and vulnerabilities. This report includes the following
 security design considerations:
 - User role definition
 - Data protection controls
 - PII catalog
 - PII data flow map
 - Fine Grained Access Control
 - SIEM integration with Application Security Audit Logs.



Database Management



Activity: Database Design Support

| Process | Tools | |
|---|--|--|
| Database Design – logical model creation | ERwin 7.3.4. Client desktop tool that is used to create | |
| Support database design and the management of the data dictionary | and maintain logical and physical data models. Oracle Enterprise Manager. Oracle supplied tool used to manage objects, structures and configurations within the database. | |

Figure 6.9-28. Database Design Support Processes and Tools.

- Logical Data Model. The logical data model provides an overview of the business relationships between defined entities and attributes.
- **Data Dictionary.** The Data Dictionary provides a description of each column, along with the business purpose of the data within the columns, any data constraints and sample values for each column.



Architecture Management

Configuration Operations Security Database Management M

Activity: Architecture Design Support

| Process | Tools |
|---------|-------|
|---------|-------|

Design. Work with the application teams to create a strategic application design that aligns with the broader enterprise vision of DPW/BIS.

Standards Alignment. Facilitate initiative presentations to the Architecture Review Board (ARB) to verify adherence to standards. Perform ARB presentation rehearsals with the application team for effective execution. Manage the Deloitte's internal Architecture Review Board team to verify consistent solutions and practices are being leveraged across each application. Manage and maintain the Application Life cycle Management Dashboard and overall application baseline to facilitate timeliness and improved accuracy.

Application Life cycle Management Dashboard. Provide overall application baseline to facilitate transparency, timely and enhanced reporting.

 ALM Baseline. Comprehensive listing of approved tools, technologies and product versions that are approved for use within the DPW applications.

- ATS. Tool used to record non-functional change requests for the application teams to reflect the need to align with new DPW. technologies or get off of technologies where support is expiring.
- Sparx Enterprise Architect. Enterprise tool used to document details surrounding component design, interface protocols and signatures, configuration details as well as consumption documentation.
- DPW Service Catalog. Enterprise listing of reusable business components, applications that consume the services, and change history.

Figure 6.9-29. Architecture Design Support Processes and Tools.

- ARB Presentations and Checklists. Created for each application initiative, the ARB presentation is used to review new business or technical concepts, application capacity changes, and architectural modifications to systems with DPW stakeholders. During each initiative's life cycle, three of these are created, beginning with a business requirements overview, and gradually progressing into more technical concepts as the initiative progresses.
- ALM Dashboards. Each in-scope system maintains an ALM dashboard, which
 represents that system's compliance with the technologies (including versions) that
 are published in the current version of the ALM baseline.
- Non-Functional PCR Reports. Reports created from the ATS tracking system that specify outstanding non-functional PCRs by application and by DPW IT domain.



Activity: Technology Strategy Support

| Process | Tools |
|---|--|
| Provide specialist assistance for DPW technology strategy support for annual planning efforts and new technology initiatives, such as new COTS products, Cloud Computing,, Transfer Technology product support. | Annual Scoping Deck. Tool used to facilitate annual planning discussions with program offices, DPW IT organization, application teams, ITSS/DTSS, and other critical DPW stakeholders. CIO Runway. Tool used to manage the critical |
| Provide technology strategy support to establish a baseline for annual planning and scoping. | SDLC milestones of the approved work orders for a given fiscal year across in-scope applications. • DPW Standard COTS Assessment Tool. DPW |
| Refine and expand CMMI and ITIL maturity models and governance frameworks. | standard tool for collecting data on comparable technologies, assigning weightings for the |
| Provide strategy support to assess CMMI and ITIL model maturity level baselines and map annual strategies for annual targets. | evaluation, and recording and tabulating technology evaluation scores. |
| Provide technology strategy support to establish an integrated software quality assurance approach throughout the SDM phases. | • |

Figure 6.9-30. Technology Strategy Support Processes and Tools.

Reports

• COTS Product Evaluation Report. The output of the COTS product or transfer technology comparison and analysis.

Middleware Management



Activity: Middleware Design Support

| Process | Tools |
|--|---|
| Work with BIS Middleware Team to design middleware solutions and development approaches in support of project initiatives, including integration approach, architecture direction, and ongoing maintenance and operations functions. | Deloitte Services Thinking Framework v2.1. Deloitte brings the collective experience of more than 15,000 service-oriented architecture implementations working in collaboration with state, federal and private sector organizations to design, build and implement SOA services and strategies. |
| | Microsoft Visio. Microsoft tool used to show the relationships between infrastructure components, communication protocols and relevant capacity. |
| | Sparx Enterprise Architect. Enterprise tool used to document details surrounding component design, interface protocols and signatures, configuration details as well as consumption documentation. |
| | XML Spy. Facilitates XML schema design support and validation. |

Figure 6.9-31. Middleware Design Support Processes and Tools.



Reports

• **Middleware Initiatives Tracker.** This weekly report highlights initiatives that involve active middleware or service development components, and target dates for completion. The report is used to lead weekly status reviews of each initiative, and to proactively plan for resource demand.

Groupware/Network Management



Activity: Network Support

| Process | Tools |
|--|--|
| Work with BIS to assist in managing CWOPA desktop computer compliance with DPW standards and protocols | Concord. DPW's enterprise solution for end user response time metrics collection. Concord monitors network infrastructure and reports on bandwidth utilization and |
| Support the network team with tasks or maintenance activities as required | throughput. System Center Configuration Manager (SCCM). The Department's standard tool for automated, distributed software deployment across the network. The tool is used to update desktops with the latest versions of software, security patches and configuration files. |
| | Vendor Supplied Installation Objects. COTS products include automated executables for installation. |

Figure 6.9-32. Network Support Processes and Tools.

- Concord Busy Segment Report. This report, which can be produced daily, weekly, or on-demand, is filtered to show selected pieces of network infrastructure and displays the average traffic, and the percentage of network resources available.
- SCCM Desktop Report. This report, produced on-demand from BIS's SCCM system, lists the CWOPA workstations attached to our connection, or to the business partner network, and also lists the software packages installed. This report is used to manage licensing for products, and to verify compliance to antivirus and other security policies.



Knowledge Management



Activity: Electronic Data Warehouse (EDW) Design Support

| Process | Tools |
|--|--|
| Assist in Cognos configuration reviews to determine that infrastructure is effective and adheres to leading practices. | Cognos 8 Business Intelligence. Tool used for the configuration settings of the Cognos server environment. |

Figure 6.9-33. EDW Design Support Processes and Tools.

Reports

Configuration Recommendations Report. This report helps identify optimal
configuration settings for the Cognos server environment, and assist in the
development of techniques to enhance throughput and manage bottlenecks in
dispatcher settings, and report queues.

Management Controls, Communication and Evaluation

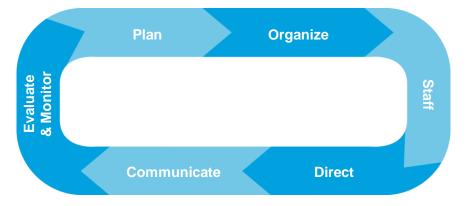


Describe the management controls that will be used to identify and manage risk, maintain project schedules, ensure the quality of the work, and meet all of the performance expectations. Based on its experience, the Offeror should include a discussion of its formal and informal communication processes 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.

Based on ITIL- and CMMI-based continual service improvement principles, the team uses a set of management controls, formal and informal communications processes, and monitoring and evaluation techniques. We align the controls and techniques to specific activities to proactively anticipate needs or identify potential errors and deviations from standards. The overall approach forms a closed loop feedback system of functions based on the Plan-Do-Check-Act (PDCA) Deming Total Quality Improvement model.

The closed loop feedback system is comprised of Plan, Organize, Staff, Direct, Communicate, Evaluate and Monitor functions, as described in Figures 6.9-34.





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Figure 6.9-34. Management Control, Communication, and Evaluation Process.

Deloitte utilizes a disciplined approach to effectively provide management control, enable communication and facilitate evaluation.

We use standards to establish internal controls for processes and activities. The team monitors, measures and evaluates actual performance against standards, and reviews opportunities for continuous improvement, as shown in Figure 6.9-35. We use internal and external communication methods to report performance, and discuss corrective actions when issues arise or when standards are not met.

| Management Control Process | Deloitte Approach to Providing Management Control, Communication and Evaluation Support |
|-------------------------------|--|
| Plan | Participate and contribute to the DPW Strategic and Annual planning efforts to help develop or refine methods and controls relating to ongoing operations. Work with BIS to review, confirm and document release plans that require support throughout the fiscal year. Participate and contribute to the review of High Level Estimates and Work Orders with BIS prior to the start of initiatives to proactively anticipate and incorporate operational needs in estimates. Work with BIS to review impacts, risks and issues associated with operational |
| Organize | maintenance activities and incorporate in overall plan. Consistently use CMMI-complaint tools to organize, track and manage Risks, |
| Organiz e | Consistently use Civilli-complaint tools to organize, track and manage interest, Assumptions, Action Items, Issues and Decisions Reached. Use work plans to organize and manage anticipated work items relating to operational support. Define roles and responsibilities to clearly delineate expectations across the team |
| | for operational tasks. |
| Staff | Deploy high skilled resources intimately familiar with the technology of DPW from our shared pool of resources. |
| | Mentor staff by defining fiscal year goals, individual achievement metrics and training opportunities, and identifying ongoing training needs to maintain proficiency in the latest technologies supporting operational activities. |
| | Educate staff on the business processes, technical direction and strategic goals of the Department on an ongoing basis. |



| Management Control Process | Deloitte Approach to Providing Management Control, Communication and Evaluation Support |
|-------------------------------|--|
| Direct | Review status of tasks and activities on a weekly basis to verify project and Department needs are being met. Prioritize tasks to support effective business system processing, including effective management of problem or incidents that impact system availability, performance, or usability. |
| Communicate | Facilitate and coordinate project and steering team meetings, including meeting agendas, meeting minutes, and action item tracking. Use defined processes and protocols to notify DPW stakeholders of critical issues that require attention, including a summary of the issue, business impact, and mitigation options. Participate in key project team and BIS facilitated meetings that discuss project initiatives and impacts on overall operational support. |
| Evaluate and Monitor | Review open work requests to shared services to verify and monitor timely and accurate response. Follow up with project team and BIS leads to discuss performance, review and improve overall service delivery related to operational support. |

Figure 6.9-35. Management Controls, Communication, and Evaluation.



6.9.2.1 Activities



IV Page IV-386

RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot#6 Offeror or Lot#7 Offeror

The shared services model was established to create a stable, productive, and reliable environment for the applications that the Department develops and its stakeholders. One objective s to effectively perform as a bridge between these agencies and be successful in implementing the releases on an established schedule. Further there is a great deal of efficiency in the use of resources that perform common technology activities for applications, in the common shared services model.

Under the shared services model technical resources fall under one of three categories:

- Customer Direct Technical Support: The Offerors technical resource is integrated into the states technical teams (DEA or DTE), is physically located at the Willow Oak facility, and dedicated full time under the direction of the DPW-BIS manager assigned.
- 2) Shared Technical Consulting Support: The Offerors technical resource provides SME consulting services to DPW-BIS on a needs be basis but is also shared across the Offeror's technical teams advising and providing technical oversight. Resource is physically located at the Offeror's facilities and under the direction of the Offeror's management team.
- 3) Vendor Technical Support: The Offeror's technical resource is shared across the Offeror's technical teams based on project priorities.

Deloitte fully supports DPW's Information Technology Shared Services (ITSS) and Direct Technical Support Services (DTSS) shared services vision. We are proud of our role in the collaborative development and successful rollout of DPW's initial, award-winning shared services model. We propose to expand and enhance the approach to support the Lot 6 related system architecture activities specified in the RFP, and assist DPW in evolving the model to the next level of maturity.

Our shared services approach builds on our past joint successes with DPW. The next evolution of the ITSS/DTSS model is critical not only for efficient resource pooling in a multi-lot operating model but also for the successful evolution of DPW's EA-SOA strategy and use of advanced technologies.

In support of Lot 6 activities, we expand the model and bring a committed and experienced ITSS/DTSS team. The expanded model includes Application and Technical Engineering shared services in addition to Technical and Infrastructure shared services for a unified and economical approach. The expanded IT shared services model is a critical ingredient to facilitate EA-SOA governance, enterprise architecture evolution, deployment of new technologies and COTS products, consistent application of standards, SOA-based SDM methods, management and reuse of common business services, and efficient overall management of DPW technical assets.



Our activities will require tight, in lock step coordination with Lot 7 vendor given the number of handoffs needed within SDLC phases. We structured the Activities Section of our response to align with the order of the requirements in the RFP. In addition, our shared services approach organizes and supports the Lot 6 activities in two interdependent models that include an Operating Model and Delivery Model as described below.

Our Approach to an Expanded Shared Services Model

Our approach builds upon and expands the existing shared service model in an effective and economical manner. The approach integrates an Operating Model and a Delivery model to provide ITSS and DTSS services. The Operating Model defines the "what" (what services are being provided) and the Delivery Model defines the "how" (how the teams and staff are organized and deployed to provide these services). These models are illustrated in Figure 6.9-36 and described below.

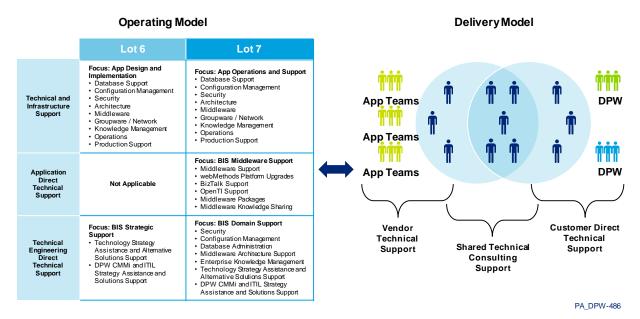


Figure 6.9-36. DPW ITSS and DTSS Integrated Operating and Delivery Models.

We build upon the existing interdependent models to deliver the required shared services in an effective and economical manner.

The two models are distinct but interdependent to align with and support the RFP requirements, as follows:

- Operating Model. Our approach segments the operating mode into Lot 6 and Lot 7
 activities as summarized above. Based on the RFP requirements, we organize the
 activities into the following groups:
 - Technical and Infrastructure Support Services,
 - Direct Technical Support Services, which is divided into the Application Direct
 Technical Support and Technical Engineering Direct Technical Support Services.



- **Delivery Model.** We organize the services delivery and staff deployment model based on the shared service resource categories described in the RFP, as follows:
 - Customer Direct Technical Support (CDTS),
 - Shared Technical Consulting Support (STCS),
 - Vendor Technical Support (VTC).

We share the resources across the Vendor Technical and Customer Direct Technical Support categories with a small, key contingent of these resources playing a dual role to form the shared Technical Consulting Support team of resources. We commend DPW's vision in taking the shared services model to the next level of maturity and organizational collaboration through this staff deployment approach. To execute on DPW's strategy, we propose to deploy our key resources in the STCS staff deployment model to promote cross-team knowledge transfer, collaboration and staff development. Our proposed shared services staff deployment model helps DPW accelerate the adoption and institutionalization of new technologies, EA-SOA methods, and process frameworks – leading to additional shared services efficiencies.

The proposed ITSS and DTSS delivery model is described in more detail in *Section* 6.9.4, *Staffing Chart and Roles*.

This section continues with details around our proposed delivery of Technical and Infrastructure Support Services and then continues on to our Direct Technical Support Services delivery approach.





Technical and Infrastructure Support



IV Page IV-386 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot#6 Offeror or Lot#7 Offeror

Shared Services operates in two venues: 1) Technical and Infrastructure operational support and

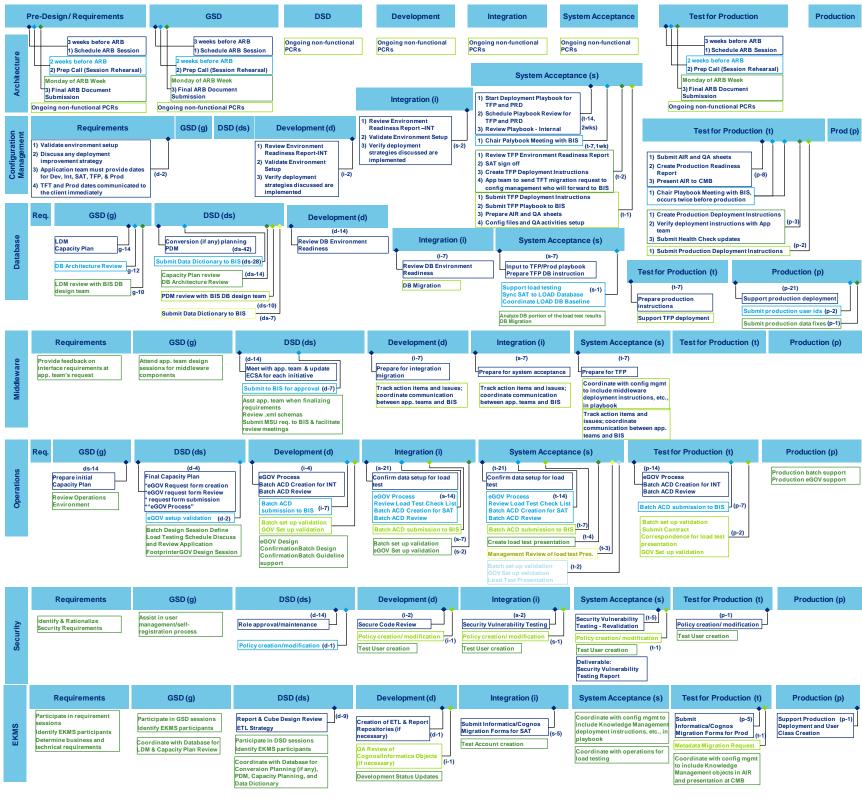
Lot 6 Technical and Infrastructure Support Services are the activities related to feasibility, system requirements and general design of the system. The service efforts for this lot incorporate work and support processes across the DPW IT domains.

Approach

Deloitte has developed a comprehensive IT Shared Services Process Framework to organize and support technical and infrastructure support services. The framework serves as an accelerator and is based on our experience of delivering IT shared service activities and coordinating across DPW stakeholders and application development teams. 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. We staff and deploy specialists from the shared services pool of resources based on the needs of each domain. Our approach has been carefully developed based upon the standards and timelines set forth by 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. We provide a visual representation of Deloitte's framework in Figure 6.9-37.







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Figure 6.9-37. IT Shared Services Process Framework

Deloitte delivers an IT Shared Services Process Framework that manages activities and processes across technical domains.

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Deloitte

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The framework provides a mapping of activities supporting each of the technical domains, including Architecture, Configuration Management, Database, Middleware, Operations, Security, and Enterprise Knowledge Management Services (EKMS). In addition, the framework maps the support activities to each phase of the software development life cycle. Each activity is a key step in a carefully choreographed process to promote a high quality release. The activities for Lot #6 are included under the *Requirements (including feasibility)* and *General Systems Design* verticals in our framework. Our framework also targets timelines for the completion of each task within the overall software development life cycle.

As an example, Figure 6.9-38 illustrates the level that we define and manage release support activities – in this case the General Systems Design (GSD).



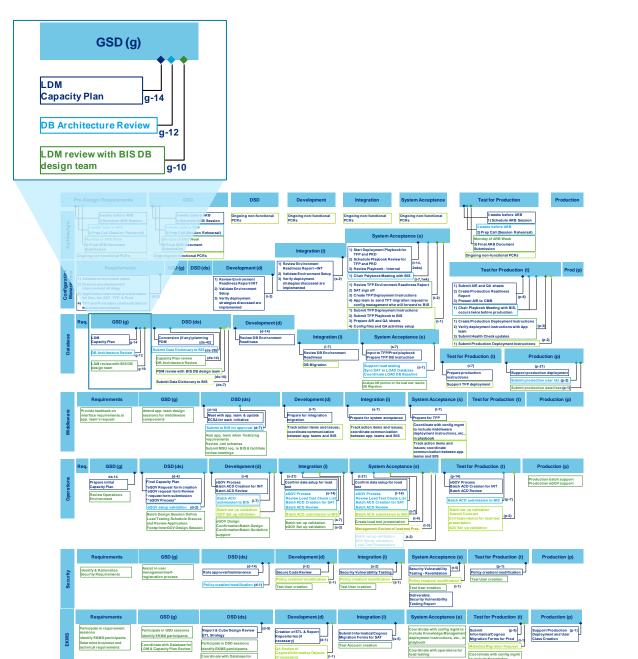


Figure 6.9-38. The Framework Provides Definition of Support Activities During the SDLC. This framework provides definition of services that support each release, for example, the GSD Phase.

In addition, the framework and supporting documentation identifies key activities which we perform during each release cycle by each of the domain team members. We organize the activities into common domain-centric groups that characterize the majority of tasks within that domain, including Planning, Quality Assurance, Release Management/Coordination, and Delivery.

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Figure 6.9-39 lists the ITSS services that we perform within each technology domain across both Lot #6 and Lot #7. Upon DPW's request and prioritization we perform additional Lot 6 needs for support.

| Domain | Activity Group | Deloitte Activity for Lot 6/7 Meets RFP Requirement |
|-----------------------------|-------------------------------------|--|
| Database | Planning | Schedule logical data mode, (LDM), physical data model (PDM), and data dictionary reviews. Perform capacity planning and review with DPW. Determine application business metrics to collect and monitor. |
| | Quality Assurance | Perform review of database objects and code. Review performance testing results and perform tuning. Confirm that naming and coding standards are followed. |
| | Release Management/ Coordination | Coordinate release changes with database team. Participate in playbook and release planning. Chair coordination meetings with database stakeholders. |
| | Delivery | Perform LDM, PDM and data dictionary reviews. Perform capacity planning and review with DPW. Determine application business metrics to collect and monitor. Review reports, cube, ad hoc package mockups. Discuss extract, transform, and load (ETL) |
| | | architecture and strategy. |
| Configuration Management | Planning | Complete and submit Unit Test Checklists and Summary for adherence to development standards. Participate in Cognos model/package review sessions. |
| | | Review performance testing results and perform tuning. |
| | | Confirm that naming and coding standards are followed. |
| | Quality Assurance | Coordinate release changes with EKMS team. Complete and submit Cognos and Informatica migration forms. |
| | Release Management/ Coordination | Participate in playbook and release planning. Coordinate deployment activities and post deployment support. |



| Domain | Activity Group | Deloitte Activity for Lot 6/7 Meets RFP Requirement |
|--------------|-------------------------------------|--|
| | Delivery | Perform LDM, PDM and data dictionary reviews. Perform capacity planning and review with DPW. Determine application business metrics to collect and monitor. Review report, cube, ad hoc package mockups. Discuss ETL architecture and strategy. |
| Architecture | Planning | Schedule ARB sessions. |
| | Quality Assurance/ Improvement | Review services, design documents and code.Review new technology items with DPW. |
| | Release Management/ Coordination | Participate in playbook and release planning sessions. Participate in weekly project team meetings. Chair coordination meetings with architecture |
| | Delivery | stakeholders. Produce updated standards and technical guidelines. |
| Middleware | Planning | Complete and submit Unit Test Checklists and Summary for adherence to development standards. Participate in Cognos model/package review sessions. Review performance testing results and perform tuning. Confirm that naming and coding standards are followed. |
| | Quality Assurance | Coordinate release changes with EKMS team. Complete and submit Cognos and Informatica migration forms. Participate in playbook and release planning. |
| | Release Management/ Coordination | Coordinate deployment activities and post deployment support. |
| | Delivery | Perform LDM, PDM and data dictionary reviews. Perform capacity planning and review with DPW. Determine application business metrics to collect and monitor. Review report, cube, ad hoc package mockups. Discuss ETL architecture and strategy. |



| Domain | Activity Group | Deloitte Activity for Lot 6/7 Meets RFP Requirement |
|-------------------------|-------------------------------------|--|
| Groupware/ Network | Planning | Perform planning for network capacity and desktop availability to support staffing requirements. |
| | Quality Assurance | Work with BIS to review installed software on CWOPA workstations to monitor licensing and adherence to the ALM baseline. |
| | | Maintain current patches, antivirus definitions and Windows Updates on CWOPA workstations used by Deloitte. |
| | Release Management/ Coordination | Coordinate scheduled network maintenance activities and activities required to mitigate impact to the in-scope systems. |
| | | Work with BIS to manage changes to the firewalls to maintain needed access to complete development. |
| | Delivery | Work with BIS to review Deloitte business partner network segment utilization and performance. |
| | | Perform application capacity planning for network utilization. |
| Knowledge Management | Planning | Complete and submit Unit Test Checklists and Summary for adherence to development standards. |
| | | Participate in Cognos model/package review sessions. |
| | | Review performance testing results and perform tuning. |
| | | Confirm that naming and coding standards are followed. |
| | Quality Assurance | Coordinate release changes with EKMS team. Complete and Submit Cognos and Informatica migration forms. |
| | | Participate in playbook and release planning. |
| | Release Management/Coordination | Coordinate deployment activities and post deployment support. |
| | Delivery | Schedule LDM, PDM and data dictionary reviews. Perform capacity planning and review with DPW. Determine application business metrics to collect and monitor. |
| | | Review reports, cube, ad hoc package mockups.Discuss ETL architecture and strategy. |



| Domain | Activity Group | Deloitte Activity for Lot 6/7 Meets RFP Requirement |
|------------|------------------------------------|--|
| Operations | Planning | Complete and submit Unit Test Checklists and Summary for adherence to development standards. Participate in Cognos model/package review sessions. Review performance testing results and perform tuning. Confirm that naming and coding standards are followed. |
| | Quality Assurance | Coordinate release changes with EKMS team. Complete and Submit Cognos and Informatica migration forms. Participate in playbook and release planning. |
| | Release Management/Coordination | Coordinate deployment activities and post deployment support. |
| | Delivery | Schedule LDM, PDM and data dictionary reviews. Perform capacity planning and review with DPW. Determine application business metrics to collect and monitor. Review reports, cube, ad hoc package mockups. Discuss ETL architecture and strategy. |
| Security | Planning | Review applicable DPW security standards, regulatory requirements and security objectives Determine changes to Security Design,(CA)², Security Vulnerability Testing and IAM. Identify the log files for integration with DPW SIEM system. Determine security Key Performance Indicators (KPIs) to collect and monitor Identify key application stakeholders. |
| | Quality Assurance | Perform review of security requests submitted through ATS Perform RBAC assessment, threat modeling, PII data flows, security vulnerability tests and secure code review Review test results and mitigate vulnerabilities/threats identified. Determine that the application meets the security requirements. |
| | Release Management/Coordination | Review vulnerability remediation applied to identify if the vulnerabilities have been mitigated before production migration Coordinate IAM changes with security team. Participate in playbook and release planning. |



| Domain | Activity Group | Deloitte Activity for Lot 6/7 Meets RFP Requirement |
|--------|----------------|---|
| | Delivery | Perform IAM changes based and coordinate deployment validation activities with DTE Security team. |
| | | Configure DPW SIEM system to collect and correlate the identified application audit logs |
| | | Perform security infrastructure capacity planning and review with DPW. |
| | | Monitor security KPIs using DPW SIEM system. |

Figure 6.9-39. ITSS Process Framework Activities by DPW Domain.

We also developed a complete set of tools and methods to not only support the services requirements but also support our critical role of integrating the Department's business users with the BIS technology teams. For example, we use a Work Plan tool that generates a comprehensive plan that is consistent with DPW's SDM and coordinates milestones, artifact submission dates, and meetings for each initiative. The planning tool helps to enable standard repeatable processes across releases as well as timely completion of coordination activities with appropriate DPW stakeholders.

Figure 6.9-40 provides an example of a work plan that we generated for a software release.

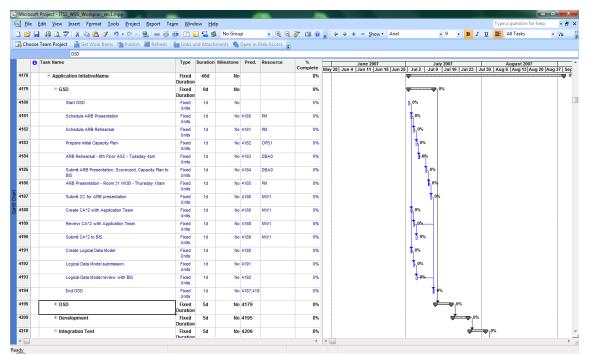


Figure 6.9-40. Example Standard Work Plan - We Provide Tools and Techniques to Support the Framework. Our Work Plan tool generates plans that are consistent with DPW's SDM and enables standard repeatable processes in release management.

The following sections provide details around our proposed approach to delivering services in support of each domain.





Database Support

IV

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RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot#6 Offeror or Lot#7 Offeror

The Selected Offerors of Lots # 6 and Lot #7 will be performing the work associated with Systems Support Services initiatives and Direct IT Support Services using an IT Shared Services Model.

Database Support

- Database Design physical and logical model creation
- Data Dictionary Management adherence to naming standards; review with BIS Data team
- Performance Query performance tuning/proactive monitoring
- Data Management Managing test data through the various environments to support project initiatives
- Capacity Planning Support quarterly capacity planning
- Upgrade Support Support BIS in planning and execution of database upgrades
- Quality Assurance Serve as the single point of contact from the project teams to BIS[®] database team. Review each request
 for completeness, accuracy and adherence to the strategic vision of DPW before submission to the DPW team for review and
 approval
- Communication/Coordination communicate upcoming requests from the application teams to the BIS database team. Provide a summary of the requirements and high level scope to assist in resource planning

We provide Lot 6 database support services that are based on 10 years of experience with the DPW applications and IT standards. Our database administrators support DPW's diverse mix of database platforms and technologies, serving in a critical coordination role. They analyze requests from multiple application teams, validate compliance to standards as well as integrate database-centric activities across initiatives for efficient schedule and resource management.

Figure 6.9-41 summarizes our understanding of the breakout of Lot 6 and Lot 7 database support activities.

| Lot 6 | Lot 7 |
|--|--|
| Database design - through logical data model creation | Database design - through physical data model creation |
| Database quality assurance - serve as the single point of contact from the project teams to BIS database team | Database quality assurance - serve as the single point of contact from the project teams to BIS database team |
| Database communications/coordination - communicate upcoming requests from the application teams to the BIS database team | Database communications/coordination - communicate upcoming requests from the application teams to the BIS database team |
| • N/A | Perform query performance tuning and proactive database monitoring Manage test data through the various environments to support project initiatives Support BIS in planning and execution of database upgrades Validate data dictionary and review with BIS data team |
| | Support quarterly capacity planning |

Figure 6.9-41. Breakout of Lot 6 and Lot 7 Database Support Activities.



In Figure 6.9-42, we highlight the types of application-specific database support provided by our team for Lot 6.

| Application | Deloitte's Architecture Approach Supports System-Specific Database Support Requirements |
|------------------------|--|
| iCIS | Business data and information life cycle strategies support the large volumes of data collected by CIS, TPL, and IEVS Alignment of logical data architecture across eCIS and CIS support mainframe |
| | integration Flexible data modeling approaches are needed to support COMPASS's agility and need to implement application changes rapidly |
| PACSES | Mainframe PACSES requires feasibility and architectural assessments for technologies used to directly access DMS and RDMS data on the mainframe. Initial capacity planning of WebPACSES to mainframe PACSES bulk extracts and loads results in improved downstream performance. |
| HCSIS | Security design and planning for HCSIS needs to accommodate the unique database-centric fine grained access control techniques they employ |
| PELICAN | Support of system technology integrations across platforms and architectural assessments aid in understanding the integration challenges between remote Tablet PC data and server-side data for the Provider Certification system |
| Child Welfare | Creation of an enterprise architecture inclusive of the Child Welfare data reference model supports alignment of the Child Welfare systems with DPW enterprise data standards |
| | Initial capacity planning for data transfers across central and county-based systems result in a more accurate picture of database and network system requirements. |
| Enterprise Services | Enterprise data reference models support the alignment and governance of data across the DPW enterprise applications using the enterprise services. |

Figure 6.9-42. Key Application-Specific Characteristics of Our ITSS Database Support.

The DPW IT infrastructure includes a heterogeneous set of Oracle, Microsoft SQL Server, and Unisys DMS/RDMS database platforms. As part of each initiative, Deloitte works with DPW to manage the various aspects of database support and coordinate activities that are unique to each platform type, including:

- Database Design. Develop logical data models that are consistent with DPW database standards, and work with BIS to review, validate and gain approval for the design.
- Quality Assurance. Drive continuous improvement by effectively developing architecture strategies for Lot 7 vendor, and validating compliance with DPW standards.
- Communication and Coordination. Manage the communication plan to keep stakeholders informed and engaged in decision-making, and provide appropriate communication throughout the SDM.

The following sections outline our approach to database support.



Database Design

The team provides database design and Logical Data Model (LDM) support primarily during the General System Design (GSD) phase of the SDLC. The logical data model graphically represents the relationships and cardinality between the business entities. It is used to help non technical stakeholders conceptually understand the database structure and high level design to facilitate the collection of more requirements and system process flow definition.

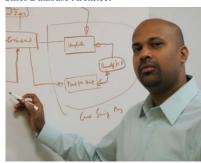
The data model integrate design requirements from a range of sources, such as changes in business processes, business rules and workflow, user interface needs, transactions, and Information Life cycle Management (ILM) considerations. The team develops database designs that adhere to DPW standards, such as naming conventions, service oriented design paradigms and business entity reusability. Our team works collaboratively with DPW resources throughout the design and data modeling phase. We develop and review our design approaches with DPW, and also use data models and design approaches from similar systems in other states. The team present database designs in formal design reviews and obtains DPW approvals prior to implementation.

Logical Data Model Creation

Our team performs logical database design and modeling as part of the GSD process. The team creates the LDM to provide the implementation level database specifications to the application teams.

Key Staff Spotlight Michael Nazareth

Chief Database Architect



"Getting involved in the earliest phases of data modeling and design with the application teams allows us to impact the downstream data structures. I look forward to collaborating with DPW and the other lot vendors during this critical phase of the SDLC."

As part of ongoing collaboration with DPW, the proposed team provides visibility to involved stakeholders around the LDM design throughout the process. The key objectives in creating and maintaining a Logical Data Model include:

- Common Understanding of Data Entities/Attributes. Our team works to define, document and distribute the logical data model to stakeholders through the design effort. This is reviewed to gain consensus between the proposed team and BIS around the following:
 - Key data entities, attributes and data relationships.
 - Adherence to standards and design practices.
- Foundation for Physical Design. The LDM serves as the foundation to build the physical data model. The LDM is stored, managed and maintained in the Erwin tool



repository which facilitates straightforward transformation from logical to physical design.

- Initial Introduction of Database Normalization. The logical model includes both entities and attributes. The review of the model highlights the entities that need to be altered for the following reasons:
 - Normalization for minimizing de-duplication and optimizing data storage.
 - De-Normalization for reporting use or high volume data access.
- Facilitates Enterprise Design Singularity and Consistency. The LDM, created as part of the GSD, provides the first glimpse of database design for an initiative. The LDM provides foundational information to support integration with the larger enterprise database vision. Our awareness of the LDM's across the various projects helps DPW in maturing the vision for a truly singular, integrated design.

Figure 6.9-43 provides a representative sample of a logical data model reflecting the relationships between an individual, case, insurance coverage and carrier.

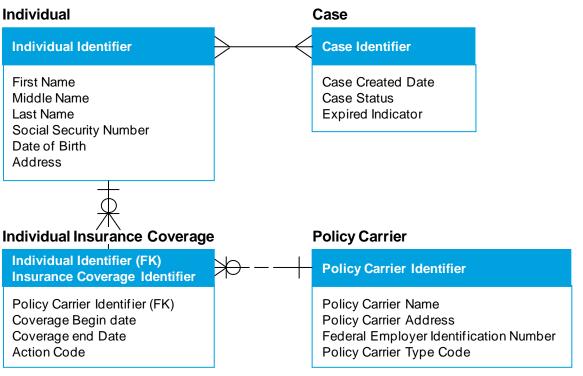


Figure 6.9-43. Sample Relational Database LDM for Open Systems. Deloitte's approach for open systems database design follows industry leading practices.

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The proposed team works throughout the GSD phase with DPW to collaboratively build the LDM within the Departments standard tool, Erwin. As the GSD phase nears completion, a formal review occurs between the BIS Database team and the proposed team. The group collectively reviews, discusses and gains approval for the model to be officially submitted with the GSD. Feedback from DPW around the model is incorporated by the proposed team into the Logical Data Model.



After incorporating feedback from the formal LDM review, the proposed team submits the LDM as part of the GSD deliverable.

Data Dictionary Management

Based upon our review of the lot 6 and lot 7 ITSS activities, Deloitte's understanding of the RFP is that *Data Dictionary Management* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Data Dictionary Management*.

Database Performance

Based upon our review of the lot 6 and lot 7 ITSS activities, Deloitte's understanding of the RFP is that *Database Performance* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Database Performance*.

Database Data Management

Based upon our review of the lot 6 and lot 7 ITSS activities, Deloitte's understanding of the RFP is that *Database Data Management* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Database Data Management*.

Database Capacity Planning

Based upon our review of the lot 6 and lot 7 ITSS activities, Deloitte's understanding of the RFP is that *Database Capacity Planning* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Database Capacity Planning*.

Database Upgrade Support

Based upon our review of the lot 6 and lot 7 ITSS activities, Deloitte's understanding of the RFP is that *Database Upgrade Support* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities



across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Database Upgrade Support*.

Database Quality Assurance

Our team provides experienced database management quality assurance support and serves as the single point of contact for requests between the project teams and BIS. Figure 6.9-44 depicts our structured ITIL-based process to review requests for completeness, accuracy, and adherence to standards and the strategic vision of DPW.

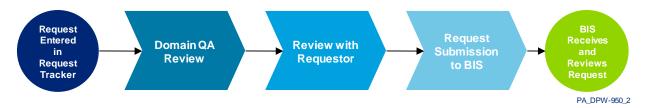


Figure 6.9-44. Deloitte Database Support Quality Assurance Process.

Deloitte's database support quality assurance approach uses an ITIL-based process that supports applicable domains.

The project teams use our ITSS Request Tracker tool as part of an ITIL-compliant change management process. Upon submittal of the requests into the Request Tracker tool, the team initiates its quality assurance as described below.

Database Domain QA Review. Once submitted, each request is reviewed by ITSS database support staff for accuracy, completeness and alignment with DPW's long-term vision. Our experienced staff performs checks on the request and its contents, as depicted in Figure 6.9-45.

| Request Type | Deloitte Performs DPW Required QA Reviews |
|----------------------------|--|
| Database ACD | Review for accuracy against database naming conventions. Review tor design accuracy, appropriate normalization and completeness. |
| Schedule LDM review | Review for timelines against deliverable submission dates for GSD. Review attached materials for content accuracy and comprehensiveness. |
| Database Access Request | Review attached request for completeness, accuracy and business justification. Review appropriate approvals from within the application team. |

Figure 6.9-45. Our Experienced ITSS Team Performs Database Quality Assurance Review on Project Team Requests.

Review with Requestor. If a request does not meet the required QA standards, we engage the requestor and work to complete or produce any missing required items and revise items that need correction or clarification. During this process, any changes are documented as history notes in the Request Tracker to maintain a change log. After correcting any defects in the request, it is resubmitted for approval and the QA checks are performed again.



Request Submission to BIS. Once the ITSS database support resource approves the request, it is prioritized for processing. The Request Tracker tool communicates the updated status of each request back to the originator. This step is also recorded in the change history in accordance with ITIL precepts. Each request, along with its status history, change history, and actions taken by involved parties, are retained within the Request Tracker's database.

The ITSS team works with the appropriate BIS database team to process the request. Based on this structured communication model, BIS knows the specific proposed team member to contact if there is a need for further review or discussion surrounding the request.

Communication/Coordination

ITSS supports the communication needs from the application teams by providing BIS with a high level scope analysis and a summary of the requirements to the database team.

Deloitte creates the CMMI-compliant Communication Plan that describes the key communication protocols between stakeholders in DPW domains, including the database domain. The Communication Plan is a key document that provides a specific approach for written, spoken, and electronic communication methods that are to be used on the DPW projects. As with every CMMI-based plan, it is reviewed and updated on an annual basis as stakeholders or communication requirements change based on the needs of the stakeholders or project activities.

The plan also outlines the database support domain documents, the meetings necessary to support activities for project management and for operational support issues. Figure 6.9-46 provides a list of the meetings which support communication and coordination activities.

| Communication Plan Meeting | Deloitte's Approach Enables Better Communications |
|--|--|
| BIS Database Administration Status Meeting | Discuss the 45 day tracker for upcoming releases, database upgrade patches and hardware upgrades. Additionally, existing open issues, key design changes and changes to DPW database coding and naming standards. |
| DPW BIS Cross Project Logistics Meeting | Discuss the changes across each domain. The database support domain specific items or impact areas are represented by Deloitte Technical team DBAs and BIS Database group. |
| Weekly Database Design Meeting | Discuss design related issues around database centric documents across initiatives. |

Figure 6.9-46. Communication Plan Meeting Description.





Configuration Management



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RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The Selected Offerors of Lots # 6 and Lot #7 will be performing the work associated with Systems Support Services initiatives and Direct IT Support Services using an IT Shared Services Model.

Configuration Management

- Deployment Planning Create playbooks, coordinate technical details with BIS, coordinate logistics discussions
- Deployment Execution receive, plan, execute and verify application deployments through the test environments. Assist
 DPW with production deployments, including playbook management, stakeholder communication and application team testing
 coordination
- Performance Proactively monitor application behavior for tuning opportunities. Work with BIS to identify system tuning solutions
- Upgrade Support Support BIS in planning and execution of system upgrades
- Quality Assurance Serve as the single point of contact from the project teams to BIS server team. Review each request for completeness, accuracy and adherence to the DPW strategic vision
- **Communication/Coordination** Communicate upcoming requests from the application teams to the BIS server team. Provide a summary of the requirements and high level scope to assist in resource planning.

We provide Lot 6 configuration management support services that are based on our 10 years of experience with the DPW applications. Our configuration management team brings an understanding of DPW's diverse mix of platforms and technologies, serving in a critical coordination role. They assess requests from multiple application teams and help BIS coordinate deployment activities across initiatives for efficient schedule and resource management.

Figure 6.9-47 summarizes our understanding of the breakout of Lot 6 and Lot 7 configuration management support activities.

| Lot 6 | Lot 7 |
|---|--|
| Configuration management quality assurance - serve as the single point of contact from the project teams to BIS server team | Configuration management quality assurance - serve as the single point of contact from the project teams to BIS server team |
| Configuration management communications/coordination - communicate upcoming requests from the application teams to the BIS server team | Configuration management communications/coordination - communicate upcoming requests from the application teams to the BIS server team |
| • N/A | Create deployment playbooks and coordinate deployment with BIS and the application teams |
| | Plan, execute and verify application deployments through the test environments |
| | Proactively monitor in-scope applications for tuning opportunities |
| | Support BIS in planning and execution of system upgrades |

Figure 6.9-47. Breakout of Lot 6 and Lot 7 Configuration Management Support Activities.



Our team uses its specialized business and technical knowledge of each of the different DPW applications to support DPW configuration management requirements. Figure 6.9-48 highlights the types of application-specific configuration management support activities provided by the team.

| Applications | Deloitte's Architecture Approach Supports System-Specific Configuration Management Requirements |
|------------------------|---|
| iCIS | Migration techniques for CIS, TPL and IEVS can include the CIS Workbench and open system migrations. Coordination with the vendors in the other lots supports the selection and communication of the correct software migration technique and tool. Creation of systems blueprint documentation allows for the identification and communication of configuration files used by the COMPASS team to support their agile configuration mechanism Initial capacity planning allows the scalability requirements of the eCIS application to be identified and communicated to the Lot 7 wonder. |
| | to be identified and communicated to the Lot 7 vendor |
| HCSIS | Initial capacity planning and architectural assessments allow HCSIS to identify and compare alternative scalability approaches, such as Microsoft's web garden. |
| PACSES | Creation and maintenance of the architecture blueprint allows the Lot 7 vendor to identify PACSES specific elements of the architecture that might have their configurations impacted by a release, such as the PACSES Support Layer. |
| PELICAN | The complex deployment configurations of the ELN and Provider Certification systems require close coordination between the Lot 6 and Lot 7 vendors. |
| Child Welfare | Initial capacity planning and system blueprints will help DPW stakeholders understand the configuration points of the distributed county-based Child Welfare application |
| Enterprise Services | DPW's enterprise services involve a cross-section of DPW's enterprise technologies (e.gNET, Java, BizTalk, webMethods, etc.), requiring careful configuration design and communication of involved technologies and dependencies between the Lot 6 and Lot 7 vendors. |

Figure 6.9-48. Key Application-specific Configuration Management Activities.

DPW's infrastructure uses a diverse set of technology platforms, including two separate Unisys mainframe systems, Microsoft Windows and .NET, Oracle and SQL Server databases, the Cognos platform, and an array of vendor COTS products/applications to support data processing, enterprise application integration, and business rules definitions. Our team works with DPW to manage multiple aspects of each system's configuration and coordinates Lot #6 configuration management activities across DPW's technical platforms through the following activities:

- Quality Assurance. Drive continuous improvement by effectively developing architecture strategies for Lot 7 vendor, and validating compliance with DPW standards.
- Communication and Coordination. Create and manage communications plans to keep stakeholders informed and engaged in decision-making related to configuration management.



Deployment Planning

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Deployment Planning* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Deployment Planning*.

Deployment Execution

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Deployment Execution* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Deployment Execution*.

Configuration Management Performance

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Configuration Management Performance* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Configuration Management Performance*.

Configuration Management Upgrade Support

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Configuration Management Upgrade Support* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Configuration Management Upgrade Support*.

Configuration Management Quality Assurance

Our team provides experienced configuration management quality assurance support and serves as the single point of contact for requests between the project teams and BIS server team. Figure 6.9-49 depicts our structured ITIL-based process to review requests for completeness, accuracy, and adherence to standards and the strategic vision of DPW.



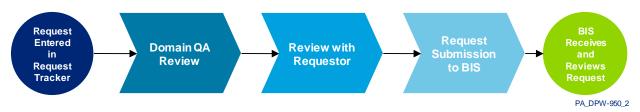


Figure 6.9-49. Deloitte Request Management and Quality Assurance Process.

Deloitte's configuration management quality assurance approach uses an ITIL-based process that supports activities across applicable domains.

The project teams use our ITSS Request Tracker tool as part of an ITIL-compliant change management process. Upon submittal of the requests into the Request Tracker tool, the team initiates its quality assurance process as described below.

Domain QA Review. Once submitted, ITSS Configuration Management domain personnel review each request for accuracy, completeness and alignment with DPW's long-term vision. The Configuration Management resource performs checks on the request and its contents.

| Request Type | Deloitte Performs DPW Required QA Processes |
|--|--|
| Server Access Request | Verify that access request is justified and that appropriate controls are in place Validate user account exists and is active |
| Implementation Calendar Change Request | Validate that there are no conflicting activities with activities that are proposed Verify that the required information, including a point of contact, is provided |

Figure 6.9-50. Configuration Management Team's Quality Assurance Steps

Review with Requestor. If a request does not meet the required QA standards, we engage the requestor and work to complete or produce any missing required items, or to revise items which need correction or clarification. During this process, any changes are documented as history notes in the Request Tracker to maintain a change log. After correcting any defects in the request, it is resubmitted for approval and the QA checks are performed again.

Request Submission to BIS. Once the ITSS Configuration Management resource approves the request, it is prioritized for processing. The Request Tracker tool communicates the updated status of each request back to the originator.

Our team submits configuration management requests to BIS team for planning and processing.

Configuration Management Communication/Coordination

ITSS supports the communication needs from the project teams by providing BIS server team with a summary of the requirements.

Deloitte creates the CMMI-compliant Communication Plan that describes the key communication protocols between stakeholders in DPW domains, including the



database domain. The Communication Plan is a key document that provides a specific approach for written, spoken, and electronic communication methods that are to be used on the DPW projects. As with every CMMI-based plan, it is reviewed and updated on an annual basis as stakeholders or communication requirements change based on the needs of the stakeholders or project activities.

Figure 6.9-51 provides a list of the meetings which support these activities.

| Communication Plan Meeting | Deloitte's Approach Enables Better Communications |
|-------------------------------|---|
| DTE Server Team Meeting | Deloitte discusses upcoming release and infrastructure changes impact on the domain. Deloitte will work with BIS to identify priority and resource requirements to provide production deployment support. |

Figure 6.9-51. Communication Plan Meeting Description.





Security



Page IV-387 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The Selected Offerors of Lots # 6 and Lot #7 will be performing the work associated with Systems Support Services initiatives and Direct IT Support Services using an IT Shared Services Model.

Security

- Security Design Work with BIS to design and implement security solutions using the standard DPW architecture and security tools
- CA(2) create and maintain the CA(2) document. This document is required for each major release of an application. This process also includes secure code review, and web application vulnerability scanning.
- Security Upgrade Support Support BIS in planning and execution of security software
- Security Quality Assurance Serve as the single point of contact from the project teams to BIS" security team. Review each request for completeness, accuracy and adherence to the processes set up by the DPW security team
- Security Vulnerability Testing Support DPW" s IT projects by performing vulnerability tests of the code developed by the project teams in non-production environments. The testing will be done using DPW standard tool sets
- Security Communication/Coordination Communicate upcoming requests from the application teams to the BIS security team.
- IAM (Identity and Access Management Support) Work with BIS staff to help support DPW s IAM infrastructure, to also include Provisioning and Role Based access control assessments as needed.
- SIEM Work with BIS to provide support on DPW" s Security Incident Event Management System.

Deloitte provides an integrated set of Lot 6 security support services that help to enhance the security of DPW's technical architecture, and enable sustainable, repeatable, scalable security controls using DPW security tools. These services include security design using the standard DPW architecture and tools as well as security quality assurance and communications coordination. Figure 6.9-52 summarizes our understanding of the breakout of Lot 6 and Lot 7 security support activities.

| Lot 6 | Lot 7 |
|---|--|
| Security Design. Design and implementation of security solutions using the standard DPW architecture and tools | Security Design. Design and implementation of security solutions using the standard DPW architecture and tools |
| Security Quality Assurance. Serve as the single point of contact from the project teams to BIS security team | Security Quality Assurance. Serve as the single point of contact from the project teams to BIS security team |
| Security Communications Coordination. Communicate upcoming requests from the application teams to the BIS security team | Security Communications Coordination. Communicate upcoming requests from the application teams to the BIS security team |
| • N/A | Create and maintain the (CA)2 document for each major release of an application |
| | Support BIS in planning and execution of security software |
| | Perform vulnerability tests of the code developed by the project teams in non-production environments |
| | Work with BIS to help support DPW's IAM infrastructure |
| | Work with BIS to provide support for DPW's SIEM system |

Figure 6.9-52. Breakout of Lot 6 and Lot 7 Security Support Activities.



Our team uses its specialized business and technical knowledge of each of the different DPW applications to support DPW security management requirements. In Figure 6.9-53, we highlight the types of application-specific security support provided by our team

| Applications | Deloitte's Architecture Approach Supports System-Specific Security Requirements |
|---------------|--|
| iCIS | CIS, IEVS and TPL("CIS Mainframe") |
| | Integration needs of CIS mainframe audit logs and transaction logs with the DPW SIEM system for identifying potential violations to regulatory requirements such as Internal Revenue Service publication 1075 (IRS 1075) and Social Security Administration (SSA). |
| | eCIS Design support for effective synchronization between the application's Fine Crained |
| | Design support for effective synchronization between the application's Fine Grained Access (FGA) Controls and SiteMinder to provide Coarse Grained Access (page level/Role based) |
| | Integration of audit logs with the DPW SIEM system for identifying violations to SSA security requirements COMPASS |
| | Develop data flow map to understand the flow of Citizen Personally identifiable Information (PII) and support design of effective security controls across the various phases of data life cycle – Collect, Use, Store, Share and Destroy. |
| HCSIS | Understanding of the intricacies of the HCSIS system integration with Oracle database, FGA controls and Coarse grained access (Page level/role based) controls |
| | Large number of business partner organizations and user population. Need for an effective and efficient delegated user management model. |
| PACSES | PACSES Mainframe |
| | Potential integration of PACSES mainframe audit logs and transaction logs with the DPW SIEM system for identifying potential violations to regulatory requirements such as IRS 1075 and HIPAA |
| | PACSES Open Systems |
| | Security design support to PACSES Home Page (PHP) team for transparent integration of security access controls between OIT's web servers with the BEA Aqualogic Platform. |
| PELICAN | Security design support for PELICAN team to integrate application based FGA with Coarse Grained Access Controls (Page level/Role based) |
| | PELICAN Microsoft .NET based web applications leverage services extensively and also with DPW business partner agencies. Analyze PELICAN services for privacy impacts through the phases of the data life cycle – from collection to destruction of data. |
| | Thick client based security controls for the PPCS tablet application. |
| Child Welfare | Necessary security controls to protect the Confidentiality, Integrity and Availability of sensitive child welfare data stores sensitive information related to Child Abuse and Neglect |
| | Potential integration opportunity for the security audit logs with DPW SIEM to identify violations to Federal regulations such as Adoption and Foster Care Analysis and Reporting System (AFCARS) and HIPAA. |



| Applications | Deloitte's Architecture Approach Supports System-Specific Security Requirements |
|--------------|--|
| Enterprise | Secure SOA design to protect the Confidentiality, Integrity and Availability of the |
| Services | sensitive citizen PII accessed through enterprise services. |

Figure 6.9-53. Our Understanding of DPW Application Characteristics to Provide Security Support.

Our security team's approach is aligned with your strategic goals as DPW implements leading EA-SOA practices, new business processes, and deploys interand intra-departmental integrations. In an effort to provide enhanced support to citizens and DPW stakeholders in an open systems environment, the operations of Department applications involve sharing services and data across applications and multiple locations. This sharing elevates the risk of a security compromise or data breach. Citizen privacy and security concerns are on the rise, and in accordance with DPW and Commonwealth regulations and standards, applications must be secure yet flexible and extensible within the technology architecture

To support DPW in producing secure and flexible solutions, Deloitte provides security support through our processes, techniques, and use of DPW standard security tools sets, as follows:

 Security Design. Address security requirements, identify and mitigate security threats during design before application code is developed. Design security solutions using the standard DPW architecture and tools. We will catalog and identify methods to limit Personally Identifiable Information (PII) collected, map data flow, design of data protection and redaction techniques.

Key Staff Spotlight Bharane Balasubramanian

Chief Security Architect



"I am excited to be part of the DPW team that has been a forerunner in the adoption of secure application development standards, vulnerability testing for the application code and leading data protection measures. I am proud to be part of a team that is winning industry recognition for its leadership in the security and privacy fields."

- Quality Assurance. Drive continuous improvement by effectively developing architecture strategies for Lot 7 vendor, and validating compliance with DPW standards.
- **Communication/Coordination**. Create and manage communication plans to keep stakeholders informed and engaged in decision-making.

Our Security Solution Meets Commonwealth Security Policies and Standards

Our security team has worked on a number of projects for both DPW and the Commonwealth using the Commonwealth's security and privacy standards. Not only are we familiar with the standards, but we assist in the development of several of the



standards. Figure 6.9-54 illustrates examples of DPW standards and Commonwealth ITBs that we have supported on DPW and other Commonwealth agency engagements.

| DPW/ Commonwealth Standard | Deloitte's Understanding of DPW and Commonwealth Standards |
|---|--|
| ITB-SEC005 | Commonwealth Application Certification and Accreditation - (CA) ² policy |
| ITB-SEC007 | Minimum Standards for User IDs and Passwords |
| ITB-SEC013 | Identity Protection and Access Management (IPAM) Architectural Standard - Identity Management Services |
| ITB-SEC014 | Identity Protection and Access Management (IPAM) Architecture Standard - Personal Identity Verification |
| ITB-SEC019 | Policy and Procedures for Protecting Commonwealth Electronic Data |
| ITB-SEC020 | Encryption Standards for Data at Rest |
| ITB-SEC021 | Security Information and Event Management (SIEM) Policy |
| ITB-SEC024 | IT Security Incident Reporting Policy |
| ITB-SEC031 | Encryption Standards for Data in Transit |
| ITB-B.5 | Security and Digital Certificate Policy and Encryption and Internet/Intranet Browser Standards for e-Government Web Sites and Applications. |
| DPW Data Privacy Standard | Describes the Department's minimum expectation to identify and mitigate data privacy risks during SDM |
| DPW Role Life cycle Management | Provides instructions for the process to request the DPW security teams for creation of new application roles and maintenance of existing user roles |
| DPW Web Application Security (CA SiteMinder) Standard | Provides the standard for Web Application Security to limit the number of disparate security systems within DPW's infrastructure |
| DPW Web Application Security Scanning Standard | Describes the Department's minimum expectations for web application security reviews, vulnerability testing and threat mitigation. |
| DPW Unified Security for Web Applications Standards | Describes the Department's minimum expectations for user identity and access management using CA SiteMinder |
| DPW IT Security Incident Reporting Policy | Describes the procedures to be followed when reporting IT security incidents such as loss of IT assets and potential loss of data |
| KeyStone Technology Plan | Provides the vision of the Commonwealth for a Citizen Centric Service delivery orientation and a shared services operational delivery model |

Figure 6.9-54. Our Security Team is Experienced in Commonwealth Security ITBs and DPW Security Standards.



Security Design

Our approach for effective security is to make it transparent to the end user. At the same time, we understand the importance of integrating and implementing a broad security framework into the system development life cycle in support of DPW's complex business application solutions.

Our security design approach takes into consideration the following standards:

- DPW security and privacy standards
- Commonwealth security and privacy ITBs
- Security requirements from Federal/State regulations, such as IRS 1075, Health Information Portability and Accountability Act (HIPAA) and SSA

Deloitte's Security Experience at the Commonwealth includes performing security assessments, IAM, vulnerability testing and application security at:

- Department of Public Welfare (DPW)
- Department of Labor and Industry (L&I)
- Office of Information Technology (OIT)
- Pennsylvania Department of Transportation

Security design helps to identify and mitigate potential threats and vulnerabilities early in the SDM process. Our team works to "build in" security from the early stages of the application development life cycle rather than retrofit security capabilities in downstream SDM processes. Deloitte's approach to secure design uses standard DPW architecture and security tools, and includes the following key considerations:

- Identify and mitigate threats which may result in potential security vulnerabilities through Threat Modeling.
- Perform Role Based Access Control (RBAC) assessment using DPW's Role Life cycle Management guidelines to define new user roles and maintain/retire existing user roles (job function based).
- Design appropriate user authentication and authorization controls using DPW architecture and security tools.
- Design data protection controls to secure data at rest, in motion and in use.
- Design application security audit logs and mainframe audit logs for SIEM integration.
- Identify and catalog Personally Identifiable Information (PII), map the flow of sensitive PII data and design appropriate, technical security controls to prevent inadvertent exposure of DPW's PII, in support of Addendum 4 of the RFP.



Approach for Security Design

Figure 6.9-55 illustrates our approach to supporting security architecture and design for DPW applications:

| Threads | Deloitte's Activities Meets Security Requirements | Benefits for DPW |
|---|---|--|
| Security and Privacy Requirements | Identify security and privacy requirements from DPW standards, Commonwealth ITBs, Federal and State regulations that includes: DPW Data Privacy Standard DPW Role Life cycle Management DPW Web Application Security (CA SiteMinder) Standard DPW Unified Security for Web Applications Standards HIPAA and Health Information Technology for Economic and Clinical Health (HITECH) Act IRS 1075 SSA Requirements Pennsylvania Breach of Personal Information Notification Act - SB 712 Pennsylvania SSN Obfuscation Law – SB 601 ITB-SEC013 and ITB-SEC014 – IPAM architectural standards ITB-SEC021, SIEM policy ITB-SEC005, (CA) ² policy | Provides a secure design that meets the applicable Federal, Commonwealth, and DPW legal/regulatory security requirements. |
| Threat Modeling | Identify security objectives, regulatory requirements and goals for the critical application components. Analyze use cases, critical components, proposed user roles, trust boundaries for information domain and related use case scenarios. Identify, categorize and prioritize threats related to recognized vulnerabilities based on damage potential, ability to reproduce the attack, ability to exploit affected user(s), and ability to discover the vulnerability. Design appropriate security controls to mitigate the identified threats that might lead to potential vulnerabilities. | Enhances design process by proactively identifying security threats early in the SDM process for "built in" security. Reduces downstream development and maintenance efforts. |



| Threads | Deloitte's Activities Meets Security Requirements | Benefits for DPW |
|--|--|---|
| Role Design | Design user roles and page level permission levels based on the job functions of the proposed user base. Conduct an impact assessment to identify user role duplication, overlap of existing user roles, role consolidation and opportunities for role deprovisioning. Finalize user roles (job function) from the results of the impact assessment. | Enhances design compliance with DPW's Role Life cycle Management process. Simplifies and introduces a business centric approach to access management. Enables compliance for enforcing Segregation of Duties. |
| Authentication and Authorization | Design Coarse Grained Access Controls to provide page level access controls based on user roles using CA SiteMinder and SOA Security Manager (for web services). Identify Fine Grained Access Controls requirements to provide application level granular access to data objects within the application. | Enhances security by preventing users from unauthorized access to citizen information. Provides centralized management of user roles and user permissions through CA SiteMinder. |
| Data Protection | Data at Rest using database encryption tools and design database user roles. As part of this project, we will help DPW evaluate and select a suitable database encryption tool, Data in Motion using at the minimum, 128-bit key encryption, through HTTPS with TLSv1/SSLv3 technology and IPSec, Data in Use using coarse grained and fine grained access controls, user role management and segregation of duties and user activity monitoring to log user access to sensitive data, Data in Cache by masking sensitive PII, such as Social Security Number (SSN) and Federal Employer Identity Number (FEIN), displayed on web pages, services and documents acknowledged by DPW Data redaction (data de-identification) using techniques such as data scrambling to restrict replication of production data in lower environments (during production refresh). | unauthorized access to data. Helps reduce attacks on communication channels. Helps prevent malicious users from retrieving PII data from browser cache through masking techniques on web pages and documents. |
| Audit* Logs and SIEM | Design application audit logs including application-level fine grained access control logs to record user access to sensitive PII. This helps identify and record violations to Federal and State legal/regulatory requirements such as HIPAA, SSA and IRS 1075. | Maintains SIEM as the scalable distributed platform for appropriately aggregating data for central analysis. |



| Threads | Deloitte's Activities Meets Security Requirements | Benefits for DPW |
|--|---|---|
| Data Privacy (In support of Addendum 4 of the RFP) | Categorize PII as Special handling PII, Health information, Personal information and Sensitive PII. Perform data handling analysis to limit the collection and use of PII by the DPW system Develop data flow diagrams to understand and limit the flow of PII through the data life cycle phases of Collection, Usage, Storage, Sharing and Destruction Create a PII inventory to catalog PII used during the data life cycle Work with DPW and the business owners to review the PII data flow map to document the collection and processing of PII by DPW systems Design suitable data protection controls to safeguard PII data at rest, in motion and in use Design data archival and destruction controls based on the business requirements and privacy regulations Assist DPW to identify, evaluate and select suitable data privacy tools such as Data Leakage Prevention and Information Rights Management solutions to secure citizen information | Enhances efficiency of design by Identifying and addressing data privacy risks early in the SDM process. Provides data flow mapping that represents the flow of PII across the data life cycle – collection, storage, use, sharing and destruction. Helps design privacy technical and processing early in SDM process. |

Figure 6.9-55. Key Security Design Threads and Activities.

*For purposes of this project, the term "auditi" and "auditing" refers to the implemented system's ability to track and record specified activities in a log or repository. It does not refer to any third-party opinion on the adequacy of the design or operating effectiveness of internal controls.

Applicability of Security Design Threads and Activities for DPW Platforms

- Open Systems. We use the security design threads and activities described above to develop security capabilities in DPW's Open Systems applications.
- PACSES Mainframe. We conduct the following activities in support of PACSES security design:
 - Use data protection techniques such as Mainframe Terminal Security Service (TSS) and TeamQuest Site Management Complex (SIMAN).
 - Catalog PII data generated by Correspondences, Notices and Reports as part of each PACSES Mainframe major release.
 - Design PACSES Mainframe audit logs and transaction logs for integration with DPW's SIEM system. This helps DPW identify security exceptions and violations to Federal regulatory requirements such as IRS 1075 and SSA.
- CIS Mainframe. We conduct the following activities in support of CIS security design:
 - Use data protection techniques such as Mainframe Terminal Security Service (TSS) and TeamQuest Site Management Complex (SIMAN).
 - Catalog PII data generated by Correspondences, Notices and Reports as part of each CIS Mainframe major release.



 Design CIS Mainframe audit logs and transaction logs for integration with DPW's SIEM system. This helps DPW in identifying security exceptions and violations to regulatory requirements such as IRS 1075 and SSA.

Commonwealth Application Certification and Accreditation, CA(2)

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Commonwealth Application Certification and Accreditation, CA(2)* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Commonwealth Application Certification and Accreditation CA(2)*.

Security Upgrade Support

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the Security Upgrade Support services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to Security Upgrade Support.

Security Quality Assurance

Our team provides experienced security Quality Assurance (QA) support and serves as the single point of contact for requests between the project teams and BIS security team. We use our understanding of DPW ARB presentations 1, 2 and 3 expectations, our knowledge of the initiative and technology in question to assist the application teams in the creation and review of content suitable for the planned attendees at the ARB meeting.

Security Vulnerability Testing

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the Security Vulnerability Testing services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to Security Vulnerability Testing.

Security Communication/Coordination

A consistent CMMI model for communication is followed by the security team through our use of a Communication Plan. The Communication Plan is a key document which provides a specific, structured model identifying the written, spoken and electronic communication between security team and DPW stakeholders. As with CMMi plans, this is reviewed and updated on an annual basis with stakeholders or as communication requirements change based on the needs of the stakeholders or project activities.



The security team documents the meetings necessary to support such activities for Project Management, IT Operations or to address operations support issues. The table below provides a list of the meetings which support these activities.

| Communication Plan Meeting | Deloitte's Activities Support Security Communication/Coordination Needs |
|--|--|
| Weekly Security Meeting | Discuss the status of the ongoing security initiatives, the upcoming initiatives and production deployment logistics. In addition, we review the following topics: Present RBAC Approval and Maintenance Requests, Review number of security PCRs in open, closed, and In-progress status, Review vulnerability identification and mitigation status, Review and submit security deliverables and reports, Present CA(2) policy validation assessments, Assess leading industry security trends and improvement opportunities. |
| Change Management Board | Present information on business/technology changes for the proposed application implementation request (AIR). The AIR provides information on business reasons for the application change, code diff sheet and program office approval information. |
| ITSS Project Team Meeting | Assess overall resource requirements for domains across application releases. |
| Monthly Security and Privacy Steering Team Meeting | Present the following topics: Project status update on each security initiative and upcoming initiatives, Security Key Performance Indicators (KPIs) such as IAM user base change and number of security incidents in production environment, IAM infrastructure statistics, including number of user authentication and authorizations on a monthly basis, Updates on DPW, Commonwealth, or Federal standards and regulations, Regulatory audit findings and remediation status. |
| Architecture Review Board (ARB) Meetings | Review the requirements, design, technical decision points, or implementation details (ARBs 1, 2, 3 and 4 respectively) and their impact on an application's architecture with the program office, DPW technical staff and application team Assess and modify elements of the application's design to align with DPW's vision and direction. |

Figure 6.9-56. We Use Communication Plan Meetings for Coordination with Stakeholders and Across Domains.

Identity and Access Management (IAM) Support

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Identity and Access Management (IAM)* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with



DPW to determine the best course of action for activities that are related to *Identity and Access Management (IAM)*.

Security Incident Event Management (SIEM)

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the Security Incident Event Management (SIEM) services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to Security Incident Event Management (SIEM).

Commonwealth of Pennsylvania RFP #16-09, Lot 6





Architecture



Page IV-387 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The Selected Offerors of Lots # 6 and Lot #7 will be performing the work associated with Systems Support Services initiatives and Direct IT Support Services using an IT Shared Services Model.

Architecture

- Design Work with the application teams to create a strategic application design that aligns with the broader enterprise vision of DPW/BIS
- Standards Alignment Facilitate initiative presentations to the Architecture Review Board (ARB) to verify adherence to standards. Perform ARB presentation rehearsals with the application team for efficient execution. Manage the vendor's Architecture Review Board team to verify consistent solutions and practices are being leveraged across all applications. Manage and maintain the Application Life cycle Management Dashboard and overall application baseline to facilitate timeliness and improved accuracy
- Communication/Coordination Facilitate application team presentations at the Architectural Review Board III meetings to confirm integration, both technically and from a personnel perspective, of new architectural solutions within BIS.

Deloitte provides DPW with Lot 6 architecture design, coordination, and standards alignment services across the in-scope DPW applications. We work with the application teams to create a strategic application design that aligns with DPW's EA-SOA vision and supports the application teams in the review of this design as part of DPW's Architecture Review Board (ARB). Our approach continues the Department's evolution to flexible enterprise architecture by using industry leading practice service-oriented architecture patterns and development approaches, accommodating change in the underlying implementation technologies, and maintaining alignment with the DPW Application Life cycle Management (ALM) dashboard. We use a low risk approach that supports DPW's mission critical systems and ongoing operations while assisting DPW IT in the critical transformation to a more flexible and open platform.

Figure 6.9-57 summarizes our understanding of the breakout of Lot 6 and Lot 7 architecture support activities.

| Lot 6 | Lot 7 |
|---|---|
| Architecture design - work with the application | Architecture design - work with the application |
| teams to create a strategic application design | teams to create a strategic application design |
| that aligns with the broader EA-SOA vision | that aligns with the broader EA-SOA vision |
| Architecture communications/coordination – | Architecture communications/coordination – |
| Facilitate application team presentations at the | Facilitate application team presentations at the |
| ARB 3 meetings | ARB 3 meetings |
| Support the preparation and delivery of ARB meetings to verify adherence to standards Manage Deloitte's Architecture Review Board team to verify consistent solutions and practices are being leveraged across each application Manage and maintain the Application Life cycle Management (ALM) dashboard | Support the preparation and delivery of ARB meetings to verify adherence to standards Manage Deloitte's Architecture Review Board team to verify consistent solutions and practices are being leveraged across each application Manage and maintain the Application Life cycle Management (ALM) dashboard |

Figure 6.9-57. Breakout of Lot 6 and Lot 7 Architecture Support Activities.



The team uses its specialized business and technical knowledge of each of the different DPW applications, DPW's highly diverse technical environment, and the overall EASOA vision to support the Department's architecture support requirements. In Figure 6.9-58, we highlight the types of application-specific architecture support provided by our team.

| Applications | Deloitte's Architecture Approach Supports System-Specific Architecture Requirements |
|------------------------|---|
| iCIS | Perform initial capacity planning and technology feasibility assessments to identify technologies capable of supporting CIS and eCIS transactional integration as eligibility functions are transitioned from the mainframe to server applications. Use EA-SOA strategy to guide the evolution of services such as the Provider Search and Submit Application services, which were created by the COMPASS team. |
| PACSES | Conduct feasibility and architecture assessments for COTS technologies such as Adobe LiveCycle, which are necessary to automate the forms intensive courts-based child support processes. Assist PACSES with the EA architecture models and strategies to support the move towards service-based data exchanges for the large number of interfaces necessary to support PACSES enforcement processing. |
| HCSIS | Support architectural feasibility studies and design activities to support the implementation of user-based configurability to accommodate the needs of a single HCSIS application to meet the needs of more than 9 different programs Work with the Lot 7 team to align unique aspects of the HCSIS application architecture, such as IIS web gardening and Oracle FGAC security with evolving DPW enterprise standards and technologies. |
| PELICAN | Provide service and data architecture support to the PELICAN team to help confirm the alignment of PELICAN ELN data with other DPW client data repositories and to produce the required reports in the most architecturally effective mechanism possible. Support the PELICAN team in activities to finalize the alignment of the application with Microsoft .NET technologies and the decommissioning of COM+ services within PELICAN. |
| Child Welfare | Work with DPW, OCYF, and other lot vendors to identify existing enterprise services, modules, architectural patterns and practices, and other DPW enterprise assets that can be leveraged to support the Commonwealth's child welfare system. |
| Enterprise Services | Work with DPW and the other lot vendors to support the identification of new enterprise services as well as reuse opportunities for existing services as part of the Architecture Review Board (ARB) process. |

Figure 6.9-58. Deloitte's Approach Meets DPW's Diverse the Architecture Requirements.

The key communication components of architecture include the following:

 Design is about communicating enterprise expectations to the application teams and then communicating design proposals and alternatives back to DPW enterprise stakeholders.



- Standards Alignment is about communicating standards and practices to the application teams and then working with enterprise stakeholders to verify alignment of the proposed architecture with these standards and practices.
- Communication/Coordination is especially important in the context mentioned in the RFP, potentially complex technical ARB 3 meetings. In these sessions, it is essential to strike a balance between distilling down the technical communications to a level that can be understood by the majority of meeting participants while at the same time retaining sufficient detail for architects and developers to use after the meeting.

This communications-based description of architectural activities used above, while accurate, is a single faceted view of architecture. The complexity that underlies these communications is in developing the level of understanding of the myriad of patterns, practices, principles, and standards that underlie modern enterprise application architectures and then applying this knowledge to DPW's enterprise application architecture.

The remainder of this section then focuses on our approach to each of the core architecture service offerings covered in the RFP based upon our understanding and experience with DPW's enterprise application architectures.

Architecture Design

Maintaining an application design that aligns with the core DPW/BIS enterprise architectural vision is critical in evolving the DPW applications to meet ongoing or expected program or technical requirements. Deloitte works with both the application teams and DPW on an ongoing basis to align the application architectures with DPW's architectural vision. There are several critical checkpoints when feedback can be most effectively solicited and incorporated throughout the initiative planning process and SDLC. These checkpoints are defined below:

Key Staff Spotlight
Thomas Beck
Chief Application Architect



"I am impressed with the commitment DPW IT leadership makes to attending the ARBs every week. It is, hands-down, the most important meeting I attend and grows in importance as the ARB becomes the primary forum for communication with other DPW stakeholders involved in integration with DPW's EA-SOA architecture."

• IT Annual Scoping Process. The annual process is used to evaluate and prioritize initiatives for the coming year. Key program office, DPW/BIS and application team leaders are involved in the scoping process, presenting the ideal opportunity to align initiatives with the DPW architectural vision early in the planning process.



- Artifact Submissions. Many of the design, development, and testing artifact submissions are intended to produce documents that demonstrate compliance with one or more DPW IT standards. Deliverable reviews present the opportunity to gauge alignment with a particular set of DPW standards that reflect the enterprise application IT strategy.
- Architecture Review Boards (ARBs). ARB meetings bring program office, DPW technical staff, and application team staff together to review the requirements, design, technical decision points, or implementation details (ARBs 1, 2, 3 and 4, respectively) and their impact on an application's architecture. These meetings provide ongoing checkpoints throughout the SDLC to assess and modify elements of an application's design to align with DPW's vision and direction. Specific to lot #6, Deloitte will be involved in the planning, coordination and delivery of ARB 1, 2, and as needed ARB 3 meetings.

Have you heard?

DPW and Deloitte Collaborated on H-Net an early EA-SOA platform resulting in.....

- Establishment of the DPW IT domains as we know them now
- Establishment of the original DPW business architecture
- Establishment of the ARB process
- Selection of webMethods Messaging / Service Hub
- Selection of an SSO Product
 SiteMinder
- Service Design Reviews. For services meant to be reused across the enterprise, a
 variety of service design reviews are conducted. These may be conducted as part of
 ARB 3 meetings, vendor-specific peer architecture reviews, or dedicated ITSS service
 assessments. The goals of these reviews are to determine alignment with the DPW
 architectural vision and to evaluate the reusability of these services across DPW
 applications.
- COTS Product Evaluation. When COTS product or transfer technology solutions are being evaluated, a multiphase DPW standard evaluation and selection process is followed. This process works from initial feasibility studies through procurement and implementation and is meant to verify that the selection process conforms to a consistent set of processes for evaluating these COTS products across DPW applications. Specific to our Lot #6 responsibilities, Deloitte will participate in the feasibility study for new technologies, relying on DPW and the Lot #7 vendor to complete the selection and implementation of the technology.

These key checkpoints throughout the SDLC allow Deloitte to work with DPW to assess and align the application design with the broader DPW enterprise vision. As part of this alignment process, there are several key architectural categories that will come under consideration. These architecture categories, as well as the checkpoints at which they are reviewed, along with the tools that will be used to record and measure these assessments are outlined in Figure 6.9-59.



| Deloitte Meets DPW Architecture Review Requirements | Checkpoint(s) | Review Tool(s) |
|---|--|-------------------------|
| SOA Standards and Patterns. Includes analysis of the reuse of existing services as well as potential for the creation of new enterprise services. When new enterprise services are being considered, DPW design patters and practices (e.g. master data service, callback service, etc.) are used to drive key design decisions for the service. | Annual Scoping, ARBs, Service Design Reviews | DPW Service Manifest |
| DPW IT Domain Guidelines . DPW IT domain guidelines are codified in DPW/BIS IT standards as well as OA/OIT standards. Alignment with these standards is documented with particular deliverables and reviewed across DPW IT domains during the ARB 2 and ARB 4 meetings. | Deliverable Submissions, ARBs | ARB Checklist |
| COTS Product Usage. COTS product usage or the potential need for additional or new COTS licenses is determined during the annual scoping session and then reviewed during the ARBs. New product selections follow the Department's documented COTS product review process. | Annual Scoping, ARBs, COTS Product Reviews | ALM Dashboard |

Figure 6.9-59. Architecture Review Categories and Checkpoints.

The DPW architecture review checkpoints are used to record and measure alignment of DPW's enterprise applications with the broader DPW enterprise vision using standard review tools.

Even with a solid architectural strategy and checkpoint process in place, it is very likely that DPW's strategy will continue to evolve over the next several years and checkpoints in the review process may be added, modified, or even removed. To enable the accommodation of these ongoing changes, Deloitte will continue to work with DPW to incorporate a process for assessing new or modified DPW strategic technical directions, as needed. These includes strategic guidelines and standards, such as designing and architecting for configurability, which is an evolving DPW architectural goal, as illustrated in Figure 6.9-60.



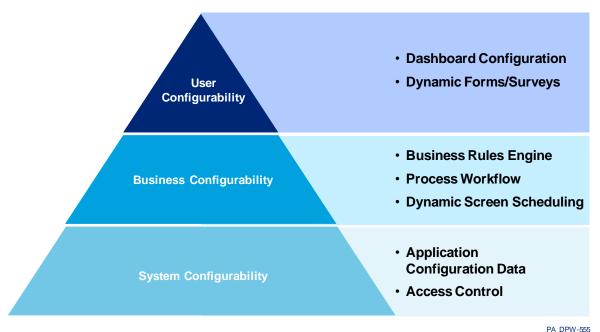


Figure 6.9-60. Design for Configurability: An Evolving DPW Architectural Goal.

DPW applications are built for configurability, supporting various levels of configuration from system configurability by technical support staff to enduser configurability.

The **Designing for Configurability Process** represents an evolving architectural trend that is used across multiple DPW application work orders, and is addressed as part of this process. As part of the design change process, our team developed a configuration model for system, business, and user configurability. This model is shared with DPW decision-makers and application team leadership and is used as the basis of discussion of configurable solution design for application work orders and to support the creation of configurable systems design guidelines and standards.

As a new architectural goal evolves, Deloitte continues to work with DPW to develop a new, or augment the existing, architectural review framework and evaluation process, as needed. Additionally, we will continue to work with DPW to publish these new architectural goals and review mechanisms so that they can be understood and incorporated into future designs.

Architecture Standards Alignment

Adherence to DPW and OA/OIT standards is essential to the quality and consistency of the software delivered to DPW. Deloitte adheres to these software development standards and additionally follows established DPW processes to provide the appropriate review and control points to DPW during the SDLC. The processes Deloitte uses to maintain standards alignment are outlined in Figure 6.9-61 and are explained in greater detail in the remainder of this section.



| Deloitte Meets DPW Standards Requirements | Frequency |
|---|--|
| DPW Architecture Review Board (ARB). DPW's standard process for conducting periodic architectural reviews throughout the SDLC. Specific to lot #6, Deloitte will be involved in the planning, coordination and delivery of ARB 1, 2, and as needed ARB 3 meetings. | As Specified in RFP Appendix S |
| Deloitte Application Architecture Review Board (DAARB). Deloitte's vendor specific review board to analyze practices and confirm consistency across Deloitte managed DPW development work. | Meets Weekly |
| Application Life cycle Management (ALM) . A report on technologies used across applications to manage consistency of DPW standard technologies and to measure compliance with technology deprecation and upgrades across the enterprise. Complies with the format specified in appendix RR of the RFP. | Dashboard Submitted Monthly, Baseline Updated Bi-Annually |
| Standards Change Impact Assessment. An assessment of the impact of new or modified DPW or OA/OIT standards that are released during the contract period on the scope of work. This includes one-time accommodations and changes that need to be made to incorporate the new standard. | As New Standards are Released |

Figure 6.9-61. DPW Standards Alignment Processes.

The DPW standards alignment processes provide several control points for the alignment of applications with DPW architecture standards at throughout the application life cycle.

Deloitte facilitates the end-to-end involvement of the application teams in the ARB 1, 2, and 3 process specified in appendix S of the RFP. We understand the importance of coordination in the ARB process to maximize its effectiveness and we provide guidance to the application teams on how to prepare for and execute an ARB review with DPW. In addition to this guidance, Deloitte coordinates an extensive set of review activities leading up to an ARB. In practice, we have found that these preparation practices result in the best use of DPW stakeholder time during the 1 or 1.5 hour timeslots available for the ARB reviews. Figure 6.9-62 depicts the timeline and steps in preparation for an ARB.



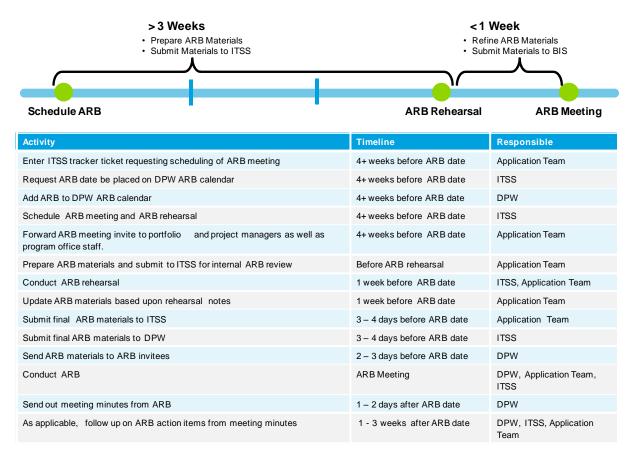


Figure 6.9-62. ARB Preparation Timeline and Activities.

Deloitte provides guidance to the application teams to assist in preparing for DPW ARB meetings.

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In preparation for the DPW ARB sessions, we conduct the internal Deloitte Application Architecture Review Board (DAARB) cross application coordination meetings to verify consistent solutions and practices are being leveraged across applications. Since the DPW enterprise is a diverse set of six applications and 27 systems, it is paramount that this coordination takes place in support of DPW's IT vision. These meetings are held on a weekly basis to keep Deloitte architects and application managers up-to-date on trends across DPW applications and to support regular knowledge sharing. The following represents the key goals of and activities from, this meeting:

- ALM Updates. Application Life cycle Maintenance (ALM) baseline updates are requested by DAARB members on behalf of the Deloitte applications. The DAARB team provides final approval of ALM baseline changes that apply to the Deloitte applications.
- New Enterprise Services and COTS Products. New enterprise services and COTS
 products proposed for introduction into the DPW environment are reviewed by the
 DAARB. The Deloitte incorporates feedback from the DAARB into the comprehensive
 feedback to DPW on new enterprise services and COTS products.



- New DPW Standards. New DPW and OA/OIT technical standards that apply to the Deloitte applications are reviewed with the DAARB and the team's input is solicited for the impact assessment for the new standard.
- Lessons Learned. Documented lessons learned are shared with and reviewed with the DAARB so that steps that one DPW project took to avoid or remediate a particular issue can be understood and, as applicable, applied by the DPW projects participating in the DAARB.

The Application Life cycle Management (ALM) process incorporates two major elements, the ALM Baseline and the ALM Dashboards. As illustrated in Figure 6.9-63, the ALM baseline represents the collection of application technologies approved for use across DPW applications. There is only a single ALM baseline. The ALM dashboard represents how an application's technology stack aligns with the technologies in the ALM baseline.

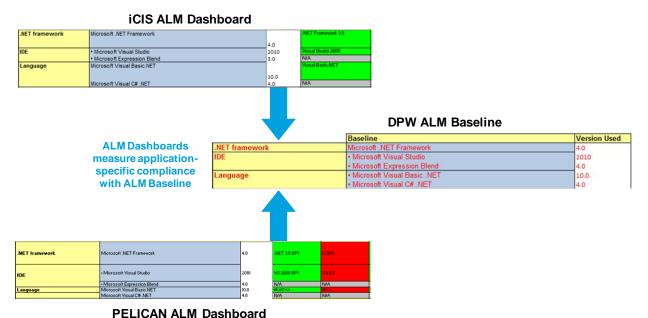


Figure 6.9-63. Relationship Between the ALM Dashboard and ALM Baseline.

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The DPW ALM baseline represents the collection of approved technologies for use across DPW applications. The ALM dashboard measures application compliance with the DPW baseline.

Deloitte's plan for managing the ALM process to facilitate alignment of technologies across the DPW baseline includes three key processes:

- Managing Changes to the ALM Baseline. We will continue to work with DPW and the DAARB to identify changes to technologies on the DPW application baseline and to facilitate the process of review, approval, and publication of new ALM baselines up to two times per year.
- Managing Upgrades from Deprecated/Legacy Technologies. We will continue to coordinate product end-of-life, support discontinuation, or technology migrations with DPW and identify timelines when applications must be off of a legacy technology and



onto a new one. Changes are reflected in applications' ALM dashboards and upgrade requests are logged as non-functional change requests for affected applications and tracked as part of the ARB process.

 Regular ALM Submissions and Reviews. Deloitte coordinates the submission of application ALM dashboard updates on a monthly basis so that these updates can be reflected on the CTO dashboard. In addition, we work with the application teams to reflect initiative and release specific ALM dashboard changes and to cover these changes as part of the ARB process.

We recognize that new standards will be released while others will be modified or deprecated entirely. We will continue to work with DPW to follow the agreed upon change control processes when changes to standards are released that impact the DPW application SDLC and/or the operational functions for which we are responsible.

Architecture Communication/Coordination

As stated in the introduction to this section, architecture is, in many ways, directly related to communication. The DPW ARB 3 meetings, also known as technical ARBs, are different that the ARB 1, 2, and 4 meetings. The ARB 3 meetings are designed to share technical concepts or new ideas with DPW resulting from Deloitte's research or initiatives that we are progressing through the SDLC.

Due to these systematic differences in the ARB 3 meetings, special communication and coordination activities are followed by the Lot 6. Deloitte assumes the responsibility for the following activities as part of the ARB 3 process:

- ARB Scheduling. We work with DPW and the application teams to determine
 whether ARB 3 meetings are required for a particular initiative and, if they are,
 determine how many should be scheduled and where they should occur in the ARB
 process flow.
- ARB Content. We use our understanding of DPW ARB 3 expectations and knowledge of the initiative and technology in question to assist the application teams in the creation and review of content suitable for the planned attendees at the ARB 3 meeting.
- ARB Stakeholder Coordination. The new architectural solutions that are often the subject or ARB 3 review meetings often involve coordination across multiple business partners, including other Commonwealth and non-Commonwealth agencies, product vendors and other external entities. Coordinating communications both before and during the ARB 3 sessions is critical to the success of these reviews. Deloitte works with DPW and the application teams to identify stakeholders for particular ARB 3 sessions and to integrate these stakeholders into the ARB preparation and review process.

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Our team has been involved in the ARB 3 process since its inception and has the experience and capabilities necessary to provide the appropriate level of communication and coordination for these meetings. Through our experience in content creation and stakeholder coordination activities, we believe we have the depth of understanding with the process that will continue to make the ARB 3 process a productive process for the stakeholders involved.





Middleware



Page IV-388 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The Selected Offerors of Lots # 6 and Lot #7 will be performing the work associated with Systems Support Services initiatives and Direct IT Support Services using an IT Shared Services Model.

Middleware

- Design Work with BIS' middleware team to design WebMethods/OpenTI solutions to support project initiatives.
- Quality Assurance Serve as the single point of contact from the project teams to BIS middleware team. Review each
 request for completeness, accuracy and adherence to the strategic vision of DPW/BIS
- Communication/Coordination Communicate upcoming requests from the application teams to the BIS middleware team.
 Provide a summary of the system requirements and high-level scope to assist in resource planning.

Middleware and an enterprise service bus (ESB) platform is a critical component of DPW's strategy for services enablement, event-driven management, and secure interand intra-departmental business processing. Deloitte brings its breadth of experience in the middleware domain to effectively design middleware solutions using DPW's middleware technologies, including webMethods, OpenTI and BizTalk. Deloitte manages quality assurance by serving as the liaison between each of the application teams and DPW, and by reviewing each request sent to BIS for alignment to DPW's strategic vision. Deloitte additionally collaborates with DPW to assist with resource and schedule planning.

Figure 6.9-64 summarizes our understanding of the breakout of Lot 6 and Lot 7 middleware support activities.

| Lot 6 | Lot 7 |
|--|--|
| Middleware design - Work with the BIS middleware team to design webMethods/OpenTI solutions to support project initiatives | Middleware design - Work with the BIS middleware team to design webMethods/OpenTI solutions to support project initiatives |
| Middleware quality assurance - serve as the | Database quality assurance - serve as the |
| single point of contact from the project teams to | single point of contact from the project teams to |
| BIS middleware team | BIS middleware team |
| Middleware communications/coordination - | Middleware communications/coordination - |
| communicate upcoming requests from the | communicate upcoming requests from the |
| application teams to the BIS middleware team | application teams to the BIS middleware team |

Figure 6.9-64. Breakout of Lot 6 and Lot 7 Middleware Support Activities.

The team uses its specialized business and technical knowledge of each of the different DPW applications and DPW's highly diverse technical environment to support the Department's middleware support requirements. In Figure 6.9-65, we highlight the types of application-specific middleware support provided by our team.



| Applications | Deloitte's Architecture Approach Supports System-Specific Middleware Requirements |
|------------------------|--|
| iCIS | Work with the DPW middleware team and Lot 7 vendor to select the appropriate DPW middleware technology for the processing needs of particular CIS-to-eCIS interfaces. Assist the DPW middleware team and other lot vendors with the identification of potential enterprise services and catalog these as part of DPW's enterprise architecture blueprint. |
| PACSES | Engage the DPW middleware team and other lot vendors in initial capacity planning to support increases to the PACSES forms volume which uses the Enterprise Correspondence Service that processes transactions through webMethods Investigate and conduct feasibility studies on alternate middleware technologies that PACSES could use to connect directly to the DMS and RDMS databases. |
| HCSIS | Support systems and technology integration activities required to allow HCSIS to use the BizTalk 5010 adapter to submit HIPAA 837 compliant claims to PROMISe. |
| PELICAN | Assist in ARB sessions and coordinate activities between the DPW middleware team and lot vendors to support PELICAN ELN integration with Pearson, PDE, and other critical third party applications. |
| Child Welfare | Work with the DPW Middleware Team, DPW program office, and lot vendors to identify architectural opportunities to leverage DPW middleware to broker transactions across the distributed Child Welfare systems. |
| Enterprise Services | As part of the enterprise architecture strategy and roadmap development, work with DPW to align future enterprise services with the corresponding DPW middleware technologies. |

Figure 6.9-65. Key System-Specific Characteristics that Drive Our Middleware Support Services.

Development of cross-system interfaces requires close and careful coordination between stakeholders. The coordination spans multiple business and technology domains – business domain owners, DPW application developers, vendor technical support developers, application architects, and technical domain staff within DPW. Deloitte understands the complexity present in the design of interfaces built upon specialized technologies, such as webMethods, OpenTI, and BizTalk. During the middleware design cycle, Deloitte works to coordinate requests and activities with the resources in DEA's Middleware Services Unit (MSU).



In this section we provide an overview of our approach on the following aspects of middleware:

- Middleware Design. Work with DPW to design, prototype and architect highly
 - scalable services, interfaces and integrations. We integrate DPW resources into the design process to collaboratively build middleware solutions.
- Middleware Quality Assurance. Drive continuous improvement by effectively developing architecture strategies for Lot 7 vendor, and validating compliance with DPW standards.
- Middleware Communication and Coordination.
 Create and manage communication plans to keep stakeholders informed and engaged in decision-making and architectural management of middleware.

Middleware Design

Middleware is at the core of DPW's SOA architecture. The design of middleware solutions is an important aspect of services enablement. Deloitte's experience in working with the DPW middleware team over the past five years has allowed us to design, implement and maintain multiple real-time interfaces to the mainframe, and enterprise services that support each of the in-scope systems. During this time, we have worked with DPW to create a catalog of reusable services that can be viewed as building blocks to construct DPW's systems using a service-oriented approach, as shown in Figure 6.9-66.

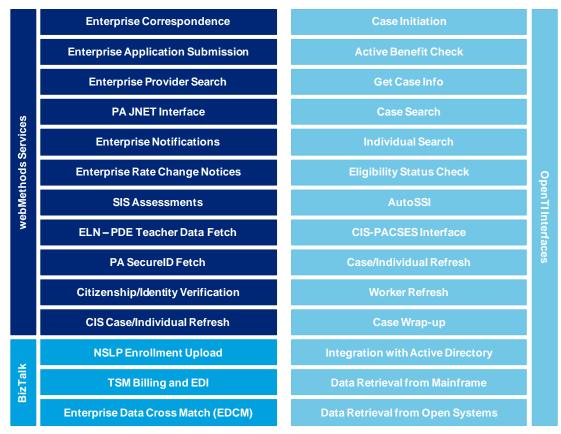
Key Staff Spotlight Jeff Zahorchak

ESB/Middleware Architect



"There has been a noticeable shift in the way DPW uses middleware over the past 3 years. This is especially true as new technologies, such as BizTalk, are introduced into the environment. I look forward to working with the DPW middleware team and other lot vendors to design solutions that provide the best fit with DPW's middleware architecture."





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Figure 6.9-66. Current Catalogue of DPW Middleware Interfaces and Services-Based Solutions. Deloitte understands DPW's middleware solutions that offer nearly 100 interfaces built using .NET, OpenTI, BizTalk and webMethods.

DPW's current middleware platform uses three primary technologies. Mainframe data access is performed in primarily a transactional context using the **OpenTI** platform. Integration tools, such as **webMethods** and **BizTalk** are used to construct services for real-time and near real-time processing, and scheduled executions.

With three diverse technologies to manage, one of the first activities as part of the design process is to select the right integration tool based on the technical requirements for the interface. Differentiators within each product, and performance expectations, such as anticipated transaction volume, monitoring/visibility requirements, and assured delivery of messages, are key aspects of making this selection. In addition, patterns such as synchronous or asynchronous messaging and one or two-phase commit transactions need to be carefully considered and reviewed in cooperation with the DPW team as part of the design process.

To manage the design decision making process, Deloitte has worked with DPW to create the **DPW Service Technology Selection Framework**, shown in Figure 6.9-67. This tool describes each type of technology available at DPW for building interfaces, and cross-reference features that may be required based upon the design.



| | File Transfers | Data Access | | Point to Point Calls | | Integration Solutions / ESB | |
|--|--|--|---|---|--|---|---|
| | FTP / eGov / Secure eGov | Direct DB Link | Mainframe DB Connectivity (via resource adapter) | Transaction Integrators (OpenTI) | Point-to- point web services | BizTalk | webMethods |
| Real-time messaging / "Blocking calls" – "Simple Services" | No | Yes | Yes | Yes | Yes | No | Yes |
| Asynchronous/ Near Real-time | No | No | No | No | No | Yes | Yes |
| For legacy service integration | - | - | | - | - | No | Yes |
| For application integration (EAI) | - | - | - | - | - | Yes, preferred | Yes |
| Requiring guaranteed message delivery | - | - | - | - | - | Yes – via MessageBox | Yes – via message broker |
| Requiring 2-phase Commit | - | - | - | Yes | No | No | No |
| Requiring Data Transformations, Orchestration or BPM | No | No | No | No | No | Yes – Delayed services | Yes – real-time / near-real-time services |
| Bulk Processing Operations | No | Yes | No | No | No | Yes | No |
| Batch Processing | Yes | Yes | No | No | No | Yes | No |
| With EDI / HIPAA / B2B or G2G requirements | Yes | No | - | - | - | Yes | No |
| File-based | Yes | No | No | No | No | Yes | No |
| Summary | Use to support legacy interfaces | Use for direct data integration requirements | Use for single- table reads and updates to the mainframe | Use for complex, multi-table reads and updates to the mainframe | Use for data retrieval services | Use to facilitate most delayed processing, asynchronous and synchronization scenarios | Use to facilitate most orchestrated near-real-time scenarios |

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Figure 6.9-67. DPW Service Technology Selection Framework.

The DPW Service Technology Selection Framework presents options for integration at DPW and is used by our team to make recommendations for technology selection based upon technical and response time requirements.

The DPW Service Technology Selection Framework, shown above, organizes application-to-application interactions into four categories. Although multiple technologies are available for integration, from a Middleware team perspective, two of these are relevant – Point-to-Point Calls and Integration Solutions/ESB. The other technologies are supported by database and file transfer support staff within DPW.

Point-to-Point Calls. Within Point-to-Point calls, Deloitte understands that DPW supports real-time connectivity between the open systems platform and the Unisys mainframe environment. As applicable, we collect system requirements and include point-to-point interface details in our general system design.

Integration Solutions/ESB. DPW's middleware infrastructure is composed of two integration products, including Microsoft's BizTalk and SoftwareAG's webMethods. In working with DPW in multiple product proof of concept and implementation activities, we have developed in-depth experience in DPW's business needs and approach to middleware and infrastructure. This experience allows our middleware team to optimize



the use and capabilities of each product. Figure 6.9-68 highlights these key characteristics and where each product is most suitable for implementation within DPW.

| webMethods | BizTalk | |
|------------------------------------|-------------------------------------|--|
| Synchronous and Asynchronous | Asynchronous and File-Driven | |
| Real-time and Immediate Processing | Delayed and Disconnected Processing | |
| Event-driven and web service calls | File-driven and scheduled calls | |
| Workflow and Assured Processing | HIPAA and EDI Capabilities | |

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Figure 6.9-68. webMethods and BizTalk Key Capabilities as Applied to DPW Environment.

Deloitte's middleware architecture approach enables the DPW application teams to select the appropriate tools based on our specific knowledge of the DPW business and operating environment.

Designs using webMethods provide functionality that is called in real time, such as a service called to retrieve data while a page is rendering. Services which are orchestrating multi-step business processes are also good candidates for webMethods design. For webMethods services, Deloitte works with DPW to gather technical requirements and to prepare a high-level technical design, which is then fully specified as part of detailed system design by the Lot 7 team.

BizTalk services are chosen for enabling functionality that relies on more time-consuming processing, such as synchronizing data between two systems in bulk, or processing flat files as an input. Generally, these service calls are not part of page rendering, and are performed out-of-process, which means that a user does not depend on the processing to complete for a page to load. During the design of BizTalk services, Deloitte works with DPW to collect and prepare a technical requirements document, to document data transfer elements, and to assess scheduling considerations for processes that can run offline.

Middleware Quality Assurance

Our team provides experienced middleware quality assurance support and serves as the single point of contact for requests between the project teams and BIS. Figure 6.9-69 depicts our structured ITIL-based process to review requests for completeness, accuracy, and adherence to standards and the strategic vision of DPW.





Figure 6.9-69. Deloitte Middleware Support Quality Assurance Process.

Deloitte's database support quality assurance approach uses an ITIL-based process that supports applicable domains.

The project teams use our ITSS Request Tracker tool as part of an ITIL-compliant process for managing middleware domain change requests. Upon submittal of the requests into the Request Tracker tool, the middleware team initiates its quality assurance as described below.

Domain QA Review. Once submitted, our middleware team analyzes the request for accuracy, completeness, and alignment with DPW's long-term vision. Our staff performs review on the request and its contents, as outlined in the Figure 6.9-70.

| Request Type | Deloitte Performs the Required Quality Assurance Steps |
|---------------------------|--|
| BizTalk MSU Request | Validate that required items are attached to the request, such as XSD schemas, WSDLs for web services, requirements documentation and test data samples. Verify that dependant application services are configured and that security has been configured through the SOA Manager process. |
| OpenTI MSU Request | Validate that required items are attached to the request, such as COBOL Proc Definitions, XSD schemas, data type definitions, and application component names and locations. Verify that dependant application components are properly registered and available for the DPW Middleware team to consume. |
| webMethods MSU Request | Validate that required items are attached to the request, such as XSD schemas, WSDLs for web services, requirements documentation and test data samples. Perform QA check of documentation for adherence to DPW Middleware standards. |

Figure 6.9-70. Quality Assurance Steps Performed by Our Middleware Team.

Review with Requestor. If a request does not meet the required QA standards, we engage the requestor and work to complete or produce any missing required items, or to revise items which need correction or clarification. During this process, any changes are documented as history notes in the Request Tracker to maintain a change log. After correcting any defects in the request, it is resubmitted for approval and the QA checks are performed again.

Request Submission to BIS. Once the ITSS Middleware domain resource approves the request, it is prioritized for processing, and the Request Tracker tool is used to communicate the updated status of each request back to the requestor. This step records the change history to maintain ITIL request process alignment. Each request, along with its status history, change history and actions taken by involved parties are retained within the Request Tracker's database.



During the submission process, Deloitte completes and submits a Request for Middleware Services (MSU) form for each request. We include relevant required information, such as target dates by test environment, a description of the initiative, and contact information for the point of contact. Upon completion, this form and the required attachments are submitted using the middleware team email inbox.

Middleware Communication and Coordination

ITSS supports the communication needs from the application teams by providing BIS with a high level scope analysis and a summary of the requirements to the server team.

Deloitte creates the CMMI-compliant Communication Plan that describes the key communication protocols between stakeholders in DPW domains, including the middleware domain. The Communication Plan is an important document that provides a specific approach for written, spoken, and electronic communication methods that are to be used on the DPW projects. As with every CMMI-based plan, it is reviewed and updated on an annual basis as stakeholders or communication requirements change based on the needs of the stakeholders or project activities.

Deloitte's middleware team documents the meetings necessary to support activities for Project Management, ongoing IT Operations or to address operations support issues. Figure 6.9-71 provides a list of the meetings which support these activities.

| Communication Plan Meeting | Deloitte's Approach Enables Better Communications |
|----------------------------|--|
| Middleware Team Meeting | Weekly; review upcoming initiatives, the status of each piece of work, and challenges within any in-flight |
| Architecture Review Board | Per Initiative; review service architecture, key design considerations, and infrastructure impacts with DPW stakeholders |

Figure 6.9-71. Communication Plan Meeting Description.

Deloitte facilitates a weekly meeting with the DPW Middleware staff to review upcoming initiatives, the status of various design activities, and risks/issues within any in-flight initiatives. During these discussions, Deloitte provides an ITSS liaison that communicates back to DPW, works to provide continuity across initiatives and efforts, and confirms that standards are met and processes are followed.



Groupware/Network



Page IV-388 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The Selected Offerors of Lots # 6 and Lot #7 will be performing the work associated with Systems Support Services initiatives and Direct IT Support Services using an IT Shared Services Model.

Figure 7 below, is a table that highlights specific application operational support services by domains. This includes service offerings in the following domains

Groupware/Network

- Desktop Support Work with BIS to assist in managing CWOPA desktop computer compliance with DPW standards and protocols. Includes SMS push support and software deployment coordination and management. (Note: DPW will manage the SMS pushes, anti-virus definition updates, etc.)
- Laptop Support Work with BIS to manage safeboot accounts and access to Commonwealth equipment being used by Offeror staff
- Network Support Support the network team with tasks or maintenance activities as required to support the Offeror's CWOPA network services
- Quality Assurance Serve as the single point of contact from the project teams to BIS network team. Review each request for completeness, accuracy and adherence to the strategic vision of DPW/BIS
- **Communication/Coordination** Communicate upcoming requests from the application teams to the BIS network team. Provide a summary of the system requirements and high-level scope to assist in resource planning.

Deloitte provides a complete set of Lot 6 Groupware/Network services that includes technical support for our development teams such as desktop, laptop and network services support. Our team manages compliance of our IT assets, infrastructure, and network connectivity in accordance with CWOPA and DPW standards and protocols, and supports monitoring and management of software licenses. Deloitte has 10 years of experience working with DPW's highly diverse technical environment, and supporting operations that require high levels of secure integration with DPW and Commonwealth-owned computing hardware and network infrastructures. In addition, our team supports an important coordination role. They assess and process requests from the application teams and help BIS coordinate system requirements and high level scope for effective resource planning.

Figure 6.9-72 summarizes our understanding of the breakout of Lot 6 and Lot 7 groupware/network services support activities.

| Lot 6 | Lot 7 |
|--|---|
| Work with BIS to assist in managing CWOPA | Work with BIS to assist in managing CWOPA |
| desktop computer compliance with DPW | desktop computer compliance with DPW |
| standards and protocols | standards and protocols |
| Support the network team with tasks or | Support the network team with tasks or |
| maintenance activities as required to support the | maintenance activities as required to support |
| Deloitte's CWOPA network services | the Deloitte's CWOPA network services |
| Groupware quality assurance - serve as the single | Groupware quality assurance - serve as the |
| point of contact from the project teams to BIS | single point of contact from the project teams to |
| network team | BIS network team |
| Groupware communications/coordination - | Groupware communications/coordination - |
| communicate upcoming requests from the | Communicate upcoming requests from the |
| application teams to the BIS network team | application teams to the BIS network team |



| Lot 6 | Lot 7 |
|-------|---|
| • N/A | Work with BIS to manage Safeboot accounts and access to Commonwealth equipment being used by Deloitte staff |

Figure 6.9-72. Breakout of Lot 6 and Lot 7 Groupware/Network Support Activities.

Deloitte has demonstrated our ability to provide groupware and network support, including technical support for desktops, laptops, and networking components consistent with DPW standards and desktop images. We strive to meet the Department's quality assurance expectations by serving as a liaison to DPW's groupware and network domains, and by validating that requests submitted by Deloitte are complete and accurate. We will continue to coordinate closely with DPW staff and communicate upcoming activities and anticipate support needs.

The team uses its specialized technical knowledge of DPW's diverse application and technical environments to provide groupware/network services. In Figure 6.9-73, we highlight the types of application-specific support provided by the team.

| Applications | Deloitte's\Approach Supports System-Specific Groupware/Network Support Requirements |
|------------------------|---|
| iCIS | Support the DPW network team in the identification of logical architecture connections between CIS, eCIS, and their data exchange partners. |
| | Work with the network team and other lot vendors to create early capacity planning projections for initiatives that could result in large bandwidth increases, such as the eCIS imaging initiative. |
| PACSES | Coordinate between the DPW network team, other lot vendors and PACSES network support team to identify general design changes that could have impact on network connectivity. |
| HCSIS | As part of the ARB process, assist with the identification of new program office user populations and communicate this information to the DPW network and lot 7 vendor so that an impact analysis can be conducted. |
| PELICAN | Assist the DPW network team and other lot vendors with incident responses related to the multiple models of connectivity that PELICAN uses to interact with the CCISs. |
| Child Welfare | Support the DPW network team and other lot vendors in the creation of a Child Welfare strategy and roadmap that optimizes the use of network resources across the distributed Child Welfare systems. |
| Enterprise Services | Engage with DPW and the other lot vendors in enterprise service capacity planning to create projections for network utilization as the adoption of enterprise services expands across the DPW applications. |

Figure 6.9-73. Key Application-specific Characteristics that Drive Groupware/Network Support Activities.

Our team has an understanding of the roles, responsibilities and expectations of DPW with regard to Groupware/Network support. Our team continues to work collaboratively with DPW's Groupware/Network services team as they provide the overall strategy for operational support as well as strategic vision to meet the needs of the business.



Our support plan includes services surrounding:

- Desktop Support. Manage CWOPA desktop in compliance with DPW network and desktop standards.
- **Network Support.** Work with the DPW network team to manage outages, interruptions and changes.
- Quality Assurance. Drive continuous improvement by effectively developing architecture strategies for Lot 7 vendor, and validating compliance with DPW standards.
- **Communication/Coordination.** Create and manage communications plans to keep stakeholders informed and engaged in decision-making related to groupware and network services.

Desktop Support

Deloitte understands that we provide the workstation hardware and that DPW manages desktop images, software updates, now via SCCM (System Center Configuration Manager), as well as virus definition management. Our team serves as an extension of the DPW team. We serve as a resource at the Deloitte facility to manage the installation of images to CWOPA developer machines and to work through the existing protocols to have new software added to the image when required. We work closely with the DPW team to manage the number of software licenses used and proactively plan for future needs. For any new desktop software, we work through the existing work order process to facilitate approval and purchase of required software.

Laptop Support

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Laptop Support* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Laptop Support*.

Network Support

Deloitte coordinates communication connectivity with Deloitte sites with business partner connections to the Commonwealth's network. We work with DPW to understand the schedule for upcoming maintenance periods and to communicate these maintenance periods and any expected outages to the application teams. In the case of network connectivity issues, our team follows the BIS standard protocol for reporting incidents and actively participates in the necessary troubleshooting and testing efforts to assist DPW with the restoration of network connectivity.



Groupware/Network Quality Assurance

Deloitte works with DPW for networking, desktop and software needs to and from the project teams. We verify that requests coming from the projects are complete, accurate, and adhere to the strategic vision of DPW. We provide any relevant groupware/network updates at our regularly scheduled project team/steering team meetings.

Groupware/Network Communications/Coordination

ITSS groupware/network team serves as the central point of contact between the application teams and the BIS network team, providing support for system requirements and high level scope to assist in resource planning.

We have defined protocols for issue/problem communication and coordination and proactively work with the DPW team to communicate upcoming capacity needs, impacts and improvement opportunities. We work with DPW through the ARB process as well as project/steering team meetings to communicate any issues that may have an impact on overall capacity or performance.



Knowledge Management



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RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The Selected Offerors of Lots # 6 and Lot #7 will be performing the work associated with Systems Support Services initiatives and Direct IT Support Services using an IT Shared Services Model.

Knowledge Management

- Metadata Management capture, validate, and post metadata to the EDW Metadata Application
- Document Creation documentation adheres to published BIS standards and utilized approved/published Enterprise Knowledge Management templates
- Knowledge Management Quality Assurance Serve as the single point of contact from the project teams to BIS Knowledge Management team. Review each request for completeness, accuracy and adherence to published BIS standards
- Knowledge Management Design Work with BIS EKMS to design Knowledge Management solutions to support project initiatives involving Cognos BI and Data Warehouse.
- Knowledge Management Deployment Planning Create playbooks, coordinate technical details with BIS, and coordinate deployment logistics
- . Knowledge Management Capacity Planning Provide capacity estimates and support application capacity planning
- Knowledge Management Application Testing For BI application functionality and load testing, provide BIS with test cases
 and scenarios prior to testing and provide test results prior to TFP.
- Knowledge Management Communication/Coordination Communicate upcoming requests from the application teams to the BIS knowledge management team. Provide a summary of the system requirements and high-level scope to assist in resource planning.

Our Lot 6 ITSS team brings many years of enterprise information management experience, and assisted DPW in the early formulation of the Department's current knowledge management strategy, methods, and tool selections. We have specialized knowledge of DPW's business applications and of DPW's business intelligence (BI) tools for efficient metadata management and adherence to BIS standards. The proposed team collaborates with DPW to coordinate upcoming requests from the various business units to BIS knowledge management team. This collaboration will continue to drive clear communication across the teams.

Figure 6.9-74 summarizes our understanding of the breakout of Lot 6 and Lot 7 groupware/network services support activities.

| Lot 6 | Lot 7 |
|--|---|
| Knowledge management design - Work with BIS | Knowledge management design - Work with |
| EKMS to design Knowledge Management | BIS EKMS to design Knowledge Management |
| solutions to support project initiatives involving | solutions to support project initiatives involving |
| Cognos BI and Data Warehouse | Cognos BI and Data Warehouse |
| Knowledge management quality assurance - | Knowledge management quality assurance - |
| Serve as the single point of contact from the | Serve as the single point of contact from the |
| project teams to BIS Knowledge Management | project teams to BIS Knowledge Management |
| team | team |
| Knowledge management | Knowledge management |
| communications/coordination - Communicate | communications/coordination - Communicate |
| upcoming requests from the application teams to | upcoming requests from the application teams |
| the BIS knowledge management team | to the BIS knowledge management team |



| Lot 6 | Lot 7 |
|--|---|
| Create documentation that adheres to published BIS standards and utilized approved/published Enterprise Knowledge Management templates | Create documentation that adheres to published BIS standards and utilized approved/published Enterprise Knowledge Management templates |
| Provide EKMS with estimates for the initial capacity plan | Provide EKMS capacity estimates and support application capacity planning |
| • N/A | Capture, validate, and post metadata to the EDW Metadata Application |
| | Coordinate EKMS deployments including the creation of playbooks, coordination of technical details with BIS, and coordination of deployment logistics |
| | For BI application functionality and load testing, provide BIS with test cases and scenarios prior to testing and provide test results prior to TFP |

Figure 6.9-74. Breakout of Lot 6 and lot 7 Knowledge Management Activities.

The ITSS knowledge management team uses its specialized business and technical experience with DPW's diverse applications, and experience with DPW's business intelligence tools to provide knowledge management services to DPW. In Figure 6.9-75, we highlight the types of application-specific support provided by the team.

| Applications | Deloitte's Architecture Approach Supports System-Specific for Knowledge Management Support |
|------------------------|---|
| iCIS | Work with the DPW EKMS team, other lot vendors and third party vendors such as Cognos to create capacity plans and assess the impact of large EKM releases such as the iCIS Workload Dashboard reporting initiative |
| PACSES | Work closely with the other lot vendors to understand and assess the impact of changes to the Child Support federal reporting requirements on the PACSES EKM solution. |
| HCSIS | Assist the DPW EKMS team and other lot vendors with the identification of strategies for data governance and data quality management for data shared across the program offices and Agencies using the HCSIS application. |
| PELICAN | Coordinate EA data and business reference model updates for enterprise reporting initiatives such as PELICAN's ELN initiative so that data changes can be mapped from the master data model to the enterprise data warehouse. |
| Child Welfare | Work with the DPW EKMS team, OCYF, and the other lot vendors to integrate Child Welfare reporting requirements into the DPW EA models. |
| Enterprise Services | Work with other lot vendors and the DPW EKMS on strategic goals and a roadmap for capturing and reporting enterprise service metrics to DPW IT leadership. |

Figure 6.9-75. Key Application-specific Characteristics that Drive Our Enterprise Knowledge Management Activities.

Deloitte works with DPW to manage multiple aspects of each Enterprise Information Management initiative. Coordinating communication throughout the enterprise during



upgrades and administration will continue. The following describes how Deloitte will continue to support Knowledge Management:

- Document Creation. Adhere to the approved and published BIS standards and Enterprise Knowledge Management templates that apply to the creation of artifacts throughout the SDM. Documents created across work orders and projects use these templates in order to provide consistent documentation across DPW projects that adhere to BIS standards.
- Knowledge Management Quality Assurance. Drive continuous improvement by effectively developing architecture strategies for Lot 7 vendor, and validating compliance with DPW standards.
- **Knowledge Management Design.** Work with BIS EKMS team to design knowledge management solutions to support project initiatives that have Cognos BI and data warehouse components. The design phase is very important during the project life cycle to facilitate the usage of a common methodology and adherence to standards.
- Knowledge Management Initial Capacity Planning. Provide initial capacity estimates and support application capacity planning. Deloitte assists with initial capacity planning activities for knowledge management solutions including Cognos, Informatica, and the Enterprise Data Warehouse (EDW).
- Knowledge Management Communication/Coordination. Communicate upcoming requests from the application teams to the knowledge management team.

Metadata Management

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Metadata Management* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Metadata Management*.

Document Creation

Deloitte adheres to the approved and published BIS standards and Enterprise Knowledge Management templates that apply to the creation of artifacts throughout the SDM.

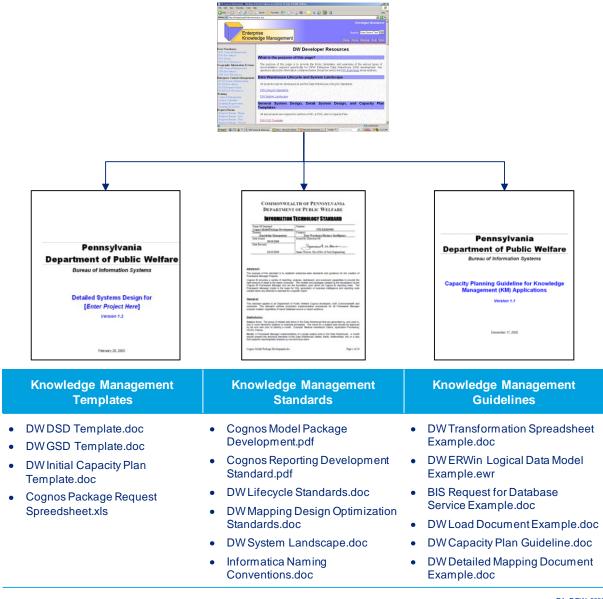
Following Existing Guidelines and Templates

Deloitte assisted DPW in creating templates, standards and guidelines for knowledge management initiatives as part of the HNET initiative. Since the HNET initiative, EKMS team has maintained these templates, standards and guidelines which are also available through the Enterprise Knowledge Management intranet Web site http://km/pgm/asp/DWdevresourcetoc.asp. Deloitte uses these templates in order to provide consistent documentation across DPW projects that adhere to BIS standards.



Figure 6.9-76 presents an inventory of published knowledge management templates, standards, and guidelines that the proposed team follows across DPW knowledge management initiatives.

Published BIS Standards, Templates and Guidelines



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Figure 6.9-76. Published BIS Standards, Templates and Guidelines.

Our approach uses templates, standards, and guidelines, and encompasses the entire design landscape for BI projects.

SDLC documents created using these templates are shared with the Knowledge Management team by following the established PMO deliverable submission process. As discussed further in the quality assurance portion of this section, Deloitte has also established quality assurance processes to verify that documentation created across



the projects comply with the established standards and are consistent with published quidelines.

Enhance Existing Guidelines, Standards and Templates

To support the evolving BI strategy, our team works closely with the DPW EKMS team to assist in the introduction of enhanced EKMS technologies, approaches, and adoption of leading practices. We work closely with DPW to enhance templates and standards that capture project objectives, design details, assumptions and tasks more comprehensively. Deloitte works with the DPW EKMS team to identify templates and accelerators from the Enterprise Information Methodology that can be used to make enhancements to BIS/EKMS documentation templates. We will also support EKMS in quality improvement initiatives to identify improvements to the guidelines, templates and standards and we work with EKMS to promote the adoption of these enhancements across the project teams.

Knowledge Management Quality Assurance

Our team provides experienced knowledge management quality assurance support and serves as the single point of contact for requests between the project teams and BIS EKMS team. Figure 6.9-77 depicts our structured ITIL-based process to review requests for completeness, accuracy, and adherence to published BIS standards.

Deloitte Request Management and Quality Assurance Process



Figure 6.9-77. Deloitte's Knowledge Management Support Quality Assurance Process.

Deloitte's knowledge management quality assurance team uses an ITIL-based approach for consistent, repeatable processes.

ITSS knowledge management team serves as the central point of contact between the application teams and the BIS EKMS team. Upon submittal of the requests into the Request Tracker tool, our knowledge management team initiates its quality assurance as described below.

Knowledge Management, QA Review. Once submitted, each request is reviewed by our knowledge management team for accuracy, completeness and adherence to published BIS standards. We perform checks on the request and its contents, as outlined in Figure 6.9-78.



| Knowledge Management Request Type | Deloitte's Approach to Knowledge Management Quality Assurance |
|---|---|
| Logical Data Model Review | The logical data model is reviewed for consistency with naming conventions and standards. |
| | Logical Data Model presentation is shared at least 24 hours prior to review meeting. |
| | Key considerations, capacity needs, security and interfaces are reviewed along with logical data model. |
| ARB Meeting | ARB 1 presentation materials are reviewed for consistency and completeness. ARB 1 presentation include information background, scope, functional requirements, visual process and/or architecture overview of major processes, known reporting, batch, or security implications, non- functional requirements and timeline. |
| | The input materials for the ARB2 presentation including 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 are completed using standard templates. |
| | ARB 3 presentation materials are also reviewed to confirm that they concisely and exhaustively address the technical challenges in question and serve as the basis for a technical dialog between Deloitte and BIS. |

Figure 6.9-78. Deloitte's Approach to Knowledge Management, Quality Assurance Helps to Enhance Enterprise BI and Reporting.

Review with Requestor. If a request does not meet the required QA standards, we engage the requestor and work to complete or produce any missing required items, or to revise items which need correction or clarification. During this process, any changes are documented as history notes in the Request Tracker to maintain a change log. After correcting any defects in the request, it is resubmitted for approval and the QA checks are performed again.

Request Submission to BIS. Once the request passes the QA check, it is prioritized for processing, and the Request Tracker tool is used to communicate status of each request back to the original requestor as a status update. This step records the change history to maintain ITIL compliance. Each request, along with its status history, change history and actions taken by involved parties are persisted within the Request Tracker's database.

Knowledge Management Design

As part of project initiatives, Deloitte works with BIS EKMS to design knowledge management solutions that have Cognos BI and data warehouse components. Each initiative has specific user requirements that can be supported by multiple design approaches for database structures, business intelligence functionality, and ETL. In designing these solutions we work with the multiple stakeholders that are impacted by the initiative and users of the BI output.



Figure 6.9-79 illustrates the Software Development Life cycle as it applies to knowledge management initiatives.

SDLC Design Phases



PA DPW-2036

Figure 6.9-79. The Design Phase is Critical to the System Development Life cycle (SDLC), and Includes Both General and Detailed System Design Activities.

The system design phases bridge the gap between requirements and development. Systems design is the process of defining the hardware and software architecture, components, modules, interfaces, and data to satisfy specified requirements.

The Systems Design has two phases: General Systems Design (GSD) and Detailed Systems Design (DSD).

Our activities will require tight, in lock step coordination with Lot 7 vendor given the number of handoffs needed within SDLC phases. As the Lot 6 vendor, we focus our efforts on the GSD as described below.

General Systems Design

The General Systems Design phase follows the Requirements phase in the System Development Life Cycle (SDLC). It is in this phase where a high-level design of the system is created. It is based on the requirements gathered during the requirements definition process and focuses more on the functional aspects of the system than on technical specifications. The main objective of the GSD is to bridge the gap between the requirements gathered and the technical specifications needed to guide the work of the Development phase.

As part of the GSD phase we will work with BIS to translate business requirements to technical approaches. We will validate that the business requirements have been captured the necessary details to create an effective technical approach. Core knowledge management requirements should:

- Identify data refresh frequency based on the user's data use.
- Identify the types of users, power users or business users to further align potential reporting functionality.
- List the business questions reports need to answer.
- Examine the needs including, but not limited to, operational reporting, trend analysis, data mining, or predictive analytics.



The steps we follow to create a high level design that fits business requirements are:

| General System Design Activity | Activity Description |
|---|--|
| Analyze Business Requirements Specification | Business Requirements are the focus of design sessions between Deloitte and BIS. Data elements necessary to answer business questions are identified by users. Report mockups are created and validated with stakeholders. Business rules to monitor data quality are defined. A logical data model is created to support the knowledge management solution. If the initiative involves building a system from the ground-up, then the focus of the effort is to identify the various business elements that would be required based on the business requirements specification. If the initiative involves enhancing upon an existing system, than impacted system areas are identified for performing further entity/attribute analysis. |
| Analyze Existing Solutions | Each knowledge management initiative may leverage an existing solution, ODS, EDW, or an existing Cognos Model. If no existing solutions are involved than this activity can be skipped for an initiative. However, if that is not the case, we will work with BIS to identify existing areas that can be leveraged. After performing analysis on the solution, the next step is to determine how new functionality can be integrated with existing data structures and processes. |
| Create Materials | These outcomes of these GSD sessions will be documented and submitted. Key deliverables that will be created as part of this phase include: GSD. This document contains information regarding the anticipated scope, expected business outcomes, current and proposed processes, as well as business rules and logic. Logical Data Model. This document provides a graphical representation of business requirements. It 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. |
| Submit Deliverables as part of GSD | Upon incorporation of feedback from meetings with BIS, the application team submits the deliverables as part of the GSD deliverable. |

Figure 6.9-80. General System Design Activity and Description.

Knowledge Management Capacity Planning

Deloitte performs Cognos Business Intelligence, Data Warehouse, and Informatica ETL related capacity planning. Our team supports initiative-based capacity planning during general systems design. Deloitte's proficiency in assisting DPW capacity planning comes from years of experience monitoring the production infrastructure for growth in BI



Users, Informatica workflows, database and data warehouse tables for both mainframe and open system projects while concurrently supporting the design and implementation readiness planning of various initiatives.

For each knowledge management initiative, Deloitte presents the capacity plan during the ARB 2 for database-related capacity planning. The capacity plan is submitted in order to plan for anticipated growth in data volume that impact cube sizes and also to plan for the increase in Informatica workflows that affect repository sizes.

Figure 6.9-81 provides a sample database capacity plan layout for data warehouse initiatives:

| Business Intelligence Metrics (Production Only) | | | | |
|---|---|--|--|--|
| Area | Description | Current | Expected Increase for Report Period | Estimated number for the Report Period |
| | Cognos – Number of Users | 120 users (OCDEL, PA Pre-K Counts and Deloitte User Classes) | No Expected Increase | 120 users (OCDEL, PA Pre-K Counts and Deloitte User Classes) |
| Data Warehouse Metrics | Cognos - Number of Reports | 79 reports | б reports | 85 reports |
| Data Wateriouse Metrics | Cognos - Number of Cubes | 47 / month | 8/month | 55 / month |
| | Cognos - Number and Size of Output Versions | N/A | N/A | N/A |
| | Cognos – Number of Dashboard Pages | 19 / Day | No Expected Increase | 19 / Day |
| | Informatica - Number of ETL Processes | 767/month | 76/month | 843/month |
| | Cognos – Number of Users | 120 users (OCDEL, PA Pre-K Counts and Deloitte User Classes) | No Expected Increase | 120 users (OCDEL, PA Pre-K Counts and Deloitte User Classes) |
| ODS Metrics | Cognos - Number of Reports | 14 | No Expected Increase | 14 |
| ODS Metrics | Cognos - Number of Cubes | 0 | No Expected Increase | 0 |
| | Cognos - Number and Size of Output Versions | N/A | No Expected Increase | N/A |
| | Cognos - Number of Dashboard Pages | N/A | No Expected Increase | N/A |
| | Informatica - Number of ETL Processes | 54/day | No Expected Increase | 54/day |

Figure 6.9-81. Sample Database Capacity Management Plan Supports BI Initiatives.

Deloitte's capacity planning for BI initiatives considers current size and future growth of database environments, OLAP cubes and ETL workflows.

Application Testing

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Application Testing* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for activities that are related to *Application Testing*.

Knowledge Management Communication/Coordination

We develop a formal Communication Plan based on CMMI principles. The Communication Plan is a key document that provides a specific, structured model for written, spoken and electronic communication between Deloitte and the BIS knowledge management team. As with all CMMI-based plans, this is reviewed and updated on an annual basis with stakeholders or as communication requirements change based on the needs of the stakeholders or project activities. The plan documents the meetings necessary to support activities for Project Management, IT Operations or address operations support issues.

Figure 6.9-82 provides a list of the meetings which support these activities.



| Communication Plan Meeting | Meeting Description |
|--------------------------------------|--|
| Subproject and project team meetings | Discuss outstanding application changes, identify and address potential issues to the project, discuss upcoming initiatives. |
| Monthly DTE meetings | Discuss application issues that relate to DTE domain and upcoming initiatives that may require DTE support. |
| Design sessions | Identify how business requirements can be effectively translated into technical design |
| Reporting Status meetings | Discuss upcoming reporting releases and application issues with program offices and EKMS. |

Figure 6.9-82. Communication Plan Meeting and Description.

Deloitte plans to establish integrated cross-team communication meetings between our ITSS knowledge management team and the BIS EKMS team. Communication and coordination activities will be performed as part of on-going liaison activities which will include discussions of upcoming releases, business requirements, and resource planning.

Channeling communications and coordination through a our centralized technology support team enables consistent and effective execution of quality assurance activities as the liaison will also provide oversight reviews by working closely with Deloitte's experienced leadership. This approach to project management emphasizes the following:

- Collaboration Between Teams. Cross-team coordination between BIS staff and the proposed team members helps to confirm a successful execution of the project and facilitates effective knowledge transfer from consultant to client upon completion of initiatives.
- Comprehensive Communication Through a Common Liaison. A common liaison keeps participants in the development process informed of project status and conditions. This can be accomplished through timely and accurate project status reporting.
- Complete Accountability. Deloitte helps EKMS to determine clear lines of accountability for the completion of deliverables. Our approach provides each team member with a clear understanding of the project objectives, assignments, schedules, quality, and standards.
- Quality Assurance. Tracking of project tasks combined with a structured set of quality assurance review procedures allows for early detection and correction of deficiencies.



Operations



Page IV-388 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The Selected Offerors of Lots # 6 and Lot #7 will be performing the work associated with Systems Support Services initiatives and Direct IT Support Services using an IT Shared Services Model.

Operations

- Operations Batch Management Support creation of batch run books, escalation protocols and restart instructions for all
 project batch jobs. Assist BIS to set up the OPCON scheduler to support project batch schedules. Provide first-line of support
 to BIS for batch issues/questions
- Operations Capacity Planning Support the collection, assimilation and presentation of quarterly capacity plans
- Operations Load and Break Testing Facilitate the scheduling, execution and analysis of load and break tests. Work with the project team to assimilate results and present to BIS management with each major release
- Operations Reporting Automate and distribute operational project reports such as the Daily Business Metrics to project team, program office and BIS staff.

Operations focuses on maintaining service delivery to DPW end users and continuously improving the underlying technology used to deliver and support those services. Our analysis of the breakout of Lot 6 and Lot 7 activities, which is summarized in Figure 6.9-83, indicates that there are no operations support activities that apply directly to Lot 6.

| Lot 6 | Lot 7 |
|-------|--|
| • N/A | Support creation of batch run books, escalation protocols and restart instructions for project batch jobs |
| | Assist BIS to set up the OPCON scheduler to support project batch schedules |
| • N/A | Support the collection, assimilation and presentation of quarterly capacity plans |
| • N/A | Facilitate the scheduling, execution and analysis of load and break tests |
| | Work with the project team to assimilate load test results and present to BIS management with each major release |
| • N/A | Automate and distribute operational project reports – such as the Daily Business Metrics - to project team, program office and BIS staff |

Figure 6.9-83. Breakout of Lot 6 and lot 7 Operations Support Activities.

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Operations Support* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for the following activities that are related to *Operations Support:*

- Operations Batch Management
- Operations Capacity Planning
- Operations Load and Break Testing
- Operations Reporting





Production Support



Page IV-388 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The Selected Offerors of Lots # 6 and Lot #7 will be performing the work associated with Systems Support Services initiatives and Direct IT Support Services using an IT Shared Services Model.

Figure 7 below, is a table that highlights specific application operational support services by domains. This includes service offerings in the following domains

Production Support - **Issue Management** – Work with BIS to investigate, analyze and recommend solutions to production issues impacting all in-scope applications

Production Support - **Infrastructure Management** – Support BIS in the planning and testing of infrastructure upgrades such as software patches, hardware replacement, etc.

Production support focuses on supporting the DPW production environment - providing effective issue management and infrastructure upgrade support. Our analysis of the breakout of Lot 6 and Lot 7 activities, which is summarized in Figure 6.9-84, indicates that there are no production support activities that apply directly to Lot 6.

| Lot 6 | Lot 7 |
|-------|--|
| • N/A | Support BIS in the planning and testing of infrastructure upgrades such as software patches, hardware replacement |
| • N/A | Work with BIS to investigate, analyze and recommend solutions to production issues impacting in-scope applications |

Figure 6.9-84. Breakout of Lot 6 and lot 7 Production Support Activities.

Based upon our review of the lot 6 and lot 7 ITSS activities, Deloitte's understanding of the RFP is that *Production Support* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for the following activities that are related to *Production Support:*

- Production Support Issue Management
- Production Support Infrastructure Management





Direct Technical Support Services



Page IV-386 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

Shared service operates in two venues...2) Ongoing strategic and tactical consulting engagements or direct technical support services.

The Selected Offerors of Lots # 6 and Lot #7 will be performing the work associated with Systems Support Services initiatives and Direct IT Support Services using an IT Shared Services Model.

Figure 8: highlights the strategic consulting IT Shared Direct Support Services Table. This includes service offerings in the following domains:

- Technology Engineering
- Enterprise Applications
- Enterprise ITIL & Software Engineering Processes

Figure 9 is a table that highlights specific IT shared services resource classifications and FTEs supporting both specific application operational support and IT Shared Direct Support Services.

To fulfill the various needs of the Department and as outlined in the RFP, Deloitte's Shared Services Support team is based on a staff deployment model containing three distinct roles: Customer Direct Technical Support, Vendor Technical Support, and Shared Technical Consulting Support. Each role provides distinct skills and characteristics aligning with DPW's strategic direction (Figure 6.9-85).

| Resource Type | Team Characteristics | Benefits |
|---|--|---|
| Customer Direct Technical Support | Co-located at the Willow Oak facility with the DPW/BIS technical team Receives direction from BIS management Integrates fully with the DPW-BIS technical team Functions as dedicated resources to BIS providing support to any of the initiative, including the in-scope systems of this RFP. | Focuses on the overall Department Enterprise Architecture, Strategy, implementation and support Provides on-site mentoring support by working side by side with Commonwealth staff Provides tactical and strategic consulting services supporting the development and production infrastructure |
| Vendor Technical Support | Resides physically in the Offeror's determined location Receives direction from Shared Services Support Manager Supports multiple in-scope systems and applications as identified in this RFP. | Provides focused technical support to the strategic initiatives covered by this RFP – through the systems development life cycle Fully integrated with the application teams while serving as an onsite advocate, single point-of-contact and quality assurance liaison for BIS. Helps verify the BIS strategic vision is integrated into the technical solutions offered by the system teams |



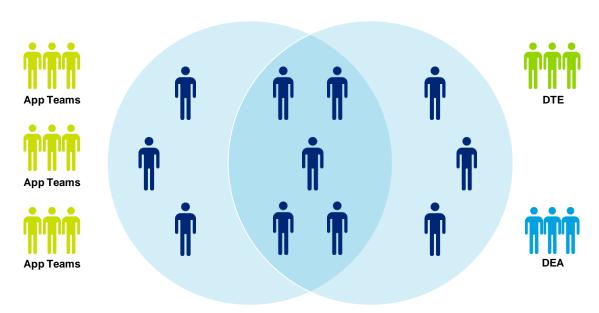
| Resource Type | Team Characteristics | Benefits |
|--|---|---|
| Shared Technical Consulting Support | Shares time between the Offeror's facility and DPW Willow Oak facility Receives direction from Shared Services Support Manager and BIS management Provides enhanced coordination and sharing of strategy, tactics and knowledge between application teams and DPW-BIS | Key shared resources bring an intimate, knowledge of new application initiatives while providing proactive infrastructure and architectural support to BIS. Promote cross team knowledge sharing, collaboration and change management. Shared resources will promote knowledge sharing with BIS resources; taking the emerging technology direction to the system development teams and bringing the latest application design approaches, needs and developments to DPW. |

Figure 6.9-85. Distinct Skills and Characteristics Aligning with DPW's Strategic Direction.

In establishing the proposed model, DPW and Deloitte are able to use leading practices and experiences to understand future opportunities, including leveraging the ITSS shared technical support model to identify opportunities for greater sharing of resources and skills. In this sense, the 'sharing' of resources between the projects (Vendor Technical Support) and BIS (Customer Direct Technical Support) creates 'One ITSS Team' fully integrated to support project initiatives as well as the BIS strategic vision as illustrated in Figure 6.9-86.



One ITSS Team



Technical and Infrastructure Operational Support Ongoing Strategic and Tactical Consulting Engagements or Direct Technical Support Services

Maintenance and Modification Teams are Primary Clients

DTE and DEA as Primary Clients

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Figure 6.9-86. One ITSS Team.

In sharing resources across support activities, Deloitte encourages open communication and better coordination between the application teams, ITSS, and BIS. This increases the productivity and efficiency of the overall team while helping to transition knowledge to DPW staff.

While the sharing of resources has obvious benefits, the critical mass and daily tasks required of BIS sections do require dedicated resources to be on site supporting business initiatives. We provide resources with the knowledge of DPW processes, methodologies and technologies to support prioritized activities identified by BIS management. A summary example of these activities is highlighted in Figure 6.9-87 below with a more listing to follow.

| Direct Technical Support – Technology Engineering | Deloitte's Activities Meet DPW's DTSS Requirements for Technical Engineering |
|---|---|
| Security strategy, architecture design and implementation support | Provided as part of DTSS services by Lot 7 vendor |
| Open system and mainframe server configuration management support | Provided as part of DTSS services by Lot 7 vendor |
| Oracle database administration support | Provided as part of DTSS services by Lot 7 vendor |
| Middleware Architecture Support | Provided as part of DTSS services by Lot 7 vendor |



| Direct Technical Support – Technology Engineering | Deloitte's Activities Meet DPW's DTSS Requirements for Technical Engineering |
|--|--|
| Knowledge Management Support | Provided as part of DTSS services by Lot 7 vendor |
| DPW Technology Strategy Assistance and Commercial Off-the Shelf (COTS) product support | Assistance with the annual DPW IT prioritization as well as COTS, Cloud, and Transfer technologies business feasibility assessments. |

Figure 6.9-87. Summary Example of Activities.

| Direct Technical Support – Enterprise Applications | Deloitte's Activities Meet DPW's DTSS Requirements for Enterprise Applications |
|---|---|
| Middleware design, coding and implementation support | Provided as part of DTSS services by Lot 7 vendor |
| Middleware problem identification, trouble shooting, and resolution | Provided as part of DTSS services by Lot 7 vendor |
| Middleware architecture reviews | Provided as part of DTSS services by Lot 7 vendor |
| Middleware Technology Pilots and/or Proof of Concepts | Provided as part of DTSS services by Lot 7 vendor |
| Research and evaluation of new standards | Provided as part of DTSS services by Lot 7 vendor |
| Technology platform enhancements, migrations, and upgrades | Provided as part of DTSS services by Lot 7 vendor |
| Integrated SOA Models and standards | Provided as part of DTSS services by Lot 7 vendor |

Figure 6.9-88. Summary Example of Activities.

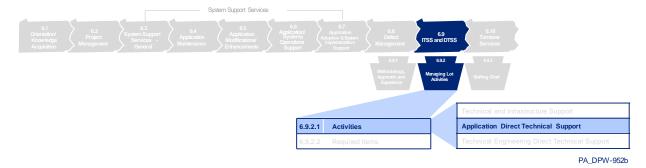
| Direct Technical Support – Enterprise ITIL and Software Engineering Process | Deloitte's Activities Meet DPW's DTSS Requirements for ITIL and SEP |
|---|--|
| Solution Development and Delivery Models | Assist in ITIL and CMMI process Improvement Initiatives, as required |
| SEP Process Improvement Initiatives | Assist in ITIL and CMMI process Improvement Initiatives, as required |

Figure 6.9-89. Summary Example of Activities.

The following sections explain in more detail the defined scope of services offered under Direct Technical Support and our strategy to deliver these services to support your operational and strategic vision.



Application Direct Technical Support Activities



IV Page IV-389 RFP Reference: Direct Technical Support Overview

The various types of Direct Technical support activities expected to be performed by the selected Offeror of **Lot #7** for the inscope applications include:

a. Application Direct Technical Support activities

Based upon our review of the lot 6 and lot 7 ITSS activities and reflected in Figure 6.9-90 below, we understand that the *Application Direct Technical Support Activities* are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and prioritize request for Lot #6 activities and work with DPW to determine the best course of action for the following activities that are related to *Application Direct Technical Support Activities*.

| | | Lot 6 | Lot 7 |
|---|--|---|--|
| Technical and Infrastructure Support | | Database Support Configuration Management Security Architecture Middleware Groupware / Network Knowledge Management Operations Production Support | Database Support Configuration Management Security Architecture Middleware Groupware / Network Knowledge Management Operations Production Support |
| upport | Application Direct Technical Support | Not Applicable | Middleware Support |
| Direct Technical Support | Technical Engineering Direct Technical Support | Not Applicable Enterprise Knowledge Management Technology Strategy Assistance and Alternative Solutions Support | Security Configuration Management Database Administration Middleware Architecture Support Enterprise Knowledge Management Technology Strategy Assistance and Alternative Solutions Support |
| ۵ | | DPW CMMi and ITIL Strategy Assistance and Solutions Support | DPW CMMi and ITIL Strategy Assistance and Solutions Support |

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Figure 6.9-90. Deloitte's Understanding of Application Direct Technical Support.

Deloitte's understanding is that Application Direct Technical Support is the responsibility of the Lot 7 vendor and that there are no significant elements that apply to the Lot 6 offeror.



Middleware

|] | IV | Page IV-388 | RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror |
|---|----|----------------|---|

- Provide design, coding, and implementation support to the DPW Middleware Team. The specialized technical services support
 will focus specifically on middleware functions using WebMethods middleware and integration broker concepts for integration
 needs within DPW's application suite. The resources will support the DEA Middleware Team in defining the integration
 approach, architecture direction, application integration standards, and ongoing maintenance and operation functions.
- Support the WebMethods platform upgrades.
- Creation of BizTalk standards, processes, and related documentation to help integrate this platform with the Enterprise.
- Provide Open TI support in support existing and prioritized initiatives
- · Develop middleware packages for prioritized initiatives
- Provide knowledge sharing and mentoring to the Commonwealth staff as directed by DPW management. This includes
 quidance and assistance required during initiatives.

Application Direct Technical Support – Middleware focuses on direct support to the DPW middleware team in the areas of webMethods, BizTalk, and OpenTI design, development, and implementation. Our analysis of the breakout of Lot 6 and Lot 7 activities, which is summarized in Figure 6.9-91, indicates that there are no production support activities that apply directly to Lot 6.

| Lot 6 | Lot 7 |
|-------|--|
| • N/A | Provide design, coding, and implementation support to the DPW middleware team. |
| | Support the WebMethods platform upgrades |
| | Create BizTalk standards, processes, and related documentation |
| | Provide Open TI support for existing and prioritized initiatives |
| | Develop middleware packages for the prioritized initiatives |
| | Provide knowledge sharing and mentoring to the Commonwealth staff as directed by DPW management. |

Figure 6.9-91. Breakout of Lot 6 and Lot 7 Application Direct Technical Support - Middleware Activities.

Based upon our review of the lot 6 and lot 7 ITSS activities, our understanding is that the *Application Direct Technical Support – Middleware* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and work with DPW to prioritize Lot #6 activities and determine the best course of action for the following activities that are related to *Application Direct Technical Support – Middleware:*

- DPW Middleware Team Design, Coding, and Implementation Support
- Support WebMethods Platform Upgrades
- Creation of BizTalk Standards, Processes, and Documentation
- Provide Open TI Support
- Develop Middleware Packages
- Provide Knowledge Sharing and Mentoring to the Commonwealth



Technical Engineering Direct Technical Support Activities



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RFP Reference: Direct Technical Support Overview

The various types of Direct Technical support activities expected to be performed by the selected Offeror of Lot #7 for the inscope applications include:

b. Technical Engineering Direct Technical Support activities

As the premier system integrator in HHS and a leader in information technology strategy and implementation, Deloitte brings the breadth of staff, experience, and credentials to support the Division of Technology Engineering (DTE) Direct Technical Support activities specified in the RFP. Deloitte resources work based on the direction and priorities set by DTE managers as part the direct technical support activities outlined in this section. DTE managers will consider the enterprise strategic and tactical priorities and resources assigned as part of the direct technical support activities in the prioritization process. Our staff members have in-depth experience on a wide range of topics, such as DPW-specific business and technology domains as well as emerging technologies relevant to HHS, EA-SOA strategy, ITIL and CMMI leading practices, and are allocated across the activities as illustrated in Figure 6.9-92.



| | | Lot 6 | Lot 7 |
|---|--|--|--|
| Technical and Infrastructure Support | | Database Support Configuration Management Security Architecture Middleware Groupware / Network Knowledge Management Operations Production Support | Database Support Configuration Management Security Architecture Middleware Groupware / Network Knowledge Management Operations Production Support |
| upport | Application Direct Technical Support | Not Applicable | Middleware Support |
| Direct Technical Support | Technical Engineering Direct Technical Support | Not Applicable • Enterprise Knowledge Management • Technology Strategy Assistance and Alternative Solutions Support • DPW CMMi and ITIL Strategy Assistance and Solutions Support | Security Configuration Management Database Administration Middleware Architecture Support Enterprise Knowledge Management Technology Strategy Assistance and Alternative Solutions Support DPW CMMi and ITIL Strategy Assistance and Solutions Support |

PA_DPW-1341

Figure 6.9-92. Deloitte's Support for Technical Engineering Direct Technical Support Services. We bring an experienced set of DTE support resources on a wide range of topics as part of a broad shared services model.

Deloitte provides Technical Engineering Direct Technical Support activities applicable to Lot #6, as illustrated in Figure 6.9-92. The following sections describe in detail how these services will be provided, where applicable.



Security



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RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The various types of Direct Technical support activities expected to be performed by the selected Offeror of Lot # 7 for the inscope applications include:

Security - Enterprise Risk Assessment

- Enterprise Security Risk Assessment Framework
- Develop a framework for information security risk assessments within DPW. The framework will assist the Chief Security
 Officer in making security related decisions for the applications and infrastructure.
- Enhance RBAC (Role Based Access Control)
- Define and implement role management processes and enterprise level role-based model for the applicable Program offices.
 Define process to refine, optimize, and adapt role definitions to business changes. Define process to set quality targets and processes to fix privileges exceptions and flawed role definitions. Define process to recertify privileges changes and role updates with business managers. Define process to automate testing of privileges and roles against business process rules and policies such as segregation of duty.

Security - Automate User Provisioning

- Assess existing integrated identity management and provisioning solution to enable the potential to automate the creation, modification, and deletion of user identities and their access and entitlements to range of DPW's enterprise systems, from mainframe to web applications. Design and implement standard processes for On-boarding, Transfer, Periodic Access Review, and Off-boarding of all DPW employees. Design and implement discretionary or request driven access process flow for Functional Roles (for DPW employees). Define a process to periodically audit provisioning policies. Identify technical resources (provisioning targets) that will leverage the IBM TIM Provisioning solution. Define use cases and policies to be enforced by the TIM Provisioning solution. Define procedures for periodic user access reviews. Enhance self-service password services using GINA technology. Design and implement eSignature based MD205.34 user agreement collection process. Provide ongoing support for the TIM Infrastructure.
- · Support the Generic Self -registration service and password Services (Implementation and Rollout).
- Implement the generic self-registration service to provide user account registration features for use by applications across the DPW.

Security – IAM Infrastructure and Enhancements (IBM Tivoli Identity Manager, CA Identity Manager, CA Siteminder, Radiant Logic VDS and CA SOA Security Manager)

 Provide ongoing IAM infrastructure (IBM Tivoli Identity Manager, CA Identity Manager, CA Siteminder, Radiant Logic VDS and CA SOA Security Manager) support and enhancement services i.e. defining the security approach, architecture direction, application integration standards and ongoing maintenance activities. Implement identity-based web services security solution to secure access to the DPW web services by inspecting the security information contained in the XML documents submitted by web service consumers.

Security - SIEM RSA enVision Support and Enhancements

 Enhance the RSA enVision implementation by defining processes and procedures to monitor Key Performance Indicators (KPI). Provide support to existing envision implementation. Integrate devices with enVision. Assist with keeping enVision infrastructure up to date with patches, hot fixes, etc.

Security - Network security assessment

- Conduct network vulnerability assessment and penetration testing assessment using automated tools like Nmap, Nikto, Nessus, GFILanguard, Ethereal, Snort, Kismet, Airshark, MIBWalk. Conduct a manual analysis of the network devices and architecture. Perform configuration review of the network devices. Compare against security leading practices for network security and architecture and identify gaps.
- Create a report for the identified vulnerabilities and appropriate mitigation steps. Assist business owners to determine
 business impact and business risks of each identified vulnerability. Assist DPW to formalize remediation plan for mitigation of
 the vulnerabilities identified. This activity will require a separate vulnerability test agreement terms to be agreed to prior to
 scheduling a resource to assist

Security - Provide security vulnerability testing assessment assistance

- The security testing consultant will assist BIS to identify security vulnerabilities within the web applications and environment, prioritized for testing by BIS. This assessment will include manual testing and tests conducted with the help of automated web application/web service vulnerability assessment tools that DPW has, such as HP Web Inspect.
- Improve the security team's request tracking System to support the USEC Change Request process.

Security - DR and Backup

 Define backup and recovery improvement opportunities within the security infrastructure to support more effective and efficient DR processes





Page IV-389 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

Security – Virtual Server Technology

 Assess and Incorporate virtual server technology within the Security infrastructure to facilitate improved management of hardware cost and resources.

Security - Software Upgrade Support

• Support upgrades to the Siteminder and IdentityManager software.

Security direct technical support focuses on a broad set of technology engineering support activities including enterprise risk management, IAM, user provisioning, network security, penetration testing. Our analysis of the breakout of Lot 6 and Lot 7 activities, which is summarized in Figure 6.9-93, indicates that there are no Security direct technical support activities that apply directly to Lot 6.

| Lot 6 | Lot 7 |
|-------|--|
| • N/A | Develop an Enterprise Security Risk Assessment Framework Enhance Role Based Access Control (RBAC) |
| | Support the Generic Self -registration service and password Services |
| | Implement the generic self-registration service to provide user account registration features for use by applications across the DPW. |
| | Provide ongoing IAM infrastructure support and enhancement services |
| | Enhance the RSA enVision implementation by defining processes and procedures to monitor Key Performance Indicators (KPI). |
| | Conduct network vulnerability assessment and penetration testing assessment |
| | Create reports for each vulnerability identified with mitigation steps Assist BIS to identify security vulnerabilities within the web applications and environment. |
| | Improve the security team's request tracking System |
| | Define backup and recovery improvement opportunities within the security infrastructure |
| | Assess and Incorporate virtual server technology within the Security infrastructure |
| | Support upgrades to the CA SiteMinder and CA Identity Manager software. |

Figure 6.9-93. Breakout of Lot 6 and Lot 7 Security Activities.

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Security* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and work with DPW to prioritize Lot #6 activities and determine the best course of action for the following activities that are related to *Security*:

Develop an Enterprise Security Risk Assessment Framework

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- Enhance Role Based Access Control (RBAC)
- Support the Generic Self -registration service and password Services
- Implement the generic self-registration service to provide user account registration features for use by applications across the DPW.
- Provide ongoing IAM infrastructure support and enhancement services
- Enhance the RSA enVision implementation by defining processes and procedures to monitor Key Performance Indicators (KPI).
- Conduct network vulnerability assessment and penetration testing assessment
- Create reports for each vulnerability identified with mitigation steps
- Assist BIS to identify security vulnerabilities within the web applications and environment.
- Improve the security team's request tracking System
- Define backup and recovery improvement opportunities within the security infrastructure
- Assess and Incorporate virtual server technology within the Security infrastructure
- Support upgrades to the CA SiteMinder and CA Identity Manager software





Configuration Management



Page IV-392 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The various types of Direct Technical support activities expected to be performed by the selected Offeror of Lot # 7 for the inscope applications include:

Configuration Management

- Leverage our understanding of the Enterprise Applications (HCSIS, PELICAN, iCIS, etc.) architecture, design, and operations to identify opportunities and to assist in improving Open System server performance. This includes enhance caching solutions, use of Microsoft solutions such as Web Gardening or, Monitor Server performance using tools.
- Create and maintain infrastructure documentation (system blueprints, etc.).
- Evaluate new technology, tools and best practices to mature our configuration management processes including configuration file encryption, improved automated deployments methodologies, etc.
- Identify solutions to maximize ROI on hardware investment (web gardens, splitting the application and presentation layer, etc.) by fully using the existing capacity.
- Support upgrade planning (Windows 2008, etc.) and execution.
- Support migration of test environments to Selinsgrove to support alternative DR solutions.
- Provide configuration management solutions to best support DPW's vision of SOA and service management.

Configuration Management direct technical support focuses on planning, migration and configuration assistance for the in-scope systems. Our analysis of the breakout of Lot 6 and Lot 7 activities, which is summarized in Figure 6.9-94, indicates that there are no Configuration Management direct technical support activities that apply directly to Lot 6.

| Lot 6 | Lot 7 |
|-------|---|
| • N/A | Identify opportunities and assist in Open Systems Performance Improvement |
| | Create and Maintain Infrastructure Documentation |
| | Evaluate New Technology, Tools and Processes |
| | Identify Solutions to Maximize ROI on Hardware Investments |
| | Support Upgrade Planning and Execution |
| | Support Migration of Test Environments |
| | Provide Configuration Management Solutions that Support DPW's SOA Vision |

Figure 6.9-94. Breakout of Lot 6 and Lot 7 Configuration Management Activities.

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Configuration Management* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and work with DPW to prioritize Lot #6 activities and determine the best course of action for the following activities that are related to *Configuration Management:*

- Open Systems Performance Improvement
- Create and Maintain Infrastructure Documentation
- Evaluate New Technology, Tools and Processes
- Maximize ROI on Hardware Investments

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- Support Upgrade Planning and Execution
- Support Migration of Test Environments
- Configuration Management Solutions that Support DPW's SOA Vision



Database Administration



Page IV-392 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The various types of Direct Technical support activities expected to be performed by the selected Offeror of Lot # 7 for the inscope applications include:

Database Administration

- Assist in researching, defining, and implementing an Information Life Cycle Strategy.
- Perform OLTP Query Performance tuning.
- Perform PL/SQL Code reviews to ensure code is efficient and adheres to best practices.
- · Review and optimize Open Systems Batch queries and processes.
- Assist in the Open Systems Database Backup/Recovery and Disaster Recovery processes.
- · Review logical and physical database designs.
- Monitor database performance; identify and implement tuning opportunities.
- · Provide application deployment support.
- Apply database software patches and upgrades.
- Develop database related maintenance processes and/or utilities.
- Assist in developing database related standards and best practices.
- Research and resolve issues related to the Database and/or application interaction with the Database.

Database Administration direct technical support focuses on database design, administration and tuning along with OLM services. Our analysis of the breakout of Lot 6 and Lot 7 activities, which is summarized in Figure 6.9-95, indicates that there are no Database Administration direct technical support activities that apply directly to Lot 6.

| Lot 6 | Lot 7 |
|-------|--|
| • N/A | Assist in researching, defining, and implementing an Information Life cycle Strategy Part of TR sucrementary and training. |
| | Perform OLTP query performance tuning |
| | Perform PL/SQL code reviews to confirm code is effective and adheres to leading practices |
| | Review and optimize open systems batch queries and processes |
| | Assist in the open systems database backup/recovery and DR processes |
| | Review logical and physical database designs |
| | Monitor database performance; identify and implement tuning opportunities |
| | Provide application deployment support |
| | Apply database software patches and upgrades |
| | Develop database related maintenance processes and/or utilities |
| | Assist in developing database related standards and leading practices |
| | Research and resolve issues related to the database and/or application interaction with the database |

Figure 6.9-95. Breakout of Lot 6 and Lot 7 Database Administration Support Activities.

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Database Administration* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7



vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and work with DPW to prioritize Lot #6 activities and determine the best course of action for the following activities that are related to *Database Administration:*

- Assist in researching, defining, and implementing an Information Life cycle Strategy
- Perform OLTP query performance tuning
- Perform PL/SQL code reviews to confirm code is effective and adheres to leading practices
- Review and optimize open systems batch queries and processes
- Assist in the open systems database backup/recovery and DR processes
- Review logical and physical database designs
- Monitor database performance; identify and implement tuning opportunities
- Provide application deployment support
- Apply database software patches and upgrades
- Develop database related maintenance processes and/or utilities
- Assist in developing database related standards and leading practices
- Research and resolve issues related to the database and/or application interaction with the database



Middleware Architecture Support



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RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The various types of Direct Technical support activities expected to be performed by the selected Offeror of Lot # 7 for the inscope applications include:

Middleware Architecture Support

- WebMethods upgrade support including installation, configuration, testing and analysis.
- · Biztalk support installation, configuration and prototyping of solutions to introduce this platform into the DPW architecture.
- Enterprise Architecture support to configure, analyze and prototype solutions to support the Enterprise Service Business concept.

Middleware Architecture direct technical support focuses on WebMethods, BizTalk, and enterprise service technical activities such as installation and configuration. Our analysis of the breakout of Lot 6 and Lot 7 activities, which is summarized in Figure 6.9-96, indicates that there are no Middleware Architecture direct technical support activities that apply directly to Lot 6.

| Lot 6 | Lot 7 |
|-------|---|
| • N/A | Support WebMethods installation, configuration, testing and analysis Support BizTalk installation, configuration, and prototyping of solutions Support ESB configuration, analysis and prototyping of solutions |

Figure 6.9-96. Breakout of Lot 6 and Lot 7 Middleware Architecture Support Activities.

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the *Middleware Architecture Support* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and work with DPW to prioritize Lot #6 activities and determine the best course of action for the following activities that are related to *Middleware Architecture Support:*

- webMethods Upgrade Support
- BizTalk Installation and Configuration Support
- Enterprise Architecture and ESB Support

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Enterprise Knowledge Management



Page IV-393 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

The various types of Direct Technical support activities expected to be performed by the selected Offeror of Lot # 7 for the inscope applications include:

Enterprise Knowledge Management

- Provide Business Intelligence Cognos and Informatica support
- Assist with Cognos troubleshooting related to application issues and ETL Informatica issues related to application issues.
- Assist with Cognos Query Performance tuning for optimal results.
- Assist in Cognos configuration reviews to ensure infrastructure is efficient and adheres to best practices.
- · Assist in developing Cognos and DW related performance monitoring procedures, standards, and best practices.
- · Research and resolve issues related to the Cognos and/or Informatica installations and application interaction with EKMS.

Addendum #4, Q&A: Section IV – Page 393, section V. All other services in this section have been associated with a Lot, except for Enterprise Knowledge Management. Please confirm that Enterprise Knowledge Management should be included in both Lot's 6 and Lot 7? "YES"

Enterprise Knowledge Management direct technical support focuses on activities relating directly to Cognos and Information tool support, troubleshooting, query performance tuning, infrastructure reviews, and issue resolution. Since these items occur relatively late in the SDLC, our analysis of the breakout of Lot 6 and Lot 7 activities, which is summarized in Figure 6.9-97, indicates that there are no enterprise knowledge management direct technical support activities that apply directly to Lot 6.

| Lot 6 | Lot 7 |
|-------|--|
| • N/A | Provide business intelligence – Cognos and Informatica support Assist with Cognos troubleshooting related to application issues and ETL Informatica Assist with Cognos Query Performance tuning for optimal results Assist in Cognos configuration reviews to confirm infrastructure is |
| | effective and adheres to leading practices Assist in developing Cognos and DW related performance monitoring procedures, standards, and leading practices Research and resolve issues related to the Cognos and/or Informatica installations and application interaction with EKMS |

Figure 6.9-97. Breakout of Lot 6 and lot 7 Enterprise Knowledge Management Activities.

Based upon our review of the lot 6 and lot 7 ITSS activities, we understand that the RFP is that *Enterprise Knowledge Management* services are the responsibility of the Lot #7 vendor and do not have any significant Lot #6 elements. Deloitte works closely with DPW and the Lot #7 vendor to communicate and coordinate DPW IT domain activities across the lots. We assess and work with DPW to prioritize Lot #6 activities and determine the best course of action for the following activities that are related to *Enterprise Knowledge Management:*

- Cognos and Informatica Support
- Cognos and Informatica Troubleshooting Assistance

Commonwealth of Pennsylvania RFP #16-09, Lot 6



- Cognos Performance Tuning Assistance
- Cognos Configuration Review
- Cognos and DW Performance Monitoring Standards and Best Practices
- Enterprise Knowledge Management Research and Resolve Issues



DPW Technology Strategy Assistance and Alternative Solutions Support

IV

Page IV-393 RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

Provide specialist assistance for DPW technology strategy support for annual planning efforts and COTS, Cloud Computing, and Transfer Technology product support. Based on the request and priorities set by Contract Administrator and DTE the following areas of technology and process specialist support services will be provided. Additional services in this category will be elaborated when DTE finalizes the priorities.

- Feasibility Studies and annual planning relative to COTS, Cloud Computing, and Transfer Technology (Lot #6)
- Technology strategy support to establish a baseline for annual planning and scoping (Lot #6 and Lot #7)
- DTE-Enterprise Knowledge Management Services Assistance (Lot # 7)
- Establish the ITIL (IT Infrastructure Library) Adoption Approach (Lot # 7)

Deloitte recognizes that organizations such as DPW not only have the responsibility to provide mission critical operations support, but focus in tandem on strategic initiatives to progress continuous improvement and change across the enterprise. DPW is one of the leading states in the nation in the area of innovative IT service delivery. Through the current contract, you have implemented a shared services model that takes the concept of shared services well beyond 'server. email and infrastructure' consolidations - you have progressed to application shared services, allowing sharing across application and technology functions. Through this contract, you are planning to raise the shared service bar to the next level by introducing shared application delivery functions.

To help advance this leadership position, and to handle upcoming paradigm shifts and changes in overall IT strategy and approach, Deloitte provides specialist assistance and technology strategy support to DPW for annual planning efforts, COTS, Cloud Computing, and Transfer Technology Product Support. As one of the largest IT strategy practices in the world, unlike IT staff augmentation or business process outsourcing focused firms, Deloitte draws from a deep pool of specialized experience from across the country to assist DPW with addressing key technology strategic needs

Key Staff Spotlight Srini Subramanian

Project Executive - IT Shared Services



"I am thrilled to be part of the team assisting DPW in its continuing journey of enterprise technology transformation. DPW demonstrates outstanding leadership and potential in its enterprise services enablement, and ITIL adoption to deliver IT results quickly, efficiently, and securely."

you have identified as well as to support additional needs you may not yet have identified. Our resources are aligned with strategic DPW IT initiatives in a direct support role or serve as ongoing strategic advisors providing program, technology and



innovation assistance during the annual planning process, regular DPW IT strategy forums, or as members of the Project Advisory and Innovation Panel.

Our technology strategy assistance and alternative solutions support approach provides salient benefits to DPW, as outlined in Figure 6.9-98.

| DPW Objectives | Deloitte's Approach | Benefits to DPW |
|-----------------------------------|---|---|
| Technology Strategy Assistance | Deliver "Executable Strategy" - the creation of a strategy as well as the ability to execute on it Provide more than just a strategy for employing new technologies; bring a spirit of continual innovation to DPW Leverage our collective success in the past as the foundation for future DPW strategic initiatives | DPW-Deloitte collaboration with innovative and achievable plan for moving the IT organization forward, not just a collection of resources to keep the lights on Moves beyond the implementation of a new technology to the realization of meaningful, high-impact benefits to DPW's programs Enables the continuation of DPW's heritage of progressive and award-winning strategic programs |
| Alternative Solutions Support | Back real solutions with real services, such as the 25+ enterprise services we have worked with DPW to create Maintain a technology agnostic posture that bases solution decisions on the client's requirement's and preferences | Moves DPW beyond the technology hype cycle quickly and into the technology benefit zone, where real results are achieved Get the solution that meets your requirements and fits your architecture, not one that your solution partner needs to sell because it is theirs |

Figure 6.9-98. Deloitte Technology Strategy Assistance and Alternative Solutions Support Approach and Benefits.

Our approach takes advantage of our experience with DPW and depth of technical knowledge to support the continuation of DPW's progressive and award-winning programs.

Deloitte has broken out the RFP items by lot. This breakout is illustrated in Figure 6.9-99. The remainder of this section covers the two Lot 6 service groups: technology strategy support for annual planning and scoping; and feasibility studies for COTS, Cloud Computing, and Transfer Technology.

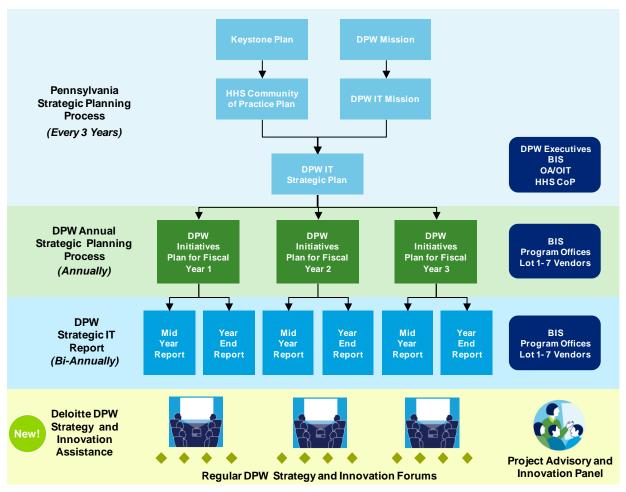
| Lot 6 | Lot 7 |
|---|---|
| Provide technology strategy support to establish a baseline for annual planning and scoping | Provide technology strategy support to establish a baseline for annual planning and scoping |
| Conduct feasibility Studies and annual planning relative to COTS, Cloud Computing, and Transfer Technology | Provide COTS, Cloud Computing, and Transfer Technology product support Provide DTE-Enterprise Knowledge Management Services Assistance Establish the ITIL (IT Infrastructure Library) Adoption Approach |

Figure 6.9-99. Breakout of Lot 6 and Lot 7 DPW Technology Strategy Assistance and Alternative Solutions Support.



Technology Strategy Support for Annual Planning and Scoping

Deloitte recognizes that the annual planning process at DPW is a time for aligning tactical initiatives with strategic organizational priorities and making critical decisions about the imperatives that receive support and funding and those to be deferred into the future. We support this planning process as well as the other DPW IT strategic planning activities that occur throughout the course of the contract. We have included in our proposal support for DPW in the strategic planning activities illustrated in Figure 6.9-100.



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Figure 6.9-100. DPW Technology Strategy Planning Process.

Deloitte provides DPW technology strategy assistance and alternative solutions support at each level of the DPW technology strategy planning process.

• DPW IT Strategic Plan (Every 3 years). The creation of the DPW strategic represents the opportunity to set DPW's IT strategic course for the next 3 years. The plan is broad, covering each area of DPW's IT organization, and is linked back strategically to DPW's strategic business imperatives as well as HHS community of practice initiatives and goals. We support DPW in the creation of this strategic IT plan, including necessary preparation for the community of practice discussions.



- DPW Initiative Prioritization Process (Annual). DPW's annual initiative prioritization
 process allows for the scoping, planning, prioritization, and initiation of DPW initiatives
 on an annual basis. Some of these initiatives represent tactical short term activities
 while others are pieces of larger, multi-year strategic efforts. As part of the planning
 process, we facilitate dialogs between the DPW program offices, DPW's IT
 organization, and other lot vendors and specifically identify initiatives where targeted
 technology support is required.
- DPW's Bi-Annual IT Report (Bi-Annual). DPW's bi-annual IT report is issued by the CIO to DPW stakeholders to report on the role of DPW's IT organization in the delivery of services across DPW's programs. This report enables DPW to reflect on the strategic role that IT plays in supporting service delivery as well as to provide status on ongoing strategic IT initiatives across the Department. We work with BIS, the program offices and other lot vendors to coordinate the creation of this report.
- Deloitte DPW Strategy and Innovation Assistance. We address DPW's
 requirement to provide strategic technology support as part of the annual planning
 process through two services that directly address DPW's needs:
 - Regular DPW Strategy and Innovation Forums. Meetings held 12 times annually that provide DPW an opportunity to engage technical and HHS domain specialists to understand how new technologies and methods can be used to support upcoming DPW initiatives.
 - **Project Advisory and Innovation Panel.** A group of rotating Deloitte specialists that focuses on the generation of innovative ways to address DPW business needs.

Feasibility Studies for COTS, Cloud Computing, and Transfer Technology

Deloitte conducts COTS evaluations and selection processes according to the DPW standard governing COTS product selection (STD – EASS006). We work with DPW to conduct a 4 step feasibility study following the DPW standard process:

- 1. Work with the program office, portfolio manager and Lot 1 5 vendor to define business needs. Support the BIS Portfolio managers to outline high level requirements, establish a business case, prioritize initiative, align funding, and develop a charter.
- 2. Coordinate with BIS to further refine and understand requirements.
- 3. Conduct preliminary research to identify plausible solution alternatives (COTS, Transfer Technologies, etc) and approaches.
- 4. Schedule and conduct an ARB I meeting to discuss the business needs and requirements and discuss potential solution approach and alternatives.



COTS

Deloitte works with DPW to conduct COTS evaluations according to the standard DPW standard product selection approach. We make use of our experience assessing and implementing COTS products for HHS systems across the country to assist DPW with their COTS product feasibility studies. Furthermore, since our experience is with the complete COTS life cycle: assessment, selection and implementation through operations and upgrades, we are mindful of the downstream implications of COTS product implementations when supporting COTS product assessments. DPW can count on Deloitte for an IT technology vendor neutral COTS technology process. Since we do not create COTS software, we are conducting the software evaluations with your best interest in mind, not ours.

COTS products are becoming an increasingly important part of DPW's enterprise architecture. Deloitte's experience working with DPW to support the evaluation and implementation of COTS products such as Corticon, AppSight, Adobe LiveCycle, Team Foundation Server, and webMethods provides us with unique insights and experiences into COTS products in the DPW environment.

Have you heard? ◀)

Deloitte's state government practice regularly assesses COTS products using a standard, non-proprietary form. This form can be used as a basis for a DPW COTS evaluation form or to augment an existing DPW form. It captures 7 categories of data and support weighted and unweighted assessments:

- Product Vendor Profile
- Product Technical Details
- Product Functional Details
- Product Cost
- · Product Install Base
- Product Partners
- Product Support
- Product Documentation

Our experiences with COTS products in other HHS organizations provide an even broader base of experience to draw from. Collectively, these experiences differentiate and provide us several clear advantages in conducting COTS product feasibility studies.

- Broad COTS Product Experience. We have experience evaluating and implementing COTS products at every level within HHS organizations, from the use of supporting products such as workflow and monitoring tools to full-blown Enterprise Resource Planning (ERP) package implementations for HHS organizations.
- Understanding of DPW's Enterprise Architecture. Our understanding of your enterprise architecture allows us to make recommendations that most align with your existing technology base and leverage your existing organizational skills, capabilities, and EA-SOA vision.
- Experience Conducting COTS Product Evaluations. Deloitte has supported HHS organizations, including DPW, in COTS product evaluations and assessments for more than 30 years. Our state government practice regularly conducts COTS product assessments and benchmarks using a non-proprietary form that could be used by DPW.



Deloitte recognizes that, even with all this experience, we succeed at COTS evaluations and implementations because we work as part of a larger team. Our vendor alliances are key members of this team who help us succeed with clients like DPW.

Vendor Alliances

In addition to our technical specialist resources, Deloitte has built national and local alliances with vendors whose technologies bring unique value to our clients – software vendors like Informatica, Adobe, Oracle, Computer Associates (Netegrity Suite of products), HP/Mercury, SAP, Cognos and webMethods, and hardware vendors such as Unisys – vendors whose products are used on DPW's applications. These relationships provide us access to resources, use of products, and the ability to involve skilled practitioners in design reviews and issue resolution, which can often speed up response time.

Cloud Computing

Deloitte provides DPW cloud computing feasibility studies to DPW projects as part of the planning and strategic process. We make use of our experience with cloud-based operations in the Camp Hill development center, with the Federal Government, and with other public sector and commercial clients to provide DPW pragmatic guidance on the big picture of cloud computing. Deloitte practitioners maintain regular contact with the Deloitte Center for the Edge, our innovative research center in Silicon Valley that focuses on application of leading edge technologies, and brings strategic thinking and insight back to DPW

Cloud computing services are rapidly evolving in areas of IT capabilities serving the core IT needs of enterprises. Our research shows that revenue worldwide for companies providing cloud services will surpass \$150 billion by 2013. Vendors are investing heavily in developing cloud computing capacity and establishing market share while enterprise customers are starting to shift operations to the cloud. Cloud computing is a significant market shift that DPW, with the size of its enterprise computing infrastructure, cannot ignore.

Deloitte's Cloud Computing Approach

Deloitte works with DPW to understand the different cloud computing models that can be applied in the enterprise environment. This is a critical first step to assessing the options for the DPW enterprise to begin adopting a cloud computing strategy. Figure 6.9-101 outlines the major cloud computing options: delivery models and cloud computing categories.

| Cloud Options | Model/Category | Deloitte's Understanding of Cloud Computing Models Applicability to DPW |
|-------------------|----------------|--|
| Delivery Model | Vendor Cloud | Cloud computing services from vendors that can be accessed across the Internet or a private network, using one or more data centers, shared among multiple customers, with varying degrees of data privacy control |

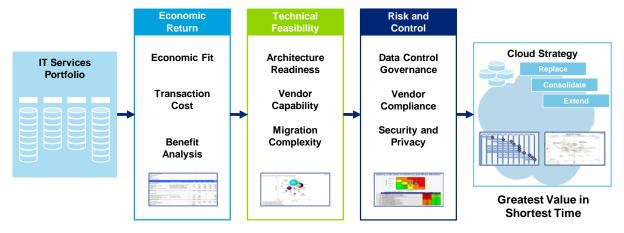


| Cloud Options | Model/Category | Deloitte's Understanding of Cloud Computing Models Applicability to DPW |
|------------------|--|---|
| | Private Cloud | Computing architectures modeled after vendor clouds, yet built, managed, and used internally by an enterprise; uses a shared services model with variable usage of a common pool of virtualized computing resources. |
| | Hybrid Cloud | A mix of vendor cloud services, internal cloud computing architectures, and classic IT infrastructure, forming a hybrid model that uses the best-of-breed technologies to meet specific needs. |
| | Community Cloud | Community clouds are used across organizations that have similar objectives and concerns, allowing for shared infrastructure and services. |
| Category | Software as a Service (SaaS) | A model of software deployment whereby a provider licenses an application to customers for use as a service on demand. |
| | Platform as a Service (PaaS) | Delivery of a computing platform and solution stack as a service. Facilitates the deployment of applications without the cost and complexity of buying and managing the underlying hardware and software layers. |
| | Infrastructure as a Service (IaaS) | Delivery of computer infrastructure (typically a platform virtualization environment) as a service. The service is typically billed on a utility computing basis with the cost reflecting the amount of resources consumed. |

Figure 6.9-101. Cloud Computing Delivery Models and Categories.Deloitte helps DPW understand the combination of cloud computing delivery models and categories.

Deloitte helps DPW understand the cloud computing delivery options and assess the delivery models and categories as vendor offerings in these areas mature. Deloitte works with DPW to prepare for Cloud Computing by looking at the economics, technical feasibility, and risk – for internal, external, and hybrid cloud computing models. As illustrated in Figure 6.9-102, our approach is based upon a holistic cloud computing assessment that first takes into consideration DPW's existing service portfolio and then assesses factors such as economic return, technical feasibility, and risk/control to maximize return on investment. As applicable, DPW's evaluation and selection standard (STD – EASS006) is employed to suit this process.





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Figure 6.9-102. Deloitte's Cloud Computing Assessment Approach.

Deloitte provides a holistic cloud computing assessment approach based in DPW's existing service portfolio and considering factors such as economic return, technical feasibility, and risk/control to maximize return on investment.

- IT Services Portfolio. Deloitte works with DPW to identify elements of their existing ITIL-services, Enterprise Services, and Application Services portfolio are candidates for cloud computing adoption.
- **Economic Return.** We work with DPW to identify IT applications and services most suited for the cloud and then to conduct a cost/benefit analysis.
- Technical Feasibility. Deloitte provides technical assistance to DPW in assessing cloud readiness and feasibility. This includes asking the tough questions to determine readiness including:
 - Are internal IT architectures and infrastructure "ready"?
 - Are data backup, retention, disaster recovery practices sufficient?
 - Is the vendor limiting interoperability or access to your data?
- Risk and Control. Deloitte's security and risk management specialists work closely
 with DPW to assess the risks of adopting cloud computing and the controls in place.
 This includes addressing the following areas:
 - How is security achieved? What is the level of privacy protection?
 - Who owns the data? How is it be used? Are controls in place?
 - Can you meet needs for legal compliance and tax issues?
- Cloud Strategy. Deloitte's experienced cloud computing practitioners apply the
 results of the DPW cloud computing assessment to work through an implementation
 strategy with DPW. Trends we have seen in the market are that enterprises are
 starting with targeted pilot projects for specific services and adopting a "building block"
 approach:
 - Start Small. Start experimenting with non critical applications and services, such as test or development environments.



- Learn from Partners. Leverage lessons learned and cloud computing use cases from other states and communities of practice.
- Customize Your Cloud Services. Work with Deloitte and our alliance partners to make them aware of your specific requirements, and request customization and specific service characteristics
- Build Private Clouds. Learn from the cloud vendors to build virtualized elastic cloud environments on internal IT infrastructure at the DPW or HHS Community of Practice level
- Expand to Hybrid Clouds. Expand private clouds in the datacenter to integrate with public clouds to develop optimum hybrid models

Deloitte works with DPW program offices and the IT organization through the annual prioritization process to identify cloud computing delivery models to reduce operations costs and seek out efficiencies across the enterprise. Based upon our understanding of DPW's business and experience applying cloud computing technologies, Deloitte brings several relevant cloud computing activities to DPW. These are described in Figure 6.9-103.

| Cloud Computing Features | Deloitte Brings Relevant Cloud Computing Activities to DPW |
|---------------------------------|--|
| Cross Agency Collaboration | Avoid the need to build new infrastructure and form complex legal agreements by building community clouds, such as one that spans the HHS Community of Practice. |
| Dynamic Scalability | Build capacity based upon elasticity of cloud architectures— allowing access to large numbers of processors on demand, avoiding the need to build in extra capacity for temporary business cycles, such as the start of LIHEAP season or large client notice runs. |
| Utility Computing | Leverage utility computing for activities requiring large numbers of commodity computers that are paid for by the hour, such as load test generators that can generate millions of requests and then be turned off as soon as the test is complete. |
| Zero Data Business Services | Move high-performance computing services, zero data business services such as rules engine processing and forms creation to the cloud. These services do not store data locally in the cloud instances and do not need to access enterprise databases, receiving their input instead as XML streams. |
| Storage/Backup | Use storage providers such as Amazon S3 as a straightforward way to reduce costs and enable rationalization, with limited operations risk or vendor lock-in |
| Low Utilization Applications | Stand up cloud-based prototype, training, test, and demonstration environments that are not heavily used, have short lifespan, are only run infrequently |

Figure 6.9-103. Deloitte Brings Relative Cloud Computing Activities to DPW.



Transfer Technology

Deloitte, as a leading firm in HHS solutions, is actively working with states around the country and the Federal government to implement innovative technical solutions. Fostering the transfer concept, we work diligently to help states reduce their total cost of ownership by using federal tax payer assets in transfers across the states and federal government. We have implemented more than 100 transfers of solutions, components and concepts across the states in a collaborative sharing fashion. We have also worked to bring concepts and solutions to DPW during this contract period to support continued knowledge sharing across the states.

Only Deloitte offers this breadth of network for Pennsylvania through its directly relevant HHS implementations in more than 25 states and the federal HHS space. Figure 6.9-104 represents the current trends across the nation, and a sample list of transfer technologies and concepts that are available for Pennsylvania to consider for incorporation into DPW systems.

| Relevant Deloitte's Work in Transferring States | Transfer Technology Available to Pennsylvania For DPW Systems |
|--|---|
| Federal High Risk Pool | The high risk pool implementation in the federal government was based on Pennsylvania COMPASS and CAPS. Since its transfer, the federal government has enhanced the features of the application for high risk pool functionality, and this offers a unique opportunity for Pennsylvania to re-integrate the modified features back into the DPW environment. |
| Deloitte Federal practice and projects | The HHS projects in the federal practice incorporate the latest thinking in process frameworks such as ITIL, PMBOK and also implement latest standards using NIEM. Through our internal collaboration, we are able to bring you this experience for consideration to DPW. |
| Michigan | As one of the largest implementations of an integrated eligibility system, the Michigan BRIDGES system offers capabilities and concepts relating to large-scale eligibility functions. This is directly relevant for Phase V and Phase VI of incremental renewal of CIS, and also provides a basis for training and implementation related concepts for Phase IVB |
| Massachusetts | As an early implementation state of universal healthcare, Massachusetts offers the concepts relating to insurance exchange, private product purchase and integration with a COMPASS type HHS portal for public assistance programs. In addition, Massachusetts also offers a third party intake process that Pennsylvania COMPASS could leverage |
| | Deloitte is in the process of developing a statewide 'child support implementation roadmap'. With Pennsylvania's objectives to replace PACSES, this roadmap could provide concepts for Pennsylvania to draw from |
| | With the recent transfer of HCSIS, Massachusetts is expected to add significant features to the provider tracking functionality, which could assist Pennsylvania in its expansion of the MPI. |



| Relevant Deloitte's Work in Transferring States | Transfer Technology Available to Pennsylvania For DPW Systems |
|--|--|
| New Hampshire | As an early adopter of self service functions, New Hampshire offers the features and concepts to publish client notices and correspondences online. In addition, New Hampshire also offers other worker productivity features for consideration and review such as – imaging, workload dashboard and incremental renewal to Web- based technologies. |
| Florida | As one of the leading innovators in using self service, Florida offers the opportunity to evaluate the concepts of accessing public services in the lobby and increasing community partner use of ACCESS, a self service portal similar to COMPASS. |
| | The child support functionalities in Florida are based on a COTS platform using SAP. The features offered by SAP provide a different lens to worker functionality that is different from what is available through custom software. With DPW's interest in assessing COTS products, Florida offers a unique case study for Pennsylvania to glean information from. |
| Minnesota | Deloitte recently completed a child support service delivery model in a county based environment. Pennsylvania child support could leverage this model as a basis. |
| Georgia | Georgia is in the process of implementing a child support data warehouse. This incorporates some of the newest features available in data warehouse and EKM technologies. In addition to program based predictive modeling, Pennsylvania can leverage the concepts relating to the latest implementation instance of a child support data warehouse |
| Kentucky | Kentucky is commencing an effort to implement data warehouse, portal and locate functionality for child support. It also includes a robust application of the predictive modeling features. Pennsylvania can leverage the latest concepts and also use this as a evaluation bed for the features that are provided by Business Objects |
| Alabama, DC | Deloitte's leading child welfare implementation instance is implemented in Washington DC and Alabama. Given the .NET standard for DPW, both these installations offer DPW not only a concept transfer opportunity, but also specific transfer of code sets, services and objects. |
| Allegheny County, PA | Deloitte's transfer of DC FACES, a child welfare solution to Allegheny County provides the state with a unique opportunity to expand the concept and use in a statewide model. The solution meets child welfare AFCARS needs and could become a strong basis for addressing the child welfare needs identified in this RFP |
| Alabama, DC | Deloitte's leading child welfare implementation instance is implemented in Washington DC and Alabama. Given the .NET standard for DPW, both these installations offer DPW not only a concept transfer opportunity, but also specific transfer of code sets, services and objects. |



| Relevant Deloitte's Work in Transferring States | Transfer Technology Available to Pennsylvania For DPW Systems |
|--|---|
| Illinois | Deloitte's recent work relating to eligibility (TANF) in Illinois and recent award to commence child care work are based on an Adobe based forms platform. With the recent decision in DPW to procure enterprise licenses with Adobe, this implementation offers a window to the world of Adobe in other states and how that functionality is being progressed. |
| Wisconsin | As one of the leading innovators in the nation in insurance exchange, Wisconsin has embarked upon an effort to integrate insurance exchange within its HHS portal – Wisconsin ACCESS. Similar in functionalities and capabilities to COMPASS, this offers timely opportunity for Pennsylvania to review the capabilities available to DPW for the incorporation of insurance exchanges. |
| Texas | As one of the latest implementers of the child support service delivery model, Texas offers the insights to changing business and service delivery models in child support. In addition, it also offers transferable SOA-based services that Pennsylvania could use. The TIERS contract is slated to migrate to a CMMI Level 4 through the life of that contract. Texas is currently in the midst of its formulation of an Insurance exchange vision. We believe this could be very relevant to the |
| | Pennsylvania approach for insurance exchange integration within your suite of systems |
| Virginia, Colorado | As the recipients of the child care solution from Pennsylvania, both Virginia and Colorado form a unique collection of states that Pennsylvania could glean insights from in terms of the latest concepts in child care modeling, imaging and implementation ideas and functions |
| | Colorado and Virginia have both implemented a swipe card and/or tracking functionality that Pennsylvania can use in its continued expansion of the child care program |
| Colorado | The eligibility program is in the middle of a major transformation to assist in intelligent intake and changes in service delivery model. This concept could become a basis for Pennsylvania to compare or refer against for implementation of 4B, or support in the remainder of the migration of CIS. |

Figure 6.9-104. Deloitte Representative Transfer Technology List.

Deloitte offers DPW a wealth of relevant transfer technologies from our HHS implementations in more than 25 states.

Transfer Technology Process

For Deloitte's process for evaluation, selection, operationalization, and implementation of transfer technologies, refer to the COTS section of this proposal. We follow the same process as for COTS tools, including the use of DPW standard governing COTS and transfer technology evaluation and selection (STD – EASS006). For the transfer of Deloitte implementations or concepts from other states, Deloitte engages our subject matter experts from these states to aid in understanding the implementation nuances of the software in the other state and to document what steps need to be taken to successfully transfer this software to DPW.



DPW CMMI and ITIL Assistance – Refinement and Expansion of CMMI and ITIL

IV

Page IV-394

RFP Reference: E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for Lot #6 Offeror and Lot #7 Offeror

Provide specialist assistance for DPW strategy support for annual planning efforts for software quality control and solution development and delivery process improvement initiatives. Based on the request and priorities set by Contract Administrator, DEA, and DTE the following four areas of process specialist support services will be provided.

- · Refinement and expansion of CMMI and ITIL models and governance frameworks
- Provide strategy support to assess CMMI and ITIL model maturity level baselines and map annual strategies for annual targets
- Technology strategy support to establish an integrated software quality assurance approach throughout the SDLC phases

Deloitte provides specialist assistance and strategy support to annual planning efforts for software quality control and solution development and delivery process improvement initiatives. We assist DPW with CMMI and ITIL refinement and expansion as well as annual strategy support to assess CMMI and ITIL maturity levels. Deloitte has initiated CMMI and ITIL planning with DPW and has the knowledge and experience to support DPW's ITIL and CMMI implementations.

Deloitte has engaged DPW in ITIL pre-assessments to determine baseline DPW ITIL readiness. We have also

Have you heard?

- The entire ITSS / DTSS team we have proposed for lot 6 is ITIL v.3 Foundation certified
- Deloitte's US System
 Development Organization
 is CMMI Level 3 certified

mapped DPW's Software Development Methodology (SDM) against CMMI Level 4 processes. The comparisons provide our team an understanding of DPW's maturity with respect to ITIL and CMMI maturity levels for comparably sized organizations.

Our Lot 6 team is ITIL v.3 Foundation certified and ready to provide the following activities to support DPW's development and delivery process improvement initiatives:

- Identification and design of new ITIL services
- Support of ITIL assessments
- Supporting DPW's quality inspection and status reporting processes.

In addition to our team's ITIL experience, our team members work in a CMMI Level 3 certified organization. Our CMMI experience and assessment is for our software development efforts with state governments across the county, including the work done in our Camp Hill development center to support DPW over the last 5 years. Figure 6.9-105 reflects our most recent CMMI assessment. The *CMMI Level 3* assessment was awarded for *Deloitte's entire systems development organization, and includes the DPW Project at Camp Hill Center.*





Figure 6.9-105. Deloitte System Development Organization Level 3 CMMI Assessment. Deloitte's entire system development organization was assessed at CMMI Level 3

We have conducted an analysis detailing the breakout of lot 6 and lot 7 DPW CMMI and ITIL Assistance Activities. This analysis can be found in Figure 6.9-106. Based upon this assessment, we describe the role Deloitte plays in assisting DPW in ITIL and CMMI process improvement initiatives in the remainder of this section.

| Lot 6 | Lot 7 |
|--|---|
| Assist in and support ITIL and CMMI process Improvement Initiatives, as required | Refine and expand CMMI and ITIL models and governance frameworks |
| | Provide strategy support to assess CMMI and ITIL model maturity level baselines and map annual strategies for annual targets |
| | Provide technology strategy support to establish an integrated software quality assurance approach throughout the SDLC phases |

Figure 6.9-106. Breakout of Lot 6 and Lot 7 DPW CMMI and ITIL Assistance and Support Activities.



Refine and Expand CMMI and ITIL Models and Frameworks

We work with DPW to refine and expand CMMI and ITIL models and Frameworks as part of our Lot 6 activities. As part of Deloitte's Lot 6 team's assistance with ITIL and CMMI process improvement initiatives, the refine and expand CMMI and ITIL model activities we perform include:

- Supporting the identification and design of new ITIL services
- Identifying potential improvements to DPW's software process
- Working with DPW in the annual CMMI and ITIL target setting process
- Participating in annual CMMI and ITIL assessments

Strategy Support to Assess CMMI and ITIL Model Maturity Levels

Deloitte provides support to assess CMMI and ITIL model maturity levels. As part of our team's assistance with ITIL and CMMI process improvement, the assessment support activities we perform include:

- Assisting DPW with preparation for the annual CMMI and ITIL assessment
- Providing process and service documentation, as appropriate, for review by the assessors
- Development and implementation of the action plan appropriate to advancing to the next target level of CMMI and ITIL.

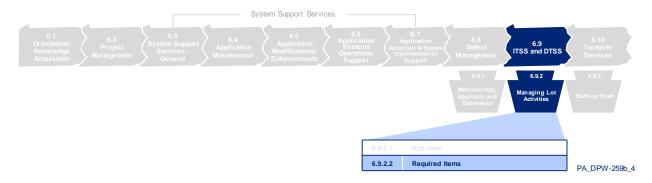
Technology Strategy Support for an Integrated Software Quality Assurance Approach

We provide technology strategy support for an integrated software quality assurance approach. As part of our Lot 6 team's assistance with ITIL and CMMI process improvement initiatives, the activities perform towards supporting an integrated software quality assurance approach include:

- Work with DPW to set quality goals for the activities performed during systems requirements and general system design
- Participate in formal quality inspections and reviews conducted by DPW
- Include QA reporting based upon established goals as part of regular status reports



6.9.2.2 Required Items



Our proposed ITSS/DTSS approach for Lot 6 blends the right mix of critical DPW systems knowledge and latest IT strategies and trends experience integrated at its core with the principles of ITIL and CMMI frameworks. Our team provides strategic, and architectural guidance to advance the Department's enterprise, service-oriented strategy.

Over the last 10 years we provide reliable Operations and Technical Support for the DPW suite of applications as the applications and systems environment. As the

applications have grown in size and complexity, our team has demonstrated the ability to adapt to the requirements and provide the quality of services expected by the Department. We use ITIL and CMMI frameworks to evolve DPW's award-winning Shared Services model and enterprise, service-oriented strategy without risking DPW's mission critical application environment. Our team includes a unique blend of staff with in-depth DPW application and IT experience together with other specialists from across the firm that bring experience in enterprise architecture, SOA, security, cloud computing and other forward-thinking IT frameworks and technology

- Seasoned team that understands the intricacies and unique requirements of the strategic business and operating environments
- Team is ITIL v.3 Foundation Certified

trends. We highlight the key features of our approach to Maintenance Required Items in the following figure:

| Features | Benefits |
|---|---|
| Seasoned team that understands the intricacies and unique requirements of the strategic business and operating environments | Speeds delivery of value with minimal learning curves Enhanced system stability and availability during transition period and beyond Lowers risk to DPW and citizens Provides a unique team with an in-depth DPW systems experience with knowledge in enterprise architecture, SOA, security, cloud computing and other forward-thinking IT frameworks and leading technology trends |



| Features | Benefits |
|---|---|
| Provides early and consistent cooperation and communication with DPW BIS, program offices, and other stakeholders, as well as other Lot vendors | Better service to DPW stakeholders and citizensReduces transition and on-going risk |
| Applies established approach to support operations and technical processes | Enhanced delivery using repeatable and measurable processes Provides better alignment with DPW's IT Methodology. |
| Uses our significant experience at DPW and other Commonwealth agencies. | Understanding of the DPW standards, Commonwealth security ITBs, Federal and State regulatory requirements based on Commonwealth implementation experience. |
| | Helps discard the transition and learning curve as Deloitte brings the systems implementation experience of DPW environments, processes, tools and techniques |

Figure 6.9-107. Key Features and Benefits of Our Approach to Required Items.

Required Resources

| IV | Page IV-394 | RFP Reference: Information Technology (IT) Shared Services Model and Direct Technical Support Services Required Items |
|----|----------------|---|
|----|----------------|---|

The Selected Lot #6 Offeror and Selected Lot #7 Offeror must describe in detail: 1) The resources required to support Shared Services and Direct Technical Operational and Consulting tasks including skill sets and experience

We have provided the resources required to support ITSS and DTSS in the Staffing Chart. We have listed skill sets and experience by role in *Section 8.4, Staffing Narrative*.

We have organized the team supporting ITSS and DTSS in to an Operations team and then teams grouped by DPW's technology domain.



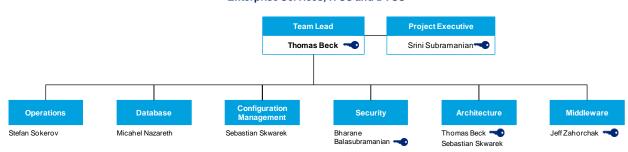
Organizational Chart



Page IV-394 RFP Reference: Information Technology (IT) Shared Services Model and Direct Technical Support Services Required Items

The Selected Lot #6 Offeror and Selected Lot #7 Offeror must describe in detail: 2) The associated organizational chart

Enterprise Services, ITSS and DTSS



PA_DPW-1370_2

Figure 6.9-108. Organization Chart for ITSS.

The Organization Chart includes for ITSS and DTSS includes teams focused on Operations and Technology Domains.

Coordinate and Work with Designated DPW Stakeholders, Third Party Vendors, and Other Selected Offerors



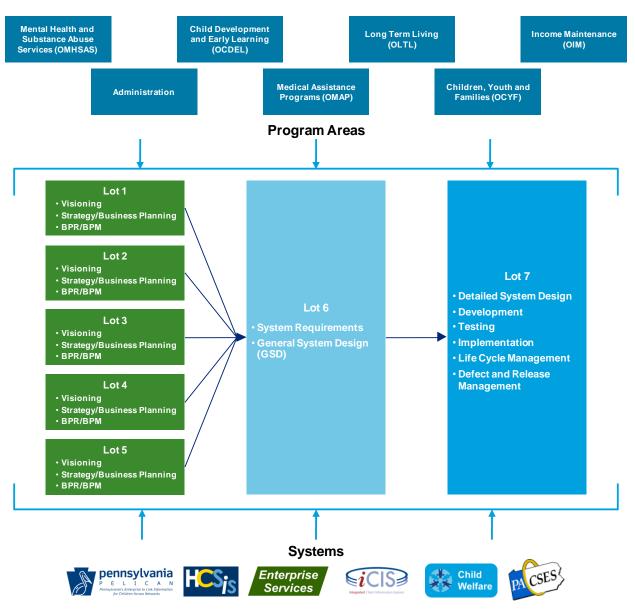
Page IV-394 RFP Reference: Information Technology (IT) Shared Services Model and Direct Technical Support Services Required Items

The Selected Lot #6 Offeror and Selected Lot #7 Offeror must provide a description of their approach and as to how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

1) Provide effective Share Services and Direct Technical Operational and Consulting assistance support for strategic, tactical, and operational initiatives throughout the life of this contract (as outline in Section E),

Deloitte coordinates and works closely with DPW stakeholders and third party vendors. We look forward to working with the other selected offerors as defined by the RFP, and as depicted in Figure 6.9-109.





PA_DPW-089_12

Figure 6.9-109. Effective Coordination Across Multiple Stakeholder, Program and System Needs. Deloitte provides an effective model to enable coordination across lot vendors and with DPW stakeholders.



The following figure provides a general overview of our approach to effective coordination and working relationships between the various stakeholders.

| RFP Overall Coordination Needs | Deloitte Activities Address DPW's Overall RFP Coordination Needs |
|--|--|
| Effective Shared Services and Direct Technical Support | Work with BIS, the program offices and third party vendors to align design dependencies with other third party managed DPW applications and services (e.g.PROMISe, SAMS) that impact the systems covered in this RFP. |
| | Coordinate design dependencies with BIS, the program offices and third party vendors (e.g. Pearson) of systems external to DPW that integrate with systems covered in this RFP. |
| | Coordinate planning and estimation activities with the vendors assigned to the requirements work. This includes gaining an understanding of the scope of work to assist with validating ITSS/DTSS level of effort estimates as well as transitioning domain-based activities, such as security testing, data model reviews, and ARB meetings to help confirm continuity of activities across the phases of the SDLC. |
| | Coordinate transition of system requirements and design activities to the lot 7 vendor. This includes the transition of activities like database design and the Architecture Review Board (ARB) meetings across DPW system vendors as the move is made to the physical data model review and ARB 3 and 4 reviews, respectively. |
| Complex Operational Issue Triage | Participate in SWAT team activities, as necessary |
| Serve as IT Visionaries for EA-SOA | Engage the appropriate DPW stakeholders in the annual planning efforts along with the necessary technical and process specialist support for that process. |
| | Assist DPW with COTS, Cloud Computing, and Transfer Technology assessments |

Figure 6.9-110. Deloitte Activities Address DPW's Overall RFP Coordination Needs.

Our response highlights the complexity of the DPW systems and the diverse operating environments across mainframe, open systems, and middleware platforms. Effective communication, coordination and collaboration across many different stakeholders are required to verify the needs of the business, and the DPW clients, are met.

These stakeholders include:

- **Program Offices.** Business functional groups within and outside DPW, which include Aging, Insurance, Education, Labor and Industry, DGS and Treasury among others.
- **BIS.** Technology support teams within DPW including DTE, DEA and DIMO as well as integration with the PMO and the DPW Project Managers.
- Third Party Vendors. External technology service providers such as Oracle, Microsoft, Adobe, Corticon and other product vendors, as listed in this section.



• Other Lot Vendors. In a multi-lot vendor model, multiple entities play a complementary role in support of Department initiatives. Substantial communication and coordination is required across the lots to maintain initiative momentum.

The following highlights the unique characteristics and working needs that reside with each of the DPW applications and its systems. Deloitte is the only vendor with the required DPW specific knowledge, and prior experiences that can successfully manage these complexities across such a wide array of stakeholders and still meet the timeliness, quality and strategic vision of DPW's business goals.

| System | Stakeholder | Deloitte's Understanding of System Specifics for Coordination and Working Needs |
|--------|------------------------|---|
| I-CIS | Program Office | I-CIS systems support more than 6,500 CAO workers across 67 counties, including numerous offices in Philadelphia and Allegheny county, over 20 distinct data sharing relationships with business partners, critical interfaces with SSA and other Federal agencies as well as constant coordination with Treasury to manage the disbursement of over \$8,400,000,000 in funds annually. In addition, the ICIS suite of applications also support registering more than 4M clients supported by DPW, PID, PDA and PDE, and form the consumer portal (COMPASS) front end for a number of clients and providers. Impacts to any of these processes may result in a direct benefit to more than 1/15 th of people of Pennsylvania. |
| | BIS | I-CIS systems span the full spectrum of BIS technologies, including the Unisys mainframe, open systems, middleware platforms, .Net, Adobe Flex, Corticon, Adobe Document Management, Imaging solutions, Enterprise Services (MCI), etc. The I-CIS suite is the backbone of DPW system processing and requires coordination and close working arrangements to verify the needs of the business are met – an example is the close coordination with business partners and citizens to support the local installation as the desktop liaison to the web services that support COMPASS. |
| | Third Party Vendors | As described previously, I-CIS solutions consume a diverse of technology solutions. Working through BIS and through our own Deloitte alliances, we engage the respective vendors such as Adobe, Oracle, IBM, and Corticon to gain access to the latest product strategies and insights and overall direction. To progress imaging initiatives, for example, close coordination with SRC Solutions is required. Deloitte has the history and relationship with the product vendors that provide support to DPW and bring this experience to DPW. |
| | Other Lot Vendors | I-CIS centric requirements are dynamic and complex. Deloitte works closely with the lot vendors to finalize the requirements for upcoming LIHEAP processing, federal mandates emanating from Health Insurance Reform and any associated legislative directions that may impact system processing. |



| System | Stakeholder | Deloitte's Understanding of System Specifics for Coordination and Working Needs |
|--------|------------------------|--|
| HCSIS | Program Office | HCSIS supports automated solutions for ODP, OLTL, OMHSAS, PDA, OCDEL, OCYF and DOH. This requires coordination to drive a singular solution across such disparate business entities |
| | BIS | HCSIS has the most defined users, roles and organization entities of DPW's enterprise systems. Additionally, HCSIS uses Oracle's FGA as the basis of its' security foundation. This requires substantial coordination with the security team, database and server team to manage. |
| | Third Party Vendors | HCSIS leverages complex technical offerings from Oracle (FGA), Microsoft (Web Gardening) and shortly Corticon to support business processing. This requires coordination and collaboration via BIS to support. |
| | Other Lot Vendors | HCSIS requires input from the lot vendors to manage the wide array of services supported including collaboration across program lots, and interfaces with PDA, OLTL, and OMAP. Expanding requirements collection and rationalization from one vendor to potentially five requires skilled coordination and collaboration. |
| PACSES | Program Office | PACSES supports over 3,000 child support workers across the 67 county Domestic Relations Sections, more than 450,000 users of the PA Child Support Web site, over 25 critical interfaces with outside business partners and stakeholders including CIS, SSA, IRS, UC, STROP, New Hire, FIDM, PA SDU, confirming establishment, enforcement and collections of more than \$1 billion dollars annually in child support for children and families. Changes to these processes would not only impact PA families, but other state agencies and requires coordination with and by DPW. |
| | BIS | The PACSES main line of business application is centered on the Unisys Dorado 380 mainframe which supports 3,500 users that administer the Child Support program for the Commonwealth. Additionally, there are other large-scale application components that use .NET, Oracle, webMethods, and the Adobe suite of products. PACSES also includes a large Data Warehouse that supports the annual creation of federally mandated statistical reports and provides business intelligence reporting for the Bureau of Child Support Enforcement management team. Coordination with BIS is required to support business processing over such a wide array of technologies. |
| | Third Party Vendors | The third party products used by PACSES include software from KMSystems, Identity Systems, Pitney Bowes, Unicon, Adobe, Informatica, Oracle, and Microsoft among others. Deloitte has firm alliances with some of these vendors that enable direct contact to review, discuss upcoming software changes, new features and functionalities as well as access to their knowledge library to adhere to software leading practices. Additionally, we work through the DPW support contract to supply third party vendors with appropriate data to support production operations and infrastructure support issues. |
| | Other Lot Vendors | PACSES support team coordinate with child support lot vendor as they gather requirements for upcoming PACSES mainframe and open systems initiatives. |



| System | Stakeholder | Deloitte's Understanding of System Specifics for Coordination and Working Needs |
|------------------|------------------------|--|
| PELICAN | Program Office | PELICAN supports more than 1000 child care workers, and more than 1000 other providers and workers supporting the other programs within the PELICAN suite of applications. PELICAN offers distinct business solutions that must be managed across various program offices and bureaus as well as PDE. Pelican CCW, Pre K Counts, Provider Certification as well as ELN introduce complex coordination needs as business process integration and consistency is typically driven in parallel with system modifications. |
| | BIS | PELICAN leverages mobile technologies to support on site provider certification analysis. The distribution of software to these machines requires complex orchestration with various groups within BIS to concurrently support server and tablet software deployments. Additionally, the networking configuration of the CCIS's requires the awareness and collaboration with individual sites to verify appropriate access is provided. |
| | Third Party Vendors | Deloitte works closely with the Pearson vendor to support the certification of teachers and assessments of children in PELICAN programs. Intimate coordination is required to support changes to the assessment and the interfaces required to supply Pearson required data. |
| | Other Lot Vendors | PELICAN requires assimilation of requirements from various lot vendors to support business needs while verifying external entities needs are met, such as the Department of Education. |
| Child Welfare | Program Office | Child welfare suite of applications provide mission critical support, and is used by the counties, citizens and providers within Pennsylvania. The Child Welfare team works closely with DPW to verify the Child Line solution is meeting business needs. Child Welfare programs are complex in nature and sensitive, which requires coordination across the enterprise. |
| | BIS | Child Line is currently not entirely aligned with the DPW standard architecture. The solution requires unique coordination with BIS to support desktop centric installations, the unique database construct as well as the true 24x7 availability requirement. |
| | Third Party Vendors | As Child Line evolves to more current technologies, substantial third party vendor interaction is required. |
| | Other Lot Vendors | The Child Welfare team works closely with lot vendors to mature the strategic nature of the Child Welfare offering within DPW. This includes consuming enterprise services, common functionality and centralized IT services. This assimilation into the larger DPW environment mandates close coordination across lot vendors to pursue the singular business and technical vision of the Department. |

Figure 6.9-111. Unique Coordination and Working Needs.

As described thus far, Deloitte is an experienced steward of the DPW applications and we provide the necessary coordination and communication in support of DPW business objectives.

The following addresses the requirement to effectively coordinate efforts from a stakeholder point of view.

Effective Shared Services and Direct Technical Support



Deloitte effectively coordinates and works with designated DPW stakeholders, third party vendors, and other selected Offerors to provide effective Shared Services and Direct Technical Operational and Consulting assistance support for strategic, tactical, and operational initiatives throughout the life of this contract. We support DPW Application and Technical Engineering encompassing different cycle of an initiative: from strategic and tactical through operational. Our support approach includes parties external to the initiative such as other DPW stakeholders and third party vendors. The following tables highlight our approach to Coordinating and Communicating with DPW Stakeholders to provide effective shared services and direct technical support for strategic, operational and tactical initiatives.

Effective Services and Support for Strategic, Tactical, and Operational Initiatives

| Stakeholders | Deloitte Approach to Effective Shared Services and Direct Technical Support for Strategic, Tactical and Operational Initiatives |
|---------------------|--|
| Program Office | Assist in the identification of potential enterprise services as part of each application release design phase that could reduce maintenance costs or promote reuse across multiple application domains. Support the program offices in working to conduct annual planning sessions, including scoping, level-of-effort assessment, and determining technology impact for baseline activities. |
| BIS | Provide technology strategy support to establish integrated software quality assurance approaches throughout the SDLC phases, and to assess CMMI and ITIL model maturity level baselines and map annual strategies for annual targets. Support BIS in working with program offices and application teams to conduct annual planning sessions, including scoping, level-of-effort assessment, and determining technology impact for baseline activities. |
| Third Party Vendors | Engage third party vendors, as necessary, during the strategic planning process to plan for new technologies needed to support upcoming initiatives. |
| Other Lot Vendors | Coordinate planning and estimation activities with the vendors assigned to perform business requirements work. This includes gaining an understanding of the scope of work to assist with validating ITSS/DTSS level of effort estimates as well as transitioning domain-based activities, such as logical data models, initial capacity estimates and ARB meetings to help confirm continuity of activities across the phases of the SDLC. |

Figure 6.9-112. Deloitte Approach to Effective Shared Services and Direct Technical Support for Strategic, Tactical, and Operational Initiatives.



Complex Operational Issues Triage

 $\mathbf{IV} \mid_{\Gamma}$

Page IV-394 RFP Reference: Information Technology (IT) Shared Services Model and Direct Technical Support Services Required Items

The Selected Lot #6 Offeror and Selected Lot #7 Offeror must provide a description of their approach and as to how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

2) Triage to resolve complex operational issues,

Based on our understanding of the RFP, Deloitte's Lot 6 team provides limited operational issue triage activities, with these activities being the primary responsibility of the Lot 7 vendor. The following table highlights our approach to Coordinating and Communicating with DPW Stakeholders to support complex operational issue triage.

| Stakeholders | Deloitte Approach to Complex Operational Issue Triage |
|---------------------|---|
| Program Office | Participate in SWAT team activities, as necessary |
| BIS | |
| Third Party Vendors | |
| Other Lot Vendors | |

Figure 6.9-113. Deloitte Approach to Complex Operational Issue Triage.

Serve as IT Visionaries for EA-SOA



Page IV-<u>394</u> RFP Reference: Information Technology (IT) Shared Services Model and Direct Technical Support Services Required Items

The Selected Lot #6 Offeror and Selected Lot #7 Offeror must provide a detailed description of their approach and as to how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

3) Be luminaries and IT visionaries relative to EA-SOA supporting DPW mission

Deloitte effectively coordinates and works with designated DPW stakeholders, third party vendors, and other selected Offerors to provide specialist assistance for DPW technology strategy support for annual planning efforts and new technology assessments. Collectively, the new annual initiatives and new technologies align with the DPW EA-SOA vision. The following table highlights our approach to Coordinating and Communicating with DPW Stakeholders in Support of our Role as IT Visionaries for EA-SOA.

| Stakeholders | Deloitte Approach to Serving as IT Visionaries for EA-SOA |
|----------------|--|
| Program Office | Engage DPW program offices in annual planning efforts, working with them to identify efforts that might be classified as enterprise shared services or enterprise level initiatives and which could warrant special technology strategy support. |

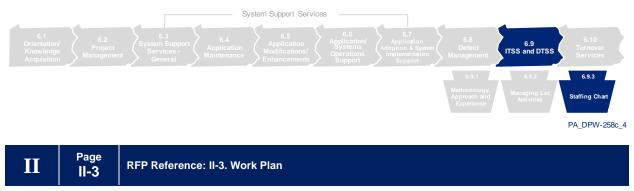


| Stakeholders | Deloitte Approach to Serving as IT Visionaries for EA-SOA |
|---------------------|---|
| BIS | Work with BIS to coordinate annual initiative planning efforts across the program offices, BIS, ITSS and the application team. |
| | Collaborate with BIS on the planning, coordination and finalization of the ITIL adoption approach. |
| | Work with BIS to refine and expand the CMMI and ITIL governance models and governance frameworks to meet the particular needs of DPW. |
| Third Party Vendors | Work with transfer technology vendors to understand the transfer technology and to assess the viability of integrating these technologies into the DPW enterprise architecture. |
| Other Lot Vendors | Collaborate with other lot vendors in the establishment of an integrated software quality assurance approach that transcends the phases of the SDLC. |

Figure 6.9-114. Deloitte Approach to Serving as IT Visionaries for EA-SOA.



6.9.3 Staffing Chart



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 Information Technology Shared Services and Direct Technology Shared Services are listed in the following Figure 6.9-115. More information about each one of these individuals, including resumes, can be found in *Tab 8.0.*

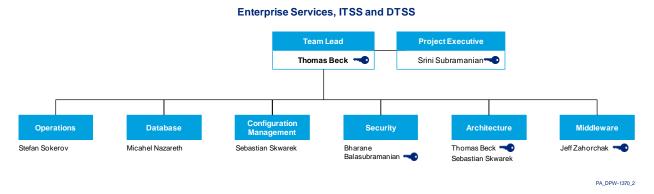


Figure 6.9-115. Information Technology Shared Services and Direct Technology Shared Services Resources.

| Chief Security Architect |
|-----------------------------|
| Office Security Architect |
| Chief Application Architect |
| Chief Database Architect |
| Systems Architect |
| ITSS and DTSS Team Member |
| Project Executive |
| Chief Functional Architect |
| |

Figure 6.9-116. Proposed ITSS/DTSS Staff.



6.9.3.1 Staffing Requirements



IV Page IV-394 RFP Reference: c. 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. We have a solid track record of working with DPW towards the enterprise technology strategies and goals. DPW's success in embracing the latest technologies, EA-SOA, enforcement technology standards across applications, and the shared services, are testimonials of Deloitte track record of collaborative and successful relationship with DPW.

Because of our team's significant DPW experience, we bring knowledge of DPW's standards, processes and people which helps to align our work with the Department's priorities and procedures. We described in detail our collaborative work approach with DPW and stakeholders in the preceding *Section 6.9.2.2*, Required Items - Coordinate and Work with Designated DPW Stakeholders, Third Party Vendors, and Other Selected Offerors.

Delivering Solutions in Alignment with DPW's Choices and Priorities

Deloitte understands the importance of unwavering focus on the delivery of the solutions and continue to move the technology and enterprise architecture forward with the DPW and Commonwealth's priorities and choices. The IT industry is evolving at a rapid pace and enterprises stall in endless analysis of the choices and priorities. Unlike some service vendors who are owned by product companies and often directed to promote their parent company's products, Deloitte provides a product - independent view and uses a technology-agnostic approach with our clients. As discussed in the technology strategy, EKMS and Security domains, Deloitte uses the long-standing relationships with the leading product vendors to the benefit of DPW.

Deloitte observes that our successful clients choose a platform, hardware or software after careful considerations of the facts known in a point of time and remain with this path until a change in approach or strategy is truly warranted.



This is the difference between a successful technology enterprise such as DPW – that has singular focus on reducing architectural complexity and using enterprise-level approaches vs. other state agencies that end up supporting multiple languages, platforms, and products driven by silobased organizational decisions.

 Support Technology Evaluation and Selection Process. Deloitte uses the DPW standard process (STD – EASS006) for evaluating and selecting COTS products, transfer technologies or other alternative solutions. We work with DPW to coordinate involvement of the appropriate lot vendors and technical specialists and involve our vendor alliance partners at DPW's request to complete the 7 phases of the evaluation and selection process.

Deloitte's practitioners look forward to continue this successful journey with DPW, in complete harmony of the DPW's enterprise architecture, hardware and software choices and priorities. Deloitte works with DPW with its choices and priorities and leverages Deloitte specialists and alliances to resolve issues and succeed.

Deloitte's Unique Product Independence Posture

Deloitte is an independent firm with loosely coupled alliances with technology and product vendors, with no prejudice to a specific technology or product hardware or software vendor. We leverage these alliances on behalf of our clients – and not on behalf of the vendors. This is a long standing Deloitte strategy, to provide our clients with balanced and executable advice. Analysts and clients recognize this aspect of independence and experience in diverse platforms that gives us the ability to successfully integrate and implement solutions better than the product vendors.

Have you heard? ◀)

Deloitte is the only large systems integration offeror with no hardware or software affiliations that can potentially impair the independence while advising DPW on strategy and implementing DPW selected products and solutions. DPW has high profile decisions coming up in the near future in the areas of Enterprise Information Management, ITIL process enabling technologies and Cloud/SaaS solutions.

DPW benefits from Deloitte's product independent stance are:

- DPW's benefits, Return on Investment (ROI) and Total Cost of Ownership (TCO) are our only consideration while facilitating selection and implementing hardware or software products
- Deloitte brings the power of the hardware and software alliances and our balanced feature comparisons and characterizes from hundreds of our engagements
- Deloitte practitioners specialize in various platforms, hardware and software. To promote providing the best talent, quickly, Deloitte taps to the best of the talent in the various products chosen from its large pool of professionals. As an example, as DPW started new initiatives with IBM Tivoli Identity Manager (ITIM) Commonwealth's standard for user automated user provisioning product, Deloitte brought in specialists in that product to enable quick success with ITIM.

We have established our product and platform independence over 30 years of our association with DPW. The product independence stance became even more important as our clients embraced the open systems platform because of the wide array of choices. We provide specific examples of the upcoming DPW decisions that will have



long term impact on DPW's technology strategy, and select examples of Deloitte's demonstration of the product independence stance with DPW over the past 10 years of DPW's selection and implementation of technologies in Figure 6.9-116:

| Technology Platform/Product | Deloitte's Support of DPW Project Goals and Objectives |
|---|---|
| Year 2000: Microsoft vs. Java application development technology choice | DPW's choice was the Microsoft platform, after careful considerations of the TCO and long term Commonwealth and DPW direction; considered by many as a bold choice on an application development environment that was maturing and the hardware choices to run mission critical applications for the platform still in early development stages Deloitte has supported DPW's choice and has implemented the mission critical systems. |
| 2001-2002: Human Services Network (H-Net) – Facilitate enterprise product solutions | Deloitte facilitated product selections and assisted in the successful implementation. Deloitte's ability to bring specialists in these product families, independent benchmarks and establishing selection criteria based on DPW's environment and requirement has been a differentiator. DPW has continued their enterprise use even though the products have been acquired by other companies, more than on one occasion. • Middleware – WebMethods DPW chose webMethods after |
| | Deloitte facilitated the product selection. Today, WebMethods is at the heart of DPW's services strategy and implementation. DPW embraced the use BizTalk and OpenTI for specific use cases, documented through DPW standards |
| | • Security – CA Netegrity SiteMinder DPW chose Netegrity SiteMinder as the enterprise Access Management platform to provide single sign-on services to the applications. Nine years later, DPW operates one of the most complex SiteMinder implementations successfully; supporting over 200,000 users, 70,000 logins and 5,000,000 authorizations a day. Deloitte has been an integral part – facilitating the product selection and implementing the infrastructure and integrating over 40 applications. |
| 2005-2006: DPW's server hardware platform | Deloitte worked with DPW through the change of the Oracle database platform through the choices of running on Sun Microsystems platform running on Sun OS to Unisys ES7000 platform. |
| | Commonwealth's decision to use IBM server platform for commodity servers – Deloitte worked in harmony with DPW in implementing the IBM platform for the utility services |
| • 2009: Rules Engine | Deloitte assisted DPW in the product selection of the Rules Engine. Once DPW selected Corticon as the Rules Engine standard, Deloitte assisted in the implementation of the infrastructure and use by the application |
| 2010: Avicode for Application monitoring/debugging solution | Deloitte assisted DPW in the product section and implementation of Avicode for application monitoring and debugging the application code in Production environment. |



| Technology Platform/Product | Deloitte's Support of DPW Project Goals and Objectives |
|--|--|
| 2010 and beyond: Cloud and SaaS Platform | DPW will be looking for a Cloud environment as it embraces the cloud technology and uses SaaS offerings. Deloitte looks forward to bringing the lessons learned in the technologies and move forward locked in step with DPW. |
| 2010 and beyond: ITIL process enablement technology and tool sets | Deloitte is looking forward to DPW acquiring the right tool sets for the Configuration Management Database (CMDB) and tools for technology enabling processes such as request management, problem and issue management and relevant ITIL processes. |
| 2010 and beyond: Enterprise Information Management | DPW has been working on strategy refresh for the Enterprise Information Management related technologies and will embark on action to execute on the strategy and roadmap. The execution of the EIM strategy will likely involve acquiring new tools for Metadata Management, Master Data Management, Data quality improvement measures. Deloitte looks forward to providing specialist assistance in these and other relevant data and Knowledge Management tool sets. |

Figure 6.9-117. Deloitte's Established Product Agnostic Approach Helps in the Success of DPW's Enterprise Technology Choices.





6.10 Turnover Services



PA_DPW-200j

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.

Page IV-300

RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7

Turnover Services - The selected Offeror will be responsible for 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 state staff with minimal disruption to the operation.

Additional RFP Reference: F. Turnover for Lot #6 and Lot#7 Offeror, Page IV-396

Our proposed team, as your Lot 6 systems architecture services provider, shares the belief with DPW that you accomplish an effective turnover with a strong turnover plan and a broad and rigorous execution of that plan. We know that strong collaboration principles, coupled with seeded knowledge of the nuances of the DPW business and technology domains, are necessary for a successor team to continue providing support for these critical DPW systems. Ultimately, the goal is a transition which provides continuation of uninterrupted service.

Introduction

Deloitte understands the importance of a smooth transition of application support services to follow-on staff with minimal disruption. Deloitte's past service experience with the Commonwealth, as well as our reputation and service within the Health and Human Services Industry at a national level, reduces risk to DPW during this crucial phase in the event that a turnover is required.

Unique and Distinguishing **Factors**

Deloitte has a strong track record of successful turnover of large Public Sector projects:

- Delaware Client Information System II (DCIS II)
- Pennsylvania Human Service Network (H-Net)
- Administrative Office Pennsylvania Courts Common Pleas Case Management System
- West Virginia Families and Children Tracking System (FACTS)
- · Pennsylvania Finance Transformation
- Pennsylvania Child Support Enforcement **
- ** Deloitte won the PACSES bid and took over from ACS in 2001.



For the Lot 6 services, we recognize that the turnover tasks are specific to system requirements, GSD and any general support provided related to systems architecture assessment, impact analysis, IT strategy and re-engineering support.

Our combined 35 years of service to Health and Human Services clients who have transitioned services from Deloitte to a successor, or assumed responsibility for system maintenance themselves, are a testament to this fact.

Our experience shows that providing for an effective and orderly turnover is a continuous and phased process that relies upon a positive, collaborative By selecting Deloitte for Lot 6, DPW avoids:

- Turnover of 6 mission critical systems during gubernatorial transition
- Execution of our current turnover plan from April 1st through September 30th
- Turnover of 6 applications, 27 systems, 25+ enterprise services, and the 200+ subsystems

learning environment; an environment that must be established early in the project life cycle. Throughout the project our team members actively work side-by-side with their DPW team members to successfully accomplish project activities. In doing so, our approach provides DPW staff the opportunity to absorb and practice completing the same project tasks, applying the same procedures, and using the same tools as our team resources. This helps alleviate the burden that a large volume of information can create when a formal turnover is scheduled for a set period of time at the end of the contract.

| Features | Benefits to DPW | |
|--|---|--|
| Experienced staff with knowledge gained as the original architects and maintainers of the applications | We will maintain our project staff through the turnover period. Our knowledge of these systems is gained through long-term experience, not through training provided from another source. Participating in the development and evolution of these systems allows us to not only provide knowledge of how these systems work, but also why they work the way they do. | |
| Turnover actually starts on day one of the project, not at the end | In order to be effective, turnover cannot be limited to a period at the end of a project – especially for a multi-year effort. To support effective turnover, knowledge transfer should be a continuous process based upon a positive, collaborative learning environment established early in the project life cycle. | |
| Highly collaborative approach | Our team will work side by side with DPW staff and the other Lot vendor teams throughout the life of the project. During the turnover period, this collaboration will provide benefits as our team and the other Lot vendors work side-by-side with DPW to allow them to gain familiarity with the systems and corresponding maintenance operations and support procedures. | |
| Continued system operations during the turnover period | Of critical importance to DPW during the turnover period are continued, uninterrupted services to the people of the Commonwealth. Our approach to turnover facilitates a seamless transition that will help DPW to continue to meet their business obligations during the turnover phase. | |

Figure 6.10-1. Features and Benefits.



Our turnover processes include a well-defined, repeatable approach that we have successfully executed for many other similar engagements. We follow a three-stage methodology that facilitates a seamless turnover and enables DPW to continue to meet their business obligations during the turnover phase:

- Turnover Planning. Develop the detailed Turnover Plan that drives the knowledge transfer effort for the successor team.
- **Turnover Execution.** Execute and monitor the approved Turnover Plan.
- Turnover Closeout. Consolidate observations and findings from the turnover execution phase and provide DPW with an assessment of whether the turnover process met/exceeded defined the acceptance criteria.

Prior to initiating the knowledge transfer effort, incoming support team participants should have a basic understanding of the breadth of technologies associated with the DPW systems (e.g., for the current environment these would include .NET, Oracle, webMethods, SQL Server, Unisys mainframe technologies). Knowledge transfer builds upon and leverages the basic system and technical understanding of the participants gained through prior development and/or support experience and training. A successful turnover requires a joint team with qualified resources that can accept the turnover and transition activities.

Keys to Successful Turnover

- Collaboration and joint accountability with DPW and/or the successor vendor.
- Expectations for knowledge transfer established through individual assessments and plans.
- Regular formal and informal checkpoints.
- Established turnover methodology utilized on numerous large HHS projects.



6.10.1 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).

Methodology

We apply a turnover methodology and processes to help maximize the effectiveness of the effort for DPW IT Services staff while reducing the substantial risks associated with a turnover of this size and complexity. Our methodology has been successfully used on a broad spectrum of large Public Sector projects, providing a structured, phased approach to turnover activities that is designed to maximize transparency, promote collaboration, and report on the success of the turnover.

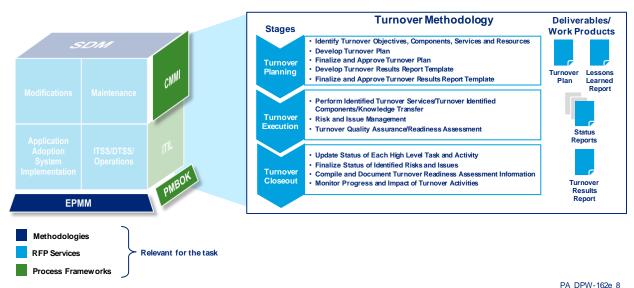


Figure 6.10-2. Turnover Methodology as it relates to our overall proposed approach. Our established Turnover Methodology is a component of our overall approach to the DPW IT Services project.

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Our Turnover Methodology is comprised of three phases: Planning, Execution, and Closeout. These phases provide an in-depth approach to realize a successful turnover. Figure 6.10-3 provides a more detailed overview of our Turnover Methodology and the deliverables produced during each phase.

Turnover Methodology

Deliverables/ **Stages** Work Products Identify Turnover Objectives, Components, Services and Resources Develop Turnover Plan Finalize and Approve Turnover Plan **Turnover Develop Turnover Results Report Template** Turnover Lessons Planning Plan Finalize and Approve Turnover Results Report Template Learned Report Perform Identified Turnover Services/Turnover Identified Components/Knowledge Transfer **Turnover** Risk and Issue Management Status Turnover Quality Assurance/Readiness Assessment **Execution** Reports Update Status of Each High Level Task and Activity Finalize Status of Identified Risks and Issues **Turnover** Compile and Document Turnover Readiness Assessment Information Turnover

PA_DPW-310_4

Results Report

Figure 6.10-3 Turnover Services Methodology.

Closeout

Our methodology is comprised of three phases: planning, execution, and reporting/closeout that provide an in-depth approach to realize a successful turnover.

· Monitor Progress and Impact of Turnover Activities

Phase 1: Turnover Planning

During the Turnover Planning phase, we help establish the foundation for the turnover activities by identifying the specific objectives for the in scope systems. Today, the scope is comprised of 6 applications, 27 business systems, 25+ enterprise services, and 200+ subsystems, services and COTS products. However, in 5-8 years, the scale and complexity of the in scope systems may be vastly different. During Turnover Planning we document the business and technology skill sets that are necessary for DPW and/or a successor vendor to effectively manage the responsibilities of the Lot 6 offeror as it relates to SRD and GSD of the enterprise. We also assess Lessons Learned from the transition period and other experiences over the course of the project that potentially impact the procedures, knowledge transfer techniques, and other important elements of the Turnover Plan.

During this phase we also assess the overall scope of the turnover services and define a detailed timeline. This phase requires participation of the project stakeholders to consign to the detailed timeline including DPW, the successor vendor team, and our team.



Next we draft the Turnover Plan for which we identify various system transition methods, determine milestones, document turnover success criteria, define specific resource readiness criteria, and prioritize and plan each individual task required to successfully complete the turnover. This draft Turnover Plan is then peer reviewed prior to submission to DPW for approval.

After submission of the draft Turnover Plan DPW reviews the plan and confirms that it sufficiently mirrors DPW's resource allocation priorities and identifies and addresses the department's operational risks. DPW also validates that the organization is prepared for the actual execution of the plan. The team incorporates required changes into the plan and submits the updated plan for final approval. Once DPW reviews and accepts the final Turnover Plan, it is ready for execution.

Phase 2: Turnover Execution

During the Turnover Execution phase we manage and perform the planned turnover activities and apply the elements for knowledge transfer defined in the plan to meet the department's defined turnover objectives. Our team continues to identify the turnover components which represent the most risk to operational stability of the DPW systems. This in turns helps us to adjust and prioritize turnover tasks in order to reduce the risk of disruption to ongoing program operations. We regularly measure the progress of turnover execution by assessing the readiness of DPW and/or the successor team members to assume responsibility for the maintenance and operational support of the DPW systems.

We perform turnover activities (knowledge transfer, component transfer, resource transfer, etc.) as per the DPW approved Turnover Plan. These activities are described in more detail in Section 6.10.2.3, Required Items.

Phase 3: Turnover Closeout

During the Turnover Closeout phase we assess the completion of the turnover effort and prepare the Turnover Results Report. The report provides a summary of the turnover effort, including the following detailed information:

- Completion status of each high level task and activity that took place during the turnover period, linking the report items to the turnover success criteria established during the turnover planning process
- stated in the Turnover Plan have been achieved
- Detailed description of how each of the objectives

With many years experience working with the DPW IT systems, we have demonstrated our success in helping establish clear documentation, processes and plans for project activities.

Deloitte will utilize the 2100 artifacts submitted since 2006 as baseline critical documents for turnover to another vendor.

 Documentation of the resolution of issues identified and prioritized during the turnover process



 Final report of items identified through the risk identification, assessment, and mitigation component of the Turnover Plan

Approach

Our approach to the Turnover Plan is similar to the Turnover Plans that we created and submitted for the current Integrated Strategic Systems and PACSES contracts. The plan provides details on the technical transition of applications and operations and identifies the key activities associated with turnover. This helps enable a planned systemic approach to turnover strategy for DPW while preserving key current processes and documentation. To meet DPW requirements, the plan:

- Addresses specialized technical turnover of applications and operations
- Identifies the critical tasks that need to occur in order to facilitate a smooth and orderly turnover of functions
- Contains timeframes for completion and how the turnover activities will be managed
- Identifies the "Transition to" resources required for the turnover, including those from DPW, our team, and the new successor vendor, if applicable
- Identifies the system turnover objectives and work plan activities on a Gantt chart
- Documents activity timeframes and responsibilities

We understand DPW has identified a six month window for execution of turnover activities. During development of the turnover plan we will work with DPW to determine the exact schedule of activities for final project turnover. Changes in size, scale and complexity of the DPW systems as they will exist 5-8 years from now could necessitate a different turnover calendar. An outline of the expected time schedule is as follows:

| Time frame | Deloitte Support of Turnover Events |
|--------------------------------|--|
| 9 months prior to contract end | Assess the Lessons Learned report and other project experiences that may impact our approach to the turnover effort Develop competency evaluation criteria to measure effectiveness of skill proficiency Submit Turnover Plan Identify and finalize resources from our team, the Commonwealth, and the successor vendor team Review and finalize Turnover work plan Finalize turnover logistics, seating, computers, etc. |
| 6 months prior to contract end | Begin turnover activities - system demonstrations, walkthroughs Conduct skill proficiency evaluations Review documentation and procedures Participate in project meetings |



| Time frame | Deloitte Support of Turnover Events | | |
|-------------------------------|--|--|--|
| 90 days prior to contract end | Successor team members begin to perform project tasks e.g., application support, architecture review boards, system requirements gathering, and general design Evaluate results of skill proficiencies and determine gaps Successor team members begin facilitation and presentation at project meetings | | |
| 30-days prior to contract end | Begin to compile turnover results report Successor team members begin to lead and independently perform project functions Finalize transition close-out procedures Review transition results | | |

Figure 6.10-4. High-level Turnover Timeframes.

Our turnover approach emphasizes some important knowledge transfer activities so the identified members of the successor team are provided with the mechanisms to gain knowledge that is required to do their jobs effectively. The list of activities in the table below represents some of the tasks Deloitte may perform during the Turnover Phase.

| Key Activities | Description |
|---------------------------------|--|
| Pre-requisite Learning | A solid foundation in skills relevant to turnover activities is important for those resources identified on the successor team. Working with DPW we identify pre-requisite learning activities for successor team members to complete prior to the initiation of the turnover process. Examples of these topics may include object oriented design, SOA Architecture, Data Warehouse principles, CMMI, ITIL, etc. |
| Documentation Review | This activity involves the successor team resources broadly reviewing available project and system documentation for each of the turnover services topics. This documentation review is critical to the successful completion of the majority of the turnover tasks and may result in questions that can be addressed using one of the other methods defined in this table. |
| Meeting/Discussion Forum | These forums allow the appropriate resources to openly discuss a turnover topic and provide firsthand accounts and explanations of important details related to the topic. Each meeting should have a defined agenda to control the scope of the discussion. Participants should review related documentation prior to attending the meeting. Controlled scope and meeting preparation enable the discussion to be as productive as possible and also allow those participating to truly get a grasp of the information being covered. |
| System or Tool Demonstration | Often considered informal or on-the-job training, this activity includes a demonstration of a component of a system or of a specific tool used to support the system or other project activities. It involves the visual presentation, as well as a detailed discussion of the underlying business function and architecture. The participants should review relevant documentation prior to attending the demonstration so they have a basic understanding of the topic. This allows the participants to conduct an effective review of the details during the demonstration. |



| Key Activities | Description |
|--|---|
| Walkthroughs | Walkthroughs provide a logical or sequential overview of a functional or technical component of an application or system. They involve visual presentations of the topic, as applicable, as well as discussions of relevant details. Similar to a system demonstration the participants should review the documentation prior to attending the walkthrough. |
| Shadowing or Participation in Meetings and Activities | Job shadowing involves having the resources that are responsible for turnover jointly participate in tasks, activities, and/or meetings during the course of the normal day. This allows these resources to learn firsthand and experience the project activities, operations and other tasks they will take over when turnover is complete. For shadowing to be most effective, it is important that broadly defined objectives be set up front to effectively use the time of those involved. |
| Substantial and Meaningful Assignments | As transition progresses and the successor team members take on additional responsibilities, we begin the transition from job shadowing to job takeover. Throughout the transition our team works to provide the successor team resources with meaningful assignments and activities related to the applications they will be supporting. |
| Skill Proficiency Testing | Based on DPW and Deloitte mutual agreement, we may develop and facilitate skill proficiency assessments to determine if the successor team is acquiring necessary competencies for taking over the mission critical systems of DPW. Skill proficiency gives DPW an understanding of what competencies have been achieved and which ones still require work. Using skills proficiency testing reduces DPW turnover risk. |
| Governance Meeting Participation Figure 6.10-5. Key Knowledge Trans | This method provides a hands-on means to understand project structures by participating in the various governance meeting forums – steering team, project team, architecture team, logistics and user education team meetings, etc. |

Figure 6.10-5. Key Knowledge Transfer Activities.

Since turnover is performed along with "in-flight" modifications and ongoing application support activities, we will work with DPW to continually monitor and prioritize these activities based upon the support needs of the various applications and the availability of resources, both from our team and from the successor team.



DPW Benefits from Shared Responsibilities, Effective Monitoring and Management of Turnover Tasks

Deloitte operates with high standards of professionalism. We maintain this level of professionalism throughout the turnover period to effectively transfer responsibility for the DPW systems to a successor team. In part, this commitment is a function of our desire to see DPW continue its success with and gain recognition for its outstanding systems, but also in part because we know that its continued success will provide significant benefits to people throughout the Commonwealth. We fully cooperate in the turnover of services to DPW or a successor vendor by:

- Continuing to perform project services while DPW is in the process of identifying a successor
- Providing qualified, experienced staff to execute turnover and knowledge transfer tasks
- Sharing information and maintaining clear channels of communication with the DPW and/or the successor vendor throughout the turnover period
- Monitoring the effectiveness of the turnover process and making adjustments as necessary

In order to provide an effective turnover of application services and support it is critical that shared responsibilities of the Transfer From and the Transfer To organization have clearly defined goals, roles and responsibilities, and effective monitoring and management of activities. Deloitte has been the Transfer To vendor on engagements and some of the keys to successful turnover include the following:

- Independent Transition Management Team. An independent transition manager was essential in providing neutrality and the necessary independence to manage a host of issues.
- Operational Cut-Over Team. A soft cut-over arrangement allows for the Transition To vendor to provide application support for the systems with the Transition From vendor providing an insurance policy and advanced consulting support.
- Executive Alignment. The executive team, including senior leadership from stakeholders, should be aligned to the mission and frequently engaged to resolve issues and share updates
- Leadership Decision Support. The Transition PMO constantly listens to each perspective and works to reduce "noise" and resolve root issues. Issues are presented weekly in an orderly fashion for discussion and resolution.
- Transition Team Assembly. The transition team should be assembled as quickly as
 possible and specialists within DPW identified.
- Transition Project Management Office. The Transition PMO should take ownership of documenting events and issues.



Experience

Deloitte has experience with other large project turnovers, including the current DPW contracts. Our past service experience with DPW, as well as our experience with Health and Human Services projects across the country, helps to reduce your risk during the critical phase of transitioning support to a successor team while also continuing to maintain system availability and service levels.

| Deloitte Experience Footprint | Example | Deloitte Role in Providing Services Similar to DPW Requirements |
|-------------------------------------|---|---|
| Commonwealth of Pennsylvania | DPW, Human Service Network (H-Net) | We worked with DPW to facilitate turnover of database services and system components (e.g., XML, configuration management, middleware, technology standards and procedures) for H-Net. |
| | AOPC Common Pleas Case Management System | For the Administrative Office Pennsylvania Courts we completed a successful transfer of responsibility and knowledge to AOPC leadership and staff for aspects of the Software Development Life Cycle utilized for the Common Pleas Case Management System. |
| | DPW, Master Provider Index (MPI) | Maintenance of the DPW Master Provider Index (MPI) was turned over to DPW resources prior to the initiation of our current Integrated Strategic Systems contract. |
| | DPW, Invoice Management for Quality (IM4Q) | Maintenance and support for the Invoice Management for Quality (IM4Q) system was turned over to DPW resources and they continue to successfully support this system. |
| | Office of the Budget, Finance Transformation | Successfully led Commonwealth staff to self-sufficiency in maintaining and using their upgraded SAP 6.0 system. Participants gained project management, communications, and process improvement skills and techniques through hands-on project involvement and mentoring with their Deloitte counterparts. |
| State of Texas | Texas Integrated Eligibility Redesign System (TIERS) | In 2005 we helped the Texas Health and Human Services (HHSC) agency position a successor vendor (Accenture) for uninterrupted continuity of services supporting TIERS. Two years later, in June 2007, the Accenture contract was cancelled and Deloitte was reengaged by HHSC using a sole-source contract to maintain and enhance TIERS. |
| State of Florida | Florida Eligibility and Child Support | We conducted a turnover of the Florida Eligibility system and the Child Support Enforcement Automated Management System (CAMS) to a state support team. Florida has successfully taken over the maintenance and operations of these systems. |



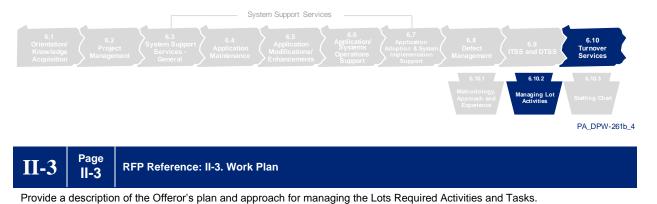
| Deloitte Experience Footprint | Example | Deloitte Role in Providing Services Similar to DPW Requirements |
|-------------------------------------|---|--|
| State of Delaware | Delaware Client Information System II (DCIS II) | A complete application turnover, including management of maintenance and enhancement activities. This project included a shift away from a mainframe application to a much larger client/server application. Deloitte continues to provide development support to supplement Delaware's staff. |
| State of West Virginia | Families and Children Tracking System (FACTS) | Deloitte conducted a complete transition of FACTS to the state. This included the transition of maintenance, enhancement and operation activities, as well as the use of several new technology components. |
| State of New Hampshire | New HEIGHTS Integrated Eligibility System | Conducted multiple technical training events for the State to provide a more inclusive understanding of technology used to support business functions, and provided an SDLC overview to the Office of Information Technology (OIT). |
| State of Minnesota | Health Match IV&V | As the IV&V vendor for the Health Match (eligibility) project, Deloitte helped transition completed work to state resources. The State of Minnesota had previously terminated the Health Match contract with ACS. |

Figure 6.10-6. Deloitte Turnover Experience.

We have proven our success in helping establish clear documentation, processes and plans for project activities. Our established turnover methodology will help reduce risk and promote successful transfer of system operations so that DPW and/or a successor vendor can continue to support the users of the DPW programs as well as the Commonwealth citizens to whom they deliver services.



6.10.2 Managing Lot Activities



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.

We have experience in managing the successful turnover of application support responsibilities for projects of similar size and scope – to both our clients and to other vendors. We are able to effectively deploy our team for turnover tasks, effectively monitor project scope changes that may impact the turnover schedule, and identify, manage, and resolve turnover-specific issues and risks. To help maintain focus on turnover while the team simultaneously continues to provide application support services, we designate a Turnover Manager who is solely responsible for the turnover

Our proven dedication to fostering genuine team work both within the Deloitte organization and with our clients has been recognized. The teams we establish with our clients enable us to easily share project knowledge, lessons learned, and leading practices.

effort, managing and tracking related issues and risks that are escalated as necessary.

The impacts of risks and issues across the project are essentially the same, regardless of the project phase or task. These potential risks and issues include:

- Inability to keep your core systems operating and providing services
- Inability to implement new policy in a timely fashion
- Inability to implement in-flight initiatives
- Inability to carry forward your enterprise services vision forward
- End user dissatisfaction
- Loss of federal funding or incentive funding
- Time spent in negotiating between your vendors, and teaching them the DPW history and intricacies of program operations



The table below lists one of the specific risks and issues associated with the turnover effort, its potential impact to DPW, and how the risk is mitigated by choosing our team for Lot 6.

| in turnover activities. We will make ourselves available for formal turnover activities which may include side by side sessions and formal | Issue/Risk | Deloitte's Mitigation Strategies |
|--|------------|--|
| training it riceded | | 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 |

Figure 6.10-7. Issues/Risks for Turnover.

Processes and Tools

| II | Page II-3 | RFP Reference: II-3. Work Plan |
|---|--------------|--------------------------------|
| For each of the Late Daniel And Man and Tools also when the man are the to Mike College development with a condi- | | |

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.

Activity 1: Turnover Planning

At the start of the turnover effort we work with DPW to finalize our proposed plan for turnover. This includes confirming the team members conducting turnover, finalizing the tasks to execute and the processes to follow during execution, setting the timeframes for each task, defining the roles and responsibilities for our team, DPW and the successor team, and specifying the success factors by which turnover progress will be measured on an ongoing basis. This task is accomplished via a number of methods including but not limited to meetings, discussion forums, documentation reviews, system and tool demonstrations, peer reviews, formal classroom training, status reporting review, and participation in governance meetings.

As part of the Turnover Planning process we incorporate our lessons learned from the project transition phase by virtue of the Lessons Learned Report. The analysis provided by the report helps to identify areas of concentration for the turnover effort, such as applications and/or related technologies that may need to be covered in more depth or knowledge transfer techniques that we found to be particularly effective for the DPW applications. We propose creating the Lessons Learned Report at the conclusion of the Orientation and Knowledge Acquisition phase so that the team does not have to recover the results of transition work that was completed 5-8 years prior to the start of the turnover phase.

In order to prepare for the turnover effort, designated successor team resources are responsible for reviewing system documentation and other available information sources. This review is critical in the ongoing success and timely completion of the turnover process. During this review the successor team resources will also prepare questions for clarifications in structuring the transition process.



The table below outlines the activities we perform as part of Activity 1 – Turnover Planning, with additional details for each process below.

| Turnover Planning Process | Tools and Methods Enabling Turnover Planning |
|--|--|
| Conduct Transition Kickoff Meeting with Stakeholders | Microsoft Office Suite, Meetings, Discussion Forums |
| Establish Turnover Management Process | Microsoft Office Suite, Status Reporting |
| Determine Transition Methods | Microsoft Office Suite, Meetings |
| Establish Turnover Status Reporting Requirements | Microsoft Office Suite, Status Reporting |
| Establish Turnover Issue Escalation and Resolution Procedures | Microsoft Office Suite, Status Reporting |
| Finalize Turnover Logistics | Microsoft Office Suite, Meetings |
| Create, Validate, Update Turnover Plan | Microsoft Office Suite, Meetings, Documentation Self Review, Discussion forums |
| Review System Documentation, DPW Documentation | Microsoft Office Suite, Documentation Self Review |
| Define Schedule for Actual Transition of Activities and Responsibilities | Microsoft Office Suite, Meetings |
| Define Key Success Factors for Turnover Activities | Microsoft Office Suite, Meetings |
| Submit Final Turnover Plan and Key Success Factors | Microsoft Office Suite, Meetings |

Figure 6.10-8. Summary of Activity 1 Turnover Planning.

Conduct Transition Kickoff Meeting with Stakeholders. The Kickoff meeting is used to formally initiate turnover, establish objectives of the turnover effort, and communicate to participants the processes and time frames that are to be followed during turnover. DPW hosts the kick-off meeting with active participation by our team and the successor team members. At this time, DPW provides the successor resources with access to relevant system documentation.

Establish Turnover Management Structure and Define Resources. We work with DPW and the successor team to finalize the turnover management process. This sets the tenor and objectives for accomplishing turnover within the agreed upon schedule. This process also determines the level of resource allocation of our staff among maintenance, operations and turnover activities. The number of team resources dedicated to turnover is based on priorities set by DPW. The establishment of the



Turnover Management process also defines a Turnover Manager and clear processes to be followed for status reporting and issue escalation and resolution.

Determine Transition Methods. Identify various system knowledge transfer methods (e.g., mentoring, job shadowing/OJT, classroom training, document reviews), define milestones, document overall turnover success criteria, and prioritize each individual task required to implement the Turnover Plan. This information is incorporated into the turnover work plan, a component of the overall Turnover Plan submitted to DPW for final review and approval.

Establish Turnover Status Reporting Requirements. DPW establishes the requirements for reporting on the status of the turnover activities for both Deloitte and the successor resources. This status reporting is based on the mutually agreed upon status reporting requirements.

Establish Turnover Issue Escalation and Resolution Procedures. DPW establishes issue escalation and resolution procedures for issues that arise during the turnover execution for both Deloitte and the successor team. This process is based on the mutually agreed upon escalation methods.

Finalize Turnover Logistics. We work with DPW and the successor vendor to help finalize logistics prior to the execution of turnover activities. This includes the on boarding of the new successor resources, including an overall DPW organization overview, alignment plan, access to the facilities, emails and other requirements for the successor team to start working on-site with the systems. Space and individual hardware and software for the successor vendor team members are provided by DPW or the successor vendor.

Create, Validate, Update Turnover Plan. Create a draft of the Turnover Plan and review it with the DPW stakeholders as well as representatives of the successor vendor. The plan will then be updated based on feedback from the review. Turnover activities are planned and finalized within the priorities set by DPW. Activities in the plan are prioritized based on available resources and directions provided by DPW in terms of balancing tasks between application support and turnover.

Review System Documentation, DPW Documentation. In order to prepare for transition, the successor resources are responsible for reviewing the available system documentation. This review is critical in the ongoing success and timely completion of transition. The successor team will also prepare questions for clarification in structuring the transition process.

Define Schedule for Actual Transition of Activities and Responsibilities. We work with the successor team to establish the schedule for transition of system responsibilities during the turnover execution phase. This also includes addressing the overlap time frames, shadowing of activities and final turnover completion. This schedule is dependent on the level of proficiency, experience and background of the



successor team resources. We integrate turnover activities into the overall master work plan, status and resource allocation reports before Turnover begins.

Define Key Success Factors for Turnover Activities. We work with DPW to establish specific metrics for internal management of turnover progress. DPW assesses the overall transition success based on the activities taken over gradually and successfully by the successor team resources and the overall readiness of that team to assume complete responsibility for the DPW systems.

Submit Final Turnover Plan and Key Success Factors. The Turnover Plan is updated throughout the planning process to reflect input from the various stakeholders and completion of the planning activities. The Turnover Plan is also updated to reflect the key turnover success factors defined with DPW, along with other information as agreed upon during the turnover planning phase. The Turnover Plan is submitted to DPW for review and approval no later than 9 months prior to the end of the contract, or within 3 months of request by DPW.

Activity 2: Turnover Execution

The execution of the Turnover Plan assumes that the successor team resources have dedicated the time and effort to understand current system documentation, and possess overall skill levels with the relevant technologies to proceed with knowledge transfer activities. The DPW-specified time frame for turnover execution and planning are based on these resource characteristics and levels.

The figure below outlines the activities we perform as part of Activity 2 – Turnover Execution, with additional details for each process below.

| Turnover Execution Process | Tools and Methods Enabling Turnover Execution |
|--|---|
| Transition Project Management Responsibilities Review Roles and Responsibilities Review Governance Review Management Control Procedures Review Current Work Plans Review Meetings Schedule Review Tools Transition Project Management and PMO Responsibilities | Microsoft Office Suite, Meetings, Discussion Forum, Status Reporting and Governance Meeting participation |
| Transition Application Management Review DPW Standards and Requirements Review DPW Software Development Methodology (SDM) Turnover Requirements and General System Design Conduct Interface Architecture Walkthroughs Conduct Application Architecture Walkthroughs Conduct Data Architecture Walkthroughs | Microsoft Office Suite, Meetings, Discussion Forum, Status Reporting, Documentation Self Review, Shadowing and Governance Meeting participation |



| Turnover Execution Process | Tools and Methods Enabling Turnover Execution |
|--|---|
| Transition Technology Support (Shared) Services Review Governance Platform and Configuration management Conduct Technical Infrastructure Walkthroughs Data Conduct Database Architecture Walkthroughs Operations Review Reporting Processes | Microsoft Office Suite, Meetings, Discussion Forum, Status Reporting, Documentation Self Review, Shadowing and Governance Meeting participation |
| Transition Design and Architecture | Microsoft Office Suite, |
| Review Online Architecture(s) | Meetings, Discussion Forum, |
| Review Batch Architecture(s) Socurity | Status Reporting, Documentation Self Review, |
| Security Conduct Security Architecture Walkthroughs | Shadowing and Governance Meeting participation |
| Enterprise Application Architecture and SOA | 3, 4, 4, 4, 4, 4, 4, 4, 4, 4, 4, 4, 4, 4, |
| - Conduct Architectural Walkthroughs | |
| - Conduct Architectural Standards Review | |
| - Conduct Architectural Protocols Review | |
| Integration and Middleware | |
| - Conduct Middleware Architecture Walkthroughs | |

Figure 6.10-9. Summary of Activity 2 Turnover Execution.

Transition Project Management Responsibilities

Turnover Lot 6 project management responsibilities to the successor team resources. Final hand over is confirmed by DPW based on their determination of the level of success achieved by successor resources in the overall transition of this function. Specific aspects of this transition include:

- Review Roles and Responsibilities. Review current responsibilities for each team
 role so as to validate the organizational structure and further define the responsibilities
 of the staff. This also paves the way for effective transition as the roles for future
 takeover and shadowing are clearly defined.
- Review Governance. Review the current governance structure and confirm transition strategy and participation in the governance meetings. Transition evolves from participation at the meetings to preparing and running the meetings.
- Review Management Control Procedures. Successor resources conduct a self review of the current management control procedures and prepare questions for clarification by DPW and our team. DPW takes the lead on presenting and discussing DPW standards and management control procedures.
- Review Current Work Plans. Successor resources conduct a self review of the current work plan and prepare questions for clarification by DPW and our team. As necessary, the team schedules meetings for further discussions and clarification.



- Review Meetings Schedule. Successor resources conduct a self review of the
 current meeting calendar and align their calendars and schedule to participate in
 these meetings during the course of the turnover period. They also prepare questions
 for clarification to DPW and the proposed team. As necessary, the team will schedule
 meetings for further discussions and clarification.
- **Review Tools.** Review the management tools that are being used by our team. This includes project management tools, software development life cycle tools, estimation tools, and governance tools.
- Transition Project Management and PMO Responsibilities. At the conclusion of these series of project management tasks, project management responsibilities are formally handed over to the successor resources. This transition hand over is decided by DPW based on their determination of the level of success achieved by the successor team in the overall transition of this function.

Transition Application Management

Turnover of the application management functions involves the transition of tasks associated with the Lot 6 support activities for the production DPW applications and systems. Specific aspects of this transition include:

- Review DPW Standards and Guidelines. Provide a detailed review of the current DPW standards and procedures related to Lot 6 responsibilities. Gaining a broad knowledge of these standards and procedures is crucial to the ongoing management of DPW programs and policies, and application procedures.
- Review DPW Software Development Methodology (SDM). Provide a detailed review of the current DPW SDM that focuses on requirements through GSD. Gaining a broad knowledge of the SDM and strict adherence to this methodology in the software development process is crucial to confirming software quality and documentation details.
- Turnover Requirements and General System Design. These activities commence
 the transition of documentation and materials as established by the DPW SDM. Given
 that the DPW systems are already operational in the production environment, the
 requirements and general system design for each application are reviewed as a single
 package.
- Conduct Interface Architecture Walkthroughs. Interface walkthroughs are held to explain the general interface design format, standards, and guidelines that were used during the development of the systems.
- Conduct Application Architecture Walkthroughs. Application architecture
 walkthroughs are held to explain the general application architecture and
 infrastructure of the DPW systems. These walkthroughs provide the successor
 resources with more information as well as a forum to ask questions identified during
 their documentation review.



• Conduct Data Architecture Walkthroughs. Data architecture walkthroughs are held to explain the general database architecture of the systems. This also includes their integration with other databases of integrating systems.

Transition Technology Support (Shared) Services

Turnover of the existing application architecture processes to manage technology through the SDLC and an understanding of the processes to engage BIS is crucial to an effective turnover. This activity focuses on the overall execution of the technology related transition activities. Specific aspects of this transition include:

• Review Governance. Review management processes that govern the management of the Technology Support Services team, its interaction with BIS and the existing protocols that support initiatives across systems.

Platform and Configuration Management

• Conduct Technical Infrastructure Walkthroughs. Provide a review of the technical infrastructure in order to effectively support application maintenance and future development. We conduct in conjunction with DPW detailed walkthroughs of the technical infrastructure, configuration and related areas.

Data

• Conduct Database Architecture Walkthroughs. Review database architecture in order to effectively support application maintenance and future development.

Operations

Review Reporting Processes. The successor resources must understand the
operational reporting requirements that exist to support the Department. This includes
daily business metrics report, quarterly capacity plans, etc. We will work as part of the
transition to conduct demonstrations to support this effort.

Transition Design and Architecture

Turnover of tasks related to application support, including the requirements and design activities, quality assurance activities and the management of standards and procedures. This also includes the handover of the Enterprise Architecture blueprint and other common design objects and related resources. Specific aspects of this transition include:

- Review Online Architecture(s) Provide a detailed overview of the existing online application architecture and processes used to manage technology through the SDLC, as well as the processes to engage BIS as needed.
- Review Batch Architecture(s) Provide a detailed overview of the existing batch
 application architecture and standard designs used to support DPW batch processing.
 This includes a review of the current batch schedules for each of the DPW
 applications.



Security

• Conduct Security Architecture Walkthroughs. The successor resources will need to be familiar with the security architecture, including Unified Security, in order to effectively support the applications. We will work in conjunction with DPW to provide these walkthroughs. This will include the application security vulnerability testing processes followed to be compliant with DPW standards.

Enterprise Application Architecture and SOA

- Conduct Architectural Walkthroughs. The successor resources will need to be familiar with the DPW application architecture and the overall strategic vision of the Department. We will conduct in conjunction with DPW detailed walkthroughs of the technical activities, infrastructure, configuration and related areas.
- Conduct Architectural Standards Review. The successor resources will need to understand the existing DPW technology standards, developer practices and governance protocols. The successor team resources will need to review the BIS and OA/OIT standards.
- Conduct Architectural Protocols Review. The successor resources will need to
 understand the protocols with regard to leveraging existing or introducing new
 architectures within DPW. BIS will review the technology governance process and
 forums such as the Technical Review Team, Architecture Review Board, and proof of
 concept methodologies with the successor resources.

Integration and Middleware

Conduct Middleware Architecture Walkthroughs. Review the middleware
architecture and the overall strategic vision of DPW, including the inventory,
architecture and listing of Enterprise Services. We conduct, in conjunction with DPW,
detailed walkthroughs of the technical infrastructure, configuration and related areas.

Activity 3: Turnover Close Out

During this task we monitor the turnover activities and prepare the Turnover Results Report at the conclusion of the turnover period. The Turnover Results Report describes the final outcomes of the turnover effort and provides information such as:

- Status of the completion of each high level task and activity that took place during the turnover period, linking the report items to the turnover success criteria established during the turnover planning process
- Detailed description of how each of the objectives stated in the Turnover Plan have been achieved
- Documentation of the resolution of issues identified and prioritized during the turnover process
- Final report of items identified through the risk identification, assessment, and mitigation component of the Turnover plan



This task concludes with the close out of the tasks and activities relating to turnover. At this point the successor team resources have successfully completed the transition and takeover of each area of the application support effort, in line with DPW requirements and the relevant Department and Commonwealth standards.

The following are the activities we perform as part of Activity 3 – Turnover Closeout.

| Turnover Closeout Process | Tools and Methods Enabling Turnover Close Out |
|---|---|
| Report Status of Turnover Activities. Turnover progress is reported on a regular basis to DPW by both our team and the successor vendor through formal, periodic turnover status meetings. New and ongoing issues are reported throughout the course of the turnover period, with final status documented within the Turnover Results Report. | Microsoft Office, Status Reporting, Proficiency Evaluation Tool |
| Create and Submit the Turnover Results Report. Our team uses an approved template for the Turnover Results Report and drafts the report to summarize the results of the turnover effort based upon the approved DPW success factors within the Turnover Plan. The completed Turnover Results Report is submitted to the DPW stakeholders for review and approval. | Microsoft Office, Status Reporting |
| Conduct Final Turnover Closure Meeting. Following approval of the Turnover Results Report and the final completion of turnover activities, we conduct a final meeting with DPW to formally close the turnover effort. | Microsoft Office, Meetings |

Figure 6.10-10. Summary of Activity 3 Turnover Close Out.

Reports

performance.



Lessons Learned Report

As required by the RFP, we provide a Turnover Lessons Learned Report to DPW or its designee nine months before the end of the project or within three months of a request from DPW, in a format mutually agreed to by DPW and Deloitte. The Turnover Lessons Learned Report summarizes the lessons learned from our Orientation/Knowledge Acquisition effort, specifically lessons such as the most effective methods for knowledge transfer, complex or voluminous application knowledge areas, knowledge areas that were particularly important for the application support process, etc.

Given that the intent is to describe lessons learned from the Orientation and Knowledge Acquisition phase, we propose creating the initial Lessons Learned Report at the conclusion of the transition phase itself, rather than waiting 5-8 years until the start of the turnover phase. The report would remain relevant, as it would reflect the outcome of the transition of the DPW applications and technologies. It would also reflect the



knowledge of the team at that moment, rather than having the team attempt to recover the results of the transition effort many years later. The report is updated during the turnover planning effort to reflect the applications and elements of the technical architecture that will inevitably change over the course of the project, and any only those lessons learned that remain relevant would be incorporated into the turnover plan.

The accumulated Lessons Learned are incorporated as appropriate into the Turnover Plan. Reference a more detailed description of the Lessons Learned Report below in *Section 6.10.2.2, Deliverables.*

Proficiency Measurement Report

Proficiency Measurement allows DPW to have visibility into the areas of turnover that may need a higher degree of attention and training. We will use a proficiency measurement report which outlines each area of responsibility and to whom we will be turning over activities. This measurement reports allows us to pinpoint areas needing more attention and will give DPW an understanding of the areas of risk in the turnover execution. Turnover is a collaborative process by which specific project knowledge is transitioned from our team's project leadership and team members, with the primary goal of transitioning knowledge required to sustain the project. During turnover we link the resources to their corresponding knowledge areas and apply three ratings; Aware, Proficient, and Expert. DPW will need to determine if the risk of turnover is high based upon the required and attained proficiency levels reflected in the report. For example, if a specific activity is rated in Yellow or Red DPW must help to determine the mitigation steps that need to be taken to reduce turnover risk.

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Figure 6.10-11. Proficiency Measurement Report.

Proficiency measurement may provide DPW with a view into what tasks are being transitioned and which ones might need more attention.



Turnover Results Report

We will provide the Turnover Results Report to DPW for review and approval upon completion of the turnover activities. The Turnover Results Report will document the completion and outcome of each step of the previously approved Turnover Plan. Reference a more detailed description of the Turnover Results Report below in *Section 6.10.2.2*, *Deliverables*.

Management Controls, Communication, and Evaluation



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.

| Turnover Process | Deloitte Approach |
|---------------------|---|
| Plan | Create draft Turnover Plan Identify resource needs Create draft Lessons Learned Report Define Critical Success Factors for turnover completion Incorporate Lessons Learned into the Turnover Plan Finalize Turnover Plan |
| Organize | Conduct Turnover Kickoff Meeting Review Turnover Plan with DPW stakeholders Incorporate DPW feedback into the Turnover Plan and Obtain DPW Sign-off |
| Staff | Assign specific resources to turnover activities Maintain current staffing levels |
| Direct | Conduct weekly team meetings Review status of turnover tasks and activities Take corrective action as required Coordinate activities with the successor team resources, DPW and the Commonwealth as appropriate |

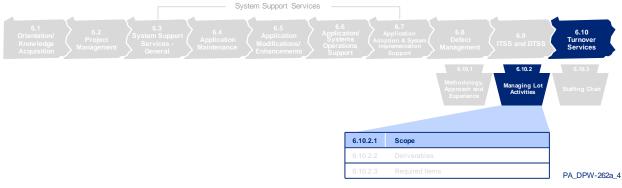


| Turnover Process | Deloitte Approach |
|-----------------------|--|
| Communicate | Attend turnover status meetingsFacilitate user/stakeholder communication |
| Evaluate & Monitor | Create draft Turnover Results Report Evaluate and adjust Turnover Plan during execution Assess completion and success of the Turnover Plan execution |

Figure 6.10-12. Turnover process and approach.



6.10.2.1 Scope



IV Page IV-396 RFP Reference: 1. Turnover Scope

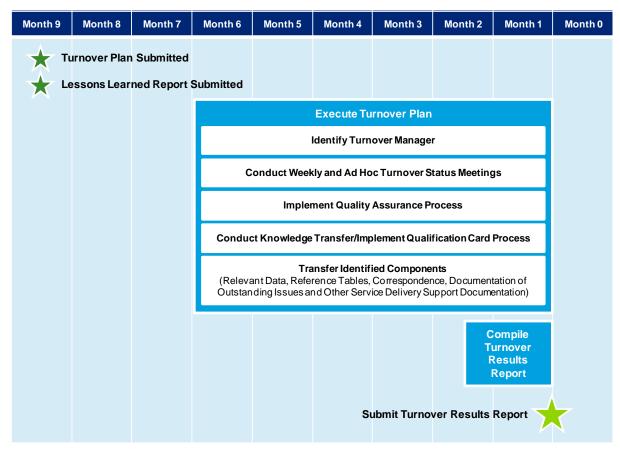
During turnover, the selected Offerors for Lot #6 and Lot #7 must confirm that program stakeholders do not experience any adverse impact from the transfer of services. Nine months prior to the end of the contract term, the selected Offeror must develop and submit a comprehensive Turnover Plan that details the proposed schedule, activities, and resource requirements associated with the turnover tasks identified. Six month prior to the end of the contract term, the selected Offeror must implement a DPW approved Turnover Plan.

We understand that an effective turnover is necessary to allow DPW and/or successor team resources to continue the tasks associated with providing application support to the mission-critical DPW applications and systems. We will work to effectively transfer responsibility for these DPW systems to a successor team, and delivering turnover services with no less rigor or enthusiasm than any other project task.

Based on the depth of our experiences with DPW, we understand and will identify the areas that are critical to maintaining uninterrupted business operations and application support integrity for the DPW systems. The ongoing success of the DPW systems is largely influenced by the business and system knowledge of the staff that use and support them. As a result, our goal is to assist DPW to focus efforts on the most critical aspects of ongoing operations in order to reduce the risks associated with the turnover. This plan must then be integrated with the transition plan for the incoming support team (Commonwealth or successor vendor) to further confirm that required technical skills, business knowledge and project procedures and activities are covered during the turnover process.

At a high level, the activities, deliverables, and timeframes associated with the turnover process are outlined in Figure 6.10-13. As previously described, we submit a formal Turnover Plan – incorporating input from our Lessons Learned Report – for review and approval by DPW nine months prior to the end of the contract. We begin implementation of the Turnover Plan six months prior to the end of the contract.





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Figure 6.10-13. Turnover Milestones.

The Turnover Milestones chart depicts the timeline of the Turnover phase and when the required deliverables will be submitted.

Given the size, scope, scale, and complexity of the applications and systems being supported through the DPW IT Services project, we feel that Turnover activities should actually occur informally throughout the duration of the project. Our collaborative approach to project delivery means that we expect to work with DPW staff on a continual basis in order to help the Department achieve its goals. This approach helps to ease the final turnover process. At contract end, formal Turnover activities are undertaken to complete the Turnover process and transition of the Lot 6 project components, documentation, procedures, SRD, GSD, and any other information or assets required to support Lot 6 activities supporting DPW operations by the successor team.



Turnover Activities



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RFP Reference: 1. Turnover Scope

Turnover activities include, but are not limited to:

- Transfer of information including documentation relating to software and interfaces; functional business process flows; and operational information concerning subcontractors;
- The implementation of a quality assurance process to monitor turnover activities;
- The plan for training the State and/or its designated agent's staff in the delivery of services;
- Post-Turnover services including a Turnover Results Report and access to the Offeror's staff with technical and operational
 expertise.
- Appoint, with State approval, a manager to manage and coordinate all turnover activities outlined in the Turnover Plan
 approved by the State.
- Execute the approved Turnover Plan in cooperation with the incoming vendor's Transition Plan.
- Maintain service delivery staffing levels (no reduction in staffing) during the turnover period; all changes require prior approval by the DPW Contract Administrator;
- Not restrict or prevent the Offeror's staff from accepting employment or contract positions with DPW or with any successor vendor. DPW will work with the incumbent and successor vendors on the timing of any transition of incumbent staff.
- Notify the DPW Contract Administrator of reassignment or termination of employment or contract with any of its staff during Turnover prior to reassignment or termination of the staff.
- Provide to DPW or its agent, within 15 business days of the request, all updated scripts and other documentation and records required by the DPW or its agents.
- Turn over the operation and management of all service delivery functions to DPW or its designee. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users or clients takes place.
- Work closely with DPW to confirm that this turnover of responsibilities and the necessary knowledge transfer are completed by the end of the contract period.
- Submit turnover deliverables as outlined in Figures 10, 11, and 12 below.
- Respond to all DPW requests regarding turnover information, in the time frame defined by the Commonwealth at the time of the request.

The RFP specified a number of required activities to be completed during the turnover period. While we have previously described our methodology and approach to the turnover process in previous sections, the following table summarizes our direct response and intent in delivering these required activities.

| Turnover Activity | Deloitte Meets DPW Turnover Requirement | |
|----------------------------|---|--|
| Transfer of Information | As part of the transfer of information, the Turnover Plan includes documentation reviews involving the incoming Commonwealth or successor team members reviewing available project and system documentation on turnover topics. | |
| | The documentation and demonstrations cover: | |
| | Systems requirements and design documentation (SRD/GSD) for each enterprise system, business application, and subsystems | |
| | Project management including turnover management functions, process, procedures, and documentation | |
| | Documentation related to enterprise services developed during the contract | |
| | Operational responsibilities of our team members | |



| Turnover Activity | Deloitte Meets DPW Turnover Requirement | |
|------------------------------|--|--|
| Quality Assurance Process | We will work with DPW to measure and report progress in meeting established standards. As part of turnover, we assess the turnover service requirements and determine key areas to be measured such as: Preparation and submission of the Turnover Plan Timeliness of the submission process Timeliness of review, incorporation of DPW feedback, resubmission Completeness of plan (e.g., total number of content omissions) Completeness of Walkthroughs: (e.g., total held, total number of successor team participants) Completeness of System or Tool Demonstrations (e.g., total demonstrations held, number of participants) Completeness of Classroom Training (e.g., total participants, survey of participants) During the turnover period we update the Turnover Results Report and score card as turnover activities progress. We also provide status updates, allowing DPW to assess the performance of Turnover activities against the standards approved in the plan. Additionally, throughout the process and before close out, we assess the readiness and required skill level of the successor team staff to perform the tasks to which they are transitioning. | |
| Training Plan | We have a history of using a collaborative approach and working side by side with the Commonwealth throughout the duration of a project. Knowledge transfer therefore begins day one, as DPW or designated representatives are included in daily operations as necessary to gain the level of experience and knowledge to perform tasks. Throughout the duration of the project, we also involve DPW in regular trainings hosted or attended by our team, including: • Monthly training to DPW staff on different technology components • Project management training • Training classes offered to our team (if open seats are available) is offered and available to DPW staff for knowledge transfer and increasing skill proficiency | |
| Post Turnover Services | As part of Turnover Closeout, we provide a final Turnover Results Report which documents the completion of the turnover activities. The results report includes a turnover performance scorecard to provide a consolidated up to date view of the final progress. | |
| Turnover Manager | Prior to the start of turnover planning we designate a Turnover Manager with sole responsibility for the overall turnover process. The Turnover Manager provides overall management of project turnover activities, monitors and reports turnover progress, manages contract compliance, and tracks the overall execution of the approved Turnover Plan. | |
| Execute Turnover Plan | Starting six months prior the end of the contract, we begin executing the detailed activities within the approved Turnover Plan to transition project and system documentation responsibilities to Commonwealth and/or successor vendor resources. As part of the turnover process, we work with the successor vendor to coordinate the Turnover Plan with the approved transition plan activities for the vendor. | |

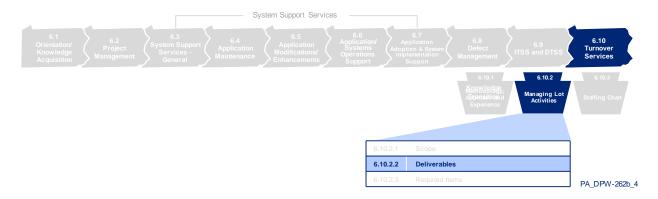


| Turnover Activity | Deloitte Meets DPW Turnover Requirement |
|---|---|
| Staffing Levels During Turnover | In order to complete a smooth turnover, consistent with the annual planning our project staffing levels will not be reduced and will remain consistent throughout the turnover period. Although we have experience with different staging plans for turnover periods (e.g. gradual reduction in staff and maintenance of existing staffing levels), we agree with the Commonwealth that keeping the existing staffing level consistent throughout the period represents the leading approach to providing a broad turnover of activities. If any reductions in resources are needed they will be at the discretion of DPW when you believe the resources are proficient with maintaining and operating the systems. |
| Employment/Contract Positions | Consistent with industry practice, Deloitte routinely has its employees enter into certain employment agreements with the firm. The particulars of the agreements and terms will vary depending on the employees position and level. For the employees performing the subject services, it is likely that these employees will be subject to certain restrictive covenants regarding employment with clients and/or certain competitors. Clearly, Deloitte's employees are a valuable asset to the firm and are integral to its success. In addition, Deloitte invests in its employees and has legitimate interests, as permitted by applicable state law, to impose reasonable restrictions. Deloitte respects DPW's desire for continuity of staff, but Deloitte feels a balance is in order to avoid situations where other vendors may get an unfair and inappropriate advantage based on the skills and qualifications that the firm has cultivated in its employees. As with all complex contract issues like this one Deloitte is willing to discuss your needs to determine if we can arrive at a mutually agreeable solution. |
| Notification of Reassignment or Termination | In accordance with the Commonwealth's requirement, we notify the DPW Contract Administrator of reassignment or termination of employment or contract with any of our team members during the turnover period prior to reassignment or termination of the team member. |
| Updated Scripts and Other Documentation | As part of the Turnover Plan, we review and turn over system, process, and supporting documentation. |
| Turnover of Operation and Management | We work continuously with DPW and other Lot vendor staff throughout the project time frame to provide knowledge and experience with our service delivery functions. This helps reduce some of the required turnover activities with DPW and/or the successor vendor during the execution of the Turnover Plan. |
| Collaboration with DPW | We advocate a collaborative approach with Commonwealth staff throughout the project time frame. This is particularly important (and beneficial) during turnover planning and execution. We create a formal Turnover Plan for review and approval by DPW. Deloitte is recognized by leading 3 rd party vendors for our collaborative style. |
| Submission of Turnover Deliverables | As part of the turnover process we submit our Turnover Plan for review and approval at least nine months before the end of the contract. A corresponding Lessons Learned Report from the Orientation/Knowledge Acquisition phase is also submitted nine months before the end of the project or within three months of the Commonwealth's request. |
| Response to DPW Requests Regarding Turnover | Deloitte will work closely with DPW throughout the turnover and respond to requests regarding turnover information within the requested time frame. |

Figure 6.10-14. Proposed Response to Specific DPW RFP Requirements.



6.10.2.2 Deliverables



Turnover Plan



The Turnover Plan covers the turnover of the Lot 6 activities to the Commonwealth and/or a successor vendor. It is the first deliverable developed during the turnover period. As required we develop and submit a Turnover Plan no later than nine months prior to the end of the contract term or within three months of request by DPW. Before the formal submission, we will work with DPW to review the Turnover Plan and address comments and feedback.

Our proposed Turnover Plan is similar in content and structure to the Turnover Plans for the current contracts. Below is a sample Table of contents from a previous Turnover Plan.



TURNOVER PLAN TABLE OF CONTENTS TABLE OF CONTENTS INTRODUCTION 3 APPROACH TO TURNOVER..... Turnover Phases Knowledge Transfer Methods 6.1 Functional Profiles Functional Profile: iCIS.... CIS Subsystems HCSIS Subsystems Project Management.... 6.1.3 Pennsylvania's Enterprise to Link Information for Children across Networks (PELICAN) Functional Profile: PELICAN.... PELICAN Subsystems 50 Project Management... Project Management..... PACSES Subsystems Page 2 of 153 Integrated Strategic Systems Turnover TABLE OF CONTENTS

Figure 6.10-15. Turnover Plan Table of Contents.

This figure is demonstrates what has been included in Deloitte's past turnover plans.

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The Turnover Plan must address the feasibility study, requirements definition, and general design activities to support the 6 applications, 27 business systems, 25+ enterprise services, and the 200+ subsystems, services and COTS products that are currently in scope for the DPW IT Services effort. However, in 5-8 years the number of in scope systems is expected to be significantly larger than what it is today, so our proposed approach for creating the Turnover Plan is flexible to address emerging application and technology changes. The following table illustrates business areas and systems to be covered as part of the turnover effort based on the current DPW technology domain; these technology knowledge areas will continue to evolve over the course of the project.



| Business Area | Application/Service | Susbsystems |
|---------------|---|---|
| Eligibility | Client Information System (CIS) Web-based Client Information System (eCIS) Third Party Liability (TPL) Income Eligibility Verification System (IEVS) State Supplemental Issuance (SSI) COMPASS | Case Initiation Application Entry/Case Maintenance Caseload Management Standard Filing Unit Income Collection Eligibility Determination/Benefit Calculation Wrap Up Client Notices Benefit Issuance Batch Reference Tables Mass Change/COLA Reporting History Maintenance Managed Care Quality Control TPL SSI Data Exchanges Caseload Summary Targeting Logic Batch Application Entry Benefit Issuance Master Client Index TPL COMPASS – Citizen View COMPASS – Child Care Provider Search Application Processing Case Processing Case Management Interfaces Reports Financial Management Management Reporting Administration |



| Business Area | Application/Service | Susbsystems |
|------------------------|--|--|
| Provider Management | PELICAN Application suite PELICAN Data Warehouse | Case Management Operations Reports Financial Management Provider Management Support Functional Correspondence Administration Information Delivery Resource and Referral Certification PA Pre-K Counts PA Keys To Quality(KQ) Early Learning Network |
| Case Management | HCSIS Application suite Managing for Quality (M4Q) Incident Management HCSIS Data Warehouse | Supports Coordination/Case Management Consumer Demographics/Registration/Assessment/Eligibili ty Financial Management Individual Support Planning Provider Notices Reports Administration Interfaces Core Indicators Health Risk Profile Data Warehouse Operation Data Source(ODS) |



| Business Area | Application/Service | Susbsystems |
|---------------|---|--|
| Child Welfare | Child Welfare Legacy Applications | ChildLine Millennium System Interstate Compact on the Placement of Children (ICPC) Interstate Compact on Adoption and Medical Assistance (ICAMA) CY-28 Caseworker Visitation Tracking Database Family Centers Adoption and Foster Care Analysis and Reporting System (AFCARS) Adoptpakids.org Web site Automated Intake and Incident Reporting System (AIIRS) Needs Based Budget (NBB) IV-E QA and Contracts Adam Walsh Interstate Compact on Juveniles (ICJ) Pennsylvania Emergency Assistance Program System (PEAPS) |
| Child Support | Pennsylvania Child Support Enforcement System (PACSES) Child Support Web Site (CSWS) Performance Improvement Module Paternity Tracking System Director's Dashboard PACSES Home Page (PHP) PACSES Data Warehouse Data Management Applications (DIT, DPSR) Central Data Operations Applications (Administrator Module) Query Interstate for Kids (QUICK) Web PACSES | Case Intake Management Client Scheduling Management Enforcement Management Establishment Management Financial Management History/Security Maintenance Integrated Centralized System (ICS) Interstate Management Locate Management Reference Table Management Security Maintenance Forms (Adobe Solution) General Thread Paying Child Support Thread Receiving Child Support Thread Employer Thread Docket Thread Lien Thread Child Support Estimator Co-browsing DRS-at-a-glance Data Integrity Test (DIT) Data Processing Service Requests (DPSR) eReports/FTI |



| Business Area | Application/Sorvice | Suchevetome |
|------------------------|---|-------------|
| | Application/Service | Susbsystems |
| Enterprise Services | Master Client Index (MCI)Master Provider Index (MPI) | - |
| | Early Learning Client Data | |
| | Services | |
| | Imaging Repository (iREP) | |
| | Enterprise Correspondence Service (ECS) | |
| | Enterprise Incident Management (EIM) | |
| | Enterprise Provider Search | |
| | Enterprise Notification Service | |
| | Enterprise Rate Service | |
| | Provider Certification Services | |
| | Submit Application Service | |
| | COMPASS Application Submission Services | |
| | File Storage Web Services (FSWS) | |
| | SOA Security Manager Services | |
| | Address Validation and Geocoding | |
| | SQL Server Reporting Services | |
| | Adobe Document Creation Services | |
| | Correspondence Direct Print Service | |
| | DocuShare Document Storage Services | |
| | Corticon Decision Services | |
| | Fine Grained Access Control | |
| | MCI Management Interface | |
| | Scheduling | |
| | Self Registration | |
| Fig. 10.40.40. T. 1 | User Repository (UREP) Apploary Knowledge Areas for Turne The control of t | |

Figure 6.10-16. Technology Knowledge Areas for Turnover.

The Turnover Plan is a document detailing, at a minimum, the proposed schedule, activities and systems, and resource requirements associated with the turnover tasks. The plan provides specific detail on the tasks, procedures, risks/issues, resources, timeframes, and other elements of the turnover. The plan incorporates lessons learned from prior turnover efforts, as well as the lessons learned from the Orientation and Knowledge Acquisition effort completed at the beginning of the project. It enables a



streamlined turnover strategy for DPW while preserving key current processes and documentation. The plan outlines critical tasks that need to occur to facilitate a smooth and orderly transition of functions. It also contains timeframes for completion, and how the transition activities will be managed. Specifically, the plan includes the following content.

| Deliverable Section | Deloitte's Approach to the Turnover Plan |
|---|---|
| Introduction and Assumptions | This section outlines the purpose and objectives of the document. In addition, any project assumptions related to the turnover effort are described in this section. |
| Approach to Turnover | The approach section provides an overview of the three phases of the turnover period and the methods and tools that will be utilized by the project team. |
| Turnover Risk and Issue Management Process Confirms the established process for capturing, documenting, review reporting upon risks and issues associated with the Turnover process addition, this process will also describe the general approach to adrisks and issues as they are identified. | |
| Turnover Objectives and Success Criteria This section documents the specific objectives identified by DF detailed metrics for assessing that the turnover process was consuccessfully for each component identified in the Turnover Plance. | |
| Turnover Components | This section provides a detailed list of the tools, methods, procedures, and documentation that are part of the scope of Turnover Services. |
| Turnover Services | This section describes the specific methodologies and services that will be used to execute the Turnover process. |
| Turnover Resources | This section of the Turnover Plan lists the required resources for successful execution of the turnover process across DPW, our team, and the successor vendor team, as well as any other stakeholders that are required to participate in the Turnover process. Included within this section is a description of the required skillsets and qualifications for each of the positions included within the scope of the turnover. |
| Detailed Turnover Tasks | This section of the plan addresses the specialized functional and technical transition tasks. It describes and defines the critical tasks that need to occur in order to facilitate a smooth and orderly transition of functions. In addition, it outlines the resources that are required as part of the turnover services and identify the "transition to" resources required for the turnover, including those from DPW, our team and the successor vendor, if applicable. |
| Timelines and Work Plan | The timelines and work plan section of the document defines the turnover activity timeframes and provides a high-level Gantt chart to represent the turnover services. In addition, a detailed work plan of the turnover services will be included. |

Figure 6.10-17. Proposed Sections of the Turnover Plan.

We will provide the Turnover Plan as specified in Figure 6.10-15, Turnover Plan Table of Contents. The plan addresses each of the turnover requirements as documented in Figure 10 on RFP page IV-397 and repeated below for clarity:



- Identify and turn over copies of relevant data, documentation, or other pertinent information necessary to take over and successfully assume operational business activities for the DPW IT Services project
- Provide a detailed description and diagram showing the configuration of the hardware and telecommunications network
- Provide a detailed inventory of DPW software programs and modules, scripts, parameters, files and databases, data element dictionary, user code or exits used in proprietary software packages, login IDs/passwords and other necessary credentials, etc., that comprise the DPW systems
- Provide documentation of external interfaces identifying the external entity, description
 of interface, frequency, volume (size of files), and media or type of interface (e.g., FTP
 server, email, CD/DVD, clearing house, tape file, etc.)
- Provide an inventory of documentation including systems, operations, user, provider, design, system change orders, defects, special projects, training materials, operational and desk-level procedures, and program policies, etc., used to carry out our responsibilities under this contract
- Review and turnover of correspondence, documentation of outstanding issues, and other service delivery support documentation
- Provide a description of our approach and schedule for transfer of operational support information
- Provide a description of information and systems required to continue service delivery
- Outline the methodology for supporting the new successor vendor to:
 - Engage stakeholders
 - Describe the application support service
 - Focus the transition plan design
 - Support the well-rounded approach and credible efforts of the transitions
 - Justify the processing and conclusions of the transition
- Provide a capability turnover plan
- Provide a list of knowledge transfer topics
- Provide the knowledge transfer schedule
- Provide a Staff Load and Qualification document
- Provide a turnover inventory of Documents plan
- Provide an asset inventory
- Provide detailed Business Systems Platform Blueprints (Hardware and Software technologies, configurations, systems specifications, and associated technical procedures)



Also as required in the RFP, we provide the Commonwealth or its agent, within 15 business days of the request, the scripts and other available and related documents and records necessary to assume Lot 6 activities. In the Turnover Plan, our team provides a detailed schedule for the turnover of SRDs, GSDs, and other documentation and records. The Turnover Manager, working with DPW, is responsible for establishing a mutually acceptable schedule for the turnover tasks.

Lessons Learned Report

IV Page IV-398 RFP Reference: b. Turnover Lessons Learned Deliverable

See RFP Figure 11: Turnover Lessons Learned Report Deliverable

We submit a Lessons Learned Report, documenting the lessons and experiences from prior DPW turnover efforts as well as our experience from the Orientation and Knowledge Acquisition effort for this project. The Lessons Learned Report is submitted in conjunction with the Turnover Plan, no later than nine months prior to the end of the contract term or within three months of request by DPW. However, we propose creating the initial Lessons Learned Report at the conclusion of the transition phase itself, rather than waiting 5-8 years until the start of the turnover phase. As a result the report will reflect the knowledge of the team at the conclusion of the transition effort, rather than having the team attempt to recover the results of that effort many years later. The report is updated during the turnover planning effort to reflect the applications and elements of the technical architecture that will inevitably change over the course of the project.

The Lessons Learned Report provides input to the Turnover Plan, specifically with regards to the effectiveness of prior knowledge transfer efforts and key considerations for the turnover of specific activities, procedures, technologies, etc., associated with the DPW IT Services project. Proposed actions to address the lessons learned that impact the turnover effort are directly reflected within the corresponding section of the Turnover Plan. Figure 6.10-18 provides a sample of a project template spreadsheet used to collect lessons learned and corresponding category data and action plan.

| # | WO Number | Initiative/WO Name | Phase | Type | Lesson Description | Action Plan |
|----|------------------|---|--------------|---------|--|--|
| 51 | | Gathering and documenting requirements | Requirements | Improve | Requirements set without all impacted groups being notified. | Conduct requirements meeting with DCSES client as well as other project staff. |
| 52 | | Gathering and documenting requirements | Requirements | Improve | An adequate amount of details were not gathered during the requirement phase. For example an unambiguous definition of fields let to confusion in later design and development phases. | Conduct requirements meeting with DCSES client as well as other project staff. |
| 53 | WO-161 -PIM 1 | Completing of GSD | GSD | Improve | Vague interpretations of field details and what is actually wanted. Subject to interpretation. | Further define in the GSD phase the detail and level of what is actually expected and of what fields will be extracting and populating by completing a Data Mapping document for each field. |
| 54 | WO-161 -PIM 1 | Completing DSD | DSD | Improve | A template does not exist that allows for the definition of stored procedures and reference tables. | Create documents for Stored procedures and reference tables that include an explanation plan will be included noting a step by step process. |
| 55 | | Technical limitations identified during development | Development | Improve | All impacted groups (DACSES, Technical Services, and SME) are not included in the development cycle of the work order and understanding of the processes involved. | Include the DACSES staff, technical services team, 8 SME team in the development phase of the work order. Clarify and define with the technical services team what their expected process is. |
| 56 | | Technical limitations identified during development | Development | Improve | Improvement needed in the communication of document changes. | Keep a digest of questions/issues and their associated outcomes. When completed in this fashion, the changes and outcomes can be communicated to all involved parties in an orderly and mass communication so that impacted teams will not be excluded. Documents should only be updated by a change control. |

Figure 6.10-18. Collection of Lessons Learned.

PA DPW-915



We will collect lessons learned throughout the Orientation and Knowledge Acquisition phase using a standard lessons learned template. Entries will be compiled into a Lessons Learned Report that will provide input to the creation of the Turnover Plan.

We agree with the Commonwealth and understand the importance of lessons learned and how they must be applied to the turnover process. We will leverage the lessons learned from Orientation/Knowledge Acquisition activities throughout the entire project for continuous process improvement and knowledge transfer, but they will be particularly important to consider for turnover.

As a leading practice we complete a lessons-learned analysis after each phase the work orders for our current contracts, and we have submitted lessons learned reports to the Commonwealth for each of our work order completions. These lessons learned have been utilized by DPW and our team to improve processes and provide a higher degree of success during project execution.

Turnover Results Report

| IV Page IV-399 RFP Reference: c. Turnover Results Report |
|--|
|--|

See RFP Figure 12: Turnover Results Report

Final turnover activities include preparation of a Turnover Results Report that documents the completion and outcomes of the turnover activities executed under the approved Turnover Plan. Our team prepares and submits the report to the Commonwealth within 30 calendar days of the completion of turnover activities. Prior to submission of a final report, a preliminary report is prepared for DPW review and comment. The preliminary report is subsequently updated and submitted as the final report.

The Turnover Results Report documents completion of our turnover activities other than post-turnover support. In the process of creating the report, we can also assist the Commonwealth in completing a readiness assessment of the successor team. Throughout the turnover period we provide status updates via a turnover status report; a consolidated up-to-date view of the final turnover status is included in the final Turnover Results Report.

Specifically, the Turnover Results Report includes the following content.

| Deliverable Section | Deloitte's Approach to the Turnover Results Report | |
|-------------------------------|---|--|
| Introduction | Outlines the purpose and objectives of the Turnover Results Report and provides background information related to turnover services. | |
| Turnover Tasks and Activities | Describes the overall completion of turnover activities and a detailed completion status for each high-level task and activity that took place during the turnover period. In addition to the status of each task, the section also includes results of the turnover assessments that were conducted as part of the formal turnover services. | |

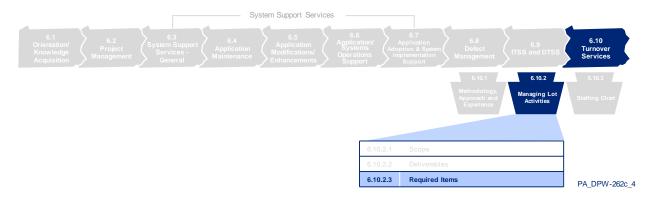


| Deliverable Section | Deloitte's Approach to the Turnover Results Report | |
|-------------------------------|---|--|
| Turnover Objectives | A summary of the turnover objectives from the Turnover Plan and the corresponding results. This section documents the level to which the Turnover Objectives were met based on the predefined success criteria identified in the Turnover Success Criteria section of the Turnover Plan. This section includes a descriptive summary of the success criteria, as well as a performance scorecard that graphically depicts the turnover results. | |
| Turnover Risk and Issues | A detailed listing of the risks and issues associated with the turnover effort along with a detailed description of the status on the resolution of risks and issues. Risks and issues are managed using the project-level risk and issue management processes summarized within the Turnover Plan. | |
| Outstanding Fixes and Changes | A description of the current status of in-scope DPW applications and systems as well as information about outstanding fixes and changes as of the end of the turnover period. | |

Figure 6.10-19. Proposed Sections of the Turnover Plan. A summary of key sections of the Turnover Results Report.



6.10.2.3 Required Items



Turnover Skill Sets and Required Experience



The Selected **Lot #6** Offeror and Selected **Lot #7** Offeror must describe in detail: 1) The resources including skill set and experience required, and resource allocation strategies (roll-on or roll-off) of the to support a successful turnover,

Per the RFP, we will maintain service delivery staffing levels with no reduction in staffing during the turnover period. Any changes will be submitted for prior approval by the DPW Contract Administrator.

Resource Skill Set and Experience Required

The Turnover Plan must also define the specific resource requirements for turnover, representing the different positions and skillsets for which the incoming support team will have to assume responsibility. As with the technical requirements, it is difficult to project the changes to the resource requirements that may occur in the next 5-8 years as the in scope systems evolve. Our turnover skills and resources will change as a result of the system changes that will occur over the next contract period. We will work with DPW to use the below table as a starting point and identify changes that are needed as a result of technology changes over the course of the project. The following table illustrates the resource requirements for the turnover effort based on the current DPW technology and system domain.

| Position | Resource Responsibilities | Required Skill Set and Experience |
|---------------------|---|--|
| Contract Manager | Single point of contact for DPW across each facet of the contract Supports overall DPW objectives in delivery within the contract Organizes, facilitates and executes contract administrator meetings focusing on overall agenda, highlights, risks and issues that impact the various components of the contract | 8-10 years in active engagement and project management of large-scale IT, requirements and design projects 8-10 years of HHS experience |



| Position | Resource Responsibilities | Required Skill Set and Experience |
|--------------------------------|---|---|
| Position | Coordinates internally across project teams Manages compliance at the overall contract level for matters relating to issues, risks, SLAs, and warranty Brings leading industry practices in Health and Human Services in the context of people, process and technology impacts to the various application systems within the contract | 8-10 years of experience in managing a project in an enterprise environment integrating with common business and technology processes 3-5 years of experience in managing large-scale contracts involving 100+ staff in delivering complex IT integration and HHS solutions Experience in managing complex cross system issues in an HHS environment Experience in designing a services-based system in an HHS environment |
| PMO Manager | Single point of contact for DPW PMO for financial and contract deliverable questions Perform final QA on contract and artifact submissions Direct and oversee the daily activities of the PMO team Monitor timely submission of contractual items – correspondence, deliverables, work products, invoices, status reports, etc. Capture and report on contract performance measures Report Management Gather, validate, consolidate, and research issues, risks, and highlights being escalated from the system teams to the CIO Prepare and submit contract dashboard Prepare agenda and meeting minutes for CIO contract meetings Perform final QA on monthly and quarterly reports Risk Management Coordinate cross system meetings to identify and track risks and issues Escalate risks and issues to Contract Administrator | 10+ years experience with DPW 5+ years in management workload and prioritization of activities 2+ years in managing a program management office 10+ years of HHS experience 7+ years of experience with automated project management and change management tools such as PMC, ATS, or similar tools |
| Project Management Staff | Report Management Perform QA on periodic reports Prepare quarterly report templates Validate reports with project teams Prepare reports for submission | 2+ years experience in DPW 5+ years of experience in Access database 2+ years of experience with ATS or similar tool |



| Position | Resource Responsibilities | Required Skill Set and Experience |
|----------------------|--|--|
| | Contract Budgeting and Invoice Activities Manage Project burn rate and resource allocation Maintain contract compliance around work order management, time sheet management, invoicing and associated reporting Meeting Management Responsible for coordinating periodic meetings – controllers, management team meeting, and DPW PMO meeting Process Compliance Monitor team compliance with standards, templates and processes Coordinate cross team discussions Update and monitor work plan Monitor and track the submissions due against scheduled times Prepare submissions for final approval Artifact Management Generate and submit the dispositions due report Generate and submit the report of submissions due Maintain artifacts list Assign work order numbers to new initiatives and maintain list Maintain electronic Submissions Library Disposition Handling Validate and record dispositions received Communicate dispositions to project team Resource Management Confirm staffing dates in Appointment and Termination Letters and manage A&T process. | 2+ years of financial and general accounting experience |
| Project Executive | Align project team with DPW vision, goals, and standards Provide engagement oversight and guidance – align and deliver people, process, operations and technology components of the engagement Monitor compliance with DPW business and IT goals Manage overall conformance to project objectives and requirements | PACSES 8-10 years in active engagement and project management of large-scale IT, system requirements and design projects 5 years of experience in managing a project in a enterprise environment integrating with common business and technology processes |



| Position | Resource Responsibilities | Required Skill Set and Experience |
|----------|--|-----------------------------------|
| Position | Resource Responsibilities • Bring leading industry practices in HHS in the context of people, process and technology improvements | |
| | | |



| Position | Resource Responsibilities | Required Skill Set and Experience |
|--------------------|--|--|
| | | Technology strategy, implementation and operational management of large-scale IT enterprises Familiarity with DPW and Commonwealth technology policies |
| Project Manager | Provide overall system Quality Assurance and alignment with established standards and policies Manage contract compliance and timely completion of deliverables, work products and operational work products Manage and use resources for overall project delivery Facilitate project stakeholder communications Manage project issues/risk and escalate to address to senior management Manage timely completion of timesheets and overall project invoicing Manage project schedule and timely completion of established tasks Manage compliance with business requirements Perform Change Control Management Integrate individual aspects of system maintenance and project coordination | 5-7 years in active management of software development methodology in a large-scale IT systems integration project. Experience with DPW SDM or a similar waterfall or Unified Process based methodology 5-7 years of project management experience of a Web-based system handling HHS programs and proven experience of project management concepts and tools 5-7 years of experience in the understanding of end user, and operational delivery of HHS services 5-7 years of hands on experience and knowledge of integrated front end capabilities and functional requirements as well as future goals or in a similar state HHS environment 3-5 years experience overseeing the design and implementation of system components using SOA principles and application frameworks iCIS 5-7 years of hands on experience with the implementation of large-scale state Child Support or OIM administered eligibility programs – Cash, TANF, Food Stamps, Medicaid, Long Term Care, and LIHEAP, or in the implementation of these HHS programs in a similar state environment |



| | | Required Skill Set and |
|----------------------------|--|---|
| Position | Resource Responsibilities | Experience |
| | | HCSIS |
| | | 5-7 years of hands on experience and knowledge of HCBS system or case management system capabilities and functional requirements as well as future goals or a similar environment |
| | | 5-7 years of hands on experience and knowledge in the implementation of ODP, OLTL, OMHSAS, OCYF, OCDEL and PDA administered eligibility programs (home and community based programs, waivers, long-term care, and related programs) or in the implementation of the programs in a similar state environment |
| | | PELICAN |
| | | 5-7 years of hands on experience and knowledge of PELICAN capabilities and functional requirements as well as business requirements of OCDEL in a similar state environment for HHS programs |
| Application Manager (s) | Coordinate each aspect of SDLC based system development and maintenance using DPW SDM Leverage and bring application development leading practices from similar HHS systems and processes Participate and/ or lead requirements sessions with program office Manage compliance with project schedules Provide technical support and guidance to the application team Provide accurate level of effort and resource estimates Manage application change control and execute established change priorities Manage quality assurance of application initiatives – including architecture, design and components Provide functional insights during design and development | 5-7 years of hands on experience and knowledge in the application management and implementation of HHS programs in the state environment 5-7 years of hands on experience and knowledge in the implementation of large-scale state Child Support or OIM administered eligibility programs – Cash, TANF, Food Stamps, Medicaid, Long Term Care, and LIHEAP or in the implementation of these HHS programs in similar state environment 5-7 years of experience in the understanding of end user, and operational delivery of services in a similar HHS environment |



| | | Required Skill Set and |
|----------|---------------------------|--|
| Position | Resource Responsibilities | Experience |
| | | 5-7 years of experience in the understanding of program experience in a HHS environment 5-7 years of experience in managing mission critical |
| | | enterprise application of similar size and complexity |
| | | 3-5 years experience overseeing the design and implementation of system components using SOA principles and application frameworks |
| | | iCIS |
| | | 3-5 years of hands on experience and knowledge in the implementation of OIMPA DPW BCSE administered eligibility programs – Cash, TANF, Food Stamps, Medicaid, Long Term Care, and LIHEAP or in the implementation of these HHS programs in a similar state environment |
| | | HCSIS |
| | | 3-5 years of hands on experience and knowledge of HCBS system or case management system capabilities and functional requirements as well as future goals or a similar environment 3-5 years of hands on experience and knowledge in the |
| | | and knowledge in the implementation of ODP,OCDEL,OMHSAS, OMAP, OLTL, OCYF administered eligibility programs (home and community based programs, waivers, long-term care, and related programs) or in the implementation of the programs in a similar state environment |
| | | |



| Position Resource Responsibilities Experience PELICAN 3-5 years of hands on experience and knowledge of PELICAN capabilities and functional requirements as well as business requirements of OCDEL in a similar state environment for HHS programs. Participate and/or lead requirements sessions with program office Anage and supervise a functional team to deliver services Facilitate design sessions with program office Coordinate the activities of the team to deliver enhancements Manage compliance with project schedules Provide technical support and guidance to the project schedule. Provide technical support and guidance to the project schedule. Provide technical support and guidance to the project schedule. Provide technical support and guidance to the project schedule. Provide technical support and guidance to the project schedule. Provide technical support and guidance to the project schedule. Provide technical support and guidance to the project schedule. Provide technical support and guidance to the project schedule. Provide technical support and guidance to the project schedule. Provide technical support and guidance to the project schedule. Provide technical support and guidance to the project Manage quality assurance of application initiatives – including architecture, design and development Report to and provide status updates to the Project Manager Manage and escalate risks and issues Assist, mentor, develop, and guide team members in resolving problems and completing work assignments Oversee coordination and completion of application design, development and maintenance activities within a functional track or for an application release Manage quality assurance of initiatives and work products within the track/release | | | |
|---|----------------|---|---|
| Track Lead (s) Coordinate each aspect of SDLC based system development and maintenance using DPW SDM Leverage and bring application development leading practices from similar HHS systems and processes Participate and/or lead requirements sessions with program office Manage and supervise a functional team to deliver services Facilitate design sessions with program office Coordinate the activities of the team to deliver enhancements Manage compliance with project schedules Provide technical support and guidance to the project schedule. Provide accurate level of effort and resource estimates Manage application change control and execute established change priorities Manage application change control and execute established change priorities Manage apulity assurance of application initiatives – including architecture, design and components Provide functional insights during design and development Report to and provide status updates to the Project Manager Manage and escalate risks and issues Assist, mentor, develop, and guide team members in resolving problems and completing work assignments Oversee coordination and completion of application release Manage quality assurance of initiatives and work products within the track/release Manage quality assurance of initiatives and work products within the track/release | Position | Resource Responsibilities | Required Skill Set and Experience |
| system development and maintenance using DPW SDM Leverage and bring application development leading practices from similar HHS systems and processes Participate and/or lead requirements sessions with program office Manage and supervise a functional team to deliver services Facilitate design sessions with program office Coordinate the activities of the team to deliver enhancements Manage compliance with project schedules Provide technical support and guidance to the project schedule. Provide accurate level of effort and resource estimates Manage application change control and execute established change priorities Manage quality assurance of application initiatives – including architecture, design and development Report to and provide status updates to the Project Manager Manage and secalate risks and issues Assist, mentor, develop, and guide team members in resolving problems and completing work assignments Oversee coordination and completion of application design, development and maintenance activities within a functional track or for an application release Manage quality assurance of initiatives and work products within the track/release | | | 3-5 years of hands on experience and knowledge of PELICAN capabilities and functional requirements as well as business requirements of OCDEL in a similar state |
| cross subsystem impact, issue identification and resolution | Track Lead (s) | system development and maintenance using DPW SDM Leverage and bring application development leading practices from similar HHS systems and processes Participate and/or lead requirements sessions with program office Manage and supervise a functional team to deliver services Facilitate design sessions with program office Coordinate the activities of the team to deliver enhancements Manage compliance with project schedules Provide technical support and guidance to the project schedule. Provide accurate level of effort and resource estimates Manage application change control and execute established change priorities Manage quality assurance of application initiatives — including architecture, design and components Provide functional insights during design and development Report to and provide status updates to the Project Manager Manage and escalate risks and issues Assist, mentor, develop, and guide team members in resolving problems and completing work assignments Oversee coordination and completion of application design, development and maintenance activities within a functional track or for an application release Manage quality assurance of initiatives and work products within the track/release Coordinate with other teams for assessing cross subsystem impact, issue identification | knowledge in application management and implementation Experience with software development methodology Hands on management of functional areas Experience with industry standard tools Experience in managing work plans, workload, and prioritization of activities 5-7 years of experience with Microsoft application design architectures; hands on experience with object- and service-oriented architecture 2-4 years of hands on management experience in the application architecture, data architecture, integration broker, security and component based architectures and implementation of HHS programs in the state environment 5-7 years of experience in the understanding of end user issues and operational delivery of services in a similar state environment 2-4 years of experience using Oracle as an RDBMS 2-4 years of experience in decision support systems, data warehouse tools and experience in data warehouse |



| | | OF . |
|----------|--|--|
| Position | Resource Responsibilities | Required Skill Set and Experience |
| | Create system designs that comply with business requirements and follow DPW SDM based SDLC standards and procedures Provide overall management, guidance and direction to system developers. Support developers in compliance with design specifications Manage technical/application development issue resolution Manage completion of application initiatives within project schedule Manage change control and execute established change priorities Provide functional insights during design and development | 2-4 years of experience using integrated front end system functionality and technical infrastructure and experience in functionality within specific program areas in similar state environment 5-7 years of program experience in an HHS environment 5-7 years of experience in managing mission critical enterprise applications of similar size and complexity 3-5 years experience in the design and implementation of system components using SOA principles and application |

HCSIS

frameworks

 3-5 years of hands on experience and knowledge in the application management and implementation of ODP, OMHSAS, OMAP, OCDEL, OLTL, OCYFPA DPW BCSE administered eligibility programs (home and community based services, waivers, and related programs), or in similar HHS programs

PELICAN

 2-4 years of hands on experience and knowledge in the application management and implementation of OCDEL administered programs (children's services programs) or in the implementation of HHS programs in a similar server-based environment using a relational database architecture



| Position | Resource Responsibilities | Required Skill Set and Experience |
|-----------------------|---|--|
| | | iCIS 2-4 years of hands on experience and knowledge in the application management and implementation of OIM administered eligibility programs – Cash, TANF, Food Stamps, Medicaid, Long Term Care, and LIHEAP or in the implementation of the programs in a similar environment 2-4 years of hands on management experience in the |
| | | application architecture, data architecture, integration broker, security and component based architecture using Unisys 2200 platform or similar environment |
| Subsystem Lead (s) | Primary interface between the development staff and program area staff to manage, develop and test the technology developed to satisfy business functional requirements Participate in the creation of detailed technical requirements documents and review them with developers during the construction phase Develop and test technology to confirm business requirements are properly translated into system functionality Support system testing and conduct end-user training when necessary Provide program and functional insights for the specific functional area during design and development Coordinate with other teams for assessing cross-system impact, issue identification and resolution Create designs that comply with business requirements and following DPW SDM based SDLC standards and procedures Provide overall management, guidance and direction to system developers. Support developers in compliance with design specifications | Experience in design, coding, testing, and deployment developing functional and technical components of modules 2-3 years of experience and knowledge of business requirements, system functionality, and relevant application design, development, testing and deployment tools 2 -3 years of experience and knowledge in application management and implementation of programs in a similar environment using a relational database architecture 2 -3 years of experience using .NET and COM+ based Microsoft application design architectures. Hands on experience with object- and service-oriented architecture 2-3 years of experience using Corticon or a similar rules engine 2-3 years of hands on experience with Adobe Flex technology 2-3 years of experience and knowledge with Informatica |



| Position | Resource Responsibilities | Required Skill Set and Experience |
|----------------------|---|---|
| | | 2-3 years of experience using Oracle as an RDBMS 2-3 years in managing software development methodology in a large-scale IT systems integration project. Experience with DPW SDM or a similar waterfall or Unified Process based methodology. 2 -3 years of experience with DPW solutions and standards, and cross project systems 2 to 3 years of management experience in the application architecture, data architecture, integration broker, security and component based architecture 2 -3 years of experience with industry standard tools as identified in the DPW standards and guidelines document 1-2 years experience in the design and implementation of system components using SOA principles and application frameworks |
| Business Analysts | Primary interface between the development staff and program area staff to manage, develop and test the technology developed to satisfy business functional requirements Participate in the creation of requirements documents and review them with developers during the construction phase Support system testing and conduct end-user training when necessary Provide program and functional insights for the specific functional area during design and development Coordinate with other project teams for assessing cross subsystem impact, issue identification and resolution Create system designs that comply with business requirements and following DPW SDM based SDLC standards and procedures Support developers in compliance with design specifications | Day to day management of relevant functional modules Understand user interface and system design to support troubleshooting, problem research and impacts, and modification designs Experience managing subsystem workload, prioritization of defects, maintenance requests, bundling of software components, and releases to production Experience design, coding, testing, and deployment experience in developing functional and technical components of modules |



| Position | Resource Responsibilities | Required Skill Set and Experience |
|--------------------------------|--|--|
| | | 1 to 2 years of experience in the understanding of end user requirements and operational delivery of programs supported by DPW or in a similar HHS environment |
| Application Architects | Provide knowledge of DPW application architecture, technical environment and development tools Support optimal system performance in system design Support design and development in accordance with DPW application development standards | At least 10 years of proficient experience with application architectures, technical environment and system capabilities At least 5 years in managing software development methodology in a large-scale IT systems implementation project. Experience with DPW SDM or a similar waterfall or Unified Process based methodology At least 5 years of working experience in using DPW standard tools and techniques At least 5 years of experience in system design and performance optimization techniques 3 years as architecture lead on a transactional processing application of similar size and scope to the DPW systems 2-3 years experience in the design and implementation of system components using SOA principles and application frameworks |
| PACSES Technical Manager | Central point of contact and oversight for the services provided by the PACSES technical services team including mainframe and open systems applications of PACSES Central point of contact between program area and BIS with respect to technical infrastructure components, issues, and functions Central point of contact for escalation of Production and non-Production issues to the program area Central point of contact between the ITSS and PACSES team | 25+ years in managing software development methodology in a large-scale IT systems integration project. Experience with DPW SDM or a similar waterfall or Unified Process based methodology 18 years of experience with OIT and DPW solutions and standards, and cross systems that integrate with Web-based and mainframe solutions |



| Position | Resource Responsibilities | Required Skill Set and Experience |
|-----------------------|---|---|
| | Provide overall technical vision and architectural direction for PACSES both on the mainframe and the open systems environments Oversee creation and maintenance of PACSES technical documentation Oversee creation and maintenance of PACSES project control documents including Management Control Procedures, Standards & Guidelines, and Technical Bulletins Central point of contact for communicating PMO processes to the PACSES team | 10 years of hands on management experience in application architecture, data architecture, integration broker, security and component based architecture using a Microsoft based COM+/.NET environment 30+ years of hands on management experience in the application architecture, data architecture, integration broker, security and component based architecture using the Unisys 2200 based platform 25+ years of experience in overall configuration management of cross platform components – Unisys 2200, Microsoft COM+/.NET or similar environments and Unisys 2200 and Oracle databases Solid understanding of HHS business processes, terminology and client needs 20+ years of production operational support experience including batch processing, load testing, capacity planning, configuration management, disaster recovery and performance tuning 7+ years experience in the oversight of the design and implementation of system components using SOA principles and application frameworks |
| Security Architect | Define, troubleshoot, prototype and communicate application security architectural solutions with the application teams Define application specific roles; consolidate, reuse and reconcile role information to reduce the proliferation of application roles Analyze user management processes and implement user management system changes to the appropriate tools such as the CA Identity Manager. | 7-8 years of experience in designing application security architecture Well versed in application and enterprise Role Based Access Control (RBAC) concepts and standards Knowledge of Security and privacy regulations such as HIPAA, IRS audit requirements and standard security process and procedures |



| Position | Resource Responsibilities | Required Skill Set and Experience |
|---|---|--|
| | Provide process, architecture and implementation guidance for Secure SOA solutions Perform risk classification of transactions based on PII data elements collected and processed by applications. Identify data privacy risks that may impact the applications, the application teams and DPW. Guide application teams in areas of privacy and data leakage protection Identify PII elements and create an inventory of PII elements based on sensitivity level Integrate data privacy and data protection principles during application development throughout SDLC Advise application teams on security considerations for application development throughout SDLC Incorporate security considerations within deliverables (e.g., Requirements and Design phases) Rationalize security requirements and develop secure designs; monitor that security architecture elements are integrated in the design Monitor implementation of security controls during SDLC phases Monitor appropriate security and privacy testing is performed during the Testing phase | Must possess ISC2 -Certified Information System Security Professional (CISSP) certification, Certified Information Privacy Professional (CIPP), or equivalent |
| Senior Security and Privacy Specialist | Provide advisory level support for enterprise level security and privacy programs Facilitate periodic steering team meetings with the DPW security and privacy officers Assist in establishing standards and policies and audit compliance | 8-10 years of security and privacy experience Broad public sector information security experience to bring industry leading practices to DPW Affiliations with state government sector security and privacy forums such as the NASCIO committees Relevant Industry certifications such as the CISSP and Certified Information Security Manager (CISM) |
| Security IAM Architect | Enforce role life cycle management processes and assist application teams in analyzing and defining access roles | 3-4 years of managing complex IAM infrastructure and performing Systems Integration activities with a diverse set of tool sets |



| Position | Resource Responsibilities | Required Skill Set and Experience |
|---|--|---|
| | Provide design, enhancements and operational support for IAM infrastructure (i.e., Identity Manager, Siteminder, and SOA Security Manager) Define the security approach, architecture direction, application integration standards and ongoing maintenance and operation functions | Experience in implementing IAM systems with a diverse user base, serving more than 150,000 users Knowledge of federal and state security regulations and security process and procedures. Experience in CA-eTrust SiteMinder, CA e-Trust Identity Manager, Radiant Logic Virtual Directory Systems and IBM Tivoli Identity Manager (ITIM). 3-4 years of experience in LDAP identity repositories – specifically Microsoft Active Directory technologies Must possess ISC-Certified Information System Security Professional (CISSP) certification or equivalent Must have formal training on the CA and IBM IAM suite of products. |
| Open Systems Technical Architects | Define, troubleshoot, prototype and communicate application architectural solutions for open systems Execute Numega reviews of application code; review code for compliance with standards Conduct performance tuning of application code using code profilers Maintain build automation for web and SCSF clients Perform recurring technical outreach sessions with development staff as to leading practices, reusable solutions, etc. Devise middleware architectural solutions that meet the DPW strategic SOA vision; provide guidance and insight to DPW to help mature the overall strategic vision Devise middleware implementation and ongoing operational support solutions Devise integration of solutions with Unified Security and participate in planning, development and testing efforts with application teams Interact with BIS to provide operational support for Unified Security integration post production deployment; submit and maintain ECSA | 3-5 years of experience with Microsoft COM and .NET architectures 3-5 years of experience with Oracle RDBMS with regard to interfacing with the application layer 3-5 years of experience with middleware tools such as Webmethods and OpenTI Through understanding of Message Oriented Middleware including WebMethods, BizTalk and MSMQ 3-5 years of experience developing web services in Java/EJB 3/ Eclipse Understanding of industry leading practices with regard to application design and process flow 3-5 years of experience with designing large-scale Internet based applications |



| Position | Resource Responsibilities | Required Skill Set and Experience |
|--------------------------------------|---|--|
| | Participate in design sessions as requested and review GSD/DSD documentation Configure Adobe Live Cycle architecture including SSO with USEC, performance tuning, etc. Maintain compliance to Application Life Management (ALM) standards Provide architectural support for real time interface to Unisys Mainframe for RDMS and DMS database Provide release management and configuration management support Maintenance of legacy application code ranging from VB/COM, ASP/MS ACCSESS based system along with Batch Framework libraries | 2-3 years of experience with application process flows including batch, B2B communications, multi system interfaces, etc. 3-5 years experience in the design and implementation of system components using SOA principles and application frameworks Minimum 3 years of experience using Composite Application Block/ Smart Client Software Factory/Enterprise Library application blocks Through understanding of design patterns and their use in the application SDLC Through understanding of code profiling/code coverage using tools like TFS, NCover/NANT Understanding of Adobe Live Cycle ES2, installation, performance tuning, customization |
| Mainframe Technical Architects | Monitor performance of mainframe in each application environment. Report on system performance with regard to the Training and PROD environments and contractual SLAs and SLOs. Maintain PACSES Support Layer code and documentation. Enhance code as needed to improve performance and maintainability of the Support Layer. Support configuration lead with migrations between mainframe environments; support automated workbench to enhance the migration process Perform capacity planning; coordinate requirements supplied by configuration and operations analysts, and the Mainframe DBA Support the application teams with respect to technical designs; confirm development staff is applying leading practices and is creating reusable solutions, etc. Participate in design sessions and review GSD/DSD documentation Implement and support connectivity solutions to provide open systems application accessibility to the mainframe databases | 25+ years of experience implementing and documenting technical solutions within the Unisys OS2200 environment including common-banked subsystems, automated DBIO layer, etc. 25+ years of experience using MASM, COBOL, C and Java programming languages within the Unisys OS2200 environment 25+ years of experience using Unisys-specific products such as SSG, IRU, CIFS, CPFTP, JCA-RA (DMS & RDMS), UCOB, LINK, DDL, SDDL, DD, etc. 25+ years of experience supporting databases implemented within the Unisys OS2200 UDS environment using both DMS (network) and RDMS (relational) data models |



| Data Architects Data modeling for OLTP and Data Warehouse solutions Datine Participate in design sessions and review GSD/DSD documentation, including data models and database technical architecture Provide recommendations based on enterprise standards and leading practices Provide recommendations based on enterprise standards and leading practices Pacs Service Service (S-2) ayears of experience supporting implementation and maintenance of file systems implemented on EMC disk subsystems 3-5 years of experience working with a HHS based information data model on teams Participate in design sessions and review GSD/DSD documentation, including data models and database technical architecture Provide recommendations based on enterprise standards and leading practices Provide recommendations based on enterprise or a very design leading practices 2-3 years of experience in providing data modeling, data dictionary and related techniques in a relational environment 2-3 years of experience in data modeling, data dictionary and related techniques in a relational environment 2-3 years of design skills for OLTP and decision support/warehouse solutions PACSES 3-5 years of experience 3-5 years of experience working with a HHS based information data modeling and architecture support Proficient database design skills, understanding of Oracle log or above features and industry design leading practices 2-3 years of experience in data modeling, data dictionary and related techniques in a relational environment 2-3 years of design skills for OLTP and decision Understanding of Batch Processing and development of high performing PL/SQL scripts 2-3 years eas experience using Cognos and Informatica | | | Required Skill Set and |
|--|----------|--|---|
| Solutions Define, prototype and communicate application architectural solutions with the application teams Participate in design sessions and review GSD/DSD documentation, including data models and database technical architecture Provide recommendations based on enterprise standards and leading practices Provide recommendations based on enterprise standards and leading practices Provide recommendations based on enterprise standards and leading practices Provide recommendations based on enterprise standards and leading practices Proficient database design skills, understanding of Oracle log or above features and industry design leading practices Proficient database design skills, understanding of Oracle log or above features and industry design leading practices Pactices Pactices 3-3 years of experience in providing data modeling, active features and industry design leading practices Pactices 3-5 years of design skills for OLTP and decision support/warehouse solutions PACSES 3-5 years of data modeling experience using ERWIN Understanding of Batch Processing and development of high performing PL/SQL scripts 2-3 years experience using Cognos and Informatica | Position | planning and testing; support the backup and | supporting integrated data backup and recovery in the Unisys OS2200 environment using IRU and FAS tools 15+ years of experience supporting implementation and maintenance of file systems implemented on EMC disk |
| 2-3 years of experience in data modeling, data dictionary and related techniques in a Unisys based mainframe environment 2-3 years of experience in providing data modeling and architecture support in a integrated eligibility based environment; understanding of DMS and RDMS 2200 features and industry design leading practices | | solutions Define, prototype and communicate application architectural solutions with the application teams Participate in design sessions and review GSD/DSD documentation, including data models and database technical architecture Provide recommendations based on enterprise | 3-5 years of experience working with a HHS based information data model 2-3 years of experience in providing data modeling and architecture support Proficient database design skills, understanding of Oracle log or above features and industry design leading practices 2-3 years of experience in data modeling, data dictionary and related techniques in a relational environment 2-3 years of design skills for OLTP and decision support/warehouse solutions PACSES 3-5 years of data modeling experience using ERWIN Understanding of Batch Processing and development of high performing PL/SQL scripts 2-3 years experience using Cognos and Informatica iCIS 2-3 years of experience in data modeling, data dictionary and related techniques in a Unisys based mainframe environment 2-3 years of experience in providing data modeling and architecture support in a integrated eligibility based environment; understanding of DMS and RDMS 2200 features and industry design leading |

Figure 6.10-20. Resource Requirements for Turnover.



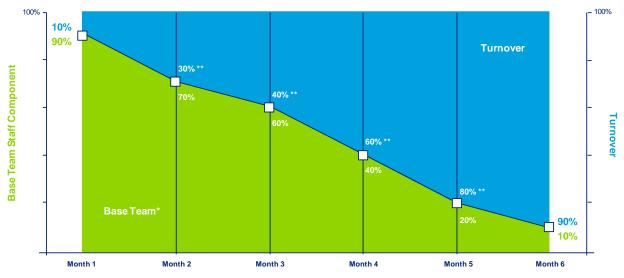
Resource Allocation Strategies

Deloitte's resource allocation strategies are based upon our experience and what we believe can be achieved for turnover activities. We have transitioned many systems to our clients and the resource allocation strategy is dependent upon the ability of the "Transition To" team to understand and gain a level of proficiency in the requirements and design of over 200 systems and subsystems. We have proposed a number of strategies for gaining proficiency in the systems such as shadowing, proficiency evaluations, peer reviews, walk through presentations, and architecture reviews. We have has assumed a full staffing compliment to support turnover activities that include a ramp up of turnover activities and a ramp down of our services as the end of turnover approaches. The table below outlines the percentage of staff dedicated for turnover and system support services over the six month turnover period.

| Time Period | Turnover Percentage | System Support Services Percentage |
|-------------|---------------------|------------------------------------|
| Month 1 | 10% | 90% |
| Month 2 | 30% | 70% |
| Month 3 | 40% | 60% |
| Month 4 | 60% | 40% |
| Month 5 | 80% | 80% |
| Month 6 | 90% | 10% |

Figure 6.10-21. Proposed Turnover Ramp On and Ramp Off Resource Allocation.

Deloitte's approach to resource allocation includes a ramp down of system support services and a ramp up of turnover activities.



^{*} Base team is defined as base maintenance and modifications and includes project management, ITSS, DTSS, application adoption operations and systems implementation

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Figure 6.10-22. Proposed Turnover Ramp On and Ramp Off Resource Allocation.

Deloitte's approach allows for a gradual soft turnover of activities over a six month period reducing DPW risks.

^{**} Percent of a Person's time over time



Turnover Organization Chart



Page IV-399

RFP Reference: Turnover Required Items

2) The associated turnover organizational chart,

In order to produce the incremental deliverables required for the turnover phase, we provide a Turnover Manager with sole responsibility for the overall turnover process. The Turnover Manager provides overall management of project turnover activities, monitors and reports turnover progress, manages the production of turnover deliverables, manages contract compliance, and tracks the overall execution of the approved Turnover Plan. In addition to the turnover manager, the organization chart will be finalized during the contract in preparation for turnover services to occur.



Lot 6 Operating Model Contract Management Quality Assurance РМО **Project Management** Provider **Child Support** Case Eligibility **Child Welfare** Enforcement Management Management **Maintenance Team Competency Resource Pool Functional Resource Pool Modifications Team Enterprise Services and Information Technology Shared Services (ITSS) Direct Technology Support Services (DTSS) Innovation and Advisory Support**

Security Policy

• Child

Support

Enforcement

· Child

Welfare

Figure 6.10-23. Proposed Turnover Organization Chart.

Provider

Management

• HHS Program and Policy

Eligibility

Deloitte's organization chart provides DPW with a team and structure which will provide for transition turnover.

IT Strategy

• Case

Management

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• Methods & Frameworks

Enterprise

Services



Turnover Plan Outline



Page IV-399

RFP Reference: Turnover Required Items

3) A turnover plan outline defining the key points and considerations, turnover success criteria, and the major tasks and subtasks they believe are pertinent to confirming a successful turnover with minimal impact to business operations, and

A detailed description of our proposed Turnover Plan is provided in *Section 6.10.2.2*, *Deliverables*. Our proposed Turnover Plan addresses the responsibilities of the Lot 6 offeror as outlined on page IV-300 of the RFP and listed here for clarity. These responsibilities include:

- Application Support (i.e., Systems Requirements Application Maintenance and Application Modifications/Enhancements alignment with EA-SOA frameworks, and technology integration initiatives)
- Enterprise Architecture (EA) Blueprint Models (i.e., Strategies, Roadmaps, Governance, etc.)
- EA-Systems Architecture (i.e., designs, assessments, integration, and re-engineering)
- Lead or assist in Architecture Review Board sessions (i.e., ARB1, ARB2, and ARB3 as required)
- Creating and maintaining EA Systems Blueprint Document (i.e., detailed business, data, application, and governance reference models with cross-references to SOA frameworks, EA assessments and roadmap strategies) Initial Capacity Planning (i.e., Projections and Baselines)
- Assist in systems production anomalies validations and resolution activities or systems load and performance test results analysis as required
- COTS, Software as a Solution (SaaS), and transfer Technology feasibility and architecture assessments
- Assist in SWAT incident response activities as required Systems and Technology Integrations (i.e., Strategies, General Designs, Planning, Assessments, Roadmaps, EA-alignment, etc), as required
- Business data and information life cycle management strategies
- Assist in ITIL and CMMI process Improvement Initiatives (as required)



Managing Turnover



Page IV-399

RFP Reference: Turnover Required Items

4) How they would manage the plan, accurately assess progress, and mitigate variances for a successful turnover.

Our team understands the importance of strong turnover plan. We believe it is important to put in the effort upfront to create a well-built, detailed turnover plan and then execute that plan to meet DPW objectives. The plan includes the specific processes and procedures to be used for each turnover task, along with the resources that will be assigned to the task. Throughout the turnover process, we will use our established process of common procedures to capture, document, review, and report risks and issues. Key elements of our approach to managing the turnover process include the following:

- Working with DPW, we will identify the key turnover subject areas that must be tracked as part of the Turnover Results Report and identify the process to measure and monitor the progression of knowledge transfer within those subject areas.
- As described in Section 6.10.1, Methodology, Approach and Experience, our turnover
 activities may include documentation reviews, facilitated meetings/discussion forums,
 walkthroughs, job shadowing, classroom and one-on-one training, and status
 reporting. During each of these activities, our team has the ability to monitor and
 measure the level of knowledge the "transition to" resource is gaining and adapt the
 turnover activities as necessary to meet expected outcomes.
- We will work with DPW to begin measurement by overall comparison of "estimates versus actuals" against the Turnover Plan. Specific measurements include: progress in taking over specific applications, subsystems and tracks, staff ramp up for the Commonwealth and/or the successor vendor during the initial months of transition, staff qualifications and their ability to understand business and technology skills, and overall production monitoring.
- By completing periodic status reports throughout the turnover period, both our team and our DPW counterparts are able to identify and respond to variances against the plan during the turnover period. In order to mitigate the potential of variances due to resource availability we identify multiple resources capable of performing each task.



6.10.3 Staffing Chart and Roles



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

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.

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 the Turnover period are listed in the following figure. More information about these individuals, including their resume and role description, can be found in *Tab 8.0*. The description of the duties and functions are identified both in Figure 6.10-24 and in *Tab 8.0*.

| Name | Role/Job Function | Approximate FTE Equivalent | Location | Justification if Off Site |
|----------------|------------------------------|-------------------------------|-----------|------------------------------|
| Sundhar Sekhar | Contract Administrator | .5 | Camp Hill | On-Site |
| | Turnover Manager | .5 | Camp Hill | On-Site |
| | Application Developer | 12-15 | Camp Hill | On-Site |
| | Application Team Lead | 12-15 | Camp Hill | On-Site |
| | Chief Application Architect | 1 | Camp Hill | On-Site |
| | Chief Database Architect | 1 | Camp Hill | On-Site |
| | Chief Functional Architect | 1 | Camp Hill | On-Site |
| | Chief Security Architect | 1 | Camp Hill | On-Site |
| | ITSS and DTSS Team Member | 1 | Camp Hill | On-Site |
| | PMO Team Member | 1-3 | Camp Hill | On-Site |
| | Portfolio Coordinator | 5 | Camp Hill | On-Site |
| | Project Control Analyst | 8 | Camp Hill | On-Site |
| | Project Executive | 6 | Camp Hill | On-Site |
| | Quality Assurance Lead | 1 | Camp Hill | On-Site |



| Name Role/Job Function | Approximate FTE Equivalent | Location | Justification if Off Site |
|-------------------------|-------------------------------|-----------|---------------------------|
| Sr. Developer / Analyst | 27-40 | Camp Hill | On-Site |
| Systems Architects | 1-2 | Camp Hill | On-Site |

Figure 6.10-24. Staffing Chart for Turnover.



Tab 7: Prior Experience

 Tab 4
 Tab 5
 Tab 6
 Tab 7
 Tab 8
 Tab 9
 Tab 10
 Tab 11
 Tab 12
 Tab 13
 Tab 14

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II Page

RFP Reference: II-4. Prior Experience

Include experience in providing IT services to other client(s) of similar size and complexity as the Department along with any prior experiences with client(s) belonging to the government sector.

As your Lot 6 vendor, Deloitte brings DPW a breadth and depth of experience in providing IT services to Health and Human Services (HHS) agencies that is unmatched by any vendor in the market. We are the only systems integrator with hands-on experience supporting each of DPW's systems identified in your RFP. Deloitte is also recognized as the market leader in Health and Human Services, providing IT services to more than 100 State HHS agencies of similar size and complexity as DPW. Our knowledge of DPW's systems, combined with our national HHS technology experience presents DPW with a strong team to meet your current and future needs.

Unique and Distinguishing Factors

Gartner, Inc. has ranked Deloitte as the worldwide leader in the consulting marketplace based on aggregate revenue, growth, and market share for 2009 Gartner's "Market Share

Gartner's "Market Share Analysis: Top 10 Consulting Providers' Revenue, Growth and Market Share, Worldwide and Regional 2009"

Corporate experience is only as good as the people that ultimately can be delivered. Deloitte's

organizational experience is backed by a bench of people with the experience to support each of DPW's systems. We have more than 2,000 staff with experience working on HHS systems that are similar to DPW's systems. As a matter of fact, 400 of these staff have experience with DPW's systems and are ready to be deployed. Our commitment to DPW is backed by over 30 years of experience working as a trusted advisor. Our national experience combined with our local familiarity with DPW's systems, offers Pennsylvania the combination of system continuity and national innovative practices to meet the vision and goals for DPW – something no other vendor or staff augmentation company can offer.

Introduction

As you saw in Section 4.1, Understanding of the Problem and Services Required, Deloitte's experience providing technology and business consulting services to HHS agencies like DPW is unmatched by any vendor in the market. However, what further sets Deloitte's experience apart from that of other vendors is our corporate commitment



to our clients and the communities in which we work. We consider this to be a foundational element of our experience, particularly as it relates to our history serving the Commonwealth of Pennsylvania.

Our Experience as a Corporate Citizen and Responsible Member of the Local Community

Our history in Health and Human Services (HHS) is centered on the principle that the success of our government sector clients is inextricably tied to our commitment to corporate responsibility and our communities. Our HHS practice is comprised of individuals who have dedicated their careers to the cause of serving state government children, families, and communities. That commitment extends beyond the workplace into the communities in which we work and live.

The following figure depicts a few of the national recognitions Deloitte has received for its commitment to being a socially responsible employer.

| Deloitte Recognition | | Our Commitment to Our People and Community |
|---|---|---|
| | Ranking on "100 Top Military Friendly Employers" by G.I. Jobs magazine in 2010 | Deloitte is committed to a veteran-friendly workplace with company policies recognizing national guard and reserve service. |
| WORKING MOTHER 100 BEST COMPANIES | Top 10 ranking on "100 Best Companies for Working Mothers" by Working Mother's magazine in 2009 | Through its Women's Initiative (WIN), Deloitte understands the importance of flexibility, childcare, time off and leaves, and culture with respect to women in the workplace |
| DiversityInc TOP 50 OVERSITY | Named to "Top 50 Companies for Diversity" and "Top 10 Companies for Asian Americans" by DiversityInc magazine in 2010 | Deloitte sponsors communities in the workplace to bring together individuals across functions and regions who share some common background, characteristic, or program interests. The networks these communities foster support Deloitte's overall goal of achieving success through diversity. |
| PLACES TO WORK 2010 for LGBT Equality 100% CORPORATE EQUALITY INDEX | One of the "Best Places to Work for LGBT Equality" as named by the Human Rights Campaign in 2010 | The LGBT community is an active component of the Deloitte environment. Our policies, practices, and culture confirm that we are maintaining inclusive workplaces for lesbian, gay, bisexual and transgender employees. |



Deloitte Recognition

Our Commitment to Our People and Community



Number 3 ranking on the "Top 100 Employer" list as named by the Black Collegian To be successful for our clients, we must attract, retain and develop the best talent in the marketplace. Our commitment to diversity is not only the right thing to do it also a business imperative for us.

Figure 7-1. Deloitte has been Recognized Nationally for its Commitment to its People and Communities.

Our Commitment to Pennsylvania

While Deloitte has experience working for public sector clients around the country, we have particularly strong roots right here in Pennsylvania. We have been providing world class professional services to the Commonwealth for more than 35 years. More specifically, Deloitte's commitment to the Commonwealth of Pennsylvania is demonstrated by our substantial presence through offices in Pittsburgh, Harrisburg, Camp Hill, and Philadelphia. We employ more than 2,500 consultants in the Commonwealth across these four offices.

Deloitte professionals live and work here, and we are ranked among the Top 50 Pennsylvania employers. Our Harrisburg and Camp Hill offices are home for some of the most vital client work we do across the country and around the world. More than 70 percent of our proposed staff live in the Harrisburg area and a significant portion of the remaining staff are from Pittsburgh and Philadelphia. Both professionally and personally, we are committed to the Commonwealth of Pennsylvania and we look forward to continuing our display of this commitment with you.



We are Committed to the Commonwealth as Business Partners and as Citizens

We are committed to Commonwealth economic growth programs

- In PA, we support the DBE Program - Our contracts committed \$33.4M to 13 DBE firms
- 33% of total dollars DPW paid to Deloitte flowed to subcontractors
- Acquired 80K square feet to do business for other states in Camp Hill, PA
- We recruited and hired over 1,000 PA college graduates and each year extend offers to approximately 100 graduates
- We employ 2,560 people across four offices in Pennsylvania

We are members of the community

- 250 Deloitte staff, local to Harrisburg and committed to the Commonwealth.
 We are:
 - Taxpayers
 - Homeowners
 - · Community Servants
- Contributors to the state and local economy
- Our people are on boards of directors for local universities, technology programs and nonprofit organizations
- We live and work alongside you your investment stays here in Pennsylvania

We are committed to community service

- Average Deloitte individual contribution to United Way was the largest in the Capital Region
- Responsible for 20 "Adopt-A-Families" and over \$13,000 in contributions
- Deloitte IMPACT Day over 250 staff doing community service projects every year
- Junior Achievement, Hospice of Central PA, United Cerebral Palsy, Girl Scouts, Central Penn Food Bank

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Figure 7-2. Deloitte demonstrates its Commitment to its Communities.

Deloitte contributes positively to the economic growth of the region, and our people actively and responsibly give back to the communities of the Commonwealth.

Our Civic Commitment

We have more than just a relationship with the Commonwealth – we have an established commitment. We are committed to being a responsible corporate citizen. Corporate citizenship, from our perspective, is founded in three principles: economical, educational and social. Deloitte has built our commitment with the Commonwealth by actively advancing our efforts within each pillar.

Economic Accountability

Economic accountability includes providing jobs and generating revenue, as well as more abstract economic support such as sponsoring symposiums, conventions and supporting the local business community. For example, Deloitte will be supporting Commonwealth's upcoming Broadband Symposium. Additionally, it is the responsibility of professionals to participate on economic/corporate boards to support the success of other institutions. We demonstrate our economic commitment in the following ways.



Deloitte is Committed to the Economic Development of Pennsylvania

- Nearly 500 resources dedicated to projects across the Commonwealth each week
- Delivered over 50 public sector engagements in collaboration with the Commonwealth
- Four Pennsylvania Offices, in Pittsburgh, Philadelphia, Camp Hill, and Harrisburg, employing over 2,500 staff
- Ranked as one of Pennsylvania's top 50 employers
- The Business Times publishes an annual ranking of the largest Pittsburgh-area management consulting firms and Deloitte captured the number one spot
- Active participant as a major sponsor of the Technology Council of Central Pennsylvania IT Consortium, working to build and enhance the relationship between the Commonwealth and its supplier community
- Active participants and sponsors of both the ITC Conference (Intra-Governmental Technology Conference) and the Digital Summit

Figure 7-3. Deloitte is Committed to the Economic Development of Pennsylvania.

In addition to employing over 2,500 consultants within Pennsylvania, Deloitte supports the growth of Pennsylvania's workforce by hiring staff for our national **Public Sector Delivery Center within Camp Hill**. The Public Sector Delivery Center provides systems integration and custom development for our Deloitte projects within the public sector industry across the US. We created **over 50 jobs** at the center within the past year and anticipate **hiring another 100 staff** over the next year; thus bringing jobs into Pennsylvania. Below is a list of the projects and headcount of staff within our Public Sector Delivery Center.

| Deloitte is Committed | to Bringin | g Jobs to the Harrisburg Area | |
|-----------------------|------------|---|----------------------|
| | Deloitte | Deloitte National Positions, including methodology team, framework team, and national state healthcare team | 18 staff |
| | | CO Childcare Automated Tracking System | 10 staff |
| | | VA Child Care Management System | 28 staff |
| | | Federal HHS/NFC Pre-existing condition insurance program enrollment portal | 20 staff |
| | | NV Integrated Eligibility Portal | 4 staff |
| | 4 | NY Self Service maintenance (awarded) | 12 staff expected |
| | | CT Modernization of client service delivery (awarded) | 32 staff expected |

Figure 7-4. Deloitte is Committed to Bringing Jobs to Pennsylvania.



What does it mean to DPW \[\frac{7}{2} \]

DPW benefits from Deloitte's social commitment to Pennsylvania because:

 Your investment stays within Pennsylvania, as our staff live here and are dedicated to financially supporting the areas where their families live

Educational Accountability

Educational accountability is also an overarching responsibility of our business. We play a role in shaping the minds of young children through our involvement as Junior Achievement volunteers (JA). Deloitte is a national sponsor of JA and provides the teaching material for the Ethics portion of the curriculum. There are over 2,100 employees employed by Deloitte in the US who went to a school in Pennsylvania. In addition, we recruit over 1,000 Pennsylvania college graduates each year. We actively recruit at over 60 colleges and universities across the Commonwealth.

Deloitte Actively Recruits from 60 Schools in Pennsylvania

Allegheny College

Bloomsburg University of Pennsylvania

Bryn Mawr College Bucknell University Carlow College

Carnegie Mellon University

Dickinson College Dickinson School of Law Drexel University

Duquesne University Edinboro University of Pennsylvania

Elizabethtown College Gannon University Geneva College Gettysburg College Grove City College

Haverford College in Pennsylvania Indiana University of Pennsylvania

Juniata College King's College - PA

Kutztown University of Pennsylvania

Lafayette College La Salle University Lehigh University

Lock Haven University of Pennsylvania

Messiah College

Millersville University of Pennsylvania

Moravian College Muhlenberg College Penn State - Altoona Penn State - Beaver

Penn State - Delaware County

Penn State - Erie, The Behrend College

Penn State - Harrisburg
Penn State - Schuylkill
Penn State University Park
Penn State - Worthington Scranton

Philadelphia University Robert Morris University Saint Francis University Saint Joseph's University - PA

Saint Vincent College

Shippensburg University of Pennsylvania Slippery Rock University of Pennsylvania

Susquehanna University Temple University University of Pennsylvania University of Pittsburgh

University of Pittsburgh, Bradford University of Pittsburgh, Johnstown

University of Scranton Villanova University

Washington and Jefferson College

Waynesburg College West Chester University Westminster College - PA

Wharton School, University of Pennsylvania

Widener University
Wilkes University

York College of Pennsylvania

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Figure 7-5. Deloitte Recruits Top Talent Across Pennsylvania.

As an employer of choice, Deloitte hires undergraduate and experienced students at over 60 universities across the Commonwealth.



Deloitte's commitment to Pennsylvania colleges and universities goes beyond recruitment and donations (firm match exceeds \$6M annually to PA schools), but our practitioners support the classrooms by creating case challenges and providing resume and interview workshops for leading colleges and universities across the state. The relationships we make within the educational setting help us cultivate talent that will potentially serve the Commonwealth. The following letter is from Professor Jan Mahar of the College of Information Sciences and Technology at Pennsylvania State University, thanking Deloitte for its continued support of its core curriculum.

PENNSTATE



College of Information Sciences and TechnologyPhone (814) 863-9088 The Pennsylvania State University 321F Information Sciences and Technology Building University Park, PA 16802-6822

January 18, 2010

Dear Tim Wiest, Patrick Howard,

Thank you for providing Deloitte's support in my fall 2009 semester's project management course.

Deloitte facilitated a semester-long project management simulation with over sixty junior and senior students from IST 302 project management class in Penn State's College of Information Sciences and Technology (IST). For the past few months, 10 Deloitte consultants from the Pittsburgh and Harrisburg offices have been working collaboratively with me to design and prepare 4 separate case simulations featuring real-life projects. I would like to congratulate the subject matter experts from Deloitte for a job well done this semester. Being a SME for this project takes a great deal of energy and commitment.

And a special thanks to Suguna who managed the coordination of all four projects and ensured continuity and met various key milestones throughout the semester.

From my perspective, Deloitte's participation provided an endorsement to the value of understanding the theory and practice of project management. Their experiences made this content come alive and further motivated the students to grasp important concepts of this course. They were able to provide valuable feedback and guidance. It was a great way for the students to gain firsthand experience at some of the real world challenges they will face after graduation.

We look forward to working with Deloitte in future semesters.

Warmest regards,

Jan Mahar Professor of Practice, College of Information Sciences and Technology Penn State University

814-863-9088

cc: Greg McHugh, Suguna Sundaravadivel

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Figure 7-6. Deloitte Supports Curriculums at Pennsylvania State University.

Our people are engaged with both students and faculty at universities and colleges in the Commonwealth. We believe in the importance of developing and supporting the next generation workforce right here in Pennsylvania.





DPW benefits from Deloitte's educational commitment to Pennsylvania because:

As ranked by BusinessWeek, Deloitte is the No. 1 best place to launch a career
which means that we can attract and retain the best and the brightest talent
across the Commonwealth – and keep them employed within the
Commonwealth working with agencies, like DPW

Social Accountability

Our dedication to Pennsylvania is evident not only by our work with the Commonwealth, but by our dedication to serving the community. We have long standing relationships with many local nonprofit organizations, such as Caitlin Smiles, South Central Pennsylvania Dress for Success, Central Pennsylvania Food Bank, Bethesda Mission, Harrisburg Big Brothers and Big Sisters, Tri-County Association of the Blind and Shalom House. Many of our staff not only partake in community service events and fundraisers, but also attend local leadership conferences, coach youth sports and join organizations for parents. For example, a group of our consultants taught a Web site development class at a local chapter of Big Brothers and Big Sisters and numerous staff volunteer as Junior Achievement instructors, including 10 in Harrisburg. Below are just a few of the many ways we demonstrate our social commitment to the Commonwealth:

| Deloitte is Cor | nmitted to the Social Development of Pennsylvania |
|---|---|
| Adopt a Family | Every winter holiday season each Harrisburg project adopts one or two local families in need. Employees either donate items off of the family's wish list or donate money to purchase additional items. Families are consistently appreciative of Deloitte's generosity. |
| Central Pennsylvania Food Bank | Each year, the Harrisburg office participates in this food drive. By creating a friendly competition among projects, we typically donate over 1,000 pounds of food just in time for the Thanksgiving holiday. |
| 5K Run/Walk | Just about every month the city of Harrisburg will hold a 5K Run/Walk to benefit various charities. Whether it is Race for Racism or Making Strides against Breast Cancer, you can constantly find a group of Deloitte employees spending their Saturday mornings helping out a great cause. |
| Dress for Success | The Harrisburg office contributes to the local Dress for Success chapter by donating women's suits, shirts, shoes or men's ties that benefit women and men who are trying to enter the workforce. Additionally, we pay \$5 to have "Dress Down so they can Dress Up" days that also benefit the local chapter |
| Bowl for Kids' Sake | Each year Deloitte participates in the Bowl for Kids Sake fundraiser. Deloitte Pittsburgh put together 12 cross-functional bowling teams and together raised \$9,691 for the 2009 Pittsburgh Bowl for Kids' Sake, a national fundraiser held annually to support Big Brothers Big Sisters of America (BBBS) |
| Annual Escape to the Lake MS 150 Bike Tour | Deloitte has participated in this event for the past 4 years. In 2009, the Team Deloitte Pittsburgh biked 150 miles, raising over \$20,000 in donations for the Multiple Sclerosis Society |

Figure 7-7. Deloitte's Commitment to the local Harrisburg Community.



Every June Deloitte employees across the US and around the world volunteer for Impact Day, supporting local community nonprofits. While many of our staff participate in volunteer activities outside of work, imagine what over 2,500 staff members united across the Commonwealth can do in one full-day of volunteering! Classrooms are painted, park benches are built, food is prepared, flowers are planted, buildings are power washed, children are taught computer skills, adults are taught life-



Figure 7-8. Deloitte Harrisburg Office Lending a Hand on Impact Day.

skills, and the elderly enjoy games and company – all in one full day of "work." Approximately 30 Harrisburg staff participated in the first Impact Day in 2000, planting trees near the Willow Oak Building. This year, on June 11th, approximately 300 Harrisburg staff volunteered at 19 different projects, such as landscaping a nursing home, working on a Habitat for Humanity home and picnicking with disabled adults.



DPW benefits from Deloitte's social commitment to Pennsylvania because:

Deloitte's effort to improve the quality of life in our communities gives DPW
the confidence that our staff are hard working and caring individuals who are
dedicated to making an impact both at work and outside of work

DPW and Deloitte Have a History of Accomplishments Together

Deloitte has been a collaborative business partner to the Commonwealth of Pennsylvania's Department of Public Welfare (DPW) for implementing program changes and transformative IT solutions since 1978. Recently, we have provided IT consulting services to DPW since 2000, and under the current contracts we have worked with DPW over the past 5 years to enhance, maintain, and modernize business application such as iCIS, PELICAN, HCSIS, and PACSES while enhancing automation needs for Office of Children, Youth and Families (OCYF). The services provided during this time have included application design, development, maintenance, change leadership, field support, training services, strategic planning, business IT strategy, project management, portfolio coordination, and program management - all helping DPW implement its business objectives and realize its vision.

In addition to our system-specific experience, we have collaborated with DPW to design and develop many of the Enterprise Services like the Master Client Index (MCI),



Enterprise Correspondence Service (ECS), and Provider Certification Services. Our program knowledge combined with our technical capabilities has also enabled us to serve within the Shared Services role assisting DPW with organizing, standardizing, architecting, and implementing enterprise services and reusable components. These services have helped the Commonwealth incrementally modernize how it does business during times of tight budgetary pressures. We jointly developed our methodologies, procedures, templates and tools to more efficiently and effectively work with the Commonwealth and comply with DPW's standards and policies. Our commitment to the Commonwealth is evidenced by a consistent track record of success that includes a total program and IT transformation over the past 5 years.

The following figure outlines the major accomplishments we have achieved together.



PA_DPW-1120_3

Figure 7-9. Deloitte and DPW have a History of Collaboration and Success.

Our collaboration with DPW has resulted in Pennsylvania becoming recognized as the national leader in HHS modernization.

DPW is looking toward the future with this RFP. As the team continues to focus on meeting the needs of vulnerable Commonwealth citizens, DPW requires an experienced firm to support the maintenance, scalability and stable operations of existing applications. Furthermore, DPW needs an integrator with the ability to evaluate and suggest new innovative technology solutions without disrupting existing business operations. As DPW sets-forth a new operating model with this RFP that increases the



need for collaboration and communication across vendor staff and DPW staff, DPW's existing and successful business relationship with Deloitte allows us to assist the Department with their transition into the new multi-vendor model.

What does it mean to **DPW** ??

DPW benefits from their existing business relationship with Deloitte because:

• In addition to understanding your current business processes and being intimately familiar with your business applications, our staff is already trained using your methodologies and can help ease the Department's transition into the new operating model; as your Lot 6 vendor, Deloitte can help bring Lot 1-5 vendors up to speed and coordinate with Lot 7 vendor for delivery.

Our HHS Heritage is Built upon Years of Experience in Delivering Successful Solutions

The largest component of our Public Sector practice is our Health and Human Services (HHS) line of business with over 2,000 practitioners. For over 35 years, we have assisted federal, state, and local governments, such as DPW, providing system requirements and GSD services in addition to development, implementation and maintenance of large-scale systems similar to iCIS, PELICAN, HCSIS, and PACSES.

We have also worked with state agencies to transform the way they do business and provide innovative requirements and GSD resulting in solutions, such as COMPASS which manages self service applications and PIM which improves worker action of child support cases, both help workers become more efficient in a changing service delivery model. In addition, we understand the additional service models and organizational influences inherent in states with county-administered welfare programs as we have collaborated with public welfare agencies within California, Wisconsin, Minnesota, Virginia, New York, Michigan and Colorado. Working alongside our client counterparts, Deloitte has consistently been recognized as an industry leader in HHS thought leadership as well as the implementation and maintenance of large-scale HHS systems for our clients.



Unrivaled Heritage as the Leading HHS Systems Integrator

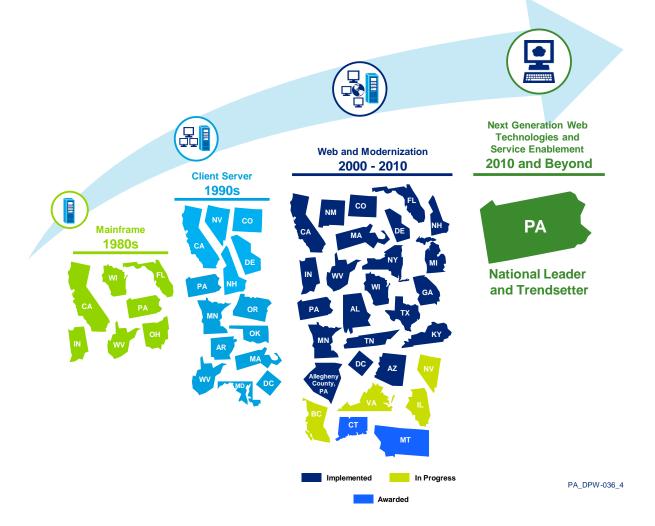


Figure 7-10. Deloitte's Broad Heritage with Large HHS Systems.

Deloitte's experience and skill set has evolved as technology has evolved. We have helped our clients modernize their systems using the latest and greatest technologies in order to keep them in the forefront of innovation producing worker/user efficiencies.

Deloitte's heritage in delivering large-scale HHS design and delivery of solutions is distinctive. No other vendor has been as actively or broadly involved in HHS system automation across the past 35 years. Deloitte, through its heritage in HHS, brings an approach that is very different from other vendors.





HHS

Deloitte.

Deloitte is Very Different from Other Vendors

- √ A continuous presence in the HHS market since 1978
- √ Actively engaged in HHS-related work with 25+ states
- ✓ Broadfootprint across HHS Integrated Eligibility, Child Care, Child Support Enforcement, Aging and Disability Services, HIT, Health Insurance Exchange, Home and Community Based Services performing systems integration work
- Deep expertise in program, policy, operations, service delivery, and information technology across system requirements, GSD and all phases of SDLC
- States have consistently selected Deloitte to take over from other vendors; thus
 demonstrating that Deloitte is viewed as an HHS Systems Integration leader in the market
- ✓ States select Deloitte for their key projects; when other vendors are selected, states bring in Deloitte to assess other vendors' work and delivery
- ✓ 10 new state clients selected Deloitte to provide their HHS solution in 2009 alone proof that clients are selecting Deloitte based on recent and relevant successful deliveries
- √ Significant active participant and sponsor in 20+ national HHS conferences
- ✓ HHS client sharing network, that includes a forum for clients to share with each other, across our portfolio of our state clients
- ✓ Synergy between federal and state HHS work, brought together by Deloitte to help states navigate new healthcare policies



PA DPW-1121 6

Figure 7-11. Deloitte is the Premier HHS Thought Leader.

Our depth and breadth of services in HHS distinguishes Deloitte into a class unto itself. Our proficiency in program, policy, operations, service delivery, and information technology have made us the number one choice for HHS solutions across the country.

Deloitte's history of success working with HHS agencies across the country has led to 10 state agencies selecting Deloitte to solve their biggest challenges in 2009 alone. Furthermore, 5 states selected Deloitte to "take over" projects from other vendors. Even when we do not serve as the prime integrator, HHS agencies come to us to serve in the role of Independent Verification and Validation (IV&V) to assess the work products and delivery of other vendors.



| State Selections | Clients Recognize Deloitte's HHS and IT Experience |
|--|---|
| New HHS agencies selecting Deloitte in 2009 | Montana (Eligibility) Kentucky (Child Support) Connecticut (Eligibility) Georgia (Child Support) Illinois (Child Care) Illinois (TANF Eligibility) Nevada (Eligibility) Minnesota (Child Support BPR) New Mexico (Self Service) Virginia (Childcare, System Integration, and expand to Self Service) |
| States selecting Deloitte as IV&V | Minnesota (Eligibility)Colorado (Eligibility)Massachusetts (Child Support) |
| States selecting Deloitte to take over from over vendors | PA Child Support (from ACS) Texas Eligibility (from Accenture) Florida Eligibility and Child Support (from Unisys) Colorado Eligibility (from HP-EDS) Indiana Child Support(from HP-EDS-Saber) Massachusetts Case Management (from HP-EDS-Saber) |

Figure 7-12. Deloitte is the Top Choice for Many HHS Agencies.

Our long and steady HHS heritage is unrivaled by any other vendor. Our program proficiency combined with our broad technical skill sets has contributed to successful collaborations with state agencies and successful system implementations throughout the years. Below are just a few of the many topics we have shared with DPW throughout the past five years

| Experience | Deloitte's Broad HHS Experience Benefits DPW |
|---|--|
| Cognos Experience | The Deloitte Shared Services team recently facilitated a knowledge sharing session with a Deloitte Canadian client using Cognos similarly to DPW in order to provide assistance with DPW performance concerns |
| Document Management Experience | The Deloitte PACSES team conducted a call with the Pennsylvania Child Support Bureau and the State of Wisconsin regarding their Document Management project. Wisconsin shared lessons learned regarding Adobe LiveCycle |
| Analytical Experience | The Deloitte PACSES team conducted a Predictive Modeling overview and discussion with BIS. Deloitte brought in an Advanced Analytical Modeling team from Connecticut that has implemented predictive models in Insurance, Health Care, and Government |
| Deployment and Rollout Experience | The iCIS Deloitte team coordinated a 'lessons learned' session with the Michigan BRIDGES project team to gather input and share experiences with OIM in preparation for the IV-B implementation, as BRIDGES used a big bang approach when rolling out there new eligibility system |

Figure 7.1-13. Deloitte's Broad HHS Experience Benefits DPW.



What does it mean to DPW \?

DPW benefits from Deloitte's broad HHS heritage:

 Deloitte can bring ready-trained resources, as well as leading practices and lessons learned from other Deloitte HHS projects that help DPW solve similar business challenges

Deloitte Collaborates with States to Pioneer Innovative Solutions in HHS

We have built dedicated teams around the Government Sector, tapping professionals who have spent years in senior positions with leading companies. Their experience brings a strategic and practical perspective on what works — and what does not. Each day across Pennsylvania and the US, new requirements and new ways of thinking are redefining how state agencies deliver their mission. Our proposed teams work alongside these agencies to deliver innovative solutions that maximize efficiencies, achieve greater economies of scale by lowering total cost of ownership. Given our long heritage in HHS, Deloitte has shared many innovative "firsts" in large-scale implementations of public welfare systems.







Figure 7-14. Deloitte's National Health and Human Services Heritage.

Prior Experience Tab 7 Page 7-17 of 18



Prior Experience Tab 7 Page 7-18 of 18



7.1 Offeror Experience



PA DPW-111a 2



RFP Reference: II-4. Prior Experience

Include experience in providing IT services to other client(s) of similar size and complexity as the Department along with any prior experiences with client(s) belonging to the government sector.

Deloitte offers Department of Public Welfare unrivaled experience providing IT consulting services for HHS solutions. With 35 years of continuous corporate experience in HHS and throughout our proposed team members we bring more than 1000 years of combined HHS experience, 2000 years of combined IT experience, and 1000 combined years working with DPW, the proposed team has the program knowledge, technical skill set, and DPW-specific knowledge to help DPW meet their technology goals.

Our track record of successfully delivering large, complex IT services on DPW's current systems is the strongest qualification that any vendor could bring to the table. Intimate knowledge of the system requirements, GSD and the automation intricacies relating to the iCIS Eligibility System, PELICAN Provider Management System, HCSIS Case Management System, PACSES, and numerous Enterprise Applications, demonstrates the experience needed to provide DPW with high-quality continuity in productivity and results. This combined with our collaborative working relationship and mature operational framework that consists of DPW-tailored assets, improves our performance as well as reduces project risks in implementing Pennsylvania's future vision. In addition, our understanding of the programs and technical capabilities within other agencies like PID, PDE, and PDA are critical for the overall coordination and service delivery in DPW. The proposed team has the experience needed to help DPW meet their current and future IT service needs.

The successful relationship we have formed with DPW provides us with the ability to help the Department ease into the multi-vendor operating model; we will already be "up to speed" and can spend less time on transition activities and more time helping you succeed within the new operating model. Your selection of Deloitte will allow your staff to focus on adding value and delivering quality customer service, not training new contractors on your systems. We look forward to continuing our joint history of innovation, accountability, and client satisfaction.

With this RFP, DPW is looking for a business collaboration that will help achieve its future vision. As you focus on meeting the needs of the Commonwealth's most



vulnerable citizens, DPW will require an experienced integrator to provide system architecture and systems architecture services that will support stable operations of existing applications. **But maintaining status quo is not enough**. DPW needs an experienced firm with the ability to evaluate and suggest new innovative technology designs without disrupting existing business operations - keeping DPW in the forefront of program and technology innovation. Deloitte's dedicated Health and Human Services practice combined with our strong Technology Practice and Innovative Research outlets provide the right mix of program knowledge, technical skill sets, and thought provoking ideas to help DPW build and evolve modern enterprise solutions.

Our National Public Sector Experience

Deloitte has a dedicated Public Sector practice which represents over 15 percent of our total book of business, making it one of our largest industry practices. We serve as a trusted advisor to several of the largest state government agencies in the United States. Whether it is technology integration, enterprise transformation or strategy and operations, Deloitte is uniquely qualified to help DPW tackle its most pressing challenges. With over 7,000 devoted Public Sector practitioners working across the nation, DPW can be

"Deloitte boasts myriad strengths in its Public Sector practice. The firm recruits top industry veterans as advisors and directors, leveraging their deep industry expertise."

Source: Kennedy

Public Sector Consulting Marketplace 2009-2012; © BNA Subsidiaries, LLC; used with permission

confident that we have knowledgeable and "ready trained" staff available to meet the current and future system architecture and systems architecture services staffing needs.

Deloitte's Public Sector practice is strengthened by two key features: 1) our recruitment of industry specialists and 2) our staff who dedicate their careers to serving Public Sector clients. We recruit top industry specialists as advisors and directors, leveraging their broad industry experience to remain ahead of trends and appropriately educate and share experiences with staff and clients. Examples include:

- Hon. Tom Ridge, former Secretary, Department of Homeland Security and Former Governor of the Commonwealth of Pennsylvania
- Gen. Harry Raduege, former Director, Lt. Gen., US Defense Information Systems Agency (DISA)
- Dr. Wade Horn, former assistant secretary for the Administration for Children and Families (ACF) at the U.S. Department of Health and Human Services (DHHS)
- Margot Bean, former Commissioner for the Federal Office of Child Support Enforcement

The second feature that distinguishes our practice is the number of individuals who have dedicated their careers to serving Public Sector clients. Working within Deloitte's Public Sector practice is not just a stop within an individual's career path, but rather a continual experience that allows practitioners to learn and share with each other and our clients. In fact, our proposed team brings experience from over 44 states, which



provides DPW with leading practices and lessons learned across the nation. DPW will benefit from our industry advisors and dedicated Public Sector practitioners because we are able to share industry leading ideas and strategies to help DPW achieve its vision.

Our National Experience with Health and Human Services

The largest component of Deloitte's Public Sector practice is our line of business that serves HHS clients like DPW. It is distinguished by the number of dedicated professionals, projects successfully completed, and annual revenue earned. To maintain our functional and technical knowledge, internally and externally, we go to great lengths to be proactive in our learning and understanding about the challenges, direction, and trends in the HHS industry to meet DPW's objectives. The following figure illustrates more than **100 different HHS projects** we have delivered, or are currently delivering across the United States. These projects are similar in size, scale, scope, and complexity directly relative to the services requested in this RFP.

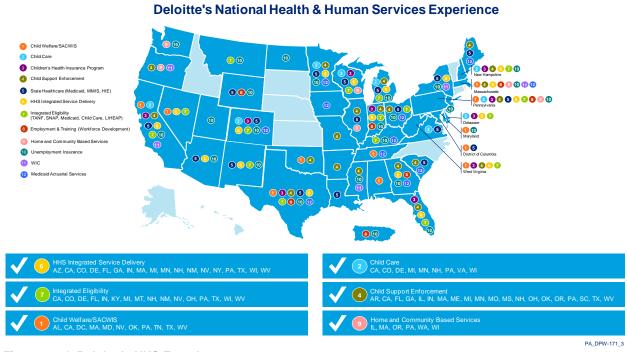


Figure 7.1-1. Deloitte's HHS Experience.

Deloitte's nationwide network of HHS professionals has assisted county, state, federal, and local governments successfully implementing, maintaining and enhancing large-scale systems integration projects for 35 years and we bring this experience to the Commonwealth.

Human Services agencies face challenges today that lie not only in program delivery, but also in the ability to manage services, to deliver service to constituents, and to demonstrate that they are accountable to the changing marketplace. We have helped HHS agencies, like DPW, develop and maintain innovative solutions to meet these challenges head-on. We have provided IT consulting services in support of the development and implementation of the highest number of federally-approved child welfare systems to date. In addition, the integrated eligibility systems that Deloitte developed and/or maintains (including iCIS) manage more than \$1.8 billion in



monthly financial assistance to constituents. The size and scale of the work we do for our national HHS clients provides DPW with the confidence that you are working with a firm that has the breadth of corporate experience and the broad bench of resources to address the most complex business and technology challenges that you may encounter.

Our national experience across Deloitte's HHS service offerings relative to DPW and the services requested through this RFP are described in the table below.

Deloitte Brings Broad National Experience Similar to RFP Services Requested

Integrated Eligibility and Service Delivery

Experience in 18 States

- 10 years of experience designing, developing, and maintaining the iCIS application provides us with the experience and people to deliver the highest caliber of services
- 700 staff dedicated to supporting integrated eligibility projects across our national practice
- 40 years of national experience across 18 different States provides DPW with a team that will bring market leading practices to your project
- A track record of successful implementations (no failures) provides DPW with a business partner that delivers on their commitments with an impeccable record of quality of service

Provider Management - Child Care and Early Learning

Experience in 9 States

- 10 years of experience designing, developing, and maintaining the PELICAN system, which
 consolidated 49 disparate legacy systems and is responsible for distributing more than \$700 million a
 year in child care payments, provides us with the necessary program and technical experience
 needed to deliver quality, uninterrupted IT consulting services
- 18 years of national experience maintaining an ongoing presence in the Child Care and Early
 Learning market with more concurrent engagements than any other vendor provides Deloitte with a
 national view of current challenges, innovative solutions, and emerging trends within the Provide
 Management market that can be shared with DPW
- History of providing services to child care programs in 9 states Pennsylvania, Wisconsin,
 California, Delaware, New Hampshire, Michigan, Minnesota, Colorado, and Virginia enables us to share leading practices and lessons learned with practitioners working with DPW

Child Support Enforcement

Experience in 19 States

- Serving 19 different state child support enforcement programs over the past 24 years provides Deloitte with the background and prior experienced to support DPW's future child support vision
- 300 staff dedicated to maintaining and enhancing working our child support enforcement projects across the nation provides DPW with "ready trained" staff to meet your current and future child support IT consulting needs
- 19 years of experience working alongside DPW to maintain and enhance PACSES enables already trained Deloitte staff to focus on innovative measures, such as predictive modeling, to better the child support programs



Deloitte Brings Broad National Experience Similar to RFP Services Requested

Case Management - Home and Community Based Services

Experience in 6 States

- Over 10 years experience in Pennsylvania providing valuable business and technical assistance to clients like ODP, OLTL, OHMSAS, OCYF, OCDEL, and DPH that serve the aged and disabled populations, provides us with the system experience and people to continue providing a high caliber of service to DPW
- Working with states such as Pennsylvania, Oregon, Washington, Wisconsin and Massachusetts to develop or improve processes that help their organizations manage quality and help confirm that the health and safety of the individuals they serve provides Deloitte with the background and knowledge from different states to best serve DPW's case management needs
- Development of best-of-breed solutions that promote more effective case management activities specific to aged and disabled population, including functional assessments, plans of care, placements, and personal goals and activity tracking provides Deloitte with HCIS-related experience needed to meet the goals and expectations outlined within the RFP

Child Welfare and SACWIS

Experience in 11 States

- 15-year track record supporting child welfare solutions in 11 states and counties provides Deloitte with the depth and breadth of experience managing large child welfare projects, like DPW desires
- 11 child welfare projects nationwide has provided us a broad understanding of the practice
 environment and has helped us keep pace with emerging practice trends, which we can share with
 DPW. Our systems lead the market in successful implementations and federal certification, which
 provides DPW confidence that we are a proven leader within the child welfare market
- 11 years serving Allegheny County's child welfare needs, including configuration and implementation
 of the KIDS system, provides us experience with Pennsylvania's state supervised by locally
 administered child welfare program

Figure 7.1-2. Deloitte's Unrivaled HHS Experience.



DPW benefits from Deloitte's National HHS experience because:

 We are able to provide DPW with resources, collateral, leading practices, points of views, and lessons learned from our other State HHS projects. This will be increasingly helpful as DPW considers strategies for Healthcare Reform that leads to system requirements and GSD.

Deloitte's Information Technology Service Experience

HHS agencies today depend on technology as never before – to drive transformation, productivity and enterprise operations. Deloitte has invested substantially in advanced technologies and corresponding management processes, which explains our leadership position in this arena. By continuing to collaborate with Deloitte, DPW gains access to a company with world-class experience in designing, development, implementing and operating state-of-the-art IT solutions.

Deloitte's Technology practice includes more than 17,000 US practitioners and accounts for more than 50 percent of Deloitte's consulting revenue. Our technology experience provides a broad repository of proven methodologies and innovative tools to assist DPW with system requirements and GSD of large integrated systems like iCIS, PELICAN, HCSIS, and PACSES, and coordinate with Lot 7 vendor for the remainder of Lot 7 tasks.



Tailored to address individual client needs and sector priorities, like HHS priorities, Deloitte's technology capabilities are developed by drawing upon our broad portfolio of core capabilities. Combining insight drawn from experience, time-tested processes and our enterprise delivery structure, we offer clients, such as DPW, services and solutions that are business led and technology enabled.

Deloitte's IT services and capabilities relevant to DPW are:

| IT Consulting Service | Deloitte Brings Broad IT Service Experience in Meeting RFP Requirements |
|--|---|
| System Integration Services | Focus on technology solution development and integration across the SDLC including requirements, functional specifications, design, custom development, integration, testing, and deployment. DPW benefits from Deloitte's System integration capability as we have jointly used many of Deloitte's methods, tool, assets, frameworks, and execution guides on the DPW projects. For example, the Decision Analysis Report has been used to identify and weigh different aspects of a large decision. |
| Technology and Process Management Services | Provides complete operations services for application management, custom development, and business process outsourcing DPW benefits from Deloitte's Technology and Process Management capabilities, as we draw upon leading practices and lessons learned in order to further refine the application support model including strategy, processes, governance and technology. |
| Technology Strategy and Architecture Services | Deliver IT value and drive business results by understanding both the business of technology and how technology works within the business including: IT Strategy and Effectiveness, IT Operations, Enterprise Architecture, Technology Innovation, and Data Center & Infrastructure. Deloitte can assist DPW in designing their IT strategies to enable and create business values through designing practical IT architectures, technology platforms, operating models, and plans to effectively deliver needed business and technical capabilities |
| Emerging Solution Services | Deloitte can assist DPW with their toughest challenges regarding emerging technologies and COTS products. We operate at the front line with these new developments, identifying and working with the next generation of software vendors to help our clients, like DPW, in their efforts to take advantage of new technologies and approaches. |

Figure 7.1-3. Deloitte's IT Services Benefit DPW

Drawing upon our national HHS practice as well as our national technology practice, Deloitte is positioned to assist DPW with current and future IT consulting needs. Our HHS and IT practices support "ready trained" staff in the programs and technologies supported by DPW, so they are ready to roll-up their sleeves and work alongside DPW on the first day.



DPW benefits from Deloitte's National IT experience because:

 We are able to share the latest methodologies, technology trends and innovative solution ideas from our other large IT projects with DPW. This provides DPW with a business partner that is able to help keep you on the forefront of technology.



Our Experience with IT Product Alliances

On an ongoing basis, Deloitte maintains a portfolio of alliance relationships with leading vendors in the HHS marketplace. These relationships benefit DPW because we can easily provide Deloitte and DPW staff access to vendor products. Additionally, as a premier systems integrator, Deloitte remains current with industry products and trends as vendors regularly offer Deloitte practitioners demonstrations of latest products and services and how they fit into today's marketplace. Also, vendors often make their own internal training material available to our practitioners, allowing the same opportunities provided to vendor staff – leveling the learning field across large organizations. The figure below depicts our National IT Product alliances and the PA-specific vendors we have worked with to deliver successful results for the Commonwealth.



PA_DPW-1269

Figure 7.1-4. Deloitte's National IT Product Alliances and Strategic Relationship for Pennsylvania.

Our list of dedicated IT product partners nationally and in PA can be leveraged on demand to serve the needs of the DPW project.

Examples of our alliance and strategic relationships in action for Pennsylvania include:

- Working with Adobe by leveraging their Enterprise Forms, Workflow, and User Interface technologies to optimize end user experiences and increase operational efficiencies. We have leveraged the alliance to enable our practitioners and the Commonwealth staff to have access to the top-tier engineering support.
- Working with Informatica on a highly integral part of complex data transformations supporting the Commonwealth's multitude of data exchanges as well as data transformations supporting enterprise decision support systems (data warehouses).
 We also leveraged the alliance to help understand the most effective ways to optimize the use of the toolset and its capabilities.
- Working with IBM to maximize the use of business intelligence capabilities relating to the use of Cognos.
- Working with Oracle to educate our team and the client staff on the latest capabilities
 of the Oracle database platform, and how to optimize its use in this enterprise. The
 Commonwealth is the largest consumer of Oracle running on a Windows platform in
 the world.



Our national IT product alliances and strategic relationships with other vendors are a critical differentiator for Deloitte as we can bring the people, support and company involvement throughout the life cycle of the solution delivery. We look forward to bring the value of our alliances and relationships as required during the duration of our working relationship with DPW.



DPW benefits from Deloitte's IT Product Alliances and Relationships because:

 It provides DPW another effective conduit to many IT product vendors for specific DPW project needs and Deloitte's support in working with the vendors to meet the DPW's requests during System Requirements and GSD.

Our Experience Supporting Innovation in Government

Deloitte is dedicated to leadership in government innovation — by identifying and exploring emerging opportunities on the edge of business and technology, as well as fostering a culture of innovation within our walls. Deloitte Research, Deloitte's dedicated research program, identifies, analyzes and explains the major issues driving today's HHS business dynamics and shaping tomorrow's national HHS marketplace. Operating through a network of dedicated research professionals, senior consulting practitioners,

"Deloitte differentiates itself through its branding, emphasis on the client experience, distributed nature of its member firms, and breadth of offerings. The firm also publishes a wealth of information on the Public Sector market, further differentiating itself."

Kennedy

Public Sector Consulting Marketplace 2009-2012; © BNA Subsidiaries, LLC; used with permission

academics and technology specialists, Deloitte Research exhibits broad HHS industry knowledge, functional understanding and commitment to thought leadership. In boardrooms and business journals, Deloitte Research is known for bringing new perspective to real-world concerns.

Our innovators generate fresh ideas to become industry leaders and shapers, and Deloitte walks the talk for the benefit of our people, clients, and communities in the HHS arena. We have invested in a leading research team which creates industry reports, points of view and white papers on the topics important to our clients, including pressing topics within the government sector. DPW benefits from this because Deloitte can share information regarding emerging technology trends and innovative perspectives on HHS challenges. A few examples of the **83 formal knowledge sharing sessions we have conducted with DPW** over the past few years include:



| Topic | Deloitte Shares Relevant Insight with DPW to Promote Innovation |
|---|--|
| Healthcare Reform | Brought industry specialization, Dr. Wade Horn, to discuss Healthcare Reform point of view |
| Future of TANF | DPW attended session, 'Considering the Future of TANF Policy and Innovative Solutions for Present Application' to discuss the future of TANF policy, its implications for states and their constituents, and innovative technology solutions that enable states to keep up with this rapidly changing program. |
| Economic Stimulus | Provided Economic Stimulus Package knowledge sharing |
| Managing Medicaid | Shared Deloitte Dbrief Webcast, "Managing Medicaid during an Economic Meltdown: Driving Health Outcomes with Constrained Resources" |
| Farm Bill | Utilized Deloitte's draft Farm Bill Point of View to discuss required changes with OIM Food Stamp Policy and DAPS staff. |
| Information System Risk Assessment (ISRA) | Presented Information System Risk Assessment (ISRA) point of view and trends in the Public Sector agencies with Jim Weaver and Tom Zarb as part of the Security Steering team meeting. Deloitte's Security Risk Management COE specialists participated in the discussion and shared their insights. |
| Service Oriented Architecture (SOA) | Presented SOA environment topics at the September DPW technology strategy session. Jeff Dice from HP/Mercury presented SOA technical concepts, tools, and trends as well as load testing aspects. |
| Service Delivery Model | Presented the Commonwealth of Massachusetts business model for application intake using hospitals as the primary source of intake. |

Figure 7.1-5. Deloitte Knowledge Sharing.

Deloitte utilized state-of-the-art collaboration methods for information sharing including videos, pod casts, blogs, collaborations sites and more. This is supported by the latest in methods and tools which are built using the latest standards and lessons learned across our clients. Deloitte brings knowledge leadership to our government sector clients, like DPW, and we focus on their continued success by investing in our independent research and innovation centers. Our research and insight outlets include our innovation centers, which push cutting edge thoughtware while gaining insight into client challenges and concerns. Our innovation centers are organized based on the audience they serve, including:



| Deloitte Innovation Centers Help Clients Like DPW Take Concepts to Reality |
|--|
| Helps senior executives make sense of and profit from emerging opportunities on the edge of business and technology. What is created on the edge of the competitive landscape—in terms of technology, geography, demographics, markets—inevitably strikes at the very heart of a business. Our mission is to identify and explore emerging opportunities related to big shifts that are not yet on the senior management agenda, but ought to be. While we are focused on long-term trends and opportunities, we are equally focused on implications for near-term action, the day-to-day environment of executives. |
| This center is the health services research arm of Deloitte. Our goal is to inform stakeholders in the health care system about emerging trends, challenges and opportunities using rigorous research. Through our research, roundtables and other forms of engagement, we seek to be a trusted source for relevant, timely and reliable insights. |
| This center develops cyber solutions for clients in the public and private sectors who are seeking to improve information sharing, collaboration and performance by harnessing the power of increasingly interdependent networks. The Center helps clients plan for, execute and manage an integrated cyber business strategy to enhance operations, mitigate risks, empower personnel and strengthen customer support. |
| |

Figure 7.1-6. Deloitte's Innovation Centers.

Deloitte brings to DPW an in-depth understanding of local, state, federal and provincial government gained through years of consistent service to Public Sector clients. Our experience has led to extensive research, point of views, lecture series, and publications.



DPW benefits from Deloitte's National Research and Publications because:

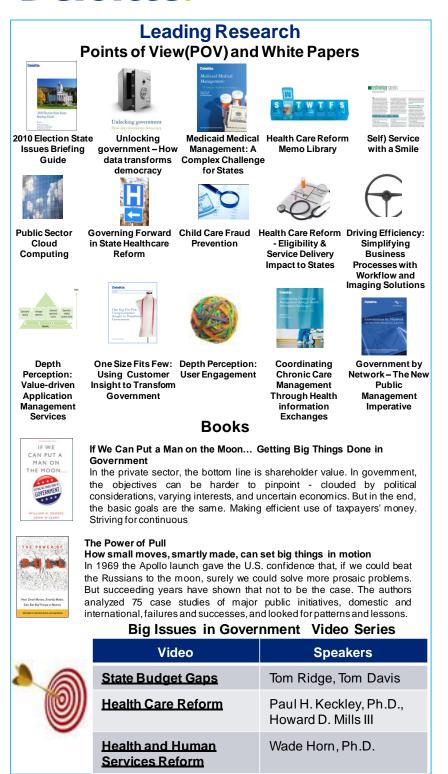
• We are able to share relevant research, publications, and thoughtware from industry specialists with DPW. While one size does not fit all, these artifacts are meant to spark ideas for DPW so that jointly we can realize your future vision.

Figure 7.1-7. Research Foldout.

Lot 6

Deloitte.

Our Leading Market Research and Innovation Benefit DPW



Methods and Tools

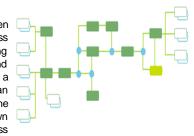
Integrated Eligibility, Child Care, Child Welfare and Child Support Enforcement Books of Knowledge



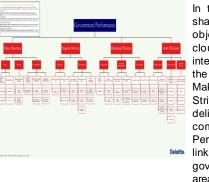
Deloitte has created multiple books of knowledge, an Integrated Eligibility Book of Knowledge, a Child Care Book of Knowledge, and a Child Support Enforcement Book of Knowledge, which are a subset of our Health and Human Services (HHS) HHS knowledge base. Each book is a collection of best practices for HHS agencies and is based on firm's work across the entire market within the respective area. In many engagements, the BOK can serve as a reference for out team to clarify and shape requirements based on the business need and industry best practices. They serve as a reference for our team to judge the characteristics and benefits of implementing various aspects and features of a solutions

IndustryPrint- State Government

IndustryPrint combines Deloitte's proven approach and experience in business process modeling with ARIS, the market-leading modeling platform. Together, IndustryPrint and Deloitte's configuration of ARIS provides a leading business modeling approach in an easy-to-use application. Deloitte simplified the use of ARIS on projects, by providing its own pre-configured solution for business process modeling. We did the heavy-lifting to provide valuable benefits to your business and projects.



ValuePrint – Government Performance MAP



In the private sector, the bottom line is shareholder value. In government, the objectives can be harder to pinpoint clouded by political considerations, varying interests, and uncertain economics. But in the end, the basic goals are the same. Making efficient use of taxpayers' money. Striving for continuous improvement. And delivering maximum value for citizens and communities. The Deloitte Government Performance Map is a practical tool that Delotte links potential improvement initiatives and government performance for the following areas; Policy Objectives, Program Delivery, Operating Efficiency, and Asset Efficiency.

Innovation Centers

We created Innovation Centers to push the limits of our ideas and insights on some of the biggest challenges facing businesses and global communities today. With centers in Banking Solutions, Corporate Governance, Cyber Innovation, Federal innovation, Health solutions, Security & Privacy Solutions, the Edge, Energy Solutions, and Forensic we are ready to help jump start your thinking on the most important issues of the day. Below are some of what we feel are the most relevant centers and topics which are applicable to DPW

The Center for Health Solutions helps to inform all stakeholders in the health care system about emerging trends, challenges and opportunities using rigorous research. Through our research, roundtables and other forms of engagement, we seek to be a trusted source for relevant, timely and reliable insights.

| | Health Care Reform | Health Care Reform is Here: What Now? |
|-------|--|--|
| 10 12 | Medicaid | Medicaid Long-term Care: The Ticking Time Bomb |
| | Health Care Reform | Post Health Reform Perceptions: Consumer Pulse Survey |
| 11 | Disruptive Innovations in Health Care | Social Networks in Health Care; Communication, collaboration and insights |

The Center for the Edge helps senior executives make sense of and profit from emerging opportunities on the edge of business and technology. What is created on the edge of the competitive landscape—in terms of technology, geography, demographics, markets—inevitably strikes at the very heart of a business. Our mission is to identify and explore emerging opportunities related to big shifts that aren't yet on the senior management agenda, but ought to be.



The Center for Security & Privacy Solutions was developed as a virtual resource for helping clients tackle the security and privacy challenges facing your organization. Tools, research, information sharing and collaborative activities will be utilized to shed new light on evolving and persistent issues and create an environment for developing strategies and approaches to better manage these issues.

| passwerd: | information Security | whats the Password? |
|-----------|----------------------|---|
| | Privacy | Top 10 Security & Privacy Challenges in 2010 |
| | Risk | Intensive Risk, Elusive Value: A Risk Intelligent Executive's Guide to Security and Privacy |

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Offeror Experience 7.1 Page 7.1-12 of 48



Our firm's leaders are engaged in conducting advanced research on the topics that are important to government officials today. Each member of the DPW Innovation Panel is actively involved in defining the thought-provoking concepts within this space. Therefore DPW has immediate access to Deloitte leaders that are dedicated to shaping the HHS industry and providing out-of-the-box solutions to your business concerns.

Deloitte. We Deliver Deep Program and Innovation Expertise to DPW

Advisory and Innovation Panel

"Innovation is the multi-stage process whereby organizations transform ideas into new/improved products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace" by Baregheh et al. We at Deloitte believe in working with our clients to achieve the same.



Dr. Wade F. Horn

Wade was the former assistant secretary for the Administration for Children and Families (ACF) at the U.S. Department of Health and Human Services (DHHS). Wade's background provides him with the experience to share his expert insight on Federal programs aimed at improving the well-being of children and helping families achieve self-sufficiency, including welfare, child welfare, child support, child care and adoption.



Dr. Paul Keckley

Paul is considered one of the country's leading experts on U.S. health reform. His healthcare research provides DPW with trends and issues for systems of care focused on three themes: reform of health systems, disruptive innovations that change the structure and performance of systems, and the role of consumers.



Margot Bean

Margot served as the Commissioner of the Federal Office of Child Support Enforcement in the Administration for Children and Families, within the U.S. Department of Health and Humans Services. Her background enables her to share overall development of policies and priorities quiding the nation's child support enforcement program with DPW.



Randy Steinberg

Randy has over 25 years of extensive hands-on IT Service Management and operations experience gained through many clients engagements around the world. As a published author, DPW will benefit from Randy's background and experience relative to IT Service Management, Measuring ITIL, Servicing ITIL and Architecting ITIL.



Jane Griffin

Jane has over 30 years of IT experience, with a primary focus in enterprise information management, business intelligence, and data warehousing (BI/DW). DPW benefits from Jane's experience, as she can provide expert guidance with designing, developing and implementing technology and processes to efficiently leverage information.



Lt. General Harry D. Raduege (USAF, Ret)

Harry retired after serving 35 years in the U.S. military. He worked in the areas of technology, including telecommunications, space, information and network operations. As the chairman for Deloitte's Center for Cyber Innovation, Harry can provide DPW with expert insight on developing leading cyber solutions with the need for secure, interoperable information systems.



Mark Ford

Mark's experience in information security goes back more than 22 years starting as an officer in the U.S. Army Military Intelligence Corp and includes 12 years of information security and controls consulting with public accounting firms. Mark's expertise enables him to share insight with DPW regarding the changing landscape of health information security and privacy.

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Figure 7.1-8. Deloitte's Advisory and Innovation Panel.

Deloitte's panel of industry specialists help keep DPW in the forefront of innovation.



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RFP Reference: II-4. Prior Experience

Experience shown should be work done by individuals who will be assigned to this project as well as that of your company. Studies or projects referred to must be identified and the name of the customer shown, including the name, address, email address, and telephone number of the responsible official of the customer, company, or agency who may be contacted. Include any additional experience that the Offeror believes is relevant to the scope of work for the respective Lot and clearly describe how the experience cited is relevant. The Offeror's description of their experience should highlight specific experience in successfully preparing similar deliverables, adhering to similar project schedules, managing risk on similar projects, minimizing any staff turnover, and describing the lessons learned. Additionally, the Offeror should provide a description of their ability to accurately estimate large and small changes and then manage the work to meet the estimated schedule and cost. Discuss the Offeror's ability to respond to unforeseen resource needs during the course of the contract (e.g., new Commonwealth or federal program initiatives, disaster recovery needs, security issues).

As the market leader in delivering HHS design and solutions that meet the needs of state constituents from change center workers to citizens and providers, and eligibility workers to program management, Deloitte has experience with each type of business application included within the RFP. We understand that there are vendors in the marketplace that can meet some of your expectations and objectives while there are also vendors that have developed opportunistic qualifications and experience relevant to the specific challenges of DPW. However, only Deloitte offers you the breadth of experiences and relative



Deloitte brings more than 5000 years of combined IT service provision experience, with an average of 9 years of experience per person, and average of 7 years of full SDLC experience.

successes that are essential to keeping DPW program and technology initiatives moving forward. Our most significant experience uniquely qualifying Deloitte to serve the Department is the Commonwealth, itself. With that being said, our national experience with 100 current HHS projects provides different insights and perspectives that add value to the current DPW initiatives. In the past few years, we have held over 83 formal knowledge sharing sessions with DPW. Within these sessions we share our experience working with similar programs and technologies in other states, which has helped shape DPW initiatives.

The table below provides a glimpse at our library of qualifications relevant to your expectation from an enterprise-scale, large systems integration organization.



Project

Our Experience Relevant to DPW

Recent Accomplishments

Commonwealth of Pennsylvania Office of Income Maintenance



- Design, develop implement and maintain integrated eligibility system (iCIS), self service solution (COMPASS), provider management system (PELICAN), case management system (HCSIS), and child support enforcement system (PACSES)
- Intimate knowledge of the programs, technical capabilities, and systems within DPW
- Less time to acclimate to the policies and procedures of DPW
- · Successful longstanding client relationship
- Implemented client notice enhancement that reduced volume of notices, information overload for the client, and generated cost savings
- Improved LIHEAP processing by integrating its standalone LIHEAP system into its electronic client information system
- Named winner of the Adobe Partner LiveCycle Solution Showcase award for its COMPASS self service site

State of Wisconsin Department of Health Services



- Maintain and enhance the large integrated eligibility system (CARES) that administers benefits for MA, SNAP, TANF and Child Care that disburses \$119 in benefits each month and supports 2 million transactions each day, which is comparable to DPW systems
- Successfully helped the State move from traditional face-to-face, caseworker model to a multi-channeled, flexible organization using phone and web channels to serve its citizens
- Migrated disparate legacy systems into common technical architecture to streamline maintenance, improve consistency, and lower costs, which aligns with DPW's objectives
- Implemented new self service, health needs assessment and HMO enrollment tools for clients applying for BadgerCare Plus
- Implemented new Badger Care Basic plan that expanded health care access to adults with no dependent children

State of West Virginia Department of Health and Human Resources



- Maintain and enhance the integrated eligibility system (RAPIDS) for SNAP, TANF, MA, and Energy Assistance, which parallels the programs available through iCIS
- Supported over 100 successful releases in 2009 to continue moving program and technology initiatives forward just like DPW desires
- Successfully assisting WVDHHR with the modernization of their eligibility system to newer technologies, just like many of the DPW business applications
- Successful longstanding client relationship over 16 years working together to refine and expand WVDHHR programs and technologies

 Implemented a new client scheduling module that integrates with Microsoft Outlook to improve workflow and efficiency at county offices



| Project | Our Experience Relevant to DPW | Recent Accomplishments |
|--|--|--|
| State of New Hampshire Department of Health and Human Services | Maintaining and enhancing the automated integrated eligibility system (with over 8.5 million lines of code) for administering over 105 benefit programs (New HEIGHTS), similar to iCIS Successful longstanding relationship - over 16 years providing IT consulting services, similar to our business relationship with DPW Proven experience implementing tools that provide worker efficiencies, such as document imaging and workflow management | Deployed new document imaging and workflow to streamline eligibility case management including centralized, automated task prioritization and an electronic case record |
| State of Colorado Department of Human Services | Transition from another vendor in order to maintain and enhance large integrated eligibility system (CBMS), similar to iCIS, that administers over \$50 million in benefits each month Proven experience working with systems that support multiple agencies, as CBMS supports the Colorado Dept. of Human Services (CDHS) and the Colorado Dept. of Health Care Policy and Financing (HCPF) Transfer and implement large provider management system (CHATS) that supports subsidized child care for TANF, Child Welfare, and Low Income programs. CHATS is a transfer of PA PELICAN Experience with state managed, county administered programs | CBMS implemented its new self service portal (Program Eligibility and Application Kit (PEAK)) that allows residents statewide to screen for Food, Cash, and Medical Assistance CHATS successfully launched the new Childcare Automated Tracking System (CHATS) in June 2010 |
| Commonwealth of Massachusetts Executive Office of HHS | Design, develop, implement and maintain self service system (IE&R) similar to COMPASS as well as enhance and maintain large case management system (EIM/ESM) Transfer, implement and maintain case management solution (HCSIS) Developing a child support roadmap for child support implementation Broad technical architecture capabilities that enabled Deloitte to identify, design and implement significant architectural corrections to stabilize a large case management system (EIM/ESM) Successful experience working within a multi-vendor environment following disciplined standards defined for an enterprise architecture and service oriented solution, just as DPW desires | Implemented new screening system for WIC, SNAP, TAFDC, EAEDC, MassHealth, Tax Credits, and Child Care benefits Implemented self service access to SNAP, Cash and MassHealth clients |



| Project | Our Experience Relevant to DPW | Recent Accomplishments |
|--|---|--|
| State of Alabama Department of Human Resources | Design, develop, and implement an enterprise-wide, case management information system for child welfare (FACTS) similar to the DPWs child welfare programs Successful experience managing large case management systems, as FACTS manages over 14,000 ongoing cases with 5.35 million database transactions each month Architectural style that facilitates modular and component based development by localizing changes which minimize the risk of a change affecting other areas of the application. This has resulted in making the system highly maintainable and enabled quick releases of enhanced functionality, aligning with DPW's vision Staff knowledgeable with child welfare programs and challenges | One year anniversary of statewide implementation of its FACTS child welfare information system (SACWIS) |
| State of Delaware Department of Health and Social Services | Maintain and enhance a large-scale, client/server, interactive eligibility determination and benefit issuance system (DCIS) which manages programs similar to iCIS Continuous knowledge sharing provide insight and perspectives around operational and technical advancements that serve as foundations for PA Work Orders | Replaced the middleware in DCIS II with zServices to enable web services in DCIS-II's PowerBuilder environment |
| State of Florida Department of Children and Families | Transitioned from another in order to maintain and enhance 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 Successful experience sharing knowledge across states relative to their new self service system and modernization initiative 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) 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 | Implemented new community partner and provider functionality to its My Account system to allow them to assist clients with their benefits Developed and implemented the ACCESS Management System that provides complete functions for receipt, routing, assignment, tracking, and client appointments Implemented its EBT automation project to improve delivery of EBT cards for Expedited Food Stamp clients |



| Project | Our Experience Relevant to DPW | Recent Accomplishments |
|--|--|---|
| State of Georgia Department of Human Resources | Design, develop, implement and maintain a self service application (COMPASS) similar to PA COMPASS that handles over 20,0000 applications each month Proven experience providing innovative solutions, such as the establishment of a statewide virtual team that processes COMPASS applications | Implemented new business processes that modernize how applications received through its COMPASS self service site Implemented changes to eligibility system that prepopulate interview screens with client data from their COMPASS self service applications |
| State of Tennessee | Develop a Web-enabled Statewide Child Welfare Information System (SACWIS) to track case management activities for child welfare | Began pilot implementation June |
| State of Illinois | Design and develop a TANF work activity management system, that includes document workflow, generation and management using Adobe LiveCycle/Forms. The application also includes a worker dashboard/task generation module for caseworkers to manage TANF customers, similar to iCIS Successful experience creating a technical architecture that coincides with the State's existing legacy architecture and database structure, similar to DPW systems Experience developing in Flex, the same technology used as part of the redesign of COMPASS Experience working with the State to adhere to strict accessibility standards, similar to DPW | Currently in the process of developing a Rich Internet Application user interface as well as a sophisticated TANF activity tracking workflow system |
| State of Indiana Family Social Services Administration | Maintain and enhance large-scale, FAMIS certified, online, automated system (ICES), which supports workers' activities in administering eligibility programs similar to iCIS – TANF, MA, SNAP, and Refugee Assistance | Implemented 13 new web services connecting ICES to other agencies to better administer child care, child welfare, fair hearings and Indiana works programs |



| Project | Our Experience Relevant to DPW | Recent Accomplishments |
|---|--|---|
| State of Michigan Department of Human Services | Transfer, configure, implement and maintain large statewide integrated eligibility system for administering public assistance programs, including TANF, SNAP, Medicaid and Child Care (BRIDGES) – similar to the programs supported by iCIS Experience implementing major enhancements, such as integration with self service application and IVR as well as supporting "model office" initiatives including moving from a case ownership operating model to a task based operating model, which demonstrates our ability to provide strategic input and development capabilities for large automated systems that impact workers statewide Experience maintaining large teams, as the BRIDGES team had over 250 staff on the project during peak development, which is equivalent to the staff size on various DPW projects | Implemented new interfaces with energy providers for energy assistance determination Implemented the first statewide J2EE enterprise scale Integrated Eligibility solution in the nation |
| State of Minnesota | Applied national HHS knowledge to perform an Independent Verification and Validate on Minnesota's integrated eligibility system developed by ACS/Albion, This demonstrates our recognized leadership within the HHS market | Provided IV&V services and observation reports and recommendations to help the State move forward with their system modernization efforts |
| State of Nevada Department of Health and Human Services | Design, develop, implement, and maintain their self service which is a Web-based self service application similar to COMPASS | Started its eligibility automation project to increase self service processing and improve case worker efficiency |
| State of New Mexico Human Services Department | Design, develop, implement, and maintain the YES-NM system, which is a Web-based self service application similar to COMPASS | Implemented its new YES-NM self service benefits portal |
| State of New York Office of Temporary and Disability Assistance | Design, develop, implement, and maintain the myBenefits system, which is a Web- based self service application similar to COMPASS | OTDA myBenefits project selected for "Best of New York" award at the Government Technology Conference East |



| Project | Our Experience Relevant to DPW | Recent Accomplishments |
|--|---|---|
| State of Texas Health and Human Services Commission | Design, develop, implement and maintain the large automated eligibility system that administers programs similar to iCIS such as Medicaid, TANF, SNAP, and Long Term Care for the elderly and individuals with disabilities (TIERS), which mirrors the benefits available through iCIS Experience managing a large team (over 150 individuals) and supporting a complex system with more than 2,5000 screens and 250 interfaces, which is comparable in size to the DPW systems | Successful rollout of an additional 2 regions with 92 percent conversion match. Active cases now exceed one million |
| State of Texas Office of Attorney General | Provided business process redesign recommendations that led to a number of projects including: feasibility studies with cost benefit analysis', software vendor tool assessment and procurement, the creation of a Service Oriented Architecture (SOA) governance plan and reference architecture for their child support enforcement system, which is similar to DPWs strategic vision Experience creating key deliverables that shape strategic initiatives, including: a SOA Readiness Assessment, SOA Governance Plan, Enterprise Content Management (ECM) Assessment, Enterprise Reporting System Requirements, Identity and Access Management (IAM) Requirements, and client Playbook Standards and Guidelines | Completed the requirements phase for release one of its child support enforcement system incremental renewal project. |
| Commonwealth of Virginia Department of Social Services | Design, develop, implement, and support the child care case management system (VaCMS). The Web-enabled, next-generation system is currently in the development phase and will provide a full range of services very much like PELICAN, including: case management, eligibility determination, waiting list management, financial management, vendor management, and a self service portal. Successful use of leveraging tools and experience from Michigan and Pennsylvania to meet the Commonwealth's case management needs Experience working with end-users during the requirements validation and design sessions, very similar to many DPW initiatives | Started the development of its new child care case management system |



| Project | Our Experience Relevant to DPW | Recent Accomplishments |
|---|--|--|
| District of Columbia Child and Family Services Agency | Maintain and enhance DC's child welfare system (FACES) which supports the social workers and agencies in: Case management activities, such as documenting contacts/visits, writing case plans, and court reports, issuing payments to service providers, collecting data to produce outcome-based management, and standardizing policy and practice. | Implemented Title IV-E Guardianship Subsidy claiming enhancement to maximize the District's revenue collection |
| Figure 74.0 Library of Ove | Proven experience migrating older technology to newer (.NET and AJAX) technology platform, just like many of the DPW business applications | |

Figure 7.1-9. Library of Qualifications.

From our library of HHS project qualifications, we have selected **five projects** as client references that we feel most represent our ability to serve DPW's IT consulting needs. These five projects demonstrate our breadth of HHS program knowledge, depth of technology experience, ability to deliver Lot 6 service, and exceptional ability to forge long-term business relationships with HHS agencies. We highlight our work performed jointly with DPW as a key qualification given our success within the past five years under the current contract. For each project, we provide our experience relative to the areas requested in the RFP including: experience preparing similar deliverables, adhering to similar project schedules, managing risk, minimizing staff turnover, lessons learned, estimating changes, and responding to unforeseen events.

Other vendors are accustomed to traditional engagements where they are asked to develop or maintain a single system. As you will see through our qualifications, Deloitte has a rich heritage managing the execution of engagements that involve multiple large-scale enterprise systems, some supporting as many as 15,000 active, concurrent users and some that have been operational since the early 1990s. We chose to highlight the following engagements:

- Pennsylvania Department of Public Welfare iCIS, COMPASS, PELICAN, HCSIS, PELICAN
- Wisconsin's Client Assistance for Re-employment and Economic Support (CARES) and ACCESS
- New Hampshire New HEIGHTS
- West Virginia Recipient Automated Payment and Information Data System (RAPIDS)
- Colorado Child Care Automated Tracking System (CHATS)



PA

Pennsylvania Department of Public Welfare iCIS, COMPASS, PELICAN, HCSIS, PELICAN, and PACSES

| Project Management | ✓ | Agency: | Department of Public Welfare |
|---|---|----------|---|
| Application Maintenance and Operations | ✓ | Name: | Terry Shuchart |
| Application Modifications | ✓ | Address: | North Circle Drive Bldg 43. Rm 60 Willow Oak Building |
| System Implementation | ✓ | | Harrisburg, PA 17125 |
| IT Strategy and Process Improvement | ✓ | Email: | tshuchart@state.pa.us |
| Enterprise Service Oriented Architecture | ✓ | Number: | (717) 772-7265 |

Our reason for highlighting this experience

Deloitte has been an active business partner with the Commonwealth of **Pennsylvania's Department of Public Welfare (DPW) since 1978**. We are proud to highlight this qualification as the flagship representation in this collection of experiences. Most recently, throughout the past 5 years, Deloitte has been responsible for the execution of 254 Work Orders, equating to a over 2.9 million hours. This project demonstrates our ability to work with multiple Pennsylvania departments, incrementally renew systems with new technologies, supply diverse staff for its needs, and streamlines business processes according to DPW's vision.

Experience in successfully preparing similar deliverables

As the prime vendor on the DPW Integrated suite of applications, Deloitte is responsible for each aspect of the system development life cycle and has experience preparing, reviewing, submitting, and maintaining each of the deliverables outlined within the RFP for Lot #6. We pride ourselves in executing this engagement in accordance to CMMI Level 3 guidelines and expectations. This helps to instill a culture of quality, repeatability, and predictability in our work products.

The Deloitte architects conduct design reviews and quality checks on design documentation and code; the development team performs peer code reviews on components modified; and the integration test team performs a regression test suite as part of each major release. After these processes are complete, the Deloitte management team reviews deliverables prior to submission. When appropriate and requested, final walkthroughs with the client stakeholders are held to review deliverables before they are submitted.

In addition to the process described above, QA and standardization activities are performed on project Work Products and Deliverables by the Deloitte PMO team before they are submitted to DPW to help confirm cross project consistency and CMMI standards are being followed by the project teams. Over 1,900 Deliverables and Work Products have been submitted and approved throughout the past 5 years. Our Rejection rate on Deliverables and Work Products is 1 percent, which is illustrative of the adherence to a mature process that Deloitte and the Commonwealth have evolved and continue to examine and improve collaboratively.

| Project Management Deliverables | ✓ |
|------------------------------------|---|
| ITSS Deliverables | ✓ |
| System Development Deliverables | ✓ |
| Technical Solution Feasibility Doc | ✓ |
| System Requirements Doc (SRD) | ✓ |
| General System Design (GSD) | ✓ |
| Completion Letter | ✓ |



PA

Pennsylvania Department of Public Welfare iCIS, COMPASS, PELICAN, HCSIS, PELICAN, and PACSES

Experience adhering to similar project schedules

Our experience in Pennsylvania constitutes close to 30 years of experience working together towards the common goal of helping to provide tools, technologies, business processes, and solutions to Commonwealth staff and citizens. Throughout the past 5 years, Deloitte has been responsible for the delivery of 175 Work Orders with an additional 80 currently in progress. These work orders range from 763 hours to as many as 146,000 hours. Deloitte's proven ability meet the challenge to scale small to extremely large for individual Work Orders as well as manage ongoing maintenance releases is unmatched and unprecedented in the industry. Our structured, mature, CMMI Level 3 processes coupled with well defined communication and governance protocols with our counterparts in the Commonwealth enable coordinated, well planned, and precise execution of multiple parallel initiatives. In 2009, as many as 35 initiatives were underway at the same time.

Experience managing risk

In a project of this scale and magnitude, with over 400 practitioners, effective communication, governance, action item accountability, risk and issue mitigation and resolution are core elements that must be effectively managed. With this, progress moves forward consistently and with the relevant stakeholders actively engaged. The processes are consistently followed and adhered to in a structured and methodical manner. Through this engagement, we have collaboratively refined and evolved many of these strategies to maintain the right balance of detail with the respective and appropriate levels within the governance structure. Projects of this magnitude and complexity, combining custom development, enterprise services, COTS solutions, and ever-changing legislative, policy, and business process mandates, risk and issues will be a part of the normal course of business. Our proven ability to raise and mitigate risks with those assigned, both Deloitte and Commonwealth staff, is a primary reason why there have been so many successes in the past several years. Through our joint efforts, and with Deloitte managing the SDLC, over 115 technology solutions have been brought from vision to reality since 2006.

Experience minimizing staff turnover

Throughout the past 5 years, staff turnover has primarily revolved around the starting and ending of modification Work Orders. A strength that Deloitte brings to the Commonwealth is the ability to leverage our Firm network and relevant experience as well as our subcontractor supply chain to rapidly ramp-up and ramp-down resources based on demand and prioritization. Deloitte has proven the ability to help maintain a constant core of resources from Project Management down to the individual programmers. There are over 83 individuals that have consistently remained with this engagement since 2006. In the event that turnover is necessary and responsibilities must be transitioned to other resources, a formal transition plan is established between the parties involved that helps confirm knowledge loss is minimized and risk to the projects are mitigated.

Relevant Lessons Learned

In the course of the past 5 years, Deloitte and DPW have evolved the efficiency and consistency in execution of large and small-scale initiatives alike. DPW is a leader amongst your national peers. You are establishing the standards that other states measure themselves against, for example:

- Next Generation self-service user interface
- State-of-the-art, user-friendly correspondence and forms management processes for your Integrated Eligibility and Child Support solutions
- Robust reporting and information tracking capabilities related to your Early Learning Network initiatives
- Successful home and community based case management system that is unmatched in the nation
- Formalized enterprise services supporting multi-agency security, identity management, master client reference, self service enrollment and online case management



PA

Pennsylvania Department of Public Welfare iCIS, COMPASS, PELICAN, HCSIS, PELICAN, and PACSES

Throughout the past several years, Deloitte and DPW have worked together to identify lessons learned and put them into practical application. A few examples of the processes and procedures that have been put in place as a result of these lessons learned include:

- Introduction of Application Review Board 3 meetings as necessary throughout the execution of an initiative to help confirm that technical stakeholders are involved in enterprise-worthy decisions
- Refinement and adherence to the of the Governance structure to help confirm appropriate communication strategies
- Formalization of coordinated change requests identified by BIS for program office consideration and prioritization (performance tuning, scheduled product or infrastructure upgrades, etc.)
- Introduction of the High Level Estimate process to help facilitate active involvement across relevant stakeholders to establish estimates that can be clearly documented with assumptions to be used for budgetary planning purposes.

Ability to accurately estimate large and small changes and then manage the work to meet the estimated schedule and cost

In other sections of this proposal response, Deloitte has presented a detailed description of the estimation methodology that is followed on the DPW projects. It combines the leading practices culminating from millions of hours of similar work efforts in conjunction with the specifics and expectations that DPW has with respect to the coordinated processes and procedures specific to this organization. Our experience with effectively estimating is illustrated and proven through statistics.

Experience responding to unforeseen resource needs during the course of the contract (e.g., new state or federal program initiatives, disaster recovery needs, security issues, etc)

Throughout the most recent 5 years working with the Commonwealth, there have been many examples where Deloitte has been asked to provide immediate assistance reacting to changes driven by legislative mandate, attorney general audit findings, security vulnerability discoveries, etc. Some of the most recent examples include the customization of the COMPASS.NET solution into the PA Fair Care solution. The Pennsylvania Insurance Department sought a need to have a self service, online application solution to support the PA Fair Care high risk insurance plan recently announced to the public on August 2, 2010. What typically would have been a 4-6 month effort was streamlined into a 5 week start to finish accomplishment. In just 5 short weeks, resources were made available to respond to this need while maintaining the level of service related to other COMPASS matters, not impacting established priorities. Another example of the ability to rapidly react to unforeseen resource needs is the Data Exchange Targeting Logic Work. As a result of an audit finding, there was a need to implement changes in the system to improve capabilities related to electronic data exchange and alerting workers of questionable data reported on families' applications. A team was formed within days of being requested to initiate the work effort, and the critical deadlines were met; deadlines that the Secretary of the Department committed in her testimony to the Legislature.

Figure 7.1-10, Pennsylvania DPW iCIS, COMPASS, PELICAN, HCSIS, PELICAN and PACSES.





| Project Management | ✓ | Agency: | Wisconsin Department of Health Services |
|---|---|----------|---|
| Application Maintenance and Operations | ✓ | Name: | Jim Jones |
| Application Modifications | ✓ | Address: | 1 W. Wilson Street |
| System Implementation | ✓ | | Madison, WI 53703 |
| IT Strategy and Process Improvement | ✓ | Email: | James.Jones@wisconsin.gov |
| Enterprise Service Oriented Architecture | ✓ | Number: | (608) 266-8922 |

Relevance to Pennsylvania. Deloitte has worked with the State of Wisconsin's Department of Health Services (DHS) and Department of Children and Families (DCF) since 1992 to provide strategic services to support the State's ability to better serve its citizens. Similar to DPW iCIS, the core services focus on the maintenance and enhancement of Wisconsin's eligibility system, CARES system, which provides real-time eligibility determination and case management for Medicaid, SNAP, Child Care, and TANF. Deloitte also implemented and maintains ACCESS, a self service portal which provides similar functions to Pennsylvania's COMPASS system. Similar to DPW's objectives and expectations, Deloitte has:

- Enhanced the CARES system to meet the changing business and policy needs of the State, which demonstrates Deloitte's ability to maintain and enhance a large integrated system
- Helped DHS and DCF incrementally move from a mainframe/COBOL solution to a Web-based, J2EE platform, similar to DPWs desire to use newer technologies to lower operating costs
- Helped the State move from traditional face-to-face, caseworker model to a multi-channeled, flexible
 organization using phone and web channels to serve its citizens, which highlights Deloitte's ability to
 develop maintainable and extensible business solutions
- Implemented new technologies, just like DPW desires, such as interactive voice response and document storage

Experience in successfully preparing similar deliverables

In the past three years CARES has designed, developed and implemented over 175 deployments of CARES Worker Web, ACCESS, and other applications that comprise the CARES suite of systems. As the prime vendor on the project, Deloitte is responsible for each aspect of the SDLC and has experience preparing, reviewing, submitting, and maintaining the deliverables outlined within the RFP.

During the planning phase of each initiative, Deloitte works with the State to review the deliverables, tools, templates, and processes to be used on each initiative. Each deliverable goes through a broad self, peer, and manager review prior to being reviewed by the client workgroup. The client workgroup walkthrough expedites the formal deliverable submission and review process by incorporating the appropriate feedback in the deliverables ahead of formal deliverable submissions. Based on the size and complexity of the deliverables, follow-up walkthroughs are also conducted as needed.

| Project Management Deliverables | |
|------------------------------------|---|
| ITSS Deliverables | |
| System Development Deliverables | ✓ |
| Technical Solution Feasibility Doc | ✓ |
| System Requirements Doc (SRD) | ✓ |
| General System Design (GSD) | ✓ |
| Completion Letter | ✓ |
| | |
| | |
| | |





Experience adhering to similar project schedules

CARES has successfully delivered many relevant software releases that are similar in nature to those that would be required of DPW's program and technology needs, for example:

BadgerCare Plus Core Plan (14 months). Several major system enhancements were implemented in
the CARES and ACCESS to expand the BadgerCare Plus (Wisconsin's Medicaid and S-CHIP
program) to adults with no dependent children. This new program also involved adding a new Health
Survey and Fee Payment module. In addition to the significant program and policy changes, this
implementation redesigned ACCESS to improve Web site usability, added new application tracking
features for community partners, and included Spanish translation for customer-facing web pages. This
example demonstrates Deloitte's ability to manage multiple initiatives and meet aggressive
schedules for program driven or technology driven initiatives.

Experience managing risk

Wisconsin's overall risk management process and an example detailing how a project risk was managed are described below:

- CARES risk management is a continuous process by which project risks are identified, quantified, responded to and controlled to minimize the consequences of adverse events. CARES uses Microsoft SharePoint to track risks and outcomes. This common repository provides a centralized location and provides reports that are regularly generated and shared with stakeholders. Risks are managed at the workgroup/project level and are escalated to key stakeholders if necessary
- An example of effective risk management includes the BadgerCare Basic Plus project which included
 evolving policy requirements from the state legislature. Deloitte worked closely with the State to control
 scope, prioritize requirements, and provide flexibility in incrementally deploying functionality.

Experience minimizing staff turnover

Wisconsin has combined multiple approaches for minimizing state turnover on the Wisconsin CARES project, as described below:

 Wisconsin CARES is a mature project with consistent Deloitte team averaging 8.5 years tenure on the project. CARES focuses on getting the right individuals on the right initiative to support client satisfaction, reduce project risk, increase employee satisfaction, and reduce turnover. The project focuses on providing qualified personnel for key positions and developing and maintaining their key staff. The project includes a strong local presence which minimizes travel and retains staff.





Relevant Lessons Learned

Wisconsin has taken advantage of lessons learned from other states as well as lessons learned on the CARES project. For Example:

- Reducing project risk through incremental renewal of systems. Wisconsin's CARES Worker Web project focused attention on the benefits of using an incremental renewal approach where agencies can take advantage new technology while also leveraging existing investments. The success story in Wisconsin has encouraged many other states to explore a similar approach. These states include Illinois, Florida, New Mexico, New York, Georgia, New Hampshire, and West Virginia.
- Improving system usability through use of stakeholder feedback and analysis. A broad stakeholder analysis was central to Deloitte's technology adoption approach for ACCESS. Deloitte received feedback from 120 supervisors and eligibility workers from 60 local agencies, 50 service providers from 5 tribes, 16 Community Action Agencies, and 120 low income residents from 20 counties. By working together, Deloitte was able to build a system that is both feature-rich and easy to use. This success has led to similar approaches in Georgia, Michigan, New Mexico, and Colorado.

Ability to accurately estimate large and small changes and then manage the work to meet the estimated schedule and cost

Accurate estimates for changes to the CARES suite of systems and Deloitte's ability to manage the defined work is a continuous process through the software development life cycle, as described below:

- Deloitte's staff on the CARES project provides processes and tools to effectively and consistently plan,
 manage, and communicate our estimates including a Project Charter, Project Plan, Work Plan,
 Estimate Development Tool, and Estimate Tracking Tool (ETT). Similar to our work with DPW, the
 project schedule is closely managed and timely updates are made to facilitate the quality of the
 overall project effort. The project manager measures and evaluates performance by continuously
 tracking work, comparing actual results to planned results, and evaluating end products.
- Our estimation process covers the activities required to prepare for estimation, perform estimation, and reconcile estimation. For both large and small changes, Deloitte works closely with the State on developing the vision for the change or enhancement and translating that into a high-level estimate, so that the State can more easily prioritize and budget the project. During the Project Planning Phase, Deloitte then prepares a detailed estimate using the CARES Project Estimation Development Tool. This bottom-up approach to detailed estimate relies on carefully collected metrics for each type of activity and component that comprises a change or enhancement to CARES. These metrics are based on the historical performance of past projects and the experience of subject matter specialists on our team. Our team measures each component for the time it takes each phase and resource type.
- As scope changes are identified for a given project, they are documented through scope change requests, their impacts and their outcomes for projects. The Workgroup Lead/Deloitte Initiative Manager have the ability to approve scope changes within a pre-specified limit/variance, while scope changes that result in a larger impact must be reviewed and approved by the Project Sponsor/Deloitte Engagement Manager for approval. As scope changes are reviewed and approved, the requirements are reviewed to easily identify impacts after the initial requirements are approved. This ability helps identify and analyze cost, benefit and schedule changes due to the approved scope changed. This also allows for easier identification of changes for subsequent phases (Design and Documentation, Construction, Testing, etc.). The work plan is then updated to plan and manage the project with the approved scope changes.





Experience responding to unforeseen resource needs during the course of the contract (e.g., new state or federal program initiatives, disaster recovery needs, security issues, etc)

Deloitte quickly accommodates resource needs/changes as needed to support important initiatives:

- We proactively identify staff and skill needs for upcoming initiatives. We work with the State in prioritizing projects as this process helps determine staff and skill needs for those initiatives. As soon as a project is prioritized, the CARES management team determines the staffing need for the project and mobilizes its HR functions for retooling and/or acquiring resources (if necessary).
- We retool existing resources if they can fill some of the new resource needs. We continuously
 evaluate the skill set of our existing experienced resources to determine if their skill sets can be further
 expanded to meet new technology challenges. This approach has helped us in the past as it provided
 us resources with business knowledge and discover who can be redeployed on different technology
 initiatives as need arises.
- We timely acquire qualified staff upon identifying resource needs. Deloitte has effectively developed and employed HR functions that are associated with identifying qualified resources within Deloitte, recruiting, and/or obtaining the right personnel through our vendor pool.

Figure 7.1-11. Wisconsin's Client Assistance for Re-employment and Economic Support (CARES)





| Project Management | ✓ | Agency: | Division of Family Assistance (DFA) |
|--|---|----------|-------------------------------------|
| Application Maintenance and Operations | ✓ | Name: | Laurie Snow |
| Application Modifications | ✓ | Address: | 7 Eagle Square |
| System Implementation | ✓ | | Concord, NH 03301 |
| IT Strategy and Process Improvement | ✓ | Email: | lsnow@dhhs.state.nh.us |
| Enterprise Service Oriented Architecture | ✓ | Number: | (603) 227-0326 |

Relevance to Pennsylvania. New HEIGHTS is New Hampshire's statewide integrated eligibility system for administering public assistance programs and has functionality similar to iCIS. Deloitte has collaborated with the Division of Family Assistance (DFA) since development of New HEIGHTS began in 1995. Ongoing enhancements to New HEIGHTS have consistently enabled New Hampshire to manage expanding caseloads while simultaneously improving customer service. Aligning with DPW's goals, Deloitte has worked with New Hampshire to:

- Extend New HEIGHTS as an enterprise hub supporting improved case management across "silos" including Elderly and Adult Services and Child Support Enforcement
- Expand outreach efforts through the development and implementation of EASY, a self service application similar to COMPASS
- Invest in technology upgrades to incrementally renew New HEIGHTS using newer technologies

Experience in successfully preparing similar deliverables

As the prime vendor on New HEIGHTS Deloitte is responsible for each aspect of the system development life cycle and has experience preparing, reviewing, submitting, and maintaining the deliverables outlined within the RFP.

Each deliverable is subject to internal review with pre-defined quality benchmarks. Many deliverables are reviewed collaboratively and changes are often applied in real-time gaining group consensus and "signature". Depending on the degree of complexity, this process is often iterative using a rapid application design methodology to prototype, collect feedback, revise and repeat. The usage of prototyping and real-time revisions have significantly reduced the amount of time State staff spend providing design input and feedback while improving the quality of the product for end users. Deliverables are subject to final State approval.

Over the course of the last 5 years, over 1,500 deliverables have been completed, providing design input and feedback while improving the quality of the product for end users. Deliverables are subject to final State approval.

| Project Management Deliverables | ✓ |
|------------------------------------|---|
| ITSS Deliverables | ✓ |
| System Development Deliverables | ✓ |
| Technical Solution Feasibility Doc | ✓ |
| System Requirements Doc (SRD) | ✓ |
| General System Design (GSD) | ✓ |
| Completion Letter | ✓ |





Experience adhering to similar project schedules

New HEIGHTS has successfully delivered many relevant software releases that are similar in nature to those that would be required of DPW's program and technology needs, For example:

- Document Imaging/Workflow (6 months to pilot, 12 months total) –From the initial workgroup kickoff to pilot six months later, Deloitte worked with the State to design and deploy a document imaging
 and workflow solution that is fully integrated with New HEIGHTS. This project has exceeded
 expectations at each level in the organization from senior management to case workers and front office
 staff. The scope of the project included a complete business process transformation, integration of
 COTS and custom software applications, deployment of client and server hardware across the
 enterprise, networking upgrades, training and implementation rollout support. The success of the
 project is now driving modernization beyond DFA with the DFA team taking the lead to help modernize
 other silos with DHHS leveraging the DFA assets. This project parallels the initiative to upgrade
 eCIS document imaging and workflow management and provides an opportunity for ongoing
 collaboration between States.
- TANF Work Programs (8 months) The DFA Director defined enhanced TANF participation as a core service initiative for the Division. Collaborating with the State, Deloitte provided significant automation and management infrastructure to plan, track and measure TANF participation. This included real-time participation tracking metrics at the client, case worker, supervisor, office, and Statewide levels. The combination of automation, transparency and leading practice business processes enabled New Hampshire to move from an unverified participation rate of approximately 25 percent to a verified participation rate hovering at 50 percent within six months of go live. This implementation was completed under tight deadlines to meet national participation requirements and was completed on schedule. This project demonstrates Deloitte's capability to help solve complex problems with innovative solutions and to meet tight Federal deadlines similar in nature to DPW business needs.

Experience managing risk

New Hampshire's overall risk management process and an example detailing how a project risk was managed are described below:

- New Hampshire manages risk using a combination of techniques including sound project management, regression testing and piloting of major releases.
- An example of effective risk management on the New HEIGHTS project is as follows: The investment of DFA resources in document imaging and workflow represented a significant risk to the Department. Similar initiatives in other Departments and States had fallen short of the original goal and the field staff had considerable concerns over the viability of electronic case management. There was also a great deal of concern over the ongoing operational cost of document imaging and the potential that it might actually decrease productivity in the field. This risk was mitigated by engaging stakeholders at each level of the organization at project onset. It was also mitigated using prototypes and trails to test each design element incrementally.
- For example, detailed document taxonomy provides value for case workers, but is often complicated and time consuming for index staff. We developed a solution that automated taxonomy assignment for standard forms using "forms recognition" and simplified taxonomy assignment for non-standard forms using document "alias." The result was a solution that is fast and easy for indexing staff while providing case workers with detailed taxonomy values for workflow management and easy retrieval. We also reduced the risk of costly mistakes in hardware and software investment by prototyping the selected components and purchasing expanded capacity as needed based on a staggered rollout plan. The rollout plan itself also reduced risk enabling New Hampshire to enhance and tune the system and business processes based on feedback in each office.





Experience minimizing staff turnover

New Hampshire has used the following approach for minimizing staff turnover on the New HEIGHTS project.

• Key staff turnover on New HEIGHTS has been minimal over the last five years. Retaining a solid core group of contributors has allowed us to grow and develop new staff as our scope of work expands and when turnover occurs. Key staff has stayed on the project because we have been consistently challenged with new technology and business improvement opportunities that keep the work exciting. Daily collaboration with our State co-workers has also contributed to low turnover. We work in the same physical space together, make decisions as a collaborative team and support each other, making adjustments and corrections as necessary to hit deliverable targets. This approach contributes to job satisfaction for Deloitte, subcontract staff and State staff.

Relevant Lessons Learned

New Hampshire has taken advantage of lessons learned from other states as well as lessons learned on the New HEIGHTS project. For Example:

- Sharing leading practices across states. With New Hampshire's Web-based self service and
 document imaging/workflow projects, we began them by reaching out to our counterparts in other
 States that had more experience than the New HEIGHTS team. The lessons we learned were critical
 and shaped our business process, application and infrastructure architecture. Continuing to reach out
 across States on new technologies initiatives such as self service, and new business challenges like
 PARIS, TANF and citizenship verification, all help us work smarter and bring extra value to clients like
 DPW
- Using prototypes and pilots to improve software quality. Engaging stakeholders early with even simplistic prototypes to solicit feedback has reduced rework and more importantly helped us build solutions that provide advantages we would never have identified during traditional design/construction. Front line staff know their business. When they are engaged throughout the life of a project, the product is better and is more likely to be embraced when deployed. This contributes to a much stronger and more consistent return on investment.
- Using automated tools to optimize system testing. HHS systems are extremely complex and there are finite resources to test the quality of system enhancements. Taking benchmarks and running regressions tests, parallel cycles, automated comparisons and other similar techniques that maximize test case permutations while minimizing manual efforts has been key in deploying some of our simplest and most complex projects. For example, when we completed runtime improvements for EDBC/SFU we ran mass change in parallel using the "before" and "after" code and compared the outputs of each. The runtime changes where complicated and a traditional test plan/execution would have taken massive resources. Using this approach, no manual testing was required and the project was deployed with zero defects.





Ability to accurately estimate large and small changes and then manage the work to meet the estimated schedule and cost

Accurate estimates for changes to the New HEIGHTS suite of systems and Deloitte's ability to manage the defined work is a continuous process through the software development life cycle, as described below:

- Large changes are often estimated by collecting actual metrics from other States that have done the same or similar work and/or using metrics from similar prior New HEIGHTS projects. These baseline metrics are then adjusted based on exclusive attributes of the current project. When comparable metrics are not available, we complete a system impact assessment using "function points" to evaluate the estimated effort per change. Duration is calculated by load balancing across the available resource pool based on the estimated effort metrics. The results of these processes are then "sanity" checked by State and Deloitte project management staff that has over 70 years of experience with DFA and 35 years with New HEIGHTS.
- Small changes are often estimated by the State and Deloitte project management team in weekly project management sessions based on high level requirements provided by the requesting entity. They are then refined during the different phases of the project as requirements evolve. This experienced based estimate model has proven to be highly accurate and effective.
- Scope changes that can be accommodated within the project timeline and resource constraints are
 added to the project scope regardless of the project phase, as jointly agreed upon by the State and
 Deloitte. Changes that require adjustments to resources or duration are reviewed in weekly project
 prioritization meetings, are accepted with agreed upon changes in schedule and resource, or are
 backlogged for prioritization in the future.
- Work plan activities and scheduled vs. actual results are reported and monitored weekly by State
 Functional Leads and Deloitte Track Managers. Each project is reviewed with the team and project
 metrics/status reported. In addition, a weekly project status report is presented that provides narrative
 schedule and project status updates along with current milestone projections.

Experience responding to unforeseen resource needs during the course of the contract (e.g., new state or federal program initiatives, disaster recovery needs, security issues, etc)

Deloitte has a record of adapting and reacting to the changing needs of New Hampshire. Some examples of recent projects where we had to react to significant requirement changes include:

- A re-tooling of work programs for TANF participation on a tight timeline and deploying a document imaging and workflow project from the maintenance budget while simultaneously supporting ongoing enhancement requirements, including multiple policy changes designed to meet legislative budget cuts.
- In both examples above, Deloitte worked with the State to manage our team size and contract based on
 a combination of the State's needs, budget and funding sources. During this economic downturn we
 worked with the State to manage several cuts to our maintenance team. At the same time, we
 helped identify and support new funding sources for mission critical initiatives including capital
 funding and competitively procured grants. Our flexibility and commitment to DHHS has been a
 hallmark of our fifteen year relationship.

Figure 7.1-12. New Hampshire New HEIGHTS.



wv

West Virginia Recipient Automated Payment and Information Data System (RAPIDS)

| Project Management | ✓ | Agency: | West Virginia Department of Health and Human Resources |
|---|---|----------|--|
| Application Maintenance and Operations | ✓ | Name: | Cecilia Matheny |
| Application Modifications | ✓ | Address: | 1012 Kanawha Blvd East, 2 nd Floor |
| System Implementation | ✓ | | Charleston, WV 25301. |
| IT Strategy and Process Improvement | ✓ | Email: | Cecilia.A.Matheny@wv.gov |
| Enterprise Service Oriented Architecture | ✓ | Number: | (304) 348-0880 |

Relevance to Pennsylvania. RAPIDS is a statewide integrated eligibility system for administration of public assistance benefit including: SNAP, TANF, Medical Assistance (includes Medicaid, Medicare Premium Assistance, CHIP – Children's Health Insurance Program), and Low Income Energy Assistance Program (LIEAP). Similar to Deloitte's longstanding relationship with DPW, Deloitte has been a trusted technology and business partner to West Virginia DHHR since 1994. For the past 16 years, Deloitte has been responsible for developing, maintaining and enhancing RAPIDS. Similar to DPW's objectives, Deloitte has worked with West Virginia to:

- Incrementally modernize RAPIDS using newer technologies by migrating components of the mainframe subsystems to a Web-based system called eRAPIDS,
- Develop WV's self-service solution, inROADS, which is a transfer of PA COMPASS

| Experience in successfully preparing similar deliverables | | |
|---|------------------------------------|---|
| In the past three years, Deloitte has implemented over | Project Management Deliverables | ✓ |
| 200 enhancements to the RAPIDS suite of systems. As the only vendor on the RAPIDS project, Deloitte is | ITSS Deliverables | ✓ |
| responsible for preparing, reviewing, submitting, and | System Development Deliverables | ✓ |
| maintaining each of the deliverables. Each deliverable is reviewed internally by the Deloitte | Technical Solution Feasibility Doc | ✓ |
| management team prior to being reviewed by the client. | System Requirements Doc (SRD) | ✓ |
| The Deloitte team conducts deliverable walkthrough sessions with the client to help facilitate the client | General System Design (GSD) | ✓ |
| review process. Follow-up sessions are conducted as needed until deliverable sign-off is received. | Completion Letter | ✓ |





West Virginia Recipient Automated Payment and Information Data System (RAPIDS)

Experience adhering to similar project schedules

Deloitte has implemented several major system enhancements recently to the RAPIDS suite, in which timelines overlapped and schedules have needed to be aggressively managed. These include the following examples:

- Auto issuance of seasonal programs (11 months) This enhancement facilitates the automatic issuance of seasonal programs for 1) School Clothing Allowance (SCA) and 2) Low Income Energy Assistance Program (LIEAP). RAPIDS evaluates the households who are eligible to receive assistance and process the benefits without case worker intervention. This eliminates the need for customers to visit the local office and apply for benefits. This decrease of application intake saves workers approximately 15 minutes per application, allowing them to concentrate on other tasks.
- eRAPIDS Worker Scheduler (6 months) This release is part of the DHHR's incremental modernization strategy. West Virginia transferred the Michigan BRIDGES worker scheduling functionality and customized it to meet its needs. This enhancement helps DHHR achieve operational efficiencies by simplifying the scheduling function of the system for workers and supervisors.

These examples demonstrate our ability to manage multiple initiatives – from design through implementation - at once while meeting aggressive timelines which is critical to providing effective service to DPW.

Experience managing risk

West Virginia's overall risk management process and an example detailing how a project risk was managed are described below:

- RAPIDS uses Microsoft excel to track risks on the project and their outcomes. This tracker is available
 on a shared repository for the State and Deloitte team members and reviewed during project status
 meetings. Risks are managed between State and Deloitte staff on the project and are escalated to key
 project stakeholders as needed.
- An example of a risk that was successfully managed involved initiative for the Waiver of the SNAP
 Face-to-Face Interview initiative where the policy requirements kept evolving throughout the release. To
 manage and control risk, Deloitte worked closely with the State to control scope, define and prioritize
 requirements, and provide flexibility in incrementally implementing functionality.





West Virginia Recipient Automated Payment and Information Data System (RAPIDS)

Experience minimizing staff turnover

Some of Deloitte's **key staff have more than 10 years of experience on the RAPIDS project**. The West Virginia team uses two approaches to help minimize staff turnover.

- First, team members are provided the opportunity to rotate positions on the project team. This provides stability and consistency on the project team while providing individuals with new and challenging opportunities to help them develop new skills and further their career.
- Secondly, the West Virginia team recognizes high performing subcontractors and the value they bring
 to the project by offering them a more permanent position at Deloitte and on the RAPIDS project team.
 Such approaches have helped the RAPIDS team minimize staff turnover while continuing to support the
 professional development of each individual staff member.

Relevant Lessons Learned

West Virginia has had the opportunity to learn from other state implementations and has taken advantage of lessons learned on the RAPIDS project too. For example:

- Incrementally improving business processes with new technologies during system design The eRAPIDS Work Programs initiative shifted focus from simply migrating a subsystem from the mainframe system to the web, to paying attention to the relevant detailed business processes when redesigning the subsystem, in order to maximize the benefits of the newer technology.
- Reaching out to other states for leading Practices and solutions One of the key advantages of incremental moderation is reuse of what is already proven. RAPIDS adopted the Pennsylvania COMPASS solution for citizen self service and the Wisconsin CARES Worker Web design for the RAPIDS legacy modernization. This greatly reduces our staff requirements and our projected timeline by committing to the full-life cycle reuse of transferable assets.

Ability to accurately estimate large and small changes and then manage the work to meet the estimated schedule and cost

Accurate estimates for changes to the RAPIDS suite of systems and Deloitte's ability to manage the defined work is a continuous process through the software development life cycle, as described below:

- For both large and small changes, Deloitte team works closely with the State team on developing the
 vision for system initiatives. Deloitte performs a high level impact assessment to identify a highlevel estimate so that the State can more easily prioritize and budget the project. During the
 project planning phase, Deloitte then prepares a detailed estimate using the past metrics and
 experience of subject matter specialists on our team. Our team measures each component for the time
 it takes for each phase and resource type.
- As scope changes are identified for a given project, they are documented in custom project management tool (ATS) to track scope change requests, their impacts and their outcomes for projects. An impact analysis is then performed to identify the impact the change will have on the project. The Deloitte Initiative Manager have the ability to approve scope changes within a pre-specified limit/variance, while scope changes that result in a larger impact must be reviewed and approved by State and Deloitte project management. As scope changes are reviewed and approved, the requirements are reviewed to easily identify impacts after the initial requirements are approved. This ability helps identify and analyze cost, benefit and schedule changes due to the approved scope changed. This also allows for easier identification of changes for subsequent phases (Design and Documentation, Construction, Testing, etc.). The work plan is then updated to plan and manage the project with the approved scope changes.

Figure 7.1-13. West Virginia Recipient Automated Payment and Information Data System (RAPIDS).



| со | Colorado Child Care Automated Tracking System (CHATS) | | | | | |
|---|---|----------|---------------------------------|--|--|--|
| Project Mai | nagement | ✓ | Agency: | Health and Human Services | | |
| Application Maintenance and Operations | | ✓ | Name: | Leslie Bulicz | | |
| Application Modifications ✓ | | Address: | Division of Child Care | | | |
| System Implementation | | ✓ | Colorado Dept. of Human Service | | | |
| -, | | | | 1575 Sherman Street, 1st Floor Denver, CO 80203 | | |
| IT Strategy | and Process Improvement | | Email: | Leslie.Bulicz@state.co.us | | |
| Enterprise Architectur | Service Oriented e | ✓ | Number: | 303-866-4556 | | |

Relevance to Pennsylvania. 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 project is structured in such a way that state analysts are responsible for defining business requirements while the Deloitte team is responsible for defining system requirements and design documentation (as well as coding, testing and implementation). This process is similar to the process DPW desires to establish through this RFP and demonstrates Deloitte's experience with such a process. Deloitte has assisted the Colorado Department of Human Services (CDHS) with:

- Planning, design, development, training, and implementation of the CHATS system. Deloitte is
 currently collaborating with CDHS to roll out the child care system to all 64 counties by November 2010
 using a phased approach. Upon completion of this roll out, the CHATS system will support over 23,000
 cases and disburse payments to the state's estimated 7000 providers
- Developing both client and provider self service portals to assist with online application to the child care programs

| - | | | | | | |
|---|----------------------|----|--------------|---------------|----------|-------|
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| | xperience in success | ΜП | iv bicbailil | ı əiiiilləl u | ciivciai | UICO |

For the Colorado CHATS project, Deloitte was the prime vendor and was responsible for completing deliverables as a form of tracking project completion. The CHATS team, akin to the DPW project, follows strict CMMI Level 3 guidelines with deliverable development and services quality. All of the deliverables have a set template and go through numerous iterations of review (including multiple internal and external reviews) before receiving final approval. For each iteration, the changes and comments are tracked and replied to before the next submission.

| Project Management Deliverables | ✓ |
|------------------------------------|---|
| ITSS Deliverables | ✓ |
| System Development Deliverables | ✓ |
| Technical Solution Feasibility Doc | |
| System Requirements Doc (SRD) | ✓ |
| General System Design (GSD) | ✓ |
| Completion Letter | |



CO

Colorado Child Care Automated Tracking System (CHATS)

Experience adhering to similar project schedules

The entire CHATS project spans 24 months and Deloitte is responsible for each phase of the project including requirements validation through pilot implementation and incremental rollout.

- The CHATS project started in April 2009 and will last approximately 24 months, including five months
 of Maintenance. This timeline is very aggressive, completing the entire system development in a matter
 of months. The CHATS project utilized a four-phase release implementation plan, including one Pilot,
 which had its Go-Live on June 14th, 2010. Each release into the Production system is tracked and
 approved by the project management team after the precursory UAT testing.
- The Colorado CHATS project is tracked using a detailed Microsoft Project schedule. Activity completion
 is routinely marked and the schedule is submitted to the client on a monthly basis for review and
 approval. Each deliverable that the CHATS project has submitted, which is how the project is tracked
 as a whole, has been approved.

Experience managing risk

The Colorado CHATS project broadly tracks and monitors risks and issues as per the CMMI Level 3 guidelines, as described below:

• Whenever a risk is identified, whether by a Deloitte Track Lead or the State of Colorado, it is logged into the Risk and Issue section of the RAAIDO log, which aids the project in tracking everything from risks to action items. This information is then transferred to the Weekly Status Report deck, which allows the Operational Committee (made up of State and Deloitte management) to review them on a weekly basis. The risk is then discussed and either a mitigation approach is defined, or action items are sent to the team in order to overcome the risk. If a risk becomes a large, project-impacting item, it is escalated by the project management team to be an issue, which is tracked in a similar way. The CHATS client has identified how helpful our risk tracking process has been on a number of occasions.

Experience minimizing staff turnover

The CHATS team uses multiple approaches to help minimize staff turnover. For example:

- First, team members are provided the opportunity to rotate positions on the project team. This provides stability and consistency on the project team while providing individuals with new and challenging opportunities to help them develop new skills and provide valuable insight to each facet of the project.
- Additionally, the CHATS team was structured in such a way that parts of the team contributed to the
 project from Deloitte's Health and Human Services Delivery Center in Pennsylvania, and the other part
 of the team was located on-site in Colorado. This allowed employees to minimize travel and work close
 to their homes and families which still providing valuable contributions to the project.

Relevant Lessons Learned

The Colorado CHATS team goes through a series of "Lessons Learned" meetings after every large segment of the project. During these meetings, Track Leads, Project Management, Developers, and Trainers speak to the pivotal strengths and learning opportunities of the processes that CHATS employed during the project. These Lessons Learned ultimately strengthen our project, as well as giving insight into future projects. Below is one example resulting from the Lessons Learned meetings:

 Constant Client Feedback: After completing Joint Application Design (JAD) sessions with the client, the Deloitte team began developing the CHATS system based on the finalized documentation. There was no formal feedback loop in place to receive clarification on design items. This resulted in multiple items that needed to be "reworked" after they were already developed. Going forward, the team established a continuous feedback channel with the Colorado client to get clarify and affirm design decisions prior to developing the component.



CO

Colorado Child Care Automated Tracking System (CHATS)

Ability to accurately estimate large and small changes and then manage the work to meet the estimated schedule and cost

The CHATS team follows a disciplined approach for estimating changes to the system as well as developing and tracking scheduled activities associated to the changes.

- The Colorado CHATS project employs a detailed change control process for the changes that are identified as out-of-scope. Once an item is defined, either from testing or internally, it is sent to the Change Control Manager who logs the CCB (Change Control Board) item in the RAAIDO log (excel document that tracks the Risks, Action Items, Issues). During this process, the manager collects important information, such as the description, impact, if there is a workaround, and the criticality, which better aids the Change Control Board into coming to a decision.
- Regularly, CCB meetings are held with a combination of client and Deloitte management. Each CCB item is discussed and, if the item is deemed critical and high priority, the Deloitte team will develop a PIA (Preliminary Impact Analysis) that describes the change in detail, as well as giving an estimated number of hours for development. This PIA is then presented to the Change Control Board during the next meeting and discussed. If the change is further desired, a DIA (Detailed Impact Analysis) is developed by the Deloitte team, which gives a very detailed description of the change and an actual breakdown of hours. The Change Control Board will then decide to develop this change or keep the DIA as a future enhancement.
- As for managing the schedule and cost of the project The schedule is baselined at the beginning of
 the project and 20+ critical tasks are monitored on a weekly basis using management dashboards. In
 addition, the project schedule is updated and submitted for State approval each month. There are 2
 weekly joint client/Deloitte status meetings: 1. Operations Committee meeting (All State leads and
 Deloitte PMO), and 2. Core Project Management meeting (State Program Lead, State IT lead/sponsor,
 State PM, Deloitte PM) as well as a monthly Steering Team Committee meeting. These meetings form
 the governance structure by which activities are monitored and risks are escalated in order to adhere to
 the schedule and cost.

Experience responding to unforeseen resource needs during the course of the contract (e.g., new state or federal program initiatives, disaster recovery needs, security issues, etc)

The two examples below demonstrate Deloitte's accommodating work style and our ability to appropriately react to unforeseen situations.

- Accommodating a change in priorities— While finishing the requirements and design for the CHATS system, the CDHS team identified that due to state resource constraints it would be optimal to implement the online application portal the Child Care Application Tool (CCAT) during the last phase of the project instead of during the pilot phase. The Deloitte team worked with CDHS to identify a new timeline and resource model which would allow for this beneficial change. Additionally, with the development happening at the Deloitte's Health and Human Services Delivery Center, the Deloitte team was able to draw on the proficiency of these highly specialized staff to design and develop the CCAT portal.
- Incorporating State of Colorado House Bill 1035 During the course of the project, the State of
 Colorado passed House Bill 1035 which extended the eligibility redetermination period for the
 participants in the Colorado Childcare Assistance Program (CCCAP) from 6 months to 12 months.
 Although the CHATS design was based on the original 6 month redetermination period, the Deloitte
 team worked with CDHS to determine what changes should be made in CHATS to accommodate this
 policy and identify the optimal timing for the system change.

Figure 7.1-14. Colorado Child Care Automated Tracking System (CHATS).





DPW benefits from Deloitte's National HHS projects because:

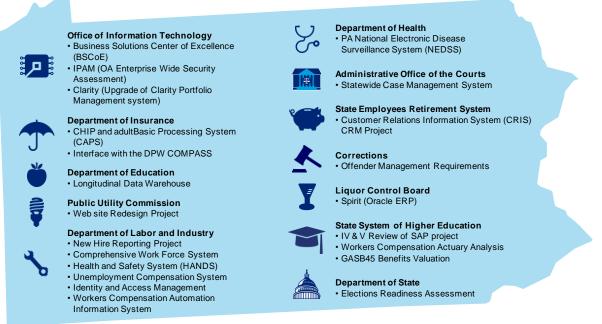
 We have similar objectives and expectations on other Deloitte-managed projects and can share insights, lessons learned, and leading practices regarding current and pressing program and technology challenges with DPW

Our Experience in Government Sector Outside of HHS

While Deloitte has matchless HHS experience as highlighted in the previous section, our experience extends beyond HHS into other aspects of the Government sector. We are proud of our 40-year heritage serving the government sector and serving on multiple engagements outside of HHS for the Commonwealth. Deloitte's Public Sector practice provides leading solutions to governments at each level across the nation.

Deloitte's Pennsylvania Experience Outside of HHS Agencies

After more than 30 years of working with over 13 Commonwealth agencies and departments, we bring strong working knowledge of the Commonwealth's systems, processes, and policies. More recently, we have worked collaboratively with the Commonwealth on 27 major systems and more than 500 project initiatives since 2000. Outside of our project experience with DPW, the figure below represents a sample of our Pennsylvania clients and projects current, past and recently awarded by the Commonwealth:



PA_DPW-1321

Figure 7.1-15. Deloitte's Experience with Departments and Agencies in Pennsylvania outside of DPW. We are proud of the work we have collaborated on across the many departments and agencies within the Commonwealth



Deloitte's Experienced State Government Practice

Deloitte has served state government for more than 40 years. We have served 45 of the 50 U.S. states as well as the District of Columbia and Puerto Rico. We have broad industry skills, vast Public Sector experience to state government clients throughout the U.S. The graphic below depicts our State Government organization chart that includes our leadership team, our state tragic account leads, and our consulting services leads that serve our distinguished clients.

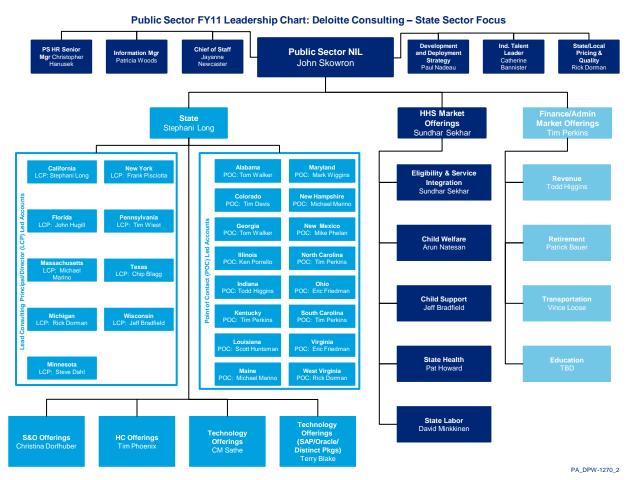


Figure 7.1-16. Deloitte's State Government Leadership Chart.

Our state government leadership chart depicts our commitment to our most important state accounts, our focus on the most critical departments of state government, and our services leadership organization that serves our Public Sector practice.

Deloitte is in the business of helping government entities in their efforts to deliver extraordinary advantages to citizens through unprecedented efficiency, accountability, and responsiveness. Every day, our state and local government clients turn to Deloitte for better insights into effective strategies from around the world and to tap into our network of prominent teams.



Deloitte's State Finance and Administration Experience

Deloitte helps government agencies in their efforts to streamline operations, promote efficiency, align activities and investments with overall objectives, measure performance to promote the best use of taxpayer money, strive for continuous improvement and deliver maximum value for citizens and communities. We have rich tools and accelerators to help these agencies implement effective practices within their business processes, and a strong track record of helping agencies in their efforts to implement innovative enterprise transformation, tax and revenue solutions, integrated case management, call centers, and management reporting.

Deloitte Brings Broad National Experience In Government Finance and Administration Agencies

Enterprise Resource Planning (Solutions)

Experience in 17 States

Many states are looking to ERP solutions because of the tremendous benefits that can be realized if correctly implemented. Deloitte understands the challenges state governments face as they look to ERP systems to achieve cost reductions, provide better information to decision makers, and extend better services to constituents. We do more than just help states in their efforts to implement systems from Oracle and SAP — Deloitte has the knowledge, tools, experience, and strong implementation capability to help states, localities and higher education organizations develop a sound understanding of current operations, develop a clear strategic plan, and implement that strategy. We have been involved in almost half of the last 17 statewide ERP projects, and have played a role in ERP-related projects for 18 state, local and higher education clients. Our success is based in part on the understanding that a new system is only as effective as those who use it; our integrated human capital, learning, and communications capabilities provide our clients with the broad perspective that is typically required to affect large-scale change.

Tax and Revenue Experience in 10 States

Leaders in public institutions have identified a number of trends that are converging to create a crisis in tax and revenue management. By implementing innovative new tax and revenue management solutions, agencies can work to increase revenues, reduce accounts receivable, and meet stakeholder demands for electronic access to data and services while simultaneously enhancing their ability to serve citizens, government agencies, and other stakeholders. Deloitte's tax and revenue practice has delivered services designed to help agencies in their efforts to achieve these goals, including support to projects involving SAP Tax + Revenue Management for Public Sector integration; system design, development, and implementation; business process reengineering; remittance processing and imaging; CRM call center strategies; performance strategies; revenue maximization strategies; cost containment strategies; and project and program management.

Finance Operations Experience in 15 States

Government organizations are increasingly aware of the need to enhance their finance function to drive improvements to meet complex stakeholder demands for performance and transparency. Deloitte has assisted state agencies in their efforts to improve their operational efficiency and effectiveness including enhancing transaction processing in an effective and timely manner, improving data capture, analyzing and reporting financial information to management and stakeholders, and identifying and managing enterprise risk and internal control frameworks.



Deloitte Brings Broad National Experience In Government Finance and Administration Agencies

Integrated Performance Management

Experience in 2 States

For many Public Sector finance operations, strategic plans are not linked to budgets, consolidation and forecasting is time-consuming and inefficient, and "what-if" analysis can be limited. Deloitte leverages a proprietary IPM Framework for finance transformation to help our clients in the efforts to establish the link between planning, reporting, and accountability. The Framework is designed to help improve management decision-making by providing integrated frameworks for strategy, resource allocation and planning, performance management, and consolidation. Our services provide "Second Wave" support which involves the assessment of the technology-enabled organization's processes and seeks to help them in their efforts to optimize processes and leverage the full value of the technology in place.

Enterprise Cost Management/Shared Services

Experience in 19 States

Strategic cost management is important to the correct use of tax revenue at all times, but it is crucial in an environment of resource scarcity, especially with constant pressure to reduce taxes. Deloitte has assisted numerous state governments and agencies in their efforts to manage cost by assessing operational efficiencies and specific cost reduction levers such as spend reduction and demand management options, business process optimization, and organizational alignment analysis.

Deloitte has significant service capabilities involving shared service strategies and operating models to Public Sector organizations. We have helped governments in their efforts to assess shared service opportunities, standardize business processes, and ultimately reduce back office and infrastructure costs.

State Retirement System Solutions

Experience in 3 States

Approximately 70 million baby boomers are retiring over the next two decades, many of whom are members of their states' public employee pension plans. This aging workforce is already creating an explosion in demand for retirement services in the Public Sector. Existing legacy mainframe computer systems, often decades old, simply cannot meet the needs of a populace that expects their retirement benefits services at Internet speed, with convenience and accuracy.

Deloitte has helped states like Florida, Kentucky and Georgia in their efforts to better manage pension administration and improve information accuracy and reliability.

Motor Vehicle Agency Solutions

Experience in 9 States

Citizens are demanding a better customer service experience from Departments of Motor Vehicles and agencies providing licensing, titling, and registration services. Deloitte provides a wide range of modernization related services and solutions for motor vehicle agencies, including support for their driver, vehicle, financial, customer management and business partner activities. We have helped states such as, Nevada, District of Columbia, New Hampshire and Texas in their efforts to upgrade outdated systems, develop more user-friendly interfaces for employees and users, and integrate county and locality-based services for a more consistent customer experience.

Security, Privacy, and Identification

Experience in 23 States

With services increasingly becoming electronic, states are paying particular attention to the privacy of users and the security of the personal information they collect. Deloitte's audit and security related experience, knowledge and skills give us a matchless capability to help our clients in their efforts to address their requirements for identification security and fraud prevention. We also offer state agencies independent resources and a well-established methodology to help them prepare for the business process, information technology, and security requirements of Real ID. These services include support for such activities as strategic planning, project management and implementation.



Deloitte Brings Broad National Experience In Government Finance and Administration Agencies

Infrastructure Advisory and Project Finance

Experience in 20 States

A state's competitive edge can be threatened by decreasing mobility. In many states, congestion is eroding quality of life and impacting the environment, and transportation investment is not keeping pace with population increases and economic growth. Deloitte provides services to help state transportation agencies in their efforts to manage congestion, implement user charging programs, privatize or monetize their assets, and foster effective land use.

Business Solutions for Higher Education

Experience in 15 States

As trusted advisors on strategy, we help our higher education clients in their efforts to align their organizational processes and information systems with their goals and strategic imperatives and achieve end results that create enterprise value. Our specific services include support to such activities as business process improvement to help our clients address their immediate need to improve financial and operational performance as well as to support continuous, sustainable process improvements across the organization; information security; facilities services/administrative costs recovery; campus wireless, business intelligence systems implementation; student services and constituency relationship management; and enterprise solution and systems integration.

K-12 Education Experience in 8 States

Data has become a critical focus area for both state and local education agencies. Data is no longer a luxury or a "nice-to-have"; it is a critical strategic asset to be leveraged to improve student achievement. The collection, quality, analysis, reporting, and governance of data are critical business issues and challenges. Deloitte has significant experience in each of these areas and has successfully provided services in support of longitudinal data system implementations in 5 states and the U.S. Department of Education. Our services and standards-based solutions are designed to help these agencies in their efforts to automate data collection; improve data quality; comply with EDEN, AYP, HQT, and FERPA; and provide access to data through user appropriate reporting and analysis tools.

Figure 7.1-17. Finance and Administration Experience and Services.

Deloitte's Federal Government Experience

Deloitte's growing Federal practice consists of over 5,700 former government executives and practitioners that are known for:

- Broad industry insight and robust capability to anticipate emerging issues and deliver innovative services quickly
- Multidisciplinary perspective and collaborative approach that spans strategy, people, process, and technology
- Broad portfolio of services across consulting, audit, tax, and financial advisory services—all easily accessible via a broad line of contract vehicles

Deloitte's Federal Practice's Breadth and Depth

- Deloitte moved from #51 to #22 on the Washington Technology Top 100 Federal Contractor list (2009).
- Worked with each brunch of the U.S. Department of Defense
- Worked with the major U.S. Federal Civilian agencies
- Worked with the major U.S. government and military health organizations
- Have a presence with 60+ economically developing and modernizing countries



Our Federal practice practitioners work side-by-side with our clients to help them in their efforts to design and implement their most strategic initiatives to achieve higher levels of performance while managing risk and meeting compliance and accountability requirements.

Our Federal practice spans many segments within the Federal Government that we provide services for. These segments include: Civilian, Department of Defense (DOD), Department of Homeland Security (DHS), Department of State/Emerging Markets, Federal Energy and Resources, Federal FSI, Federal Health and Human Services, Intelligence, and United States Postal Service (USPS).

Spotlight on Deloitte's Federal Health and Human Services Experience

Our Federal Health Segment provides services to our Federal clients in key areas including strategic policy development, program management, medical technology initiatives, Warrior in Transition and Warrior Care programs, enterprise system implementations and audit support. Our 400+ dedicated practitioners proudly serve the following clients:

- Department and Health and Human Services (HHS) agencies and offices: Centers for Disease Control and Prevention (CDC), Centers for Medicare and Medicaid Services (CMS), Food and Drug Administration (FDA), National Institutes of Health (NIH), Office of the Secretary (OS), and other operating divisions including Indian Health Services (IHS) and Program Support Center (PSC).
- Military Health Services agencies and offices including Air Force Medical Services (AFMS), Army Medical Department (AMEDD), Navy Bureau of Medicine and Surgery (BUMED), and Tricare Management Activity (TMA).
- Department of Veterans Affairs (VA)
- · Battelle Memorial Institute

We help our clients achieve their mission and address Federal Health challenges in the areas of human capital, administrative transition management, legacy systems, information sharing and reporting, public impact and perception, American Recovery and Reinvestment Act (AARA) and funding impacts, process efficiencies, fraud, waste and abuse

Figure 7.1-18. Deloitte's Federal HHS Experience.

Awards and Recognition

Deloitte, a national leader within the government sector and specifically within the HHS area, has earned high praises from many prestigious organizations for our continued leadership in the marketplace, commitment to our people, and corporate responsibility. The Commonwealth of Pennsylvania benefits from Deloitte's corporate awards and recognition on multiple levels. For example, in 2009 Business Week announced Deloitte was listed as #1 in the "Best Places to Launch a Career" ranking and was the ranked leader by revenue, growth, and market share according to Gartner, Inc's Market Share Analysis: Top 10 Consulting Providers' Revenue, Growth and Market Share, Worldwide and Regional, 2009. This translates to our ability to attract and retain the top consulting professionals across the nation, therefore providing the Department of Public Welfare with qualified staff, who are current on the latest trends and technologies. Some of Deloitte's most recent awards are highlighted below.



Deloitte is Recognized as a Lead in the Marketplace



Washington Technology's Top 100 in 2010

Deloitte ranked high on Washington Technology's "Top 100", an annual ranking of the largest government contractors.



Top 25 Consultants of 2009: Robin Lineberger and Tim Wiest Deloitte's Robin Lineberger (leader of Deloitte's Federal Practice) and Tim Wiest (leader of Deloitte's PA account) were named by Consulting magazine to its "Top 25 Consultants of 2009" list.



Kennedy names Deloitte the "Fastest Growing in Public Sector" in 2009 In Kennedy's recent report, Public Sector Consulting Marketplace 2009-2012: Key Trends, Profiles and Forecasts, Deloitte's current position of strength and future growth are highlighted.



Named the #1 Consulting Services Provider in North America in 2008 Dataquest insight's report ranked Deloitte the #1 Consulting Services Provider in North America and #2 globally.

Deloitte's Commitment to their People is Recognized



Named #1 on BusinessWeek "Best Places to Launch a Career" Ranking in 2009 Deloitte is #1 among those launching their careers, according to the 2009 BusinessWeek "Best Places to Launch a Career" due to the firm's placement to high-level recruiting, top-drawer training programs and attention to employee benefits.



Named #1 on BusinessWeek "Best Places to Intern" Ranking in 2009 While Deloitte has consistently ranked among the top five intern employers since the survey's inception, recognition with this year's top spot demonstrates exceptional performance on a number of factors including percentage of interns who receive and accept offers for full-time positions and feedback from career services directors across the U.S.



Ranking on "100 Top Military Friendly Employers" by G.I. Jobs magazine in 2010

Deloitte is committed to a veteran-friendly workplace with company policies recognizing national guard and reserve service.



Top 10 ranking on "100 Best Companies for Working Mothers" by Working Mother's magazine in 2009 Through its Women's Initiative (WIN), Deloitte understands the importance of flexibility, childcare, time off and leaves, and culture with respect to women in the workplace.



Named to "Top 50 Companies for Diversity" and "Top 10 Companies for Asian Americans" by Diversity Inc. magazine in 2010 Deloitte sponsors communities in the workplace to bring together individuals across functions and regions who share some common background, characteristic, or program interests. The networks these communities foster support Deloitte's overall goal of achieving success through diversity.



Deloitte's Commitment to their People is Recognized



Named one of the "Best Places to Work for LGBT Equality" by the Human Rights Campaign in 2010 The LGBT community is an active component of the Deloitte environment. Our policies, practices, and culture confirm that we are maintaining inclusive workplaces for lesbian, gay, bisexual and transgender employees.



Number 3 on the "Top 100 Employer" ranking by the Black Collegian in 2010 To be successful for our clients, Deloitte attracts, retains and develops the best talent in the marketplace. Our commitment to diversity is not only the right thing to do it is also a business imperative.

Deloitte's Corporate Responsibility is Acknowledges



Ranked one of the top 50 US companies on the Corporate Social Responsibility Index (CSRI) in 2008 The 2008 Corporate Social Responsibility Index (CSRI) by Boston College Center for Corporate Responsibility and the Reputation Institute, is a listing that links public perception of corporate responsibility to reputation. Deloitte's overall CSRI score was in the "strong/robust" range. Our listing is a tribute to the mature areas of corporate responsibility at Deloitte, particularly our excellent programs supporting ethics and compliance, community involvement and talent initiatives.



Presented with the Pro-Patria Award in 2010 Deloitte received the Pro-Patria Award, which recognizes employers for employment policies and practices that are supportive of their employees' participation in the National Guard and Reserve.



Honored with the President's Volunteer Service Award in 2008

Deloitte was honored for its outstanding commitment to skills-based volunteerism, when Deloitte CEO Barry Salzberg was awarded the President's Volunteer Service Award.



Presented with Corporate Engagement Award of Excellence in 2009 Deloitte earned the Point of Light Institute's 2009 Corporate Engagement Award of Excellence for an "Exemplary Workplace Volunteer Program."

Figure 7.1-19. Deloitte Recognition.



HHS Clients and Deloitte – Earning Recognition Together

While we are proud of our corporate accomplishments, we are most proud of the awards our clients receive. We are pleased to have collaborated with multiple state agencies who have received recognition for their outstanding program and technology efforts. The table below provides a sample list of awards several of our clients recently received for the projects we have collaborated with them:

| Client Awards | | | |
|---------------|--|--|---|
| Client | | Project | Award |
| | Commonwealth of Pennsylvania | PACSES | The National Association of State Chief Information Officers (NASCIO) selected the Pennsylvania Child Support Portal as a winner in the Data, Information and Knowledge Management category for its 2010 Recognition Awards for Outstanding Achievement in the Field of Information Technology in State Government. |
| | Commonwealth of Pennsylvania | COMPASS | The Commonwealth of Pennsylvania's COMPASS solution was selected as a winner of Adobe's LiveCycle Partner Solution Showcase in Washington, DC. |
| | Massachusetts Executive Office of Health and Human Services (EOHHS) | Virtual Gateway Common Intake | The Center for Digital Government has awarded the Executive Office of Health and Human Services' (EOHHS) Virtual Gateway Common Intake with the 2008 Digital Government Achievement Award for its effective delivery of services. |
| 4 | New York Office of Temporary and Disability Assistance (OTDA) | New York myBenefits | The State Office of Temporary and Disability Assistance's (OTDA) myBenefits Web site was a recipient of the "Best of New York" awards at the Government Technology Conference East 2009. |
| | Florida Department of Children and Families (FLORIDA) | Electronic Funds Transfer Association | "FLORIDA - winners of this year's EBT Project of the Year Award from the Electronic Funds Transfer Association for Excellence in EBT Planning and Operation in our leadership and work "above and beyond" with Louisiana to create Buddy State (cross state) disaster recovery services." |
| | Wisconsin Department of Health and Family Services | Wisconsin CARES | American Public Human Services Association (APHSA) Award - "Best Application of New Technologies" The Wisconsin Department of Health and Family Services won the prize for "Best Application of New Technologies" for its CARES Worker Web. |



| Client Awards | | | |
|---------------|---------------------|------------------------------------|---|
| Client | | Project | Award |
| | State of California | CalWORKs Information Network | Deloitte's CalWORKs Information Network (CalWIN) project has been recognized with a 2007 Best of California award from the Center for Digital Government, a national research and advisory institute on information technology policies and best practices in state and local government. The project won in the category of "Best Application Serving Multiple Jurisdictions." |

Figure 7.1-20. Client Awards.

Many of Deloitte's clients have recently won awards for the projects we have collaborated with them.



DPW benefits from the awards and recognition received by Deloitte and Deloitte's clients because:

 The third-party recognition provides DPW the confidence that our firm and projects are known for retaining the finest talent that can provide innovative, news-worthy solutions that help organizations grow and meet demanding expectations

Extra Extra Read All About It!

DPW has also earned its fair share of awards and recognition over the past several years. Over the past five years the Commonwealth of Pennsylvania and Deloitte have achieved many milestones together. Please enjoy some of the most recent wins listed in the Commonwealth Courier, National Review newspaper and National Times magazine.

We look forward to continue making the news together!



7.2 Client References



PA DPW-111b 2

II Page

RFP Reference: II-4. Prior Experience

A minimum of three (3) client references must be identified. A maximum of five (5) client references may be identified. The Commonwealth will conduct reference checks to verify the accuracy of submitted materials and to ascertain the quality of past performance. The Commonwealth may pursue any reference that may assist in completing the Technical Proposal evaluation. Reference checks shall be used in scoring this and previous sections of the RFP. Offeror's must complete **Appendix H, Corporate Reference Check template**, which provides the contact information for the Corporate Reference and include the completed template in Tab 7 of the Technical Submittal. The Corporate Reference will be emailed the Corporate Reference Check Questionnaire for completion and submission during the evaluation period. It is suggested that Offeror's contact the Corporate Reference and thoroughly brief them about the process and the requirements as follows:

- · Corporate References should be knowledgeable of the project and the work performed by the Offeror.
- Corporate References must INDEPENDENTLY complete the Corporate Reference Check Questionnaire.
- · Corporate References must complete ALL questions of the Corporate Reference Check Questionnaire.
- · Review with the Corporate References the instructions contained in the cover page of the Corporate Reference Questionnaire.

A follow-up contact with the Corporate Reference is HIGHLY RECOMMENDED. This is to ensure the Corporate Reference has completed and returned the Corporate Reference Questionnaire.

Deloitte strongly believes that our clients are the best judges of our capabilities, and provide the most credible testimonials for our ability to perform at the highest levels on future engagements. We are proud of the work we have accomplished with our clients. We believe our references demonstrate Deloitte's ability to embrace our clients' vision for the future and create both technology and business outcomes in a collaborative way. We are excited that DPW will contact the references we have provided in our proposal. We are confident that they will provide insights into the unique value that Deloitte has delivered to their organizations and to the value Deloitte will deliver to DPW.

Introduction

Deloitte's background and qualifications providing IT services to Health and Human Services (HHS) organizations across the nation is the optimum indicator of the quality of work we will deliver to DPW. Past performance, leading practices, demonstrated results, and a collaborative working style are the

Have you heard?



Deloitte continues longstanding relationships with states like PA, WI, NH, and WV to design and implement innovative HHS solutions. Additionally, states like CO have recently selected Deloitte to take on their toughest HHS challenges.

- PA 30 years
- WI 18 years
- NH 13 years
- WV 16 years
- CO 1 year

characteristics that our clients will highlight about their experience with Deloitte – the very characteristics that make Deloitte an ideal HHS Thought Leader for DPW.



Within this section, we have selected five client references that highlight our experience designing, building, implementing and operating successful systems such as the ones within DPW.

| State Reference | | Key Attributes of the Reference |
|--------------------|------------------------|--|
| iCIS PELICAN HCSIS | PELICAN | ✓ Systems Supported. Eligibility determination management (iCIS),Provider management (PELICAN), Waiver case management (HCSIS), Child support (PACSES), Enterprise application services (MCI) |
| | Enterprise Services | ✓ Technology Services Provided. Full SDLC starting with system requirements, GSD and through development and maintenance service |
| | | ✓ Years of Successful Service Delivery. 30 years as a firm, 10 years with in scope systems |
| | CARES | ✓ Systems Supported. Eligibility determinations for Medicaid, TANF, Child Care, Long-term Care, SSI Caretaker supplement and SNAP. |
| Wisconsin | | Technology Services Provided. Full SDLC starting with system requirements, GSD and through development and maintenance service. |
| | | ✓ Years of Successful Service Delivery. 18 years |
| 4 | New HEIGHTS | ✓ Systems Supported. Public assistance eligibility management, TANF work programs. |
| New Hampshire | | Technology Services Provided. Full SDLC starting with system requirements, GSD and through development and maintenance service. |
| | | ✓ Years of Successful Service Delivery. 13 years |
| | RAPIDS | ✓ Systems Supported. Eligibility determinations for Medicaid, TANF, SNAP, CHIP, LIHEAP |
| West Virginia | | Technology Services Provided. Full SDLC starting with system requirements, GSD and through development and maintenance service. |
| | | ✓ Years of Successful Service Delivery. 16 years |
| | CHATS | ✓ Systems Supported. Eligibility determinations for Child Care for TANF, Child welfare and low income programs. |
| | | |
| Colorado | | Technology Services Provided. Full SDLC starting with system requirements, GSD and through development and maintenance service. |

Figure 7.2-1. Our Selection of Client References.

We have selected 5 project references that exemplify the qualifications that Deloitte brings to this engagement which are indicators of the quality of work we will deliver to DPW.



Using the Corporate Reference Check Template provided in Appendix H, we have provided the required contact information for our references. We have also completed the required information regarding the nature of the work performed for our referenced clients as well as the duration of the services provided.



Appendix H

Corporate Reference Template

Reference 1 – Commonwealth of Pennsylvania Department of Public Welfare

| Offeror Company Name: Deloitte | | |
|--|--|--|
| Subcontractor Company Nam N/A | e (if applicable): | |
| Reference Organization Name: Commonwealth of Pennsylvania Department of Public Welfare | | Reference Contact Name: Terry Shuchart |
| | | Reference Contact Title: Chief Information Officer |
| Reference Organization Address North Circle Drive Bldg 43 | ess: | Reference Contact Phone: (717) 772-7265 |
| Rm 60 Willow Oak Building Harrisburg, PA 17125 | | Reference Contact Email Address: tshuchart@state.pa.us |
| Contract/Project the Offeror/S | ubcontractor Completed | for the Reference Organization: |
| Contract/Project Name: | Pennsylvania DPW iCIS | S, COMPASS, PELICAN, HCSIS, PACSES |
| Contract/Project Start Date: | Strategic Business Systems – 1/2/2007 PACSES – 11/1/2007 | Contract/Project End Date: 6/30/2011 |
| Contract/Project \$ Amount: | Approximately \$400illion | n |



1) How long has the Offeror/Subcontractor Organization had a Business Relationship with the Reference Organization?

Deloitte has been an active advisor to DPW since 1978.

2) Describe the nature of the Project/Contract work the Offeror/Subcontractor completed for the Reference Organization:

The nature of the work performed in context of this engagement constitutes close to 30 years of experience working together towards the common goal of helping to provide tools, technologies, business processes, and solutions to Commonwealth staff and citizens. The services that Deloitte provides to DPW include varying levels of application design, development, maintenance, change leadership, field support, training services, strategic planning, and business IT strategy to an entire suite of applications and programs. With over 400 practitioners, Deloitte has been responsible for the execution of more than 200 Work Orders, over a total of 2.9 million hours.

HHS Programs Supported

Deloitte has provided systems architecture services to the Commonwealth for the iCIS Eligibility Business Application, PELICAN Provider Management Business Application, HCSIS Case Management Business Application, PACSES Child Support Enforcement System, and Enterprise Business Application Services such as the Master Client Index (MCI) and the Imaging Repository (iREP). Our Deloitte team also has experience managing and enhancing the Child Welfare systems, as one of our subcontracting partners (MindTeck) helped maintained the applications for six years. In addition, we developed and maintained the Allegheny County Child Welfare solution and one of our subcontractors (Info Tech) was active in developing and delivering county specific child welfare solutions in more than 9 locations.

IT Services Provided

Project Management – Deloitte has provided project management services for the suite of systems that compose iCIS, PELICAN, HCSIS, and PACSES. Deloitte adheres to its PMBOK based project management methodology and other DPW standards, and follows CMMI Level 3 processes.

Application Development, Modifications, and Enhancements – Deloitte has provided Pennsylvania DPW with application development, modifications, and enhancement services for DPW's 6 enterprise systems (applications), 27 business systems, 25 enterprise services, and more than 200 subsystems. Last year alone, Deloitte and DPW collaborated to successfully design, develop and implement 83 production releases representing a total deployment of more than 16 million lines of software code. These releases represent key transformational initiatives to help achieve the Department's business and technology goals.

Application Maintenance – Deloitte provides Pennsylvania DPW with application maintenance services for 27 human services business systems and 25 enterprise services. Services provided include software fixes, minor software changes, testing support, change control board support, governance team support, help desk support, shared technology services support, product upgrade support, adhoc queries and information management, system reference table management, performance tuning, and application related load tests.

Systems Operations and Support – Deloitte provides DPW with Systems Operations and Support Services. Services provided include maintenance of batch and online software, batch cycle monitoring, managing system errors, maintenance and operation of system environments, production operation monitoring/reporting, and emergency preparedness activities.

Application Adoption and Implementation Support – Deloitte works closely with DPW to provide with implementation support services to prepare stakeholders for the changes that come with improved business processes and system automation. These services included working with each level of the DPW organization and business partners to adapt their operations and work processes to the new system. This also included change management and technology adoption services.

Defect Management – Deloitte performs defect management services includes fielding defects from the help desk, logging defects into the defect tracking system, prioritizing defects and assigning them to work bundles, and managing them through resolution.



Reference 2 – Wisconsin Department of Health Services

| Offeror Company Name: Deloitte | |
|---|--------------------------------------|
| | |
| | |
| | |
| | |
| Subcontractor Company Name (if applicable): | |
| N/A | |
| IVA | |
| | |
| | |
| | |
| | |
| Reference Organization Name: | Reference Contact Name: |
| Wisconsin Department of Health Services | Jim Jones |
| (DHS) | |
| | Reference Contact Title: |
| | Deputy Administrator |
| | Deputy Administrator |
| D () () () () | D (|
| Reference Organization Address: | Reference Contact Phone: |
| Department of Health Services | (608) 266-8922 |
| 1 W. Wilson Street | |
| Madison, WI 53703 | Reference Contact Email Address: |
| | James.Jones@wisconsin.gov |
| | |
| Contract/Drainet the Offerer/Subsentractor Com | Noted for the Deference Organization |
| Contract/Project the Offeror/Subcontractor Comp | - |
| Contract/Project Name: Wisconsin CAR | ES |
| Contract/Project Start Date: January 1992 | Contract/Project End Date: Current |
| Contract/Project \$ Amount: \$185 million life to | date |



1) How long has the Offeror/Subcontractor Organization had a Business Relationship with the Reference Organization?

More than 18 years.

2) Describe the nature of the Project/Contract work the Offeror/Subcontractor completed for the Reference Organization:

Deloitte has collaborated with the State of Wisconsin's Department of Health Services (DHS) and Department of Children and Families (DCF) since 1992 to provide technology services that support the State's ability to better serve its citizens.

HHS Programs Supported

Similar to DPW iCIS, the core services focus on the maintenance and enhancement of Wisconsin's eligibility system, Client Assistance for Re-employment and Economic Support (CARES) system, which provides real-time eligibility determination and case management for Medicaid, FoodShare (SNAP), Child Care, W-2 (TANF), and SSI Caretaker Supplement. Deloitte also implemented and maintains Wisconsin's ACCESS self service portal which provides similar functions to Pennsylvania's COMPASS system.

IT Services Provided

Project Management – Deloitte has provided project management services over a suite of 12 different applications that are similar to those managed by DPW. Deloitte adheres to its PMBOK based project management methodology, and adheres to CMMI Level 3 processes.

Application Development, Modifications, and Enhancements – Deloitte has provided Wisconsin DHS with application development, modifications, and enhancement services for a suite of 12 different human services applications. Over the past 3 years, Deloitte has designed, developed, and implemented more than 175 new software releases that support the Department key transformational initiatives. Deloitte currently performs application development, modification, and enhancement activities that DPW is seeking through its RFP.

Application Maintenance – Deloitte provides Wisconsin DHS with application maintenance services for 10 different human services applications. Services provided include security maintenance/management, system performance tuning, database administration, supporting system upgrades, performing data updates, and conducting mass changes as requested.

Systems Operations and Support – Deloitte provides Wisconsin DHS with Systems Operations and Support Services for the CARES mainframe system, the CARES Worker Web System, and the ACCESS self-service solution. Services provided include maintenance of batch and online software, batch cycle monitoring, managing system errors, maintenance and operation of system environments, production operation monitoring/reporting, and emergency preparedness activities.

Application Adoption and Implementation Support – During the initial implementation of CARES and subsequent enhancements, Deloitte provided Wisconsin DHS with implementation support services. These services included working with county case workers to adapt their operations and work processes to the new system. This also included change management and technology adoption services.

Defect Management – Deloitte performs defect management services includes fielding defects from the State-run help desk, logging defects into our defect tracking system, prioritizing defects and assigning them to work bundles, and managing them through resolution.



Reference 3 – New Hampshire Division of Family Assistance (DFA)

| Offeror Company Name: Deloitte | |
|--|---|
| Subcontractor Company Name (if applicable): N/A | |
| Reference Organization Name: State of New Hampshire Division of Family Assistance (DFA) | Reference Contact Name: Laurie Snow |
| | Reference Contact Title: Project Manager |
| Reference Organization Address: Department of Health and Human Services 7 Eagle Square, Suite 101 Concord, NH 03301 | Reference Contact Phone: (603)-227-0326 |
| · | Reference Contact Email Address: Isnow@dhhs.state.nh.us |
| Contract/Project the Offeror/Subcontractor Comp | oleted for the Reference Organization: |
| Contract/Project Name: New Hampshire | e New HEIGHTS |
| Contract/Project Start Date: 1996 Contract/Project \$ Amount: Greater than \$100 | Contract/Project End Date: Current O million |



1) How long has the Offeror/Subcontractor Organization had a Business Relationship with the Reference Organization?

More than 13 years.

2) Describe the nature of the Project/Contract work the Offeror/Subcontractor completed for the Reference Organization:

New HEIGHTS is New Hampshire's statewide system for administering public assistance programs and is similar in functionality to DPW's CIS/eCIS systems. Deloitte has collaborated with the Division of Family Assistance (DFA) since development on New HEIGHTS began in 1995. Ongoing enhancements to New HEIGHTS have consistently enabled New Hampshire to manage expanding caseloads while simultaneously improving customer service.

HHS Programs Supported

New HEIGHTS includes integrated eligibility for over 105 benefit programs, document imaging and workflow management, Web-based self service, data warehouse for metrics and reporting, and TANF work programs. Deloitte is currently working with DFA to extend New HEIGHTS as an enterprise hub supporting improved case management across "silos" including Elderly and Adult Services and Child Support Enforcement. This qualification highlights our capability to innovate and manage systems architecture services on a project similar in complexity to DPW.

IT Services Provided

Project Management – Deloitte has provided project management services for New HEIGHTS to administer over 130 benefit programs similar to those managed by DPW. Deloitte adheres to its PMBOK based project management methodology and has integrated Deloitte's systems development life cycle with State standards.

Application Development, Modifications, and Enhancements – Deloitte has provided New Hampshire DHHS with application development, modifications, and enhancement services for New HEIGHTS, NH EASY (self service), the Datamart and our integrated imaging and workflow solution. We also maintain integration services for SACWIS, CSE, Options, MMIS and other key DHHS enterprise applications. Releases are managed on a monthly basis and over the last 3 years, we have deployed over 300 projects. Deloitte currently performs application development, modification, and enhancement activities that DPW is seeking through its RFP.

Application Maintenance – Deloitte provides New Hampshire DHHS with application maintenance services for New HEIGHTS, NH EASY, the Datamart and Imaging/Workflow along with the systems and interfaces that connect New HEIGHTS to other enterprise applications. Services provided include security maintenance/management, system performance tuning, database administration, supporting system upgrades, performing data updates, and conducting mass changes as requested.

Systems Operations and Support – Deloitte provides New Hampshire DHHS with Systems Operations and Support Services for the New HEIGHTS mainframe system, NH EASY self-service and the Imaging/Workflow solution. In addition, Deloitte supports the incremental renewal Java applications using WebSphere on the mainframe. Services provided include maintenance of batch and online software, batch cycle monitoring, managing system errors, maintenance and operation of system environments, production operation monitoring/reporting, and emergency preparedness activities.

Application Adoption and Implementation Support – During the initial implementation of New HEIGHTS and subsequent enhancements, Deloitte provided New Hampshire DHHS with implementation support services. These services included working with District Office workers to adapt their operations and work processes to the new system. This also included change management and technology adoption services. More recently Deloitte has been in the field providing hands on support to transform DFA's business practices using document imaging and workflow management to deploy a completely "paper free" work management solution and support the changes to operational procedures.

Defect Management – Deloitte performs defect management services includes fielding defects from the State-run help desk, logging defects into our defect tracking system, prioritizing defects and assigning them to work bundles, and managing them through resolution.



Reference 4 – Colorado CHATS

| Offeror Company Name: Deloitte | |
|--|--|
| Subcontractor Company Name (if applicable): N/A | |
| Reference Organization Name: Division of Child Care Colorado Dept. of Human Services | Reference Contact Name: Leslie Bulicz |
| | Reference Contact Title: Associate Director, Division of Child Care |
| Reference Organization Address: 1575 Sherman Street 1st Floor | Reference Contact Phone: (303) 866-4556 |
| Denver, CO 80203 | Reference Contact Email Address: Leslie.Bulicz@state.co.us |
| Contract/Project the Offeror/Subcontractor Comp Contract/Project Name: Colorado Child Contract/Project Start Date: 4/27/2009 Contract/Project \$ Amount: \$13,348,388 | oleted for the Reference Organization: Care Automated Tracking System (CHATS) Contract/Project End Date: 4/27/2011 |



1) How long has the Offeror/Subcontractor Organization had a Business Relationship with the Reference Organization?

1 year

2) Describe the nature of the Project/Contract work the Offeror/Subcontractor completed for the Reference Organization:

Deloitte has assisted the Colorado Department of Human Services (CDHS) with the planning, design, development, training, and implementation of the CHATS system. Deloitte is currently collaborating with CDHS to roll out the child care system to all 64 counties by November 2010 using a phased approach. Upon completion of this roll out, the CHATS system will support over 23,000 cases and disburse payments to the state's estimated 7000 providers. This system will also provide both client and provider self service portals to assist with online application to the child care programs.

HHS Programs Supported

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.

IT Services Provided

Project Management – Deloitte has provided project management services for the development for the CHATS project. State of Colorado, Department of Human Services (CDHS) attribute the success of the project to strong project management, understanding of human services business processes, broad technical knowledge, and constant communication between State and the proposed members. The Deloitte team adheres to its PMBOK based project management methodology, PMP certified professionals, and adheres to CMMI Level 3 processes to deliver the project.

Application Development, Modifications, and Enhancements – Over the past 14 months, Deloitte has designed, developed, and implemented the CHATS system. Deloitte provides CDHS with technical management, application development, conversion, performance testing, implementation support, deployment of remote access POS devices, and training for the CHATS system. This included integration with 9 different interface partners and conversion from 2 source systems. Deloitte has also developed detailed system documentation as well as administrative and training documentation.

Application Maintenance – Deloitte provides ongoing support of the application post implementation in the areas of Application Operations, Environment Operations and Infrastructure Operations.

Systems Operations and Support – Deloitte provides ongoing support of the application post implementation in the areas of Application Operations, Environment Operations and Infrastructure Operations.

Application Adoption and Implementation Support – Deloitte collaborated with CDHS to phase the implementation of CHATS. This included implementation planning, management, and execution. Activities included go-live support, county communications, and technology adoption services.

Defect Management – Deloitte performs defect management services. This includes Level 1 and 2 support until August 2010 and ongoing Level 3 help desk support. As part of this support, Deloitte fields change request and defect tickets. Deloitte technical team receives help desk tickets from the CDHS help desk, logs defects into the defect tracking system, works with the State to prioritize defects and assigns them to work bundles, and managing them through resolution.



Reference 5 – West Virginia Department of Health and Human Resources (WVDHHR)

| Offeror Company Name: | | |
|--|---|--|
| Deloitte | | |
| | | |
| | | |
| | | |
| | | |
| Subcontractor Company Name (if applicable): | | |
| N/A | | |
| | | |
| | | |
| | | |
| | | |
| Reference Organization Name: | Reference Contact Name: | |
| West Virginia Department of Health and | Cecilia Matheny | |
| Human Resources (DHHR) | | |
| | Reference Contact Title: | |
| | RAPIDS Project Director | |
| | | |
| Reference Organization Address: | Reference Contact Phone: | |
| 1012 Kanawha Blvd East, 2nd Floor | (304) 348-0880 | |
| Charleston, WV 25301 | | |
| | Reference Contact Email Address: | |
| | Cecilia.A.Matheny@wv.gov | |
| | | |
| Contract/Project the Offeror/Subcontractor Comp | oleted for the Reference Organization: | |
| Contract/Project Name: West Virginia RAPIDS | | |
| | | |
| Contract/Project Start Date: 1994 | Contract/Project End Date: Current | |
| Contract/Project \$ Amount: \$33.29 million for 12/31/2010 | the current contract period: 01/01/2008 through | |
| 12/31/2010 | | |



1) How long has the Offeror/Subcontractor Organization had a Business Relationship with the Reference Organization?

Over 16 years.

2) Describe the nature of the Project/Contract work the Offeror/Subcontractor completed for the Reference Organization:

In 1994, the State of West Virginia contracted with Deloitte to develop the State's first integrated eligibility system, the Recipient Automated Payment and Information Data System (RAPIDS), which is a transfer of Wisconsin CARES. The West Virginia project began an incremental modernization approach in 2006 to migrate the RAPIDS mainframe subsystems to a Web-based system called eRAPIDS, and there are currently three subsystems in Production. In addition, WV's self-service solution called Information Network for Resident Online Access and Delivery of Services (inROADS) is a transfer application of PA COMPASS. The services these system provides to WV DHHR are similar to those Deloitte currently provides to Pennsylvania.

HHS Programs Supported

RAPIDS provides a statewide, integrated service delivery system for eligibility and benefit determination of SNAP, TANF, Medical Assistance (includes Medicaid, Medicare Premium Assistance, CHIP – Children's Health Insurance Program), and Low Income Energy Assistance Program (LIEAP).

IT Services Provided

Project Management – Deloitte has provided project management services over a suite of 4 different human services applications (RAPIDS Suite, which includes legacy integrated eligibility system – RAPIDS, citizen self service solution – inROADS, data warehouse solution – RAFT) that are similar to those managed by DPW. Our project management services focuses on work planning, status reporting, early identification and mitigation of project risks and issues, and regularly occurring quality assurance and validation activities.

Application Development, Modifications, and Enhancements – Deloitte has provided West Virginia DHHR with application development, modifications, and enhancement services for RAPIDS suite. Over the past 3 years, Deloitte has designed, developed, and implemented more than 200 enhancements to RAPIDS suite. As the prime vendor on the RAPIDS project, Deloitte is responsible for each aspect of the system development life cycle including preparing, reviewing, submitting, and maintaining the deliverables outlined within the RFP.

Application Maintenance – Deloitte provides West Virginia DHHR with application maintenance services for RAPIDS Suite. Services provided include system performance tuning, database administration, supporting system upgrades, performing data updates, and conducting mass changes as requested.

Systems Operations and Support – Deloitte provides West Virginia DHHR with Systems Operations and Support Services for RAPIDS suite. Services provided include maintenance of batch and online software, batch cycle monitoring, managing system errors, maintenance and operation of system environments, production operation monitoring/reporting, and emergency preparedness activities.

Application Adoption and Implementation Support – During the initial implementation of RAPIDS suite and subsequent enhancements, Deloitte provided West Virginia DHHR with implementation support services. These services included working with county case workers to adapt their operations and work processes to the new system. This also included change management and technology adoption services.

Defect Management – Deloitte performs defect management services includes fielding defects from the State-run help desk, logging defects into our defect tracking system, prioritizing defects and assigning them to work bundles, and managing them through resolution.



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.



7.3 Disclosures



PA DPW-111c 2



RFP Reference: II-4. Prior Experience

Offeror's must disclose any contract cancellations, suspensions or disbarments within five (5) years preceding the issuance of this RFP. If a contract was canceled for lack of performance, the Offeror must provide details on the customer's allegations, the Offeror's position relevant to the allegations, and the final resolution of the contract cancellation. The Offeror must also include each customer's:

- · Company or entity name,
- · Address,
- Contact name,
- · Phone number, and
- Email address.

The contact must be able to address questions concerning the cancellation. Failure to fully disclose canceled contracts within the scope of this requirement may result in disqualification. If the failure to disclose is not learned until a contract has been awarded to the Offeror, the contract may be terminated. In the event of such termination, the Offeror will be liable for all costs associated with the re-procurement including any increased costs for the services originally awarded.

Deloitte has not been suspended or debarred and has been consistently recognized as a responsible contractor across the federal, state and local public contracting arenas.

Introduction

In the past five (5) years, Deloitte has entered into thousands of contracts, task orders, work orders and/or statements of work with public and private sector clients across the United States. It is not uncommon for our contractual arrangements to permit termination or cancelations for convenience.

Deloitte does not centrally track contract terminations or cancellations. As such, while there have likely been non-performance (i.e., convenience) related terminations in the preceding five (5) years, we are unable to identify the specific number of such terminations. However, in connection with the Commonwealth, there has been one termination for convenience in the preceding five (5) years. In August 2008, the Pennsylvania Department of Transportation decided not to pursue further work on the .centric project, Contract 353R10 Safety Legacy System Replacement and the contract was subsequently terminated for convenience. From our reputational and management perspective, we have no basis from which to believe the occurrence of any such terminations are outside industry norms or are otherwise unusual.



With respect to performance/default terminations, based upon available information and belief, we are not aware of any formal default terminations (i.e., issuance of cure notice followed by a notice that the contract was terminated for default) in the preceding five (5) years.

In addition, Deloitte can affirmatively state that there have been no determinations by any court in the preceding five (5) years that Deloitte breached or defaulted in its contractual obligations to a client. Further, Deloitte can affirmatively state that there have been no performance related cancellations or terminations for any public sector work in the Commonwealth of Pennsylvania in the preceding five (5) years.

Deloitte is justifiably proud of its performance record.



7.4 Offeror Organization Information



PA_DPW-111_d2



RFP Reference: II-4. Prior Experience

The Offeror must describe its corporate identity, legal status and forms, including name, address, telephone number, facsimile number, and email address for the legal entity with whom the contract will be written. In addition, provide the name and address of the principal officers, a description of its major services, its legal status as a for-profit or not-for-profit company, and any specific licenses and accreditations held by the Offeror.

Deloitte is one of the oldest and most respected professional service firms in the United States. Our parent company was founded in 1895, and has since undergone many changes. Today we are the largest private partnership, providing audit, tax, consulting, and financial advisory services. As one of the world's leading consulting firms, we provide a wide range of business and technology services to a variety of clients and industries. As it relates to serving the Commonwealth of Pennsylvania, we will primarily leverage our Public Sector Practice as well as our Technology Service Area to provide the services requested in the RFP.

Introduction

In this section of our proposal, we provide the organizational information that uniquely qualifies our Firm as the vendor of choice to service the Commonwealth of Pennsylvania. The Deloitte corporate structure and services translate into significant benefits for DPW.

| Features of Our Organization | Benefits to DPW |
|---|---|
| Deloitte is the largest professional services firm in the world | A large, stable organization with a strong local presences |
| | Full bench of people that can be scaled up and down to meet DPW's current and future needs. |
| | A wide mix of service offerings to meet DPW's current and future service needs |
| Deloitte is a financial stable organization | A systems integrator that has the financial wherewithal to sustain many large projects at once |
| | Ability to support consistent size and scale |
| | Significant experience in effectively managing numerous multi-million dollar projects at once |



| Features of Our Organization | Benefits to DPW |
|--|--|
| Deloitte is the market leader providing HHS systems integration services | Understanding of DPW's business and supporting systems |
| | Strong understanding of leading market practices that can be adapted to DPW's needs |
| | Over 2000 practitioners serving HHS clients in over 45 states which is unparallel to any of our competitors |
| | 40 years of experience serving states with similar needs |
| | Proven experiences\lessons learned that will help evolve and innovate PA DPW systems |
| Deloitte brings repeatable methodologies, processes and accreditations | Our firm investment is leveraged by DPW for industry proven methodologies that are adapted and aligned with your methodologies and processes |
| | Brings repeatability and consistency to projects, providing DPW with higher levels of quality |
| | Over 40,000 hours of learning requirements from our practitioners and Firm investment per year, providing DPW with skilled staff |
| | A Knowledge Management group that takes industry methodologies and enhances them based on our client project experience to make them more applicable and relevant to our client projects |

Figure 7.4-1. Features and Benefits.

Our Corporate Identity

Deloitte is the brand under which independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management, and tax services. These firms are members of Deloitte Touche Tohmatsu (DTT), a Swiss Verein. Each member firm provides services in a particular geographic area and is subject to the laws and professional regulations of the particular country or countries in which it operates. DTT and the member firms are separate and distinct legal entities, which cannot obligate the other entities. Each DTT member firm is structured differently in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in their territories through subsidiaries, affiliates, and/or other entities.

In the United States, Deloitte LLP is the member firm of DTT. Being a private partnership, Deloitte LLP is a partnership organization owned and managed by over 2,500 Partners and Principals. Services are provided by the subsidiaries of Deloitte LLP, including:

- Deloitte & Touche LLP provides audit and enterprise risk services
- Deloitte Consulting LLP provides consulting services, including human capital and outsourcing services



- Deloitte Financial Advisory Services LLP provides financial advisory services, consisting of forensic and dispute, reorganization, valuation, and corporate finance services
- Deloitte Tax LLP provides tax services

Each subsidiary operates as an independent entity with its own governance structure. Each of these subsidiaries is organized under Delaware law, is separately capitalized, has its own Chairman and CEO and Board of Directors, and provides a distinct array of services. When you contract for the provision of services with one of the subsidiaries of Deloitte LLP, only that subsidiary is responsible for the provision of those services and is the only entity with potential liability for any claims that may arise in connection with such services.

Deloitte is different from the other major consulting firms in that we are part of a multidisciplined professional services organization, aligned with our audit, tax, and financial advisory businesses under the Deloitte and Touche USA LLP umbrella. We believe that drawing upon a combination of the disciplines of consulting, finance, tax, and risk enables us to address our clients' most complex business issues from every angle. By combining these leading resources, we are able to develop and implement innovative solutions that create greater value for the clients we serve.

Details around are corporate entity are captured in the table below.

| Company Profile | |
|--|--|
| Corporate Name | Deloitte Consulting LLP |
| Legal Status and Forms Limited Liability Partnership | |
| Lead Deloitte Principal for this Bid | Sundhar G. Sekhar , Principal |
| Address | 2601 Market Place, 2 nd Floor, Harrisburg, PA 17110 |
| Telephone Number | (717) 651-6240 |
| Facsimile Number | (717) 412-9640 |
| Email Address | ssekhar@deloitte.com |

Figure 7.4-2. Company Profile.

The graphic that follows provides an organizational chart depicting our overall organization showing officer positions as well as our public sector industry organization and the relevant industry segment and function to the DPW project. On the following graphic we show the leadership positions and the organizational reporting relationships that will be ultimately responsible for the services we provide to DPW. The key organizational relationships are shown in the dark blue boxes.



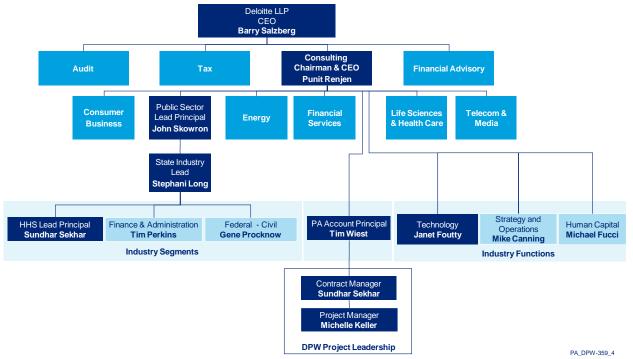


Figure 7.4-3. Deloitte's Organization.

The DPW Project Leadership and Team will have the support of the largest professional services Firm in the world to help meet the needs of DPW and its constituents

Our Major Services

Deloitte is one of the largest consulting practices in the world. Our services center on three primary areas — technology, human capital, and strategy and operations — and we serve clients in the following industries: the public sector; consumer products and retail; energy; financial services; life sciences and health care; process and industrial products; technology; and media and telecommunications.

We help our clients in their efforts to navigate challenges to arrive at significant decisions. Our industry knowledge, broad capabilities, offerings and solid strategic alliances help clients in their efforts to assess options from every angle and create workable solutions. Our detail-oriented approach focuses on results, from strategy to implementation.

Technology

Deloitte's Technology practice helps clients in their efforts to solve their toughest business challenges through the combination of technology competence and practical business strategy capabilities. Our Technology consultants deliver advice and services in support of the implementation, management, and operations of technology solutions matched to the needs of each client — from Strategy through Sustainment.



Our investments and scale are aligned around those issues and industry sectors where we have specialized experience, knowledge, and skills to deliver more complete services and solutions. Our Technology services offering focus in the following areas:

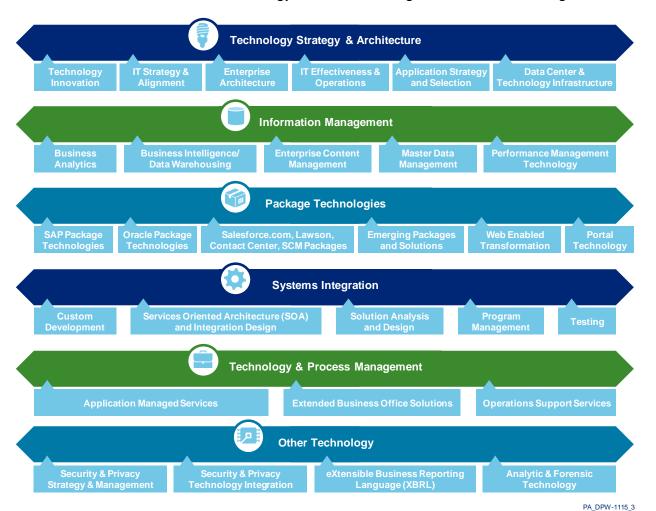
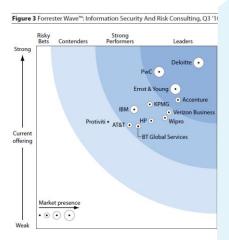


Figure 7.4-4. Our Technology Services Delivery Model.

Deloitte covers each aspect of technology consulting services to meet the needs of the DPW project.

Deloitte's reputation in the technology market was recently recognized by Forrester as the leader in Information Security and Risk Consulting. We continue to widen the gap between our competitors and our first class Security and Risk Consulting services practice.





Deloitte's vision of becoming the client's trusted partner, coupled with its extensive list of services and technical and business experience, separates it from the rest of the pack. Information security, privacy, and IT risk remain top corporate priorities for Deloitte, and this is evident in the company's recent investments. It has an excellent customer support structure. Client references pointed to flexibility, project management, and quality of relationships as areas of strength and contract terms and limited services in certain geographies as areas of potential improvement.

-Forrester Wave™: Information Security and Risk Consulting , Q3 2010", Khalid Kark

Deloitte also attracts a more mature client base and excels in solving complex problems while consistently producing high-quality deliverables for its clients. If you have a large and complex environment and are dealing with complex issues that require an understanding of the business process and deep technical capabilities, you should look to

-Forrester Wave™: Information Security and Risk Consulting , Q3 2010", Khalid Kark

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PA_DPW-949_3

Figure 7.4-5. Forrester Wave: Information Security and Risk Consulting Ranking.

Deloitte ranked as leader in the latest Information Security and Consulting Ranking report from Forrester continuing to distance themselves from eth competitors since the last rating.



DPW benefits from Deloitte's market ratings because:

 You will be receiving services from a premier organization recognized by independent evaluators for the value we bring to our clients and how we help our clients reach their goals unlike some of our competitors who do not even get evaluated.

Human Capital

Deloitte's Human Capital practice specializes in providing broad-based business consulting services designed to help organizations in their efforts to integrate people issue resolution and technology advancements with their business strategy. Human Capital services are designed to help organizations in their efforts to enhance their performance, productivity, and profitability through their workforce. A primary area of focus of our Human Capital practitioners in public sector is the effective use of technology by our clients' resources. Public sector agencies continue invest significant money into technology to provide better services to the people they serve. Our experience with our clients proves that the real return on investment is the successful adoption of these solutions by their workforce. With an eye on value for our clients our Human Capital practice developed a Technology Adoption service line to bring methodologies, tools, and techniques to better serve our clients.



Human Capital goes to market by sectors, relying on industry experience, knowledge and skills, and providing innovative services and solutions designed to help clients in their efforts to address their most complex issues. Our Human Capital practitioners have core capabilities in the following areas:

- Technology Adoption
- Global Employer Services
- Human Resources Service Delivery
- Organization and Talent
- Total Rewards

Strategy and Operations

Deloitte's Strategy and Operations practitioners bring industry experience, rigorous analytical capabilities, bold ideas, and a pragmatic mindset to help our clients in their efforts to address their most complex business problems. As a result, they help our clients in their efforts to identify new possibilities, make tough choices, bridge the gap between vision and execution, and, ultimately, achieve significant and sustainable results.

We work with senior executives to help them in their efforts to address challenges ranging from profitable growth to strategic cost management to intelligently managing risk. Our strategy capabilities span corporate and business unit strategy, M&A strategy, and sales and marketing, while our operational capabilities reflect the specific issues facing public sector agencies, manufacturing organizations, service businesses, and infrastructure operations. We couple these with strong capabilities in finance, performance management, and business restructuring. Our Strategy and Operations practitioners have core capabilities in the following areas:

- Finance
- Infrastructure Operations
- Integration, Divestiture and Restructuring
- Manufacturing Operations
- Service Operations
- Strategy



DPW benefits from Deloitte's Wide Array of Services Because:

• Our multidisciplinary approach delivers high-value insights that our competitors cannot match. With our experience in Technology, Human Capital, and Strategy & Operations, we are able to offer deeper solutions than our competitors that are one-dimension technology vendors.



Licenses and Accreditations

Deloitte has well-established methodologies, processes and accreditations for managing deliverables and services delivery. We align our approach with client methodologies and processes to implement development processes.

Capability Maturity Model Integration

Deloitte has a long history of successfully delivering large-scale, complex solutions to both large private and public sector clients. Our goal is to complete systems development projects on time and within budget, while providing fully functional, low-error systems that solve our client's business problems. 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. In addition to our current CMMI® maturity rating, several of Deloitte's most eminent systems development practitioners have contributed materials and leading practices to the Software Engineering Institute Repository (SEIR).

Deloitte achieved a CMMI[®] L3 maturity rating for the Systems Development Service Line of our Technology practice in May 2008. Deloitte achieved this certification by institutionalizing a system of periodic assessments, audits, and appraisals under the leadership of Deloitte's internal SQ organization, culminating in a formal SCAMPI SM, ARC Class A appraisal led by an independent SEI-authorized lead appraiser. The formal appraisal was completed on May 31, 2008 and utilized the CMMI[®] v1.2 staged model and the DEV constellation. The functional areas included System Engineering and Software (SES) and the Process Areas were rated as "Satisfied" with the exception of Supplier Agreement Management, which was rated as "Not Applicable." The findings of the appraisal showed that our Systems Development organization operates at CMMI[®] L3 maturity rating.

The Internet link to SEI where Deloitte's SCAMPI SM appraisal results is: http://sas.sei.cmu.edu/pars/pars_detail.aspx?a=10832. As supporting data we have provided the certificate received from our SEI-Authorized Lead Appraiser.

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¹ Supplier Agreement Management is not applicable to the SD organization as all subcontractors used on projects are fully incorporated into the project team. They are managed by Deloitte and follow Deloitte's standard CMMI[®] compliant methodology. The methodology contains processes to support SAM in case any future software development is outsourced; however, this is not the current practice of the organization.





Figure 7.4-6. Deloitte Achieved a CMMI® L3 Maturity Rating for the Systems Development Service Line of Our Technology practice in May 2008.



DPW benefits from Deloitte's CMMI Level 3 rating because:

• The IT services we deliver to DPW will use proven, mature, certified processes that result in on-time, under budget project implementations

Project Management Institute's (PMI) Project Management Professional (PMP) Certification

The marketplace in the U.S. is demanding more accountability in the project management services delivery. More and more public sector clients believe in the importance of project management certifications. The numbers of public sector clients issuing requests for proposals requesting PMP certification has increased and view the certification as valuable. Deloitte understands why Public Sector clients are so keen on certifications and the value it brings to our project delivery professionals. As such, Deloitte has implemented a sustained professional development effort to certify project managers and to establish the methods and tools project managers use to run a complex array of technology projects.



The number of certified project managers inside our organization is growing because clients want them on their projects. Public sector clients understand the importance of strong project management in delivering projects.

Deloitte has focused its efforts on project management certification by actively training, staffing and supporting staff who qualify under the strict standards required by PMI. Each staff member is tested and certified by the PMI when they complete their application after completing the application requirements and successfully achieve a passing score in the PMP examination. After a staff member becomes certified, the PMI requires each certified manager to complete 60 Professional Development Units (PDU) of study to maintain their certification. Deloitte actively supports staff for continued compliance with certification and continuing PDUs requirements. At present, Deloitte can leverage approximately 1,400 Deloitte resources with PMP certification.



DPW benefits from Deloitte's PMI PMP certification program because:

 Our 30 PMP certified management level practitioners proposed for DPW have the required project management skills to successfully delivery projects based on industry accepted practices, resulting in on-time, on-budget delivery

HHS Industry Proficiency Learning

By their very nature, professional services are only as good as the people who deliver them. As such, the quality and preparedness of the people that serve you will directly relate to the quality of outcomes you receive.

With this in mind, Deloitte invests significantly in the development of our people, their skills and capabilities. This development is a multifaceted blending or classroom, conference and self-administered instruction. In relation to serving our HHS clients across the country, we have developed the below e-learning curriculum that is specifically designed to have our consultants know your business before they arrive at your offices:



PA DPW-894

- HHS 101 Introduction to Health and Human Services. This course provides the practitioner with an overview of the charter, mission and organization of HHS agencies and how they receive funding.
- Figure 7.4-7. Certified Health and Human Services.
- HHS 201 Introduction to Health and Human Services Market Offerings.
 This course provides the practitioner with an overview of the capabilities Deloitte offers our clients in support of their most common challenges and business objectives.



- HHS 301 Integrated Eligibility Service Offerings. This course provides the practitioner with a "deep dive" into how Integrated Eligibility systems and operations work together.
- HHS 302 Child Support Service Offerings. This course provides the practitioner with a "deep dive" into common Child Support-specific challenges our clients face and how we serve our clients to meet their needs.
- HHS 303 Child Welfare Service Offerings. This course provides the practitioner
 with a "deep dive" into common Child Welfare-specific challenges our clients face and
 how we serve our clients to meet their needs.
- HHS 304 State Health Service Offerings. This course provides the practitioner with a "deep dive" into Health-related challenges our clients face in the age of Healthcare Reform.
- HHS 305 State Labor Service Offerings. This course provides the practitioner with a "deep dive" into Labor and Workforce Solutions operations and how we respond to our clients' most common need in the age of the Great Recession.

Each of these courses provides the practitioner the ability to expand their knowledge in a self-paced, distance learning method. Each course also includes proficiency quizzes before credit is provided to the practitioner. Upon completion the student is also provided a quick reference guide for future use by the practitioner.

This curriculum is intended to provide you with qualified consulting support with knowledge of the industry and your business. We view this investment as part of our obligation to provide DPW with quality consulting and technology resources. Below please find a sample Certificate that is issued to each practitioner that successfully completes each of our course offerings.





Figure 7.4-8. Sample Certificate.

PA DPW-1116



DPW benefits from Deloitte's HHS Industry Proficiency Learning because:

 Our proposed staff are certified by our Knowledge Leaders as having achieved proficient knowledge levels in each of the program areas in DPW (Integrated Eligibility, Child Support Enforcement, State Health, Child Care, and Child Welfare)

ITIL Framework

Another component of our elearning catalog which our practitioners are encouraged to pursue relates to the ITIL framework. The Information Technology Infrastructure Library (ITIL) is a set of concepts and practices for Information Technology Services Management (ITSM), Information Technology (IT) development and IT operations. ITIL provides detailed descriptions of a number of important IT practices and provides checklists, tasks, and procedures that any IT organization can tailor to its needs. Practitioners who receive a certification from ITIL go through a rigorous education and exam to receive the certification. Deloitte encourages its practitioners who are interested in pursuing to seek the ITIL certification.

Deloitte has courses which can be paired with industry courses when our practitioners seek ITIL certification. An example of some of those courses includes Introduction to the ITIL Framework whose objective is to provide practitioners an understanding of the ITIL Framework; ITIL V3 Service Design Fundamentals whose objective is educate practitioners with the knowledge that IT organizations must design their services according to their business objectives, thereby aligning those services with their business needs. Within ITIL, Service Design is a phase of the Service Life cycle that



helps IT organizations creates the design specifications to provide these IT services. Within ITIL, Service Design is a phase of the Service Life cycle that helps IT organizations creates the design specifications to provide these IT services; and ITIL-V3 Service Operations Processes whose objective is to address IT organizations need to confirm that their services are operating properly. Service Operation processes are important because they enable organizations to correctly perform, manage, and control their day-to-day operations.

All of the courses which our practitioners are encouraged to complete plus the external courses and exams lead many Deloitte practitioners to ITIL certification and enhance their value to HHS clients and to Deloitte in the marketplace.



DPW benefits from Deloitte's ITIL framework certification learning program because:

• It provides DPW with IT management, development and operations certified practitioners that bring incremental project concepts and practices to contribute to DPW's success

Security Certifications

Our firm leadership and our clients expect us to have the system security capabilities to properly design, develop and implement solutions consistent with industry proven and accepted security standards. Our practitioners must possess the depth of security capabilities knowledge and experience that are required on large complex HHS engagements. The table below identifies some of the information systems security certifications our Firm requires our technology security practitioners to achieve.

| Certification | Certifying Organization | Description |
|---|---|--|
| Certified Information Privacy Professional (CIPP) | International Association of Privacy Professionals (IAPP) | The Certified Information Privacy Professional (CIPP) program was launched in October 2004 as the first professional certification ever to be offered in information privacy. It has since become the preeminent credential in the field of privacy. |
| | | The CIPP credential demonstrates a strong foundation in U.S. privacy laws and regulations and understanding of the legal requirements for the responsible transfer of sensitive personal data to/from the United States, the European Union and other jurisdictions. Subject matter areas covered include: • The U.S. legal system • U.S. Federal laws for protection of personal data • U.S. Federal regulation of marketing practices • U.S. state data breach notification • Regulation of privacy in the U.S. workplace |



| Certification | Certifying Organization | Description |
|--|---|--|
| CISSP – Certified Information Systems Security Professional | International Information Systems Security Certification Consortium, Inc., (ISC)2 | CISSP is an independent information security certification governed by the not-for-profit (ISC)². The CISSP certification is held by information security professionals who develop policies, standards, and procedures as well as manage the implementation across the enterprise. To gain the certifications, individuals must pass a written examination and submit evidence for at least five years of information security experience. The CISSP Common Body of Knowledge (CBK), encapsulates ten domains of information assurance knowledge: • Access Control |
| | | Application Security |
| | | Business Continuity and Disaster Recovery Planning |
| | | Cryptography and CryptanalysisPolicies and Procedures for Information Security and |
| | | Risk Management |
| | | Legal, Regulations, Compliance and Investigations |
| | | Operations Security |
| | | Physical (Environmental) Security |
| | | Principles and Practices of Security Architecture and Design |
| | | Telecommunications and Network Security. |
| | | In June, 2004, the CISSP was the first information security credential accredited by ANSI ISO/IEC Standard 17024:2003accreditation and, as such, has led industry acceptance of this global standard and its requirements |
| | | It is formally approved by the U.S. Department of Defense (DoD) in both their Information Assurance Technical (IAT) and Managerial (IAM) categories. The CISSP has been adopted as a baseline for the U.S. National Security Agency's ISSEP program. |
| CISA – Certified Information Systems Auditor | Information Systems Audit and Control Association (ISACA) | CISA is a professional certification for Information technology audit professionals sponsored by ISACA since 1978. To gain the certifications, individuals must pass a written examination and submit evidence of a minimum of five years of professional Information Security auditing, control, or security work, and abide by a program of continuing professional education |
| | | The CISA certification was created for professionals with work experience in information systems auditing, control or security that include: |
| | | Information Systems (IS) audit process |
| | | IT Governance |
| | | Systems and Infrastructure Life cycle Management |
| | | IT Service Delivery and Support |
| | | Protection of Information Assets Regiment Continuity and Dispeter Receivery |
| | | Business Continuity and Disaster Recovery |



| Certification | Certifying Organization | Description |
|--|---|--|
| CISM – Certified Information Systems Manager | Information Systems Audit and Control Association (ISACA) | CISM is a certification for information security managers awarded by ISACA since 2003. To gain the certification, individuals must pass a written examination and have at least five years of information security experience with a minimum three years of information security management work experience in particular fields. CISM focuses on information risk management as the basis of information security. It also includes material on broader issues such as how to govern information security as well as on practical issues such as developing and managing an information security program and managing incidents. CISM certification is intended for the professionals who manages designs, oversees and assesses an enterprise's information security including: Information Security Governance Information Risk Management Information Security Program Development Information Security Program Management Incident Management and Response |
| Certified Ethical Hacker (CEH) | International Council of E- Commerce Consultants (EC-Council) | The CEH Program certifies individuals in the specific network security discipline of Ethical Hacking from a vendor-neutral perspective. The Certified Ethical Hacker certification will fortify the application knowledge of security officers, auditors, security professionals, site administrators, and anyone who is concerned about the integrity of the network infrastructure. |

Figure 7.4-9. Security Certifications.



DPW benefits from Deloitte's Security certifications because:

• Our security practitioners understand and implement the latest industry accepted security standards that fit each of DPW's needs

As you can see from the information provided in this section Deloitte makes a significant investment in our people with respect to continuing education and industry certifications. This investment reveals itself to our clients in the qualified people delivered to serve on their projects and our industry leading practices clients are able to leverage to solve their toughest challenges.





7.5 Subcontractor Information



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II Page

RFP Reference: II-4. Prior Experience

Offerors must provide similar organizational background information on subcontractors (exclusive of affiliates). If an Offeror is proposing to use the services or products of one of its subsidiaries or affiliated firms, the Offeror must describe the business arrangement with that entity and the scope of the services to be provided by that entity.

Offerors must provide similar organizational background information on any significant subcontractor (exclusive of affiliates). A significant subcontractor is defined as an organization undertaking more than ten (10%) (on a total cost basis) of the work associated with the respective Lot of this RFP.

Deloitte is the prime vendor (Offeror) that will deliver and implement the Technical Support Services to support DPW's strategic business systems while providing assistance in promoting and expanding DPW's service adoption strategy.

Deloitte Consulting LLP is the Deloitte subsidiary responsible for the provision of those services and is the only entity with potential liability for any claims that may arise in connection with such services. Deloitte Consulting LLP may engage other subsidiaries of Deloitte in delivering services on the contract.

- Deloitte & Touche LLP
- Deloitte Financial Advisory Services LLP
- Deloitte Tax LLP

As an example, Deloitte & Touche LLP provides Security and Privacy services as part of its Advisory Enterprise Risk Services offerings. Deloitte Consulting proposes to engage Deloitte & Touche LLP's Security and Privacy services as part of the RFP response. Specifically, the Security and Privacy services include:

- Establishing enterprise-level security and information risk management systems
- Enabling Identify and Access Management solutions and enabling single sign-on across systems
- Assessing, designing, developing and integrating infrastructure security solutions
- Evaluating, designing and implementing privacy programs



- Providing enterprise application security and control design, implementation and remediation services
- Performing application and infrastructure vulnerability testing to identify and mitigate vulnerabilities.

We extend the proposed team with subcontractor firms that will provide DPW-proven staff to augment project teams. Further, these firms bring experience with DPW and specifically iCIS, HCSIS, PELICAN, PACSES, and Enterprise Services, including its business processes, systems, technologies, and established working relationships.

Our subcontracting approach implements DPW's **small business program** goals and contributes to the economic development of the Commonwealth. Deloitte will be the single point of contact with overall accountability for the successful delivery of services.

None of our proposed subcontracting firms are considered a significant subcontractor as each firm will be undertaking less than 10 percent (on a total cost basis) of the work associated within Lot #6. While each of our proposed subcontractors have experience working with Deloitte on DPW projects, we are not using subcontractor experience to meet the qualifications and requirements outlined within Lot 6 of this RFP. Based on the items mentioned above and our understanding of the RFP requirements, we have not provided background information for our proposed subcontracting firms. Subcontractor background and organization information is available to DPW upon request.

Deloitte has included several Disadvantaged Business Enterprises (DBE) firms in our bid. Deloitte recognizes the importance DPW places on the DBE program and has committed a significant percentage of the work effort to these firms.

We look forward to the opportunity to continue our successful relationship with DPW and our proposed group of subcontractors.



Tab 8: Personnel Introduction

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RFP Reference: II-5 Personnel

Our staffing plan provides you with experienced resources that have unparalleled understanding of DPW. We bring a resource depth of over 400 staff with profound working knowledge of the DPWs business principles and objectives, programs and policies, and the technologies to successfully maintain the 6 business applications, 27 systems, 25 services, and more than 200 subsystems that make up the scope of this contract. Our team knows and understands your staff, programs, IT functionality, and your clients. We have been serving the most vulnerable people of the Commonwealth for over 30 years and we are dedicated to enabling DPWs vision of quality, economies of scale, and an enterprise model that delivers shared services.

Deloitte and our proposed team bring applied knowledge of DPWs applications combined with our broad national HHS experience. Our position is unique because only our team has the insight into your current business operations which will minimize transition risk and allow the combined DPW and Deloitte project teams to maintain productivity and build momentum towards implementing the Commonwealth's strategic objectives. We have carefully selected a proposed staff that has worked with you and has *current* DPW experience, as well as an Advisory and Innovation panel with leaders from our National HHS practice. As described in the foldout included at the end of this section, these leaders will provide unique perspective in national program trends and change in the IT landscape.

Unique and *Distinguishing*

Factors

Deloitte has the right mix of DPW-specific knowledge, national HHS and advanced technology experience, including:

- Knowledgeable staff with an average of 10 years in Health and Human Services systems as well as EA, SOA, new technology experience
- Established team that meets DPW Operational SLAs, and delivers Incremental Renewal Initiatives and ROI
- Special Advisory Board offering on-demand access to broad range of innovative technology, HHS, Healthcare Reform and MITA experience
- Unisys teaming partner providing specialized DPW platform knowledge and unmatched outsourcing experience

We have developed an operational model that also includes the Project Executives with whom you currently have strong relationships. They have historical knowledge of your initiatives and a clear understating of DPW's operational framework. These leaders will be available to support contract management, confirm staffing quality, manage resources, mitigate risks and monitor project scope.



The combined depth and breadth of knowledge that the proposed team brings will help you achieve your goals to expand the enterprise architecture framework and to improve business performance across agencies, thus positioning DPW enable agencies to better achieve their core missions while improving efficiencies and services that you provide to the citizens of the Commonwealth.

| Features | Benefits |
|---|--|
| Specialized staff with an average of 10 years of DPW business and systems experience as well as EA, SOA and new technologies | Improves your program results Lowers transition risk and on-going program risk Reduces risk of service interruptions to DPW stakeholders and citizens Supports DPW as leaders in technology and HHS IT service innovation |
| Established team uses ITIL and CMMi-certified processes, meets DPW Operational SLAs and also delivers Incremental Renewal Initiatives against a jointly developed strategic EA-SOA Roadmap | Lowers day-to-day operational risk while also delivering on major DPW technology modernization program and ROI Supports compliance with Commonwealth and DPW standards, methodology, and guidelines Reduces learning curves with optimized use of DPW time and resources |
| Project Advisory and Innovation Panel with on-demand access to a broad range of specialists in EA, SOA, advanced technologies, advanced IT operating models, HHS leading practices as well as new federal and state Health Care Reform and MITA initiatives | Provides flexible, cost-effective approach for obtaining new ideas and specialist guidance to proactively address business, technical, and legislative changes Speeds delivery of value and reduces program risk |
| Unisys as a teaming partner, providing specialized knowledge of DPW platforms and unmatched operations and outsourcing experience | Reduces program risk |

Figure 8-1. Features of Our Personnel Staffing Approach and Benefits.

These experiences of our proposed team and the working knowledge of DPW's business improve our performance, reduce project risks, and better support migration to DPWs vision and operating model. For example, our approach reduces the time it takes to scope and implement the various phases of the SDLC to provide solutions that better meet the Commonwealth's business needs. It also produces more accurate requirements analysis and functional design, improves the Commonwealth's ability to respond faster to policy and business changes with system solutions, and reduces the risk of implementing solutions that disrupt operations and negatively affect customer service.





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Figure 8-2. What Deloitte Brings to DPW.

Deloitte brings a unique mix of knowledge of DPW's current applications as well as National HHS experience to build a powerful team for DPW.

As you transition into a multi vendor model, we bring the insight and experience to assist you. We have experience working on multi vendor HHS initiatives in a variety of projects across more than 20 states. We understand your business and the systems, technologies, people, processes, standards, policies and operating rhythm that enable the administration of your public assistance programs. Our proposed staff also brings established working relationships with DPW's program offices and stakeholders in close collaboration to conduct feasibility studies, system requirements and general systems design of the Commonwealth's six business applications that includes 27 business systems and more than 200 subsystems.

Our proposed team is also supported by an account team that has performed successful projects with many other PA agencies, such as the Office of Information Technology. Our experience with the Department of Administration allows us to bring insight to DPW for IT standards and products, keeping you compliant with the statewide standards.



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Figure 8-3. What Deloitte Brings to DPW.

Deloitte brings profound knowledge and years of experience of DPW's current applications to help DPW achieve its goals.

We have worked with you to successfully implement your most important program initiatives, as well as design, build and implement technology solutions that have improved client service delivery. We understand that you place importance on valuable service for clients, increasing access through self service, and increasing staff support though updated technology. As collaborative business partners and neighbors, we are also invested in providing improved resources for your staff and increasing quality services for the citizens of Pennsylvania.

The graphic below shows how we have divided our 79 - plus proposed staff to allow for the most effective use of resources. Each staff member being proposed has DPW experience. We believe that this mix of staff is the most suitable to provide support as you transition to a multi-vendor model.

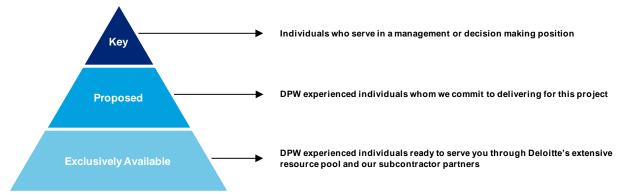


Figure 8-4.Categories of our Proposed Staff.Deloitte has proposed the right staff to enable your vision for the future.

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We have been a part of your team to expand shared services. We have worked with you to streamline programs to reduce replication across service domains. We helped stand up ITSS five years ago, and we are dedicated to help stand up the rest of the organizations as you continue to move towards shared service expansion.

- Our proposed team understands your goal to move towards an enterprise architecture framework, including the further implementation of a service oriented organization. We have assisted DPW accomplish your enterprise goals, such as helping to establish Enterprise Incident Management and Enterprise Rate Management.
- We understand the need to strive for higher levels of CMMI standards and are dedicated to achieving the efficiencies that these can bring to an organization. Many of our proposed staff are intimately familiar with CMMI mature processes and the incorporation of this maturity to enabling predictable and repeatable results that lead to system stability with reduced schedule and cost risk.
- Our staff members also bring ITIL experience on large, complex HHS systems. To further DPW's vision for IT service management and operations, we provide Randy Steinberg to DPW within our advisory panel. Randy is a leading author and authority within the development of ITIL Service Operation Design Guidelines, including the upcoming release.

Key Staff Spotlight Tim Wiest



"I am proud to present our proposed DPW team. I have selected this team based on their mix of current DPW experience, national health and human services leadership, and deep technical expertise. They are a team dedicated to helping serve the people of the Commonwealth and staff ready to work with your toughest challenges."

We know that you value effective management of your resources. We have been
collaborative business partners for the past 30 years to assist you in decision making
processes around prioritization of initiatives and resources. Our organization approach
and utilization of staff clearly allows DPW to gain economies of scale while
maintaining customer service, responsiveness, and quality.



We have also assembled a project advisory and innovation panel that comprises of staff with a broad range of program and technology innovations and operational business model experience. This panel consists of HHS program and technology specialists that are available to the Commonwealth throughout the life of the contract.

In addition, Deloitte is committed to the ongoing training and development of our staff. The American Society for Training & Development, a leading association for workplace learning and performance professionals, has awarded Deloitte with a 2009 BEST Award for "Building Talent, Enterprise-Wide", supported by the organization's leaders, fostering a learning culture. The investment we make in training our staff is in many ways an investment in our clients.

Our personnel participates in and leads trainings on topics such as System Development, ITIL and Project Management, so we are equipped with the latest and most innovative industry insights. Our commitment is to use this insight in order to better serve DPW, while helping you feel confident you are working with the brightest and best trained that the industry has to offer.

Advisory and Innovation Panel Contributions that Benefit DPW

- Provides insights and ideas from seasoned executives with technology and IT strategy experience, and policy knowledge
- Serves as a sounding board for the Portfolio Management Team and DPW leaders to discuss issues and alternatives to process and technology solutions
- Provides a national perspective and national leading practices to guide projects
- Provides experience and innovations from other states such as lessons learned from a variety of HHS projects
- Enables access to key software vendors, their tools and leading practices through our alliances
- Facilitates speedy identification and resolution of project issues

Figure 8-5. Advisory and Innovation Panel Contributions that Benefit DPW.

Deloitte brings an advisory panel with a range of knowledge and wealth of experience that will benefit DPW.

Our proposed **Key** staff meets the Commonwealth of Pennsylvania's needs as evidenced by their respective educational and work experiences, demonstrating their qualifications to perform the functions associated with their proposed role. The table below highlights the years of HHS, IT and DPW experience that our key staff brings from across several states.



Key Staff Experience

Contract and Project Management

| Years of Experience | е | | | | |
|---------------------|-----|----|-----|----------------------------|---------------------|
| | HHS | IT | DPW | States | Current DPW Project |
| Wiest, Tim | 24 | 28 | 20 | PA, WI, FL, NH, OH, DE | PACSES, PMO |
| Sekhar, Sundhar | 18 | 20 | 10 | PA, WI, MA, NH, GA, WV, NM | iCIS, PMO |
| Keller, Mick | 9 | 24 | 9 | PA, MN | iCIS |

Figure 8-6. Contract and Project Management Experience.

Project Executives

| Years of Experience | | | | | |
|-------------------------|-----|----|-----|-------------------------------|---------------------|
| | HHS | IT | DPW | States | Current DPW Project |
| Sekhar, Sundhar | 18 | 20 | 10 | PA, WI, MA, NH, GA, WV, NM | iCIS, PMO |
| Brown, Neil | 5 | 21 | 5 | PA, MA | PELICAN |
| Howard, Pat | 15 | 20 | 10 | PA, DE, MA | HCSIS |
| Subramanian, Srinivasan | 10 | 23 | 10 | PA, FL, IL, MA, KY | DTSS/ITSS |
| White, John | 10 | 18 | 4 | PA, OH, IN, MN, MA | PACSES |

Figure 8-7. Project Executives Experience.

Portfolio Coordination Team

| Years of Experience | | | | | |
|---------------------------|-----|----|-----|---------------------|---------------------|
| | HHS | IT | DPW | States | Current DPW Project |
| Carreras, Marty | 12 | 12 | 6 | PA, WI, Federal HHS | iCIS |
| Hartman, Doris | 25 | 12 | 12 | PA | PACSES |
| Suguna, Sundaravadivel P. | 13 | 16 | 7 | PA, WI, VA | PELICAN |
| Sullivan, Meghan | 9 | 11 | 6 | PA, WI, MI, DE, MA | HCSIS |

Figure 8-8. Portfolio Coordination Team Experience.



Application Maintenance and Modifications Team

| Years of Experience | | | | | |
|---------------------|-----|----|-----|------------------------|---------------------|
| | HHS | IT | DPW | States | Current DPW Project |
| Arya, Satya | 20 | 29 | 20 | PA | iCIS |
| Bowers, Shawn | 4 | 4 | 4 | PA | iCIS |
| Dalal, Prerana | 2 | 2 | 1 | PA | Child Welfare |
| Demchak, Andrew | 6 | 6 | 6 | PA | iCIS |
| Gordon, William | 5 | 6 | 2 | PA | HCSIS |
| Hoover, Craig | 6 | 7 | 3 | PA | PELICAN |
| Kravanis, Michael | 11 | 15 | 11 | PA | PACSES |
| Mittal, Ujjwal | 2 | 20 | 2 | PA | PACSES |
| Mardorff, Matthew | 7 | 10 | 7 | PA | HCSIS |
| Raza, Shahid | 8 | 8 | 1 | PA, IN, AZ, CA, DC, TN | PELICAN |
| Santiago, Luis | 2 | 14 | 2 | PA, MA, Puerto Rico | HCSIS |
| Whitman, Donna | 12 | 12 | 0 | CA, TX, MA, DC, AL, TN | Child Welfare |

Figure 8-9. Application Maintenance Team Experience.

Information Technology Shared Services (ITSS) and Direct Technology Support Services (DTSS)

| Years of Experience | | | | | |
|----------------------------------|-----|----|-----|------------|---------------------|
| | HHS | IT | DPW | States | Current DPW Project |
| Balasubramanian, Bharanedaran | 3 | 5 | 3 | PA | DTSS/ITSS |
| Beck, Thomas | 10 | 15 | 10 | PA, CO, DE | DTSS/ITSS |
| Zahorchak, Jeff | 5 | 7 | 5 | PA, CO | DTSS/ITSS |

Figure 8-10. Key Staff bring experience to DPW.



These qualifications are unmatched by our competitors and show why Deloitte is uniquely positioned to work with the Commonwealth. The following table summarizes how these unique qualifications and experience will benefit DPW in helping the Commonwealth achieve success

Deloitte's Team Experience – Unmatched by Any Other Vendor



Experienced

- 400 staff with current DPW experience, ready to be deployed
- 2000 combined years of DPW experience
- Multi-vendor HHS projects completed in over 20 states



Committed to Central Pennsylvania

- More than 70% of our proposed staff live in the Harrisburg area, and a significant portion of the remaining staff are from Pittsburgh and Philadelphia
- Our Public Sector Delivery Center in Camp Hill, brings employment and economic growth to Central Pennsylvania



Knowledgeable About Your Business

- · 6 Business Applications
- · 27 Business Systems
- Over 200 Subsystems
- More than 25 services
- · More than 50 components of technology
- Latest COTS products expertise to understand your 18 COTS products including Corticon and Adobe

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Figure 8-11. Deloitte Brings Experience, Commitment and Knowledge to DPW.

Deloitte brings unmatched DPW and HHS qualifications that no other vendor can bring to the Commonwealth.



Deloitte has a history with the Commonwealth that has deep roots which gives us a strategic advantage to understand your needs to maintain and upgrade your systems. We have been a part of your team and have insight to historical decision making processes and system development. As illustrated in the table below, we bring unmatched experience to DPW.

| | Years of Combined Experience | | | Years of Combined Experience | |
|----------------------------------|--|-------|-----------------------------|---------------------------------|------|
| Area | Within PA | Total | Program | Within PA | Tota |
| Integrated Eligibility | 798 | 951 | TANF | 748 | 818 |
| Obild Own a set | 620 | 740 | Food Stamps/SNAP | 662 | 758 |
| Child Support | 639 | 748 | Medicaid | 676 | 808 |
| Child Care Provider | 413 | 454 | Fuel Assistance | 254 | 268 |
| State Healthcare Case Management | 356 | 473 | Child Care | 428 | 498 |
| managomont | The second secon | | School Meals | 117 | 121 |
| | | | СНІР | 179 | 205 |
| | | | Home and Community Services | 434 | 484 |
| | | | Waiver Programs | 356 | 380 |

Figure 8-12. Deloitte's Experience with DPW Systems. Deloitte's team has unparallel experience and history with DPW's systems.

PA_DPW-1355_2

As a result of this experience, we have a profound understanding of DPW's business systems and what it takes to move these systems towards modernization.

We have assembled an experienced and talented team that is committed to the success of DPW's vision. In the sections that follow, we proudly introduce the proposed Deloitte members along with the experience and skills they bring. We provide additional detail on our team and responses to comply with DPW's Personnel requirements.



8.1 Personnel Information



PA DPW-120a 2

II Page

RFP Reference: II-5. Personnel

Over the past 30 years, Deloitte has provided a strong team to oversee your most critical initiatives. We have collectively built a community centered around DPW's mission to protect and serve Pennsylvania's most vulnerable people. We will continue to deliver local staff members who bring current knowledge of DPW, as well as national experience, into Pennsylvania.

Our proposed team has more than 1000 combined years of experience serving DPW. Working closing with the Commonwealth, members of this team have helped to successfully implement 27 systems across six business applications.

Unique and Distinguishing Factors

- Our proposed team of more than 100 staff is in place and ready to serve you
- Our proposed team is lead by Project Executives with more than 70 years of combined DPW experience

| Features | Benefits |
|--|--|
| Innovation "in-sourcing" by providing staff with direct experience, or through internal firm knowledge transfer program, of Deloitte's more than 100 HHS projects including 18 integrated eligibility systems in 13 states | Apply established system integration approaches and innovative IT models used in other large states that lower DPW risk and cost Speeds delivery of value Reduces learning curves |
| Committed partner vs. opportunistic vendor, where the firm and its local staff brings more than 30 years of experience working with over 20 Commonwealth agencies and departments | Better service to DPW staff Optimizes use of DPW time and resources through in-depth understanding of Commonwealth business processes, systems, organization, and operating rhythms Increases confidence in success and lowers risk based on prior successes |
| Team with appropriate skills and experience that align with DPW's RFP requirements and new multi-vendor operating model, and uses a collaborative approach | Optimizes operational efficiency, and delivery of Incremental Renewal Initiatives and EA-SOA strategy at lower risk to DPW Reduces transition and on-going program risk |

Figure 8.1-1. Features and Benefits of Our Approach to Personnel and Staffing.

II-6



II

RFP Reference: II-5. Personnel

Include the number of executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc., who will be engaged in the work. Show where these personnel will be physically located during the time they are engaged in the Project.

Our proposed team includes approximately 79 staff who have recent DPW project experiences. The staff will be physically located in our Camp Hill or Harrisburg, PA offices. For a list of proposed labor categories, see *Section 8.4*, *Resumes*, for individuals are provided in *Section 8.5*, and organization charts and staffing charts that list individuals by role are found in the *Tab 6* subsections.

Listed below are the numbers of executive and professional staff who will drive our projects with the Commonwealth to success. These leaders and team members will work within and across teams to deliver results indicative of our 30 year history working with the Commonwealth of Pennsylvania, while leveraging the diversity and talent of a worldwide business consultancy.

| Role | Number of Employees | Physical Location |
|-----------------------------|---------------------|----------------------|
| Application Adoption Lead | 1 | Harrisburg/Camp Hill |
| Application Developer | 12 | Harrisburg/Camp Hill |
| Application Team Lead | 13 | Harrisburg/Camp Hill |
| Chief Application Architect | 1 | Harrisburg/Camp Hill |
| Chief Database Architect | 1 | Harrisburg/Camp Hill |
| Chief Functional Architect | 1 | Harrisburg/Camp Hill |
| Chief Security Architect | 1 | Harrisburg/Camp Hill |
| Contract Manager | 1 | Harrisburg/Camp Hill |
| ITSS and DTSS Team Member | 1 | Harrisburg/Camp Hill |
| PMO Team Member | 1 | Harrisburg/Camp Hill |
| Portfolio Coordinator | 4 | Harrisburg/Camp Hill |
| Project Control Analyst | 8 | Harrisburg/Camp Hill |
| Project Executive | 5 | Harrisburg/Camp Hill |
| Quality Assurance Lead | 1 | Harrisburg/Camp Hill |
| Sr. Developer/Analyst | 27 | Harrisburg/Camp Hill |
| Systems Architects | 1 | Harrisburg/Camp Hill |

Figure 8.1-2. Deloitte Staff by Role and Location.

The Proposed Deloitte Staff will be located in the Harrisburg and Camp Hill Areas.

These leaders and team members will work within and across teams to deliver results indicative of our 30 year history working with the Commonwealth of Pennsylvania. Taken as a whole, the proposed roles offer a breadth of services and perspectives,



these roles will be staffed with practitioners who have a range of knowledge and experience across Commonwealth of Pennsylvania initiatives.

Deloitte has continued to bring talented and diverse individuals, along with economic growth to the area. Beginning in 1995, Tim Wiest began to establish the Deloitte presence. At that time, it was only Tim and two others in the new Harrisburg office who served the Commonwealth of Pennsylvania. Today, with Tim's leadership and guidance, the same office has grown to some 400 professionals who call Harrisburg home and serve the Commonwealth every day.



In 2009, **Tim Wiest** was named one of the Top 25 Consultants in North America by Consulting Magazine for Excellence in public sector.

Our team consists of people who are dedicated to their professional life but they are also individuals who are committed to their community. Not only does each Harrisburg staff member participate in Impact Day, a national day of service in local communities each June, but the majority of us are also active in the community year-round. Many of our staff not only partake in community service events and fundraisers, but also attend support local human services organizations and coach youth sports.



Suguna Sundaravadivel was responsible for managing the successful coordination of four case simulations featuring real-life projects for a project management class at the Penn State University's College of Information Sciences and Technology. Suguna's great deal of energy, commitment and experiences enabled this effort to be a success for the 60 students in the course.



Srini Subramanian has been actively involved with the Junior Achievement program in which he taught a series of courses on Personal Finance to 6th graders at East Pennsboro Middle School, Enola. In addition, Srini has also been an integral part of other service organizations, such as being a member of the advisory council the for the IST program at Penn State University, York Campus for 4 years. He has had various roles on the Board of Trustees at the Hindu American Religious Institute and has served as the secretary for the Harrisburg Area Tamil Sangam.



Marty Carreras is a Computer Science and Engineering graduate of Penn State University. Throughout his 12 year career with Deloitte, Marty has maintained a committed presence at his alma matter, involved with leading undergraduate recruiting activities throughout the Fall and Spring semesters. He regularly participates in the full-time and internship interview processes and is responsible for initiating Deloitte's classroom-based events. Collaborating with faculty on campus, Marty and his teams have facilitated semester-long case studies that augment



student's learning of their course material focused on effective project management and emerging computing technologies. He also helps faculty enrich the learning experience for students by bringing in industry specialists to provide their perspectives on hot technology and business process automation trends.

Our commitment to the Central Pennsylvania community has grown as our local office has grown under the leadership of Tim Wiest, the proposed Quality Assurance partner for this project.

Deloitte has demonstrated a history of strategic project vision, technical experience and technology adoption success enabled by teaming and information sharing. Our team of proposed staff are here to assist DPW to deliver value to the people of Pennsylvania long into the future.



Deloitte. We Deliver Deep Program and Innovation Expertise to DPW

Advisory and Innovation Panel

"Deloitte brings the most powerful and innovative people in the industry to the Commonwealth to guide DPW towards becoming a national leader in health and human services.

"Great leaders recognize that companies must innovate to remain competitive, and they nurture environments that encourage creative thinking. Innovation is rarely accidental — it takes an organizational commitment that starts at the executive level. The idea is not enough." (Balestero, 2008) Gregory Balestrero is the current President and CEO of the Project Management Institute.

"Innovation is the multi-stage process whereby organizations transform ideas into new/improved products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace" by Baregheh et al.

Our Advisory and Innovation Panel is a compilation of a wide range of expertise in modern thinking and most up-to-date strategy, to help DPW to achieve their goals and better serve the people of the Commonwealth. Our expert panel of advisors covers the major industry and technology development areas including but not limited to HHS Program and Policy, IT strategy and delivery, implementation strategy, and communications approach. We will bring the best practices from commercial, state and federal sector to PA through this panel.



Dr. Wade F. Horn

Dr. Horn was the former assistant secretary for the Administration for Children and Families (ACF) at the U.S. Department of Health and Human Services (DHHS). In that position, he oversaw more than 60 federal programs aimed at improving the well-being of children and helping families achieve self-sufficiency, including child welfare, child support, child care and adoption. While at ACF, Wade's achievements included: increasing the effectiveness of Head Start and early childhood education programs and promoting positive youth development. Wade also was a presidential appointee to the National Commission on Children, a member of the National Commission on Children and Children

Wade currently serves as Deloitte's Human Services market leader. In this role, he works collaboratively with industry leaders on innovative strategies for the Human Services industry and serves as a key adviser to Deloitte's health and human services clients. He speaks and participates at numerous national conferences and sits on the boards of various organizations. He drives the firm's point of view on Health Care Reform (HCR) such as, Medicaid Expansion, simplification of Medicaid and CHIP and their impact on program delivery for the state, and in tegration of insurance exchanges. He also is a thought leader in Work participation, Energy Assistance, and TANF reauthorization.

Wade has served PA in the past. The DPW secretary brought in his Work Participation point of view to OIM and he also delivered a presentation related to HCR to Pennsylvania's Bureau of Information Systems. He looks forward to a continued relationship with DPW.



Dr. Paul Keckley

Dr. Keckley is considered one of the country's leading experts on U.S. Health Care Reform. He has testified before Congress on health issues, and most recently facilitated a series of meetings for the White House Office of HCR with AHA, AHIP, PhRMA, AMA, and other trade organizations to identify mechanisms to reduce costs without compromising quality and access.

Paul is a member of numerous groups including Health Executive Network, Healthcare Strategy Institute, and the Healthcare Leadership Council. He has authored three books, over 25 whitepapers, and more than 200 articles, and publishes the Deloitte Monday Health Reform Memo. He has been the keynote speaker in major national meetings like the American College of Health Executives, Medical Group Management Association, World Hospital Association, Medical Travel Association, National Quality Forum and others

Paul brings a perspective on HCR that is more holistic, end-to-end delivery in terms of how delivery of Health Care services will impact health of citizens and hence, the state. He leads Delo itte's Center for Health Solutions, the healthcare research arm of Delo itte that publishes numerous points of views on health issues.



Margot Bean

Ms. Bean served as the Commissioner of the Federal Office of Child Support Enforcement in the Administration for Children and Families, within the U.S. Department of Health and Human Services. In this role, she oversaw numerous technology solutions designed to enhance service delivery, including reviewing and approving RFPs, certifying California's automated child support system and developing a model automated case processing and financial system. She also created and implemented a national initiative resulting in a national increase in collections performance on two key measures.

Margot's focus is on helping state governments develop and maintain high performing child support enforcement programs that are responsive to customer needs and compliant with federal laws, regulations and reporting requirements. Her state government experience includes the states of Georgia, Kentucky and Indiana.

She has been actively participating in the visioning session on Child Support in Pennsylvania and will bring her latest ideas to the Commonwealth Child Support Program for a better future.



Randy Steinberg

Mr. Steinberg has over 25 years of extensive hands-on IT Service Management and operations experience gained through many clients engagements around the world. He is the co-author of an ITSM Methodology and Operational Framework formerly used by a major Big 4 consulting firm worldwide. He was an early ITIL champion and served as Global Head of Service Management for a worldwide media company with 176 operating centers around the globe. Randy is also the author of several highly acclaimed ITIL books: Implementing ITIL, Measuring ITIL, Servicing ITIL and Architecting ITIL. He has also been a frequent speaker around the U.S. for a number of national organizations that focus on IT Service Management.

Randy is the lead architect of the next ITIL framework, and will help the Commonwealth have first access to the related information and is committed to helping PA's vision to implement the best of industry's framework and methodology.



Jane Griffin

Ms. Griffin has over 30 years of IT experience, with a primary focus in enterprise information management, business intelligence, and data warehousing (BI/DW). Throughout her career, she has developed and led the BI/DW practice in numerous key consulting engagements. She has assisted and advised clients in public sector, health care, financial services and telecommunications in designing, developing, and implementing technology and business processes to efficiently leverage information within and between their organizations. Through her speaking engagements and publications in leading trade journals, Jane has become internationally eminent in information management, data warehousing and business intelligence. She maintains high-level relationships with leading vendors in the business intelligence and data management space. Her articles have been featured in more than 150 trade journals. She speaks internationally on master data management, data warehousing, and data quality and enterprise information strategy.

Jane is available to support DPW by leading brainstorming sessions and workshops to bring next level information strategy and best practices from commercial, state and federal industry. As DPW moves into the new administration, her expertise would be beneficial in supporting efforts to translate data into information, perform data analysis, conduct predictive analysis, and make PA a leader in Enterprise Information Management (EIM).



Lt. General Harry D. Raduege (USAF, Ret)

Harry retired after serving 35 years in the U.S. military. He worked in the areas of LT. Raduege retired after serving 35 years in the U.S. military. He worked in the areas of technology, including telecommunications, space, information and network operations. In his last position, he led Department of Defense net-centric operations as the director of the Defense Information Systems Agency. In that role, he directed planning, engineering and implementation of interoperable communications and intelligence systems serving the needs of the President, the Secretary of Defense, the Joint Chiefs of Staff, combatant commanders and the military services. He was also appointed by the secretary of defense as the commander of the Joint Task Force for Global Network Operations and as deputy commander for Global Network Operations and Defense for the U.S. Strategic Command. In these roles, he was the first commander assigned responsibility for directing the operation and defense of the Global Information Grid to ensure timely and secure net-centric capabilities across the entire department.

Recently, Harry visited the Commonwealth of Pennsylvania for a series of learning sessions and client meetings for the Commonwealth of Pennsylvania account team. He met Commonwealth CIO and Secretary of Administration and account leadership, and discussed trends in other states. He will continue to bring his counter intelligence concepts to PA to help protect confidential information.



Mark Ford

Mr. Ford's experience in information security goes back more than 22 years, beginning when he was an officer in the U.S. Army Military Intelligence Corp. His experience includes 12 years of information security and controls consulting with public accounting firms. In those years, he has had extensive experience in assessing, designing and implementing Enterprise Security and Controls solutions for a multitude of commercial and government clients. These experiences include the assessment and integration of solutions from technology solutions such as Web Single Sign-On or user account provisioning to broad-based risk management and control frameworks that help clients address major compliance requirements such as HIPAA and Sarbanes-Oxley.

In 2007, Mark was named one of the "Top 59 Most Influential Security Experts of 2007" by ITsecurity.com. He is also a Certified Information Systems Security Professional (CISSP). He served as QA advisor around security in our last contract with DPW and will continue to perform and help DPW to strategize for the next level.



Nicole G. Fuller

Ms. Fuller is a Principal in the Public Sector practice with Deloitte Consulting, LLP. She is a leader in the State Government, Health & Human Services practice and is an expert in the delivery of large scale systems integration projects that support public service organizations. With experiences as a Municipal Manager before starting her consulting career, Nicole has integrated her governmental knowledge, business process, organizational assessment, with technology integration to deliver large complex technology projects over the last 18 years.

Throughout her career, Nicole has led a number of strategic and technology initiatives for public sector clients in systems development. Over the last 12 years, Nicole has focused on the implementation of Statewide Automated Child Welfare Information Systems (SACWIS). She has led the implementation of a large health and human service case management solutions for the State of Alabama, Maryland, Tennessee, Alleghany County, PA, Oregon, and the District of Columbia. She is currently serving DPW as the engagement principal on PELICAN.

Nicole has a Master of Social Work degree and has worked to deliver clinical services to constituents, developing child welfare programs and serving as a manager in a public sector organization. Combined with her 14 years of large scale system implementations, she will provide DPW with her family and children program, organizational, and systems integration experiences in the maintenance and enhancement phases of the DPW projects.

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Figure 8.1-3. Deloitte Delivers Program and Innovation Capability to DPW.

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8.2 Organization Chart



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II Page

RFP Reference: II-5. Personnel

The Offeror must include an organizational chart specific to the personnel assigned to accomplish the work described in the respective Lot of this RFP. The organization chart must illustrate the lines of authority, designate the individual(s) responsible and accountable for the completion of each component and deliverable in the respective Lot of the RFP, indicate the names of the personnel that will be assigned to each role, and the number of hours per week each person is projected to work on the project. The organizational chart must clearly indicate any functions that are subcontracted along with the name of the subcontracting entities and the services they will perform.

Deloitte stands side by side with DPW in your transition to a new operating structure as laid out in the RFP. Our team brings the right mix of experiences and flexibility supporting DPW's desire to move to a more enterprise-oriented organization, while still maintaining critical support for the day-to-day operations of the program offices.

We have invested significant thought and planning in preparing the organization chart presented in this proposal – and we believe our proposed structure will help DPW move forward in achieving its future goals. However, the structure we have developed is a proposed structure; we look forward to the opportunity to work with DPW during the Orientation phase to refine and modify this structure as we work together to operate in the new model.

Unique and Distinguishing

Factors

- Organization strategy that fully supports RFP, aligns with DPW organization, and continues migration to effective enterprise/shared services model
- Strategic use of teaming partners, such as Unisys, for specialized skill sets and streamlined service delivery
- On-demand access to additional resource pool of technology and HHS specialists via the Advisory and Innovation Panel



| Approach | Benefits |
|---|---|
| Uses a hybrid organization strategy that fully supports RFP requirements, aligns with DPW organization, and continues the migration to an enterprise-level, SOA approach based on common business functions and shared services | Increases efficiency and economies of scale Reduces transition and on-going program risk Reduces risk of service interruptions to DPW stakeholders and citizens Supports DPW as leaders in HHS IT service innovation |
| On-demand access to additional firm-wide specialists in advanced technologies, IT operating models, and HHS leading practices through Project Advisory and Innovation Panel | Extends shared service concept using a flexible, on- demand model for obtaining additional guidance and insights Speeds delivery of value and reduces program risk |
| Leveraged use of strategic business relationships, such as Unisys, for delivery of specialized resources and delivery of services to DPW | Provides strategic management of specialized resources and cost-effective delivery Speeds delivery of value Reduces program risk |

Figure 8.2-1. Our Organization Structure Approach and Benefits to DPW.

In developing this organization chart we:

- Assessed the requirements of the RFP
- Considered DPW's stated goal on page I-1 of the RFP to "support DPW's strategic business systems while concurrently providing assistance in promoting and expanding DPW's service adoption strategy"
- Evaluated what is working currently and what could be improved from the current organizational structure
- Determined how to incorporate the key factors of a high performing organization (described in callout box)

As DPW continues its transition - first started over ten years ago with the introduction of its Human Services Network (H-Net) - from traditional silo systems to the use of common business functions and shared services, the organization has the opportunity to recognize tremendous benefits.

Have you heard?

According to the Government Accountability Office (GAO), the characteristics of a High-Performing Organization are:

- Clear, well-articulated, and compelling mission
- Strategic use of business relationships
- Focus on needs of clients and customers
- Strategic management of people

Source: Comptroller General's Forum: High Performing Organizations, February 2004



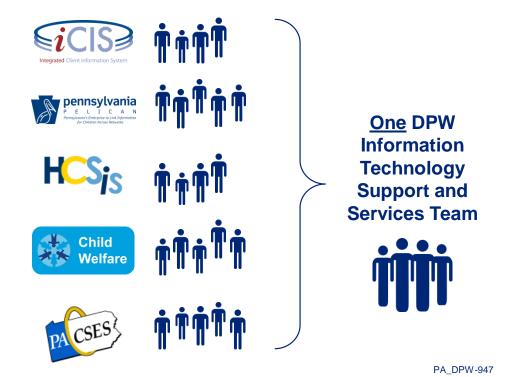


Figure 8.2-2. Continued Transformation of DPW's Portfolios.

With this procurement, DPW has the opportunity to continue to transition from a system-orientation to a services orientation of its portfolio.

However, such a transition must also balance some of the inherent risks in such a model – namely, that the organization maintains its ability to fully support the needs of the program offices and the diverse citizens in need of services. In order to address these potential risks, we considered a number of different options for the organization of our proposed team. Those options are described in the table below along with examples, benefits and risks of each model.

| Type of Organization Model for an Information Technology Organization | Example | Benefits | Risks |
|---|--|--|---|
| Portfolio/Customer | Health Child | Maintains focus on customer | Reduces ability to recognize economies of scale |
| Application/System | PELICAN Pre-K Counts Child Support Web site | Encourages knowledge of program office business and supporting application | Development and management of enterprise services may be more challenging |
| Function/Services | Client Management Provider Management | Allows for experience to be developed and is in- line with services oriented architecture | May result in lack of end-to-end process accountability and/or ownership |



| Type of Organization Model for an Information Technology Organization | Example | Benefits | Risks |
|---|------------------|---|--|
| Competency | .NET Corticon | Can help recognize economies of scale and mobility of resources | Increases risk that system changes are not consistent with programmatic, policy, and functional need |

Figure 8.2-3. Different Options for the Organization of Our Proposed Team.

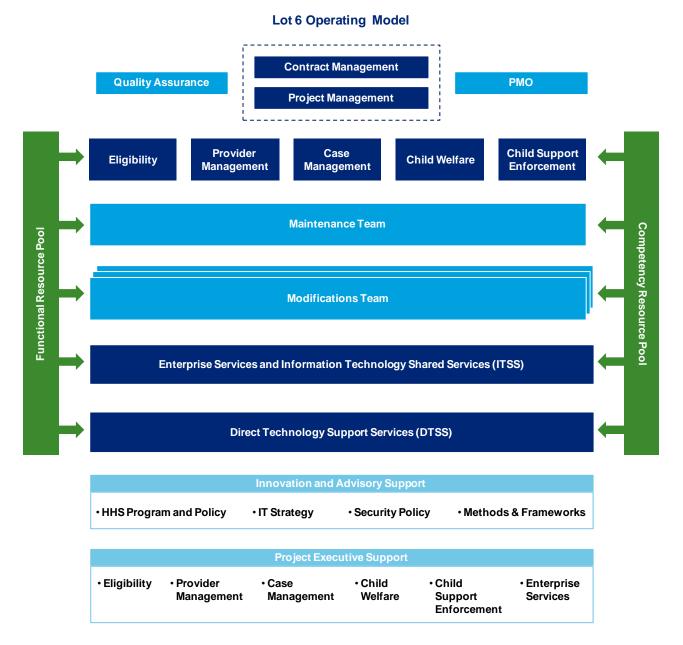
As we reviewed each organization model, given the diverse need, we believe these models apply to DPW depending on the focus and team composition. This we believe will help DPW achieve its goal for optimizing technology service provision while continuing to support the program offices.

Our proposed operating model consists of the following core teams:

- Contract and Management Team
- Portfolio Coordination Team
- Application Maintenance Team
- Application Modifications Team
- Information Technology Shared Services and Direct Technology Shared Services
 Teams
- Project Executives
- Advisory and Innovation Panel

These teams are illustrated in the Operating Model below:





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Figure 8.2-4. Continued Transformation of DPW's Portfolios.

With this procurement, DPW has the opportunity to continue to transition from a system-orientation to a services orientation of its portfolio.

Each one of these teams is organized in a way to maximize the benefits and minimize the risk to DPW and its programs.



| Team | Description of Team | Operating Model Approach |
|------------------------------------|--|--|
| Contract and Project Management | These Deloitte leaders will maintain general oversight of DPW initiatives, including the responsibility of managing timelines, documenting project progress, mitigating project risk, and overseeing deliverables. Their knowledge of the Commonwealth's history and culture will allow Deloitte to prioritize client requests, be most flexible to client needs, and collaborate with the Commonwealth to help deliver effective project execution. | For Contract and Project Management, the team is organized by Competency. It is critical that Contract and Project Management services are standardized across the project in order to recognize economies of scale and support consistent practices to support effective overall information technology program management. The key competencies, as called out in the operating model include Quality Assurance, Contract Management, Project Management Office, and Project Management. |
| Project Executives | Our team of project executives works closely with each portfolio to oversee the included applications and systems. This team includes Deloitte leaders with significant information technology experience and programmatic experience. | At the first level in the organization, we have organized by Portfolio. We have proposed that we organize at this level by portfolio in order to facilitate the smooth implementation of the lot structure while maintaining appropriate levels of support to the program offices. |
| Portfolio Coordination Team | Our Portfolio Coordination Team is critical to the success of DPW's new multi-vendor model. They have been selected based on their knowledge of program operations as well as their systems development experience. | The Portfolio Coordination team mirrors the composition of the Project Executive team, organized by Portfolio. |
| Application Maintenance | Deloitte's Application Maintenance team coordinates with DPW staff and stakeholders to triage requests from within the Department and the field. This group is led by a seasoned team of practitioners skilled in project management and technical experience. The Maintenance team also manages Deloitte's resources to make sure that technical issues are resolved effectively and are prioritized to meet DPW's most pressing needs. | The Maintenance Team is organized by Application and Domain knowledge. Experience and knowledge of DPW architecture standards, design methodologies, and integration with the Lots 1-5 and Lot 7 vendor will provide DPW with the knowledge of the systems, programs it supports, and effective technology systems. |



| Team | Description of Team | Operating Model Approach |
|--|--|--|
| Application Modifications Team | Our Application Modification practitioners oversee larger application changes and integrations as new business needs and market trends arise. In this role, the team coordinates with DPW staff and stakeholders and key vendor personnel to enable strategic initiatives. This function aligns market trends with the needs of the Commonwealth and helps guide DPW information systems to deliver improved outcomes. | The Modifications Team is organized first by Initiative, then by Function. Since initiatives vary, the modifications team is built to be able to quickly assemble teams of knowledge, qualified staff to implement initiatives. Based on the nature and needs of the initiative, the initiative lead pulls from the appropriate functions and competencies to put together an integrated team. Organizing the modifications team by function also supports component re-use and services-oriented architecture. The Modifications team is organized in a what to facilitate communication with the Lot 1-5 vendors and Lot 7 vendor to provide DPW with an integrated approach to identifying and implementing program modifications to the systems. |
| Information Technology Shared Services | The ITSS team oversees the Project Releases with each DPW system and coordinates efforts across each portfolio. The ITSS team also works closely with the Bureau of Information Systems (BIS) to facilitate coordinated system architecture, migration, and security decision-making. This close relationship promotes key information sharing and encourages cooperation between various project stakeholders. | The Information Technology Shared Services and Direct Technology Shared Services teams are organized by Competency. These teams require staff with specialized skills sets; additionally, organizing by competency supports standardization across systems and efficiency of operations. |
| Direct Technology Support Services Figure 8.2-5. Operating Mo | The Direct Technology Support Services Team is integrated into DPW's technical teams and is decided full-time to DPW-BIS management. | The Information Technology Shared Services and Direct Technology Shared Services teams are organized by Competency. These teams require staff with specialized skills sets; additionally, organizing by competency supports standardization across systems and efficiency of operations. |

Figure 8.2-5. Operating Model Approach.



Based on the Operating Model, we have prepared an Organizational Chart of key staff, showing reporting relationships and organization structure. Each of the portfolio coordinators is responsible for the deliverables that comprise that portfolio.

All staff are full time during their assigned time on the project unless indicated as parttime in the profiles in *Section 8.4*. The functions are led by Deloitte staff, with the use of subcontractors to provide specialized proficiency as needed.

Details about the experience, roles, and qualifications of our key staff are found in the Staffing Narrative in Section 8.4, and Resumes in Section 8.5.



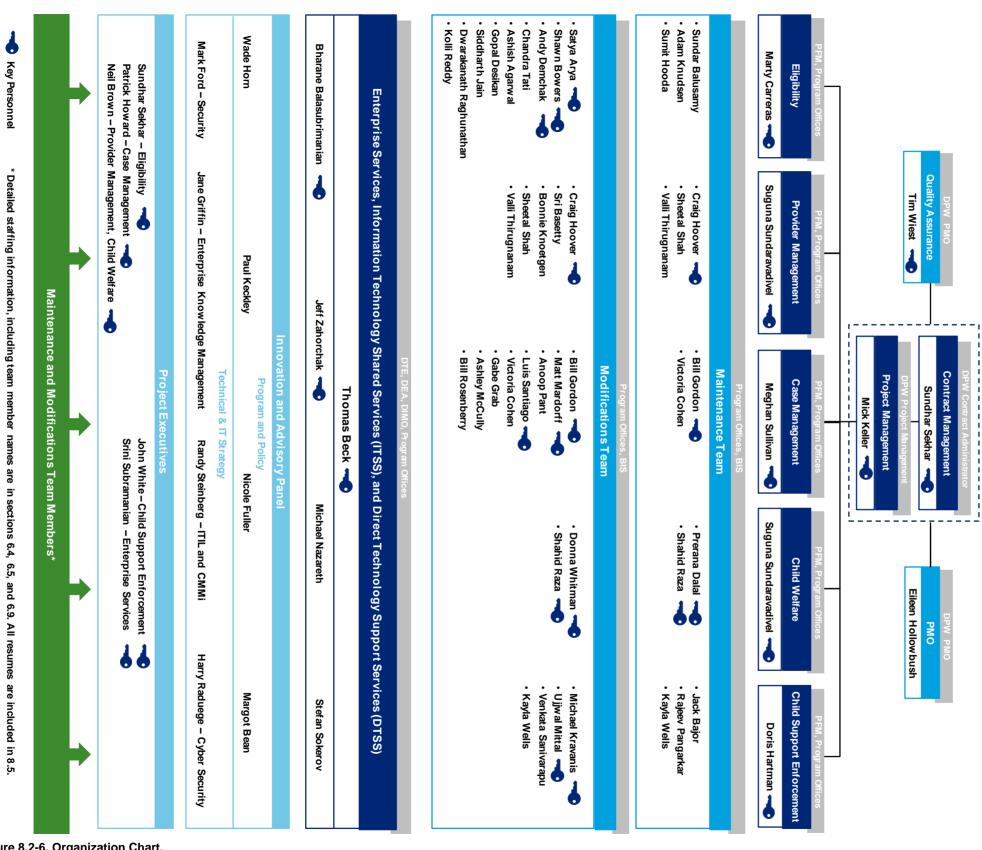


Figure 8.2-6. Organization Chart.

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Our proposed team includes staff with programmatic knowledge and current DPW experience.

Deloitte Organization Chart 8.2 Page 8.2-9 of 10

Lot 6 Organization Chart

ı

Key and Proposed Staff



Organization Chart 8.2 Page 8.2-10 of 10



8.3 Client References



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II-5 | Page | RFP reference: II-5. Personnel

A minimum of three (3) client references for each Key Staff must be identified. A maximum of five (5) client references for each Key Staff may be identified. At least two (2) of the client references for each Key Staff must be outside clients who can give information on the individuals experience and competence to perform project tasks similar to those requested in the respective Lot(s) of this RFP. Key Staff may be a member of the Offeror's organization, or any subcontractor included in the Offeror's proposal. The Commonwealth may conduct reference checks to verify the accuracy of submitted materials and to ascertain the quality of past performance. The Commonwealth may pursue any reference that may assist in completing the Technical Proposal evaluation. Reference checks shall be used in scoring this and previous sections of the RFP. Offeror's must complete Appendix I, Key Staff Reference Check template, which provides the contact information for the Key Staff Reference.

Deloitte strongly believes that past and recent performance and a continued track record are the best indicators of future success. We have developed strong relationships with all of our clients through our work and commitment to their success. Our references are diversified across states and portfolios, at executive positions in their states, and are involved in information technology projects similar to those at PA DPW.

As you will see in reviewing our reference documents, the experiences detailed are from projects of comparable in

As the premier HHS system integrator, each key staff member brings impeccable references and a track record of successful project accomplishments.

Unique and

Factors

Distinguishing

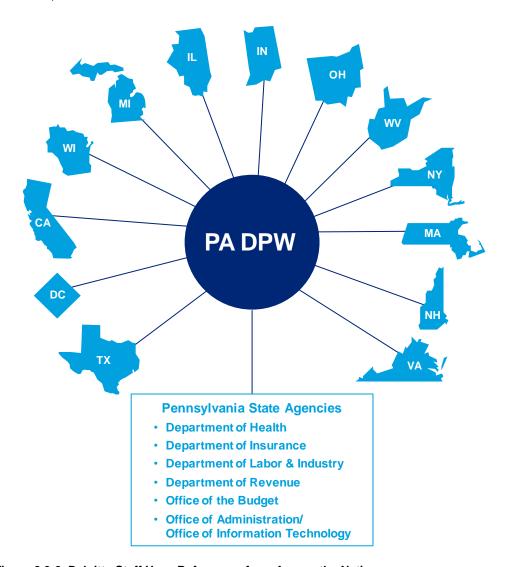
size and scope. We encourage DPW to contact all of the relevant references we have provided to hear directly from our clients about our performance, and their experiences working with Deloitte. To make this process easier, we have organized references in alphabetical order by key team member. We have also included on the technical CD a folder for each proposed staff's forms.

| Approach | Benefits |
|--|---|
| Provide references from the Commonwealth and other states of comparable size, scope and complexity | Leverages staff member's broad HHS and technology experience, lessons learned Increases confidence in success Reduces program risk |
| Use staff and provide client references exclusively from public sector vs. private sector environments | Leverages directly applicable knowledge based on unique nature of large public sector projects Increases confidence in success Reduces program risk |

Figure 8.3-1. Our Approach to Client References and Benefits to DPW.

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Figure 8.3-2. Deloitte Staff Have References from Across the Nation.

Our Key Staff offer many references from our team's experience and work in other state and other agencies in Pennsylvania .

| Key Staff Name | Proposed Role | |
|--|---|--|
| Arya, Satya | Application Team Lead | |
| Balasubramanian, Bharanedaran | Security Architect | |
| Beck, Thomas Chief Application Architect | | |
| Bowers, Shawn | Application Team Lead | |
| Brown, Neil | Provider Management & Child Welfare Project Executive | |
| Carreras, Marty | Eligibility Lead Portfolio Coordinator | |
| Dalal, Prerana | Application Team Lead | |
| Demchak, Andrew | Application Team Lead | |
| Gordon, William | Application Team Lead | |
| Hartman, Doris | Child Support Enforcement Portfolio Coordinator | |

Deloitte References 8.3 Page 8.3-2 of 191



| Key Staff Name | Proposed Role |
|------------------------|---|
| Howard, Patrick | Case Management Project Executive |
| Keller, Mick | Project Manager |
| Kravanis, Michael | Application Team Lead |
| Mardorff, Matthew | Application Team Lead |
| Mittal, Ujjwal | Application Team Lead |
| Raza, Shahid | Application Team Lead |
| Santiago, Luis | Application Team Lead |
| Sekhar, Sundhar | Contract Administrator, Eligibility Project Executive |
| Subramanian, Srini | Enterprise Services Project Executive |
| Suguna, Sundaravadivel | Provider Management & Child Welfare Portfolio Coordinator |
| Sullivan, Meghan | Case Management Portfolio Coordinator |
| White, John | Child Support Enforcement Project Executive |
| Whitman, Donna | Application Team Lead |
| Wiest, Tim | Quality Assurance Lead |
| Zahorchak, Jeff | Chief Functional Architect |

Figure 8.3-3. Key Staff Names and Proposed Roles.

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Appendix I - Key Staff Template

Satya Arya

Offeror Company Name

Deloitte

Subcontractor Company Name (If applicable)

Dunston Solutions Inc.

| Reference Organization Name | Reference Contact Name |
|---|---------------------------------|
| Commonwealth of Pennsylvania Department of Public Welfare | Eric Graves |
| | Reference Contact Title |
| | Director, OIM DAPS |
| Reference Organization Address | Reference Contact Phone |
| Bureau of Program Support Room 234 Willow Oak Building 1006 Hemlock Drive Harrisburg PA 17110 | (717) 772-7845 |
| | Reference Contact Email Address |
| | egraves@state.pa.us |

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested

| requested | |
|-----------|---|
| Name | Satya Arya |
| Title | Batch/Notices & Correspondence Track Lead |

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization

| Contract/Project Name | Strategic Business Systems – IT Bundling | | |
|-------------------------------|--|------------------------------|------|
| Contract/Project Start Date | 2006 | Contract/Project End Date | 2011 |
| Contract/Project \$ Amount | > \$400M | | |

How long has this individual had a business relationship with the Reference Organization?

Satya Arya has been working with the Department of Public Welfare since August 1989 (21.5 years)

Describe this individual's role on the contract/project, the nature of the work this individual completed, and his/her total estimate hours worked on behalf of the Reference Organization.

Satya is the iCIS Batch/Client Notices track lead. He is responsible for reviewing project priorities as well as to monitor scope of the Batch and Client Notice sub-subsystems. He performs issue resolutions with the client (DAPS and OIM Policy) as well as coordinates software changes with other DPW systems. He takes a lead role in all SDLC phases of new work-orders and project initiatives.

Estimated hours: 40,420 hours

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Describe the Contract/Project Objectives

The objective of the contract is to provide Project Management, PMO support, maintenance, modifications, operations, application Support, and ITSS assistance for the ongoing business and operational needs of the application (iCIS).

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Appendix I - Key Staff Template

Satya Arya

Offeror Company Name

Deloitte

Subcontractor Company Name (If applicable)

Not applicable

| Reference Organization Name | Reference Contact Name |
|--------------------------------|---|
| Commonwealth of Pennsylvania | George Hoover |
| Insurance Department | Reference Contact Title |
| | Commissioner of CHIP/adultBasic Program |
| Reference Organization Address | Reference Contact Phone |
| 333 Market Street | |
| 333 Market Street | (717) 772-7809 |
| Harrisburg, PA 17101 | (717) 772-7809 Reference Contact Email Address |

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested

| requested | |
|-----------|------------|
| Name | Satya Arya |

Batch/Notices & Correspondence Track Lead

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization

| Contract/Project Name | Strategic Business Systems – IT Bundling | | |
|-----------------------------|--|---------------------------|------|
| Contract/Project Start Date | 2006 | Contract/Project End Date | 2011 |
| Contract/Project \$ Amount | > \$400M | | |

How long has this individual had a business relationship with the Reference Organization?

3 years

Title

Describe this individual's role on the contract/project, the nature of the work this individual completed, and his/her total estimate hours worked on behalf of the Reference Organization.

Satya is the iCIS Batch/Client Notices track lead. He is responsible for reviewing project priorities as well as to monitor scope of the Batch and Client Notice sub-subsystems. He performs issue resolutions with the client (DAPS and OIM Policy) as well as coordinates software changes with other DPW systems. He takes a lead role in all SDLC phases of new work-orders and project initiatives.

Estimated hours: 8,000 hours

Describe the Contract/Project Objectives

The objective of the contract is to provide Project Management, PMO support, maintenance, modifications, operations, application Support, and ITSS assistance for the ongoing business and operational needs of the application (iCIS).

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