Appendix I – Key Staff Template

Satya Arya

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Pennsylvania Insurance Department	William Pugh
	Reference Contact Title
	Business Analyst
Reference Organization Address	**Reference Contact Phone**
1142 Strawberry Square Harrisburg, PA 17120	(717) 346-1364
	Reference Contact Email Address
	wpugh@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being 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?
3 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: 8,000

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).

Appendix I – Key Staff Template

Bharane Balasubramanian

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Pennsylvania Insurance Department/Department of Public Welfare – Commonwealth of Pennsylvania	Mark Green
	Reference Contact Title
	Infrastructure Director

Reference Organization Address	Reference Contact Phone
Capitol Associates Bldg. 901 N 7th Street Harrisburg, PA. 17102	717-772-7235
	Reference Contact Email Address
	magreen@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Bharane Balasubramanian
Title	Senior Consultant – Security and Privacy

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	CAPS Security Baseline and HIPAA Assessment		
Contract/Project Start Date	March 2010	**Contract/Project End Date**	April 2010
Contract/Project $ Amount	>$120K		

How long has this individual had a business relationship with the Reference Organization?
6 months

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.

Bharane was involved in performing the information security assessment of the CHIP and adultBASIC Processing System (CAPS), a software application that supports the Commonwealth of Pennsylvania's Children's Health Insurance Program (CHIP) and adultBasic health insurance program. Specifically, the assessment comprised the following components:

- HIPAA technical safeguards assessment
- SSA security requirements assessment
- Application security vulnerability testing in accordance with DPW Standard ENS-020 (STD-ENS020) and Secure code review

Describe the Contract/Project Objectives

- Identify gaps in the CAPS application security controls relating to HIPAA and Social Security Administration (SSA) security and privacy technical requirements
- Provide improvement areas and suggested remediation steps for the identified gaps
- Perform application security assessment on the CAPS web application using automated vulnerability scanning tools and manual techniques
- Identify security vulnerabilities and provide suggested remediation steps
- Document and submit the "CAPS Security Baseline and HIPAA Assessment" report to the business stakeholders

Appendix I – Key Staff Template

Bharane Balasubramanian

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
International Information Systems Security Certification Consortium or (ISC)2	Pam Simon
	Reference Contact Title
	Sr. Product Development Manager

Reference Organization Address	Reference Contact Phone
ISC)2 Corporate Office 33920 US Highway 19 North Suite 205 Palm Harbor, FL 34684	(727) 785-0189 ext. 243
	Reference Contact Email Address
	psimon@isc2.org

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Bharane Balasubramanian
Title	Senior Consultant – Security and Privacy

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Subject Matter Expert Panel – Systems Security Certified Practitioner (SSCP©) educational practice exams		
Contract/Project Start Date	March 2009 June 2010	**Contract/Project Start Date**	March 2009 June 2010
Contract/Project $ Amount	N/A		

How long has this individual had a business relationship with the Reference Organization?
2 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.
Bharane Balasubramanian was chosen to be a part of a subject matter expert panel on SSCP information security educational certification for (ISC)2. During the event Bharane worked with 8 other subject matter experts from around the world to write, review and evaluate test items for education practice exams.

Describe the Contract/Project Objectives

Write, Review and Evaluate test items for SSCP practice exams in the seven information security domains for SSCP certification (offered by (ISC)2).The seven domains of SSCP includes:

- Access Controls
- Cryptography
- Malicious Code and Activity
- Monitoring and Analysis
- Networks and Communications
- Risk, Response and Recovery
- Security Operations and Administration

Appendix I – Key Staff Template

Bharane Balasubramanian

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Clif Vanscyoc
	Reference Contact Title
	Deputy Chief Information Security Officer (Deputy CISO)
Reference Organization Address	**Reference Contact Phone**
1006 Hemlock Drive Willow Oak Building Harrisburg, PA 17110	(717) 772-6463
	Reference Contact Email Address
	cvanscyoc@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Bharane Balasubramanian
Title	Senior Consultant – Security and Privacy

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	IT Shared Services – Security		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	Current
Contract/Project $ Amount	>$6M		

How long has this individual had a business relationship with the Reference Organization?

3 yrs

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.

As part of the DPW ITSS project, Bharane works with the application teams throughout Systems development life cycle (SDLC) to identify and mitigate security threats and vulnerabilities before an application is deployed to Production. The activities include Security Design, Commonwealth Application Certification and Accreditation, CA(2) policy assessment, secure code review and security vulnerability assessment.

Describe the Contract/Project Objectives

Develop secure web applications. Identify and mitigate security vulnerabilities before an application is deployed to production environment.

Appendix I – Key Staff Template

Bharane Balasubramanian

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Jim Weaver
	Reference Contact Title
	Chief Technology Officer (CTO)
Reference Organization Address	**Reference Contact Phone**
1006 Hemlock Drive Willow Oak Building Harrisburg, PA 17110	(717) 772-6163
	Reference Contact Email Address
	jamweaver@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Bharane Balasubramanian		
Title	Senior Consultant – Security and Privacy		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	IT Shared Services – Security		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	Current
Contract/Project $ Amount	>$400M		

How long has this individual had a business relationship with the Reference Organization?
3 yrs

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.
As part of the DPW ITSS project, Bharane works with the application teams throughout Systems development life cycle (SDLC) to identify and mitigate security threats and vulnerabilities before an application is deployed to Production. The activities include Security Design, Commonwealth Application Certification and Accreditation, CA(2) policy assessment, secure code review and security vulnerability assessment.

Describe the Contract/Project Objectives
Develop secure web applications. Identify and mitigate security vulnerabilities before an application is deployed to production environment.

Appendix I – Key Staff Template

Bharane Balasubramanian

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Tom Zarb
	Reference Contact Title
	Chief Information Security Officer (CISO)

Reference Organization Address	Reference Contact Phone
1006 Hemlock Drive Willow Oak Building Harrisburg, PA 17110	(717) 772-6469
	Reference Contact Email Address
	tzarb@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Bharane Balasubramanian
Title	Senior Consultant – Security and Privacy

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	IT Shared Services – Security		
Contract/Project Start Date	07/17/2007	**Contract/Project End Date**	Current
Contract/Project $ Amount	>$400M		

How long has this individual had a business relationship with the Reference Organization?
3 yrs

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.
As part of the DPW ITSS project, Bharane works with the application teams throughout Systems development life cycle (SDLC) to identify and mitigate security threats and vulnerabilities before an application is deployed to Production. The activities include Security Design, Commonwealth Application Certification and Accreditation, CA(2) policy assessment, secure code review and security vulnerability assessment.

Describe the Contract/Project Objectives
Develop secure web applications. Identify and mitigate security vulnerabilities before an application is deployed to production environment.

Appendix I – Key Staff Template

Thomas Beck

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Joyce Match
	Reference Contact Title
	PACSES Application Manager
Reference Organization Address	**Reference Contact Phone**
PA Department of Public Welfare DACSES 1303 N. Seventh Street Harrisburg, PA 17102	(717) 705-5104
	Reference Contact Email Address
	joycematch@pacses.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Thomas Beck		
Title	Interfaces Team Lead		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES – Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	>$400M		

How long has this individual had a business relationship with the Reference Organization?
2 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.
Thomas worked in the capacity of the interfaces and enforcement team lead for almost two years. He managed a team of 10 developers responsible for PACSES interfaces, enforcement remedies, and forms. His total hours are estimated at 4,000 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 (PACSES).

Appendix I – Key Staff Template

Thomas Beck

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Shirley Monroe
	Reference Contact Title
	Chief, Systems Engineering Section
Reference Organization Address	**Reference Contact Phone**
Bureau of Information Systems 1006 Hemlock Drive Room 17 Willow Oak Building Harrisburg, PA 17110	(717) 772-7254
	Reference Contact Email Address
	smonroe@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Thomas Beck		
Title	Chief Application Architect		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	DPW ITSS		
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?
2 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.
Thomas has worked in the capacity of a SOA architect for the SOA strategy engagement and as the enterprise architect for the ITSS project. His total hours are estimated at 3,500 hours.

Describe the Contract/Project Objectives

- Project objectives were to:
  - Provide SOA roadmap and strategy as part of SOA work order
  - Support Deloitte DPW applications, the ARB process, ALM process, and providing architectural oversight as part of the ITSS project

Appendix I – Key Staff Template

Thomas Beck

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Pennsylvania Department of Labor and Industry	Bryan Reed
Bureau of Business Application Development (BBAD)	**Reference Contact Title**
	Application Development Manager
Reference Organization Address	**Reference Contact Phone**
Office of Information Technology	Office: (717) 214-3374
1171 S. Cameron Street	Cell: (717) 649-6154
Harrisburg, PA 17104-2501	**Reference Contact Email Address**
	brreed@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested		
Name	Thomas Beck	
Title	Architect – Software Process Engineer	

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	BSCoE		
Contract/Project Start Date	July 2006	**Contract/Project End Date**	December 2007
Contract/Project $ Amount	>$500K		

How long has this individual had a business relationship with the Reference Organization?
1 Year

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.
Thomas provided process guidance to the L&I team and supported them through an iteration of design for the conversion of a small workers compensation related subsystem. The total hours spent on this project was less than 200.

Describe the Contract/Project Objectives
One of the BSCoE contractual work orders involved working with the Department of Public Welfare to support the establishment of a Local Center of Excellence. As part of this work, Thomas provided process guidance to the L&I team and supported them through an iteration of design for the conversion of a small workers compensation related subsystem.

Appendix I – Key Staff Template

Thomas Beck

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Pennsylvania Office of Administration Office of Information Technology Bureau of Services and Solutions	Dennis Schleicher
	Reference Contact Title
	Director – Bureau of Services and Solutions

Reference Organization Address	Reference Contact Phone
PA Commonwealth Technology Center 1 Technology Park Harrisburg, PA 17110	(717) 705-9107
	Reference Contact Email Address
	dschleiche@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested

Name	Thomas Beck
Title	Architect

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization

Contract/Project Name	BSCoE		
Contract/Project Start Date	July 2005	**Contract/Project End Date**	July 2007
Contract/Project $ Amount	>$3M		

How long has this individual had a business relationship with the Reference Organization?

2 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.

Thomas worked as the BSCoE architect for two years. His work included rolling out .NET and Java frameworks for use across Pennsylvania agencies, setting up a configurable software engineering process (SEP) and providing software development and process guidance to many of the Commonwealth's agencies. Thomas worked a total of 4,000 hours on BSCoE.

Describe the Contract/Project Objectives

Project objectives were to establish Java and .NET developer frameworks as well as a statewide software engineering process (SEP) and to mentor Commonwealth agencies on these and other technologies.

Appendix I – Key Staff Template

Thomas Beck

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Pennsylvania Department of Public Welfare	James A. Weaver

	Reference Contact Title
	Chief Technology Officer

Reference Organization Address	Reference Contact Phone
Bureau of Information Systems 1006 Hemlock Drive Room 17 Willow Oak Building Harrisburg, PA 17110	(717) 772-7120
	Reference Contact Email Address
	jamweaver@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Thomas Beck
Title	Chief Application Architect

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	DPW ITSS		
Contract/Project Start Date	2006	**Contract/Project End Date**	2011
Contract/Project $ Amount	>$30M		

How long has this individual had a business relationship with the Reference Organization?

2 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.

Thomas has worked in the capacity of a SOA architect for the SOA strategy engagement and as the enterprise architect for the ITSS project. His total hours are estimated at 3,500 hours.

Describe the Contract/Project Objectives

Project objectives were to:

- Provide SOA roadmap and strategy as part of SOA work order
- Support Deloitte DPW applications, the ARB process, ALM process, and providing architectural oversight as part of the ITSS project

Appendix I – Key Staff Template

Shawn Bowers

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Pennsylvania Army National Guard	Souroth Chatterji
	Reference Contact Title
	SGT – Combat Medic
Reference Organization Address	**Reference Contact Phone**
826 Crane Ave Pittsburgh PA 15216	(724) 433-8748
	Reference Contact Email Address
	souroth@gmail.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Shawn Bowers
Title	SGT – Combat Medic

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Operation Iraqi Freedom III		
Contract/Project Start Date	June 2004	**Contract/Project End Date**	December 2005
Contract/Project $ Amount	N/A		

How long has this individual had a business relationship with the Reference Organization?
Shawn Bowers served in the Pennsylvania Army National Guard for 8 years (01/2000 – 01/2008)

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.
Shawn served as a combat medic specialist in PA Army National Guard, beginning in January, 2000. Deployed for service in Operation Iraqi Freedom III, 2004-2005, where he served as lead field medic providing support for a company of combat engineers, and scout reconnaissance team. Participated in more than 400 combat missions, in addition to training fellow soldiers in battlefield medicine. Utilized leadership skills and training to make life-or-death decisions regarding combat maneuvers and patient triage.

Describe the Contract/Project Objectives
Shawn served in the PA Army National Guard as a member of a medical support battalion, which specialized in field medicine and focused on combat operations and medical support.

Appendix I – Key Staff Template

Shawn Bowers

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Pennsylvania Army National Guard	James Fischer
	Reference Contact Title
	Staff Sgt – Combat Medic
Reference Organization Address	**Reference Contact Phone**
826 Crane Ave Pittsburgh PA 15216	(412) 508-7303
	Reference Contact Email Address
	jfischer@gmail.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Shawn Bowers
Title	SGT – Combat Medic

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Operation Iraqi Freedom III		
Contract/Project Start Date	June 2004	**Contract/Project End Date**	December 2005
Contract/Project $ Amount	N/A		

How long has this individual had a business relationship with the Reference Organization?

Shawn Bowers served in the Pennsylvania Army National Guard for 8 years (01/2000 – 01/2008).

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.

Shawn served as a combat medic specialist in PA Army National Guard, beginning in January, 2000. Deployed for service in Operation Iraqi Freedom III, 2004-2005, where he served as lead field medic providing support for a company of combat engineers, and scout reconnaissance team. Participated in more than 400 combat missions, in addition to training fellow soldiers in battlefield medicine. Utilized leadership skills and training to make life-or-death decisions regarding combat maneuvers and patient triage.

Describe the Contract/Project Objectives

Shawn served in the PA Army National Guard as a member of a medical support battalion, which specialized in field medicine and focused on combat operations and medical support.

Appendix I – Key Staff Template

Shawn Bowers

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare Bureau of Information Systems	David Frye
	Reference Contact Title
	Chief, Database Management Section

Reference Organization Address	Reference Contact Phone
1006 Hemlock Drive Willow Oak Building Harrisburg, PA 17110	(717) 772-7269
	Reference Contact Email Address
	dafrye@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Shawn Bowers
Title	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?
Shawn Bowers has been working with the Department of Public Welfare since March 2007 (3.5 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.
Shawn currently serves as the COMPASS Application Lead on the iCIS Project and is responsible for coordination with client counterparts to define priorities for system modifications and maintenance activities, and manage application team activities for successful progression of the initiatives to implementation. Shawn has worked approximately 6,700 hours on the PA DPW Application Support Services for DPW's Strategic Business Systems contract over the past 3.5 years.

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).

Appendix I – Key Staff Template

Shawn Bowers

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare Office of Income Maintenance Bureau of Program Support Division of Automation, Planning, & Support	Eric Graves
	Reference Contact Title
	Division Director

Reference Organization Address	Reference Contact Phone
1006 Hemlock Drive Willow Oak Building 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	
Name	Shawn Bowers
Title	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?
Shawn Bowers has been working with the Department of Public Welfare since March 2007 (3.5 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.
Shawn currently serves as the COMPASS Application Lead on the iCIS Project and is responsible for coordination with client counterparts to define priorities for system modifications and maintenance activities, and manage application team activities for successful progression of the initiatives to implementation. Shawn has worked approximately 6,700 hours on the PA DPW Application Support Services for DPW's Strategic Business Systems contract over the past 3.5 years.

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).

Appendix I – Key Staff Template

Shawn Bowers

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare Office of Income Maintenance Bureau of Program Support Division of Automation, Planning, & Support	Raymond Packer
	Reference Contact Title
	Welfare Program Executive

Reference Organization Address	Reference Contact Phone
1006 Hemlock Drive Willow Oak Building Harrisburg, PA 17110	(717) 705-8141
	Reference Contact Email Address
	rapacker@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Shawn Bowers		
Title	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?
Shawn Bowers has been working with the Department of Public Welfare since March 2007 (3.5 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.
Shawn currently serves as the COMPASS Application Lead on the iCIS Project and is responsible for coordination with client counterparts to define priorities for system modifications and maintenance activities, and manage application team activities for successful progression of the initiatives to implementation. Shawn has worked approximately 6,700 hours on the PA DPW Application Support Services for DPW's Strategic Business Systems contract over the past 3.5 years.

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).

Appendix I – Key Staff Template

Neil Brown

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Massachusetts Department of Revenue	Barry Lacroix
	Reference Contact Title
	Bureau Chief – Bureau of Information Technology

Reference Organization Address	Reference Contact Phone
PO Box 7010 **Boston, MA 02204**	(617) 887-5650
	Reference Contact Email Address
	lacroixb@dor.state.ma.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Neil Brown		
Title	Project Manager		

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Department of Child Support Enforcement – Information Technology Roadmap		
Contract/Project Start Date	April 2008	**Contract/Project End Date**	October 2008
Contract/Project $ Amount	>$1M		

How long has this individual had a business relationship with the Reference Organization?	
2 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.
Neil was responsible for the overall management of the team that developed a technology road map for the Massachusetts Department of Revenue Child Support Enforcement organization. Neil was responsible for the day to day management of the staff assigned to the team, status reporting, project plan management, risk and quality management, and reviewing/gaining acceptance of deliverables. Neil worked 1200 hours on this project.

Describe the Contract/Project Objectives

The Massachusetts CSE's federally certified automated system is a multi-database application called COMETS. COMETS is made up of six functional modules – Customer Service, Intake, Locate, Litigation, Enforcement and Case Administration. It also interfaces with several other internal and external systems. CSE's financial module (COMETS FM) is a two-tiered application based in Oracle Forms/Oracle DB running on Unisys enterprise servers (ES7000) using Windows Datacenter. COMETS FM communicates with the other remaining modules of COMETS (i.e. case management, intake, locate, litigation, etc.) that employ a DMS1100 database currently running on Unisys Clear Path Dorado 290. Middleware software using OpenTI allows the two systems to communicate in real time.

The overall objective of the project was to develop a Technology Roadmap for the replacement, transfer, and roadmap of the Massachusetts Child Support system including COMETS and COMETS-FM.

Appendix I – Key Staff Template

Neil Brown

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Jody Pender
	Reference Contact Title
	Director Financial Services & Transactions
Reference Organization Address	**Reference Contact Phone**
P.O. Box 8018 Harrisburg PA 17105	(717) 705-5106
	Reference Contact Email Address
	jodypender@pacses.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Neil Brown		
Title	Project Director		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES – Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75 M		

How long has this individual had a business relationship with the Reference Organization?
Neil has had a business relationship for over 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.
Neil has worked on the PACSES project as first the Application Manager, Deputy Project Manager and later as the Project Director. As the project director, Neil was responsible for overall project execution including design, transfer, modification, development, and implementation of the child support system. Neil worked approximately 4,000 hours over the last four years on the PACSES project.

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 (PACSES).

Appendix I – Key Staff Template

Neil Brown

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Dan Richard
	Reference Contact Title
	IVD Director – Bureau of Child Support Enforcement

Reference Organization Address	Reference Contact Phone
P.O. Box 8018 Harrisburg PA 17105	(717) 783-9659
	Reference Contact Email Address
	darichard@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Neil Brown		
Title	Project Director		

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES – Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75 M		

How long has this individual had a business relationship with the Reference Organization?	
Neil has had a business relationship for over 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.	

Neil has worked on the PACSES project as first the Application Manager, Deputy Project Manager and later as the Project Director. As the project director, Neil was responsible for overall project execution including design, transfer, modification, development, and implementation of the child support system. Neil worked approximately 4,000 hours over the last four years on the PACSES project.

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 (PACSES).

Appendix I – Key Staff Template

Marty Carreras

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Eric Graves
	Reference Contact Title
	Director of Division of Automation Planning and Support
Reference Organization Address	**Reference Contact Phone**
Willow Oak Building DGS Annex Complex Harrisburg, PA 17105-2675	(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			
Name	Marty Carreras		
Title	Senior Manager		

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?

Marty Carreras has been working with the Department of Public Welfare since October 2005 (5.5 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.

Marty serves as the Senior Project Manager for COMPASS within the iCIS project. He currently provides leadership across all of the threads of the iCIS project related to COMPASS, spanning project management, application maintenance, application modifications, and application support. In his previous role as Deputy Project Manager, he oversaw approximately 150 staff and provided executive level communication and support for the planning and delivery of complex technology solutions to improve HHS benefit delivery efficiency. He works closely with DPW leadership to facilitate project governance meetings, including Steering Team and Project Team meetings and managing and escalating issues and risks appropriately. Marty is responsible for maintaining and fostering executive level program office and technology stakeholder relationships across departments and agencies. Marty is currently responsible for:

- Managing all aspects of application modification and maintenance

- Serving as the point contact to Policy, Program Office, and IT bureaus
- Facilitating business process visioning and long term prioritization sessions
- Leading business requirements, design, development, testing, and implementation of system modifications and assisting in overall issue resolution
- Managing creation and acceptance of all application related deliverables
- Validating impact analysis as a result of program and policy changes
- Performing resource estimation for modifications
- Preparing executive level status reports of team's activities, issues, and status of changes

Through this role, he is responsible for the delivery of the following major enhancements throughout the next 12 months:

- National School Lunch Program Grant aimed at improving the enrollment rate of eligible school-aged children
- COMPASS Integration of LINK and the Enterprise Intake Tool aimed at facilitating community organizations ability to help those with special medical and home-based needs

Marty has been privileged to provide DPW with appropriately 10,500 hrs of service over the course of the last 5.5 years.

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).

Appendix I – Key Staff Template

Marty Carreras

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Wisconsin Department of Health Services (DHS)	Jim Jones
	Reference Contact Title
	Deputy Administrator
Reference Organization Address	**Reference Contact Phone**
Department of Health Services	(608) 266-8922
1 W. Wilson Street	**Reference Contact Email Address**
Madison, WI 53703	James.Jones@wisconsin.gov

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Marty Carreras
Title	Senior Manager

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Wisconsin CARES		
Contract/Project Start Date	January 1992	**Contract/Project End Date**	Current
Contract/Project $ Amount	>$185M		

How long has this individual had a business relationship with the Reference Organization?
Marty Carreras worked with the Department of Health Services from August 1998 through October 2002; than again from October 2003 through October 2005.

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.

Application Manager (10/2003-10/2005)

Marty was responsible for the management and execution of the first statewide Web-based Integrated Eligibility solution incrementally transformed from legacy COBOL technologies to an enterprise scale J2EE browser-based architecture and solution referred to as CARES Worker Web. During this same time, he was also responsible for the first J2EE-based self-service solution in the country referred to as Wisconsin ACCESS. Both CARES Worker Web and WI ACCESS have stood as models throughout the nation that other states look to as examples of what the case management and self service delivery model can be in their respective states. WI ACCESS has since been transferred to Georgia, New York, New Mexico, Nevada, and Colorado. CARES Worker Web provided a conceptual functional model for Michigan BRIDGES, and has influenced the functional direction of eCIS Phase IV-B. Marty provided the leadership, deep knowledge of CARES, and experience implementing large-scale browser-based

solutions to successfully complete both WI CARES Worker Web and WI ACCESS on schedule and in record-time for solutions of this scale, size, complexity, and technical architecture.

Developer through Track Manager (08/1998 – 10/2002)

Marty initiated his illustrious career on the WI CARES project as a COBOL developer. From that role, he graduated towards roles of increasing levels of responsibility ultimately culminating into a position of Track Manager for the components of the system responsible for Eligibility Determination and Confirmation, MMIS Interface (similar to PROMISe), and Electronic State and Federal Data Exchanges. He was responsible for managing daily production maintenance as well as system enhancements, which were initiated at the client's request. This included identifying system problems, offering possible solutions, leading the change process, and managing the overall effort to advance system quality in collaboration with the State.

In addition to his track lead and then track manager responsibilities, Marty successfully led a multitude of large system redesigns that enabled critical policy including WI BadgerCare (similar to CHIP and adultBasic), Medicaid Purchase Plan, Family Care, Senior Care, Reduced Verifications, and several other initiatives that streamlined the CARES operational functionality. Marty led teams ranging from 4-15 developers and staff through the requirements gathering, general system design, detailed system design, development, testing, and implementation activities.

Marty has been privileged to provide DHS with appropriately 12,480 hrs of service over the course of his tenure on the engagement.

Describe the Contract/Project Objectives

Deloitte has partnered 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 in very similar ways as those familiar to the Department of Public Welfare and Pennsylvania Insurance Department.

Appendix I – Key Staff Template

Marty Carreras

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Wisconsin Department of Health Services (DHS)	Robert Martin
	Reference Contact Title
	Bureau Director and CTO, BITS
Reference Organization Address	**Reference Contact Phone**
Department of Health Services	(608) 266-0125
1 W. Wilson Street	**Reference Contact Email Address**
Madison, WI 53703	RobertH.Martin@dhfs.wisconsin.gov

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Marty Carreras
Title	Senior Manager

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Wisconsin CARES		
Contract/Project Start Date	January 1992	**Contract/Project End Date**	Current
Contract/Project $ Amount	>$185M		

How long has this individual had a business relationship with the Reference Organization?

Marty Carreras worked with the Department of Health Services from August 1998 through October 2002; then again from October 2003 through October 2005.

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.

Application Manager (10/2003-10/2005)

Marty was responsible for the management and execution of the first statewide Web-based Integrated Eligibility solution incrementally transformed from legacy COBOL technologies to an enterprise scale J2EE browser-based architecture and solution referred to as CARES Worker Web. During this same time, he was also responsible for the first J2EE-based self-service solution in the country referred to as Wisconsin ACCESS. Both CARES Worker Web and WI ACCESS have stood as models throughout the nation that other states look to as examples of what the case management and self service delivery model can be in their respective states. WI ACCESS has since been transferred to Georgia, New York, New Mexico, Nevada, and Colorado. CARES Worker Web provided a conceptual functional model for Michigan BRIDGES, and has influenced the functional direction of eCIS Phase IV-B. Marty provided the leadership, deep knowledge of CARES, and experience implementing large-scale browser-based

solutions to successfully complete both WI CARES Worker Web and WI ACCESS on schedule and in record-time for solutions of this scale, size, complexity, and technical architecture.

Developer through Track Manager (08/1998 – 10/2002)

Marty initiated his illustrious career on the WI CARES project as a COBOL developer. From that role, he graduated towards roles of increasing levels of responsibility ultimately culminating into a position of Track Manager for the components of the system responsible for Eligibility Determination and Confirmation, MMIS Interface (similar to PROMISe), and Electronic State and Federal Data Exchanges. He was responsible for managing daily production maintenance as well as system enhancements, which were initiated at the client's request. This included identifying system problems, offering possible solutions, leading the change process, and managing the overall effort to advance system quality in collaboration with the State.

In addition to his track lead and then track manager responsibilities, Marty successfully led a multitude of large system redesigns that enabled critical policy including WI BadgerCare (similar to CHIP and adultBasic), Medicaid Purchase Plan, Family Care, Senior Care, Reduced Verifications, and several other initiatives that streamlined the CARES operational functionality. Marty led teams ranging from 4-15 developers and staff through the requirements gathering, general system design, detailed system design, development, testing, and implementation activities.

Marty has been privileged to provide DHS with appropriately 12,480 hrs of service over the course of his tenure on the engagement.

Describe the Contract/Project Objectives

Deloitte has partnered 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 in very similar ways as those familiar to the Department of Public Welfare and Pennsylvania Insurance Department.

Appendix I – Key Staff Template

Marty Carreras

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Ray Packer
	Reference Contact Title
	Welfare/Program Executive

Reference Organization Address	Reference Contact Phone
Willow Oak Building DGS Annex Complex Harrisburg, PA 17105-2675	Work: (717) 705-8141 Cell: (717) 991-7914
	Reference Contact Email Address
	rapacker@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Marty Carreras
Title	Senior Manager
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?
Marty Carreras has been working with the Department of Public Welfare since February 2005 (5.5 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.

Marty serves as the Senior Project Manager for COMPASS within the iCIS project. He currently provides leadership across all of the threads of the iCIS project related to COMPASS, spanning project management, application maintenance, application modifications, and application support. In his previous role as Deputy Project Manager, he oversaw approximately 150 staff and provided executive level communication and support for the planning and delivery of complex technology solutions to improve HHS benefit delivery efficiency. He works closely with DPW leadership to facilitate project governance meetings, including Steering Team and Project Team and managing and escalating issues and risks appropriately. Marty is responsible for maintaining and fostering executive level program office and technology stakeholder relationships across departments and agencies.

Marty is currently responsible for:

- Managing all aspects of application modification and maintenance
- Serving as the point contact to Policy, Program Office, and IT bureaus
- Facilitating business process visioning and long term prioritization sessions
- Leading business requirements, design, development, testing, and implementation of system modifications and assisting in overall issue resolution
- Managing creation and acceptance of all application related deliverables
- Validating impact analysis as a result of program and policy changes
- Performing resource estimation for modifications
- Preparing executive level status reports of team's activities, issues, and status of changes

Through this role, he is responsible for the delivery of the following major enhancements throughout the next 12 months:

- National School Lunch Program Grant aimed at improving the enrollment rate of eligible school-aged children
- COMPASS Integration of LINK and the Enterprise Intake Tool aimed at facilitating community organizations ability to help those with special medical and home-based needs

Marty has been privileged to provide DPW with appropriately 10,500 hrs of service over the course of the last 5.5 years.

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).

Appendix I – Key Staff Template

Marty Carreras

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Jim Weaver
	Reference Contact Title
	DPW CTO

Reference Organization Address	Reference Contact Phone
Willow Oak Building DGS Annex Complex Harrisburg, PA 17105-2675	(717) 772-7120
	Reference Contact Email Address
	jamweaver@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested

Name	Marty Carreras
Title	Senior Manager

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?

Marty Carreras has been working with the Department of Public Welfare since October 2005 (5.5 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.

Marty serves as the Senior Project Manager for COMPASS within the iCIS project. He currently provides leadership across all of the threads of the iCIS project related to COMPASS, spanning project management, application maintenance, application modifications, and application support. In his previous role as Deputy Project Manager, he oversaw approximately 150 staff and provided executive level communication and support for the planning and delivery of complex technology solutions to improve HHS benefit delivery efficiency. He works closely with DPW leadership to facilitate project governance meetings, including Steering Team and Project Team and managing and escalating issues and risks appropriately. Marty is responsible for maintaining and fostering executive level program office and technology stakeholder relationships across departments and agencies. Marty is currently responsible for:

- Managing all aspects of application modification and maintenance

- Serving as the point contact to Policy, Program Office, and IT bureaus
- Facilitating business process visioning and long term prioritization sessions
- Leading business requirements, design, development, testing, and implementation of system modifications and assisting in overall issue resolution
- Managing creation and acceptance of all application related deliverables
- Validating impact analysis as a result of program and policy changes
- Performing resource estimation for modifications
- Preparing executive level status reports of team's activities, issues, and status of changes

Through this role, he is responsible for the delivery of the following major enhancements throughout the next 12 months:

- National School Lunch Program Grant aimed at improving the enrollment rate of eligible school-aged children
- COMPASS Integration of LINK and the Enterprise Intake Tool aimed at facilitating community organizations ability to help those with special medical and home-based needs

Marty has been privileged to provide DPW with appropriately 10,500 hrs of service over the course of the last 5.5 years.

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).

Appendix I – Key Staff Template

Prerana Dalal

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Department of Human Services Allegheny County, PA	Wayne Boyle
	Reference Contact Title
	Systems Program Supervisor
Reference Organization Address	**Reference Contact Phone**
1 Smithfield Street Pittsburgh, PA 15222	(412) 350-4092
	Reference Contact Email Address
	wboyle@alleghenycounty.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Prerana Dalal		
Title	Reporting Lead		

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Allegheny County, Department of Human Services		
Contract/Project Start Date	July 1999	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	>$30M		

How long has this individual had a business relationship with the Reference Organization?
Prerana has been a part of the Decision Support Services Team for 2 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.

Prerana has been working with data warehousing and reporting as a part the Decision Support Services team for 2 years. Recently, there has been a new reporting effort within KIDS, Allegheny County's Child Welfare Management system, to bring a statistical, compliance, and administrative management reporting dashboard to the KIDS user. These reports include new methodology, such as outcome measurement and predictive modeling, for the county to help improve the overall understanding of the organization on an enterprise level. These dashboard reports also help the front line staff understand their workload better to improve the efficiency and adherence to Children, Youth, and Families policy. She has also worked on the transference of mainframe reports into Cognos report, driven with data from KIDS. Her overall familiarity with the KIDS system and CYF business processes helped facilitate better requirements and design sessions for KIDS Management Reports.

Describe the Contract/Project Objectives

The Reporting team under the Decision Support Services provides analytical and financial data to the offices of DHS. This data is used for planning, payment, research, and statistical analysis of clients and services. Reports are generated in a variety of ways: Cognos canned reports, custom SQL, Microsoft Access Databases, and Cognos Frameworks.

Appendix I – Key Staff Template

Prerana Dalal

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Department of Human Services Allegheny County, PA	Lisa Caldwell
	Reference Contact Title
	Bureau of Information Management Administrator
Reference Organization Address	**Reference Contact Phone**
1 Smithfield Street Pittsburgh, PA 15222	(412) 350-7152
	Reference Contact Email Address
	lcaldwell@alleghenycounty.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Prerana Dalal		
Title	Reporting Lead		

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Allegheny County, Department of Human Services		
Contract/Project Start Date	July 1999	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	>$30M		

How long has this individual had a business relationship with the Reference Organization?
Prerana has been a part of the Decision Support Services Team for 2 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.

Prerana has been working as the track lead for all reporting and data warehousing tasks through the Bureau of Information Management at the Department of Human Services. She coordinates all reporting needs that the Bureau receives from both internal and external agencies. This includes maintenance of the Data warehouse, ad hoc reporting from the Data warehouse and transactional databases, canned reporting from Cognos 8 – dashboards, framework, generation of monthly Fiscal reports, supporting system application reports, etc. - and facilitations of questions about reports and data from both our internal and external users.

Another large effort here that Prerana has been leading is the report requirements, development, implementation, and maintenance for KIDS forms, letters, and management reports for Referral, Case, Independent Living, CANS, Provider Case Management, TANF, and Concrete Goods.

Overall, our Bureau has worked with several program offices within the Department of Human Services, understanding business process to meet report needs – includes Office of Community Services (e.g. Hunger and Housing), Intellectual Disabilities, Behavioral Health, and Children, Youth, and Families.

Describe the Contract/Project Objectives

One of the initiatives at Allegheny County is the Decision Support and Reporting Services which provides our business users with new ways to access and evaluate data that is being collected to help make more data driven decisions, using reports, dashboards, etc. This includes ad hoc reporting from the data warehouse to creating a new reporting system for the transactional applications.

Appendix I – Key Staff Template

Prerana Dalal

Offeror Company Name			
Deloitte			

Subcontractor Company Name (If applicable)			
Not applicable			

Reference Organization Name	Reference Contact Name		
Department of Human Services Allegheny County, PA	Bill Kroll		
	Reference Contact Title		
	Administrator OIM		

Reference Organization Address	Reference Contact Phone		
1 Smithfield Street Pittsburgh, PA 15222	(412) 350-5274		
	Reference Contact Email Address		
	wkroll@alleghenycounty.us		

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Prerana Dalal		
Title	Reporting Lead		

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Allegheny County, Department of Human Services		
Contract/Project Start Date	July 1999	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	>$30M		

How long has this individual had a business relationship with the Reference Organization?
Prerana has been a part of the Decision Support Services Team for 2 years and a part of the KIDS application team for .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.
Prerana has recently expanded responsibilities from reporting and data warehousing for DHS to include working with the application development team for KIDS. KIDS, Key Information and Demographics System, is Allegheny County's Child Welfare Management System for the Office of Children, Youth, and Services. Prerana has been working with the team requirements, design, development, and testing phases for Concrete Goods, Managed Care Unit, and Criminal Investigation Unit functionality for KIDS. In addition, she is leading the implementation and maintenance effort for Concrete Goods, which includes change request and process changes.

Describe the Contract/Project Objectives

The Bureau of Information Management is one of three DHS support offices and includes application development, Help Desk, Client Support, and Server Support. The goal of the Allegheny County KIDS application, one of the larger efforts in the Bureau of Information Management, is to incorporate the disparate and manual processes of the Office of Children, Youth, and Families into one county-wide Child Welfare Case Management system. It is a Web-based tool that allow CYF staff to track daily activities from the initial report of abuse, through investigation, service provision, placement and adoption of the child. Functionality also includes supporting court, fiscal, and provider management.

Appendix I – Key Staff Template

Andy Demchak

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Aging	Faith Smeck
	Reference Contact Title
	Analyst
Reference Organization Address	**Reference Contact Phone**
555 Walnut St. Harrisburg PA 17010	(717) 783-7716
	Reference Contact Email Address
	fsmeck@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Andy Demchak		
Title	Senior Consultant		

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?
Andy Demchak has had a business relationship with the reference since 2004 (6.5 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.
As an analyst on the SSI/SSP project, Andy was involved in requirements through design and development. This included development of requirements definition documents, program specifications and batch processing manuals. As the test lead, he was responsible for managing the development of the test plan and execution. Andy was also responsible for confirming that all scenarios tested all requirements and were traced back to the original requirements document. In addition, Andy developed a number of tools and utilities to support the batch testing process.

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).

Appendix I – Key Staff Template

Andy Demchak

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Aging	Joe Tomkiel
	Reference Contact Title
	Program Analyst
Reference Organization Address	**Reference Contact Phone**
555 Walnut St. Harrisburg PA 17010	(717) 346-1386
	Reference Contact Email Address
	jtomkiel@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Andy Demchak		
Title	Senior Consultant		
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?

Andy Demchak worked directly with the reference for 1.5 years during the SSI/SSP project and after the conclusion of the project.

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.

As an analyst on the SSI/SSP project, Andy was involved in requirements through design and development. This included development of requirements definition documents, program specifications and batch processing manuals. As the test lead, he was responsible for managing the development of the test plan and execution. Andy was also responsible for confirming that all scenarios tested all requirements and were traced back to the original requirements document. In addition, he developed a number of tools and utilities to support the batch testing process.

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).

Appendix I – Key Staff Template

Andy Demchak

Offeror Company Name	
Deloitte	
Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Jennifer Walczyk
	Reference Contact Title
	Chief, Project Management – Bureau of Income Maintenance Operations
Reference Organization Address	**Reference Contact Phone**
Room 430 Health & Welfare Building Harrisburg, Pennsylvania	(717) 772-2600
	Reference Contact Email Address
	jwalczyk@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Andy Demchak		
Title	Senior Consultant		
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?
Andy Demchak has been working with the Department of Public Welfare on various strategic initiatives since February 2004 (6.5 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.
Andy currently is the team lead for the IV-B application team. He has been in this role since early in the business requirements phase. In this role, Andy was responsible for leading requirements sessions with a large stakeholder group across a number of program offices and county assistance workers. He continued as a lead throughout General and Detailed System Design. This involved many design sessions with a core group of headquarters stakeholders. Through the development and integration test phase, Andy managed development and integration testing for all three core modules (Case Processing, Eligibility, and System Integration). Currently, in the SAT phase, his team is working closely with the System Acceptance test team to develop and execute scenarios. In parallel to the System Acceptance Testing, Andy oversees the conversion and load testing phases of the project.

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).

Appendix I – Key Staff Template

William Gordon

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Ebby Abraham
	Reference Contact Title
	Bureau of Information Systems – Enterprise Knowledge Management Section Chief
Reference Organization Address	**Reference Contact Phone**
Willow Oak Building 1006 Hemlock Drive Harrisburg, PA 17110	(717) 772-6436
	Reference Contact Email Address
	eabraham@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	William Gordon		
Title	Senior Consultant		
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?
19 Months

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.

Bill is currently the reporting lead for HCSIS and was the reporting lead for iCIS prior to joining HCSIS. As the reporting lead Bill is responsible for DW and Reporting efforts including the development and maintenance of Cognos cubes, reports, dashboards and packages. He oversees the operations of the monthly refresh of the DW and daily refresh of the ODS. Bill is currently responsible for a large reporting effort aimed at delivering ad hoc reporting of BEIS data to 100 users, 3 executive dashboards, and a cube to support federal reporting. On iCIS Bill was responsible for a management reporting effort aimed at delivering Cognos Dashboards and Reports to 1,000 users to support the monitoring of County Assistance Office activities. In addition to these initiatives, Bill has helped support Cognos load testing and a strategic effort to optimize Cognos performance and package design.

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 (HCSIS).

Appendix I – Key Staff Template

William Gordon

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Human Services Allegheny County	Lisa Caldwell
	Reference Contact Title
	Office of Information Management – Administrator of Bureau of Decision Support Services

Reference Organization Address	Reference Contact Phone
Human Services Building One Smithfield Street Suite 200 Pittsburgh, PA 15222-2225	(412) 350-7152
	Reference Contact Email Address
	Lisa.Caldwell@AlleghenyCounty.US

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	William Gordon		
Title	Senior Consultant		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Allegheny County – Department of Human Services		
Contract/Project Start Date	July 1999	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	>$30M		

How long has this individual had a business relationship with the Reference Organization?
3 years 6 months

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.

Bill had a variety of roles during his time at DHS. His primary focus was reporting and spent almost three years as the reporting lead. In addition to reporting responsibilities he also lead the development of a new application module aimed at supporting assessment and case management for children as part of the county's System of Care Initiative (SOCI). He lead the implementation of a contract document workflow system using SharePoint and was in charge of maintenance of the fund allocation system used to assign claims to funding streams based on claim details. As the lead of the reporting team Bill was responsible for maintaining the Cognos environment, responding to ad hoc requests from the data warehouse, maintenance and development of user reports, and the monthly and bi-weekly reporting cycles. The reporting team supported 7 different program offices within Allegheny, and maintained close to 200 unique reports.

Describe the Contract/Project Objectives

Over the 10 year relationship that Deloitte Consulting has had with Allegheny County's Department of Human Services, there have been many successful application implementations. Some of these implementations that have received special recognition include:

- The county's Data Warehouse has been nationally recognized for its excellence.
- The county's Homeless Management Information System (HMIS) has been recognized by HUD
- The county's child welfare system, the Key Information and Demographics System (KIDS), received recognition in Policy & Practice magazine as a "completely rebuilt system that allows managers to conduct research, provides caseworkers with detailed background information on their clients and helps the agency to be more accountable." KIDS has tied together 96 disparate applications and has centralized that information.

Additionally, the systems and services that Deloitte has delivered have positioned the county to continue to evolve and adapt as it stays at the forefront of the Health and Human Services industry. With the evolution of eCAPS (Adult Case Management System) and now KIDS (Case Management Systems for Children) the county has truly come a long way from their paper based processes. They have redefined they was they serve adults and children of Allegheny County with the help and assistance of a strong provider network to provide the right services to the those who deserve it the most. One of the areas identified for future improvement is to move to an outcomes based model. KIDS has already evolved has the primary case management system. The information captured by the county's systems and the way it is aggregated in the Data Warehouse will facilitate and support this endeavor and provide a true snapshot of the client and their family/community's involvement across DHS. An outcomes based reporting model will further allow for better analysis and understanding of the value provided by the county to its consumers by focusing on the results that are achieved when particular services are delivered.

The other direction that Allegheny County will be moving toward in the future is Integrated Service Delivery. In the past, Allegheny County's Department of Human Services' program offices have functioned independently of one another. As new information systems have been implemented, the data available has expanded and improved. As a result, it has created a desire for a level of integration across offices that will facilitate clients receiving the most appropriate and comprehensive set of services available to them regardless of program office. Initial steps have been taken on this initiative through the implementation of Allegheny County's Child and Adolescent Needs and Strengths (CANS) screening tool. The purpose of the CANS is to provide a standardized tool that can be used across DHS to identify a child and his or her caregiver's strengths and needs. The identified strengths are areas that services should look to build upon and the identified needs are the areas that services should look to address. At this point in time, the CANS has been implemented in the county's office of Behavioral Health, but is scheduled to be implemented across DHS as the county's enterprise screening tool.

Appendix I – Key Staff Template

William Gordon

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Frank Miller
	Reference Contact Title
	Office of Child Development and Early Learning - Division Chief of Western Operations & Monitoring
Reference Organization Address	**Reference Contact Phone**
333 Market Street, 6th Fl Harrisburg, PA 17101	(717) 346-0374
	Reference Contact Email Address
	fmiller@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	William Gordon		
Title	Senior Consultant		
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?
10 Months

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.
As the HCSIS reporting lead Bill is responsible for DW and Reporting efforts including the development and maintenance of Cognos cubes, reports, dashboards and packages. He oversees the operations of the monthly refresh of the DW and daily refresh of the ODS. Bill is also responsible for a large reporting effort aimed at delivering ad hoc reporting of BEIS data to 100 users, 3 executive dashboards, and a cube to support federal reporting.

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 (HCSIS).

Appendix I – Key Staff Template

William Gordon

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not appliable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Human Services Allegheny County	John Pierce
	Reference Contact Title
	Office of Information Management - Deputy Director (Retired)

Reference Organization Address	Reference Contact Phone
Human Services Building One Smithfield Street Suite 200 Pittsburgh, PA 15222-2225	N/A
	Reference Contact Email Address
	jmikepierce39@gmail.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested

Name	William Gordon
Title	Senior Consultant

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization

Contract/Project Name	Allegheny County – Department of Human Services		
Contract/Project Start Date	July 1999	Contract/Project End Date	June 2011
Contract/Project $ Amount	>$30M		

How long has this individual had a business relationship with the Reference Organization?

3 years 6 months

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.

Bill had a variety of roles during his time at DHS. His primary focus was reporting and spent almost three years as the reporting lead. In addition to reporting responsibilities he also lead the development of a new application module aimed at supporting assessment and case management for children as part of the county's System of Care Initiative (SOCI). He lead the implementation of a contract document workflow system using SharePoint and was in charge of maintenance of the fund allocation system used to assign claims to funding streams based on claim details.

As the lead of the reporting team Bill was responsible for maintaining the Cognos environment, responding to ad hoc requests from the data warehouse, maintenance and development of user reports, and the monthly and bi-weekly reporting cycles. The reporting team supported 7 different program offices within Allegheny, and maintained close to 200 unique reports.

Describe the Contract/Project Objectives

Over the 10 year relationship that Deloitte Consulting has had with Allegheny County's Department of Human Services, there have been many successful application implementations. Some of these implementations that have received special recognition include:

- The county's Data Warehouse has been nationally recognized for its excellence.
- The county's Homeless Management Information System (HMIS) has been recognized by HUD
- The county's child welfare system, the Key Information and Demographics System (KIDS), received recognition in Policy & Practice magazine as a "completely rebuilt system that allows managers to conduct research, provides caseworkers with detailed background information on their clients and helps the agency to be more accountable." KIDS has tied together 96 disparate applications and has centralized that information.

Additionally, the systems and services that Deloitte has delivered have positioned the county to continue to evolve and adapt as it stays at the forefront of the Health and Human Services industry. With the evolution of eCAPS (Adult Case Management System) and now KIDS (Case Management Systems for Children) the county has truly come a long way from their paper based processes. They have redefined they was they serve adults and children of Allegheny County with the help and assistance of a strong provider network to provide the right services to the those who deserve it the most. One of the areas identified for future improvement is to move to an outcomes based model. KIDS has already evolved has the primary case management system. The information captured by the county's systems and the way it is aggregated in the Data Warehouse will facilitate and support this endeavor and provide a true snapshot of the client and their family/community's involvement across DHS. An outcomes based reporting model will further allow for better analysis and understanding of the value provided by the county to its consumers by focusing on the results that are achieved when particular services are delivered.

The other direction that Allegheny County will be moving toward in the future is Integrated Service Delivery. In the past, Allegheny County's Department of Human Services' program offices have functioned independently of one another. As new information systems have been implemented, the data available has expanded and improved. As a result, it has created a desire for a level of integration across offices that will facilitate clients receiving the most appropriate and comprehensive set of services available to them regardless of program office. Initial steps have been taken on this initiative through the implementation of Allegheny County's Child and Adolescent Needs and Strengths (CANS) screening tool. The purpose of the CANS is to provide a standardized tool that can be used across DHS to identify a child and his or her caregiver's strengths and needs. The identified strengths are areas that services should look to build upon and the identified needs are the areas that services should look to address. At this point in time, the CANS has been implemented in the county's office of Behavioral Health, but is scheduled to be implemented across DHS as the county's enterprise screening tool.

Appendix I – Key Staff Template

Doris Hartman

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Cumberland County Domestic Relations Section	Richard Betts
	Reference Contact Title
	Director

Reference Organization Address	Reference Contact Phone
13 North Hanover Street P.O. Box 320 Carlisle, PA 17013	(717) 240-6225
	Reference Contact Email Address
	Richardbetts@pacses.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested

Name	Doris Hartman
Title	Application Support Services Manager

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization

Contract/Project Name	PACSES - Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75 M		

How long has this individual had a business relationship with the Reference Organization?

22 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.

Doris began employment with the Cumberland County Domestic Relations Section starting in July, 1998. She held various roles including Supervisor of the Financial Accounting Department and PACSES Administrator. In her role as PACSES Administrator, Doris was responsible for coordinating all activities associated with Cumberland County's role as Pilot County for the initial implementation of the PACSES mainframe application.

Since leaving Cumberland County, Doris has continued to support our office by providing services as a Subject Matter Expert and Application Support Services Manager for the PACSES Project.

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 (PACSES).

Appendix I – Key Staff Template

Doris Hartman

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
York County Domestic Relations Section	Victoria Masek
	Reference Contact Title
	Director

Reference Organization Address	Reference Contact Phone
45 North George Street Suite 2100 York, PA 17401	(717) 771-9605
	Reference Contact Email Address
	victoriamasek@pacses.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	

Name	Doris Hartman
Title	Application Support Services Manager

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES - Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75 M		

How long has this individual had a business relationship with the Reference Organization?
14 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.
Doris has provided support by providing services as a child support Subject Matter Expert and Applications Support Services Manager for the PACSES Project. Doris has added value to the PACSES Project using her extensive knowledge of child support regulations and laws as well as her deep understanding of child support business processes to assist in the design, development and implementation of PACSES applications that benefit children and families and have enabled the Commonwealth to establish and maintain a reputation as a leader in the establishment and collection of child support.

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 (PACSES).

Appendix I — Key Staff Template

Doris Hartman

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Centre County Domestic Relations Section	Ann Marie Oldani
	Reference Contact Title
	Director

Reference Organization Address	Reference Contact Phone
420 Holmes Street P.O. Box 568 Bellefonte, PA 16823	(814) 355-6742
	Reference Contact Email Address
	annmarieoldani@pacses.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested

Name	Doris Hartman
Title	Application Support Services Manager

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization

Contract/Project Name	PACSES - Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75 M		

How long has this individual had a business relationship with the Reference Organization?

12 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.

Doris has provided support by providing services as a child support Subject Matter Expert and Applications Support Services Manager for the PACSES Project. Doris has added value to the PACSES Project using her extensive knowledge of child support regulations and laws as well as her deep understanding of child support business processes to assist in the design, development and implementation of PACSES applications that benefit children and families and have enabled the Commonwealth to establish and maintain a reputation as a leader in the establishment and collection of child support.

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 (PACSES).

Appendix I – Key Staff Template

Doris Hartman

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Bureau of Child Support Enforcement Division of Child Support Enforcement	Jody Pender
	Reference Contact Title
	Director

Reference Organization Address	Reference Contact Phone
P.O. Box 8018 Harrisburg, PA 17105	(717) 705-5106
	Reference Contact Email Address
	jodypender@pacses.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Doris Hartman
Title	Application Support Services Manager

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES - Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75 M		

How long has this individual had a business relationship with the Reference Organization?

17 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.

Doris has provided support by providing services as a child support Subject Matter Expert and Applications Support Services Manager for the PACSES Project. Doris has added value to the PACSES Project using her extensive knowledge of child support regulations and laws as well as her deep understanding of child support business processes to assist in the design, development and implementation of PACSES applications that benefit children and families and have enabled the Commonwealth to establish and maintain a reputation as a leader in the establishment and collection of child support.

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 (PACSES).

Appendix I – Key Staff Template

Doris Hartman

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Bureau of Child Support Enforcement	Daniel Richard
	Reference Contact Title
	Director
Reference Organization Address	**Reference Contact Phone**
P.O. Box 8018 Harrisburg, PA 17105	(717) 783-9659
	Reference Contact Email Address
	darichard@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Doris Hartman		
Title	Application Support Services Manager		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES - Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75 M		

How long has this individual had a business relationship with the Reference Organization?

17 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.

Doris has provided support by providing services as a child support Subject Matter Expert and Applications Support Services Manager for the PACSES Project. Doris has added value to the PACSES Project using her extensive knowledge of child support regulations and laws as well as her deep understanding of child support business processes to assist in the design, development and implementation of PACSES applications that benefit children and families and have enabled the Commonwealth to establish and maintain a reputation as a leader in the establishment and collection of child support.

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 (PACSES).

Appendix I – Key Staff Template

Craig Hoover

Offeror Company Name			
Deloitte			

Subcontractor Company Name (If applicable)			
Not applicable			

Reference Organization Name	Reference Contact Name		
Commonwealth of Pennsylvania Department of Labor and Industry	Phil Day		
	Reference Contact Title		
	DLI – Information Technology Manager		
Reference Organization Address	**Reference Contact Phone**		
651 Boas St, Harrisburg, PA	(717) 772-8628		
	Reference Contact Email Address		
	pday@state.pa.us		

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Craig Hoover		
Title	Manager		

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PA Comprehensive Workforce Development System		
Contract/Project Start Date	September 2005	**Contract/Project End Date**	September 2010
Contract/Project $ Amount	>$56M		

How long has this individual had a business relationship with the Reference Organization?

Craig Hoover worked with the Pennsylvania Departments of Labor and Industry (DLI) and Public Welfare (DPW) on the Comprehensive Workforce Development System from October 2006 through November 2007.

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.

Craig served as the System Integration Testing Lead and Data Management Lead on the project. In his role, Craig:

- Authored, monitored, and maintained testing strategy and work plan documents
- Directed system testing preparation and execution to meet the objectives and timelines set out in the testing strategy and work plan
- Managed daily activities of four person testing team
- Coordinated user acceptance testing (UAT) planning and preparation activities with client counterparts
- Created UAT data management approach

- Oversaw UAT data identification, mining, creation, and assignment for 25 user acceptance testers
- Craig worked approximately 2000 hours in this capacity for PA DLI and DPW.

Describe the Contract/Project Objectives

The objective of this contract is to develop, maintain, and enhance a custom-built workforce development services Web-based application.

Appendix I – Key Staff Template

Craig Hoover

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Bob Frein
	Reference Contact Title
	DPW OCDEL – Director of Bureau of Subsidized Child Care Services

Reference Organization Address	Reference Contact Phone
333 Market St Harrisburg, PA 17101	(717) 346-9323
	Reference Contact Email Address
	rfrein@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Craig Hoover
Title	Manager

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?

Craig Hoover has been working with the Pennsylvania Department of Public Welfare since June 2008 (2.3 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.

Craig serves as the Child Care Works (CCW) Application Manager for the PELICAN project. He provides leadership across all application team activities related to CCW, including project management, application maintenance, and application modifications. In this role he oversees approximately 25 staff and provides support for the planning and delivery of complex technology solutions to improve OCDEL subsidized child care service delivery and efficiency.

In particular, his responsibilities include:

- Managing high level work estimation and work order planning
- Managing all aspects of application modification and maintenance

- Leading business requirements, design, development, testing, and implementation of system modifications and assisting in overall issue resolution
- Managing creation and acceptance of all application related deliverables
- Validating impact analysis as a result of program and policy changes
- Performing resource estimation for modifications
- Managing application maintenance and production support
- Finalizing change resolution and implementation schedule
- Leading the deployment of large-scale system changes including MCI.NET (PELICAN), Provider Search Expansion, and Online Attendance Tracking
- Craig has worked approximately 4500 hours in this capacity for DPW.

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 (PELICAN).

Appendix I – Key Staff Template

Craig Hoover

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Ryan Morgan
	Reference Contact Title
	DPW OCDEL – Program Specialist
Reference Organization Address	**Reference Contact Phone**
333 Market St Harrisburg, PA 17101	(717) 346-0650
	Reference Contact Email Address
	rymorgan@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Craig Hoover		
Title	Manager		
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?

Craig Hoover has been working with the Pennsylvania Department of Public Welfare since June 2008 (2.3 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.

Craig serves as the Child Care Works (CCW) Application Manager for the PELICAN project. He provides leadership across all application team activities related to CCW, including project management, application maintenance, and application modifications. In this role he oversees approximately 25 staff and provides support for the planning and delivery of complex technology solutions to improve OCDEL subsidized child care service delivery and efficiency. In particular, his responsibilities include:

- Managing high level work estimation and work order planning
- Managing all aspects of application modification and maintenance
- Leading business requirements, design, development, testing, and implementation of system modifications and assisting in overall issue resolution

- Managing creation and acceptance of all application related deliverables
- Validating impact analysis as a result of program and policy changes
- Performing resource estimation for modifications
- Managing application maintenance and production support
- Finalizing change resolution and implementation schedule
- Leading the deployment of **large-scale** system changes including MCI.NET (PELICAN), Provider Search Expansion, and Online Attendance Tracking
- Craig has worked approximately 4500 hours in this capacity for DPW.

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 (PELICAN).

Appendix I – Key Staff Template

Craig Hoover

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Labor and Industry	Craig Thomas
	Reference Contact Title
	CDC/PEMS Project Manager/Health Scientist

Reference Organization Address	Reference Contact Phone
651 Boas St Harrisburg, PA 17121	(404) 639-0617
	Reference Contact Email Address
	craig.thomas@cdc.hhs.gov

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Craig Hoover
Title	Manager

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	CDC/Program Evaluation and Monitoring System		
Contract/Project Start Date	2003	**Contract/Project End Date**	2008
Contract/Project $ Amount	> $20 M		

How long has this individual had a business relationship with the Reference Organization?

Craig Hoover worked with the Centers for Disease Control and Prevention from August 2003 through March 2006.

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.

Craig, in his last role on the project, served as Release Track Lead. His responsibilities included:

- Managed complete functional track for third major system release
- Planned, organized, and facilitated all client workshops for the release (requirements gathering and review, design validation, functionality overview for end-users, and technical issues meetings)
- Owned and authored Functional and Technical Scope, Detailed System Design (co-owner/author), System Testing Plan, System Testing Summary, User Acceptance Testing Plan, and User Acceptance Testing Report deliverables
- Led requirements identification, gathering, and refinement process
- Collaborated with development team on creation, analysis, and evaluation of potential design solutions

- Supervised five person team, including four testers and one data modeler
- Created, monitored, and maintained testing strategy and work plan documents for both system testing and user acceptance testing (UAT)
- Directed system testing preparation and execution to meet the objectives and timelines set out in the testing strategy and work plan
- Coordinated UAT planning and preparation activities with client counterparts; Facilitated UAT execution
- Collaborated with client subject matter experts (SMEs) on the creation of UAT scenarios designed to reflect real-life business scenarios and processes
- Craig worked approximately 5200 hours in this capacity for PA DLI and DPW.

Describe the Contract/Project Objectives

The objective of this contract was to design, develop, maintain, and enhance a custom-built data collection, tracking, and analysis system created to facilitate monitoring the efficacy of agency-funded HIV/AIDS prevention efforts.

Appendix I – Key Staff Template

Craig Hoover

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Labor and Industry	Linda Wright-DeAguero
	Reference Contact Title
	CDC/PEMS Project Sponsor/Social Scientist
Reference Organization Address	**Reference Contact Phone**
651 Boas St, Harrisburg, PA	(404) 639-0932
	Reference Contact Email Address
	linda.wrightdeaguero@cdc.hhs.gov

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Craig Hoover
Title	Manager

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	CDC/Program Evaluation and Monitoring System		
Contract/Project Start Date	2003	**Contract/Project End Date**	2008
Contract/Project $ Amount	> $20M		

How long has this individual had a business relationship with the Reference Organization?

Craig Hoover worked with the Centers for Disease Control and Prevention from August 2003 through March 2006.

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.

Craig, in his last role on the project, served as Release Track Lead. His responsibilities included:

- Managed complete functional track for third major system release
- Planned, organized, and facilitated all client workshops for the release (requirements gathering and review, design validation, functionality overview for end-users, and technical issues meetings)
- Owned and authored Functional and Technical Scope, Detailed System Design (co-owner/author), System Testing Plan, System Testing Summary, User Acceptance Testing Plan, and User Acceptance Testing Report deliverables
- Led requirements identification, gathering, and refinement process
- Collaborated with development team on creation, analysis, and evaluation of potential design solutions

- Supervised five person team, including four testers and one data modeler
- Created, monitored, and maintained testing strategy and work plan documents for both system testing and user acceptance testing (UAT)
- Directed system testing preparation and execution to meet the objectives and timelines set out in the testing strategy and work plan
- Coordinated UAT planning and preparation activities with client counterparts; Facilitated UAT execution
- Collaborated with client subject matter experts (SMEs) on the creation of UAT scenarios designed to reflect real-life business scenarios and processes
- Craig worked approximately 5200 hours in this capacity for PA DLI and DPW.

Describe the Contract/Project Objectives

The objective of this contract was to design, develop, maintain, and enhance a custom-built data collection, tracking, and analysis system created to facilitate monitoring the efficacy of agency-funded HIV/AIDS prevention efforts.

Appendix I – Key Staff Template

Patrick Howard

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Massachusetts Department of Developmental Services	Margaret Chow-Menzer
	Reference Contact Title
	Assistant Commissioner

Reference Organization Address	Reference Contact Phone
Department of Developmental Services 500 Harrison Avenue Boston, MA 02118	(617) 624-7703
	Reference Contact Email Address
	Margaret.Chow-Menzer@state.ma.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Patrick Howard
Title	Principal

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Massachusetts Home and Community Services Information System		
Contract/Project Start Date	2004	**Contract/Project End Date**	Current
Contract/Project $ Amount	>$10M		

How long has this individual had a business relationship with the Reference Organization?
6 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.

As the Project Principal for the Massachusetts HCSIS system, Pat assisted DDS in creating enterprise vision and integrating multiple information technology systems. Pat guided the Deloitte Consulting team as they implemented new quality processes related to tracking health outcomes, incident management and investigations. Additionally, he met with providers and stakeholders to assist in stakeholder adoption of new processes and technologies. Pat is currently assisting DDS in supporting further enhancements to the HCSIS system including provider registration, licensing and the incorporation of 3 new waivers. Pat has worked on MA HCSIS an estimated 1500 hours.

Describe the Contract/Project Objectives

Massachusetts's implementation of HCSIS included functionality in five key quality management areas:

- Incident management provides for the reporting and management of incidents, restraints, medication occurrences, and optionally reportable events.
- Death reporting supports the reporting and review of death reports.
- Investigations functionality includes the tracking, data entry, and reporting of information for allegations of abuse or mistreatment.
- Health care record gathers demographic and medical information regarding the health status of individuals.
- National core indicators supports the core indicator surveys, which provide information about various performance indicators across states.

The HCSIS system was deployed statewide between March and July 2006. Approximately 4,900 users from DDS offices and provider agencies are now able to access HCSIS. Standardized practices have improved the consistency and reliability of data across the mental retardation system. The adoption of HCSIS has provided all users with access to a holistic view of quality management, rather than access to silos of information. This created a greater sense of partnership, as all parties recognize the shared goal of this effort - improved quality management for all of the individuals with mental retardation within Massachusetts.

Appendix I – Key Staff Template

Patrick Howard

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Pennsylvania Dept of Health	Patrick Keating
	Reference Contact Title
	Chief Information Officer – Department of Health
Reference Organization Address	**Reference Contact Phone**
Bureau of Information Technology	(717) 787-7521
Pennsylvania Department of Health 2150 Herr Street | Harrisburg, PA 17103	**Reference Contact Email Address**
	pakeating@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested		
Name	Patrick Howard	
Title	Principal	

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PA National Electronic Disease Surveillance System (PA-NEDSS)		
Contract/Project Start Date	June 2009	**Contract/Project End Date**	Current
Contract/Project $ Amount	>$18M		

How long has this individual had a business relationship with the Reference Organization?
1 year

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.

PA-NEDSS is a series of complementary Web-based applications used by the public health and medical staff of Pennsylvania for disease reporting, disease surveillance, and case management. In support of the NEDSS initiative, the Bureaus of Epidemiology, Communicable Disease, Family Health, and Community Health were combined to integrate legacy disease surveillance mechanisms and paper-based reporting for 60+ conditions within the Infectious Diseases, Vaccine Preventable Diseases, HIV/AIDS, Sexually Transmitted Diseases, Tuberculosis, and Lead Poisoning program areas. As the Project Principal, Pat is responsible for overseeing the activities of the maintenance and modifications of the PA NEDSS system. He is working with the Department of Health to create a transition strategy of the NEDSS system to the state team. Additionally, Pat participates in leadership and governance meetings. Pat has worked on NEDSS for an estimated 250 hours.

Describe the Contract/Project Objectives

As a result of the recommendations of the Health Information and Surveillance Systems Board (HISSB), the CDC developed standards and guidelines for a National Electronic Disease Surveillance System (NEDSS), to facilitate how data is submitted and transferred among the various federal, state and local agencies. These standards included the Public Health Conceptual Data Model to facilitate the development of data standards for public health. The vision for NEDSS was a series of complementary electronic information systems that gathered information from the public health community, which assists in the monitoring of diseases, and provide information for public policy changes.

In support of the Pennsylvania NEDSS effort, Deloitte worked with the PA Department of Health to create an integrated data repository (IDR) with an online and batch front end for the public health community to submit their reports on their reportable diseases/conditions. This system replaced a myriad of existing applications and is currently receiving reports and documenting investigations from over 954,000 cases for 60+ reportable diseases and conditions by 1,020 laboratory users, 1,282 hospital users, 169 physician users, and 742 public health staff members in Pennsylvania (as of September 12, 2008).

The new electronic reporting system was developed in components with assistance from different vendors. The integrated online system has provided numerous advantages to the PA Department of Health including:

- More timely submission of reports
- Decreased costs for capturing the information
- Decreased duplication of data
- Accurate information sharing
- Rapid outbreak detection
- Secure storage of confidential information

Appendix I – Key Staff Template

Patrick Howard

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Dept of Public Welfare – Early Learning Network	Cheryl Martin
	Reference Contact Title
	IT Portfolio Manager for Children and Family Services
Reference Organization Address	**Reference Contact Phone**
DGS Annex Complex Willow Oak Bldg. 42 Rm. 54 | Harrisburg, PA 17105	(717) 772-7262
	Reference Contact Email Address
	cmartin@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Patrick Howard		
Title	Principal		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PA Early Learning Network		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	Current (My role ended 1/2010)
Contract/Project $ Amount	>$7M		

How long has this individual had a business relationship with the Reference Organization?
2.5 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.

Pat oversaw the creation of a high level functional model of the Early Learning Network System including a build versus buy analysis. He assisted in the stakeholder engagement strategy and creation of a deep dive engagement strategy. As the Project Principal, Pat worked with key stakeholders in the design of the Early Learning Transactional and Reporting Systems. He also participates in leadership in governance meetings. Pat has worked on ELN for an estimated 500 hours.

Describe the Contract/Project Objectives

In October 2000, the Commonwealth of Pennsylvania's Office of Child Development and Early Learning (OCDEL), in conjunction with the Office of Income Maintenance (OIM), selected Deloitte to assist with the planning, design, development, and implementation of a Web-enabled integrated child care system to administer subsidized child care for both TANF and Low Income programs. The project results include:

- Aligned child care policy across the Commonwealth through the use of an integrated system
- Integrated the various fraction of the program administration and operations into a single system to provide better controls and management reporting
- Provided a technical foundation for the utilization of other advanced technologies to simplify program administration
- Provide a centralized provider database, simplifying provider management functions
- Provide a centralized child information repository

Appendix I – Key Staff Template

Patrick Howard

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
State of Delaware – DHSS	Robin Russell
	Reference Contact Title
	Director ISU

Reference Organization Address	Reference Contact Phone
Biggs Bldg Door Number 2	(617) 624-7703
1901 N. Dupont Highway	**Reference Contact Email Address**
New Castle, De 19720	robin.russell@state.de.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Patrick Howard
Title	Principal

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Delaware Client Information System		
Contract/Project Start Date	1996	**Contract/Project End Date**	Current (My Role Ended 7/2009)
Contract/Project $ Amount	>$58M		

How long has this individual had a business relationship with the Reference Organization?
15 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.

Pat served the Delaware Client Information System (DCIS-II) in multiple capacities. He was responsible for the statewide rollout of the DCIS II application. Pat supervised the successful implementation of 30 major enhancements to the system. He also provided guidance to the technical and production support teams. As the Track Manager and Deputy Project Manager, Pat led a team of analysts in the implementation of automating complex policy decisions in DCIS II. He was responsible for Coordinating the design and implementation of system wide design changes. Pat also designed DCIS II's interfaces with the MMIS subsystem and the buy-in process. Pat worked on DCIS II for an estimated 12,000 hours.

Describe the Contract/Project Objectives

Delaware Client Information System (DCIS II) is a large-scale human services system transfer that was successfully implemented with DHSS. Deloitte was responsible for all aspects of the DCIS II development life cycle, including requirements analysis, logical design, physical design, construction/unit test, system test, acceptance test, training, conversion, implementation, and warranty.

Commonwealth of Pennsylvania
RFP #16-09, Lot 6

Appendix I – Key Staff Template

Mick Keller

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Department of Public Welfare Commonwealth of Pennsylvania	Eric Graves
	Reference Contact Title
	Director, Bureau of Program Support

Reference Organization Address	Reference Contact Phone
OIM, 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			
Name	Mick Keller		
Title	Project Manager		

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?
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.

Mick served as the project manager of iCIS and worked specifically with Mr. Graves as part of the project. Her responsibilities included the overall delivery of the project through all phases of the systems development life cycle, implementing consistent policies and procedures including planning, tracking, communication and issue resolution as well as managing the project enhancements. Mick has been privileged to provide DPW with appropriately 10,000 hrs of service.

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).

Appendix I – Key Staff Template

Mick Keller

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Insurance Department	George Hoover
	Reference Contact Title
	Commissioner of CHIP/adultBasic Program

Reference Organization Address	Reference Contact Phone
333 Market Street Harrisburg, PA 17101	(717) 772-7809
	Reference Contact Email Address
	ghoover@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Mick Keller
Title	Project Manager

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PA PID CHIP and adultBasic Processing System (CAPS)		
Contract/Project Start Date	October 2002	**Contract/Project End Date**	June 2012
Contract/Project $ Amount	> $14M		

How long has this individual had a business relationship with the Reference Organization?
1 year

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.

Mick is the project partner on the engagement. She is responsible for:

- Monitoring client requirements and needs
- Performing contract management
- Project status reviews

Mick has worked on the project for 300 hours.

Describe the Contract/Project Objectives

The objective of the contract is to provide project management, maintenance, modifications, and application support for the ongoing business and operational needs of the CHIP and adultBasic programs.

Appendix I – Key Staff Template

Mick Keller

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Ray Packer
	Reference Contact Title
	Welfare/Program Executive
Reference Organization Address	**Reference Contact Phone**
Willow Oak Building DGS Annex Complex Harrisburg, PA 17105-2675	Work (717) 705-8141 Cell (717) 991-7914
	Reference Contact Email Address
	rapacker@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Mick Keller
Title	Project Manager
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?
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.
Mick served as the project manager of iCIS and worked specifically with Mr. Packer as part of the project. Her responsibilities included the overall delivery of the project through all phases of the systems development life cycle, implementing consistent policies and procedures including planning, tracking, communication and issue resolution as well as managing the project enhancements. Mick has worked appropriately 10,000 hrs on this project.

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).

Appendix I – Key Staff Template

Mick Keller

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Pennsylvania Insurance Department	William Pugh
	Reference Contact Title
	Business Analyst
Reference Organization Address	**Reference Contact Phone**
1142 Strawberry Square Harrisburg, PA 17120	(717) 346-1364
	Reference Contact Email Address
	wpugh@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Mick Keller		
Title	Project Partner		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PA PID CHIP and adultBasic Processing System (CAPS)		
Contract/Project Start Date	October 2002	**Contract/Project End Date**	June 2012
Contract/Project $ Amount	> $14M		

How long has this individual had a business relationship with the Reference Organization?	
1 year	

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.

Mick is the project partner on the engagement. She is responsible for:

- Monitoring client requirements and needs
- Performing contract management
- Project status reviews

Mick has worked on the project for 300 hours.

Describe the Contract/Project Objectives

The objective of the contract is to provide project management, maintenance, modifications, and application support for the ongoing business and operational needs of the CHIP and adultBasic programs.

Appendix I – Key Staff Template

Mick Keller

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Teresa Shuchart
	Reference Contact Title
	Chief Information Officer, Department of Public Welfare, Insurance and Aging

Reference Organization Address	Reference Contact Phone
Willow Oak Building 1006 Hemlock Drive Harrisburg, PA 17110	(717) 772-7265
	Reference Contact Email Address
	tshuchart@dpw.state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Mick Keller
Title	Project Manager – iCIS, Project Partner – CAPS

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Strategic Business Systems – IT Bundling, CAPS		
Contract/Project Start Date	2006 – iCIS 2002 – CAPS	**Contract/Project End Date**	2011 – iCIS 2012 – CAPS
Contract/Project $ Amount	>$400M – iCIS >$14M - CAPS		

How long has this individual had a business relationship with the Reference Organization?	
5 years – iCIS, 1 year – CAPS	

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.

iCIS. Mick served as the project manager of iCIS and worked specifically with Ms. Shuchart as part of the project. Her responsibilities included the overall delivery of the project through all phases of the systems development life cycle, implementing consistent policies and procedures including planning, tracking, communication and issue resolution as well as managing the project enhancements.

CAPS. Mick is the project partner on the engagement. She is responsible for:

- Monitoring client requirements and needs
- Performing contract management
- Project status reviews
- 10,000 iCIS, 300 hours – CAPS

Describe the Contract/Project Objectives

iCIS. 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).

CAPS. The objective of the contract is to provide project management, maintenance, modifications, and application support for the ongoing business and operational needs of the CHIP and adultBasic programs.

Appendix I – Key Staff Template

Michael Kravanis

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
ACS State & Local Solutions	Brian Green
	Reference Contact Title
	Program Manager
Reference Organization Address	**Reference Contact Phone**
2201 Aspen Way	(717) 557-8892
Harrisburg, PA 17110	**Reference Contact Email Address**
	Bgreen.hbg@gmail.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Michael Kravanis
Title	Business Analyst

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES - Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75 M		

How long has this individual had a business relationship with the Reference Organization?
11 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.

Provide system development across the SDLC including requirements, general system design, detailed system design, development, integration, testing support, and deployment. Plan, prioritize, and provide quality assurance for the maintenance of the existing child support system. Identify and resolve system defects and analyze and improve the existing system's performance. Maintain proactive monitoring of system interfaces including the Client Information System for the purpose recouping IV-A support expended. Supply expertise for the case management team including subsystems including case intake, paternity establishment, order establishment, guideline calculations, medical insurance, and case closure. Provide on-call support of the batch processing for the PACSES Unisys mainframe. Plan and prepare technical reports, system documentation, and instructional documentation.

During his time with PACSES Michael automated the case closure and order modification process in PACSES virtually eliminating the amount of time required by users to complete the modification of cases. Designed and oversaw the upgrade of the Paternity Tracking System (PTS) application to .NET

Offeror Company Name

Deloitte

3.5. Maintained the IV-A interface including the implementation of the mass unreimbursed arrears baseline of all IV-A cases in PACSES.

Michael has worked over 20,000 hours on the PA Child Support Enforcement systems.

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 (PACSES).

Appendix I – Key Staff Template

Michael Kravanis

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Division of Field Operations	Mary Martin
	Reference Contact Title
	Director
Reference Organization Address	**Reference Contact Phone**
Department of Public Welfare 1303 North 7th St Harrisburg, PA 17102	(717) 783-3012
	Reference Contact Email Address
	mamartin@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Michael Kravanis
Title	Business Analyst

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES - Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75 M		

How long has this individual had a business relationship with the Reference Organization?	
11 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.

Provide system development across the SDLC including requirements, general system design, detailed system design, development, integration, testing support, and deployment. Plan, prioritize, and provide quality assurance for the maintenance of the existing child support system. Identify and resolve system defects and analyze and improve the existing system's performance. Maintain proactive monitoring of system interfaces including the Client Information System for the purpose recouping IV-A support expended. Supply expertise for the case management team including subsystems including case intake, paternity establishment, order establishment, guideline calculations, medical insurance, and case closure. Provide on-call support of the batch processing for the PACSES Unisys mainframe. Plan and prepare technical reports, system documentation, and instructional documentation.

During his time with PACSES Michael automated the case closure and order modification process in PACSES virtually eliminating the amount of time required by users to complete the modification of cases. Designed and oversaw the upgrade of the Paternity Tracking System (PTS) application to .NET

Offeror Company Name

Deloitte

3.5. Maintained the IV-A interface including the implementation of the mass unreimbursed arrears baseline of all IV-A cases in PACSES.

Michael has worked over 20,000 hours on the PA Child Support Enforcement systems. .

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 (PACSES).

Appendix I – Key Staff Template

Michael Kravanis

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
N/A	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Division of Child Support Enforcement (DCSES)	Joyce Match
	Reference Contact Title
	Application Manager
Reference Organization Address	**Reference Contact Phone**
Department of Public Welfare PO Box 8018 Harrisburg, PA 17105	(717) 705-5104
	Reference Contact Email Address
	JoyceMatch@pacses.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Michael Kravanis
Title	Business Analyst

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES - Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75 M		

How long has this individual had a business relationship with the Reference Organization?
11 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.

Provide system development across the SDLC including requirements, general system design, detailed system design, development, integration, testing support, and deployment. Plan, prioritize, and provide quality assurance for the maintenance of the existing child support system. Identify and resolve system defects and analyze and improve the existing system's performance. Maintain proactive monitoring of system interfaces including the Client Information System for the purpose recouping IV-A support expended. Supply expertise for the case management team including subsystems including case intake, paternity establishment, order establishment, guideline calculations, medical insurance, and case closure. Provide on-call support of the batch processing for the PACSES Unisys mainframe. Plan and prepare technical reports, system documentation, and instructional documentation.

During his time with PACSES Michael automated the case closure and order modification process in PACSES virtually eliminating the amount of time required by users to complete the modification of cases. Designed and oversaw the upgrade of the Paternity Tracking System (PTS) application to .NET

Offeror Company Name

Deloitte

3.5. Maintained the IV-A interface including the implementation of the mass unreimbursed arrears baseline of all IV-A cases in PACSES.

Michael has worked over 20,000 hours on the PA Child Support Enforcement systems.

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 (PACSES).

Appendix I – Key Staff Template

Michael Kravanis

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
N/A	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Division Financial Services & Transactions (DFST)	Jody Pender
	Reference Contact Title
	Director

Reference Organization Address	Reference Contact Phone
Department of Public Welfare PO Box 8018 Harrisburg, PA 17105	(717) 705-5106
	Reference Contact Email Address
	JodyPender@pacses.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Michael Kravanis
Title	Business Analyst

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES - Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75 M		

How long has this individual had a business relationship with the Reference Organization?
11 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.

Provide system development across the SDLC including requirements, general system design, detailed system design, development, integration, testing support, and deployment. Plan, prioritize, and provide quality assurance for the maintenance of the existing child support system. Identify and resolve system defects and analyze and improve the existing system's performance. Maintain proactive monitoring of system interfaces including the Client Information System for the purpose recouping IV-A support expended. Supply expertise for the case management team including subsystems including case intake, paternity establishment, order establishment, guideline calculations, medical insurance, and case closure. Provide on-call support of the batch processing for the PACSES Unisys mainframe. Plan and prepare technical reports, system documentation, and instructional documentation.

During his time with PACSES Michael automated the case closure and order modification process in PACSES virtually eliminating the amount of time required by users to complete the modification of cases. Designed and oversaw the upgrade of the Paternity Tracking System (PTS) application to .NET

Offeror Company Name

Deloitte

3.5. Maintained the IV-A interface including the implementation of the mass unreimbursed arrears baseline of all IV-A cases in PACSES.

Michael has worked over 20,000 hours on the PA Child Support Enforcement systems.

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 (PACSES).

Appendix I – Key Staff Template

Matthew Mardorff

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
PA Department of Aging – Office of Long Term Living	Phyllis Bennett
	Reference Contact Title
	Accountant

Reference Organization Address	Reference Contact Phone
555 Walnut Street 6th Floor Harrisburg, PA 17101	(717) 772-0186
	Reference Contact Email Address
	pbennett@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested

Name	Matthew Mardorff
Title	Analytics Team Lead/Implementation Specialist

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?

7 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.

During the last 7 years, Matthew has filled multiple roles for DPW including assisting in the planning and implementation of OLTLs roll out of HCSIS, acting as the HCSIS data warehouse lead, and acting as a subject matter expert for HCSIS reporting and financials. He is currently the analytics team lead for the HCSIS project. During his total time on HCSIS Matthew has worked approximately 13,500 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 (HCSIS).

Appendix I – Key Staff Template

Matthew Mardorff

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare Office of Developmental Programs	Patty McCool
	Reference Contact Title
	Area Director for MR Programs

Reference Organization Address	Reference Contact Phone
Health & Welfare Bldg 625 Forster St Harrisburg, PA 17105	(717) 783-5197
	Reference Contact Email Address
	pmcool@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Matthew Mardorff
Title	Analytics Team Lead/Implementation Specialist

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?
7 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.

During the last 7 years, Matthew has filled multiple roles for DPW including assisting in the planning and implementation of OLTLs roll out of HCSIS, acting as the HCSIS data warehouse lead, and acting as a subject matter expert for HCSIS reporting and financials. He is currently the analytics team lead for the HCSIS project. During his total time on HCSIS Matthew has worked approximately 13,500 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 (HCSIS).

Appendix I – Key Staff Template

Matthew C. Mardorff

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
The Bank of New York Mellon Corporation	Amy Nelson
	Reference Contact Title
	Project Manager

Reference Organization Address	Reference Contact Phone
1 Mellon Bank Center Pittsburgh, PA 15258-0001	(412) 234-9285
	Reference Contact Email Address
	nelson.a@mellon.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Matthew C. Mardorff
Title	Implementation Team Lead

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Total Cost of Ownership Project (TCOP)		
Contract/Project Start Date	July 2001	**Contract/Project End Date**	April 2003
Contract/Project $ Amount	>$2M		

How long has this individual had a business relationship with the Reference Organization?
2 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.
In this role, Matthew managed the scheduling and resource allocation for migrations, supervised actual migration of over 3,000 PCs, and acted as technical support for any problems during migrations. Matthew met with the business unit on the day of migration, answered any outstanding technical questions, and assisted in the creation of the project plan for the overall project as well as a project plan template that was used for each business unit's migration. Matthew worked approximately 3,720 hours during his time on TCOP.

Describe the Contract/Project Objectives
The Total Cost of Ownership Project TCOP was an internal Mellon project to consolidate all IT infrastructure and support personnel into one centralized IT department and Help Desk by the desktop configuration and applications across the corporation.

Appendix I – Key Staff Template

Ujjwal P Mittal

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Pennsylvania Municipal Retirement System	James B. Allen
	Reference Contact Title
	Secretary

Reference Organization Address	Reference Contact Phone
1010 N. 7th St.	(717) 787-2065
Suite 301	**Reference Contact Email Address**
Harrisburg PA 17102	jamallen@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Ujjwal P Mittal
Title	Senior Consultant

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PMRS Oracle Support and Web System		
Contract/Project Start Date	October 2008	**Contract/Project End Date**	June 2009
Contract/Project $ Amount	>$150K		

How long has this individual had a business relationship with the Reference Organization?
9 months

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.
Oracle Database Support and Web System Architecture for PMRS LOB application, Training to IT Staff, Provide Architecture blue print for multi-phase project and design guidelines for the project, Define Security and Integration using SOA/Web Services architecture for multi-phase project, scalability to deploy on server farm, reusability by developing, components for common tasks etc
1500 hours approx

Describe the Contract/Project Objectives
Provide Oracle DBA support to PMRS, Oracle 10g with Data Guard, Enhance Backup scripts, Performance Tuning, Crystal Report Automation for third party LOB application (called CPAS), PMRS Web system architecture for self service for employers, members and public, Training and Mentoring to PMRS IT Staff

Appendix I – Key Staff Template

Ujjwal P Mittal

Offeror Company Name
Infotech Consulting Inc

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Labor and Industry	Edward S Bowlen
	Reference Contact Title
	Division Chief, Bureau of Enterprise Architecture
Reference Organization Address	**Reference Contact Phone**
7th & Forster Sts 3rd Floor Harrisburg PA 17121	(717) 772-9417
	Reference Contact Email Address
	ebowlen@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Ujjwal P Mittal
Title	Application Architect

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	EIRD (Employer Information Resource Database) System		
Contract/Project Start Date	June 2001	**Contract/Project End Date**	April 2003
Contract/Project $ Amount	>$1M		

How long has this individual had a business relationship with the Reference Organization?
20 months

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.
Application Architecture, Provide Enterprise Architecture blue print for multi-phase project, Provide technical architecture and design guidelines for the project, Define Security and Integration architecture for multi-team and multi-phase project, Design support to cater the need of message based integration, scalability to deploy on server farm, reusability by developing , components for common tasks etc. 3,000 hours approx

Describe the Contract/Project Objectives
The Employer Information Resources Database project's purpose was to design, build, and deploy a common database and application system to acquire, validate, store, and retrieve information about enterprises and employers. The system provides a single data collection point for common enterprise and employer data used by thirteen program areas. It also provided the interfaces to other agencies for data exchange for registration process.

Appendix I – Key Staff Template

Ujjwal P Mittal

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Department of State	Mary A. Callaghan, CPIM, PMP
	Reference Contact Title
	Project Manager, SURE Portals

Reference Organization Address	Reference Contact Phone
3rd Street Harrisburg PA 17102	(717) 425-5752
	Reference Contact Email Address
	mac3113@verizon.net

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Ujjwal P Mittal
Title	System Architect

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	SURE portals and Election Night Return		
Contract/Project Start Date	November 2007	**Contract/Project End Date**	January 2009
Contract/Project $ Amount	>$1M		

How long has this individual had a business relationship with the Reference Organization?
14 months

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.
Technical Lead Architect, Provide Application Architecture blue print for multi-phase project, Provide technical architecture and design guidelines for the project, Define Security and Integration architecture for multi-team and multi-phase project, Design support to cater the need of SOA based integration, scalability to deploy on server farm, reusability by developing , components for common tasks etc. Approx 2200 hours

Describe the Contract/Project Objectives
ENR (Election Night Return) application is designed to improve the manual process of collecting data to electronically collect the data tabulation and web representation for election returns in near real time, Management Dashboard for monitoring various activities on election night like county interaction. This system had two parts – Web and Windows application deployed at County offices.

Appendix I – Key Staff Template

Shahid Raza

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Child and Family Services Agency	Brady Birdsong
	Reference Contact Title
	Director of Information Systems
Reference Organization Address	**Reference Contact Phone**
702 H Street NW	(202) 277-7814
Suite 200	**Reference Contact Email Address**
Washington, DC 20001	brady.birdsong@dc.gov

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Shahid Raza
Title	Manager

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	FACES.NET		
Contract/Project Start Date	January 2005	**Contract/Project End Date**	May 2008
Contract/Project $ Amount	>$25M		

How long has this individual had a business relationship with the Reference Organization?
3 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.

Shahid served as the application lead on District of Columbia's SACWIS implementation for over three years. During the course of these three years, Shahid was involved with all phases of the SDLC through initial development, roll out, and finally through maintenance and enhancements post go-live which included upgrade to .NET 3.0. Shahid's key responsibilities on the DC engagement included:

- Managing onsite/offshore development team of 25+ resources
- Working closely with client and the 3 design leads to design system enhancements
- Monitoring and collecting design and development status from both onsite and offshore resources
- Planning daily tasks of onsite and offshore resources
- Managing project issues/risks and escalating as necessary
- Managing design and development schedule/deliverables

- Coordinating application go-live activities
- Providing production support
- Working with client to coordinate monthly application builds

Estimated Hours: 6,500

Describe the Contract/Project Objectives

The District of Columbia contracted with Deloitte Consulting in November of 1998 to develop a unitary computerized child welfare information system. The goal of the District of Columbia's FACES project is to develop a technology framework to assist District workers in providing the highest quality of child welfare services for the children of the District of Columbia. In addition, FACES was designed to bring the Agency into compliance with the requirements and mandates of the LaShawn Remedial Court Order. The court order requires the District of Columbia to develop a unitary computerized information system that will record, retain and report information to achieve compliance with the Order and relevant Federal and District law. FACES also had to be designed so that the District would meet Federal SACWIS, AFACRS and NCANDS requirements, plus the mandates of the Adoption and Safe Families Act of 1997 and the Family Court Act of 2000.

For the time periods relevant to this reference, Deloitte was contracted to upgrade the FACES PowerBuilder solution to .NET and provide key enhancements to the Intake module. Subsequently, Deloitte was responsible for maintenance and enhancements to the FACES.NET application.

Appendix I – Key Staff Template

Shahid Raza

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Amanda Doris

	Reference Contact Title
	Division Chief Department of Education and Public Welfare, Bureau of Certification Services, OCDEL, DPW

Reference Organization Address	Reference Contact Phone
333 Market St. Harrisburg, PA 17101	(717) 346-1116

	Reference Contact Email Address
	adorris@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested

Name	Shahid Raza
Title	Manager

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?

.1 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.

As a maintenance and Enterprise Certification work order lead, Shahid works closely with OCDEL program managers to provide timely resolution of production issues to assure smooth operations. Shahid also works closely with the OCDEL and ODP program manager to gather requirements, and design the enterprise certification system.

Additionally, Shahid is responsible for:

- Providing support for all aspects of application modification and maintenance
- Supporting business requirements, design, development, testing, and implementation of system modifications and assisting in overall issue resolution
- Supporting creation and acceptance of all application related deliverables
- Providing impact analysis as a result of program and policy changes

- Leading application maintenance and production support
- Proposing change resolution and implementation schedule

Estimated Hours: 180

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 (PELICAN).

Appendix I – Key Staff Template

Shahid Raza

Offeror Company Name	
Deloitte	
Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Dynamic Research Corporation	Michael Latham
	Reference Contact Title
	Project Manager
Reference Organization Address	**Reference Contact Phone**
535 MetroPlex Drive	(614) 893-4198
Building B, Suite 100	**Reference Contact Email Address**
Nashville, TN 37211	MLatham@drc.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Shahid Raza		
Title	Manager		

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	FACTS		
Contract/Project Start Date	May 2008	**Contract/Project End Date**	September 2009
Contract/Project $ Amount	>$6M		

How long has this individual had a business relationship with the Reference Organization?
1.5 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.

Shahid was the deputy project manager for this development effort. In his role as the deputy project manager, Shahid lead a team of 7 designers and 30+ developers through all the phases of System Development Life Cycle to successfully deliver the project on time and on budget. The successful delivery of this project required project planning, client management, resource management, issues/risk management, schedule management and tight coordination with the client and direction of onsite/offshore design and development teams.

Shahid's key responsibilities on the TN engagement included:

- Managing onsite technical design team of 7 resources
- Managing offshore development team of 30+ resources
- Monitoring and collecting design and development status from both onsite and offshore teams
- Managing project issues/risks and escalating as necessary

- Managing technical design and development schedule/deliverables
- Managing and leading both onsite and offshore teams through various phases of system development life cycle

Estimated Hours: 3,500.

Describe the Contract/Project Objectives

The Dynamic Research Corporation (DRC) contracted with Deloitte Consulting in May 2008 to provide technical design and development services for the implementation of Statewide Automated Child Welfare Information System for the Department of Children Services in the State of Tennessee. DRC proposed the transfer of their OH SACWIS solution as a baseline for the TN SACWIS system. As part of this proposal, the DRC team was responsible for requirements validation, functional design, SIT, UAT, and implementation support. The Deloitte team worked side by side with the DRC team and was responsible for technical design, development, unit testing, SIT support, UAT support and implementation support.

Appendix I – Key Staff Template

Shahid Raza

Offeror Company Name	
Deloitte	
Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Jen Lau
	Reference Contact Title
	Director, Bureau of Certification Services, OCDEL, DPW
Reference Organization Address	**Reference Contact Phone**
333 Market St. Harrisburg, PA 17101	(717) 346-9325
	Reference Contact Email Address
	jlau@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Shahid Raza
Title	Manager

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?
.1 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.

As a maintenance and Enterprise Certification work order lead, Shahid works closely with OCDEL program managers to provide timely resolution of production issues to assure smooth operations. Shahid also works closely with the OCDEL and ODP program manager to gather requirements, and design the enterprise certification system.

Additionally, Shahid is responsible for:

- Providing support for all aspects of application modification and maintenance
- Supporting business requirements, design, development, testing, and implementation of system modifications and assisting in overall issue resolution
- Supporting creation and acceptance of all application related deliverables
- Providing impact analysis as a result of program and policy changes
- Leading application maintenance and production support

- Proposing change resolution and implementation schedule

Estimated Hours: 180

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 (PELICAN).

Appendix I – Key Staff Template

Luis Santiago

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Office of Child Development and Early Learning	Carl Beck
	Reference Contact Title
	Chief, Division of Standards and Professional Development

Reference Organization Address	Reference Contact Phone
Bureau of Early Intervention Services	(717) 214-7130
Office of Child Development and Early Learning	**Reference Contact Email Address**
Departments of Education and Public Welfare	cabeck@state.pa.us
333 Market Street, 6th Floor	
Harrisburg, PA 17101	

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Luis Santiago
Title	Initiative 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?

Luis has provided services for almost 2 years to the Reference Organization

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.

Luis is responsible for leading design and development of a financial management module in the HCSIS application for the Infant Toddler and Preschool programs for the Office of Child Development and Early Learning (OCDEL. Activities include leading the deliverable creation around the requirement gathering, general system design, detailed system design and testing phases for these initiatives. Luis also manages the risk, issues, action items, and schedule for the initiatives and is responsible for the overall software quality of those initiatives.

Luis provided services fulltime for this client for about 2 years. This represent around 3,500 hours of work for this client.

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 (HCSIS).

Appendix I – Key Staff Template

Luis Santiago

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Administrative Office of the Courts of Pennsylvania	Dan Hyde
	Reference Contact Title
	Senior IT Development Analyst
Reference Organization Address	**Reference Contact Phone**
5035 Ritter Road Mechanicsburg, PA 17055	(717) 795-2000 ext. 3072
	Reference Contact Email Address
	dan.hyde@pacourts.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Luis Santiago		
Title	Maintenance Manager		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Administrative Office of the Courts of Pennsylvania – Common Pleas Case Management System		
Contract/Project Start Date	September 2001	**Contract/Project End Date**	April 2006
Contract/Project $ Amount	>$40M		

How long has this individual had a business relationship with the Reference Organization?
4 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.

As Maintenance Manager, Luis was responsible for managing a ten member development team. This required researching, analyzing, assigning and testing incidents that the users found while using the application. Other responsibilities include assisting the migration and data team leads in resolving issues that affected the application, providing Status Reports to engagement management of tasks completed, serving as knowledge lead for the Accounting module and performing regression testing to all fixes to be deployed. In addition to his role as the Maintenance Manager, Luis also served as a Design and Development Lead and a Design Analyst. As the Design and Development Lead, he was responsible for coordinating and leading the design and development teams. The design activities included leading and arranging functional and technical design meetings, preparing detailed design documentation, creating GUI designs and assisting in the database design.

The development activities included leading the development team to complete the creation of the Accounting module that included a presentation, middle and backend tier, responsible for the integration, white box and black box testing.

As a Design Analyst, Luis was responsible for preparing, participating and documenting requirements sessions. He captured requirements using Rational Rose. The design activities included participating and arranging functional and technical design meetings, preparing detailed design documentation, creating GUI designs and assisting in the database design.

Luis provided services fulltime for this client for about 4 years. This represent around 8,000 hours of work for this client.

Describe the Contract/Project Objectives

The Supreme Court of Pennsylvania has worked to improve service, access, and justice for all Pennsylvanians by planning for greater unification of the judicial system. A vital key to unification is the development of an automated case management system to integrate all courts in the Commonwealth. Under the Supreme Court's direction, the Administrative Office of Pennsylvania Courts ("AOPC") has already automated the Commonwealth's District Justice courts and appellate courts. However, technology support for the Courts of Common Pleas ("the Courts"), which constitute the middle layer of Pennsylvania's judicial pyramid, varies significantly from county to county. Managing these challenges will be the principal responsibility of Deloitte Consulting as the Project Unit 1 vendor working with the Commonwealth, who is the systems integrator. Deloitte Consulting is responsible for providing law and justice leadership, project management skills, functional and technical qualifications, and systems development and deployment capabilities that are essential to help the Commonwealth execute the program to deliver the desired results.

Appendix I – Key Staff Template

Luis Santiago

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
N/A	

Reference Organization Name	Reference Contact Name
Administrative Office of the Courts of Pennsylvania	Roxanne McCombs
	Reference Contact Title
	Senior System Analyst

Reference Organization Address	Reference Contact Phone
Administrative Office of Pennsylvania Courts Pennsylvania Judicial Center 601 Commonwealth Avenue, Suite 1500 Harrisburg, PA 17120	(717) 795-2049
	Reference Contact Email Address
	roxanne.mccombs@pacourts.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	

Name	Luis Santiago
Title	Maintenance Manager

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Administrative Office of the Courts of Pennsylvania – Common Pleas Case Management System		
Contract/Project Start Date	September 2001	**Contract/Project End Date**	April 2006
Contract/Project $ Amount	>$40M		

How long has this individual had a business relationship with the Reference Organization?
4 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.

As Maintenance Manager, Luis was responsible for managing a ten member development team. This required researching, analyzing, assigning and testing incidents that the users found while using the application. Other responsibilities include assisting the migration and data team leads in resolving issues that affected the application, providing Status Reports to engagement management of tasks completed, serving as knowledge lead for the Accounting module and performing regression testing to all fixes to be deployed.

In addition to his role as the Maintenance Manager, Luis also served as a Design and Development Lead and a Design Analyst. As the Design and Development Lead, he was responsible for coordinating and leading the design and development teams. The design activities included leading and arranging functional and technical design meetings, preparing detailed design documentation, creating GUI designs and assisting in the database design. The development activities included leading the development team to complete the creation of the Accounting module that included a presentation, middle and backend tier, responsible for the integration, white box and black box testing.

As a Design Analyst, Luis was responsible for preparing, participating and documenting requirements sessions. He captured requirements using Rational Rose. The design activities included participating and arranging functional and technical design meetings, preparing detailed design documentation, creating GUI designs and assisting in the database design.

Luis provided services fulltime for this client for about 4 years. This represent around 8,000 hours of work for this client.

Describe the Contract/Project Objectives

The Supreme Court of Pennsylvania has worked to improve service, access, and justice for all Pennsylvanians by planning for greater unification of the judicial system. A vital key to unification is the development of an automated case management system to integrate all courts in the Commonwealth. Under the Supreme Court's direction, the Administrative Office of Pennsylvania Courts ("AOPC") has already automated the Commonwealth's District Justice courts and appellate courts. However, technology support for the Courts of Common Pleas ("the Courts"), which constitute the middle layer of Pennsylvania's judicial pyramid, varies significantly from county to county.

Managing these challenges was the principal responsibility of Deloitte Consulting as the Project Unit 1 vendor working with the Commonwealth, who is the systems integrator. Deloitte Consulting is responsible for providing law and justice leadership, project management skills, functional and technical qualifications, and systems development and deployment capabilities that are essential to help the Commonwealth execute the program to deliver the desired results.

Appendix I – Key Staff Template

Sundhar Sekhar

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania	Peter Adams
	Reference Contact Title
	Former Deputy Secretary, CHIP and aB programs, Pennsylvania Insurance Department

Reference Organization Address	Reference Contact Phone
Strawberry Square 11th Floor Harrisburg, PA	(717) 705-0542
	Reference Contact Email Address
	padams@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Sundhar Sekhar
Title	Principal, Deloitte Consulting LLP

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PA PID CHIP and adultBasic Processing System (CAPS)		
Contract/Project Start Date	October 2002	**Contract/Project End Date**	June 2012
Contract/Project $ Amount	>$30M		

How long has this individual had a business relationship with the Reference Organization?
Sundhar Sekhar has worked with Pennsylvania Insurance Department, CAPS project since October 2002.

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.

Sundhar serves as the Deloitte's Lead Engagement Principal and Contract Administrator on the CAPS project. In his role, he is responsible as the overall single point of contact of provision of Deloitte's services to PID. With more than 40 staff at peak time across the project threads, Sundhar works in close coordination with the agency to help in the delivery of program transformations including recent ones such as cover all kids, and CHIPRA. His overall responsibilities include – providing project governance, escalation and mitigation of risks relating to schedule, scope, cost and staffing with the project manager and delivering consistency and approach across processes relating to various project services provided by Deloitte. In his project role, he assesses the projects for compliance with CMMI Level 3 principles and escalates issues to internal Deloitte management or client management for resolution. Prior to this role Sundhar was the Project Manager on the CAPS project.

Describe the Contract/Project Objectives

The objective of the contract is to provide project management, maintenance, modifications, and application support for the ongoing business and operational needs of the CHIP and adultBasic programs.

Appendix I – Key Staff Template

Sundhar Sekhar

Offeror Company Name	
Deloitte	
Subcontractor Company Name (If applicable)	
Not Applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Massachusetts	Andrea (Andy) Dodge
	Reference Contact Title
	Chief Administrative Officer, EOHHS
	Commonwealth of Massachusetts
Reference Organization Address	**Reference Contact Phone**
One Ashburton Place	(617) 573-1637
11th Floor	**Reference Contact Email Address**
Boston, MA 02108	Andrea.dodge@state.ma.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Sundhar Sekhar		
Title	Principal, Deloitte Consulting LLP		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Virtual Gateway project suite (IER, EIM, ESM)		
Contract/Project Start Date	June 2003	**Contract/Project End Date**	September 2015
Contract/Project $ Amount	>$50M		

How long has this individual had a business relationship with the Reference Organization?
Sundhar Sekhar has worked with Executive office of HHS since June, 2003.

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.

Sundhar served as Deloitte's Lead Engagement Principal, and now the Quality Assurance principal on the Virtual Gateway suite of projects. In his role, he is responsible as the overall single point of contact of provision of Deloitte's services to EOHHS. With more than 80 staff at peak time across the projects, Sundhar works closely with the Chief Administrative officer, Chief Information Officer and other program managers towards providing consistent Deloitte brand of service to EOHHS. This project includes managing a significant portion of remote service delivery including offsite and offshore components. His overall responsibilities include providing project governance, escalation and mitigation of risks relating to schedule, scope, cost and staffing with the Chief Administrative Officer and delivering consistency and approach across processes relating to various project services provided by Deloitte.

As quality assurance principal, he assesses the projects for compliance with CMMI Level 3 principles and escalates issues to internal Deloitte management or client management for resolution. Sundhar led the transition and takeover of this project in early 2008 from the incumbent, HP EDS (Saber).

Describe the Contract/Project Objectives

The objective of the Virtual Gateway suite of projects are to provide overall systems integration support for project management, systems requirements, design, development, testing, implementation and systems adoption services for screening, online application across a broad range of HHS programs, and managing payments, billing and invoicing to the tune of 1.5B per year through the enterprise invoice management system. Similar to Pennsylvania's ICIS suite, and HCSIS, these suite of systems for MA provide support to the citizens and providers.

Appendix I – Key Staff Template

Sundhar Sekhar

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not Applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania	George Hoover
	Reference Contact Title
	Former Deputy Secretary, CHIP and aB programs, Pennsylvania Insurance Department.

Reference Organization Address	Reference Contact Phone
Strawberry Square 11th Floor Harrisburg, PA	Work (717) 346-1359 Mobile (717) 713-6779
	Reference Contact Email Address
	gehoover@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Sundhar Sekhar		
Title	Principal, Deloitte Consulting LLP		

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PA PID CHIP and adultBasic Processing System (CAPS)		
Contract/Project Start Date	October 2002	**Contract/Project End Date**	June 2012
Contract/Project $ Amount	>$30M		

How long has this individual had a business relationship with the Reference Organization?
Sundhar has worked with Pennsylvania Insurance Department, CAPS project since October 2002.

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.

Sundhar serves as the Deloitte's Lead Engagement Principal and Contract Administrator on the CAPS project. In his role, he is responsible as the overall single point of contact of provision of Deloitte's services to PID. With more than 40 staff at peak time across the project threads, Sundhar works in close coordination with the agency to help in the delivery of program transformations including recent ones such as cover all kids, and CHIPRA. His overall responsibilities include – providing project governance, escalation and mitigation of risks relating to schedule, scope, cost and staffing with the project manager and delivering consistency and approach across processes relating to various project services provided by Deloitte. In his project role, he assesses the projects for compliance with CMMI Level 3 principles and escalates issues to internal Deloitte management or client management for resolution. Prior to this role Sundhar was the Project Manager on the CAPS project.

Describe the Contract/Project Objectives

The objective of the CAPS project is very similar to the ICIS suite in that it automates eligibility for public assistance programs like CHIP and adultBasic. CAPS system integrates closely with the COMPASS solution for its public facing components.

Appendix I – Key Staff Template

Sundhar Sekhar

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not Applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Teresa Shuchart
	Reference Contact Title
	Chief Information Officer, Department of Public Welfare, Insurance and Aging
Reference Organization Address	**Reference Contact Phone**
Willow Oak Building, Harrisburg, PA	(717) 772-7265
	Reference Contact Email Address
	tshuchart@dpw.state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested		
Name	Sundhar Sekhar	
Title	Principal, Deloitte Consulting LLP	
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization		
Contract/Project Name	DPW IT Strategic Systems, PACSES and CAPS Projects	
Contract/Project Start Date	IT Strategic Systems (July 2006) PACSES (July 2007) CAPS (October 2009)	**Contract/Project End Date**	June 2011 (IT Strategic Systems, PACSES) June 2012 (CAPS)
Contract/Project $ Amount	>$400M	

How long has this individual had a business relationship with the Reference Organization?

Sundhar Sekhar has worked with Department of Public Welfare since January 2000, and with PID since July 2002.

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.

Sundhar serves as Lead Engagement Principal and is the Deloitte's Contract Administrator for the Strategic systems (IT Strategic Business Systems), PACSES and CAPS projects with the CIO of Public Welfare, Insurance and Aging. In his role, he is responsible as the overall single point of contact of provision of Deloitte's services to DPW. With more than 400 staff across the three contracts, Sundhar works closely with the various project managers, executives, and team leads to help in the consistent of Deloitte's services to the agencies. He is also very familiar with the enterprise project objectives of the Department and works to bring an enterprise and service perspective to the Department.

His overall responsibilities include – providing project governance, escalation and mitigation of risks

relating to schedule, scope, cost and staffing with the CIO, sharing of resources across the projects, delivering consistency and approach across processes relating to project management, maintenance, modifications and systems implementation. As part of the Deloitte PMO, Sundhar also oversees the overall financials, burn rates, tracking work orders, project estimates, high level estimates, and matters relating to invoicing. He works with the CIO and the Portfolio Managers to understand cross project issues and work to address them within the projects. In his role, he also coordinates the assessment of the projects for compliance with CMMI Level 3 principles and escalates issues to internal Deloitte management or client management for resolution.

Describe the Contract/Project Objectives

The objective of the DPW Strategic Business Systems, PACSES and CAPS projects are to provide overall systems integration support for project management, systems requirements, design, development, testing, implementation and systems adoption services for wide range of HHS programs – TANF, SNAP, Medicaid, Fuel Assistance, Child Care, PREK, ELN, Child welfare (MCI), Child Support, CHIP, AdultBasic and Home and Community waiver programs across multiple departments.

Appendix I – Key Staff Template

Sundhar Sekhar

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not Applicable	

Reference Organization Name	Reference Contact Name
State of New Hampshire	Laurie Snow
	Reference Contact Title
	Project Manager, New HEIGHTS Project State of New Hampshire

Reference Organization Address	Reference Contact Phone
7, Eagle Square Concord NH, 03301	(603) 227-0326
	Reference Contact Email Address
	lsnow@state.nh.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Sundhar Sekhar
Title	Principal, Deloitte Consulting LLP

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	New HEIGHTS Project		
Contract/Project Start Date	October 1996	**Contract/Project End Date**	June 2014
Contract/Project $ Amount	>$100M		

How long has this individual had a business relationship with the Reference Organization?
Sundhar has worked with State of New Hampshire, New HEIGHTS project since October, 1996.

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.

Sundhar serves as the Deloitte's Lead Engagement Principal on the New HEIGHTS project. In his role, he is responsible as the overall single point of contact of provision of Deloitte's services to New HEIGHTS. With more than 100 staff at peak time across the projects, Sundhar works in collaboration with the State to help in the delivery of large eligibility and program transformations. His overall responsibilities include – providing project governance, escalation and mitigation of risks relating to schedule, scope, cost and staffing with the project manager and delivering consistency and approach across processes relating to various project services provided by Deloitte. In his role, he assesses the projects for compliance with CMMI Level 3 principles and escalates issues to internal Deloitte management or client management for resolution.

Prior to this role Sundhar was the Project Manager, Application Manager and Track Manager on the New HEIGHTS project.

Describe the Contract/Project Objectives

The objective of the New HEIGHTS project is very similar to the ICIS suite in that it automates eligibility for public assistance programs such as TANF, SNAP, Medicaid, Child care, emergency assistance, and interfaces with a number of subscribing entities including MMIS, child welfare, child support and federal and other state exchanges. New HEIGHTS also supports imaging and self service functionalities similar to PA's COMPASS solution.

Appendix I – Key Staff Template

Srini Subramanian

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
N/A	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Shirley Monroe
	Reference Contact Title
	Chief, Systems Engineering Section

Reference Organization Address	Reference Contact Phone
Bureau of Information Systems 1006 Hemlock Drive, Room 17 Willow Oak Building Harrisburg, PA 17110	(717) 772-7254
	Reference Contact Email Address
	smonroe@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Srini Subramanian		
Title	Director, Shared Services and Security SME		

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	DPW ITSS		
Contract/Project Start Date	June 2006 July 2001	**Contract/Project End Date**	June 2011 June 2005
Contract/Project $ Amount	>$400M		

How long has this individual had a business relationship with the Reference Organization?
10 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.

Srini is the project director for the DPW IT shared services team. He leads a team of more than 30 technology and security practitioners who provides common technology services in technology domains such as Enterprise Architecture, Database, Security, Middleware and Platform and configuration management. He has been providing strategic technology advisory services in Enterprise Architecture, technology planning, Security and Privacy, and ITIL adoption.

Describe the Contract/Project Objectives

DPW ITSS

Project objectives were to:

- Provide IT Shared Services for DPW's strategic systems
- Provide SOA roadmap and strategy as part of SOA work order
- Provide technology strategy assistance for enterprise services enablement, enterprise information management and service management initiatives

DPW HNET

As part of the HNET project, facilitated the product selection and assisted in the implementation of DPW's Identity and Access Management services. In addition on the platform and configuration management domains, worked with DPW to establish the standards, assisted in the implementation of proxy architecture and Internet enabling the applications.

Appendix I – Key Staff Template

Srini Subramanian

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Department of Labor and Industry	Mary Benner
	Reference Contact Title
	CIO, PA Liquor Control Board

Reference Organization Address	Reference Contact Phone
Northwest Office Building Harrisburg, PA 17124-0001	(717) 705-0776
	Reference Contact Email Address
	mbenner@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Srini Subramanian
Title	Director

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Comprehensive Workforce Development Systems (CWDS) and DLI Identity and Access Management Project		
Contract/Project Start Date	September 2005	**Contract/Project End Date**	February 2008
Contract/Project $ Amount	>$1.8M for DLI Identity and Access Management; >$54M for CWDS		

How long has this individual had a business relationship with the Reference Organization?
3 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.
Srini was the Technical Manager and Project Manager for DLI IAM project.

Srini was the technical manager of CWDS team and was responsible for architecting, acquiring and implementing the technical infrastructure, and assuring the performance of the application. Srini served on the project till the successful go-live of the first release of the application in 2007/2008.

Describe the Contract/Project Objectives

- **DLI CWDS.** Deloitte was selected to design, develop and implement the Comprehensive Workforce Development (CWDS) Project in 2005.

- **DLI IAM.** The Pennsylvania Department of Labor & Industry (DLI) is responsible for providing benefits to unemployed individuals, overseeing the administration of workers' compensation benefits to individuals with job related injuries, and providing vocational rehabilitation to individuals with disabilities services. DLI engaged Deloitte to assist in architecting and integrating the enterprise Identity and Access Management (IAM) infrastructure as part of the Commonwealth Workforce Development System (CWDS) application. The enterprise IAM infrastructure was established and the first application CWDS went live in September 2007. The IAM infrastructure supports over 200k citizen users, 5k employee and 20k business partner users. In 2007, the project also received recognition by the Computerworld Honors program as a "Laureate"

Appendix I – Key Staff Template

Srini Subramanian

Offeror Company Name	
Deloitte	
Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Office of Administration/Office for Information Technology (OA/OIT)	Brenda Orth
	Reference Contact Title
	CIO, Commonwealth of Pennsylvania
Reference Organization Address	**Reference Contact Phone**
Current Address: 209, Finance Building Harrisburg, PA 17120	(717) 787-5440
	Reference Contact Email Address
	borth@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Srini Subramanian		
Title	Director		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Business Solutions Center of Excellence (BSCoE) Phase 2 Identity Protection and Access Management (IPAM) – Technical Arch & Roadmap Enterprise Security Assessment		
Contract/Project Start Date	May 2005 April 2008 April 2010	**Contract/Project End Date**	July 2007 August 2008 July 2010
Contract/Project $ Amount	>$2M for BSCoE >$330K for IPAM >$125K for Enterprise Security Assessment		

How long has this individual had a business relationship with the Reference Organization?	
~ 2.5 years over 3 projects	
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.	
Project Manager for BSCoE Phase 2, IPAM and Project Director for Enterprise Security Assessment	

Describe the Contract/Project Objectives

- **BSCoE Phase 2.** Srini led the establishment of the BSCOE for Commonwealth. BSCOE established the process and technology frameworks for custom application development for the Commonwealth agencies. The project was recognized with Computerworld Laureate recognition in 2006.
- **PA-IPAM.** Identity Protection and Access Management (IPAM) is an OA/OIT forum with representation from key agencies; IPAM defines standards in the Identity and Access Management (IAM) technologies and processes. The Commonwealth of Pennsylvania's agencies have been implementing various components of the Identity and Access Management (IAM) stack for a number of years. This project's goal was to get a consistent IAM architecture foundation, and a roadmap to extend the IAM stack to Provisioning, Public Key Infrastructure (PKI) and Personal Identity Verification (PIV) cards. The project was completed in August 2008.

Enterprise Security Assessment. Executed the project successfully in June 2010.

- Srini led the Enterprise Security Assessment project for OA/OIT. Security policies, standards (ITBs), security related management directives and executive orders
- Review current security controls assessment and procedures
- Conduct a review of the security administration policies and procedures for major areas
- Perform internal and external network vulnerability scans per the SOW; perform configuration reviews

Appendix I – Key Staff Template

Srini Subramanian

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
N/A	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	James A. Weaver
	Reference Contact Title
	Chief Technology Officer

Reference Organization Address	Reference Contact Phone
Bureau of Information Systems 1006 Hemlock Drive, Room 17 Willow Oak Building Harrisburg, PA 17110	(717) 772-7120
	Reference Contact Email Address
	jamweaver@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Srini Subramanian		
Title	Director, Shared Services and Security SME		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	DPW ITSS; DPW Human Services Network (H-NET)		
Contract/Project Start Date	June 2006 July 2001	**Contract/Project End Date**	June 2011 June 2006
Contract/Project $ Amount	>$400M		

How long has this individual had a business relationship with the Reference Organization?	
10 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.	

Srini is the project director for the DPW IT shared services team. He leads a team of more than 30 technology and security practitioners who provides common technology services in technology domains such as Enterprise Architecture, Database, Security, Middleware and Platform and configuration management. He has been providing strategic technology advisory services in Enterprise Architecture, technology planning, Security and Privacy, and ITIL adoption.

Describe the Contract/Project Objectives

DPW ITSS

Project objectives were to:

- Provide IT Shared Services for DPW's strategic systems
- Provide SOA roadmap and strategy as part of SOA work order
- Provide technology strategy assistance for enterprise services enablement, enterprise information management and service management initiatives

DPW HNET

As part of the HNET project, facilitated the product selection and assisted in the implementation of DPW's Identity and Access Management services. In addition on the platform and configuration management domains, worked with DPW to establish the standards, assisted in the implementation of proxy architecture and Internet enabling the applications.

Appendix I – Key Staff Template

Srini Subramanian

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Tom Zarb

	Reference Contact Title
	Chief Information Security Officer (CISO)

Reference Organization Address	Reference Contact Phone
1006 Hemlock Drive Willow Oak Building Harrisburg, PA 17110	(717) 772-6469

	Reference Contact Email Address
	tzarb@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Srini Subramanian		
Title	Director, Shared Services and Security SME		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	DPW, IT Shared Services , DPW Human Services Network (H-NET)		
Contract/Project Start Date	June 2006 July 2001	**Contract/Project End Date**	June 2011 June 2006
Contract/Project $ Amount	>$400M		

How long has this individual had a business relationship with the Reference Organization?
10 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.

Srini is the project director for the DPW IT shared services team. He leads a team of more than 30 technology and security practitioners who provides common technology services in technology domains such as Enterprise Architecture, Database, Security, Middleware and Platform and configuration management. He has been providing strategic technology advisory services in Enterprise Architecture, technology planning, Security and Privacy, and ITIL adoption.

Describe the Contract/Project Objectives

DPW ITSS

Project objectives were to:

- Provide IT Shared Services for DPW's strategic systems
- Provide SOA roadmap and strategy as part of SOA work order
- Provide technology strategy assistance for enterprise services enablement, enterprise information management and service management initiatives

DPW HNET

As part of the HNET project, facilitated the product selection and assisted in the implementation of DPW's Identity and Access Management services.

Appendix I – Key Staff Template

Sundaravadivel Suguna

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Bob Frein
	Reference Contact Title
	Office of Child Development and Early Learning Director of Bureau of Subsidized Child Services
Reference Organization Address	**Reference Contact Phone**
333 Market Street 6th Floor Harrisburg, PA 17101	(717) 346-9323
	Reference Contact Email Address
	rfrein@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Sundaravadivel Suguna		
Title	Provider Management Subject Matter Expert		
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?
7 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.

Suguna is on working on the Department of Public Welfare, Pennsylvania's Enterprise to Link Information for Children across Networks (PELICAN) system since 2003, taking on multiple roles such as Testing Manager, Application Manager, Project Manager and most recently as the Subject Matter Expert (SME). During this time, she led a team of 40 consultants/analysts and was responsible for ensuring that the Application Management, Technical Services, and Implementation and Training teams are all working in a coordinated fashion to achieve project goals. She has been responsible for coordinating project initiatives while balancing the priorities of the Program Office and the Department's Bureau of Information Systems. She was responsible for managing all aspects of the system development life cycle, including requirements gathering, design, development, testing, deployment, and maintenance of PELICAN.

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 (PELICAN).

Appendix I – Key Staff Template

Sundaravadivel Suguna

Offeror Company Name	
Deloitte	
Subcontractor Company Name (If applicable)	
Not applicable	
Reference Organization Name	**Reference Contact Name**
Virginia Department of Social Services	Sandy Graham
	Reference Contact Title
	Business Project Manager
Reference Organization Address	**Reference Contact Phone**
801 E. Main Street Richmond, VA 23219-2901	(804) 726-7637
	Reference Contact Email Address
	sandy.graham@dss.virginia.gov

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Sundaravadivel Suguna		
Title	Provider Management Subject Matter Expert		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Automated Child Care Subsidy Project		
Contract/Project Start Date	February 2010	**Contract/Project End Date**	November 2017
Contract/Project $ Amount	>$16M		
How long has this individual had a business relationship with the Reference Organization?			
6 months			

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.

As Project Manager, Suguna provides leadership across all of the threads of the Virginia Case Management System (VACMS), spanning project management, application maintenance, application modifications, and application support. In this role she oversees approximately 50 staff and provides executive level communication and support for the planning and delivery of complex technology solutions to improve HHS benefit delivery efficiency. She manages all aspects of the system development life cycle, including requirements gathering, design, development, testing, and deployment. She is responsible for managing the day to day activities, maintains project plans, facilitates issue and risk resolution and monitors project status and progress. She also sets short and long term goals and objectives for the project.

Describe the Contract/Project Objectives

The Virginia Case Management System (VA CMS) implementation is a continuation of the Virginia Department of Social Services (VDSS) vision to achieve service integration, improved efficiency, and most importantly, improved outcomes for the citizens of Virginia. VA CMS is a Web-enabled, next-generation system that will provide a full range of services including case management, eligibility determination, wait list management, financial management, and vendor management. It will standardize and streamline child care service delivery processes, help fraud reduction initiatives and lay a foundation for integrating other programs. VA CMS will be designed to support a state supervised, locally administered childcare organization.

As a result of the project, the Commonwealth expects the following outcomes:

- One single, integrated web and rules based system which is accurate, seamless, real-time and user-friendly
- Consistent interaction and communication between systems/personnel
- Reduction of paperbound processes and repetitive data entry
- Enhanced internal control, data integrity, and reporting
- Reduction in amount of oversight, review, and rework
- Reduction in complex manual, person and paper based service delivery process
- Reduction in resources required to comply with federal reporting requirements
- Alignment of child care policy across the Commonwealth using an integrated system
- A technical foundation for the utilization of other advanced technologies to simplify program administration
- A centralized child information repository
- Easier, more direct access to selected functionality, while reducing staff workload through client self-service functionality

Appendix I – Key Staff Template

Sundaravadivel Suguna

Offeror Company Name	
Deloitte	
Subcontractor Company Name (If applicable)	
Not applicable	
Reference Organization Name	**Reference Contact Name**
Commonwealth of Pennsylvania Department of Public Welfare	Todd Klunk
	Reference Contact Title
	Office of Child Development and Early Learning
	Deputy Secretary (Acting) Office of Child Development and Early Learning
Reference Organization Address	**Reference Contact Phone**
333 Market Street 6th Floor Harrisburg, PA 17101	(717) 346-9327
	Reference Contact Email Address
	tklunk@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Sundaravadivel Suguna		
Title	Provider Management Subject Matter Expert		
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?			
7 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.			

Suguna is on working on the Department of Public Welfare, Pennsylvania's Enterprise to Link Information for Children across Networks (PELICAN) system since 2003, taking on multiple roles such as Testing Manager, Application Manager, Project Manager and most recently as the Subject Matter Expert (SME). During this time, she led a team of 40 consultants/analysts and was responsible for ensuring that the Application Management, Technical Services, and Implementation and Training teams are all working in a coordinated fashion to achieve project goals. She has been responsible for coordinating project initiatives while balancing the priorities of the Program Office and the Department's Bureau of Information Systems.

She was responsible for managing all aspects of the system development life cycle, including requirements gathering, design, development, testing, deployment, and maintenance of PELICAN.

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 (PELICAN).

Appendix I – Key Staff Template

Sundaravadivel Suguna

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Cheryl Martin
	Reference Contact Title
	Bureau of Information Systems Children and Family Services Portfolio Manager

Reference Organization Address	Reference Contact Phone
DGS Annex Complex Willow Oak Building Harrisburg, PA 17105	(717) 772-7262
	Reference Contact Email Address
	cmartin@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Sundaravadivel Suguna
Title	Provider Management Subject Matter Expert

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?
7 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.

Suguna is on working on the Department of Public Welfare, Pennsylvania's Enterprise to Link Information for Children across Networks (PELICAN) system since 2003, taking on multiple roles such as Testing Manager, Application Manager, Project Manager and most recently as the Subject Matter Expert (SME). During this time, she led a team of 40 consultants/analysts and was responsible for ensuring that the Application Management, Technical Services, and Implementation and Training teams are all working in a coordinated fashion to achieve project goals. She has been responsible for coordinating project initiatives while balancing the priorities of the Program Office and the Department's Bureau of Information Systems. She was responsible for managing all aspects of the system development life cycle, including requirements gathering, design, development, testing, deployment, and maintenance of PELICAN.

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 (PELICAN).

Appendix I – Key Staff Template

Sundaravadivel Suguna

Offeror Company Name	
Deloitte	
Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Virginia Department of Social Services	Mary Ward
	Reference Contact Title
	Child Care Subsidy Manager
Reference Organization Address	**Reference Contact Phone**
801 E. Main Street Richmond, VA 23219-2901	(804) 726-7638
	Reference Contact Email Address
	sandy.graham@dss.virginia.gov

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Sundaravadivel Suguna		
Title	Provider Management Subject Matter Expert		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Automated Child Care Subsidy Project		
Contract/Project Start Date	February 2010	**Contract/Project End Date**	November 2017
Contract/Project $ Amount	>$16M		

How long has this individual had a business relationship with the Reference Organization?
6 months

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.

As Project Manager, Suguna provides leadership across all of the threads of the Virginia Case Management System (VACMS), spanning project management, application maintenance, application modifications, and application support. In this role she oversees approximately 50 staff and provides executive level communication and support for the planning and delivery of complex technology solutions to improve HHS benefit delivery efficiency. She manages all aspects of the system development life cycle, including requirements gathering, design, development, testing, and deployment. She is responsible for managing the day to day activities, maintains project plans, facilitates issue and risk resolution and monitors project status and progress. She also sets short and long term goals and objectives for the project.

Describe the Contract/Project Objectives

The Virginia Case Management System (VA CMS) implementation is a continuation of the Virginia Department of Social Services (VDSS) vision to achieve service integration, improved efficiency, and most importantly, improved outcomes for the citizens of Virginia. VA CMS is a Web-enabled, next-generation system that will provide a full range of services including case management, eligibility determination, wait list management, financial management, and vendor management. It will standardize and streamline child care service delivery processes, help fraud reduction initiatives and lay a foundation for integrating other programs. VA CMS will be designed to support a state supervised, locally administered childcare organization.

As a result of the project, the Commonwealth expects the following outcomes:

- One single, integrated web and rules based system which is accurate, seamless, real-time and user-friendly
- Consistent interaction and communication between systems/personnel
- Reduction of paperbound processes and repetitive data entry
- Enhanced internal control, data integrity, and reporting
- Reduction in amount of oversight, review, and rework
- Reduction in complex manual, person and paper based service delivery process
- Reduction in resources required to comply with federal reporting requirements
- Alignment of child care policy across the Commonwealth using an integrated system
- A technical foundation for the utilization of other advanced technologies to simplify program administration
- A centralized child information repository
- Easier, more direct access to selected functionality, while reducing staff workload through client self-service functionality

Appendix I – Key Staff Template

Meghan Sullivan

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
DPW, Office of Child Development and Early Learning	Maureen Cronin
	Reference Contact Title
	Bureau Director, Bureau of Early Intervention Services

Reference Organization Address	Reference Contact Phone
333 Market Street Harrisburg, PA 17101	(717) 783-7213
	Reference Contact Email Address
	mcronin@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Meghan Sullivan
Title	Application Manager

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?

Meghan has worked with OCDEL since 2007 as part of the effort to bring the EI Programs into the HCSIS Application.

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.

Meghan works as the Application Manager on HCSIS and has worked with EI beginning with Requirement Sessions for the Infant/Toddler Program. She has worked closely with EI to understand their business and worked to help design, develop, test, and deploy HCSIS functionality to meet the business needs of EI. Since 2007, Meghan has worked full-time on HCSIS, working approximately 6,500 hours, across all the Program Offices.

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 (HCSIS).

Appendix I – Key Staff Template

Meghan Sullivan

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Massachusetts Department of Developmental Services	Gail Grossman
	Reference Contact Title
	Assistant Commissioner for Quality Management
Reference Organization Address	**Reference Contact Phone**
500 Harrison Avenue Boston, MA 02119	(617) 624-7779
	Reference Contact Email Address
	Gail.Grossman@state.ma.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Meghan Sullivan		
Title	Track Manager		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Massachusetts HCSIS		
Contract/Project Start Date	May 2005	**Contract/Project End Date**	April 2007
Contract/Project $ Amount	>$10M		

How long has this individual had a business relationship with the Reference Organization?
Meghan worked with DDS for 23 months, from May of 2005 until April 2007.

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.
Meghan was a Track Manager and a Pilot Manager for the MA HCSIS project, including leading the transfer, gap assessment, design, development, testing and deployment of several key modules, including Incident Management, Medication Occurrences, and Investigations. She worked full-time on this project over the 23 months, for approximately 4,000 hours.

Describe the Contract/Project Objectives
The MA HCSIS Project involved the transfer of the PA HCSIS solution and the customization of it to meet the Quality Management needs of DDS. As part of this, several modules were developed for DDS which allowed them to capture relevant information to help monitor and manage the quality of the services they provide to adults with development disabilities throughout the Commonwealth.

Appendix I – Key Staff Template

Meghan Sullivan

Offeror Company Name	
Deloitte	
Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare Bureau of Information Systems	Jonathan Heil
	Reference Contact Title
	Project Manager
Reference Organization Address	**Reference Contact Phone**
DGS Annex Complex Willow Oak Building, Room 73B Harrisburg, PA 17105	(717) 265-8405
	Reference Contact Email Address
	jheil@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Meghan Sullivan		
Title	Application Manager		
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?

Meghan has worked with DPW for three different periods, starting in 2002. The most recent period started in 2007 and is ongoing.

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.

Currently Meghan is the Application Manager for DPW's Home and Community Services Information System (HCSIS). In this role, Meghan manages the application team which is responsible for new development progressing through the full Systems Development Life cycle. Her team also manages maintenance of a custom web application and Data Warehouse. Meghan manages a team of approximately 25 Deloitte resources and 40 subcontractor resources. She works directly with clients from five different DPW Program Offices, helping to capture requirements, resolve issues, and provide status updates throughout each phase of the System Development Life cycle. Since 2007, Meghan has worked full-time on HCSIS, working approximately 6,500 hours, across all the Program Offices.

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 (HCSIS).

Appendix I – Key Staff Template

Meghan Sullivan

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Massachusetts Department of Developmental Services	Connie Lehr
	Reference Contact Title
	Quality Management Division

Reference Organization Address	Reference Contact Phone
500 Harrison Avenue	(617) 727-5608
Boston, MA 02119	**Reference Contact Email Address**
	connie.lehr@dmr.state.ma.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Meghan Sullivan
Title	Track Manager

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Massachusetts HCSIS		
Contract/Project Start Date	May 2005	**Contract/Project End Date**	April 2007
Contract/Project $ Amount	>$10M		

How long has this individual had a business relationship with the Reference Organization?
Meghan worked with DDS for 23 months, from May of 2005 until April 2007.

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.
Meghan was a Track Manager and a Pilot Manager for the MA HCSIS project, including leading the transfer, gap assessment, design, development, testing and deployment of several key modules, including Incident Management, Medication Occurrences, and Investigations. She worked full-time on this project over the 23 months, for approximately 4,000 hours.

Describe the Contract/Project Objectives
The MA HCSIS Project involved the transfer of the PA HCSIS solution and the customization of it to meet the Quality Management needs of DDS. As part of this, several modules were developed for DDS which allowed them to capture relevant information to help monitor and manage the quality of the services they provide to adults with development disabilities throughout the Commonwealth.

Appendix I – Key Staff Template

Meghan Sullivan

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Massachusetts Department of Developmental Services	Bernie Murphy
	Reference Contact Title
	Director of Investigations
Reference Organization Address	**Reference Contact Phone**
500 Harrison Avenue	(617) 624-7789
Boston, MA 02119	**Reference Contact Email Address**
	Bernie.Murphy@state.ma.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Meghan Sullivan		
Title	Track Manager		

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Massachusetts HCSIS		
Contract/Project Start Date	May 2005	**Contract/Project End Date**	April 2007
Contract/Project $ Amount	>$10M		

How long has this individual had a business relationship with the Reference Organization?

Meghan worked with DDS for 23 months, from May of 2005 until April 2007.

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.

Meghan was a Track Manager and a Pilot Manager for the MA HCSIS project, including leading the transfer, gap assessment, design, development, testing and deployment of several key modules, including Incident Management, Medication Occurrences, and Investigations. She worked full-time on this project over the 23 months, for approximately 4,000 hours.

Describe the Contract/Project Objectives

The MA HCSIS Project involved the transfer of the PA HCSIS solution and the customization of it to meet the Quality Management needs of DDS. As part of this, several modules were developed for DDS which allowed them to capture relevant information to help monitor and manage the quality of the services they provide to adults with development disabilities throughout the Commonwealth.

Appendix I – Key Staff Template

John White

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Ohio Job and Family Services	Jeff Aldridge
	Reference Contact Title
	Deputy Director – Bureau of Child Support Enforcement

Reference Organization Address	Reference Contact Phone
State Office Tower 30 E. Broad St., 32nd Floor Columbus, Ohio 43215	(614) 728-5193
	Reference Contact Email Address
	Jeffrey.Aldridge@jfs.ohio.gov

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	John White
Title	Principal

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Ohio Job and Family Services – Ohio Child Support Enforcement System (SETS)		
Contract/Project Start Date	January 2001	**Contract/Project End Date**	January 2006
Contract/Project $ Amount	>$60M		

How long has this individual had a business relationship with the Reference Organization?
8 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.
John has worked on the SETS project as the Project Manager. As the project manager John is responsible for overall project execution including design, transfer, modification, development, and implementation of the child support system. John has worked approximately 8,000 hours over the last four years on the Ohio SETS project.

Describe the Contract/Project Objectives

The Ohio Support Enforcement Tracking System (SETS) is comprised of over 1100 computer programs (approximately 600 batch and 500 online or subroutines). The application supports the initiation, establishment, order maintenance, financials, locate, and case management of the Ohio Child Support program. These programs consist of approximately 4 million lines of code.
The contract objectives included the maintenance and support includes programming, analysis, configuration management, project management, database administration, production operations support, system testing, network support functions, installation, maintenance, implementation activities (e.g., training, help desk support, design) and enhancement of SETS. The work also includes supporting the application development process and maintenance of the application and all interfaces with SETS (technical assistance).

Appendix I – Key Staff Template

John White

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Massachusetts Department of Revenue	Michele Cristello
	Reference Contact Title
	Assistant Deputy Director – Bureau of Child Support Enforcement

Reference Organization Address	Reference Contact Phone
Child Support Enforcement Division 239 Causeway Stree Boston, MA 02114	(617) 626-4042; (617) 887-5787
	Reference Contact Email Address
	cristellom@dor.state.ma.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	John White
Title	Principal

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Department of Child Support Enforcement – Information Technology Roadmap		
Contract/Project Start Date	April 2008	**Contract/Project End Date**	July 2008
Contract/Project $ Amount	>$1M		

How long has this individual had a business relationship with the Reference Organization?
3 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.
John was responsible for being a child support and technology advisor to the Massachusetts Child Support Technology Roadmap project. John conducted project visioning, technology visioning, and overall assessment and roadmap for the technology replacement of the COMETS and COMETS-FM Child Support systems.

Describe the Contract/Project Objectives

The Massachusetts CSE's federally certified automated system is a multi-database application called COMETS. COMETS is made up of six functional modules – Customer Service, Intake, Locate, Litigation, Enforcement and Case Administration. It also interfaces with several other internal and external systems. CSE's financial module (COMETS FM) is a two-tiered application based in Oracle Forms/Oracle DB running on Unisys enterprise servers (ES7000) using Windows Datacenter. COMETS FM communicates with the other remaining modules of COMETS (i.e. case management, intake, locate, litigation, etc.) that employ a DMS1100 database currently running on Unisys Clear Path Dorado 290. Middleware software using OpenTI allows the two systems to communicate in real time.

The overall objective of the project was to develop a Technology Roadmap for the replacement, transfer, and roadmap of the Massachusetts Child Support system including COMETS and COMETS-FM.

Appendix I – Key Staff Template

John White

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Jody Pender
	Reference Contact Title
	Director Financial Services & Transactions

Reference Organization Address	Reference Contact Phone
P.O. Box 8018 Harrisburg PA 17105	(717) 705-5106
	Reference Contact Email Address
	jodypender@pacses.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	John White
Title	Principal

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES - Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75M		

How long has this individual had a business relationship with the Reference Organization?
John has had a business relationship for over 4 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.
John has worked on the PACSES project as first the Application Manager and currently as the Project Manager. As the project manager John is responsible for overall project execution including design, transfer, modification, development, and implementation of the child support system. John has worked approximately 8,000 hours over the last four years on the PACSES project.

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 (PACSES).

Appendix I – Key Staff Template

John White

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Dan Richard
	Reference Contact Title
	IVD Director – Bureau of Child Support Enforcement

Reference Organization Address	Reference Contact Phone
P.O. Box 8018 Harrisburg PA 17105	(717) 783-9659
	Reference Contact Email Address
	darichard@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	John White
Title	Principal

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES - Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75M		

How long has this individual had a business relationship with the Reference Organization?
John has had a business relationship for over 4 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.
John has worked on the PACSES project as first the Application Manager and currently as the Project Manager. As the project manager John is responsible for overall project execution including design, transfer, modification, development, and implementation of the child support system. John has worked approximately 8,000 hours over the last four years on the PACSES project.

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 (PACSES).

Appendix I – Key Staff Template

Donna Whitman

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
District of Columbia, Child and Family Services Agency	Brady Birdsong
	Reference Contact Title
	Director, Information Systems
Reference Organization Address	**Reference Contact Phone**
400 6th Street, SW Washington, DC 20024	(202) 434-0012
	Reference Contact Email Address
	Brady.Birdsong@dc.gov

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Donna Whitman		
Title	Deputy Project Manager		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	District of Columbia FACES.NET Project – SACWIS (DC FACES.net)		
Contract/Project Start Date	October 2004	**Contract/Project End Date**	Current
Contract/Project $ Amount	>$25M		

How long has this individual had a business relationship with the Reference Organization?
5 years, 8 months

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.

Donna served as the Deputy Project Manager responsible for day-to-day project management activities. She supervised an onsite and offshore Deloitte project team of 30+ staff. Prior to her last role, Donna served as the Application Test Manager responsible for the day-to-day management of all testing activities as well as formulating quality assurance and configuration management processes and leading a team of offshore and onsite system testers. Prior to assuming the role as Test Manager, Donna helped co-lead the construction of the FACES.NET application and served as a liaison between the onsite and offshore development teams.

Describe the Contract/Project Objectives

Deloitte Consulting was chosen to design, develop, test, and implement a Statewide Automated Child Welfare Information System (SACWIS) for the District of Columbia. This system is FACES and was implemented as a client/server application using PowerBuilder in October 1999. Currently, the Deloitte project team is web-enabling the system using Microsoft .Net and web services technology on a service-oriented architecture. Like many of our SACWIS systems, it uses an Oracle database and integrates with many desktop applications such as word processing, spreadsheet, and e-mail applications. FACES also supports seamless interfaces with other District agencies such as the Department of Human Services, Department of Revenue and Finance, and the Office of Early Child Development.

Appendix I – Key Staff Template

Donna Whitman

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
State of Alabama, Department of Human Resources	Paul Butler
	Reference Contact Title
	Director, Family Services
Reference Organization Address	**Reference Contact Phone**
50 North Ripley Street Montgomery, AL 36130	(334) 353-5401
	Reference Contact Email Address
	Paul.Butler@dhr.alabama.gov

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested		
Name	Donna Whitman	
Title	Project Manager	
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization		
Contract/Project Name	SACWIS Implementation - Alabama Family, Adult, and Child Tracking System (FACTS) Project	
Contract/Project Start Date	November 2006	**Contract/Project End Date**	Current
Contract/Project $ Amount	>$28M	

How long has this individual had a business relationship with the Reference Organization?
3 years, 8 months

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.

Donna serves a Project Manager and is responsible for staffing the engagement, managing financials, leading the team through CMMI assessment and preparing the team for the SACWIS Assessment Review planned in August 2010, and maintaining relationships with Federal Partners. She has provided leadership and direction to the team of Deloitte professionals, subcontractors, and agency staff throughout the entire Systems Development Life Cycle (SDLC). She managed the project in day-to-day activities in both functional and technical areas including such tasks as: Requirements Verification, Detailed System Design, Application Development, Testing (System and Performance), Data Conversion, Interfaces, Implementation Support (including Training and Help Desk Support), Maintenance, Operations, and Knowledge Transfer. She is also responsible for all Project Management Related tasks and has had the following responsibilities:

- Developed detailed Project Management Work Plans in Microsoft Project that tracked tasks, deliverables, phases, and resource allocation

- Identified resource needs and hired appropriate staff to ensure that the correct skill sets were in place for the Project
- Resolved project issues and reported status to the Project Steering Committee and DHR Executive Management
- Served as the day-to-day contact for the Alabama FACTS Deloitte Management Team
- Ensured all Deliverable were submitted to the client according to the Project Schedule
- Scoped and managed the implementation of enhancements into the application

Prior to being Project Manager, Donna served in a dual role on the project as the Deputy Project Manager and Application Manager. As Application Manager, Donna oversees all areas of the FACTS application including technical environments, application architecture, configuration management and the system development life cycle from requirements verification, gap analysis, detailed design/joint application design sessions, development, testing, implementation and training. Manages compliance with the engagement contract, establishes the strategy for meeting contractual goals and leads the team in those efforts. Creates project plans, manages and monitors the application development, resolves project and application issues, manages change orders and enhancements. Manages and supervised the application team of approximately thirty-five staff (Deloitte and subcontractor staff). Donna also serves as a subject matter expert and functional architect for the functional modules due to her extensive knowledge in child welfare program and policies including key programs such as the Chafee Foster Care Independence Program/Independent Living Program (CFCIP), Indian Child Welfare Act (ICWA), Title IV-E Foster Care Eligibility, and Title IV-E Adoption Assistance Eligibility.   In addition to managing all aspects of application development activities, Donna also functioned as the Deputy Project Manager. Assists the project manager with overall project management and quality assurance. Manages integration across project teams including application, conversion, interfaces, management statistical reports, training and implementation. Provides support for contract management, risk management and budget management. Assists with all vendor management activities and project staff HR issues.

Describe the Contract/Project Objectives

The State of Alabama sought to improve current processes by selecting Deloitte to develop a child welfare information system (SACWIS) to satisfy federally mandated guidelines and reporting requirements. Their previous processes consisted of a combination of manual and semi-automated procedures, which contributed to error rates and workload concerns. Deloitte was responsible for the project, communication, application, and system development life cycle management for the project.

The Alabama Department of Human Resources, DHR, administers assistance programs such as Food Stamps, Child Support, Temporary Assistance to Needy Families (TANF), Welfare-to-Work programs, Adult Protective Services, Child Day Care Services, and Family Services to help people in need. The mission of DHR is to partner with communities to promote family stability and provide for the protection, well-being, and self-sufficiency of children and adults. The agency has approximately 4,300 State merit system employees, most of who work in the agency's 67 county offices. Social workers represent the largest classification of employees within the Department, who serve the approximately 45,000+ active child welfare and adult protective services clients.

In January of 2007, DHR engaged Deloitte to design, develop, train and implement a Statewide Automated Child Welfare Information System (SACWIS), known as Alabama FACTS, to automate and support agency case practices from client intake through case closure, financial payments, 13 external interfaces, and over 200+ management statistical reports.

Deloitte's role included:

- Requirements gathering
- Planning
- Overall project management
- Change management
- Design and develop
- Testing

- Training

- Implementation support

The Alabama FACTS system includes transferred functionality from our DC FACES.NET system that has passed the federal assessment – Intake, Investigation, Assessment, Case Management, Adoption, Provider Management, Financial Management including automated Title IV-E Eligibility, Workload Management, Document Management, Federal Reporting Management, and Interfaces. FACTS supports both the Child Welfare program and Adult Protective Services (APS) program. The integration of APS requirements, policy and regulations was a seamless effort as many of the core APS business functions were similar to Child Welfare: Intake, Investigation, Placement tracking and Financial Management. Assessment and Case Planning tools were designed specific to APS needs and integrated into the FACTS Referral and Case Management modules.

Within 19 months since project initiation, the Alabama FACTS system was piloted in production in August 2008 and implemented statewide in January 2009. Alabama FACTS is currently used by 2,300+ case workers and Deloitte continues to assist the state with the maintenance and operations of the system.

Appendix I – Key Staff Template

Donna Whitman

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
State of Alabama, Department of Human Resources	Carolyn Lapsley
	Reference Contact Title
	Deputy Commissioner for Child & Family Services Division
Reference Organization Address	**Reference Contact Phone**
50 North Ripley Street Montgomery, AL 36130	(334) 242-9329
	Reference Contact Email Address
	Carolyn.Lapsley@dhr.alabama.gov

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested		
Name	Donna Whitman	
Title	Project Manager	
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization		
Contract/Project Name	SACWIS Implementation – Alabama Family, Adult, and Child Tracking System (FACTS) Project	
Contract/Project Start Date	November 2006	**Contract/Project End Date**	Current
Contract/Project $ Amount	>$28M	

How long has this individual had a business relationship with the Reference Organization?
3 years, 8 months

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.

Donna serves a Project Manager and is responsible for staffing the engagement, managing financials, leading the team through CMMI assessment and preparing the team for the SACWIS Assessment Review planned in August 2010, and maintaining relationships with Federal Partners. She has provided leadership and direction to the team of Deloitte professionals, subcontractors, and agency staff throughout the entire Systems Development Life Cycle (SDLC). She managed the project in day-to-day activities in both functional and technical areas including such tasks as: Requirements Verification, Detailed System Design, Application Development, Testing (System and Performance), Data Conversion, Interfaces, Implementation Support (including Training and Help Desk Support), Maintenance, Operations, and Knowledge Transfer. She is also responsible for all Project Management Related tasks and has had the following responsibilities:

- Developed detailed Project Management Work Plans in Microsoft Project that tracked tasks, deliverables, phases, and resource allocation

- Identified resource needs and hired appropriate staff to ensure that the correct skill sets were in place for the Project
- Resolved project issues and reported status to the Project Steering Committee and DHR Executive Management
- Served as the day-to-day contact for the Alabama FACTS Deloitte Management Team
- Ensured all Deliverable were submitted to the client according to the Project Schedule
- Scoped and managed the implementation of enhancements into the application

Prior to being Project Manager, Donna served in a dual role on the project as the Deputy Project Manager and Application Manager. As Application Manager, Donna oversees all areas of the FACTS application including technical environments, application architecture, configuration management and the system development life cycle from requirements verification, gap analysis, detailed design/joint application design sessions, development, testing, implementation and training. Manages compliance with the engagement contract, establishes the strategy for meeting contractual goals and leads the team in those efforts. Creates project plans, manages and monitors the application development, resolves project and application issues, manages change orders and enhancements. Manages and supervised the application team of approximately thirty-five staff (Deloitte and subcontractor staff). Donna also serves as a subject matter expert and functional architect for the functional modules due to her extensive knowledge in child welfare program and policies including key programs such as the Chafee Foster Care Independence Program/Independent Living Program (CFCIP), Indian Child Welfare Act (ICWA), Title IV-E Foster Care Eligibility, and Title IV-E Adoption Assistance Eligibility. In addition to managing all aspects of application development activities, Donna also functioned as the Deputy Project Manager. Assists the project manager with overall project management and quality assurance. Manages integration across project teams including application, conversion, interfaces, management statistical reports, training and implementation. Provides support for contract management, risk management and budget management. Assists with all vendor management activities and project staff HR issues.

Describe the Contract/Project Objectives

The State of Alabama sought to improve current processes by selecting Deloitte to develop a child welfare information system (SACWIS) to satisfy federally mandated guidelines and reporting requirements. Their previous processes consisted of a combination of manual and semi-automated procedures, which contributed to error rates and workload concerns. Deloitte was responsible for the project, communication, application, and system development life cycle management for the project.

The Alabama Department of Human Resources, DHR, administers assistance programs such as Food Stamps, Child Support, Temporary Assistance to Needy Families (TANF), Welfare-to-Work programs, Adult Protective Services, Child Day Care Services, and Family Services to help people in need. The mission of DHR is to partner with communities to promote family stability and provide for the protection, well-being, and self-sufficiency of children and adults. The agency has approximately 4,300 State merit system employees, most of who work in the agency's 67 county offices. Social workers represent the largest classification of employees within the Department, who serve the approximately 45,000+ active child welfare and adult protective services clients.

In January of 2007, DHR engaged Deloitte to design, develop, train and implement a Statewide Automated Child Welfare Information System (SACWIS), known as Alabama FACTS, to automate and support agency case practices from client intake through case closure, financial payments, 13 external interfaces, and over 200+ management statistical reports.

Deloitte's role included:

- Requirements gathering
- Planning
- Overall project management
- Change management
- Design and develop
- Testing

- Training

- Implementation support

The Alabama FACTS system includes transferred functionality from our DC FACES.NET system that has passed the federal assessment – Intake, Investigation, Assessment, Case Management, Adoption, Provider Management, Financial Management including automated Title IV-E Eligibility, Workload Management, Document Management, Federal Reporting Management, and Interfaces. FACTS supports both the Child Welfare program and Adult Protective Services (APS) program. The integration of APS requirements, policy and regulations was a seamless effort as many of the core APS business functions were similar to Child Welfare: Intake, Investigation, Placement tracking and Financial Management. Assessment and Case Planning tools were designed specific to APS needs and integrated into the FACTS Referral and Case Management modules.

Within 19 months since project initiation, the Alabama FACTS system was piloted in production in August 2008 and implemented statewide in January 2009. Alabama FACTS is currently used by 2,300+ case workers and Deloitte continues to assist the state with the maintenance and operations of the system.

Appendix I – Key Staff Template

Tim Wiest

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
Pennsylvania Liquor Control Board	Mary Benner
	Reference Contact Title
	Chief Information Officer
Reference Organization Address	**Reference Contact Phone**
Pennsylvania Liquor Control Board Northwest Office Building Harrisburg, PA 17124	(717) 705-3756
	Reference Contact Email Address
	mbenner@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested		
Name	Tim Wiest	
Title	Principal	

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Enterprise Resource Planning System (Project Spirit)		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	Current
Contract/Project $ Amount	>$40M		

How long has this individual had a business relationship with the Reference Organization?

I have been engaged in an executive capacity for approximately 4 years at LCB, > 8 years at DOH NEDSS, and > 5 years at DLI CWDS.

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.

Senior Partner – in this role I worked with Mary on the Department of Health NEDSS project, Department of Labor & Industry CWDS project and most recently Project Spirit at the LCB. In this role I was engaged in executive level issue resolution, project staffing, strategy, quality assurance, and client satisfaction. My role required me to be involved 1-5 days/month for each project.

Describe the Contract/Project Objectives

Project Spirit is a key part of an overall business transformation initiative being undertaken by the Commonwealth of Pennsylvania on the 75th anniversary of the Liquor Control Board. Project Spirit is designed to help transform the agency to operate more like a world-class multi-channel commercial retailer. Project Spirit will redesign a wide range of PLCB's financial, operational and management reporting processes and implement the new processes using the integration of Oracle e-Business Suite (EBS) Release 12, Oracle Retail Release 12 plus Oracle Fusion Middleware.

DOH NEDSS is Pennsylvania's National Electronic Disease Surveillance System which supports electronic interfaces with the labs and providers in the Commonwealth.

DLI CWDS is Pennsylvania's Comprehensive Workforce Development System that supports employment and training and job seeker programs for employers and employees in the Commonwealth.

Appendix I – Key Staff Template

Tim Wiest

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
State of Wisconsin, Department of Children and Families	Jill Jokela
	Reference Contact Title
	Applications Development Section Chief

Reference Organization Address	Reference Contact Phone
1 W. Wilson Street Madison, WI 53703	(608) 261-4579
	Reference Contact Email Address
	Jill.Jokela@wisconsin.gov

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Tim Wiest
Title	Principal

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Wisconsin Client Assistance for Re-Employment and Economic Support and ACCES (CARES)		
Contract/Project Start Date	Development Contract and Warranty: January 1992 Maintenance Contract: September 1996 Contract Amendment: September 1999 Contract C-1887: September 2001 Contract C-1887 (Option years): September 2004	**Contract/Project End Date**	Development Contract and Warranty: August 1996 Maintenance Contract: August 1999 Contract Amendment: August 2001 Contract C-1887: August 2004 Contract C-1887 (Option years): August 2007
Contract/Project $ Amount	Development Contract and Warranty: >$19M Maintenance Contract: >$34M Contract Amendment: >$28M Contract C-1887: >$39M Contract C-1887 (Option years): >$36M		

How long has this individual had a business relationship with the Reference Organization?	
June 1994 to December 2006	

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.

Project Director/Partner

Describe the Contract/Project Objectives

CARES is a complex welfare system implemented by Deloitte for the State of Wisconsin. The system integrates many public assistance programs under a single, client-based, online system. CARES supports TANF, Food Stamps, Child Care, JOBS and several Medicaid programs, including CHIP and LTC services. In addition, significant application enhancements have been added to the application, including Wisconsin Works (W-2); BadgerCare; Family Care; Electronic Benefit Transfer (EBT); Client Notice Redesign and Welfare to Work (WTW) and Work Attachment Act (WAA). As Project Director/Partner, Tim was responsible for maintaining project quality, resources, time frames, and client relationships. Prior to serving as Project Director/Partner, Tim was the Project Manager for Wisconsin CARES from January 1992 through May 1994 and in that role he managed the day-to-day activities of the project, including project budgets, application architecture, system design, database and network design, development and quality of the deliverables, project staffing, issue resolution, and tracking performance of each project team.

Appendix I – Key Staff Template

Tim Wiest

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare Bureau of Child Support Enforcement	Jeff Rowe
	Reference Contact Title
	Project Director (Retired)

Reference Organization Address	Reference Contact Phone
1303 North 7th Street Harrisburg, PA 17105	Home (717) 566-0639 Cell (717) 514-4263
	Reference Contact Email Address
	jerowe@live.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested

Name	Tim Wiest
Title	Principal

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization

Contract/Project Name	PACSES - Pennsylvania Child Support Enforcement System		
Contract/Project Start Date	July 2007	**Contract/Project End Date**	June 2011
Contract/Project $ Amount	> $75 M		

How long has this individual had a business relationship with the Reference Organization?

17 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.

Project Director/Partner, provided executive oversight, project management assistance, and quality assurance services. Hours varied by year from 1-3 days/week per year.

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 (PACSES).

Appendix I – Key Staff Template

Tim Wiest

Offeror Company Name			
Deloitte			

Subcontractor Company Name (If applicable)			
Not applicable			

Reference Organization Name	Reference Contact Name		
Commonwealth of Pennsylvania Department of Public Welfare	Theresa Shuchart		
	Reference Contact Title		
	Chief Information Officer		
Reference Organization Address	**Reference Contact Phone**		
Bureau of Information Systems, Room 68 Willow Oak Building Harrisburg State Hospital Grounds Harrisburg PA 17105	(717) 772-7265		
	Reference Contact Email Address		
	tshuchart@state.pa.us		

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Tim Wiest		
Title	Principal		

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	PACSES, Strategic Systems, Promise		
Contract/Project Start Date	Various dates from 2001	**Contract/Project End Date**	To Present contract
Contract/Project $ Amount	>$100M		

How long has this individual had a business relationship with the Reference Organization?			
Tim has worked with Department of Public Welfare since January 2000 and with PID since 07/2002.			

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.			
As COPA/Project Partner, Tim was responsible for the project's overall client and contract management. This included maintaining project quality, project resources, project time frames, and client relationships. He oversaw the Project Manager and monitored budget control, technical design, development and quality of the deliverables, project staffing, and overall performance of the project team. His primary goal was to keep the project on schedule and meet the client's expectations.			

Describe the Contract/Project Objectives

The objective of the DPW Strategic Business Systems, PACSES and CAPS projects are to provide overall systems integration support for project management, systems requirements, design, development, testing, implementation and systems adoption services for wide range of HHS programs – TANF, SNAP, Medicaid, Fuel Assistance, Child Care, PREK, ELN, Child welfare (MCI), Child Support, CHIP, AdultBasic and Home and Community waiver programs across multiple departments.

Appendix I – Key Staff Template

Tim Wiest

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
New Hampshire Department of Health and Human Services	Laurie Snow
	Reference Contact Title
	Project Manager
Reference Organization Address	**Reference Contact Phone**
7 Eagle Square, Suite 101 Concord, NH 03301	(603) 227-0326
	Reference Contact Email Address
	lsnow@state.nh.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Tim Wiest		
Title	Principal		
Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	New HEIGHTS		
Contract/Project Start Date	Original Contract: October 1996 Maintenance: May 1999 Maintenance: July 2005	**Contract/Project End Date**	Original Contract: September 1999 Maintenance: June 2005 Maintenance: June 2010
Contract/Project $ Amount	>$23M		

How long has this individual had a business relationship with the Reference Organization?
October 1996 to January 2000, 14 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.
Project Director/Partner

Describe the Contract/Project Objectives

Deloitte was responsible for the design, development, implementation, and project management for the State of New Hampshire's automated public assistance system. As Project Partner, Tim was responsible for the project's overall client and contract management. This included maintaining project quality, project resources, project time frames, and client relationships. He oversaw the Project Manager and monitored budget control, technical design, development and quality of the deliverables, project staffing, and overall performance of the project team. His primary goal was to keep the project on schedule and to meet the clients expectations

Appendix I – Key Staff Template

Jeff Zahorchak

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	John Foy
	Reference Contact Title
	Chief, Enterprise Operating Systems Section

Reference Organization Address	Reference Contact Phone
Willow Oak Building 1006 Hemlock Drive Harrisburg, PA 17110-3595	(717) 772-7230
	Reference Contact Email Address
	jfoy@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Jeff Zahorchak		
Title	Middleware/SOA Architect		

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?
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.
Jeff provides architecture, design and development support of middleware and SOA services within DPW's enterprise systems. This work includes stakeholder communication, planning, technical design sessions, development and code review services. Jeff averages 1,880 hours per contract year supporting DPW.

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 (HCSIS).

Appendix I – Key Staff Template

Jeff Zahorchak

Offeror Company Name
Deloitte

Subcontractor Company Name (If applicable)
Not applicable

Reference Organization Name	Reference Contact Name
GE Transportation	Brian Lawry
	Reference Contact Title
	Project Manager

Reference Organization Address	Reference Contact Phone
2901 East Lake Rd. Erie, PA 16531	(814) 875-5517
	Reference Contact Email Address
	blawry@msx.trans.ge.com

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested	
Name	Jeff Zahorchak
Title	Systems Integration Intern

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization			
Contract/Project Name	Perforce/ClearCase integration		
Contract/Project Start Date	January 2005	**Contract/Project End Date**	June 2005
Contract/Project $ Amount	>$30K		

How long has this individual had a business relationship with the Reference Organization?
1 year

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.
Over a six month period, Jeff completed the design and development of a solution to provide integrated software change management and defect tracking system for the embedded software engineering group at GE Transportation. Estimated hours: 650.

Describe the Contract/Project Objectives
Performed integration of GE Transportation's ClearQuest defect tracking system with the Perforce source code control system. This integration was a real-time connection which allowed testers to enter and track defects, and for software changes to be associated with these defects to close them.

Appendix I – Key Staff Template

Jeff Zahorchak

Offeror Company Name	
Deloitte	

Subcontractor Company Name (If applicable)	
Not applicable	

Reference Organization Name	Reference Contact Name
Commonwealth of Pennsylvania Department of Public Welfare	Shirley Monroe
	Reference Contact Title
	Chief, Systems Engineering Section
Reference Organization Address	**Reference Contact Phone**
Willow Oak Building 1006 Hemlock Drive Harrisburg, PA 17110-3595	(717) 772-6804
	Reference Contact Email Address
	sroadcap@state.pa.us

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is being requested			
Name	Jeff Zahorchak		
Title	Middleware/SOA Architect		
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?
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.
Jeff provides architecture, design and development support of middleware and SOA services within DPW's enterprise systems. This work includes stakeholder communication, planning, technical design sessions, development and code review services. Jeff averages 1,880 hours per contract year supporting DPW.

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).

8.4 Staffing Narrative

| 8.1 Personnel Information | 8.2 Organization Chart | 8.3 Client References | **8.4 Staffing Narrative** | 8.5 Resumes | 8.6 Key Staff Diversions or Replacement |

PA_DPW-120d_2

| **II** | **Page II-7** | **RFP Reference: II-5 Personnel, A. Staffing Narrative** |

Our staffing approach includes a DPW experienced team that brings established working relationships with DPW staff and a staffing plan that clearly establishes responsibility and accountability, as well as the requisite qualifications for each role. Our staffing approach is based on 30 years of partnership with DPW and an understanding of your business, systems and organization. Our staffing approach is informed by our lessons learned from more than 44 states supporting health and human services organizations.

Deloitte has been a trusted advisor with the Commonwealth of Pennsylvania's Department of Public Welfare since 1978. We have learned your business, systems, people and operational practices. We have jointly developed your methodologies, including procedures, templates and tools to comply with your standards. Our commitment to the Commonwealth is evidenced by a consistent track record of success that includes providing access to critical services to approximately 2.5 million citizens every month in 67 Commonwealth counties.

Nationally, we have more than 35 years of HHS experience that includes successful system rollouts supporting HHS businesses relevant to DPW. This experience allows us to bring staff with relevant DPW program and technology expertise. Deloitte is uniquely positioned to bring the breadth and depth of our national experience to DPW.

> **Unique and *Distinguishing* Factors**
>
> Proposed staff brings:
> - A separate and distinct team of very experienced DPW resources dedicated to Lot 6
> - a team accustomed to developing requirements and designs and working closely with development and testing teams

Features	Benefits
Staffing approach provides DPW with: • DPW-proven resources that bring in-depth knowledge and experience with DPW's business processes, systems, stakeholders and citizens • 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	• Discards transition and on-going project risk • Improves each project's adherence to DPW's integrated human services vision, enterprise architecture framework, and IT standards • Better service to DPW staff and its constituents
Proposed staff bring established working relationships with DPW staff	• Improves communication and collaboration with DPW stakeholders and selected offerors throughout a project's life cycle
Clearly established responsibilities and qualifications for proposed staff, based on our understanding of DPW's business	• Improves quality of projects and user acceptance
In addition to the staffing approach listed above, proposes key staff that: • Meet an established set of minimum qualifications • Live locally and are committed to DPW	• Improves quality of projects and user acceptance

Figure 8.4-1. Features and Benefits of our Staffing Approach.

Over the past 30 years, Pennsylvania has become a leader in self-service for its people and community partners and has acted as an example for groundbreaking enhancements in other states. Working with the Commonwealth throughout this entire time, Deloitte's DPW-specific experience provides a significant component of our qualification. We bring the team you know and the team you trust, and we have earned this by delivering consistently over time. We understand technology and system design in a way that is relevant to DPW's specific objectives and ultimately benefits Pennsylvania's citizens. Our national experience combined with our local familiarity with DPW offers Pennsylvania the combination of system continuity and national innovative practices to meet the vision and goals for the Commonwealth.

8.4.1 Interaction with All Selected Offerors

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II	**Page II-7**	**RFP Reference: II-5 Personnel, A. Staffing Narrative**

1. Describe how the Offeror will fit into and interact with all Selected Offerors and state staff that will be working on the respective Lot(s)

We provide for interaction with selected offerors and Commonwealth staff by proposing a team that on Day 1 will bring a direct understanding of DPW's business and their respective roles within DPW's organization.

Operating Model Aligns with Selected Offerors and DPW

We have proposed an operating model that addresses the communications needed for the required contract structures. Our proposed staff has been *carefully selected* because of their experience with DPW's enterprise systems. We use this experience to manage formal and informal communications required by the DPW IT Support and Services project. We will work with DPW to implement this structure during the orientation and knowledge acquisition period. The figure below highlights some of the interaction between the other lot vendors.

Our unique position benefits DPW because this transition can occur without impacting other priority projects and ongoing DPW business. We have proposed a team drawn from our existing management, business and technology staff from the current contracts. We understand the need for a smooth transition, and our team can deliver a shortened transition for Lot 6 with no interruption to critical business processing.
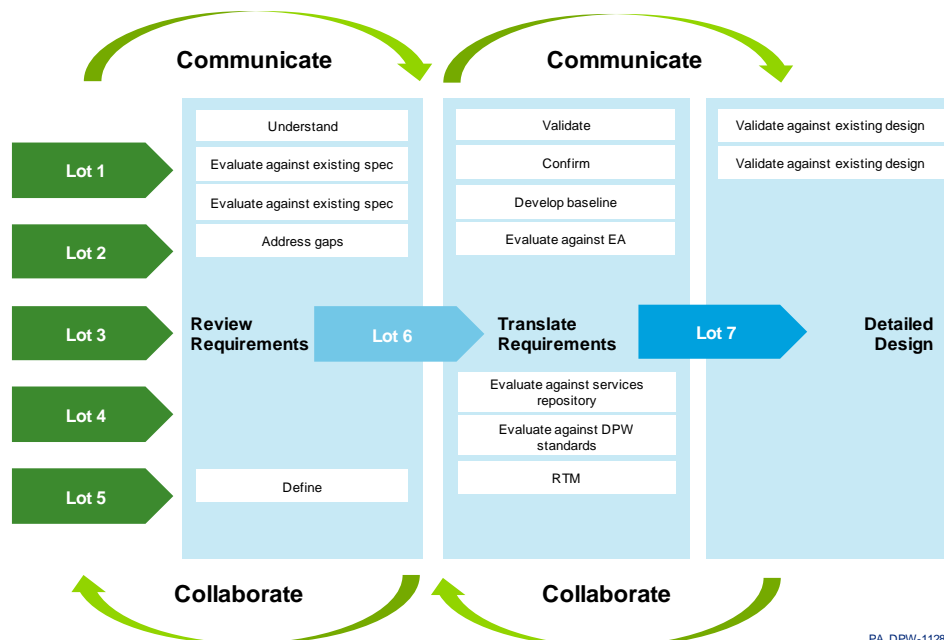
PA_DPW-1128_2

Figure 8.4-2. Interaction with Other Offerors.
Deloitte's approach acknowledges the level of communication and collaboration needed across lot vendors.

Interacting with DPW

Each of our proposed teams has DPW counterparts, as illustrated on the following table.

Organization	DPW Counterpart	Deloitte Works Closely with DPW to Meet RFP Objectives
Contract & Project Management Team	DPW PMO DPW Contract Administrator	The Contract and Project Management Team works with the DPW PMO on both strategic issues as well as the day to day operations and contract management
Portfolio Coordination Team	DPW Portfolio Managers DPW Project Managers DPW Program Offices	The Portfolio Coordinators will support to the DPW Portfolio Managers to assist in planning and application maintenance and modification activities.
Application Maintenance and Modifications Teams	DPW Portfolio Managers DPW Project Managers DPW DTE DPW DIMO DPW DEA DPW Program Offices	The Application Maintenance and Modifications team work with BIS on both day to day operations as well as critical planning activities such as capacity planning and architecture reviews.
Information Technology Shared Services	DPW DTE DPW DEA DPW DIMO	The ITSS team is the day to day single-point-of contact with DPW BIS on operations support and architecture issues.
Direct Technology Support Services	DPW DEA DPW DTE	The DTSS team is fully integrated into the Commonwealth's team, physically co-located at Willow Oak, and operates under the direct guidance of BIS managers.

Figure 8.4-3. How We Work Together.

Our Deloitte team has solid history of working collaboratively with Commonwealth staff. In fact, many of the current DPW projects managed by Deloitte include integrated organizational structures. Additionally, the organization charts provided throughout this proposal list the appropriate DPW counterpart. This inclusion of our counterparts is a demonstration that we operate as one integrated team from the start of the project to the end.

8.4.2 Responsibilities of Key Staff

PA_DPW-121b_4

II	**Page II-7**	**RFP Reference: II-5 Personnel, A. Staffing Narrative**

2. Identify the responsibilities of each of its Key Staff.

Deloitte has proven itself as a premier HHS Thought Leader, delivering more than 100 HHS projects in over 20 states. Our proposed team allows us to bring the right people – from our line staff to senior advisors – to each initiative, which reduces risk and enhances our ability to meet DPW's unique needs.

Deloitte professionals have supported the unique business and implementation needs of more than 1000 counties across the nation, serving more than 25,000,000 citizens of this nation.

We believe the aforementioned experience combined with the required skills and knowledge identified in the RFP provides the foundational experience to achieve success. Along with experience from other states, 100 percent of the staff that we have proposed has PA experience. As part of the preparation and submission of our proposal, we worked with our Business Partners to identify key staff to support the DPW team. **Deloitte has the exclusive right to represent** and propose these individuals in our response. For each of our carefully selected key staff, in the following section we provide the qualifications of each role and the responsibilities.

Contract and Project Management - Key Staff

These Deloitte leaders maintain general oversight of DPW initiatives, including managing timelines, documenting project progress, mitigating project risk, and overseeing deliverables. Their knowledge of DPW's systems and programs allows Deloitte to partner with DPW to deliver effective project execution.

Name	Proposed Role	Responsibilities	Qualifications
Tim Wiest	Quality Assurance Lead	• Conduct periodic quality reviews to identify opportunities to improve communication • Establish an environment for open communication and collaboration • Confirm project compliance to defined standards • Provide business advisory services to DPW to reduce project risk • Implement and oversee overall quality standards and processes	• 10+ years of experience in quality management • 8+ years of experience in HHS program management • 5-7 years of experience as quality assurance lead in large IT projects • Experience using software development methodology in IT projects • Experience in the delivery of end user operational services
Sundhar Sekhar	Contract Administrator	• Participate in executive meetings and communicate updates to project team as required • Accountable for overall project delivery, and DPW/Deloitte relationship • Manage vendor & subcontractor relationship • Establish project standards and processes and facilitates their improvement • Advise DPW on risks and issues related to the project • Serve as primary point of contact for DPW project executives	• 8-10 years of experience in Contract Administration • 8-10 years of experience in active engagement and project management of large-scale IT development and maintenance • 8-10 years of HHS experience • 8-10 years of experience in managing large-scale contracts with 300 staff delivering complex IT HHS solutions • Expertise in delivering a services based model in a HHS environment
Mick Keller	Project Manager	• Collaborate with DPW to report and mitigate day-to-day project issues and risks • Manage project timeline, work plan, and budget • Facilitate the coordination, communication and integration of project teams • Develop and implement a quality assurance process to produce quality deliverable timely	• 8-10 years in engagement and project management of large-scale IT maintenance • 10+ years of HHS experience • Experience using software development methodology in a large-scale IT systems integration project • Experience in the delivery of end user operational services • PMP Certification

Figure 8.4-4. Key Staff Responsibilities on the Contract and Project Management Team.

Project Executives – Key Staff

Our Project Executives bring a unique mix of information technology and programmatic knowledge to DPW.

Name	Proposed Role	Responsibilities	Qualifications
Sundhar Sekhar	Eligibility Project Executive	• Directs controls, administers, and oversees the daily activities of resources within the contractor team • Manage, lead, and oversee the various team leads to verify work plans are followed and delivered on schedule • Monitor project plans, and provide updates as necessary to senior project leadership and program staff • Meet with state staff, Program Area Managers, Bureau Directors, and other agencies as needed to communicate project progress and resolve issues affecting work efforts • Identify and track issues and suggest mitigation strategies	• Engagement and project management of large-scale IT maintenance • Experience in managing a project in a enterprise environment integrating with common business and technology processes • Experience with DPW solutions and standards, and cross project systems or management experience in a similar complex systems integration environment • Experience with using software development methodology in a large-scale IT systems integration project • Experience in the delivery of end users and operational services
Neil Brown	Provider Management & Child Welfare Project Executive		
Patrick Howard	Case Management Project Executive		
John White	Child Support Enforcement Project Executive		
Srini Subramanian	Enterprise Services Project Executive		

Figure 8.4-5. Key Staff Responsibilities for Project Executives.

Portfolio Coordinators – Key Staff

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 extensive systems development experience.

Name	Proposed Role	Responsibilities	Qualifications
Marty Carreras	Eligibility Lead Portfolio Coordinator	• Work closely with vendors from Lots 1-5 and Lot 7 in planning, transition, and execution of modifications • Coordinate with BIS portfolio managers on the implementation of strategic initiatives	• 5-7 years in active engagement and project management of large-scale IT, system development and maintenance experience
Doris Hartman	Child Support Enforcement Portfolio Coordinator		• 3-5 years of experience with DPW solutions and standards, and cross project systems or in a similar environment of integration with an integrated eligibility system

Name	Proposed Role	Responsibilities	Qualifications
Sundaravadivel Suguna	Provider Management & Child Welfare Portfolio Coordinator	• Lead teams of staff executing maintenance activities and modifications • Provide end-to-end leadership for SDM activities within respective portfolios • Oversee the quality of the final end product	• 3-5 years of in depth program knowledge of HHS programs as appropriate for proposed role (eligibility, provider management, case management, child welfare, child support enforcement) • 3-5 years working knowledge of federal regulations with respect to appropriate HHS programs • Experience in designing and management enterprise services
Meghan Sullivan	Case Management Portfolio Coordinator		

Figure 8.4-6. Key Staff Responsibilities for Portfolio Coordinators.

Application Maintenance – Key Staff

The 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 application management. The Maintenance team also manages production support activities to make sure that technical issues are resolved both efficiently and effectively, and are prioritized to meet DPW's most pressing needs.

Name	Proposed Role	Responsibilities	Qualifications
Prerana Dalal **William Gordon** **Craig Hoover** **Shahid Raza**	Application Team Lead	• Work closely with other vendors and program offices to prioritize maintenance activities • Manage work plans to execute planned activities on-time and on-budget • Execute software development methodology • Perform Project Management tasks and mitigate project risks and issues • Manage the Project resources and coordinate availability of resources to meet project deadlines	• Hands on experience and knowledge in application management and implementation • Experience with software development methodology and tools • Experience in managing work plans, workload, and prioritization of activities • 2-4 years of software development methodology in a large-scale IT systems integration project system. Experience with DPW SDM or a similar waterfall or Unified Process based methodology • 2-4 years of hands on management experience in the application architecture, data architecture, integration broker, security and component based architecture

Figure 8.4-7. Key Staff Responsibilities for the Application Maintenance Team.

Application Modifications – Key Staff

Our Application Modification practitioners engage in large application changes and initiatives as new business needs arise. In this role, the team coordinates with DPW staff and stakeholders, and vendor personnel to enable strategic initiatives. This function addressed the emergency needs of the Commonwealth and helps guide DPW information systems to deliver improved outcomes.

Included in the Application Modification Team is Application Adoption. These practitioners coordinate deployment activities from the perspective of the end-users of DPW systems. This team works closely with both the Application Maintenance and Modification Teams to address the end-user impacts of technical changes.

Name	Proposed Role	Responsibilities	Qualifications
Satya Arya **Shawn Bowers** **Prerana Dalal** **Andrew Demchak** **William Gordon** **Craig Hoover** **Michael Kravanis** **Ujjwal Mittal** **Matthew Mardorff** **Shahid Raza** **Luis Santiago** **Donna Whitman**	Application Team Lead	• Lead cross-functional team to implement application modifications • Manage work plans to deliver modifications on-time and on-budget • Execute software development methodology • Provide end-to-end leadership for the implementation of a modification • Coordinate with other vendors • Perform Project Management tasks and mitigate project risks and issues • Manage the Project resources and coordinate availability of resources to meet project deadlines	• Hands on experience and knowledge in application management and implementation • Experience with software development methodology and tools • Experience in managing work plans, workload, and prioritization of activities • 2-4 years of software development methodology in a large-scale IT systems integration project system. Experience with DPW SDM or a similar waterfall or Unified Process based methodology • 2-4 years of hands on management experience in the application architecture, data architecture, integration broker, security and component based architecture • 2-4 years of experience with end user programs

Figure 8.4-8. Key Staff Responsibilities for the Application Modifications Team.

Information Technology Shared Services (ITSS) Direct Technology Support Services (DTSS)

The ITSS and DTSS teams oversee the Project Releases with each DPW system and coordinate efforts between system's leadership teams. This team will also works closely with the Bureau of Information Systems (BIS) to facilitate coordinated system architecture, migration, and security decision-making.

Name	Proposed Role	Responsibilities	Qualifications
Thomas Beck	Chief Application Architect	• Manage relationship with BIS Architect team • Coordinate with the individual Project teams architects • Build systems based on SOA/EA frameworks • New technology/framework recommendations	• 10+ years of hands on expert level experience with enterprise architectures, technical environment and system capabilities • 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 • 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 • 2-3 years experience in the design and implementation of system components using SOA principles and application frameworks
Jeff Zahorchak	Chief Functional Architect	• Manage relationship with BIS middleware team • Coordinate with the individual Project middleware teams • Provide middleware migration support and adhere to the DPW standards and processes	• 5-7 years of hands on management experience in the application architecture, data architecture, integration broker, security and component based architecture using a Microsoft based COM+/.NET environment • 3-5 years of practical management experience in overall configuration management of cross platform components – Unisys 2200, Microsoft COM+/.NET or similar environments • Solid understanding of HHS business processes, terminology and client needs • 3-5 years of production operational support experience including batch processing, load testing, capacity planning, configuration management, disaster recovery and performance tuning • 3-5 years experience in the design and implementation of system components using SOA principles and application frameworks

Name	Proposed Role	Responsibilities	Qualifications
Bharanedaran Balasubramanian	Security Architect	• Manage relationship with BIS security team • Coordinate with the individual Project security teams • Manage Unified security(USEC) migrations • New security technology/framework recommendations	• 10 -15 years in managing software development • 5-8 years of hands on management experience in the application and security in a Unisys 2200 and Com+/.NET environment • Solid understanding of HHS business processes, terminology and client needs • 3-5 years of production operations support 3-5 years experience in the design and implementation of system components using SOA principles and application frameworks

Figure 8.4-9. Key Staff Responsibilities for our ITSS and DTSS Teams.

8.4.3 Qualifications of Each Role

PA_DPW-121c_4

II	**Page II-7**	**RFP Reference: II-5 Personnel, A. Staffing Narrative**

3. Provide a description of all qualifications for each role the Offeror plans to fill, for all staff, including Key Staff.

A project's success depends substantially on the quality and experience of the people delivered. The Deloitte team includes highly competent leaders and professionals who have helped the Commonwealth deliver on key initiatives. Our proposed staff meets the Commonwealth of Pennsylvania's needs as evidenced by their respective educational and work experiences that qualify them to perform the functions associated with their proposed role.

Currently, the State eligibility systems that our practitioners have developed are serving 25+ million individuals receiving benefits and are processing 89.6 million total transactions daily.

In the previous sections we presented the responsibilities and qualifications of our key staff. In the following table we present the qualifications of the remaining personnel categories included in our response.

Application Modifications and Maintenance Roles	
Role	**Qualifications**
Systems Analyst	• Typical degree in MIS or Computer Science • Exposure to managing subsystem workload, prioritization of defects, maintenance requests, bundling of software components, and releases to production • Experience in hands on design, coding, testing, and deployment experience in developing functional and technical components of modules • Knowledge of industry standard tools

Application Modifications and Maintenance Roles	
Role	**Qualifications**
Sr. Developer/Analyst	**Open Systems** • 5-7 years of experience implementing and documenting technical applications solutions • 5-7 years of experience using multiple programming languages • 5-7 years of experience providing application support to production applications • 5-7 years of development, unit testing, and integration testing in a technology environment similar to DPW **Data Warehouse:** • 3-7 years of experience in Analysis, design, coding component and assembly testing of data warehouse code • Maintenance (including production support), enhancement and development work • 3-7 years of knowledge of DPW data warehouse technologies • Hands on data warehouse programming and unit testing experience • Experience with applicable DPW data warehousing technologies, standards, guidelines and procedures • Experience in DPW data warehouse methodologies or a similar software development methodology for data warehouse
Application Developer	• Hands on programming and unit testing experience. • Experience with applicable technologies to perform the functions of a programmer. • Experience in software development methodology for a large-scale IT systems integration project. • Experience with DPW SDM, a similar SDLC, or Unified Process based methodology. • Experience with development standards, guidelines, and processes.

Figure 8.4-10. Application Modifications and Maintenance Roles and Qualifications.

Application Adoption and System Implementation Roles	
Role	**Qualifications**
Application Adoption Lead	• 5-7 years experience in designing and implementing user support plans for large technology projects • 5-7 years of experience in understanding end user – and field operation processes, and hands on experience providing operation support to end users, defining operational and process methods to support systems implementation • 5-7 years of experience and knowledge in application management and implementation • 5-7 years of experience in managing work plans, workload, and prioritization of activities • 5-7 years experience in business process transformation

Figure 8.4-11. Application Adoption and System Implementation Roles and Qualifications.

Information Technology Shared Services Direct Technology Support Services Roles	
Role	**Qualifications**
Information Technology Shared Services (DTSS) and Direct Technology Support Services (DTSS) Lead	8-10 years in active engagement and project management of large-scale IT, system development and maintenance experience 5 years of experience in managing a project in a enterprise environment integrating with common business and technology processes 5 years of experience with DPW solutions and standards, and cross project systems or in a similar environment of integration with an integrated eligibility system 5 years in active engagement and project management of large-scale Microsoft Web-based systems development and maintenance experience
Middleware Architect	2 to 3 years of extensive experience in working with a HHS based information data model 2 to 3 years of experience in providing data modeling and architecture support. Expert level database design skills, understanding of Oracle log or above features and industry design leading practices 2 to 3 years of experience in date modeling, data dictionary and related techniques in a relational environment 2 to 3 years of demonstrated design skills for OLTP and decision support/warehouse solutions
Product Specialist	- Experience with applicable technologies to perform the functions of a programmer - Experience with development standards, guidelines, and processes 2 to 3 years of working experience in using DPW tools and techniques 1-2 years experience in developing system components using SOA principles and application frameworks
Systems Architect	3 to 5 years of technical experience with Microsoft Server Infrastructure large-scale application management
Chief Database Architect	7-10 years experience in database design and development 3-5 years experienced database load testing, capacity planning and configuration management 3-5 years of management and hands on experience with database artifacts the associated tools and methods to produce these artifacts (e.g. logical database design, physical database design)
Software Quality Assurance Specialist	- Responsible for overall software quality assurance - Strong understanding of ITIL and CMMI Methodologies - Provide guidance to minimize number of defects during the testing process - Conduct frequent quality spot checks during testing activities - Strong analytical skills to conduct code coverage analysis and reviews 3 to 5 years of experience in large-scale implementations

Information Technology Shared Services Direct Technology Support Services Roles	
Role	**Qualifications**
Security Specialist	• Extensive specialization in either Privacy or IAM (Identity Manager, Siteminder, and SOA Security Manager) • 3-4 years of working experience in designing application security architecture
Quality Manager or Software Process Engineer	• Strong analytical skills to conduct code coverage analysis to report solutions to PMO • 5 to 7 years of experience in large-scale implementations
ITSS and DTSS Team Members	• 1-3 years of experience in supporting application and technical operations
Project Control Analyst	• Work experience in financial and contract management of professional services projects
Project Administrator	• Work experience in administrative duties necessary to support management teams

Figure 8.4-12. Information Technology Shared Services Direct Technology Support Services Roles and Qualifications.

8.4.4 Qualifications of Key Staff

| 8.1 Personnel Information | 8.2 Organization Chart | 8.3 Client References | **8.4 Staffing Narrative** | 8.5 Resumes | 8.6 Key Staff Diversions or Replacement |

| 8.4.1 Interaction with All Selected Offerors | 8.4.2 Responsibilities of Key Staff | 8.4.3 Qualifications for Each Role | **8.4.4 Qualifications of Key Staff** |

PA_DPW-121d_4

| **II** | **Page II-7** | **RFP Reference: II-5 Personnel, A. Staffing Narrative** |

The Offeror shall provide the following information about each of its Key Staff:

1. Title;

2. Employer;

3. Location(s) where work will be performed;

4. Percent of work day and project duration this individual will spend performing work for the respective Lot(s) of this RFP;

5. How long the individual has been with your company

6. Description of their current position and responsibilities.

7. Any other projects/commitments for this team member and when those commitments are scheduled to end; and

8. Whether or not this member participated in the development of the response to this Lot of the RFP and specify the RFP Section(s).

| **II** | **RFP Reference: Addendum 4, Question & Response, line 25** |

Remove this requirement:

8. Whether or not this member participated in the development of the response to this Lot of the RFP and specify the RFP Section(s).

Satya Arya, Sr. Developer/Analyst, PMP — ✓ Current PA DPW Experience

Proposed Role	Sr. Developer/Analyst	**Location**	Harrisburg
Employer	Dunston Solutions	**Assigned**	Full time
Yrs with Dunston	8 Years	**Other Projects**	None

"One of my proudest accomplishments while working with DPW was the successful implementation of the Pennsylvania State Collections & Disbursement Unit. We implemented in a record 3 months and avoided hundreds of millions of dollars in federal sanctions."

Relevant Qualifications For Proposed Role	Satya is a subject matter expert in the application development and delivery technology areas, using Unisys 2200 mainframe systems. He has experience on large mainframe systems, as well as on the Microsoft Windows platform. Subject Matter Expert in IV-A (TANF) and IV-D (Child Support).
Description of Current Position and Responsibilities	As the Batch and Client Notice Track Lead, Satya is responsible for reviewing project priorities as well as managing the Batch and Client Notice sub-subsystems. His team, comprised of fourteen analysts and developers, is responsible for over 40 transactions and 500 batch programs.

Bharane Balasubramanian, Chief Security Architect			Current PA DPW Experience	
	Proposed Role	Chief Security Architect	**Locations**	Harrisburg
	Employer	Deloitte	**Assigned**	Full time
	Years with Deloitte	5 Years	**Other Projects**	None

"I am excited to be part of the DPW team who 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 DPW that is winning industry recognition for its leadership in the security and privacy field."

Relevant Qualifications For Proposed Role	Bharane has assisted the DPW Security Team to establish secure development practices and data protection measures in the last three years. As part of the DPW ITSS project, Bharane works with the application teams throughout the system development life-cycle to identify and mitigate security threats and vulnerabilities before an application is deployed to Production. In 2009, the cost savings from proactive vulnerability identification and mitigation was estimated to be around $6.8 million.
Description of Current Position and Responsibilities	As part of the DPW ITSS project, Bharane works with the application teams throughout the system development life-cycle to identify and mitigate security threats and vulnerabilities before an application is deployed to production. The activities include Security Design, Commonwealth Application Certification and Accreditation, CA(2) policy assessment, secure code review and security vulnerability assessment.

Thomas Beck, Chief Application Architect, PMP			Current PA DPW Experience	
	Proposed Role	Chief Application Architect	**Locations**	Harrisburg
	Employer	Deloitte	**Assigned**	Full time
	Years with Deloitte	10 Years	**Other Projects**	None

"I am excited about the opportunity to work with DPW to expand their service portfolio and to help progress their EA-SOA vision."

Relevant Qualifications For Proposed Role	Thomas has spent the majority of the last 10 years working in various capacities across the DPW projects including: rolling out the first HCSIS releases, helping to progress initial PACSES open system adoption, leading the DPW SOA strategy project, architecting the Certification Tablet PC solution and implementing some of DPW's initial SOA services as part of the PELICAN project. He now works on ITSS providing architectural guidance and mentoring to the DPW projects and working directly with his BIS counterparts to support the DPW architectural vision. Thomas holds Microsoft .NET MCSD, Sun Java, PMP, and ITIL certifications and has published articles on .NET, Java and the use of open source software in leading technology journals.
Description of Current Position and Responsibilities	As Deloitte's enterprise architect across the DPW applications, Thomas works with each of the DPW applications to oversee their architectural alignment with DPW's vision and standards. He assists the applications with preparation for and delivery of ARB presentations and manages Deloitte's architecture board, where architectural alignment issues and new technologies are reviewed. During his tenure, Thomas instituted the Architecture Life cycle Management (ALM) process, which provides a DPW approved technology baseline that all DPW applications comply with. Thomas manages the ALM process and works with BIS and the application teams to identify upgrade or cutover opportunities, prioritize the opportunities and execute the upgrades.

Shawn Bowers, Application Team Lead ✔ Current PA DPW Experience

Proposed Role	Application Team Lead	Locations	Harrisburg
Employer	Deloitte	Assigned	Full time
Years with Deloitte	4 Years	Other Projects	None

In my four years of work with DPW, I have had numerous opportunities to work across a range of systems which benefit service delivery to the citizens of Pennsylvania. I hope to continue my work with DPW to further advance the systems and business processes in support of their continued evolution.

Relevant Qualifications For Proposed Role	Shawn has held numerous roles on the iCIS project in the last four years. Most recently, he has completed the management and implementation of three concurrent initiatives; Workload Dashboard Management Reporting, Individual Eligibility Verification System (IEVS) Targeting Logic, and Workload Dashboard 2.0. Shawn also led the successful rollout of the Workload Dashboard application to over 96 County Assistance offices, completing a 15 month phased rollout to over 5,500 users.
Description of Current Position and Responsibilities	As the COMPASS Application Lead, Shawn manages the maintenance and modifications work for the COMPASS application. He is also the track lead for several enterprise modification initiatives (Enterprise Intake and LINK Migration, PDE Direct Certification/Direct Verification) which will leverage COMPASS functionality and services. Shawn also supports ongoing maintenance and modifications to eCIS applications. His responsibilities include working with client counterparts to define priorities for system modifications and maintenance activities and managing the application team activities for successful implementation of the initiatives.

Neil Brown, Project Executive, PMP ✔ Current PA DPW Experience

Proposed Role	Project Executive	Location	Harrisburg
Employer	Deloitte	Assigned	Part time
Yrs with Deloitte	11	Other Projects	PA New Hire IBM Global Advantage

"I am proud of knowing that my efforts working with DPW contribute to the well being of millions of Pennsylvanians"

Relevant Qualifications For Proposed Role	Neil has over 21 years of experience in the information technology field, beginning his career as a developer and working in a number of leadership roles. He has been involved with the Commonwealth for six years and supported the PACSES, New Hire and PELICAN projects.
Description of Current Position and Responsibilities	As Project Director on PELICAN, Neil is responsible for overall management of the project, including the coordinating resources, project plan management, review and approval of HLEs, work orders, and deliverables. Neil also provides input into technical decisions on the project and is directly responsible for the overall risk and quality management of the project.

Marty Carreras, Portfolio Coordinator, PMP | ✓ **Current PA DPW Experience**

	Proposed Role	Portfolio Coordinator	**Locations**	Harrisburg
	Employer	Deloitte	**Assigned**	Assigned 3 days per week to the project
	Years with Deloitte	12 Years	**Other Projects**	USDA/National Finance Center – Pre Existing Condition Insurance Plan Project Advisor

"Together we stand as partners looking upon an incredible tipping point in human services delivery; the national healthcare reform legislation will have a profound impact on business processes and technology. I look forward to assisting the Department transform policies and business processes to adapt to the new wave of healthcare in our nation."

Relevant Qualifications For Proposed Role	Marty brings 12 years of information technology support services that directly match DPW's requirements. He has provided full system development life cycle management and delivery for large-scale and complex custom development projects that span multiple technologies, including .NET, legacy mainframe, Adobe Flex, and COTS product integration. Marty brings extensive project management, application maintenance, production operations support, and application modifications experience to DPW. Most recently, he is working with DPW to continue the transformation of Commonwealth's service delivery portal, COMPASS, into a nationally recognized, trend-setting solution.
	Marty has focused his career providing technology solutions to improve the efficiency, effectiveness, and accuracy of core Health and Human Service programs, including SNAP, TANF, Medical Assistance, Long Term Care, Children's Health Insurance Program (CHIP), adultBasic and Child Care. Marty has extensive knowledge of the business and operational models in place in Pennsylvania, as well as in Wisconsin, and brings insights from national HHS trends. He currently serves as Deloitte's Health and Human Services Advisor for Adobe. Marty is a certified Project Management Professional (PMP).
Description of Current Position and Responsibilities	Marty serves as the COMPASS Project Manager overseeing the maintenance and modifications of the Commonwealth's premier self service solution for human services. He is currently leading the development of critical enhancements to the National School Lunch Program's Direct Verification and Direct Certification programs. He is also leading the application development effort to enable LINK, an important component of the Healthcare reform initiatives.

Prerana Dalal, Application Team Lead | ✓ **Current PA DPW Experience**

	Proposed Role	Application Team Lead	**Location**	Harrisburg
	Employer	Deloitte	**Assigned**	Full time
	Yrs with Deloitte	2 Years	**Other Projects**	None

"I am looking forward to moving from the county level to the breadth of a state system in the HHS industry"

Relevant Qualifications For Proposed Role	Prerana Dalal has been working in the HHS industry, under Child Welfare and has been a part of the Decision Support and Reporting Team at Allegheny County.
Description of Current Position and Responsibilities	Prerana is a track lead for the reporting and data warehousing tasks through the Office of Information Management at the Allegheny County Department of Human Services. She manages a team of 8 developers to coordinate the reporting needs:

Andy Demchak, Application Team Lead, PMP ✔ Current PA DPW Experience

Proposed Role	Application Team Lead	**Locations**	Harrisburg
Employer	Deloitte	**Assigned**	Full time
Years with Deloitte	6.5 Years	**Other Projects**	None

"Having the opportunity to work across many different program areas and technology platforms has been challenging and rewarding for each initiative I have been a part of. I look forward to the continued rewards of working with the Department"

Relevant Qualifications For Proposed Role	Andy has over six and a half years of experience working with the Department on Health and Human Services initiatives. His experience on five distinct initiatives has encompassed each phase of the system development life cycle with a focus on requirements gathering, design, development and system testing. Specific areas of expertise include design and development of cross platform system interfaces and system integration. Andy has extensive business knowledge and subject matter expertise regarding TANF, SNAP, Medical Assistance, Child Care, SSI/SSP, and additional state and federally administered benefits. A wide range of technical experience stretches from design and development of online and batch programs on the Unisys mainframe to .Net 3.5 Web-based solutions and Informatica batch ETL solutions.
Description of Current Position and Responsibilities	Andy is currently the team lead for the iCIS IV-B application team and has been in this role since early in the business requirements phase. In this role, Andy is responsible for leading requirements sessions with a large stakeholder group across a number of program offices and county assistance workers. During general and detailed system design, Andy was responsible for leading additional sessions with a core group of headquarters stakeholders. Through the development and integration test phase, Andy managed development and integration testing for the three core modules (Case Processing, Eligibility, and System Integration). Currently in the SAT phase, the team is working closely with the System Acceptance test team to develop and execute scenarios. In parallel to the System Acceptance Testing, Andy is overseeing the conversion and load testing phases of the project.

Bill Gordon, Application Team Lead ✔ Current PA DPW Experience

Proposed Role	Application Team Lead	**Locations**	Harrisburg
Employer	Deloitte	**Assigned**	Full time
Years with Deloitte	5 Years	**Other Projects**	None

"I am excited to have the opportunity to continue my work with data analysis, reporting, and DPW's Enterprise Data Warehouse to help business users better understand their data and move towards data driven decision-making."

Relevant Qualifications For Proposed Role	Bill has spent the past 5 years working on HHS projects in the state of Pennsylvania with a primary focus on Business Intelligence (BI) and Data Warehouse (DW). From August 2005 to February 2009, he worked in Allegheny County for the Department of Human Services and from February 2009 to present he has worked for DPW. Bill has led two business intelligence efforts spanning iCIS and HCSIS, working across four different program offices. He has worked on an initiative directly supporting the Enterprise Knowledge Management Section of BIS related to Cognos design practices.
Description of Current Position and Responsibilities	Bill is responsible for DW and Reporting efforts; (e.g) maintenance requests, development / maintenance of Cognos cubes, reports, dashboards and packages. He oversees the operations of the monthly refresh of the DW and daily refresh of the ODS. This data and reports support multiple program offices including the, Office of Developmental Programs, Office of Long Term Living, and the Office of Child Development and Early Learning.

Doris Hartman, Application Adoption Lead ✅ Current PA DPW Experience

Proposed Role	Application Adoption Lead	Locations	PACSES Project Site
Employer	Deloitte	Assigned	Full time
Years with Deloitte	10 Years	Other Projects	None

"I am looking forward to the opportunity of continuing to work with Pennsylvania child support workers and the Pennsylvania Bureau of Child Support Enforcement to continue to implement innovative solutions that improve business processes and ultimately increase child support collections for children and families."

Relevant Qualifications For Proposed Role	Doris joined the PACSES Project in March, 1998 after working as the PACSES Administrator for Cumberland County Domestic Relations, the pilot county for the initial implementation of the PACSES mainframe application. Doris has played a key role on the PACSES project participating in the design and implementation of numerous major initiatives over the years including PRWORA Certification, PA Child Support Web site, Performance Improvement Module.
Description of Current Position and Responsibilities	As Application Support Services Manager, Doris coordinates the implementation of PACSES initiatives in 67 county Domestic Relations Sections providing Help Desk and Subject Matter Expert to more than 3,000 child support workers; 1,000 other agency and Commonwealth stakeholders; 350,000 child support clients, and 90,000 additional stakeholders who use the PACSES applications.
	Doris is also a member of the PACSES Project Management Team, using prior business experience and knowledge of child support business processes to interact with the Bureau of Child Support Enforcement, Division of Child Support Enforcement and Child Support Directors and workers to confirm design and implementation of innovative technology that increases the business efficiency of the child support office as well as confirms the collection and disbursement of child support to families and children.

Craig Hoover, Application Team Lead ✅ Current PA DPW Experience

Proposed Role	Application Team Lead	Locations	Harrisburg
Employer	Deloitte	Assigned	Full time
Years with Deloitte	7 Years	Other Projects	None

"I am looking forward to continuing my work with DPW to enhance the delivery of child care services to Commonwealth citizens through more efficient online program management."

Relevant Qualifications For Proposed Role	Craig has led system development efforts within the Commonwealth for 3 major information technology projects over the past 4 years. Most recently this involved leading the PELICAN application team in development efforts related to Child Care Works, Provider Search, and Provider-Self Service.
Description of Current Position and Responsibilities	As the Child Care Works (CCW) Application Manager, Craig manages each aspect of the system development life cycle, including requirements gathering, design, development, testing, deployment, and maintenance of DPW's system to support the management and oversight of PA subsidized child care and provision of its child care referral program. In this role, Craig works collaboratively with DPW and other stakeholders to successfully lead a team of over 25 developers, analysts, and track leads.

Pat Howard, Project Executive ✔ Current PA DPW Experience

Proposed Role	Project Executive	Location	Harrisburg
Employer	Deloitte	Assigned	Part time
Yrs with Deloitte	14 Years	Other Projects	MA HCSIS Project Principal PA NEDSS (transitions 4/2011)

"The best part of my job is knowing that I get to help states make a difference in people's lives."

Relevant Qualifications For Proposed Role	Pat has 20 years in active engagement and project management of large-scale IT systems development and maintenance, including 10 years working on HCSIS
Description of Current Position and Responsibilities	Currently, as the Project Principal for HCSIS, Pat is responsible for the overall project performance of the HCSIS project including staffing, issue and risk management, quality assurance and client satisfaction. He also provides national insight to the team in the areas of systems integration and state health care. Pat also serves as the Project Principal for PA NEDSS.

Mick Keller, Project Manager, PMP ✔ Current PA DPW Experience

Proposed Role	Project Manager	Location	Harrisburg
Employer	Deloitte	Assigned	Full time
Yrs with Deloitte	10 Years	Other Projects	None

"I am proud to be part of the team of people I work with every day. The staff from DPW and Deloitte is truly dedicated to helping the people of PA."

Relevant Qualifications For Proposed Role	Mick has been a part of the Deloitte DPW team for the past 10 years, most recently as the Project Manager on iCIS. She has over 24 years of experience in Public Sector consulting, project management, technical, sales and business experience developing solutions to meet the needs of the Commonwealth of Pennsylvania agencies.
Description of Current Position and Responsibilities	Mick is a Director in Deloitte's Public Sector practice. As the iCIS Project Manager she provides leadership across each aspect of the project and oversees approximately 130 staff. Mick manages each aspect of system development, for the suite of iCIS systems, which deliver benefits to over 2 million people in PA.

Michael Kravanis, Sr. Developer/Analyst			✓ Current PA DPW Experience	
	Proposed Role	Sr. Developer/Analyst	**Locations**	Harrisburg
	Employer	Deloitte	**Assigned**	Full time
	Years with Deloitte	1 Year	**Other Projects**	None
	"Over the past 11 years I have been part of the enhancements and maintenance of the #1 child support enforcement system in the US. I look forward to being part of the continued enhancements and innovations which will determine PACSES remains #1."			
Relevant Qualifications For Proposed Role	11 years of system design and application development experience for PACSES with expertise in the case management subsystems including case intake, paternity establishment, order establishment, guideline calculations, medical insurance and case closure. Lead functional and technical specialist for the maintenance and performance enhancements of the IV-D/IV-A interface between CIS and PACSES. Automated the case closure and order modification process in PACSES virtually eliminating the amount of time required by users to complete the modification of cases.			
Description of Current Position and Responsibilities	Michael provide system development across the life cycle, including requirements, general system design, detailed system design, development, integration, testing support, and deployment. He is responsible for the maintenance of the existing child support system and identifies and resolves system defects to improve the existing system's performance. Michael also provides on-call support of the batch processing for the PACSES Unisys mainframe, plans and prepares technical reports, system documentation, and instructional documentation.			

Matthew Mardorff, Sr. Developer/Analyst			✓ Current PA DPW Experience	
	Proposed Role	Sr, Developer/Analyst	**Locations**	Harrisburg
	Employer	Deloitte	**Assigned**	Full time
	Years with Deloitte	5 Years	**Other Projects**	None
	"I look forward to working with DPW where my work has a real and significant impact with at-risk individuals while also helping to get the most out of the tax dollars that the people of the Commonwealth, including myself, provide."			
Relevant Qualifications For Proposed Role	Matthew has experience with the Commonwealth in Data Warehousing, performance measurement, process design, requirements gathering, testing, project management, end-user training development, delivery, and maintenance, implementation planning and execution, and communications management. He has served as a trusted business advisor to multiple programs within DPW for the past 7 years and has 9 years of implementation experience in multiple roles including leading the HCSIS testing team and assisting in the planning, implementation, and training for OLTL's rollout of HCSIS to approximately 350 HCSIS users.			
Description of Current Position and Responsibilities	As the HCSIS Analytics Team Lead, Matthew is responsible for supporting client requests for ad hoc reporting and analytics, producing project reporting relating to system metrics and implementation performance, working with and providing insight to the data warehouse team, and developing strategic reports to help the program offices develop overall analytics and information delivery strategies. Matthew also acts as a HCSIS Subject Matter Expert responsible for providing guidance to the application development and implementation teams in each phase of the SDLC; in particular the requirements and general system design phases.			

Ujjwal Mittal, Application Team Lead ✓ Current PA DPW Experience

Proposed Role	Application Team Lead	Locations	Harrisburg
Employer	Deloitte	Assigned	Full time
Years with Deloitte	2 Years	Other Projects	None

My vision is to help Health & Human Services, especially PA Child Support Enforcement, create an open system solution architecture with scalability, performance to address the Department's current and future business challenges."

Relevant Qualifications For Proposed Role	Ujjwal has 21 years of experience working as a programmer, Oracle DBA, analyst on large database design and development efforts and developer for web and rich client application development. He has worked across state and federal projects, developing the capabilities to effectively lead a team to deliver in time and on budget.
Description of Current Position and Responsibilities	Ujjwal currently provides technical guidance and leadership to the PACSES team and manages a team across each phase of the system development life cycle. He has created innovative solutions for PACSES, including the use of Oracle Text Search (Employer Search Enhancement), Real Time Interface to Unisys Mainframe databases (RDMS & DMS) from open systems (Notes Related functionality), Rich Data Visualization (PACSES dashboard for KPI), Rich Client Application distribution and deployment (ClickOnce), and performance enhancements (PTS search, database query tuning).

Shahid Raza, Application Team Lead ✓ Current PA DPW Experience

Proposed Role	Application Team Lead	Location	Harrisburg
Employer	Deloitte	Assigned	Full time
Yrs with Deloitte	6.5 Years	Other Projects	None

"I look forward to serving one of the most technologically sophisticated public welfare agencies in the nation."

Relevant Qualifications For Proposed Role	Shahid Raza is currently part of the PELICAN Provider Certification Team As a senior Health and Human Services and technology professional, Shahid is uniquely positioned to leverage his past knowledge and experience of child welfare systems to support DPW.
Description of Current Position and Responsibilities	As a maintenance and Enterprise Certification work order lead, Shahid works closely with OCDEL program managers to provide timely resolution of production issues to confirm smooth operations. In parallel, Shahid also works closely with the OCDEL and ODP program managers to gather requirements for and design the Enterprise Certification system.

Luis Santiago, Application Team Lead

✓ Current PA DPW Experience

Proposed Role	Application Team Lead	Locations	Harrisburg
Employer	Deloitte	Assigned	Full time
Years with Deloitte	13 Years	Other Projects	None

"I look forward to continuing to collaborate with DPW to find technical solutions to their business problems and contribute to the success of the vital programs the Department provides to the people of Pennsylvania."

Relevant Qualifications For Proposed Role	Luis has experience with the entire systems development life cycle including system requirements and scope definition, general and detailed system design, development, testing, and implementation. Clients have included the Puerto Rico Department of Labor, Massachusetts Department of Correction, the Administrative Office of the Pennsylvania Courts, and most recently the Pennsylvania Department of Transportation.
Description of Current Position and Responsibilities	As Initiative Lead, Luis is responsible for managing a 5 person technical team through the Software Development Life Cycle (SDLC) for an initiative to design and develop a financial management module in HCSIS for the Office for Child Development and Early Learning (OCDEL). His responsibilities include managing the activities and deliverable creation for requirements gathering, general system design, detailed system design and testing.

Sundhar Sekhar, Contract Manager

✓ Current PA DPW Experience

Proposed Role	Contract Manager	Location	Harrisburg
Employer	Deloitte	Assigned	Part time
Yrs with Deloitte	14 Years	Other Projects	None

"I am honored to work with my Pennsylvania counterparts and am extremely proud of the accomplishments we have made in the last 10 years. I look forward to continuing that excellence and defining PA as an HHS leader."

Relevant Qualifications For Proposed Role	Sundhar has over 15 years of experience in Health and Human Service transformation within the State sector and 11 years serving the Department of Public Welfare. He has worked and served in an advisory capacity in more than 10 states around the country and currently leads the HHS and Integrated Eligibility practice for Deloitte.
Description of Current Position and Responsibilities	As the Lead Client Service Principal for DPW, Sundhar manages the overall contract and is responsible for addressing issues, risks, and facilitating resolution on project issues and contract matters.

Srini Subramanian, Project Executive, PMP

☑ **Current PA DPW Experience**

Proposed Role	Project Executive	**Location**	Harrisburg
Employer	Deloitte	**Assigned**	Part time
Yrs with Deloitte	10 Years	**Other Projects**	Illinois Advisor, QA Reviewer for Natl projects as needed

"It is an honor to work with my counterparts as we continue to make Pennsylvania a leader in technology solutions."

Relevant Qualifications For Proposed Role	With more than 23 years of technology experience, Srini specializes in IT Shared Services and leads Deloitte's Security and Privacy services for the State Government sector. He has been part of DPW's Enterprise Architecture transformation since 2000.
Description of Current Position and Responsibilities	Srini is leading a team of more than 30 technology and security practitioners since 2006, to provide IT Shared Services (ITSS) for the DPW application development projects.

Meghan Sullivan, Portfolio Coordinator, PMP

☑ **Current PA DPW Experience**

Proposed Role	Portfolio Coordinator	**Locations**	Harrisburg
Employer	Deloitte	**Assigned**	Full time
Years with Deloitte	11 years	**Other Projects**	None

"During my years working with DPW, I am most proud of the work I have done to bring the Early Intervention Program into the HCSIS system. It represents the continued ability of HCSIS to support multiple Program Offices while still being tailored to meet the unique business needs of each program. Going forward, I am looking forward to continuing to develop quality systems for DPW that help further DPW's technical vision and are based upon a solid understanding of the business processes they are supporting."

Relevant Qualifications For Proposed Role	Meghan is a Deloitte manager with nine years of Public Sector Health and Human Services experience and 11 years of Information Technology experience. She has managed and led teams throughout each phase of the System Development Life cycle, including 5 years of HCSIS between 2002 and 2010. On HCSIS, she has worked in a variety of roles, starting as a Track Lead and Maintenance Lead and progressing to the Application Manager. She has strong experience in custom web application design, development, testing, and maintenance. Meghan places a strong working emphasis on understanding and designing a custom technology solution for the specific business needs of the client.
Description of Current Position and Responsibilities	Currently Meghan is the Application Manager for HCSIS. In this role, Meghan manages the application team responsible for new development progressing through the full Systems Development Life cycle. Her team also manages maintenance of a custom web application and Data Warehouse. Meghan manages a team of approximately 25 Deloitte resources and 40 subcontractor resources. She works directly with clients from five different DPW Program Offices, helping to capture requirements, resolve issues, and provide status updates throughout each phase of the System Development Life cycle.

Suguna Sundaravadivel, Portfolio Coordinator, PMP			✔ Current PA DPW Experience	
	Proposed Role	Portfolio Coordinator	**Locations**	Harrisburg
	Employer	Deloitte	**Assigned**	Full time
	Years with Deloitte	8 Years	**Other Projects**	None
	"I am looking forward to the opportunity to work with OCDEL to serve the Pennsylvania children and families by developing systems that can support the diverse needs of families receiving high-quality early childhood services"			
Relevant Qualifications For Proposed Role	Suguna has worked on PELICAN project since 2003, taking on multiple roles such as Testing Manager, Application Manager, and Project Manager. During this time, she led a team of 40 consultants and was responsible for confirming that the Application Management, Technical Services, and Implementation and Training teams were working in a coordinated fashion to achieve project goals. She has been responsible for coordinating project initiatives while balancing the priorities of the Program Office and the Department's Bureau of Information Systems.			
Description of Current Position and Responsibilities	Suguna has over 13 years of health and human services experience, specifically in child care and early childhood development programs. She has extensive understanding and knowledge of both Federal and State regulations for child care and early childhood programs. In her role as subject matter expert she helps to confirm that the project provides effective and efficient services that are client-focused and compliant with federal laws, regulations, and reporting requirements. Given her experience on PELICAN, Suguna understands the intricacies of the system across functional areas.			

John White, Project Executive, PMP			✔ Current PA DPW Experience	
	Proposed Role	Project Executive	**Location**	Harrisburg
	Employer	Deloitte	**Assigned**	Part time
	Yrs with Deloitte	5 Years	**Other Projects**	None
	I look forward to making sure PA continues its outstanding record as a top performer nationally of child support enforcement."			
Relevant Qualifications For Proposed Role	John has national experience in six states in Child Support Enforcement conducting technology strategy, visioning, system maintenance and operations, and information technology assessments. His			
Description of Current Position and Responsibilities	John has led the Pennsylvania Child Support Enforcement project as the project manager for PACSES. In that role he has led annual planning, visioning sessions, and conducted oversight and management of the staff on the project.			

Donna Whitman, Application Team Lead

Proposed Role	Application Team Lead	**Location**	Harrisburg
Employer	Deloitte	**Assigned**	Part time
Yrs with Deloitte	12 Years	**Other Projects**	AL, TX

I look forward to helping DPW achieve their enterprise vision of an automated Child Welfare system.

Relevant Qualifications For Proposed Role	Donna has led Child Welfare and SACWIS engagements for five jurisdictions – Massachusetts, District of Columbia, Alabama, Tennessee and Texas over the last eight years.
Description of Current Position and Responsibilities	As Project Manager for Deloitte's Child Welfare projects in Alabama and Texas, Donna works directly with the state program and IT executive organizations to deliver quality solutions and provide strategic advisory services to help achieve their business and technical goals.

Tim Wiest, Quality Assurance Lead

Current PA DPW Experience

Proposed Role/Title	Quality Assurance Lead	**Location**	Harrisburg
Employer	Deloitte	**Assigned**	Part time
Yrs with Deloitte	24 Years	**Other Projects**	None

"Born and raised in Harrisburg, it is an honor to return to the area and serve the Commonwealth of Pennsylvania with distinction. Our projects have helped the Commonwealth to provide assistance to those in need faster and more efficiently than ever before. I look forward to continuing to do great work together."

Relevant Qualifications For Proposed Role	Tim has over 28 years of experience in large-scale systems design, development and implementation. He has extensive project experience in automating public assistance programs including AFDC, Food Stamps, Foster Care, Medicaid, Energy Assistance, Transitional Child Care, General Relief, General Assistance, JOBS, and other state-specific programs.
Description of Current Position and Responsibilities	Tim is the current Project Principal for the Commonwealth of Pennsylvania's PACSES large-scale child support enforcement system. This role includes maintaining project quality, project resources, project time frames, client relationships and contract management.

Jeff Zahorchak, Chief Functional Architect			✔ Current PA DPW Experience	
	Proposed Role	Chief Functional Architect	**Locations**	Harrisburg
	Employer	Deloitte	**Assigned**	Full time
	Years with Deloitte	5 Years	**Other Projects**	None
	"I look forward to continuing to assist DPW with their transformation into their Service-Oriented Architecture and to completing the continued development of enterprise services and interfaces."			
Relevant Qualifications For Proposed Role	Jeff has significant experience in the architecture, design and development of highly scalable technologies, including 5 years as an application architect with DPW. He is proficient in the application architecture of both Microsoft .NET and Java platforms, as well as project experience in design and development on BizTalk, webMethods, Informatica, Oracle and SQL Server. Jeff also has significant experience supporting eligibility, child care and child support systems and business processes within the Commonwealth.			
Description of Current Position and Responsibilities	As a SOA Architect, Jeff coordinates the design, development and ongoing maintenance of enterprise services and middleware interfaces to interconnect DPW and business partner systems. Working with DPW staff, Jeff has been involved in the implementation of Enterprise Correspondence, FSWS, Enterprise Provider Search, Enterprise Notifications and over a dozen other services and interfaces. Overall, the services that Jeff supports handle more than 4 million daily business transactions to support DPW's end users.			

Based on the lot structures our proposed Lot 6 Deloitte team of resources is exclusively to DPW when Deloitte is selected for Lot 6. The maintenance and modification team resources have not been proposed in, and or not available as part of our Lot 7 bid.

8.5 Resumes

PA_DPW-120e_2

| II | Page II-6 | RFP Reference: II-5 Personnel |

Deloitte brings DPW a team of professionals with an unmatched combination of Health and Human Services and PA DPW experience. We understand the importance of "staffing the right people at the right time" on a project team. The success of a project depends substantially on the quality and experience of the people involved in its day-to-day management. As your trusted business advisor, we have consistently provided DPW with the right blend of management experience, business understanding, and technological "know-how" to satisfy business needs and help meet strategic goals.

The proposed team includes highly respected professionals who have helped the Commonwealth deliver on key initiatives in the past, and who will work closely with the DPW project team to achieve success.

Unique and *Distinguishing* Factors

Key facts about our proposed team for DPW:

- Approximately **50** staff are proposed in Key positions
- **30** certified Project Management Professionals(PMP)
- **100%** of our architects are Microsoft Certified Professionals

Features	Benefits
Key and Proposed Staff that bring in-depth knowledge and experience with DPW's business, applications, and DPW citizen-focused processes	• Optimizes use of DPW time and resources • Minimizes transition and on-going project risk • Improves each project's adherence to DPW's integrated human services vision, enterprise architecture framework, and IT standards
Exclusively available staff that comprised our pool of available resources and our Innovation and Advisory Panel offer on-demand national HHS, advanced technology, and IT operating model experience	• Provides flexible, cost-effective approach for obtaining new ideas and guidance to proactively address business, technical, and legislative changes • Speeds delivery of value and reduces program risk

Figure 8.5-1. Features and Benefits of the Deloitte Team.

In this section we provide resumes for our proposed staff who know your business and who are invested in DPW's success. As evidenced by their respective educational and work experiences, we believe this is the team to support DPW in the next phase of their information technology transformation while continuing to improve service delivery for the citizens of the Commonwealth.

We have divided our 79+ proposed individuals that are ready to serve DPW, into three groups:

Key — Individuals who serve in a management or decision making position

Proposed — DPW experienced individuals whom we commit to delivering for this project

Exclusively Available — DPW experienced individuals ready to serve you through Deloitte's extensive resource pool and our subcontractor partners
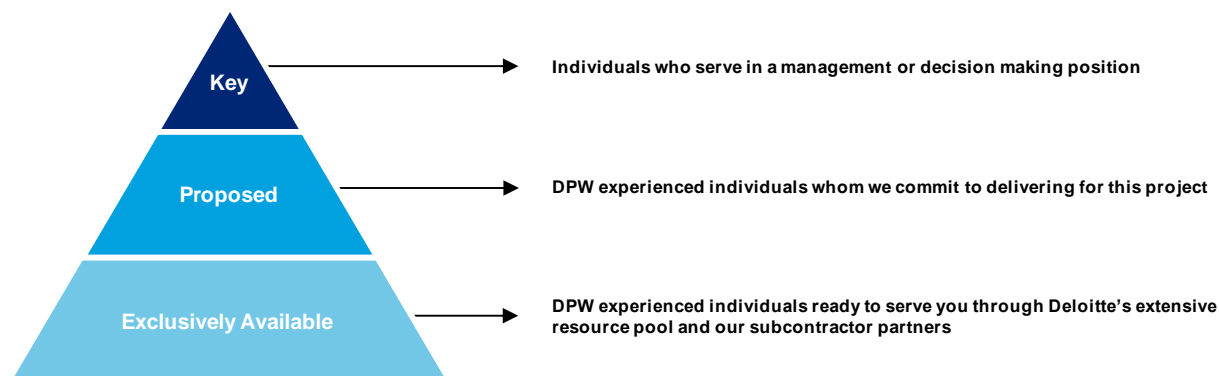
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Figure 8.5-2. Categories of our Proposed Staff.
Deloitte is committed to delivering on the names you see listed on our provided resumes.

Our **Key** staff, per requirement of the Request for Proposals, includes individuals in management or decision-making positions. We have proposed approximately **26 Key Staff** for this project. Their profiles were provided in *Section 8.4* with detailed resumes in *Section 8.5.2.*

Our **Proposed** staff includes individuals with significant DPW experience who while not "key" per the definition in the Request for Proposals, are individuals that Deloitte and our business partners **commit** to delivering for this project. That commitment has been reinforced by individuals in this group who have affirmatively indicated that they wish to be included in this proposal by giving Deloitte or one of our business partners the exclusive ability to propose them for the engagement as part of this team. Although not required by the Request for Proposal, we have included the resumes of our proposed staff so that you can consider the experience and skill set this team offers DPW.

Our **Exclusively Available** staff also includes individuals with significant DPW experience. At this time, they are included in our team based on the Department's request that we include 80,000 hours of modification work. We selected these individuals because their experience and skills align to the type of modifications we expect to provide to DPW. As a result of finalizing that body of work Deloitte will then draw the resources with the required skill sets from this pool of Exclusively Available staff. We expect that we will adjust the composition of this resource pool once the modifications are determined, in order to provide the most appropriate resources for the nature of the initiatives.

Like our Key and Proposed staff, the commitment of our exclusively available staff has also been affirmed by their indication that they wish to be included as part of our team by giving Deloitte or one of our business partners the **exclusive ability** to propose them for the engagement. For **Exclusively Available** staff, we provide a list of their names in *Section 8.5.4.* Resumes for these staff are available upon request, but were not included due to the volume.

8.5.1 Exclusive Right to Represent

PA_DPW-122a_4

Deloitte and our teaming partners are proud of the team of information technology and project management professionals we have assembled to support DPW's business needs. Many members of our team have been working as a team serving DPW for a number of years; others have joined more recently, bringing their experience from other states and Pennsylvania agencies. Each member of the team looks forward to continuing to work together as a team to serve DPW in the future.

The following tables provide a list of the individuals who have indicated that they only wish to be part of the proposed team for the DPW project, by giving Deloitte or one of our partners the **exclusive right** to include them as proposed staff in the Lot 6 and Lot 7 proposal.

Deloitte Staff Name		
Addicks, Marilyn	Graeff, Damien	Prabakaran, Pavithra
Advankar, Tushar V	Grim, Nathan	Prabhakarannair, Gopakumar
Agarwal, Ashish	Groff, Cherie	Puthuparambil, Sijumon
Agarwala, Aasheesh	Gundala, Nagaraj Doraswamy	Raghunathan, Dwarakanath
Ahmed, Anna	Gupta, Alok	Raza, Shahid
Albright, Catherine	Gupta, Chirag	Redkar, Rohan
Ali, Sadruddin	Gupta, Prachi	Reilly, Jason A
Allar, Tadd Scott	Halenz, Diana Marie	Repaka, Krishna Prasad
Altland, Sarah	Halnur, Thumbesh	Reynolds, Colin
Anand, Ravi Kumar	Hartman, Doris	Ritter, Jim
Anderson, Tina M	Hoag, Donald	Rodde, Judith Terese
Andhare, Kamlesh	Holwig, Brian E	Rogers, Lesley
Arnold, Jeffrey Douglas	Homer, Jessica	Rosales, Melissa
Bacon, Elizabeth Jeannette	Honavalli, Kiran	Rosenzweig, Joel
Bagkar, Rahul Rajanikant	Hoover, Robert C III	Roth, Bradley Thomas
Bair, Christopher	Hough, Lindsay	Ruby, Chad D
Baker, Tracy Lynn	Howard, Patrick J	Ruckgaber, Jeff
Balagurunathan, Gokul	Hughes, Lauren	Sabarivilasom, Manoj
Balasubramanian, Bharanedaran	Jain, Siddharth	Sahai, Sanjay Kumar

Deloitte Staff Name		
Baldwin, Casey	Jay, Samantha	Salhotra, Dhruv
Balton, Jessie Lee	Jenison, Brian John	Salmon, Rocio Estephania
Balusamy, Sundaravadivelpandiyan	Jindel, Ankit	Sanivarapu, SVR
Basetty, Srilaxmi	Kabra, Rohit	Santiago, Luis U
Batchelor, John	Kamat, Sanket	Sawyer, Becky
Bathini, Ramesh	Kanade, Subodh L	Schneidman, Jordan
Beck, Suzanne Love	Karchner, Benjamin	Schultz, Jordan Robert
Beck, Thomas	Keller, Michele R	Schulz, James
Berkstresser, Joe L	Kesavan, Vinod K	Segal, Jeffrey David
Bharatha, Sadanandam	Knoetgen, Bonnie Mossor	Seich, Kristen Leigh
Bhatia, Ardhendu	Knudsen, Adam D	Sekhar, Sundhar
Bhattarai, Shikhar	Kosuri, Ravikiran Doraraju	Sen, Rana
Bhatti, Muhammed Amjad	Krahulec, James Thomas	Seshan, Prabakaran
Bobrow, Douglas	Kravanis, Michael John	Shaffer, Sarah Joy
Bowers, Shawn Daniel	Kubendrachari, Shivakumar	Shah, Chintan Nayaneshbhai
Bowlen, Ilse	Kul, Rishi	Shah, Purvi
Brown, Neil R.	Kwong, Cheuk-Kei	Shaner, Nathan
Bruckart, Michael J	Lapitan, Michael Allen Reyes	Sharma, Garima
Buchheit, Kimberly Jean	Madamsetty, Sunil	Sharma, Shashwat
Burgess, Jonathan N	Maier, Albert F	Shirali, Samita
Buskey, Mike	Maliackel, Wilson Joseph	Shively, Brad
Butt, Sarah	Mardorff, Matthew Christopher	Shoup, Kevin
Butterfield, Eric	Marrie, Robin	Singhal, Akshay
Byerly, Viola	Maurer, Andy Nathan	Sivashanmugam, Saravanan
Carbaugh, Jason Lee	McCauley, John Carl	Smithmyer, Kellie A
Chatterjee, Arnaub	McConaha, Michael	Smrecek, Jeffrey Alan
Chow, Charles	McCully, Ashley Elizabeth	Sokerov, Stefan
Cibak, James Edward	McFadden, Ryan	Springman, Katie
Cliche, Jean	Meckley, Scott	Srinivasan, Krishna
Cohen, Victoria J	Merryman, Kelsey	Srivastava, Praveen
Condran, Jeff	Metzger, Michael	Steinberg, Randy Alan
Cooper, Lona B	Meyer, Cheryl Ann	Sternberg, David Michael
Crowe, Dana	Mithepathi, Kamesh Kumar	Straw, Nancy H
D'Agostino, DeAnna Lynn	Mittal, Ajay Vijaykumar	Subramanian, Munisamy

Deloitte Staff Name		
D'Ambra, Douglas Joseph	Mittal, Ujjwal	Subramanian, Srinivasan R
Damm, Konstantin	Mudaliar, Hemamalini	Suguna, Sundaravadivel P
Davies, Sarah	Murphy, Mark D	Sullivan, Meghan K
Deangelo, Kevin M	Murray, Kelly A	Sundarapandian, Arivazhagan
Demchak, Andrew John	Myers, Brian	Taha, Hamza
Dharanikota, Santosh Raj Prahlad	Nazareth, Michael	Tarabay, Ashley H
Dholakia, Hemang	Neway, Michael	Tati, Chandrakanth
Dhuri, Vivek	Nguyen, Paul Khoa D	Thirugnanam, Valli
DiLeonardo, Alex	Nijasure, Prashant	Thompson, Ashley
Doraiswamy, Mukundan	O'Brien, Corey	Tillman, Vicky
Downing, Jennifer Lynne	O'Heir, Ruthie	Tokarsky, Marisa
Eddins, Maria	O'Keefe, Kimberly	Turney, Chris
Edwards, Vanessa	Orbin, Matthew D	Ushakov, Dimitry
Evans, Peter J.	Ott, Glenn Yee	Vanga, Prasad
Farrell, Rowdy	Panda, Alok	Vanungare, Shrinivas
Fazal, Fayaz Nizarali	Pant, Anoop	Walker, Robert Irvine
Fuller, Nicole G	Pappu, Srinivas	Wallen, Steven
Gandhi, Raj	Parthasarathy, Senthil Kumaran	Wells, Kayla
Gandre, Amit	Pasha, Sunnah	White, John B
Gerrish, Melodee A.	Patel, Chandulal	Wickizer, Deanna
Gnanadesikan, Prashanth	Pegg, Diana	Wiest, Timothy A
Gnanavel, Dhandapani	Peng, Monica	Will, Cory
Goodman, Leah	Petty, Joanne Lynn	Wright, Barbara
Gordon, William J	Pfaff, Jeffrey	Zahorchak, Jeffrey George
Grab, Gabe	Pilli, Kalpana	

Figure 8.5-3. Signed Right to Represent Form.

Commonwealth of Pennsylvania
RFP #16-09, Lot 6

Lot 6
for
DPW

Deloitte

Subcontractors	
Name	**Company**
Ahmed, Dyed	eTeam, Inc.
Akunuru, Devi Prasad	Sigma Resources LLC
Ali, Mohammed	Dunston Solutions
Allala, Mahender	TreCom, Inc.
Arya, Satya	Dunston Solutions
Arza, Jaideep	Sigma Resources LLC
Alturi, Bhanu Kiran	4 Consulting, Inc
Augustine, Sinoj	Collasys, LLC
Bannon, Craig	Ajilon Consulting
Bapaiah, Kolli	Dunston Solutions
Baranishyn, Dana	Dunston Solutions
Bastiampillai, Jude	Info-Matrix Corporation
Basu, Murali	Info-Matrix Corporation
Bhatti, Alexander	iBusiness Solution, LLC
Bhavsar, Pathik	Collasys
Bhemireddy, Kishore Reddy	Collasys, LLC
Boduggam, Kranthi	eTeam, Inc.
Bommana, Phani Raj	S3 Incorporated
Bommineni, Bhaskar	InfoMatrix.
Bommisetty, Swarna	Collasys, LLC
Borman, Melody	Dunston
Boyadjiev, Roumen I	4 Consulting, Inc
Cannon, Thomas	Dunston
Chakrabarti, Manidipa	Collasys, LLC
Chapati, Monika	4 Consulting, Inc
Chauhan, Deepshikha	Ajilon Consulting
Chengalvarayan, Hari	Dunston Solutions
Chetty, Kumar	Dunston Solutions
Chintamamemi, Ravikanth	Sigma Resources LLC
Chonkar, Tejas	Proficient Business Systems
Chunduri, Balaji	Proficient Business Systems
Collins, James	S3 Incorporated
Dandamudi, Nagaraju	eTeam, Inc.

Commonwealth of Pennsylvania
RFP #16-09, Lot 6

Lot 6
for
DPW
Deloitte

Subcontractors	
Name	**Company**
Dangeti, Ravindranath	Dunston
Das, Jyotish	Collasys
Dasi, Kranthi	InfoMatrix.
Davis, Ernest Chante	Collasys, LLC
Dawley, Cheryl Ann	Dunston
Deimler, Mary Jean	Collasys, LLC
Desikan, Gopal	S3 Incorporated
Dhanraj, Ramesh	S3 Incorporated
Dondeti, Srikanthreddy	Collasys, LLC
Drag, Richard	Dunston
Dua, Sumit	Info-Matrix Corporation
Eda, Ashok	Collasys, LLC
Elangovan, Saibanu	Ajilon Consulting
Fagan, Jill	S3 Incorporated
Fina, Leondro	Sigma Resources LLC
Fisher, Jeff	Ajilon Consulting
Gade, Shiva Prasad	Proficient Business Systems
Gamble, Lorraine	eTeam, Inc.
Gardner, Doreen	Dunston
Gilla, Munikumar	Sigma Resources LLC
Gnanasamy, Stephen	Dunston Solutions
Griffith, Brandon	Collasys, LLC
Gunderson, Trudi	eTeam, Inc.
Guntaka, Deepti	4 Consulting, Inc
Gupta, Ajay	Info-Matrix Corporation
Henderson, Phyllis	Sigma Resources LLC
Inturi, Chandra	Dunston Solutions
Jacob, Joshwa	Collasys, LLC
Jadcherila, Chaitanya	AgreeYa Solutions, Inc.
James, Dennis	S3 Incorporated
Kannekanti, Ramesh	Info-Matrix Corporation
Kantabathina, Harish	Collasys, LLC
Karri, Vidya Prassana	Dunston Solutions

Subcontractors	
Name	**Company**
Karthik, Prasanth	Info-Matrix Corporation
Kasani, Pavan	eTeam, Inc.
Kasireddy, Bharath	S3 Incorporated
Kata, Vipin Kumar	4 Consulting, Inc
Kavati, Sridhar	eTeam, Inc.
Kesavan, Senthil	Info-Matrix Corporation
Kocur, David	TreCom, Inc.
Kolandra, Prakash	Unica Group
Kondala, Naveendar	Collasys
Konduri, Ramesh	Info-Matrix Corporation
Konikkara, Paulson	Proficient Business Systems
Korrapolu, Malleswara Rao	Collasys, LLC
Kotaru, Ram Arvind	S3 Incorporated
Kramer, Brad	TreCom, Inc.
Kumar, Amit	Collasys
Kumar, Jayaraj Darla	eTeam, Inc.
Kumar, Naveena	Dunston Solutions
Lakkaraju, Manmohan Rao	Collasys, LLC
Limbacher, Mary Kay	S3 Incorporated
Lingenfelter, Richard	4 Consulting, Inc
Loka, Vineeth	AgreeYa Solutions, Inc.
Long, Susan	Momentum, Inc.
Madamanchi, Manoj	Dunston Solutions
Madhusudan, Rao Koka	Collasys, LLC
Malik, Abidur	TreCom, Inc.
Malineni, Shyamala	Sigma Resources LLC
Mallikarjun Goud, Mogula	Sigma Resources LLC
Mallu, Rajender	Ajilon Consulting
Manoharan, Senthamilselvi	4 Consulting, Inc
Manthena, Ramkalyan	Collasys, LLC
Marepalli, Praneeth	eTeam, Inc.
Mathrawala, Dhruv	eTeam, Inc.
Mathur, Shailendra	Collasys, LLC

Commonwealth of Pennsylvania
RFP #16-09, Lot 6

Lot 6
for
DPW

Deloitte

Subcontractors	
Name	**Company**
Matthews, Courtney	Info-Matrix Corporation
Maydu, Karunakar Reddy	Info-Matrix Corporation
McHenry, Doug	Dunston Solutions
Medavarapu, Rajini	Ajilon Consulting
Modugu, Venumanohar Reddy	Collasys, LLC
Mohammed, Jaheer	Info-Matrix Corporation
Mohammed, Rizwan	Dunston Solutions
Mohan, Sandeep	4 Consulting, Inc
Munagala, Prashanth	AgreeYa Solutions, Inc.
Muneeb, Ahmed	eTeam, Inc.
Nachiappan, Venkat	AgreeYa Solutions, Inc.
Nagarajnam, Lekha	Unica Group
Nagaraju, Manduri	Collasys, LLC
Nagubandi, Phanipradeep	Sigma Resources LLC
Nair, Sumesh Murlidharan	Proficient Business Systems
Nakkani, Kranthi Kiran	Collasys, LLC
Nama, Satheesh	Collasys, LLC
Namburi, Subbaiah Chowdary	Sigma Resources LLC
Nandikonda, Raghu	Info-Matrix Corporation
Narala, Haripriya	Collasys, LLC
Narayanan, Shanmuga	InfoMatrix.
Natarajan, Arun	Collasys, LLC
Newell, Ken	Ajilon Consulting
Nilagiri, Majunath	Collasys, LLC
Nimmagadda, Sambasivarao	Collasys, LLC
Nithiyamoorthy, Ramamurthy	Collasys, LLC
Nutakki, Rajesh	Ajilon Consulting
Nuthpally, Satish	eTeam, Inc.
Oleti, Praveen Kumar Reddy	Sigma Resources LLC
Padavala, Nagaraju	Collasys, LLC
Pahwa, Charu	Sigma Resources LLC
Palugulla, Kishore	Sigma Resources LLC
Pandey, Sanjay	Info-Matrix Corporation

Subcontractors	
Name	**Company**
Pandy, Deepika	Info-Matrix Corporation
Pangarkar, Rajeev	Unica Group
Pant, Saurabh	Sigma Resources LLC
Panuganti, Kanchana	Collasys, LLC
Parthasarathy, Balaji	Sigma Resources LLC
Paruchuri, Ramakrishna	Modis, Inc
Patel, Taralkumar	AgreeYa Solutions, Inc.
Patil, Shankar	Collasys, LLC
Pierce, John	Dunston
Postelthwait, Carolyn	Sigma Resources LLC
Pradeep, Venkata	Collasys
Pulluri, Pramodh	Sigma Resources LLC
Putluri, Venkata Krishna	Collasys, LLC
Rahman, Ahmed	Dunston
Rajamani, Swaminathan	Collasys, LLC
Ramachandruni, Parameshwar Rao	TreCom, Inc.
Rayavarapu, Adi	Unica Group
Reddethu, Raju	Info-Matrix Corporation
Reddy, Anjeswer	eTeam, Inc.
Reddy, Armoor Santosh	4 Consulting, Inc
Reddy, Kolli	Dunston Solutions
Reddy, Thummeti Sreekanth	Sigma Resources LLC
Reddy, Vamsi	eTeam, Inc.
Rehmeyer, Matthew	4 Consulting, Inc
Rosenberry, Bill	TEKsystems, Inc.
Rutter, Krystal	TreCom, Inc.
Samban, Vinayagam	Unica Group
Sasidharan, Ranjith Valiyodiyil	Collasys
Satyanarayana, Nisha	Sigma Resources LLC
Schaeffer, Paul	Info-Matrix Corporation
Schlegel, Kenneth	4 Consulting, Inc
Sebastian, Giphimon	Collasys, LLC
Selvaraju, Parimelazhagar	Collasys, LLC

Subcontractors	
Name	**Company**
Sethi, Chanpreet	Dunston Solutions
Shah, Nehal	Collasys, LLC
Shankanga, Musonda	eTeam, Inc.
Sheehy, Timothy	eTeam, Inc.
Siddiqui, Mohammad Arif	Infotech Consulting Inc
Sidhavan, Rajkumar	Collasys
Singh, Gurjit	Proficient Business Systems
Skwarek, Sebastian	Dunston Solutions
Solige, Harish	eTeam, Inc.
Somaiya, Tapan Viren	eTeam, Inc.
Somasundaram, Sriram	Collasys, LLC
Stoppard, Deborah	Dunston
Sunkara, Divya	Ajilon Consulting
Sunkara, Usharani	Collasys, LLC
Sunkari, Pallavi	4 Consulting, Inc
Surampally, Sreenivasulu	Sigma Resources LLC
Swanger, Kim	eTeam, Inc.
Tafel, Joan	TreCom, Inc.
Terrace,Tony	Ajilon Consulting
Thakur, Satish	Dunston
Thamballa, Chandrashekar	Sigma Resources LLC
Thampy, Dinesh	Collasys, LLC
Thipparthy, Shashidhar	S3 Incorporated
Thota, Vara Prasad	Sigma Resources LLC
Tinio, Cynthia May	Sigma Resources LLC
Tipirnenik, Subhash	Proficient Business Systems
Turns, Wendy	TreCom, Inc.
Vaishampayan, Abhishek	eTeam, Inc.
Vangala, Kiran	Collasys, LLC
Varma, Gadhiraju	eTeam, Inc.
Varshney, Anurag	Dunston
Veera, Venkata	Collasys, LLC
Velakaturi, Prasanth	S3 Incorporated

Subcontractors	
Name	**Company**
Veluri, Naveen	eTeam, Inc.
Vootkuri, Sai Varun	Collasys, LLC
Washington, Jocelynn	Collasys, LLC
Whitbread, Sheila	TreCom, Inc.
White, Aaron	Dunston
White, Kenneth	TreCom, Inc.
Wilkerson, Tracy	Collasys, LLC
Willett, Christine	Dunston
Zolenski, Vicki	Ajilon Consulting

Figure 8.5-4. Subcontractors Who Signed Right to Represent Form.

8.5.2 Key Staff

PA_DPW-122b_4

II	**Page II-8**	**RFP Reference: B. Resumes**

In addition to assessing the experience of specific individuals, DPW will consider the resumes as a key indicator of the Offeror's understanding of the skills required for each essential staffing area. The resumes for each of all proposed Key Staff shall not exceed three (3) pages. The Offeror must include the specific skills and knowledge of each of the Key Staff that will enable them to successfully complete the requirements of the respective Lot(s) in this RFP.

The resumes of all Key Staff proposed must include:

a. Name and job title;

b. Experience in health and human services program management, system design, transfer, modification, development, implementation and operations with explicit descriptions of duties and accomplishments;

c. Relevant education, qualifications, and training, including college degrees, dates, and institution name and location;

d. Experience with the requirements listed in the respective Lot(s) of the RFP.

This section includes resumes for our **Key Staff**, which includes individuals who serve in a management or decision making position on our team.
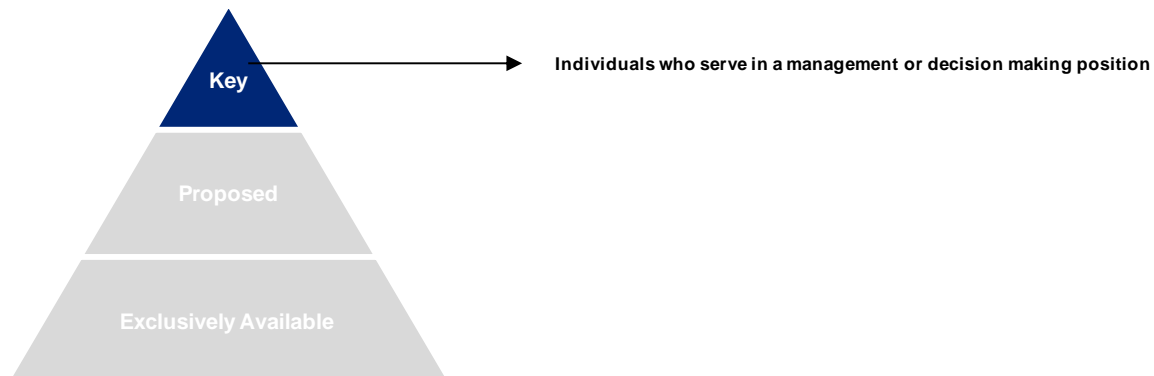
PA_DPW-1324a_3

Figure 8.5-5. Key Staff.
Our key staff bring significant DPW and national HHS experience to DPW.

The Contract and Project Management has experience in a number of skill sets critical to the management of DPW's strategic business systems.

		Contract and Project Management Team									
Staff Name	**Proposed Role**	**# Years of DPW Experience.**	**# Years of HHS Experience.**	**# Years of Large IT Experience.**	**DPW Governance**	**Size scale and Complexity as DPW**	**Large-scale IT Contract and Project Management**	**Multi-Vendor Coordination**	**DPW Methods and Processes**	**CMMi and ITIL**	**DPW Procedures and Policy**
Wiest, Tim	Quality Assurance Lead	20	24	28	✓	✓	✓	✓	✓	✓	✓
Sekhar, Sundhar	Contract Administrator	10	18	20	✓	✓	✓	✓	✓	✓	✓
Keller, Mick	Project Manager	9	9	24	✓	✓	✓	✓	✓	✓	✓

Figure 8.5-6. Contract and Project Management Team.

The Project Executive team brings a mix of DPW information technology experience as well as programmatic experience relevant to their proposed role.

Project Executive Team											
Staff Name	**Proposed Role**	**# Years of DPW Experience.**	**# Years of HHS Experience.**	**# Years of large IT Experience.**	**DPW Governance**	**Size scale and Complexity as DPW**	**Large-scale IT Contract and Project Management**	**Multi-Vendor Coordination**	**DPW Methods and Processes**	**CMMi and ITIL**	**DPW Procedures and Policy**
Sekhar, Sundhar	Project Executive - Eligibility	10	18	20	✓	✓	✓	✓	✓	✓	✓
Brown, Neil	Project Executive – Provider Management & Child Welfare	5	21	21	✓	✓	✓	✓	✓	✓	✓
Howard, Pat	Project Executive – Case Management	15	20	10	✓	✓	✓	✓	✓	✓	✓
White, John	Project Executive – Child Support Enforcement	10	18	4	✓	✓	✓	✓	✓	✓	✓
Subramanian, Srini	Project Executive – Enterprise Services	10	23	10	✓	✓	✓	✓	✓	✓	✓

Figure 8.5-7. Project Executive Team.

The Portfolio Coordination team includes experienced project managers who know DPW's programs and information systems.

Portfolio Coordination Team											
Staff Name	**Current DPW Project**	**# Years of DPW Experience.**	**# Years of HHS Experience.**	**# Years of Large IT Experience.**	**DPW Governance**	**Size scale and Complexity as DPW**	**Large-scale IT Contract and Project Management**	**Multi-vendor coordination**	**DPW methods and processes**	**CMMi and ITIL**	**DPW procedures and Policy**
Carreras, Marty	iCIS	12	12	6	✓	✓	✓	✓	✓	✓	✓
Hartman, Doris	PACSES	25	12	12	✓	✓	✓	✓	✓	✓	✓
Suguna, Sundaravadivel	PELICAN	13	16	7	✓	✓	✓	✓	✓	✓	✓
Sullivan, Meghan	HCSIS	9	11	6	✓	✓	✓	✓	✓	✓	✓

Figure 8.5-8. Portfolio Coordination Team.

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Members of our Application Maintenance and Modification Teams bring skill sets specific to DPW as well as industry-standard information technology practices.

Staff Name	Current DPW Project	Proposed Role	# years of DPW exp.	# years of HHS exp.	# years of large IT exp.	DPW governance	Project and Initiative Management	DPW methods and processes	CMMi and ITIL	DOW standards and procedures	DPW technologies and tools	DSD through Deployment	SOA and Enterprise Architecture
Arya, Satya	iCIS	Application Team Lead	20	29	20	✓	✓	✓	✓	✓	✓	✓	✓
Bowers, Shawn	iCIS	Application Team Lead	4	4	4	✓	✓	✓	✓	✓	✓	✓	✓
Dalal, Prerana	Child Welfare	Application Team Lead	2	2	1	✓	✓	✓	✓	✓	✓	✓	✓
Demchak, Andy	iCIS	Application Team Lead	6	6	6	✓	✓	✓	✓	✓	✓	✓	✓
Gordon, William	HCSIS	Application Team Lead	5	6	2	✓	✓	✓	✓	✓	✓	✓	✓
Hoover, Craig	PELICAN	Application Team Lead	6	7	3	✓	✓	✓	✓	✓	✓	✓	✓
Kravanis, Michael	PACSES	Application Team Lead	11	15	11	✓	✓	✓	✓	✓	✓	✓	✓
Mittal, Ujjwal	PACSES	Application Team Lead	2	20	2	✓	✓	✓	✓	✓	✓	✓	✓
Mardorff, Matthew	HCSIS	Application Team Lead	7	10	7	✓	✓	✓	✓	✓	✓	✓	✓
Raza, Shahid	PELICAN	Application Team Lead	8	8	1	✓	✓	✓	✓	✓	✓	✓	✓
Santiago, Luis	HCSIS	Application Team Lead	2	14	2	✓	✓	✓	✓	✓	✓	✓	✓
Whitman, Donna	Child Welfare	Application Team Lead	12	12	0	✓	✓	✓	✓	✓	✓	✓	✓

Figure 8.5-9. Application Maintenance and Modification Teams.

The ITSS/DTSS Team includes individuals with significant experience and knowledge of DPW services and architecture.

Staff Name	Current DPW Project	Proposed Role	# Years of DPW exp.	# Years of HHS exp.	# Years of large IT exp.	DPW Governance	Project and Initiative Management	DPW Methods and Processes	CMMi and ITIL	DOW Standards and Procedures	DPW Technologies and Tools	DSD through Deployment	SOA and Enterprise Architecture
Information Technology Shared Services and Direct Technology Support Services Team													
Balasubrimanian, Bharanedaran	DTSS/ITSS	Security Architect	3	5	3	✓	✓	✓	✓	✓	✓	✓	✓
Beck, Thomas	DTSS/ITSS	Chief Application Architect	10	15	10	✓	✓	✓	✓	✓	✓	✓	✓
Zahorchak, Jeff	DTSS/ITSS	Chief Functional Architect	5	7	5	✓	✓	✓	✓	✓	✓	✓	✓

Figure 8.5-10. Information Technology Shared Services and Direct Technology Support Services Team.

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Satya Arya, Sr. Developer/Analyst

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	8 years	Number of Years Serving DPW:	20 years	Similar Experience:	PA
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	29 years

Satya is a results-oriented Project Manager and Application Track Manager with proven success in strategic planning, operations management, relationship building and leadership. He demonstrates strength in executing sound decisions, communicating with people at each organizational level, achieving project deadlines and realizing desired outcomes.

Experience in Health and Human Services Program Management	20 years

Satya is a Subject Matter Expert in Title IV-A (TANF) and Title IV-D (Child Support). He is experienced in functional areas of Pennsylvania Client Information System (CIS) Batch and Client Notice sub-systems. Additionally, he is experienced in application areas of Pennsylvania Child Support Enforcement Systems (PACSES) including Pennsylvania State Collection and Disbursement Unit (PA SCDU).

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	29 years

As a Subject Matter Expert in Application Development and Delivery Technology areas of Unisys 2200 mainframe system, Satya has experience on large mainframe systems including IBM, Unisys, and Control Data as well as on Microsoft Windows platform to support different web-enabling initiatives. Besides legacy databases and Transaction processes, he is well versed in state-of-the-art web methodology including Relational databases such as Oracle and development tools such as XML, ASP, COM+ etc.

Education, Qualifications and Training:

- Bachelor of Science in Electronics, Communication & Computer Science, India, 1981
- Project Management & Leadership training, Lockheed Martin IMS, June 1998
- Project Management Institute (PMI) certified Project Management Professional (PMP), April 2009
- Project Negotiations: Deal Yourself a Winning Hand, Project Management Systems, November 2009

Detailed Experience:

Program/Project:	iCIS/MEDA & Other initiatives	**Date**	01/2002 – Present
Role:	Track Lead (Batch and Client Notices)		

As a Track Lead, Satya is responsible for reviewing project priorities as well as to monitor scope of the Batch and Client Notice sub-subsystems. I perform issue resolutions with the client (DAPS and OIM Policy) as well as coordinate software changes with other sub-systems. My team, comprising of eighteen analysts and developers, is responsible for over 40 transactions and 500 batch programs.

Some recent accomplishments include:

- Implemented two Client Notice initiatives in Client Notice Consolidation & Client Notice Redesign to improve customer service to DPW clients. This resulted in a reduction of 75% notices in some areas
- Implemented TANF Work Support Phase II program to assist Pennsylvania in meeting the federally required 50% work participation rate

- Implemented Health Care Handshake initiative in coordination with Pennsylvania Insurance Department to provide health care benefits to eligible low income individuals. Participation in Children's Health Insurance program and adultBasic increased by over 500% after the first month
- Implemented Medicaid Eligibility Determination Automation for over 1.5million Pennsylvania residents. Specific role in the project was Client Notices and Batch systems. This included automation of 9 months lifetime eligibility for General Assistance benefits for Drug & Alcohol and Domestic Violence programs
- Implemented Pennsylvania Combined Application Project designed by Food and Nutrition Service to deliver nutrition assistance to 34,000 recipients of Supplemental Security Income. This project was specially recognized by the U.S. Department of Agriculture
- Implemented Issuance of over 300,000 payments for the Pennsylvania share of Supplemental Security Income. This resulted in an additional savings of over $30 million annually. Over 150 new and changed programs were implemented
- Reengineered DPW Print and Mail room operations with annual cost savings over $2.5 million during the statewide rollout of MEDA
- To support DPW's web migration initiative, successfully implemented the first strategic cross-platform Production Batch synchronized between the Unisys mainframe and NT servers in the Master Client Index application. This architecture was successfully repeated in several subsequent initiatives including Child Care Management Information System, Workload Dashboard etc.

Program/Project:	DPW/ PA State Collections and Disbursement Unit (PA SCDU)	Date:	04/1999 – 12/2001
Role:	Project Manager		

Overall, Satya was responsible for financial, personnel and production operations for the Pennsylvania State Collections & Disbursement Unit project in the collection and disbursement of child support payments to 1.6 million clients in Pennsylvania. He implemented Business Process Reengineering for DPW in the collections and disbursement functions from the 67 county based operations to a centralized environment. Supervised a staff of seven managers with dotted-line responsibility for 130 employees. Additional accomplishments include:

- Achieved project implementation 3 months ahead of schedule using Lockheed Martin standard Project Management Methodology to achieve successful implementation
- Highest e-Collections in the country (18%) resulting in the fastest possible disbursement of Support funds to Custodial Parents. Oversaw the collection of $2.4 billion in about 2 years
- Held initial responsibility for the project's operational functions as Deputy Project Manager

Program/Project:	DPW/ PA Child Support Enforcement System (PACSES)	Date:	05/1996 – 04/1999
Role:	Senior Technical Manager/System Architect		

Satya managed the development and implementation of the statewide application system for the Pennsylvania Child Support Enforcement System (PACSES). He met milestones during the rollout of this highly complex and integrated system during the implementation phase. Also, Satya directed a team of 65 analysts and programmers. In addition:

- Administered the conversion and integration of 67 vastly different county systems into one integrated PACSES model
- Confirmed 99.97% system availability to more than 3,000 users
- Oversaw the development, acceptance testing and deployment of 300+ screens and 500 batch jobs through the subcontractor team of American Management System (AMS)

Program/Project:	DPW/Client Information System (CIS)	**Date:**	08/1989 – 05/1996
Role:	Senior Consultant		

As a Senior Consultant working with the Department of Public Welfare's Client Information System, Satya had the following responsibilities:

- Developed, implemented, and maintained the primary database extract programs that would drive the disbursement of over two billion dollars in Cash and Food Stamp assistance annually
- Coordinated the information flow between online transactions and Batch programs to confirm consistent updates of over fifteen State and Federal Interfaces/Exchanges
- Successfully negotiated with the Database group in the design and development of Change Control #16 that would enhance the audit trail functions across the CIS record types. Implemented the first application using Relational database RDMS in Eligibility Systems Section
- Developed and implemented a Cash Assistance disbursement system for the emergency relief funds during 1994 for Pennsylvania flood victims through the Federal Emergency Management Agency (FEMA)
- Implemented the first operational procedures for the use of File Transfer Protocol (FTP) in Eligibility Systems Section across multiple Commonwealth agencies. This resulted in improved data availability while reducing operational risks
- Developed software and established procedures to synchronize various applications within the Bureau including the reconciliation of CIS with Employment and Training, Pennsylvania Child Support Enforcement System (PACSES) etc.
- Developed the first batch system to automatically open clients in CIS that were receiving Federal Supplemental Security Income benefits. Dubbed "Auto-SSI", this resulted in reducing workload at the CAOs as well as setting the stage for other successful "auto" implementations such as Auto-MA, Auto-DAC etc.

Program/Project:	India projects	**Date:**	06/1981 – 08/1989
Role:	System Administrator, Analyst Programmer		

Satya's early career includes an additional eight years of experience as a Systems Administrator for Control Data mainframe systems and as an analyst and programmer responsible for the development of Mission Planning and Weapons Delivery systems for Jaguar fighter aircraft of the India Air Force, India.

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Bharane Balasubramanian, Chief Security Architect

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	5 years	Number of Years Serving DPW:	3 years	Similar Experience:	PA
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	3 years

As part of the DPW ITSS project, Bharane works with the application teams throughout Systems development life cycle (SDLC) to identify and mitigate security threats and vulnerabilities before an application is deployed to Production. The activities include Security Design, Commonwealth Application Certification and Accreditation, CA(2) policy assessment, secure code review and security vulnerability assessment. In June 2010, Computerworld Honors recognized the DPW Vulnerability Testing Shared Services project as a Laureate.

Bharane assisted DPW to develop the vulnerability testing standard and the data privacy standard. In addition, As part of ITSS team, Bharane acts as the point of contact for vulnerability management and data privacy related communication/co-ordination to the DPW CISO. He submits and reviews each vulnerability assessment report with the DPW CISO during the testing phase.

Bharane assists DPW to configure additional devices to DPW SIEM system, EMC/RSA enVision. He helps extract ad hoc and periodic security exception reports to identify violations to DPW, Commonwealth and regulatory requirements. Bharane works with the DPW security team to help customize the Imperva web application firewall policies for each DPW application.

Experience in Health and Human Services Program Management	3 years

For the past three years, Bharane has been involved in performing vulnerability assessment and designing security/privacy controls to protect the HHS applications developed for DPW. Bharane advices the development teams to help reduce, redact and mask the PII information that is displayed on web pages and downloadable documents. Bharane acts as the point of contact for vulnerability management and data privacy related communication/co-ordination to the DPW CISO.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	3 years

As part of the DPW ITSS project, Bharane assists application teams to develop a security design. The security design includes design of role based access controls, fine grained access controls, data protection and privacy controls. Security design helps identify and mitigate of security threats/vulnerabilities in design (before a single line of code has been developed.

In addition, Bharane performs vulnerability assessment as part of the testing phase of SDLC to identify and mitigate security vulnerabilities that may lead to potential attacks if not identified earlier. In FY'08, it was estimated that the total cost avoidance from proactive vulnerability testing and mitigation of vulnerabilities lead to a cost avoidance of around $6.8 million in credit monitoring costs.

Education, Qualifications and Training:

- Bachelors in Engineering (Electronics and Communication Engineering), Anna University (PSG College of Technology), Chennai, India, May 2005
- Certified Information Privacy Professional (CIPP), International Association of Privacy Professionals (IAPP)
- ITILv3 Foundation Level, Certified Ethical Hacker (CEH), EC-Council
- Systems Security Certified Professional (SSCP), (ISC)^2
- Subject Matter Expert (SME) to develop and review (ISC)^2 SSCP practice examinations
- Enterprise Privacy Services, Deloitte, November 2008, ITIL v3 Foundation Training, January 2010
- Health Sciences and Government Level I, Deloitte, Certification
- EC-Council Ethical Hacking, June 2006, Business Continuity Management, Deloitte, 2006

Detailed Experience:

Program/Project:	IT Shared Services	Date	07/2007 – Present
Role:	Security Consultant – Vulnerability Management, Information Privacy and Security Design		

Security Vulnerability Assessment and Secure Code Review

CA(2) Policy

- Perform CA(2) policy validation assessment during Design phase and assist DPW's CISO in maintain the (CA)2 process for DPW

Federal/State Legal and Regulatory Compliance Requirements

- Assist project teams to develop security controls for addressing security requirements from Federal and State legal/regulatory compliance such as HIPAA, SSA, IRS 1075, HITECH, NIST standards, Commonwealth Information Technology Bulletins (ITBs) and DPW standards

Information Privacy

- Conduct privacy impact assessment, development of PII catalog and delivering privacy awareness sessions
- Assist DPW in developing and integrating data privacy practices into application development life cycle
- Conduct security and privacy awareness sessions for Deloitte DPW project personnel

Security Design and Role Based Access Control

- Perform Role Based Access Control assessment and assist DPW maintain the Role Management/ Life cycle process
- Assist project teams to develop security design for applications and services, integrated with DPW's Application Security Integration Architecture

Security Incidents and Events Monitoring (SIEM)

- Assist DPW in integrating audit logs for infrastructure devices to SIEM tool, RSA enVision
- Assist DPW in developing and monitoring Key Performance Indicators (KPIs) from the SIEM tool
- Develop and submit the Monthly Status Report including the Security and Privacy KPIs to the DPW Security and Privacy Steering Team

Program/Project:	Charming Shoppes, Inc.	Date	06/2007
Role:	Security Consultant – Network Assessment and Web Application Security		

- Performed Vulnerability Assessment and Penetration testing on the network infrastructure
- Performed black box vulnerability testing on the selected web applications
- Identified application related vulnerabilities on the web applications such as Cross-Site scripting, Injection flaws, Broken Access Control and Improper session management. The assessment included "manual testing" techniques

Program/Project:	Dynegy Inc.	Date	05/2007
Role:	Security Consultant – Network Vulnerability Assessment and Penetration Testing, War-dialing		

- Performed Vulnerability Assessment and Penetration testing on the network infrastructure
- Performed Dial-Up security assessment on the telephone numbers provided by the client and identified loop holes in the misconfigured modems
- Identified application related vulnerabilities on the web applications such as Cross-Site scripting, Injection flaws, Broken Access Control and Improper session management. The assessment included "manual testing" techniques

Program/Project:	Securian	Date	04/2007
Role:	Security Consultant – Web Application Security Assessment		

- Performed black box and gray box vulnerability assessment (including manual testing) on the web applications
- Performed black box vulnerability testing on the web applications
- Identified application related vulnerabilities on the web applications such as Cross-Site scripting, Injection flaws, Broken Access Control and Improper session management. The assessment included "manual testing" techniques

Program/Project:	Sauer-Danfoss	Date	03/14/2007 – 03/29/2007
Role:	Security Consultant – Network Vulnerability Assessment		

- Performed Vulnerability Assessment on the network infrastructure
- Performed Dial-Up security assessment on the telephone numbers provided by the client and identified loop holes in the misconfigured modems

Program/Project:	Noridian	Date	01/2007 – 03/2007
Role:	Security Consultant – Network Vulnerability Assessment		

- Performed Vulnerability Assessment on the network infrastructure
- Performed Dial-Up security assessment on the telephone numbers provided by the client and identified loop holes in the misconfigured modems
- Performed black box and gray box vulnerability assessment (including manual testing) on the web applications

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Deloitte

Thomas Beck, Chief Application Architect

Current PA DPW EXPERIENCE

Number of Years with Deloitte:	10 years	Number of Years Serving DPW:	8 years	Similar Experience:	PA

Responsibilities:	See *Section 8.4* for responsibilities by role.

Experience Providing Information Technology Support and Services	18 years

Thomas is a technology Specialist Master with Deloitte's Public Sector information technology practice. Thomas's specialty is custom application development, application integration, and service oriented architectures using Microsoft .NET and J2EE technologies.

Experience in Health and Human Services Program Management	10 years

Thomas has worked with the PA Department of Public Welfare in a number of different capacities, ranging from a track lead to an initiative lead, and is now currently serving as the Enterprise Architect for the DPW systems supported by Deloitte.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	18 years

As an Enterprise Application Architect, Application Architect, SOA Architect, Technical Manager, and Technical Architect, Thomas has direct hands on experience with application and systems design. He has managed architectural consistency and integration across multiple solutions. Additionally, Thomas has provided technical guidance on the upgrade and transfer of systems to new technologies.

Education, Qualifications and Training:

- Master of Business Administration, University of Pittsburgh, Pittsburgh, PA, 2000
- Master of Science in Management Information Systems, University of Pittsburgh, Pittsburgh, PA 2000
- Bachelor of Science in Economics, Universität Augsburg, Germany, 1997
- Project Management Professional (PMP)
- ITIL Version 3 Foundation, ITIL Version 3 Foundation Training, 2009
- Microsoft Certified Solution Developer (MCSD) for .NET, Microsoft Certified Application Developer (MCAD) for .NET
- IBM Certified Solution Developer – IBM WebSphere Application Server
- Member, Project Management Institute, PMBOK Training/PMI Boot Camp, 2010
- IBM RUP and Rational Products Training, 2005
- Microsoft Visual Studio 2005/.NET 2.0 Training, 2005
- webMethods 6 Integration Workshop, 2003
- Software Capability Maturity Model (CMM) Assessment Team Training, 2002
- Introduction to the Software Capability Maturity Model (CMM) Training, 2002

Detailed Experience:

Program/Project:	Pennsylvania Department of Public Welfare, Bureau of Information Systems (BIS), Enterprise Architecture, IT Shared Services (ITSS)	Date	2008 – 2010
Role:	Enterprise Application Architect		

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As the leader of the architecture team, Thomas is responsible for providing architectural oversight to four enterprise application teams with almost 300 developers across those teams. In this capacity, Thomas is responsible for a variety of areas including managing architectural consistency across Deloitte's DPW solutions, coordinating Deloitte's application architects and ownership of the Application Life cycle Maintenance (ALM) process. He coordinates technical proof of concepts and technical workgroups for new COTS tools as well as the managing a team of resources that specializes in many of DPWs COTS tools. Thomas's responsibilities also included scheduling, planning, rehearsal, and delivery of the DPW Architecture Review Board (ARB) meetings for Deloitte DPW managed initiatives.

Program/Project	Pennsylvania HHS Solutions Delivery Center	Date	2009 – 2010
Role:	Delivery Center Technical Architect		

Thomas's role in the Solutions Delivery Center is to provide architectural and performance optimization support. He conducted performance analysis, optimization and tuning for Delaware's eligibility solution mainframe service integration, and load test analysis and performance optimization for Colorado's .NET Web-based child care application. Also in this role, Thomas created and supported an Amazon Cloud infrastructure to support HHS delivery center proof of concepts, demonstration, and development activities for several states including Ohio, Virginia, and Massachusetts.

Program/Project	Pennsylvania Department of Public Welfare – Office of Child Development and Early Learning (OCDEL)	Date	2008
Role:	Application Architect		

As the Application Architect, Thomas provided architectural direction, mentoring and hands-on technical guidance on the upgrade of major elements of the transactional application from COM+ technologies to Microsoft .NET 3.5 technologies. He integrated the application with CA Identity Management/SSO products including SiteMinder and SOA Security Manager. Thomas worked on the construction of new system interfaces with Windows Communications Foundations (WCF) services secured with SOA Security Manager using a variety of protocols and bindings. He created an enterprise forms service for use across the DPW enterprise. Additionally, he customized a document retention service that uses HTTP/SOAP as the communication protocol and is available to applications across the enterprise. Thomas conducted performance testing of the application, to include load and stress testing using Mercury's LoadRunner product with user loads up to 750 concurrent virtual users.

Program/Project	Pennsylvania Department of Public Welfare, - Office of Child Development and Early Learning (OCDEL), Provider Licensing System Service and Tablet PC Architecture	Date	2007 – 2008
Role:	Technical Manager		

Thomas was brought to this project to drive the final architecture and completion of the service oriented integration layer. He was responsible for the architecture and roll out of the Tablet PC platform and integration layer which was built using Windows Forms, the Microsoft Smart Client Software Factory (SCSF) and SQL Server Express for local data storage and disconnected queue management. As a part of this role, Thomas was responsible for standing up the application's continuous integration and build process. Thomas created an enterprise Web service for file storage and retention using WCF. Additionally, he managed the architecture and integration of an automated correspondence generation and archival process which used webMethods as the ESB/controller with calls to an Adobe Central Pro server for PDF generation and to a custom WCF service for file storage.

Program/Project	Pennsylvania Department of Public Welfare Enterprise Services and SOA Approach	Date	2007
Role:	SOA Architect		

As the SOA Architect on this project, Thomas managed a team working on final deliverables. Thomas' team conducted an SOA architecture assessment that included the analysis, assessment and formulation of recommendations on portal technologies, ESB, process orchestration, security, Web service protocols, service registries, and application monitoring and profiling. He developed a services and components catalog that addressed existing and future reusable services and components that could be used across the Department's applications. The services and components catalog is also suitable for conversion into a format consumable by the Department's SOA services metadata repository. Thomas also created a SOA roadmap covering a 5 year time span.

Program/Project	Pennsylvania Office of Administration/Office of Information Technology (OA/OIT), Pennsylvania's Business Solutions Center of Excellence (BSCoE)	Date	2005 – 2007
Role:	Application Architect		

In his role as application architect, Thomas was directly responsible for the technical realization of the BSCoE vision. Thomas managed a team of software engineers, developers, configuration specialists, and technical writers. The team presented and mentored on enterprise application development leading practices including enterprise application architecture, service oriented architecture, software reuse, software process customization, analysis and design patterns, domain driven design and agile practices such as test-driven development and continuous integration. Thomas developed and supported efforts to establish an enterprise SOA strategy including business data semantics, security, workflow, and underlying technical standards and leading practices including WSDL, UDDI, SOAP, XML Schemas, REST, SAML, and WSRP.

Program/Project	Pennsylvania Department of Public Welfare – Child Support Enforcement System (PACSES)	Date	2003 – 2007
Role:	Interfaces Team Lead		

Thomas managed technical and functional components of one of Pennsylvania's largest legacy mainframe/COBOL systems. This included planning for and implementing the first phases of transferring the application to a Microsoft .NET/Oracle platform. Thomas's primary responsibilities included managing a team of 10 programmer/analysts responsible for 3 business subsystems and the system's technical subsystems including: reports, alerts, forms, workflow, and automated voice response. Additionally, he managed the system's 130 incoming and outgoing interfaces.

Program/Project	Pennsylvania Department of Public Welfare – Master Provider Index (MPI)	Date	2003
Role:	System Implementation Manager		

Thomas served as the HCSIS – MPI implementation manager for the first release of MPI. In his capacity as implementation manager, Thomas was responsible both for the development of MPI Release 1 objects as well as the integration of the MPI and Home and Community Services Information System (HCSIS).

Program/Project	Pennsylvania Department of Public Welfare – Home and Community Services Information System (HCSIS)	Date	2000 – 2003
Role:	Provider Subsystem Lead		

Thomas's role on the HCSIS project was as the provider track manager. During his tenure as provider subsystem manager, Thomas was responsible for the design, development, and maintenance of 3 main functionalities.

Shawn Bowers, Application Team Lead

Number of Years with Deloitte:	4 years	Number of Years Serving DPW:	4 years	Similar Experience:	
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	4 years

In the past 4 years, Shawn has worked for Deloitte Consulting providing IT support and services for DPW across a number of programs and initiatives. His experience includes activities and responsibilities which span the Software Development Methodology (SDM) phases from business requirements through implementation and support. Shawn also has experience in project management activities including estimation as well as work plan creation, tracking and status reporting throughout the project life cycle.

Experience in Health and Human Services Program Management	2 years

From 2008-2010, Shawn has held multiple management roles within the iCIS project for PA DPW, including Testing Lead, Application Lead for the Workload Dashboard initiative, and Track Lead for several major implementations. I have experience in work order estimation and initiation as well as management of tasks throughout the project life cycle to maintain timelines and communication across stakeholders.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	4 years

Shawn has participated in the implementation of numerous initiatives, with experience across each phase of the System Development Life Cycle (SDLC); system architecture and design, modification and enhancements delivery, development, implementation and rollout, and maintenance operations. Initiative experience with DPW includes: Workload Dashboard, Data Exchanges, Workload Dashboard 2.0, IEVS Targeting Logic, WLD Management Reporting, COMPASS .NET, and maintenance across multiple open system applications.

Education, Qualifications and Training:

- Bachelor of Arts in Business Administration and Economics, The University of Pittsburgh, Pittsburgh, PA, December 2006

Detailed Experience:			
Program/Project:	DPW – iCIS COMPASS	**Date**	03/ 2010 – Present
Role:	Application Lead		

As Initiative Lead for COMPASS, Shawn joined the team to assist in the completion of User Acceptance Testing and the production deployment of the solution in June 2010. Since, I have helped manage the day to day activities of the team, including production maintenance and research as well as development efforts to resolve defects and introduce system enhancements.

Program/Project:	DPW – iCIS WLD Management Reporting Initiative Individual Eligibility Verification System (IEVS) Targeting Logic Initiative Workload Dashboard 2.0 Initiative	**Date**	05/2009 – 03/2010
Role:	Track Lead		

Shawn managed three concurrent work orders; Workload Dashboard Management Reporting, Individual Eligibility Verification System (IEVS) Targeting Logic, and Workload Dashboard 2.0 as the track lead. He participated in the upfront work planning and formal Work Order initiation process, and on-boarded new team members for each of the initiatives. Shawn provided oversight and day to day management as the initiatives progressed through the SDLC, leveraging his functional and technical knowledge of the underlying application to enable successful execution of the initiatives as they advanced and were implemented in 2009.

Program/Project:	DPW – iCIS Workload Dashboard	Date	08/2007 – 05/2009
Role:	Application Lead		

Shawn managed the development team to complete development activities and facilitated bi-weekly development status meetings. He also managed and tracked development activities and issues throughout the development phase. Shawn's responsibilities included reviewing and providing feedback on test scenarios created by QA/Test team. He developed and executed Integration test scenarios and helped coordinate UAT testing. Shawn tracked defects and enhancements throughout the testing phases as well as assisted in prioritizing system enhancements with the client. Other responsibilities included coordinating and leading environment migration and database activities across six teams, using a "build" based migration and deployment approach as well as providing pre-implementation support. Additionally, Shawn coordinated Production deployment activities, including detailed playbook reviews for initiative-specific tasks and supporting validation activities throughout the two-day go-live weekend. During pilot phase as this initiative, Shawn worked with DPW and end-users providing on-site support. He continued to tracked Production maintenance issues, defects, and enhancements.

Shawn also had the opportunity to lead the successful rollout of the Workload Dashboard application to over 96 County Assistance offices across the Commonwealth of Pennsylvania, completing the 15 month phased rollout to over 7,000 users. As the Workload Dashboard application transitioned to the maintenance focused phase, he on-boarded new members, providing mentorship on firm practices and policies as well as project specific knowledge as he transitioned out of the application track lead role.

Program/Project:	DPW – iCIS QA/Testing Team	Date	03/2007 – 08/2007
Role:	QA/Test Team Lead		

In this role, Shawn developed and executed Integration and User Acceptance Testing scenarios for multiple initiatives. He coordinated with application teams to track defects and facilitate User Acceptance Testing. Shawn managed testing team for three months and led daily testing status meetings.

Program/Project:	Pennsylvania Army National Guard	Date	01/2000 – 01/2008
Role:	SGT – Combat Medic		

Shawn served as combat medic specialist in PA Army National Guard, beginning in January, 2000. He was deployed for service in Operation Iraqi Freedom III, 2004-2006. He served as lead field medic providing support for a company of combat engineers, and scout reconnaissance team. Shawn participated in more than 400 combat missions, in addition to training fellow soldiers in battlefield medicine. He utilized his leadership skills and training to make life-or-death decisions regarding combat maneuvers and patient triage.

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Neil Brown, Project Executive

✓ Current PA DPW **EXPERIENCE**

Number of Years with Deloitte:	11	Number of Years Serving DPW:	6	Similar Experience:	MA, PA
Responsibilities	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	21

As a member of Deloitte's Application Management Services (AMS) practice, Neil is focused on delivery of services in both a development and maintenance environment. Neil has served some of the firm's largest AMS clients and has managed support teams of over 150 staff members. He has also had the opportunity to lead large development and implementation projects covering a number of diverse technologies including mainframe, open systems, and COTS packages.

Experience in Health and Human Services Program Management	5

Neil has 4 years within child support enforcement leading with the PA PACSES project. For the past nine months, Neil has been working with the PA PELICAN project.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	18

Neil has significant experience in design and development. Neil began his career as a developer and had the opportunity to experience each level of the systems development life cycle; he also has held a number of management roles that have allowed him to participate in implementation of COBOL, .NET and COTS systems. Neil has provided leadership for several support engagements and also is experienced in operations and infrastructure support. His work with our AMS practice has given Neil considerable experience in the overall maintenance and operations of systems, including managing globally deployed support teams responsible to over 5000 users.

Education, Qualifications and Training:

Bachelor of Arts in Political Science, Loyola College of Maryland, Baltimore, MD, 1984

Master of Business Administration in International Management, University of Dallas, Dallas, TX, 1995

PMP certified, credential #1335125

Detailed Experience:			
Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare – PELICAN	**Date**	1/20/10 – Present
Role:	Project Director for the PA PELICAN project		

Responsible for oversight of the project, quality, risk and resource management.

Program/Project or Previous Employer:	Pennsylvania New Hire	**Date**	5/1/08 – Present
Role:	Project Director of the PA New Hire project for the Department of Labor and Industry		

PA New Hire provides support for the Commonwealth through the gathering of information related to employment of the citizens for PA. The data that new hire gathers is key the PA Child Support Enforcement System, as well as providing a rich source of information for Labor and Industry. Neil is responsible for overall management of the team performing New Hire data entry for the Commonwealth, including the acquisition of resource, resolution of issues, and support of the underlying New Hire System.

Program/Project or Previous Employer:	Massachusetts CSE Technology Roadmap	Date	4/2008 – 10/2008
Role:	Project Director		

Responsible for leading a team of technologists designing an incremental renewal strategy for the Commonwealth of Massachusetts Department of Revenue Child Support Enforcement group.

The DOR hire Deloitte as a provider to create a strategy to migrate from their existing COBOL based mainframe system to a .NET architecture. The team developed the strategy, evaluated software vendors, and provided a basis for the issuance of RFPs for systems integrators. Neil managed the team that performed these tasks, and also provided industry insight to the client.

Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare – PACSES	Date	9/2005 – 2/2008
Role:	Project Manager and Project Director for the PACSES project		

Joined the team in 2005 as the Application Manager and oversaw the maintenance, testing and implementation of new development activities for the tracks supporting the application. In 2007 became the overall Deloitte Project Director, where Neil had responsibility for the resource management, risk and quality management, and overall performance of the Deloitte team.

Program/Project or Previous Employer:	Agilent Project Independence	Date	11/2004 – 8/2005
Role:	Project Manager of a multi-country delivery team providing support for Agilent's global Oracle and Siebel implementation		

Responsible for management of the team supporting break-fix, maintenance and new development activities. Directly responsible for over 125 people in a 24 x 7 "follow the sun" support environment that interfaced with 5000 users.

Program/Project or Previous Employer:	Ionex Telecommunications	Date	5/2002 – 5/2004
Role:	Project Manager of an implementation of a complete back office solution for a local telecom provide		

Responsible for the daily activities of the team of over 50 Deloitte and Client personnel. Managed the overall program and provided IT strategy work to the client

Program/Project or Previous Employer:	Sprint	Date	6/2001 – 5/2002
Role:	Project manager of a team designing a business case to support spin off Internet services company		

Helped design the IT infrastructure for the client as well as creating the RFP for bidders on the work. Validated the project and gained funding for $60mm of work.

Program/Project or Previous Employer:	GTE	Date	4/2000 – 8/2000
Role:	Responsible for the development of an access-based prediction and scenario model that the client was able to use during negotiations with the various CLECs		

Managed the project team during the design, development, testing, and roll out of the project.

Program/Project or Previous Employer:	Toshiba American Medical Systems	Date	3/1998 – 12/1999
Role:	Managed the team		

Managed the team implementing a CRM system for a provider of medical equipment. Also developed a software solution for field sales and service

Program/Project or Previous Employer:	Accenture	Date	1997 – 1998
Role:	Consultant		

Consultant in the telecommunications practice of a major consulting firm

Program/Project or Previous Employer:	PegaSystems	Date	1995 – 1997
Role:	Consultant		

Consultant for a workflow management software company

Program/Project or Previous Employer:	EDS	Date	1989 -1995
Role:	COBOL developer, team lead, project manager.		

COBOL developer, team lead, project manager

Program/Project or Previous Employer:	United States Army	Date	1984 – 1989
Role:	Air Defense Artillery Officer		

Air Defense Artillery Officer based in Europe

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Marty Carreras, PMP, Portfolio Coordinator

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	12 years	Number of Years Serving DPW:	5.5 years	Similar Experience:	PA, WI
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	12 years

Marty brings a wealth of Information Technology Support Services that directly match with DPW's requirements. For 12 years he has provided full system development life cycle management and delivery for large-scale and complex custom development projects that span multiple technology stacks including .NET, legacy mainframe, Adobe Flex, and COTS product integration. Marty brings significant project management, application maintenance, production operations support, and application modifications experience to DPW. Most recently he is working with DPW to continue the transformation of Commonwealth's service delivery portal, COMPASS, into a nationally recognized, trend-setting solution. He is poised to continue serving the Department through their continued investment in enterprise SOA services that are consumed by multiple agencies and Departments to serve the Commonwealth's Health and Human Services needs.

Experience in Health and Human Services Program Management	12 years

Marty has focused his career providing technology solutions to improve the efficiency, effectiveness, and accuracy of core Health and Human Service programs, including SNAP, TANF, Medicaid, Long Term Care, Children's Health Insurance Program (CHIP), adultBasic and Child Care. Marty has knowledge of the business and operational models in place in Pennsylvania as well as in Wisconsin and brings insights into national HHS trends. In Wisconsin, Marty was the application development manager for the first incremental transformation of an Integrated Eligibility solution in the country, WI CARES Worker Web.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	12 years

Marty has experience providing system design, transfer, modification, development, implementation and operations support. He successfully managed the design, development, testing and implementation of a number of scale HHS projects including the original implementation of PA CAPS, the testing, implementation, and rollout of several critical PA OIM initiatives including the award-winning OIM Workload Dashboard, and the design, development, and testing of the award-winning next-generation self service human services portal, PA COMPASS. Additionally, Marty has led the implementation of technology solutions to support several healthcare improvement initiatives in other states, such as Wisconsin's BadgerCare, Medicaid Purchase Plan, FamilyCare, and Senior Care programs.

Education, Qualifications and Training:

- Bachelors of Science, Computer Science & Engineering, Pennsylvania State University, State College, PA, 1998
- Project Management Professional (PMP) 2007

Detailed Experience:			
Program/Project or Previous Employer:	Commonwealth of Pennsylvania Department of Public Welfare Integrated Client Information System (iCIS)	**Date**	06/2010 – Present
Role:	COMPASS Senior Project Manager		

Marty, as the COMPASS Senior Project Manager provides leadership across maintenance and modifications related to the COMPASS solution, spanning project management, application maintenance, application modifications, and application support. In this role, he oversees approximately 30 staff and provides executive level communication and support for the planning and delivery of this cross-agency enterprise solution. His primary responsibilities related to COMPASS include:

- Managing each aspect of application modification and maintenance
- Serving as the point contact to Policy, Program Office, and IT bureaus
- Facilitating business process visioning and long term prioritization sessions
- Leading business requirements, design, development, testing, and implementation of system modifications and assisting in overall issue resolution
- Managing creation and acceptance of the application related deliverables

Program/Project or Previous Employer:	Commonwealth of Pennsylvania Department of Public Welfare Integrated Client Information System (iCIS)	**Date**	10/2005 – 06/2010
Role:	Deputy Project Manager		

Marty, as the iCIS Deputy Project Manager, provided leadership across the threads of the iCIS project, spanning project management, application maintenance, application modifications, and application support. In this role, he oversaw as many as approximately 150 staff and provided executive level communication and support for the planning and delivery of complex technology solutions to improve HHS benefit delivery efficiency. His primary responsibilities included:

- Identifying and managing project resource allocation and identifying resources with appropriate skills sets
- Managing project level issues and risks
- Maintaining and expanding executive level program office and technology stakeholders relationships across departments and agencies
- Managing high level work estimation and work order planning
- Helping to establish and execute Service Orient Architecture designs aligning with Department's vision
- Leading the identification, assessment, and adoption of COTS products, such as Corticon, that align with DPW's vision
- Managing application maintenance and production support
- Leading the CMMI Level 3 assessment from a project perspective and monitoring ongoing compliance
- Escalating unresolved issues to the Project Manager

Throughout his tenure in this role, Marty was directly responsible for the application development activities that lead to the Commonwealth's realization of the following initiatives from inception to statewide implementation:

- OIM Workload Dashboard (Nationally recognized, award winning solution)
- OIM Data Exchange Modernization
- COMPASS.NET (Nationally recognized, award winning solution adopted by the Federal Government to support the Pre-existing Condition Insurance Plan)

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Program/Project or Previous Employer:	United States Department of Agriculture National Finance Center Pre-Existing Condition Insurance Plan	Date	06/2010 – Ongoing
Role	Senior Technology Advisor		

Marty, as the Senior Technology Advisor for the Pre-existing Condition Insurance Plan (PCIP) oversees and guides the application development team through the transfer of the PA COMPASS and PA CAPS solutions to the National Finance Center. Recently completed, this transfer, executed in 8 weeks from inception to Production, represents the first time that a State self-service and health and human service related asset was successfully delivered.

Program/Project or Previous Employer:	Commonwealth of Pennsylvania, Insurance Department CHIP and adultBasic Processing System (CAPS)	Date	10/2002-10/2003
Role:	Application Manager		

Marty was a key staff member of the initial team responsible for the knowledge transition from CIBER (the incumbent vendor), design, and development of the PA CAPS solution. He was responsible for leading his team in partnership with the Pennsylvania Insurance Department and seven health insurance contractors through the execution of this solution development in a record-setting 10 month time frame.

Program/Project or Previous Employer:	State of Wisconsin, Department of Health and Family Services and Department of Workforce Development WI CARES, CARES Worker Web, and ACCESS	Date	08/1998 – 10/2002 10/2003 – 10/2005
Role:	Application Manager (10/2003-10/2005) Developer through Track Manager (08/1998 – 10/2002)		

Marty was responsible for the management and execution of the first statewide Web-based Integrated Eligibility solution incrementally transformed from legacy COBOL technologies to an enterprise scale J2EE browser-based architecture and solution referred to as CARES Worker Web. During this same time, he was also responsible for the first J2EE-based self-service solution in the country referred to as Wisconsin ACCESS. Both CARES Worker Web and WI ACCESS have stood as models throughout the nation that other states look to as examples of what the case management and self service delivery model can be in their respective states. WI ACCESS has since been transferred to Georgia, New York, New Mexico, Nevada, and Colorado. CARES Worker Web provided a conceptual functional model for Michigan BRIDGES, and has influenced the functional direction of eCIS Phase IV-B. Marty provided the leadership, knowledge of CARES, and experience implementing large-scale browser-based solutions to successfully complete both WI CARES Worker Web and WI ACCESS on schedule and in record-time for solutions of this scale, size, complexity, and technical architecture.

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Prerana Dalal, Application Team Lead

Number of Years with Deloitte:	2 years	Number of Years Serving DPW:	0 years	Similar Experience:	Alleghany County
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	2 years

- A part of the Decision Support and Reporting Team at Allegheny County Department of Human Services providing business users with new ways to access and evaluate data that is being collected to help make more data driven decisions, using reports, dashboards, etc. This includes ad hoc reporting from the data warehouse and creating a new reporting system for the transactional Child Welfare application.

Experience in Health and Human Services Program Management	2 years

- Overall, worked with several program offices within the Department of Human Services, understanding business process to meet their reporting needs – includes Office of Community Services (e.g. Hunger and Housing), Intellectual Disabilities, Behavioral Health, and Children, Youth, and Families.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	.5 years

- Worked within the system development life cycle for KIDS, Allegheny County's Child Welfare Case Management system for the Office of Children, Youth, Families

Education, Qualifications and Training:

- B.S. in Information Sciences and Technology from The Pennsylvania State University, State College, PA, May 2008

Detailed Experience:

Program/Project or Previous Employer:	Allegheny County, Department of Human Services	Date	03/2010 – Present

The goal of the Allegheny County KIDS application is to incorporate the disparate and manual processes of the Office of Children, Youth, and Families into one county-wide Child Welfare Case Management system. I work with a team through requirements, design, development, and testing phases for Concrete Goods, Managed Care Unit, and Criminal Investigation Unit functionality for KIDS. In addition, I lead the implementation and maintenance for Concrete Goods.

Program/Project or Previous Employer:	Allegheny County, Department of Human Services	Date	06/2009 – Present

Work as the track lead for reporting and data warehousing tasks through the Office of Information Management at the Department of Human Services. Manage a team of 8 developers to coordinate the reporting needs: data warehouse maintenance, ad hoc reporting, monthly Fiscal reports, and supporting application reports. Lead the report requirements, development, implementation, and maintenance for KIDS Release 3 and 4 which includes forms, letters, and management reports for Referral, Case, Independent Living, CANS, Provider Case Management, TANF, and Concrete Goods.

Co-leading a new reporting effort within KIDS to bring a statistical, compliance, and administrative management reporting dashboard to the KIDS user. Included researching and implementing new methodology, such as outcome measurement and predictive modeling, for the client to help improve their overall understanding of the organization on an enterprise level and ultimately provide better service to their consumers. Develop an understanding of high level CYF business processes to better facilitate requirements and design sessions for KIDS Management Reports.

Overall, work with several program offices within the Department of Human Services, understanding business process to meet their reporting needs – includes Office of Community Services (e.g. Hunger and Housing), Intellectual Disabilities, Behavioral Health, and Children, Youth, and Families.

Program/Project or Previous Employer:	Allegheny County, Department of Human Services	Date	08/2008 – 06/2009

Analyst for the Decision Support and Reporting Team to maintain and develop new reports for the Department of Human Services across various Program Offices such as Mental Retardation, Hunger and Housing Services, and Children, Youth, and Families. Point-person for ad hoc reporting from the data warehouse and management of the monthly reporting cycle supported by Cognos, which includes report distribution and issue resolution on reports for HMIS, MR, ALDA, Fiscal, etc. Also coordinated report bug-fixes for KIDS Release 1 maintenance builds and worked on KIDS reporting for Release 2 by designing, developing, and standardizing formatting across the reports and completing development testing in Cognos 8.

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Andy Demchak, Application Team Lead

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	6.5 years	Number of Years Serving DPW:	6.5 years	Similar Experience:	PA
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	6.5 years

Andy has experience in over five distinct initiatives that have encompassed each phase of the system development life cycle with a focus on requirements gathering, design, development and system testing. Specific areas of knowledge include design and development of cross platform system interfaces and system integration.

Experience in Health and Human Services Program Management	6.5 years

Andy has over six and a half years of experience across numerous facets of Health and Human Services within the State Government Public Sector practice; Commonwealth of Pennsylvania account. His business knowledge and subject matter expert knowledge includes TANF, Food Stamps, Medicaid, Child Care, SSI/SSP, and additional state and federally administered benefits.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	6.5 years

His wide range of technical experience stretches from design and development of online and batch programs on the Unisys mainframe to .Net 3.5 Web-based solutions and Informatica batch ETL solutions. Andy's focus on design and modifications requiring system integration with legacy systems – specifically Unisys 2200 platforms, giving him experience in these areas.

Education, Qualifications and Training:

- Bachelor of Science, University of Pittsburgh, Pittsburgh, PA, December 2003
- Project Management Professional (PMP), Project Management Institution (PMI), April 2010

Detailed Experience:

Program/Project or Previous Employer:	iCIS – Incremental Renewal Phase IV-B	Date	06/2008 – Present
Role:	Team Lead		

Incremental Renewal Phase IV-B focuses on realizing significant business process improvements and moving toward the technical objectives of the Department. Front and back office functions performed by clerical and case workers on a day-to-day basis will be simplified by moving *Application Entry* and related *Case Maintenance* activities from CIS to eCIS. Significant improvement in worker efficiency will be realized with the enhanced user interface functionality, ease of use and simplified navigation paradigms. Streamlined business processes will integrate more effective workflows by reducing redundant tasks in authorizing benefits and ongoing case maintenance. The transfer of core case processing and ongoing case maintenance activities from CIS to eCIS will reduce the number of transactions performed on mainframe by about 2.5 million daily, and allow for the decommissioning of approximately 300 mainframe screens.

Andy is currently the team lead for the iCIS IV-B application team and has been in this role since early in the business requirements phase. In this role, Andy is responsible for leading requirements sessions with a large stakeholder group across a number of program offices and county assistance workers. He continued as a lead throughout General and Detailed System Design. This involved many design sessions with a core group of headquarters stakeholders. Through the development and integration test phase, Andy managed development and integration testing for the three core modules (Case Processing, Eligibility, and System Integration). Currently, in the SAT phase, the team is working closely with the System Acceptance test team to develop and execute scenarios. In parallel to the System Acceptance Testing, Andy is overseeing the conversion and load testing phases of the project.

Program/Project or Previous Employer:	iCIS – Data Exchanges	Date	11/2006 – 05/2008
Role:	Track Lead – User Interface		

As part of the Department's overall Incremental Renewal strategy, the IEVS online module was migrated from the mainframe to a Web-based solution. The successful implementation of the Data Exchanges initiative has simplified the caseworkers' daily review of information provided by over 20 interfacing agencies. Taking advantage of a user friendly interface, the worker's dependency on understanding hundreds of codes from the interfacing agencies was reduced significantly. Although the core business process was not redesigned with this initiative, users benefit from much more flexible search and navigation functions quickly find and verify client information. Additional real estate available on the web pages allows for display of full descriptions of information that was once limited to just one or two characters – reducing frequent trips to the user manuals understand specifics about the various source information.

As the lead for the User Interface team, Andy planned and lead General System and Detailed System Design sessions with the stakeholder group. This involved developing a new look and feel and navigation paradigm that had not yet been utilized in eCIS. The development phase involved managing both open systems resources and mainframe resources in order to develop the integrated solution. In addition, Andy supported the System Acceptance Testing phase through the implementation. He also supported the statewide rollout of the Data Exchanges module and worked closely with the county assistance users.

Program/Project or Previous Employer:	iCIS – Child Care (Release 4)	Date	08/2005 – 10/2006
Role:	Test Support Lead		

The MEDA (Medicaid Eligibility Determination Automation) project focused on automating the most complex eligibility determinations for caseworkers. This led to improved accuracy of the benefits provided to the Commonwealth's most needy citizens and reduced the amount of time caseworkers spent making manual determinations. Release 4 involved the development of an SFU (Standard Filing Unit) to build the appropriate benefit composition based on the household's circumstances and aligning with policy.

As Test Lead of the initial rollout software releases, Andy served as the Lead for testing the changes for Long Term Living enhancements. This involved planning for scenario development and execution with resources from county offices as well as many from the program offices. In addition to Long Term Living enhancements, the testing effort also included a number of additional enhancements identified throughout the rollout process.

Program/Project or Previous Employer:	iCIS – MEDA	Date	04/2005 – 07/2005
Role:	Analyst, Testing Lead		

The MEDA (Medicaid Eligibility Determination Automation) project focused on automating the most complex eligibility determinations for caseworkers. This led to improved accuracy of the benefits provided to the Commonwealth's most needy citizens and reduced the amount of time that caseworkers spent making manual determinations. This involved the development of an SFU (Standard Filing Unit) to build the appropriate benefit composition based on the household's circumstances and aligning with policy.

As test lead of the initial rollout releases, Andy was the Lead for testing the changes for Long Term Living enhancements. This involved planning for scenario development and execution with resources from county offices as well as many from the program offices. In addition to Long Term Living enhancements, the testing effort also included a number of additional enhancements identified throughout the rollout process.

Program/Project or Previous Employer:	iCIS – SSI/SSP	Date	02/2004 – 03/2005
Role:	Analyst, Testing Lead		

The Commonwealth of Pennsylvania provides qualified elderly and disabled clients a State Supplementary Payment (SSP) to Federal Supplemental Security Income (SSI). These benefits were previously disbursed by Social Security Administration on behalf of the Commonwealth. A sharp increase in fees charged to DPW by SSA for disbursing each benefit has driven the need to handle the disbursement internally. As of January 2005, DPW began issuing SSI/SSP benefits directly to SSP recipients on a monthly basis. This initiative will result in an annual savings of approximately $30 million through the elimination of the SSA administration fee.

Enhancements to the Commonwealth's existing information systems included the State Data Exchange (SDX) as well as the Client Information System (CIS). These changes were necessary to capture and process the information provided by SSA. A customized Web-based application was developed for printing and tracking of benefits for each issuance.

As an analyst on the SSI/SSP project, Andy was involved in requirements through design and development. This included development of requirements definition documents, program specifications and batch processing manuals. As the test lead, he was responsible for managing the development of the test plan and execution. Andy was also responsible for confirming that the scenarios tested every requirement and were traced back to the original requirements document. In addition, Andy developed a number of tools and utilities to support the batch testing process.

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William Gordon, Application Team Lead

✔ Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	5 years	Number of Years Serving DPW:	1.5 years	Similar Experience:	PA
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	6 years

Throughout college, his internships, and since joining Deloitte Bill has been focused on information technology support and services. Through his internships and college courses he developed custom software applications. Since joining Deloitte in 2005 he continued to focus on technology through building custom applications and solutions leveraging products such as IBM Cognos, Informatica, and SharePoint.

Experience in Health and Human Services Program Management	5 years

Bill has spent the past 5 years working on HHS projects in the state of Pennsylvania with a primary focus of BI/DW. From August 2005 to February 2009 working in Allegheny County for the Department of Human Services and from February 2009 to present within DPW.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	5 years

As an application team lead, Bill is well versed in systems design, transfer, modification, development, implementation, and operations. He has spent the majority of his career as an application lead or developer on either new development projects or maintenance projects.

Education, Qualifications and Training:

- Bachelor of Science in Information Sciences and Technology, Pennsylvania State University, University Park, PA, May 2005
- ReportNet Authoring and Modeling, Cognos, September 2005
- Cognos8 BI, IBM-Cognos, June 2009

Detailed Experience:			
Program/Project:	PA Department of Public Welfare – HCSIS	**Date**	10/2009 – Present
Role:	Data Warehouse/Reporting Lead		

Responsible for Data Warehouse (DW) and Reporting efforts including maintenance requests. Built and maintained Cognos cubes, reports, dashboards and packages. Oversaw the operations of the monthly refresh of the DW and daily refresh of the ODS. This data and reports supported multiple program offices including the, Office of Developmental Programs, Office of Long Term Living, and the Office of Child Development and Early Learning.

Program/Project:	PA Department of Public Welfare – ICIS	**Date:**	02/2009 – 10/2009
Role:	DW/Reporting Lead		

Responsible for a BI/DW effort focusing on the creation of management reports and dashboards used to monitor completed and pending tasks for County Assistance Offices within the Office of Income Maintenance.

Program/Project:	Allegheny County – Department of Human Services	**Date:**	08/2005 – 02/2009
Role:	Reporting Lead		

Responsible for reporting operations for the Office of Information Management within Allegheny County's Department of Human Services. This included ad hoc report requests (both internal and external), Cognos cubes and reports, financial reporting cycles, provider reports, operational reports, and data exchanges with state systems including PROMIS*e*™ and HCSIS. These reports supported multiple program offices focusing on Mental Retardation, Mental Health, Children Youth and Families, Drug and Alcohol, and Early Intervention.

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Doris Hartman, Application Adoption Team Lead

Current PA DPW EXPERIENCE ✓

Number of Years with Deloitte:	10	Number of Years Serving DPW:	12	Similar Experience:	PA
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	**12 years**

Provided direct support to end users and stakeholders of mainframe, oracle and **Web-based** systems/applications.

Worked as the Application Support Manager for more than 6 years providing supervision and oversight of both the Help Desk and Subject Matter Expert Teams responsible for providing Level 1 and Level 2 support to customers.

Experienced in identification, analysis, escalation and resolution of system issues in order to reduce the impact to end users/stakeholders.

Experience in Health and Human Services Program Management	**25 years**

I worked 13 years working in the child support program providing direct services to clients that included establishment and enforcement of child support orders as well as collection and disbursement of child support money to children and families.

For the past 12 years, I have worked as a consultant to the Pennsylvania Bureau of Child Support Enforcement and Division of Child Support Enforcement Services **using** my broad understanding of child support business processes and federal child support legislation to assist Pennsylvania in implementing technology solutions that benefit the Pennsylvania Child Support Program in addition to providing the highest level quality of services to children and families.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**16 years**

Participated as a county child support worker in the initial General System Design, User Acceptance Testing and as the PACSES Administrator for Cumberland County, the pilot county first implemented on the PACSES mainframe system.

For the past 12 years, I have worked as a consultant to the Pennsylvania Bureau of Child Support Enforcement and Division of Child Support Enforcement Services **using** my broad understanding of child support business processes and federal child support legislation to assist Pennsylvania in implementing technology solutions that benefit the Pennsylvania Child Support Program in addition to providing the highest level quality of services to children and families.

Detailed Experience:			
Program/Project or Previous Employer:	Bureau of Child Support Enforcement/PACSES	**Date**	07/2004 – Present
Role:	Application Support Services Manager		

Doris provides leadership for the PACSES Help Desk, RTPL Unit and Subject Matter Expert Teams. These teams are responsible for providing application support to Domestic Relations Section workers, Bureau of Child Support Enforcement, users of the Child Support **Web site** which include child support clients, attorneys, employers and other stakeholders. Doris assists the Project Management Team with vendor management activities and project staff HR issues.

Doris has support special project activities such as audits and risk reviews. Doris is also responsible for coordinating support across each area of the project including application development, design, technology support, testing and implementation support. Doris is experienced in creating and monitoring project plans, resolving project issues and identifying and addressing risks.

Program/Project or Previous Employer:	Bureau of Child Support Enforcement/PACSES	Date	01/2002 – 07/2004
Role:	Subject Matter Expert Team Lead		

As the Subject Matter Expert Team Lead, Doris was responsible for managing and coordinating the duties of the SME Team including – Test for Production TFP test script review and approval, completion of user and **online** help documents, assisting with change controls through the System Design Life Cycle (SDLC) and ensuring quality Level II support was provided to end users of the PACSES system and ancillary systems. Responsible for managing quality assurance of application support related tasks. Responsible for coordinating and managing the efforts for the SME Team to complete review of course curriculum developed by Pennsylvania Child Support enforcement Training Institution (PACSETI) to confirm system functionality is correctly documented.

Program/Project or Previous Employer:	Bureau of Child Support Enforcement/PACSES	Date	01/2000 – 01/2002
Role:	Triage/Design Team Lead		

As the Triage/Design Team Lead, Doris was responsible for leading a team of 6 designers/developers who were responsible for reviewing, researching and analyzing application PSRs submitted to the PACSES Project by end users of the PACSES system. The team was responsible for advising changes to be made to correct software bugs in the PACSES mainframe system. The team was also responsible for leading and coordinating change controls from the requirements phase through the implementation phase.

Program/Project or Previous Employer:	Bureau of Child Support Enforcement/PACSES	Date	03/1999 – 01/2000
Role:	Testing/Design Team		

As a System Designer/Tester, Doris participated in the requirements analysis and gathering, writing of functional and technical designs, conducting Joint Application Design Sessions, writing system test scripts and execution of the system test scripts. Doris' responsibilities also included maintenance of the support magic application and daily analysis of outstanding PACSES Service Request.

Program/Project or Previous Employer:	Bureau of Child Support Enforcement/PACSES	Date	03/1998 – 03/1999
Role:	Subject Matter Expert		

As a Subject Matter Expert, Doris was responsible for providing level II support to end users of the PACSES Mainframe application. Responsibilities also included participating in requirements gathering, participation in design sessions and implementation support as well as other activities associated with the implementation of software changes. Worked closely with the PACSES CW staff, child support agencies, in the day to day operations of the PACSES system. Completed workshops and training for Domestic Relations Workers for PRWORA Distribution changes and participated in workshops presented by the PACSES Team at Domestic Relations Association of Pennsylvania annual conferences.

Program/Project or Previous Employer:	Cumberland County Domestic Relations Section	Date	07/1988 – 03/1998
Role:	PACSES Administrator		

Responsible for the activities associated with preparing Cumberland County Domestic Relations Section, Pilot County, for implementation to the PACSES mainframe application.

Acted as fiscal department supervisor responsible for collecting, distributing and disbursing children support collections.

Provided establishment and enforcement of child support orders.

Program/Project or Previous Employer:	Franklin County Domestic Relations Section	Date	08/1985 – 07/1988
Role:	Child Support Enforcement Officer		

Provided case management and enforcement services for child support cases including scheduling and attending contempt hearings, issuing income attachments, location activities and collection and disbursement of child support collections

Craig Hoover, Application Team Lead

Number of Years with Deloitte:	**7 years**	Number of Years Serving DPW:	**4 years**	Similar Experience:	**PA**
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	**7 years**

Craig brings significant experience providing Information Technology Support Services in line with DPW's requirements. For 7 years he has provided full system development life cycle management and delivery for large-scale and complex application development and integration efforts. This includes activities to support IT project management, application initial development and maintenance, and production and operations support.

Experience in Health and Human Services Program Management	**6 years**

Craig has focused the majority of his career providing technology solutions to improve the efficiency and effectiveness of Health and Human Service programs in both the federal and state realms. This includes managing multiple phases in the development of an application to support CDC oversight and management of agency-funded HIV/AIDS prevention efforts, leading application testing for the Comprehensive Workforce Development System (CWDS; a joint department effort between Pennsylvania's Department of Labor and Industry and Department of Public Welfare), and managing application development and delivery for Pennsylvania's system supporting subsidized child care (PELICAN Child Care Works). He provides tailored suggestions and recommendations to DPW-based lessons learned stemming from his previous experience with Pennsylvania DPW, DPW's organizational vision, and experience from previous HHS and government projects.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**7 years**

For seven years, Craig has been actively involved in the management and delivery of large-scale, custom-developed applications supporting a variety of clients, including 6 years supporting multiple state and federal HHS systems. This includes executing each stage in the system development life cycle from requirements gathering through system implementation as well as managing across the entire life cycle for multiple application releases. He has led requirements gathering and system design efforts for applications supporting activities ranging from federal disease prevention monitoring (PEMS) and state management of unemployment compensation (UCMS) to state management and delivery of subsidized child care services (PELICAN CCW). He has executed and managed testing activities for PEMS, Pennsylvania's workforce system (CWDS), and system integration between XM Radio and Toyota. Most recently, he has managed the full range of development activities and production support for PELICAN CCW.

Education, Qualifications and Training:

- Bachelor of Science, Business Management; Certificates in Information Systems, Finance, and Marketing, Georgia Institute of Technology, Atlanta, GA
- Master of Internet Technology, University of Georgia, Athens, GA

Detailed Experience:			
Program/Project or Previous Employer:	Commonwealth of Pennsylvania Department of Public Welfare Pennsylvania's Enterprise to Link Information for Children Across Networks	**Date**	06/2008 – Ongoing
Role:	Application Manager		

As the Child Care Works (CCW) Application Manager, Craig manages each aspect of the system development life cycle, including requirements gathering, design, development, testing, deployment, and maintenance of DPW's system to support the management and oversight of Pennsylvania subsidized child care and provision of its child care referral program. Additionally, this includes activities to enhance DPW's IT services to expand the scope of child care and early learning providers that citizens can search for in a self-service manner, and to integrate PELICAN with DPW's enhanced Master Client Index (MCI) services. In this role, Craig works collaboratively with DPW and other stakeholders to successfully lead a team of over 25 developers, analysts, and track leads. His primary responsibilities include:

- Managing each aspect of application modification, application maintenance, and production support
- Serving as the point contact to Policy, Program Office, and IT bureaus
- Leading business requirements, design, development, testing, and implementation of system modifications and assisting in overall issue resolution
- Managing creation and acceptance of application related deliverables
- Validating impact analysis as a result of program and policy changes
- Performing resource estimation for modifications
- Finalizing change resolution and implementation schedule
- Escalating unresolved issues to the Project Manager
- Preparing executive level status reports of team's activities, issues, and status of changes
- Leading the deployment of large-scale system changes including MCI.NET (PELICAN), Provider Search Expansion, and Online Attendance Tracking

Program/Project or Previous Employer:	Commonwealth of Pennsylvania Department of Labor and Industry Unemployment Compensation Management System (UCMS)	**Date**	01/2008 – 06/2008
Role:	Iteration Manager		

Craig, as a Release 3 Iteration Manager, led requirements and design for the non-monetary compensation iteration of a custom-built unemployment compensation system. His responsibilities in this role included:

- Managing a 6 person team responsible for gathering requirements and developing the functional design for non-monetary UI eligibility and imaging/correspondences
- Coordinating and overseeing activities for the teams (e.g. functional design, technical architecture, UI design) responsible for delivering the iteration's detailed design
- Developing the iteration's work plan and schedule
- Representing the iteration in project leadership meetings

Program/Project or Previous Employer:	Commonwealth of Pennsylvania Departments of Labor and Industry and Public Welfare	**Date**	10/2006 – 11/2007
Role	Systems Integration Testing Lead and Data Management Lead		

As the System Integration Testing Lead, Craig managed a team of 6 - 9 internal testers and client coordination for the facilitation of user acceptance testing. Additionally, as the data management lead, he confirmed proper data availability for the client's 25 person group of testers.

Additionally, his responsibilities included:

- Authoring, monitoring, and maintaining testing strategy and work plan documents
- Directing system testing preparation and execution to meet the objectives and timelines set out in the testing strategy and work plan
- Managing daily activities of four person testing team
- Coordinating user acceptance testing (UAT) planning and preparation activities with client counterparts
- Creating UAT data management approach

Overseeing UAT data identification, mining, creation, and assignment for 25 user acceptance testers

Program/Project or Previous Employer:	XM Radio – Partner Integration	Date	04/2006 – 09/2006
Role:	Partner Integration Test Coordinator		

In this role, Craig was responsible for overseeing and coordinating XM's integration testing of system interfaces established between XM and one of its newest partners at the time (Toyota). His responsibilities in this role included:

- Collaborating with the partner's test lead and, as necessary, other partner personnel to confirm that both side's testing efforts resulted in cohesive and comprehensive testing of complete systems integration
- Creating test strategy document and corresponding work plan
- Directing the client's testing efforts and resource's time allocation to meet the test schedule
- Collaborating with client and partner resources to create, review, and establish acceptance criteria for test cases
- Tracking and coordinating the test execution and defect resolution processes
- Tracking and reporting testing status to both client and partner leadership
- Escalating both testing and general partner integration issues to leadership

Serving as the client's liaison to the partner for testing-related matters

Program/Project or Previous Employer:	Centers for Disease Control and Prevention (CDC) Program Evaluation and Monitoring System (PEMS)	Date	8/2003 – 03/2006
Role:	Release Track Lead, Functional Design Analyst, Testing Lead, Training and Implementation Analyst		

- Release Track Lead
- Functional Design Analyst
- Testing Lead
- Training and Implementation Analyst

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Lot 6
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Pat Howard, Project Executive

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	14 years	Number of Years Serving DPW:	10 years	Similar Experience:	MA, PA, DE

Responsibilities:	See *Section 8.4* for responsibilities by role.

Experience Providing Information Technology Support and Services	20 years

Pat has 20 years in active engagement and project management of large-scale IT systems integration based systems development and maintenance experience. He has served projects in key leadership roles overseeing the activities of maintenance and modification of systems, and integrating multiple information technology systems.

Experience in Health and Human Services Program Management	14 years

Pat has national level experience with Medicaid and Health and Human Services programs. He is a frequent speaker at national forums including: HCBS conference, MMIS Conference, CMS Forums, American Public Human Services Association, and The National Association of State Directors of Developmental Disabilities Services Annual Conference. Pat is currently the Deloitte Consulting State Health Care leader.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	20 years

In his roles as Project Manager and Project Principal, Pat has led the teams responsible for the design, development, construction and implementation of the systems. He has participated in the initial requirement sessions with key stakeholders from each program office. Pat has also led implementation teams, coordinating design and implementation of system wide changes.

Education, Qualifications and Training:

- Master of Science in Industrial Administration (MBA), Carnegie Mellon University, Pittsburgh, PA, June 1996
- Bachelor of Arts, Lafayette College, Easton, PA, December 1989

Detailed Experience:			
Program/Project:	Pennsylvania Department of Public Welfare Implementation of Home and Community Services Information System (HCSIS)	Date	07/2000 – Present
Role:	Project Principal, Project Manager, Deputy Project Manager		

As the Project Principal, Pat works closely with key stakeholders throughout Commonwealth including the Department of Public Welfare, County staff, and providers to understand their needs. Pat's responsibilities are to lead the team responsible for the design, development, construction and implementation of the initial HCSIS application. In his role, Oversaw the initial creation of the technical architecture, application architecture, documentation, coding standards, program skeletons, and procedures for the HCSIS system. During his 10 years working on the HCSIS project, Pat has overseen the implementation of 17 HCBS programs and Waivers into the HCSIS system

Program/Project:	Pennsylvania Department of Health NEDSS Project	Date:	06/2009 – Present
Role:	Project Principal		

PA-NEDSS is a series of complementary Web-based applications used by the public health and medical staff of Pennsylvania for disease reporting, disease surveillance, and case management. In support of the NEDSS initiative, the Bureaus of Epidemiology, Communicable Disease, Family Health, and Community Health were combined to integrate legacy disease surveillance mechanisms and paper-based reporting for 60+ conditions within the Infectious Diseases, Vaccine Preventable Diseases, HIV/AIDS, Sexually Transmitted Diseases, Tuberculosis, and Lead Poisoning program areas. As the Project Principal, Pat is responsible for overseeing the activities of the maintenance and modifications of the PA NEDSS system. He is working with the Department of Health to create a transition strategy of the NEDSS system to the state team. Additionally, Pat participates in leadership and governance meetings.

Program/Project:	Pennsylvania Department of Public Welfare Early Learning Network	Date:	07/2007 – 01/2010
Role:	Project Principal		

Pat oversaw the creation of a high level functional model of the Early Learning Network System including a build versus buy analysis. He assisted in the stakeholder engagement strategy and creation of a deep dive engagement strategy. As the Project Principal, Pat worked with key stakeholders in the design of the Early Learning Transactional and Reporting Systems. He also participates in leadership in governance meetings.

Program/Project:	MA Department of Developmental Services	Date:	07/2004 – Present
Role:	Project Principal		

As the Project Principal for the Massachusetts HCSIS system, Pat assisted DDS in creating enterprise vision and integrating multiple information technology systems. Pat guided the Deloitte team as they implemented new quality processes related to tracking health outcomes, incident management and investigations. Additionally, he met with providers and stakeholders to assist in stakeholder adoption of new processes and technologies. Pat is currently assisting DDS in supporting further enhancements to the HCSIS system including provider registration, licensing and the incorporation of 3 new waivers.

Program/Project:	Pennsylvania Department of Public Welfare Pennsylvania Master Provider Index	Date:	05/2001 – 06/2004
Role:	Project Advisor, Project Manager		

The Pennsylvania Master Provider Index project was the creation of business rules and technology solution to support a single provider identifier for Department of Public Welfare providers. As the Project Advisor and Project Manager, Pat was responsible for assisting in facilitating the original visioning sessions with key department executives. He participated in the initial requirement sessions with key stakeholders from program offices which created the structure on which MPI was constructed. Pat served as the Project manager for the implementation of MPI Release 1, responsible for overseeing the design validation, construction, testing and acceptance of the first release of MPI. Additionally, he was a member of the MPI steering committee.

Program/Project:	Delaware Department of Health and Social Services	Date:	06/1996 – 07/2010
	Delaware Client Information System (DCIS-II)		
Role:	Project Principal, Project Director and Track Manager, Deputy Project Manager		

Pat served the Delaware Client Information System (DCIS-II), a large-scale automated public assistance system, in multiple capacities. He was responsible for the statewide rollout of the DCIS II application. Pat supervised the successful implementation of 30 major enhancements to the system. He also provided guidance to the technical and production support teams. As the Track Manager and Deputy Project Manager, Pat led a team of analysts in the implementation of automating complex policy decisions in DCIS II. He was responsible for Coordinating the design and implementation of system wide design changes. Pat also designed DCIS II's interfaces with the MMIS subsystem and the buy-in process.

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Michele (Mick) Keller

Current PA DPW EXPERIENCE

Number of Years with Deloitte:	10 years	Number of Years Serving DPW:	10 years	Similar Experience:	PA, MN
Responsibilities	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	24 years

Mick is a Director in Deloitte's Pennsylvania Public Sector practice and has over 24 years experience working with Pennsylvania clients. Her experience is focused in Information Technology and addressing business needs of the Commonwealth. Prior to joining Deloitte where she works with Commonwealth agencies on technology implementations and change management, and leadership activities, she owned a Pennsylvania-based Woman Owned Business (WBE). Her company provided a staff of technical resources to many agencies within the Commonwealth. Her experience prior to owning her business consisted of providing technical and consulting services to Pennsylvania as an IBM employee

Experience in Health and Human Services Program Management	10 years

Mick has been a part of the Deloitte DPW team for the past 10 years most recently as the Project Manager on the integrated Client Information System (iCIS). She has over 20 years of experience in Public Sector consulting, project management, technical, sales and business experience developing solutions to meet the needs of the Commonwealth of Pennsylvania agencies. Mick has profound knowledge of the business and operational models in place in Pennsylvania as well as in other states. While serving DPW Mick has gained hands on experience and knowledge in the implementation of OIM administered eligibility programs – Cash, TANF, Food Stamps, Medicaid and Long Term Care.ied Project Management Professional (PMP).

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	10 years

Mick recruited and managed team of consultants to plan and execute system acceptance testing effort and develop and execute training and implementation strategy for CCMIS. Created Acceptance Test Plan, developed training materials, conducted training and manage client staff through development and execution of approximately 1200 test scenarios. Conducted business process analysis to identify impact areas to 59 county agencies who administer child care in Pennsylvania. Analyzed alternative training approaches to develop a strategy that would meet client requirements given budget restrictions. Developed eLearning/ILT training strategy and a phased implementation rollout strategy for approximately 1,200 staff.

Education, Qualifications and Training:

- Bachelor of Science, Business Administration- Shippensburg University, Shippensburg PA, 1983
- Project Management Professional (PMP)

Detailed Experience:

Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare, integrated Client Information System	Date	04/2001 – Present
Role:	Manager System Enhancement and related system initiatives; Testing & Implementation Manager		

Recruit and manage resources that develop, test and implement major system enhancements that will enhance the existing Client Information System (CIS), eCIS, and COMPASS.

Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare, Child Care Management Information System (CCMIS)	Date	1/2003-11/2003
Role:	Testing & Implementation Manager		

Recruited and managed team of consultants to plan and execute system acceptance testing effort and develop and execute training and implementation strategy for CCMIS. Created Acceptance Test Plan, developed training materials, conducted training and manage client staff through development and execution of approximately 1200 test scenarios. Conducted business process analysis to identify impact areas to 59 county agencies who administer child care in Pennsylvania. Analyzed alternative training approaches to develop a strategy that would meet client requirements given budget restrictions. Developed eLearning/ILT training strategy and a phased implementation rollout strategy for approximately 1200 staff.

Program/Project or Previous Employer:	Early and Periodic Screening, Diagnosis and Treatment – EPSDT (PA's Children's Healthcare Program)	Date	11/2000 – 3/2001
Role:	Strategy Consultant		

Created a strategy to improve the Children's Healthcare program for Pennsylvania children. Analyzed current business processes, organizational design and tools and developed strategy that recommended five distinct projects to achieve short and long term objectives leading to improved health care for needy children in the Commonwealth. Worked with client and stakeholder groups to gain concurrence and approval to implement the proposed projects. Completed EPSDT form redesign project and initiated business process redesign project.

Program/Project or Previous Employer:	Financial Institution Data Match (FIDM) Program	Date	7/2000 – 10/2000
Role:	Outreach Consultant		

Developed communication and training materials and conducted outreach activities to financial institutions to support Pennsylvania's Financial Institution Data Match program. FIDM was a new initiative to identify delinquent child support payers and capture unpaid child support payments.

Program/Project or Previous Employer:	Information Technology, CompuSpirit, Inc	Date	6/1996 – 5/2000
Role:	Business Owner		

Managed a Pennsylvania business that provided technical design and infrastructure support services primarily to the Pennsylvania Commonwealth agencies. Set overall company direction and policies. Determined company financial strategy, profit objectives and marketing strategy. Made personnel hiring and termination decisions. Developed, designed and implemented solutions to meet client requirements for LAN/WAN environments. Managed staff that provided ongoing installation support services for network hubs, routers, telecommunication connectivity, servers and user workstations to multiple offices across the Commonwealth of Pennsylvania.

Program/Project or Previous Employer:	IBM	Date	11/1983 – 5/1996
Role:	Systems Engineer, Marketing Representative, Consultant		

Developed and presented personal computer hardware, software and networking solutions to largest IBM customers. Developed and maintained customer relationships resulting in high customer satisfaction ratings. Organized and presented quarterly customer seminars. Led IBM technical team and subcontractors as Project Architect to successfully complete implementation of multi-location wide/local area networks for Commonwealth of Pennsylvania clients. Provided technical support for customers in central PA on personal computer hardware, software and local area networks. Trained over 400 customers on IBM software and networking products. Responsible for development and implementation of a business systems plan to automate the IBM Mechanicsburg Publications Distribution process.

Michael Kravanis, System Analyst

Number of Years with Deloitte:	1 year	Number of Years Serving DPW:	11 years	Similar Experience:	PA
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	11 years

Supply experience for the resolution of user support requests for the IV-A interface, case intake, paternity establishment, order establishment, guideline calculations, medical insurance, and case closure. Plan and prioritize modifications for the case management subsystems, manage the required application modifications, provide quality assurance of modifications, and provide deployment support for the implementation. Effectively analyze and resolve over 700 data changes requests a year. Provided on-call support of the batch processing for the PACSES mainframe batch for over 10 years together with the mentoring of new batch support personnel.

Experience in Health and Human Services Program Management	11 years

System design and application development experience for the PA child support enforcement system (PACSES) with experience in the case management subsystems including case intake, paternity establishment, order establishment, guideline calculations, medical insurance and case closure. Lead functional and technical specialist for the maintenance and performance enhancements of the IV-D/IV-A interface between the Client Information System (CIS) and PACSES. Automated the case closure and order modification process in PACSES virtually eliminating the amount of time required by users to complete the modification of cases.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	15 years

Provided system development across the SDLC including requirements, general system design, detailed system design, development, integration, testing support, and deployment. Facilitate joint application design sessions for general and detail system design and create the associated deliverable artifacts per PMO standards. Michael has led portions of the design and development for multiple PACSES enhancement work orders including PTS Phase II, Automated Case Closure, CHIP interface, Employer Enhancements, and Medical Support Enhancements. Identified and resolved system defects and improved perform enhancements in over 100 PACES application programs.

Education, Qualifications and Training:

- Computer System Programmer Specialist training, USAF, Nov 1995 – Mar 1996

Detailed Experience:			
Program/Project or Previous Employer:	PACSES	**Date**	09/1999 – Present
Role:	Business Analyst and Senior COBOL developer		

Provide system development across the SDLC including requirements, functional specs, design, custom development, integration, testing, and deployment. Provide maintenance of the existing PA child support system (PACES) including regular monitoring of the interfaces with the Client Information System (CIS) for the purpose recouping IV-A support expended. The lead analyst for the Paternity Tracking System (PTS) application. Identify and resolve system defects and analyze and improve the existing system's performance. Supply knowledge for the case management team including the subsystems of case intake, paternity establishment, order establishment, guideline calculations, medical insurance, and case closure. Provide on-call support of the batch processing for the PACSES mainframe. Plan and prepare technical

reports, system documentation, and instructional documentation.

ENVIRONMENT: Unisys 1100/2200, UCS COBOL, Unisys RDMS-1100/DMS-1100, Executive Control Language (ECL), SQL(RDMS), IPF, QED, VISIO, MS-OFFICE, eQuate, SUPPORT MAGIC, SSRS 2008, Enterprise Architect (EA).

Program/Project or Previous Employer:	US Air Force	Date	11/1995 – 09/1999
Role:	Communications Systems Programmer		

Responsible for the overall maintenance, management, and control of approximately 100 COBOL automated base-level supply programs including their related reusable procedures, subroutines, and online transaction screens. Maintain and code over 400,000 lines of COBOL and DML source code used at 100 major Air Force installations and 250 Air Force Reserve, Air National Guard and forward operating locations for the Standard Base Supply System (SBSS). Direct the onboard training of Communication System Programmers.

Environment: Unisys 1100/2200, Unisys DMS-1000, UCS COBOL, ECL, IPF, VISIO

Matthew C. Mardorff, System Analyst

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	5 years	Number of Years Serving DPW:	7 years	Similar Experience:	PA
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	9 years

Matthew has 9 years of information technology experience in multiple roles including leading the planning, implementation, testing, and training on both public sector and financial industry projects. Matthew has especially direct experience in Data Warehousing and reporting focusing on business analytics. He is currently the analytics team lead for the HCSIS project.

Experience in Health and Human Services Program Management	7 years

Matthew has served on the HCSIS project as a trusted business advisor to multiple programs within the DPW for the past 7 years. During this time he has assisted multiple program offices as they implemented the system and has led several identities focusing on using information to better manage their programs. Matthew has also acted as a subject matter expert on HCSIS system changes because of his understanding of both Medicaid Waivers and the HCSIS system.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	9 years

Matthew has spent the last 9 years focusing on System Design, Transfer, Development, Implementation and Operations for large multiple program/department systems. Some of the roles Matthew has held relating in this area include Implementation Lead on a large financial services transformation project, Testing Manager on the HCSIS Project, and Data Warehouse Business Lead on the HCSIS project.

Education, Qualifications and Training:

- Bachelor of Science in Business Administration, MIS and Marketing, University of Pittsburgh, Pittsburgh PA, 12/2001
- Cognos 8 Report Studio, Analysis Studio, Mertics Studio Feb. 2005

Detailed Experience:			
Program/Project or Previous Employer:	DPW HCSIS	**Date**	07/2009 – Present
Role:	HCSIS Analytics Team Lead		

In his role as HCSIS Analytics Team Lead Matthew is responsible for supporting client requests for ad hoc reporting and analytics, producing project reporting relating to system metrics and implementation performance, working with and providing insight to the data warehouse team, and developing strategic reports to help the program offices develop overall analytics and information delivery strategies. In this role, he is responsible for overseeing a team of three analysts and consultants plus one development resource.

Program/Project or Previous Employer:	DPW HCSIS	Date	08/2008 – 07/2009
Role:	HCSIS System Subject Matter Expert		

In his role as a HCSIS System Subject Matter expert, Matthew was responsible for providing guidance to the application development and implementation teams in each phase of the SDLC; in particular requirements and general system design phases. He was responsible for attending requirements and GSD sessions and providing insight on past lessons learned and for reviewing and providing comments on documentation relating to the SDLC.

Program/Project or Previous Employer:	DPW HCSIS	Date	07/2007 – 08/2008
Role:	HCSIS Testing Manager		

In his role as HCSIS Testing Manager, Matthew was responsible for managing integration, user acceptance, regression, and load testing for the HCSIS application. In addition, he managed a team of six to twelve testing resources and analyzed requirements, general and detailed system design documents, and reviewed and validated test scenarios created by the testing team based on these documents. He also oversaw the conversion of HCSIS regression testing scripts from WinRunner to OTP (Quick Test Pro) and was the HCSIS quality lead for CMMI (Capability Maturity Model® Integration) Level 3 Certification.

Program/Project or Previous Employer:	HCSIS DPW	Date	07/2006 – 07/2007
Role:	HCSIS Data Warehouse Business Lead		

In this role, Matthew managed the requirements process, implementation, end-user training, training materials development, and testing for the HCSIS Data Warehouse. He also worked closely with the client to develop key program metrics and assist them in using these metrics to define Data Warehouse business requirements and acted as an advisor to project management and program office executives on reporting and program metrics. In addition, he led the HCSIS Data Issue Resolution Team (DIRT) in identifying and correcting HCSIS data issues that result in accurate reporting.

Program/Project or Previous Employer:	HCSIS DPW	Date	08/2005 – 07/2006
Role:	HCSIS Data Warehouse Implementation Specialist		

In this role, Matthew assisted OSP and OMAP in determining requirements for HCSIS enhancements, monitored and reported on OSP claim payment statistics, assisted OSP in business process redesign, provided second level support to OSP and OMAP related to claim processing issues, oversaw the development and enhancement of OLTL HCSIS training documents, and oversaw the requirements gathering process for HCSIS Data Warehouse release 4.0.

Program/Project or Previous Employer:	HCSIS DPW	Date	09/2003 – 08/2005
Role:	HCSIS Implementation Specialist		

While in this role, Matthew managed a team of OSP data entry personal during the data load of approximately 5,000 consumer records and 14,000 provider contracts into the HCSIS system, created a database used during data load to enter data as well as track data entry progress, assisted OSP in determining requirements for HCSIS enhancements, monitored and report on OSP claim payment statistics, oversaw the OSP HCSIS pilot phase two roll out, trained OSP staff in claims resolution, created and revised

the OSP HCSIS implementation plan, created add hock queries against the PROMISe data warehouse to determine OSP claim issues, researched OSP claim issues and determined HCSIS related claim resolution procedures, created an Access Database used by the PA Office of Social Programs to communicate HCSIS related claim issues with providers, and was personally responsible for training approximately 200 OSP HCSIS users as part of HCSIS statewide rollout.

Program/Project or Previous Employer:	Mellon Financial Corp. TCOP Project	Date	07/2001 – 05/2003
Role:	Implementation Team Lead		

In this role, Matthew managed an installation team during nightly migrations, assisted in scheduling and resource allocation for migrations, supervised actual migration of over 3,000 PCs, acted as technical support for any problems during migrations, reviewed information for each group prior to migrations, facilitated the completion of any uncompleted tasks, met with the business unit on the day of migration and answered any outstanding technical questions, supervised the installation of over 1,000 different applications, assisted in creation of project plan for the overall project as well as a project plan template that was used for each business unit's migration, coordinated migration activities for approximately 1,200 end-users to Mellon's new Customer Service Desk, acted as the central point of contact between business units that were being migrated and TCOP (Total Cost of Ownership) project team, prepared groups to be migrated by, ran BindView reports to find space and rights assignments in Novell, reviewed applications used by each business unit to be migrated, and worked with scripting software testing and the scripting lab to check for Windows XP compatibility, prepared information for the installation team to make sure correct software and hardware components as well as user rights were reapplied to post migration, created documentation used to train data collectors on how to gather information needed for migrations of user's desktops, and managed a team of eight data collectors during the data collection portion of project.

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Lot 6
for
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Deloitte

Ujjwal P Mittal, Application Team Lead

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	2 years	Number of Years Serving DPW:	2 years	Similar Experience:	PA

Responsibilities:	See *Section 8.4* for responsibilities by role.

Experience Providing Information Technology Support and Services	21 years

I am highly skilled professional with a broad-range of experience in developing and managing technology and business process solutions projects. I am recognized as a versatile leader with hands-on experience in strategic technology planning, implementation, business integration, and organizational change Also I am process savvy, can provided Leadership and lead by example, self motivated, strong customer support attitude, problem solving and organization skills along with understanding of business market trends and current technology matrix. My creative, imaginative, investigative, tradeoff analysis skills help me in providing practical use of technology for customer centric solution.

In over 21 years of experience, I have 9 years of .NET experience in web, windows, smart client, remoting, ASMX web services, WCF web services, Framework 1.0, 1.1, 2.0, 3.0, 3.5 and 4.0 experience, WPF/Expression Blend

Experience in Health and Human Services Program Management	2 years

Working with PA Child Support and Enforcement System, I have broad understanding of both Open System and legacy mainframe system. My past experience working as Oracle DBA has helped me identify performance issues and tuning solution for the same. My experience in competitive technologies like .NET and Java, helped me in creating a easier solution to integrate MF database with Open Systems in real time; use of Oracle Text Search, Rich Client interface for applications and dashboard.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	12 years

Past experience as Oracle DBA in organization like Bechtel, ERP implementation projects with Oracle and KPMG, CTO and product from idea to design, development, sales and support, in .NET and Java, Large System architecture, working with distributed applications with rich client interface, management dashboard design and development, data analysis for federal government projects, PMI training, project execution planning skills, have given me the capability for system design, transfer from legacy to ERP and open system solutions, change management and implementation and operational support along with system integration.

Education, Qualifications and Training:

- Bachelor of Engineering, University of Roorkee, Roorkee, UP – India – 1990
- PMP – MyProjectAdvisor Training
- UML Modeling using Enterprise Architect
- Certificate in Oracle 9iAS Administration from Oracle University
- Certificate in Oracle 7.x DBA I & II, Forms 4.5, SQL/PLSQL
- PA DSF by PPT (now Cimbrian)

Detailed Experience:			
Program/Project:	PACSES	**Date**	06/2009 – Present
Role:	Open System Architect		

- Provided the Open System Vision
  - Real Time Mainframe Connectivity
    - JBOSS Java web services for RDMS and DMS using EJB3 web services for direct access to data
    - DMS screen scrapping using equate API for access to existing business logic
    - Windows Services Sync framework to synchronize data from RDMs tables to Oracle database in Open System
  - Technology Leadership: .NET technologies – WPF/Silverlight/Caching infrastructure using Shared cache/Appfacric/Clickonce
  - Database Concepts: Oracle Text Search, Batch Queries tuning Web Application performance for data paging using spatial caching technique
- Management Dashboard and KPI integration
  - Child Support KPI dashboard – at state level for all 50 U.S. states for Directors and Managements using WPF, "What if analysis" and trends of KPI for each of the states, Silverlight dashboard for county directors for KPI and county level trends, Program progress management and effectiveness integration with KPI, BI and **Predictive Modeling with Data Visualization**
- Application Performance Improvements
  - Caching and Application performance
  - Batch performance improvements using delta and sync instead of truncate and load full tables
- Adobe LiveCycle and Integration
  - Deployment of LiveCycle Servers and configuration support for the modules
  - Modernization of Legacy Systems for forms generations
- Technical
  - Code Generation and Code Quality
    - From Oracle Stored procedures to WCF – completed code generation for WCF web services including support for object and data caching

Program/Project:	Pennsylvania Municipal Retirement System	**Date:**	10/2008 – 05/2009
Role:	Senior Consultant		

- Provide Oracle DBA support to PMRS
  - Oracle 10g with Data Guard, Enhance Backup scripts, Performance Tuning – Improved the process for batch operations from average 4 min to less than average 5 seconds, Batch process automation using .NET windows forms application to execute batch job for multiple employers – multi-threaded application (use CPU count to run one thread per CPU)
- Provide Crystal Report Automation by Developing
  - .NET WPF application in 3.5/c#/ODP.NET/Instant Client, Deployment using NANT and ClickOnce, Use Enterprise Lib (BoSCoE) standards, Oracle 10g /MS access as backend databases, Automate the reports creation for each member (year end statements (approx 11,000), Automate the reports creation for Employer (approx 900), Linking reports to employers and members in database - .net to BLOB records create and update in Oracle 10g using ODP.NET
- Project Highlights: More than 900 employers and 12000 members multiple reports
  - Saved the Manpower for creating reports one by one manually to fully automate the **crystal reports** (In year 2007 approx more than 2 man months – duration of over 2 months of effort reduced to less than 15 min)

- Saved the manpower for saving the reports in DB for each member and employer one-by-one (In year 2007 approx more than 2 man months – duration of over 4 months of effort reduced to less than 30 min)
  - Reports are saved in PDF format and Saved the License and management cost **for Crystal Report enterprise server (over $100,000)**
  - Multiple database connection in report to be automated to modify database logon programmatically
- Provide Technical Support to Web Initiative for Line of Business (LOB) - CAPS Application for PMRS
  - Installation and testing support
  - ESF Deployment planning
  - Data Synchronization strategy
- Provide Technical Support to Web Initiative PMRS Web site in .NET
  - In this project I am also responsible for developing **extension to Enterprise Library 4.1 for ODP.NET** to use specific features related **to ref cursor, associative arrays** etc. (Code level understanding of DAAB, Provider Model, Factory, Configuration, use of Unity application block, PIAB etc.) **Code Smith templates for developing DAL and Web services** for custom stored procedures for LOB third party application, based on the meta data about Stored Procedures.

Program/Project:	Election Night Return – Department of State	Date:	11/2007 – 12/2008
Role:	Architect		

This project supplements the functionality for main SURE Project and adds some of the new functionality for County Election workers and Citizen's of Commonwealth of PA. This application has two main components Web (Public View) & Windows (Entity View).

- Experience with new BoSCoE enterprise library, Performance monitoring of application using different timers, Working experience with third part UI controls like Infragistics, Dundas for web and windows, AJAX framework from Infragistics, Nlog Diagnostics
- Experience with SQL tuning, Database modeling for OLTP and Data Mart, Understand Application and Infrastructure Security challenges with .NET and IIS for windows and web applications, Experience with deployment using NANT and ClickOnce, Understanding for IIS server monitoring and testing, Application unit testing, load testing using open source tools like web load, jMeter etc., Log analysis and reporting for various logs, Team mentoring and player: I have provided guidance and played many roles in team, Architect, Developer, Customer Support, Issue Resolution, and Project Management to many teams.
- Statewide ENR calculation for results – performance improvement by query performance tuning - from over 20 sec to less than 1 sec,
- Performance Tuning Analysis for many different business processes e.g. logon process, data entry process for VRMA testing web services for functionality and load for specific methods using custom multi-threaded applications, Benchmarking on Web services in ASMX and SVC mode
- All level support, from code to end users, resolved issues related to client infrastructure, and created a new performance deployment process in server farms in one click, performance improvement through process re-engineering and code re-engineering,
- Team Mentoring for SCSF, WCF, provide support and issue resolution related to servers, code, process, promote team learning and member backups for tasks
- Code Smith Templates for SQL server to create ASMX, WCF – wsHTTP and webHTTP (Rest style) for stored procedures in a single click

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Shahid Raza, Certification Lead

# of years DPW Experience	.1 years	# of years with the following DPW system:	.1 years Pelican Provider Certification	# of years IT experience	8 years

Responsibilities:	See *Section 8.4* for responsibilities by role.

DPW Experience Summary:

Shahid Raza has recently joined the Pelican Provider Certification Team. Although, relatively new to the team, Shahid brings with him a wealth of Health and Human Services knowledge and experience. He has spent his career serving our Health and Human Services clients in multiple states. As a senior Health and Human Services and technology professional, Shahid is uniquely positioned to leverage his past knowledge and experience of child welfare systems to not only successfully manage the provider certification maintenance team but also lead the Enterprise Provider Certification work order.

Prior Experience Summary:

Shahid is a senior technology professional with eight years of Health and Human Services experience. He focuses his efforts on the development, maintenance and implementation activities of custom Web-based applications. He leverages his strong technology skills with his significant HHS experience to learn the client's business quickly, along with his broad understanding of the full system development life cycle, to support our client's successful implementation of mission critical information systems. Over the years, Shahid has served our HHS clients in the States of Indiana, Arizona, California, Tennessee, the District of Columbia, and most recently the Common Wealth of Pennsylvania.

Education Background:

- Bachelor of Science – Management Information Systems, Rensselaer Polytechnic Institute, Troy, NY June 2002

Detailed Experience:			
Program/Project:	Pelican Provider Certification	**Date**	07/2010 – Present
Role:	Maintenance and Work Order Lead		

As a maintenance and Enterprise Certification work order lead, Shahid will work closely with OCDEL program managers to provide timely resolution of production issues to confirm smooth operations. Shahid will also work closely with the OCDEL and ODP program manager to gather requirements, and design the enterprise certification system.

Program/Project:	HHS NextGen	**Date:**	12/2009 – 06/2010
Role:	Deputy Project Manager		

Shahid served the role of onsite deputy project manager for this development effort. In his role as the deputy project manager, Shahid lead a team of 5 designers and developers through multiple phases of System Development Life Cycle. Shahid played an instrumental role in performing and leading a functional analysis exercise of multiple SACWIS solutions and Integrated Eligibility solutions to effectively design the NextGen SACWIS solution. The successful delivery of this project required resource management, issues/risk management, schedule management, cost management, and tight coordination among multiple cross functional project teams and technology vendors.

Program/Project:	Tennessee Family and Child Tracking System	**Date:**	05/2008 – 11/2009
Role:	Deputy Project Manager		

Shahid was the deputy project manager for this development effort. In his role as the deputy project manager, Shahid lead a team of 7 designers and 30+ developers through each of the phases of the System Development Life Cycle to successfully deliver the project on time and on budget. The successful delivery of this project required project planning, client management, resource management, issues/risk management, schedule management and tight coordination with the client and direction of onsite/offshore design and development teams.

Program/Project:	FACES.NET – District of Columbia	**Date:**	07/2007 – 04/2008
Role:	.NET 3.0 Upgrade Lead		

Shahid was the application lead for this development effort. In his role as the application lead, Shahid lead a team of 14 developers throughout each phase of System Development Life Cycle to successfully deliver the upgrade project on time. The successful delivery of this project required project planning, resource management, tight coordination with the client and direction of onsite/offshore development teams.

Program/Project:	FACES.NET – District of Columbia	**Date:**	04/2006 – 06/2007
Role:	Application Lead		

Shahid was the application lead for the District of Columbia's SACWIS application – FACES.NET - maintenance and enhancement project. In his role as the application maintenance and enhancement lead, Shahid worked with a team of 10+ developers to deliver monthly application builds. Shahid's team was split between onsite and offshore.

In his role as the application maintenance and enhancement lead, Shahid worked with the client and end users to lead JAD sessions to gather requirements and prepare design documents. Using these design documents Shahid led application development and integration testing. Shahid also supported the client during the UAT and implementation phases of the project Summary of role on project.

Program/Project:	FACES.NET – District of Columbia	**Date:**	05/2005 – 03/2006
Role:	Team Lead		

Shahid was a team lead during initial development of the FACES.NET application. In his role as a team lead, Shahid was responsible for coordinating the development effort of approval functionality in the FACES.NET application. This involved the integration of a third party workflow engine (SKELTA) into the core application.

Shahid was responsible for leading the development team throughout each phase of the Systems Development Life Cycle to deliver the upgrade project on time. This additionally involved working with the client to support them during UAT.

Shahid also assumed the role of go-live lead. In this role he was responsible for working with the application team, the client management team, the client's technical team and District of Columbia's Office of the Chief Technology Officer to deploy and host the application for production use Summary of role on project.

Program/Project:	FACES.NET – District of Columbia	**Date:**	01/2005 – 05/2005
Role:	System Analyst		

Shahid was the systems analyst responsible for the evaluation of Service Oriented Architecture and it is applicability in a SACWIS application. Shahid worked with offshore development resources to create a proof of concept that was later incorporated into the parent FACES.NET application.

Program/Project:	One-e-App – California Health Care Foundation	**Date:**	12/2002 – 12/2004
Role:	System Analyst		

Shahid was a systems analyst involved in each phase of the Systems Development Life Cycle. Shahid was responsible for analyzing, designing, and leading the development team to deliver the project on time.

Shahid was also responsible for developing two interfaces for the application: a batch interface and a real time data transfer interface between State and County systems. Further, Shahid was responsible for providing production support for each of the three counties. Summary of role on project.

Program/Project:	Health-e-App – Arizona	**Date:**	02/2004 – 12/2004
Role:	Application Manager		

Shahid was the application manager in the customization of the Health-e-App system. Shahid assumed a lead role in the Rapid Application Design (RAD) sessions to design and validate modifications required to meet the emerging business operations, policies and procedures in Arizona. Shahid led development efforts on enhancing Health-e-Arizona to include new county administered health care programs such as HealthCare Connect. Concurrently, Shahid was responsible for production support, system testing, knowledge transfer, and implementation.

Program/Project:	Health-e-App - Indiana	**Date:**	08/2002 – 12/2004
Role:	System Analyst - Application Manager		

Shahid was a systems analyst during the development phase of this project. In his role as an analyst he was responsible for designing, developing, and implementing the document management solution using Cardiff Teleforms (OCR fax software), and Castelle FaxPress Server. Shahid also took the lead role in developing management reports for the Ind-e-App application. Further, Shahid served the role of testing and QA lead during the User Acceptance Testing phase.

After implementation, Shahid was engaged as the application manager in the customization of the Ind-e-App system. In this role, Shahid lead Rapid Application Design (RAD) sessions to design and validate the new modifications required to meet the emerging business operations, policies and procedures in Indiana. Using these design documents Shahid led the development efforts on enhancing Ind-e-App to include disposition of programs such as Hoosier Healthwise (county administered health care program). Concurrently, Shahid was responsible for providing production support, and knowledge transfer.

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Luis Santiago, Application Team Lead

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	13 years	Number of Years Serving DPW:	2 years	Similar Experience:	PA

Responsibilities:	See *Section 8.4* for responsibilities by role.

Experience Providing Information Technology Support and Services	13years

Luis brings significant experience providing Information Technology Support services. He has 13 years experience providing provided full system development life cycle management and delivery for large-scale and complex application development and integration efforts. This includes activities to support IT project management, application initial development and maintenance, and production and operations support.

Experience in Health and Human Services Program Management	2 years

Luis has worked providing technology solutions to Health and Human Services for the last 2 year. In particular, Luis has worked with the Office of Child Development and Early Learning (OCDEL) to gather requirements, design, develop, test and implement a financial module, in HCSIS, for their Infant Toddler and Preschool Programs.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	13 years

For 13 years, Luis has been actively involved in the management and delivery of large-scale, custom-developed applications supporting a variety of clients. This includes executing each stage in the system development life cycle from requirements gathering through system implementation as well as managing across the whole life cycle for multiple application releases. He has lead requirements gathering and system design efforts for applications supporting activities ranging from workforce development (PRDOL) to managing the maintenance activities for a custom developed application for a state transportation department (.CENTRIC). Most recently he has managed the full System Development Life cycle for two initiatives for the HCSIS application.

Education, Qualifications and Training:

- Universidad Interamericana de Puerto Rico - Bachelor of Science (Computer Science)

Detailed Experience:			
Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare/HCSIS	Date	02/2009– Present
Role:	Initiative Lead		

Responsible for managing a 4-people technical team through the Software Development Life Cycle (SDLC) for a custom development initiative to redesign and enhance the financial management module for one of the program offices that utilized the HCSIS application. This required managing that activities and deliverable creation around the requirement gathering, general system design, detailed system design and testing phases.

Program/Project or Previous Employer:	Pennsylvania Department of Transportation/.centric	**Date**	07/2008 – 01/2009
Role:	Application Maintenance Manager		

Responsible for the maintenance of the application, including, managing an 8 - people business and technical team that is in charge of planning, designing, developing, testing and deploying the **.centric** application. This required managing each phase of the Software Design Life Cycle for the enhancements and defects that where included in each new release of the application.

Program/Project or Previous Employer:	Pennsylvania Department of Transportation/.centric	**Date**	11/2006 – 06/2008
Role:	Development Lead for Financial Management		

Responsible for managing a 5 - people technical team in charge of developing the financial administration module for the **.centric** application. This required administering the day to day activities of the development team as well as assigning work and tracking progress against the development plan.

Program/Project or Previous Employer:	Pennsylvania Department of Labor and Industry/CWDS	**Date**	05/2006 – 10/2006
Role:	Testing Manager		

Responsible for the development of the testing plan for the first release of the Commonwealth Workforce Development System.

Program/Project or Previous Employer:	Administrative Office of the Pennsylvania Courts	**Date**	04/2004 – 04/2006
Role:	Maintenance Lead		

Responsible for managing a ten member development team. This required researching, analyzing, assigning and testing incidents that the users found while using the application. Other responsibilities include assisting the migration and data team leads in resolving issues that affected the application, providing Status Reports to engagement management of tasks completed, serving as knowledge lead for the Accounting module and performing regression testing to the fixes to be deployed.

Program/Project or Previous Employer:	Administrative Office of the Pennsylvania Courts	**Date**	04/2003 – 04/2004
Role:	Design and Development Lead		

Responsible for coordinating and leading the design and development teams. The design activities included leading and arranging functional and technical design meetings, preparing detailed design documentation, creating GUI designs and assisting in the database design. The development activities included leading the development team to complete the creation of the Accounting module that included a presentation, middle and backend tier, responsible for the integration, white box and black box testing

Program/Project or Previous Employer:	Administrative Office of the Pennsylvania Courts	Date	02/2002 – 03/2003
Role:	Design Analyst		

Responsible for preparing, participating and documenting requirements sessions. Capture requirements using Rational Rose. Also part of the design team. The design activities included participating and arranging functional and technical design meetings, preparing detailed design documentation, creating GUI designs and assisting in the database design.

Program/Project or Previous Employer:	Massachusetts Department of Correction	Date	04/2001 – 01/2002
Role:	Design and Development Lead		

Responsible for the leading the redesign and developing effort for the Intelligence System (INTEL). The design activities included leading requirement gathering and technical design meetings, and producing detailed design documentation. The development activities included leading the development team, responsible for the regression and integration testing and creating the user access to the application

Program/Project or Previous Employer:	Puerto Rico Department of Labor	Date	11/1996 – 12/2000
Role:	Design and Testing Analyst		

Responsible for the creation of help documentation including an online version. Part of the testing team responsible for the creation of testing scripts and their execution. Also was part of the application training team responsible for conducting user training. Part of the implementation team that was responsible for deployment of the roll-out of the application in the PRDOLHR offices across the Commonwealth.

Sundhar Sekhar, Quality Assurance Partner

Number of Years with Deloitte:	14 years	Number of Years Serving DPW:	11 years	Similar Experience:	PA, MA, NH, WI
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	15+ years

Sundhar has over 15 years of experience in delivering large system development projects in the Public Sector; with a focus on providing self-service functionality to citizens.

Experience in Health and Human Services Program Management	15+ years

Sundhar has over 15 years of experience in Health and Human Service (HHS) transformation within state government. He has worked and served in an advisory capacity in more than 10 states around the country. Currently, Sundhar leads the HHS Integrated Eligibility practice nationally and serves as the Lead Client Service Principal for the Department of Public Welfare in Pennsylvania. He is also the Engagement Principal for Integrated Eligibility related initiatives in the states of Massachusetts, New Hampshire, Kentucky, Minnesota and Georgia.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	15+ years

With over 15 years of experience, Sundhar is considered an specialist in application design, development, and implementation. He has demonstrated system transfer skills in several states.

Education, Qualifications and Training:

- Master of Science in Science and Technology Development with specialization in Science, Policy, and R&D Management – Birla Institute of Technology and Science, India
- Software Development Life Cycle, Tata Consultancy Services
- Software Quality Control, IBM
- Case Tool Methodology, Deloitte
- Fundamental Consulting Skills, Deloitte
- Client Server Architecture and Methodology Boot Camp, Deloitte
- Data Warehousing Concepts, Deloitte
- Train for Results, Deloitte

Detailed Experience:

Program/Project:	Pennsylvania Department of Public Welfare HHS IT System Suite	Date	7 years, 2 months
Role:	Lead Engagement Partner		

Sundhar oversees the delivery of the complex programs supported by these systems. Sundhar manages the overall contract, and is responsible for addressing issues, risks, and facilitating resolution on project issues and contract matters.

Program/Project:	Department of Public Welfare, Commonwealth of Pennsylvania Assess to Social Services (COMPASS)	Date:	1 year
Role:	Engagement Partner		

As the Engagement Partner, Sundhar was responsible for the overall client relationship, risk management, quality assurance, and monitoring overall delivery.

Program/Project:	Commonwealth of Massachusetts, Virtual Gateway for the Executive Office of Health and Human Services (EOHHS)	Date:	6 years, 5 months
Role:	Engagement Partner		

As the Engagement Partner, Sundhar was responsible for the overall client relationship, risk management, quality assurance, and monitoring overall delivery.

Program/Project:	State of West Virginia, inROADS Project	Date:	1 year, 6 months
Role:	Engagement Advisor		

Sundhar collaborated with the Delaware COMPASS team and assisted the client with the implementation process by leveraging leading practices across the various COMPASS installations.

Program/Project:	State of New Hampshire, New HEIGHTS Project	Date:	7 years, 1 month
Role:	Engagement Partner		

As the Engagement Partner, Sundhar is responsible for the overall client relationship, facilitating project priorities, overall status reporting and quality assurance.

Program/Project:	Web-enabled Common Point of Access for Social Services (eCOMPASS)	Date:	4 years, 6 months
Role:	Engagement Advisor		

Sundhar was responsible for providing overall guidance in aligning eCOMPASS with the human service direction in the industry.

Program/Project:	Department of Public Welfare - Application for Social Services (COMPASS) Project	Date:	2 years, 10 months
Role:	Project Manager		

In his role as Project Manager, Sundhar was responsible for day-to-day client interaction, delivery management, scope management, work planning, monitoring quality and overall delivery.

Program/Project:	Web-enabled Common Point of Access for Social Services (eCOMPASS)	Date:	3 years, 6 months
Role:	Project Manager		

As the Project Manager, Sundhar was responsible for day-to-day client interaction, delivery management, scope management, work planning, monitoring quality and overall delivery.

Program/Project:	State of New Hampshire, New HEIGHTS Project	Date:	5 years, 2 months
Role:	Project Manager		

As the Project Manager, Sundhar was responsible for managing overall project staff, schedules, client interaction, and relationships.

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Srini Subramanian, Director, Security and Privacy Practice

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	10 years	Number of Years Serving DPW:	10 years	Similar Experience:	PA, India
Responsibilities	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	23 years

Srini has been leading a team of more than 30 technology and security practitioners since 2006, to provide IT Shared Services (ITSS) for the DPW application development projects. The ITSS project provides common technology services in technology domains such as Enterprise Architecture, Database, Security, Middleware and Platform and configuration management. Srini has significant knowledge and experience in implementing complex transformation projects at the Department of Public Welfare. Srini has been part of DPW's Enterprise Architecture transformation to a service enabled enterprise.

Srini specializes in IT Shared Services and leads Deloitte's Security and Privacy services in the State Government sector.

Srini has 23 years of technology experience, has been part of the DPW's Enterprise Architecture transformation. Srini was the Project Manager of the Human Services Network (HNET) project from 2001 – 2005 that helped set the foundation for DPW's technology transformation to a services enabled enterprise. He has successfully delivered a number of engagements in the technology transformation, shared services, information security and innovation.

Srini was the Project Manager of the Commonwealth of Pennsylvania's Business Solution Center of Excellence (BSCoE) that helped set the application development framework, methodology and standards for the PA agencies.

Experience in Health and Human Services Program Management	10 years

Srini was responsible for designing and implementing the Technology Infrastructure to support the application. He managed the setting up of the development, test and production environments and the capacity planning activities.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	10 years

- Solid Project Management skills and a track record of years of successful project delivery
- Significant knowledge of the state sector Technology and Security governance, policy, process and technology experience
- Solid understanding of the technology challenges of a large enterprises. Has assisted large enterprises implement significant technology changes and providing the necessary organizational change leadership insight

Education, Qualifications and Training:

- Bachelor of Engineering Electronics and Telecommunication Engineering – A.C. College of Engineering & Technology, India
- Project Management Professional (PMP)
- Certified Information Security Manager (CISM)
- Certified Information Systems Security Professional (CISSP)
- ITIL V3 Foundation Level Certified
- Member – ISACA
- Member – NASCIO Security and Privacy Sub-committee

- ITIL V3 Foundation Training, December 2009

Detailed Experience:			
Program/Project:	IT Shared Services (ITSS) for the DPW application development projects	**Date**	2006 – Present
Role:	Technology Manager & Project Director		

Srini is leading a team of more than 30 technology and security practitioners who provides common technology services in technology domains such as Enterprise Architecture, Database, Security, Middleware and Platform and configuration management. He has been providing strategic technology advisory services in Enterprise Architecture, technology planning, Security and Privacy, and ITIL adoption. The project received the Computerworld Laureate recognition for IT Shared Services – Security Vulnerability testing in 2010. IT Shared Services also won the NASCIO Award on 2009.

Program/Project:	Business Solutions Center of Excellence (BSCoE) Phase 2, Pennsylvania's Office of Administration, Office for Information technology (OA/OIT)	**Date:**	2005 – 2007
Role:	Project Manager		

Srini led the establishment of the BSCOE for the Commonwealth. BSCOE established the process and technology frameworks for custom application development for the Commonwealth agencies. The project was recognized with the Computerworld Laureate recognition in 2006.

Program/Project:	Pennsylvania's Office of Administration, Office for Information technology (OA/OIT), IPAM Technical Architecture and Roadmap	**Date:**	2008 – 2008
Role:	Project Manager		

Srini led a team of specialists in various disciplines of Identity and Access Management, coordinated the requirements of various agency stakeholders and helped the Commonwealth enterprise with the target architecture and roadmap.

Program/Project:	Pennsylvania Department of Labor and industry (DLI), Enterprise Identity and Access Management	**Date:**	2006 – 2008
Role:	Project Manager		

Srini led the implementation of an enterprise-wide Identity and Access Management (IAM) solution expanding on the foundation architecture set by the DPW CA-Netegrity IAM solution. The project received the Computerworld Laureate recognition in 2007.

Program/Project:	PA – DPW - Human Services Network (H-Net)/Enterprise Process Coordination (EPC)		2001 – 2005
Role:	Technical Manager – 2001 – 2003 & Project Manager – 2003 – 2005		

The Human Service Network (H-Net) project is an initiative within the Commonwealth's Department of Public Welfare to assess the need for coordination and integration across the DPW program offices. H-Net teams facilitated an assessment effort focusing on common business practices, data management and technology & infrastructure. The charter of the T&I team is to bring about enterprise-wide change in the way technology and infrastructure support architecture is approached to help integrate the various applications. As the Technical Manager for the T&I team, Srini managed five technology & infrastructure tracks namely the Unified Security Project, Messaging and Integration Broker, Performance Management Support, Technical Standards and Policies, and Componentware. In addition, Srini facilitated the cross project issue resolutions and assisted the Department in the selection of tools. During the first two years, as the T&I team manager, Srini assisted the Department in making significant strides towards developing and operationalizing enterprise-wide approach in areas including standards and policies definition, collection and adherence.

During the last 24 months, Srini worked as the Project Manager leading a team of Deloitte Consultants that assisted the client in operationalizing and institutionalizing the enterprise standards and approaches across the various tracks. During this time, Srini has assisted the client in instituting the technology governance and standards compliance processes such as the Configuration Management Board, Architecture Review Board.

Program/Project:	PA – DLI, Comprehensive Workforce Development Systems (CWDS)	Date:	2005 – 2008
Role:	Technical Manager		

Srini was responsible for implementing the technical infrastructure and application performance. Srini served as the technology manager for the L&I CWDS project, assisting in the implementation of various components of the DLI enterprise shared infrastructure. He served as the project manager of the L&I Enterprise Identity and Access Management (2006/2007) and the Services Oriented Architecture infrastructure Assessment and Road map project (2007). The L&I IAM project received the Computerworld Laureate recognition in 2007 and the Digital Gov Summit Agency Collaboration award in 2008.

Program/Project:	PA – DPW; Commonwealth of Pennsylvania Application for Social Services (COMPASS)	Date:	2000 – 2001
Role:	Technical Manager		

As the technical manager of the project, Srini was responsible for designing and implementing the Technology Infrastructure to support the application. He managed the set-up of the development, test and production environments and the capacity planning activities. In addition to his role of a technical architect in the COMPASS web design project, Srini was also working with the Office of Information Systems (OIS) of DPW, designing the systems and network infrastructure that will support this and other Internet based applications developed by DPW today and in the future. In addition, Srini provided consulting services to OIS on its Security and Server Infrastructure at an enterprise wide level.

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Sundaravadivel Suguna, Portfolio Coordinator

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	8 years	Number of Years Serving DPW:	7 years	Similar Experience:	WI, VA, PA

Responsibilities:	See *Section 8.4* for responsibilities by role.	

Experience Providing Information Technology Support and Services		17 years

Suguna brings Information Technology Support Services experience that directly matches with DPW's requirements. For 17 years he has provided full system development life cycle management and delivery for large-scale and complex custom development projects that span multiple technology stacks including .NET, legacy mainframe, and COTS product integration. Suguna also brings a wealth of project management, application maintenance, production operations support, and application modifications experience to DPW.

Experience in Health and Human Services Program Management		13 years

Suguna has focused her career on providing technology solutions to improve the efficiency, effectiveness, and accuracy of core Health and Human Service programs, especially in Child Care and Early Learning programs. Suguna has considerable knowledge of the business and operational models in place in Pennsylvania as well as in other states and brings insights into national HHS trends.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations		17 years

Suguna has significant experience providing system design, transfer, modification, development, implementation and operations support. She successfully led the design, development, testing and implementation of a number scale HHS projects including the original implementation of multiple initiatives in PELICAN. Additionally, Suguna has lead and managed the ongoing maintenance of child care systems in Wisconsin and PELICAN.

Education, Qualifications and Training:

- Master of Business Administration
- Bachelor of Physics
- Project Management Professional (PMP)
- Mastering Web Application Development using MS Visual InterDev 6.0
- .NET frame work and application programming
- Java Programming Design and development

Program/Project or Previous Employer:	PELICAN Child Care Works & PA Pre-K Counts Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN)	Date:	07/2010 – Present
Role:	Subject Matter Expert		

As a Subject Matter Expert, Suguna is involved in providing guidance to the team members on program, policy and system solutions. She has an understanding and knowledge of both Federal and State regulations for child care and early childhood programs. In her role as a subject matter expert she helps to confirm that the project provides effective and effective HHS that are client-focused and compliant with federal laws, regulations, and reporting requirements. Suguna works with program office to provide insights in Federal audits, policies and program to Office of Child Development and Early Learning.

Program/Project	Pennsylvania's Enterprise to Link	Date:	03/2008 – 06/2010

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or Previous Employer:	Information for Children Across Networks (PELICAN) – CCW and PA Pre-K Counts		
Role:	Project Manager		

As Project Manager, Suguna leads a team of 30 consultants/analysts and is responsible for the management of multiple subsystems, including Enrollment, Funds and Case Management. Suguna's responsibilities as Deputy Project Manager include:

- Coordinate and execute new processes and organizational structure associated with the new project
- Responsible for overall project coordination across program areas, IT and other stakeholders
- Responsible for managing overall communication across project stakeholders and implementing project governance and status reports – Steering Team, Project Team, Development team, Logistics team and User Education Team
- Responsible to identify, review, and resolve project risks. Escalate unresolved issues and risks to project partner and client steering teams
- Responsible for day to day management of project resources across the PELICAN application, monitor performance and recommend remedial actions. Work closely with DPW staff to manage day to day resource work
- Responsible for day to day project administration, planning work plans, estimations, timelines and overall schedules
- Establishes a structure for project deliverable and work product review. Helps confirm deliverable quality before submission to client
- Responsible for timely submission of deliverables, work products, timesheets, and project invoicing

Program/Project or Previous Employer:	Wisconsin Client Assistance for Re-Employment and Economic Support (CARES) System	Date:	01/2003 – 09/2003
Role:	Shared Services Project Manager and Web Architecture Manager		

As Project Manager, Suguna leads a team of 20 consultants/analysts, 5 team managers and is responsible for the management of multiple subsystems, including Registration, Screening & Referral, Data Collection, Data Exchange, Client Notices, Master Customer Index, Benefit Recovery, Workload Management, Child Care and Security Maintenance. Her responsibilities as the Project Manager for these subsystems include:

- Preparing project estimates
- Managing the projects within budgets
- Validating requirements with client staff
- Setting subsystem and functional area goals
- Supervising progress
- Preparing status reports to multiple levels of higher management
- Management of priorities between different business areas involve client communication, establishing work priorities, discussing business requirements and co-coordinating the system changes in the subsystems

As Web Architecture manager, Suguna is responsible for driving the technological improvements of CARES and lead the innovative development the State decides to implement for the CARES application. She also works with the Web Architects, Graphic Designer, and Database Manager to help confirm that the established project standards are met and maintained. She has also led, designed and implemented several Web-based systems (in the Microsoft architecture). The Web applications in CARES are developed in Microsoft DNA architecture. The security is based on active directory. The web applications use Oracle and DB2 as the database.

- Child Care Provider information and attendance entry (CCPI): Allows Childcare providers to view information on the Children authorized for care, payments etc in addition of the ability to enter attendance for children via the Internet. It has been implemented statewide and has over 2,000 users at this time. This application uses the DB2 database on the mainframe as the primary database. It uses DB2 connect and DB2 stored procedures to facilitate the database access

- Common Web architecture for CARES (CWA): Provides for the common frame work for web development in CARES. It also contains a host of modules like FAQs, Help, and Security that can be used by the web applications

- Master Customer Index: Master Customer Index (MCI) is a central repository in which customers will be entered and assigned a unique identification. The project involved development of DB2 stored procedures and web services to be used by the calling applications

Meghan Sullivan, Application Manager

Number of Years with Deloitte:	11 years	Number of Years Serving DPW:	5 years	Similar Experience:	MA, DE, MI
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	11 years

Meghan Sullivan is a Senior Manager with a Public Sector Technology focus, Meghan has 11 years of Information Technology experience, nine of which were spent working in the Health and Human Services sector. Meghan is extremely skilled in the areas of custom web application design, development, testing and maintenance. In addition, Meghan has managed and led large teams throughout each phase of the System Development Life cycle. Meghan places an emphasis on ensuring that she understands the needs of the client in order to design and deliver a custom built technology solution for their specific business needs.

Experience in Health and Human Services Program Management	9 years

Meghan has 9 years of Public Sector Health and Human Services experience; five of these years were spent working on the Home and Community Services Information System (HCSIS) for the Pennsylvania Department of Public Welfare. Meghan has supported the HCSIS project in a variety of roles including: Track Lead, Maintenance Lead and Application Manager. As an Application Manager, Meghan has successfully led teams throughout each phase of the System Development Life cycle.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	

Meghan has strong experience in custom web application design, development, testing, and maintenance. She has managed and led large teams throughout each phase of the System Development Life cycle, including system design, modification, and development for nine years. She has also helped successfully transfer the PA HCSIS Solution to Massachusetts. She has also led the implementation of a system, serving as a Pilot Manager.

Education, Qualifications and Training:

- Bachelor of Arts – University of Notre Dame, Notre Dame, IN, 1999
- Project Management Professional – Project Management Institute, 2010

Detailed Experience:

Program/Project:	Pennsylvania Department of Public Welfare Home and Community Services Information System (HCSIS)	Date	07/2008 – 06/2010
Role:	Application Manager		

As the Application Manager, Meghan managed the Application Team responsible for new development (full SDLC) and maintenance of a custom web application and Data Warehouse.
She managed a team of approximately 25 Deloitte resources and 40 subcontractor resources.
Meghan also worked closely with clients from six different client organizations, helping to manage risk and issues, monitor status, and manage multiple initiatives throughout each phase of the System Development Life cycle.

Program/Project:	Pennsylvania Department of Public Welfare Home and Community Services Information System (HCSIS)	Date	05/2007 – 06/2008
Role:	Development Manager		

As the Development Manager, Meghan managed a team of approximately 13 Deloitte resources and 20 subcontractor resources. Meghan's team was responsible for requirements, general design, detailed design, development, testing, and deployment phases for new development within the application. Meghan worked directly with clients from 5 different Program Offices in order to capture requirements, resolve issues, and provide status updates throughout each phase of the System Development Life cycle.

Program/Project:	Massachusetts Home and Community Services Information System (HCSIS)	Date	05/2006 – 04/2007
Role:	Track Manager		

As the Track Manager, Meghan led requirements, general design, and testing phases for three modules within the application, two of which were entirely new modules (and one which was a transfer of HCSIS from Pennsylvania). Meghan led the training phase for one of the modules, which included training material development and Train-the-Trainer. After implementation, Meghan was responsible for production support and maintenance for modules, which included triage and resolution of issues and communication with the client leads.

Program/Project:	Massachusetts Home and Community Services Information System (HCSIS)	Date	03/2006 – 04/2006
Role:	Pilot Manager		

In her role as Pilot Manager, Meghan oversaw the rollout of the HCSIS application to a select region of the state of Massachusetts, which consisted of approximately 700 users. Meghan's responsibilities included: developing the pilot procedures, managing the pilot support team, and serving as the liaison to the application and technical teams.

Program/Project:	Massachusetts Home and Community Services Information System (HCSIS)	Date	05/2005 – 03/2006
Role:	Track Manager		

As a Track Manager, Meghan led the requirements, general design, and testing phases for three modules within the HCSIS application, two of which were entirely new modules, and one was a transfer from the Pennsylvania HCSIS program. In addition, Meghan directly managed a resource responsible for two additional modules within the application.

Program/Project:	Pennsylvania Department of Public Welfare Home and Community Services Information System (HCSIS)	Date	01/2005 – 04/2005
Role:	Track Lead		

As the Track Lead, Meghan led requirements for the initial planning of the Shared Consumer Initiative. Meghan documented the system's existing functionality as well as the potential options for meeting requirements across multiple program offices.

Program/Project:	Delaware DCIS II, ARMS Initiative	Date	08/2004 – 01/2005
Role:	Track Manager		

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In her role as track manager, Meghan led both the requirements and design phases for the creation of the new application, which introduced both a new client office organization and a new technology to an existing application. The system, a .NET application for benefit recovery, was integrated into part of an existing eligibility system.

Program/Project:	Pennsylvania Department of Public Welfare Home and Community Services Information System (HCSIS)	Date	09/2002 – 07/2004
Role:	Track Lead		

As the Track Lead, Meghan led the requirements and design phases for redesign of the Incident Management Sub-system. Meghan's duties included: Managing developer resources for maintenance activities and serving as the liaison for the change control process, which included prioritization, estimation, and assignment of work to resources.

Program/Project:	Michigan Child Support Enforcement System (MiCSES)	Date	01/2002 – 08/2002
Role:	Technical Owner		

Meghan served as the Technical Owner on a large-scale technology integration project for a child support enforcement system. The MiCSES system was transferred from another state and redesigned and redeveloped to meet new business needs. In her role, Meghan completed the technical design for six enforcement remedies. Meghan's duties included: Identifying gaps in the existing system and mapping the gaps to functional requirements, coordinating design efforts from developers and developing design documentation, and managing the development efforts of four developers. Meghan also performed unit and string-testing of the six areas of the system.

Program/Project:	Michigan Child Support Enforcement System (MiCSES)	Date	11/2001 – 01/2002
Role:	Functional Owner		

Meghan served as the Functional Owner on a large-scale technology integration project for a child support enforcement system. The MiCSES system was transferred from another state and redesigned and redeveloped to meet new business needs. While working on the Michigan MiCSES project, Meghan completed functional design for an enforcement remedy.

Program/Project:	Michigan Child Support Enforcement System (MiCSES)	Date	09/2001 – 11/2001
Role:	UAT and Implementation Support Team Member		

In her role as UAT and Implementation Support Team Member, Meghan was one of the five floor team leads for implementation support. Meghan participated in the development of the User Acceptance Testing plans. Meghan assisted users in helping them to understand the testing process, testing scripts, and the functionality of the system.

Program/Project:	Qwest Communications Order Entry System	Date	08/2001 – 08/2001
Role:	Automated Integration Tester		

While working on the Qwest project, Meghan participated in the integration testing of a custom application. Meghan served as the Automated Integration Tester and contributed to the requirements and timeline planning of the application. Meghan also utilized WinRunner by developing scripts to demonstrate basic functionality of WinRunner and its compatibility with the application.

John B. White, Project Executive

Number of Years with Deloitte:	4 years	Number of Years Serving DPW:	4 years	Similar Experience:	PA, OH, IN, MN,MA
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	18 years

John has held various information technology roles with increasing responsibility, size, and scope over the last 18 years. He has proficiency in the design, development, delivery and management of complex private sector and public section information technology systems.

Experience in Health and Human Services Program Management	10 years

John has led or advised Child Support Enforcement projects in four states over the last 10 years. He has applied knowledge of federal child support enforcement requirements and how states can most effectively operate within those requirements. John has let two states through federal PRWORA certification and implemented systems maintenance and modifications for many federal and state legislation including National Medical Support, Automated Case Closure, County Unclaimed Funds, DRA Distribution, and implementation of 157 and 34a Federal Reports. Most recently, John has lead the PA Child Support Enforcement (PACSES) project, which serves over 4,000 users, supports 67 counties and consists of over 700,000 cases. John actively participates in the National Child Support Enforcement Associate (NCSEA) as a Co-chair of the Systems Subcommittee and member of the Strategic Planning subcommittee.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	18 years

As a project manager and project advisor for a number of child support enforcement projects, John has overseen and actively participated in each aspect of the system development life cycle for clients in four states. John has led states through the application technology assessment of the upgrade or replacement of their child support systems. John has led the systems design, transfer, modification, development, and implementation of three states including Ohio, Pennsylvania, and Indiana.

Education, Qualifications and Training:

- Bachelor of Science-Management Information Systems and Marketing /University of Maine/1991
- Project Management Professional – PMP
- Leadership Forum Training
- Anatomy of a Train Wreck – Risk and Quality Management
- Project Management for Success
- Curam Business Application Training – Curam Software Ltd.
- Schedule and Cost Control
- Project Leadership Management and Communications
- Contracting for Project Managers
- Revenue and Cost Recognition for Project Managers
- Object Oriented Analysis and Design
- PowerBuilder Development Certification, Powersoft Foundation Class
- Systems Engineering Development Program, Systems Development Life cycle

Detailed Experience:			
Program/Project:	Commonwealth of Pennsylvania – Department of Public Welfare, Bureau of Child Support Enforcement	**Date**	June 2006 – Present
Role:	Project Manager		

John serves as the Project Manager overseeing each aspect of the delivery of the PACSES project including Application Services and Support, Application Maintenance and Modification, Architecture and Infrastructure, and the Innovations teams. Provides support for contract management and budget management. Conducts vendor management activities and project staff HR issues. Supports project audits and risk reviews and acts as the project point of contact for PACSES interactions and reporting requirements.

Program/Project:	State of Minnesota – Dept. of Human Services, Bureau of Child Support Enforcement	**Date:**	July 2008 – March 2009
Role:	Project Advisor/Technical Strategy Lead		

John's role was oversight, strategic direction, and technology advisor for the project which included working with key stakeholders to help define their technology direction toward incremental renewal of their Child Support system.

Program/Project:	Commonwealth of Massachusetts – Department of Revenue, Bureau of Child Support	**Date:**	April 2008 – July 2008
Role:	Project Advisor/Technical Strategy Leader		

John's role was oversight, strategic direction, and technology advisor for the project which included working with key stakeholders to help define their technology direction toward incremental renewal of their Child Support system.

Program/Project:	State of Indiana – Family Social Services Agency	**Date:**	June 2006 – September 2006
Role:	Business and Technology Strategy Leader		

John worked within the Child Support Agency to help define operational and system processes to support the software development processes and project management methodology for the Information Technology Division. John assessed the overall software development methodologies of the technology department and defined overall Business Requirements, Project Management, and Software Testing standards and processes.

Program/Project:	State of Maine – Office of the Secretary of State - Voter Registration	**Date:**	January 2006 – June 2006
Role:	Project Director		

John was responsible for the overall project management, development, and implementation of the new Voter Registration System for the Office of the Secretary of State. The project included the customization of a package solution, overall data conversion of over 800 municipalities, training, and implementation of the system.

Program/Project:	State of Ohio Job and Family Services	**Date:**	June 2001 – January 2006
Role:	Project Director		

Managed a sixty million dollar project to design, develop, maintain, and operate the statewide child support system. The Support Enforcement Tracking System has over 900,000 cases, 88 counties, has collected over $1 Billion dollars in child support, and distributes over $1 Million dollars each night in child support payments.

Led a team of one hundred-fifty (150) consultants in the implementation of over twenty (20) software releases to the statewide child support system. Developed and implemented the Risk Management process throughout the Office of Child Support and Management Information Systems.

Successfully helped the State of Ohio avoid $50 Million dollars in Federal sanctions by managing the FSA88 and PRWORA Certification. Led the development of the Federal Certification team to successfully respond and demonstrate the system compliance to the Federal Audit Review team. Directed the successful outcome for the State of Ohio in responding to three Independent Verification and Validation audits by the Federal government.

Program/Project:	Starwood Hotels	**Date:**	October 1999 June 2001
Role:	Engagement Manager		

Responsible for a forty person technical team, conducted risk management, change management, financial management, communication to senior and client executives, project management and resource allocation. The project included the analysis and re-design, development, and deployment of the six Starwood brand Web sites and the Starwood.com Web site. The project included the analysis and strategy of the backend hotel web booking engine and the front-end integration with major content providers such as America Online (AOL).

Program/Project:	National Basketball Association	**Date:**	October 1999 – June 2001
Role:	Senior Technical Manager		

John was responsible for the design and development of NBA.com and 29 men's league sites. Managed the development of business and functional requirements, managed the vendor selection for Content Management, Application Server, Hosting, Database Server, Streaming Media, Measurement, and Ad-Serving technologies, and managed the physical architecture for the hosting platform. Provided strategic and technical consulting for the NBA partners; America Online (AOL), Yahoo, and IBM.

Program/Project:	General Motors Corp	**Date:**	October 1999 – June 2001
Role:	Project Manager		

Managed the migration, design, development, and testing of the Customer Management System for General Motors loyalty, acquisition, and retention marketing programs for the Enterprise Customer Management group. Led a team of fifteen people to migrate the existing in market promotions into the Customer Management System. Developed and managed project timelines, budgets, resource planning, and client management.

Program/Project:	Sybase, Inc.	**Date:**	February 1998 – October 1999
Role:	Product Architect		

Provided technology and strategic direction for the design and development of the Sybase Warehouse Solution. Collected customer requirements through sales and consulting engagements and develop specifications for Sybase Data Warehouse products. Managed the integration of business and technical metadata within the Sybase Data Warehouse Product Architecture.

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Donna Whitman, Application Team Lead

✔ Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	12 years	Number of Years Serving DPW:	0 years	Similar Experience:	CA, TX, MA, DC, AL, TN

Responsibilities:	See *Section 8.4* for responsibilities by role.

Experience Providing Information Technology Support and Services	12 years

Donna has direct experience in the initiation, planning, design, development, testing, training, implementation, support and maintenance of large-scale, custom-developed information technology (IT) systems across various platforms and technologies; and excels in effectively bridging the gap between business and information technology.

Experience in Health and Human Services Program Management	12 years

Donna has more than twelve years experience within the Public Sector and specializes in serving clients in the Health and Human Services industry segment, specifically in child welfare, adult protective services and family assistance. Her experience includes working with state and local governments in California, Texas, Alabama, the Commonwealth of Massachusetts and the District of Columbia.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	12 years

Donna has dedicated her professional career delivering quality custom solutions for her clients. She is PMP certified and focuses on delivering technology solutions that meet the business needs of her clients through various implementation approaches including custom development, legacy transfer solutions, system modification and modernization. Her most notable system implementations include the custom developed J2EE Title IV-E Eligibility system for Massachusetts, the Microsoft .NET technology platform modernization project DC FACES.NET for the District of Columbia and the legacy transfer of DC FACES.NET to Alabama to implement the Alabama SACWIS, FACTS.

Education, Qualifications and Training:

- The University of Texas, Bachelor of Business Administration, Management Information Systems (Austin, Texas)
- Project Management Professional (PMP)
- Capability Maturity Model Training
- Project Management Institute (PMI) Training

Detailed Experience:

Program/Project or Previous Employer:	State of Alabama, Department of Human Resources, FACTS Project	Date	01/2007 – Present
Role:	Project Manager, Deputy Project Manager, Functional Manager		

As Project Manager, Donna manages compliance with the engagement contract, establishes the strategy for meeting contractual goals and leads the team in those efforts and manages HR/staffing related responsibilities. Donna creates project plans, manages and monitors the application development, resolves project and application issues, manages change orders and enhancements. Prior to being Project Manager, Donna served in a dual role on the project as the Deputy Project Manager and Application Manager.

As Application Manager, Donna oversees each area of the FACTS application including technical environments, application architecture, configuration management and the system development life cycle from requirements verification, gap analysis, detailed design/joint application design sessions, development, testing, implementation and training. Manages compliance with the engagement contract, establishes the strategy for meeting contractual goals and leads the team in those efforts. Creates project plans, manages and monitors the application development, resolves project and application issues, manages change orders and enhancements. Manages and supervised the application team of approximately thirty-five staff (Deloitte and subcontractor staff). Donna also serves as a subject matter expert and functional architect for the functional modules due to her knowledge in child welfare program and policies including key programs such as the Chafee Foster Care Independence Program/Independent Living Program (CFCIP), Indian Child Welfare Act (ICWA), Title IV-E Foster Care Eligibility, and Title IV-E Adoption Assistance Eligibility. In addition to managing each aspect of application development activities, Donna served dually as the Deputy Project Manager. Assists the project manager with overall project management and quality assurance. Manages integration across project teams including application, conversion, interfaces, management statistical reports, training and implementation. Provides support for contract management, risk management and budget management. Assists with the vendor management activities and project staff HR issues.

Program/Project or Previous Employer:	State of Texas, Department of Family and Protective Services, NYTD Project	Date	11/2009 – 7/2010
Role:	Deloitte NYTD Project Manager		

Donna served as the Deloitte Project manager overseeing the day to day responsibilities for team management, project/schedule management and client relationships. Donna has profound understanding of the NYTD federal regulation and the technical capabilities required to design and develop a NYTD solution that integrates with a SACWIS to produce the federal reporting requirements.

Program/Project or Previous Employer:	State of Tennessee, Children's Services, TFACTS Project	Date	6/2009 – 07/2010
Role:	Deloitte Project Manager		

As Project Manager, Donna manages compliance with the engagement contract, establishes the strategy for meeting contractual goals and leads the team in those efforts and manages the HR/staffing related responsibilities. Donna creates project plans, manages and monitors the application development, resolves project and application issues, manages change orders and enhancements. Donna manages and supervises an onsite/offshore delivery team of approximately twenty-five Deloitte staff.

Program/Project or Previous Employer:	District of Columbia, Child and Family Services Agency, FACES.NET Project	Date	12/2004 – 12/2006
Role:	Deputy Project Manager		

Donna served as the Deputy Project Manager responsible for day-to-day project management activities. She supervised an onsite and offshore Deloitte project team of 30+ staff. Prior to her last role, Donna served as the Application Test Manager responsible for the day-to-day management of testing activities as well as formulating quality assurance and configuration management processes and leading a team of offshore and onsite system testers. Prior to assuming the role as Test Manager, Donna helped co-lead the construction of the FACES.NET application and served as a liaison between the onsite and offshore development teams.

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Program/Project or Previous Employer:	Commonwealth of Massachusetts, Department of Social Services, FamilyNet	**Date**	10/2003 – 11/2004
Role:	Project Manager		

Donna served as the Project Manager responsible for the day-to-day management of the Automation of Title IV-E Eligibility functional and development teams. She was involved in each phase of the project including visioning, requirements and approach confirmation, detailed design, construction, testing, quality assurance, implementation and post-implementation support. Her responsibilities included working with management from the Department to determine project priorities and to scope, plan, and schedule the implementation of these items. In addition to her overall project management role, Donna worked closely with the application architect and client technical manager to deliver the Department's first Web-based application architecture using open source tools and technologies.

Program/Project or Previous Employer:	State of Texas Workforce Commission, WorkinTexas.com	**Date**	8/2001 – 9/2003
Role:	Application Manager, Implementation Manager		

In her last role on the project, Donna served as the Implementation Manager responsible for managing the implementation schedule for the WorkInTexas.com system including working cohesively with key client stakeholders and external stakeholders. Responsibilities also included, managing the pilot test and usability study that was conducted in several workforce centers across the state. As Business Team Lead, Donna managed the design, development, testing and implementation of a browser-based labor exchange system that included multiple user interfaces. Drove design issue identification and resolution. Responsibilities also included analyzing current business processes at various workforce centers throughout the State to determine current business operations and to define business requirements for the new application, conducting Joint Application Design (JAD) sessions across the State to gather system functional requirements, designing prototypes of core system functionality for the Web-based application, applying the latest Department of Labor regulations to real systems design decisions and formulating quality assurance processes and leading a team of system testers.

Program/Project or Previous Employer:	State of California, Health and Human Services Agency, ISAWS Project	**Date**	12/1998 – 8/2001
Role:	Systems Support Manager, Welfare to Work Application Manager		

Donna has served in many roles during the duration of her assignment on the project. In her last role as System Support Manager, responsibilities included managing a team of contract staff who provided support for the Interim Statewide Automated Welfare System (ISAWS) and the Welfare To Work (WTW) system. Prior to becoming System Support Manager, Donna served as the WTW Application Manager responsible for the day-to-day management of the Welfare to Work client/server application. She oversaw the design track teams over the design, development, testing, and implementation of multiple application modules. Drove design issue identification and resolution.

Finally, Donna served as a Technical Lead managing and facilitating the Glenn Limited Architecture Demonstration Pilot in conjunction with the ISAWS WTW Technical Infrastructure.

Program/Project or Previous Employer:	State of Texas, Department of Criminal Justice	**Date**	10/1998 – 12/1998
Role:	Systems Analyst		

Donna was responsible for developing a proof-of-concept using Microsoft Access and utilized the database replication functionality of the development tool. The system captured necessary data required by the parole officers when conducting field visits. The system was designed for ten frequent users and a data entry team.

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Tim Wiest, Quality Assurance Partner

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	24 years	Number of Years Serving DPW:	18 years	Similar Experience:	PA, DE, FL, NH, WI

Responsibilities:	See *Section 8.4* for responsibilities by role.

Experience Providing Information Technology Support and Services	28 years

Tim has 28 years of technical service delivery and project management experience, including roles ranging from programmer and application architect to project manager and project director/partner.

Experience in Health and Human Services Program Management	25 years

Tim has over 25 years of experience in large-scale systems design, development and implementation in Health and Human Services. He has project experience in automating public assistance programs including AFDC, TANF, Food Stamps, Foster Care, Medicaid, Energy Assistance, Transitional Child Care, General Relief, General Assistance, JOBS, and other state-specific programs.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	28 years

Tim has experience with mainframe and distributed information systems including the New Hampshire New HEIGHTS Project, Delaware Client Information (DCIS II) Project, and Pennsylvania Child Support Enforcement System (PACSES) Project. Additionally, through the Pennsylvania Child Support Enforcement System (PACSES), Wisconsin Client Assistance for Re-employment and Economic Support (CARES), Florida Online Recipient Integrated Data Access (FLORIDA) projects, Tim has experience with the design, development, and implementation of welfare systems and internal controls.

Education, Qualifications and Training:

Bachelor of Science, Computer Science, Indiana University of Pennsylvania, May 1982

Detailed Experience:			
Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania Child Support Enforcement System (PACSES)	Date	10/1993 – Present
Role:	Project Director/Partner		

As Project Director/Partner, Tim is responsible for the project's overall client and contract management. This includes maintaining project quality, project resources, project time frames, client relationships and contract management. He oversees the Project Manager and monitors budget control, quality of the deliverables, project staffing, and overall performance of the project team.

Program/Project:	Pennsylvania Department of Public Welfare – Medicaid Eligibility Determination Automation (MEDA)	Date:	07/1999 – 12/2006
Role:	Project Director/Partner		

Tim served as the Project Director/Partner responsible for Deloitte's team successfully assisting DPW with validating Medicaid eligibility requirements by conducting joint application design sessions with policy, CIS and systems staff, creating detailed system design specifications, conducting construction and integration testing, managing systems acceptance testing, supporting pilot and statewide implementation, evaluating the impact on CIS of automating Medicaid eligibility and planning CIS migration activities to support Medicaid automation.

Program/Project:	Pennsylvania Department of Public Welfare – Financial Institution Data Match (FIDM)	Date:	05/2000 – 06/2005
Role:	Project Director/Partner		

As the Director/Partner for this project, Tim has responsibility for the project's overall client and contract management.

Program/Project:	Common Pleas Criminal Case Management System Project – Administrative Office of Pennsylvania Courts (AOPC)	Date:	09/2001 – 08/2005
Role:	Quality Assurance Director/Partner		

As the Quality Assurance Director/Partner, Tim has responsibility for the project's overall client and contract management. This includes maintaining project quality, project resources, project time frames, client relationships and contract management. Tim oversaw the project management team, and monitored the budget, quality of the deliverables, project staffing, and overall performance of the project team.

Program/Project:	State of Delaware, Delaware Client Information System (DCIS II)	Date:	12/1995 – 12/2002
Role:	Project Director/Partner		

As the Project Director/Partner, Tim worked side-by-side with DHSS to implement the DCIS II system. Tim was responsible for maintaining project quality, resources, time frames, and client relationships. Tim managed the day-to-day activities of the project, including application architecture, system design, database and network design, development and quality of the deliverables, project staffing, issue resolution, and tracking performance of each project team. Deloitte was further retained as the maintenance vendor after successful implementation.

Program/Project:	State of Wisconsin, Client Assistance for Re-employment and Economic Support (CARES)	Date:	04/1994 – 12/2006
Role:	Project Director/Partner		

As Project Director/Partner, Tim is responsible for maintaining project quality, resources, time frames, and client relationships. Prior to serving as Project Director/Partner, Tim was the Project Manager for Wisconsin CARES from January 1992 through May 1994 and in that role he managed the day-to-day activities of the project, including project budgets, application architecture, system design, database and network design, development and quality of the deliverables, project staffing, issue resolution, and tracking performance of each project team.

Program/Project:	State of New Hampshire, Department of Health and Human Services – New Heights Project	Date:	10/1996 – 01/2000
Role:	Project Director/Partner		

As Project Director/Partner, Tim was responsible for the project's overall client and contract management. This included maintaining project quality, project resources, project time frames, client relationships and contract management. He oversaw the Project Manager and monitored budget control, technical design, development and quality of the deliverables, project staffing, and overall performance of the project team.

Program/Project:	New Zealand Income Support Service (NZISS)	**Date:**	10/1992 – 12/1992
Role:	Project Manager		

The Income Support Service provides benefits to over nearly one million clients in New Zealand. This project was commissioned to review the ways in which services were being delivered to clients.

The Deloitte team performed an operational review of the organization from a service delivery perspective. The findings were documented in a final report and presented to the senior management committee. The recommendations addressed each area where improvement was needed. The recommendations were categorized into immediate and long-term change.

Program/Project:	State of Florida, Florida Online Recipient Integrated Data Access (FLORIDA)	**Date:**	04/1989 – 11/1991
Role:	Project Manager		

Tim was project manager over an application transfer project consisting of three modules: Client Registration, Public Assistance Management Information, and Child Support Enforcement. The Client Registration and Public Assistance Management Information modules were transferred from the Ohio CRIS-E system, Ohio's IV-A system. The Child Support Enforcement module was transferred from the Support Enforcement Tracking System of Prince Georges County, Maryland.

Program/Project:	State of Ohio, Client Registry Information System – Enhanced (CRIS-E)	**Date:**	12/1986 – 03/1989
Role:	Senior Consultant		

Tim served as a senior consultant on this project responsible for managing a team of developers implement eligibility functions of the system

Program/Project:	Commonwealth of Pennsylvania, Department of Public Welfare	**Date:**	12/1984 – 11/1986
Role:	Systems Analyst		

Tim made major contributions to this online system project which integrated Pennsylvania's Cash Assistance, Medical Assistance, and Food Stamps programs into a single, comprehensive system supported by a common database structure. He supervised the transaction processing activities through the following phases: unit testing, system/acceptance testing, parallel testing, pilot site implementation, and statewide system implementation. Tim served as technical liaison between the systems and user staffs for online inquiry/update processes and introduced structured design methodologies and concepts. He also assisted with the batch Cash, Medical, and Food Stamp Issuance subsystems.

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Jeff Zahorchak, Chief Functional Architect

Current PA DPW EXPERIENCE

Number of Years with Deloitte:	5 years	Number of Years Serving DPW:	5 years	Similar Experience:	
Responsibilities:	See *Section 8.4* for responsibilities by role.				

Experience Providing Information Technology Support and Services	7 years

Jeff is a technology and business transformation consultant with significant experience in service oriented architecture (SOA), n-Tier application design and development, Windows, Linux and UNIX system administration, software engineering. He has significant project experience in implementing line of business applications using webMethods, Oracle, Microsoft .NET, WCF, and web services. Significant development experience in VB.NET, C#, PHP, SQL, Java/J2EE, BizTalk and webMethods Flow development and solutions architecture.

Experience in Health and Human Services Program Management	5 years

Jeff has provided support to the Commonwealth of Pennsylvania's DPW in supporting complex IT projects, including Eligibility Determination, Cash, SNAP, and TANF benefit distribution, Medicaid, Child Care management and Child Support Enforcement. His experience in requirements management, technical design and implementation draws from his experience in helping clients to achieve positive business outcomes in these areas.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	5 years

Jeff has provided 5 years of coordination between members of multiple project teams and DPW/BIS client staff. He has supported over 40 DPW initiatives in gathering technical and business requirements, providing architectural guidance to developers, leading design sessions and developing/troubleshooting technical issues within a complex, multi-application environment. In his tenure as part of DPW's Middleware team, Jeff has supported the department in implementing multiple enterprise services, including Correspondence, Notifications, Provider Search, and Application Submission/Routing.

Education, Qualifications and Training:

- Bachelor of Science, Management Information Systems, Penn State University, State College, PA, 2005
- ITIL Foundation Training, Deloitte, December 2009
- webMethods Fabric Architecture, webMethods, inc., August, 2005

Detailed Experience:

Program/Project:	DPW IT Shared Services	Date	09/2008 – Present
Role:	Middleware/SOA Architect		

Coordinated the successful development, deployment and maintenance of services and interfaces supporting nine project teams with a single client IT/Technical services staff. Developed proof of concepts and functional code to support cross system communication including Mainframe/Open Systems and webMethods. Coordinated and supported deployment of application, middleware and database code into test and production environments. Supported DPW and application teams in the adoption of Service Oriented Architecture, the evolution of COM+ to .NET technology, and multiple technical environment upgrades.

Program/Project:	DPW IT Shared Services	**Date:**	08/2006 – 09/2008
Role:	Operations Lead		

Supported DPW in maintaining test and production batch schedules in the OpCon XPS scheduler to support the execution of over 900 batch processes each night. Coordinated, scheduled and executed load and stress testing for 9 project teams using HP LoadRunner. Prepared quarterly capacity plans and analyzed system, disk and database consumption Assisted in the development and deployment of middleware interfaces using webMethods and OpenTI. Performed analysis of system capacity and performance.

Program/Project:	DPW IT Shared Services	**Date:**	09/2005 – 08/2006
Role:	Configuration Management Staff		

Supported DPW/BIS in configuring, migrating, installing and coordinating deployments of software releases into the test and production environments. Coordinated the setup of file transfers, interfaces and page level security. Performed quality assurance functions, including difference reports, code QA and submission of Application Implementation Request (AIR) forms to DPW. Performed capacity planning, including transaction volumes, disk consumption, and analysis of anticipated growth due to new initiatives and business cycles.

8.5.3 Proposed Staff

PA_DPW-122c_4

II	Page II-6	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…. include the employee's name and, through a resume or similar document, the Project personnel's education and experience in **providing information technology support and services**. Indicate the responsibilities each individual will have in this Project and how long each has been with your company

This section includes resumes for our **Proposed Staff**, which describes individuals whom we have included in the delivery for this project.

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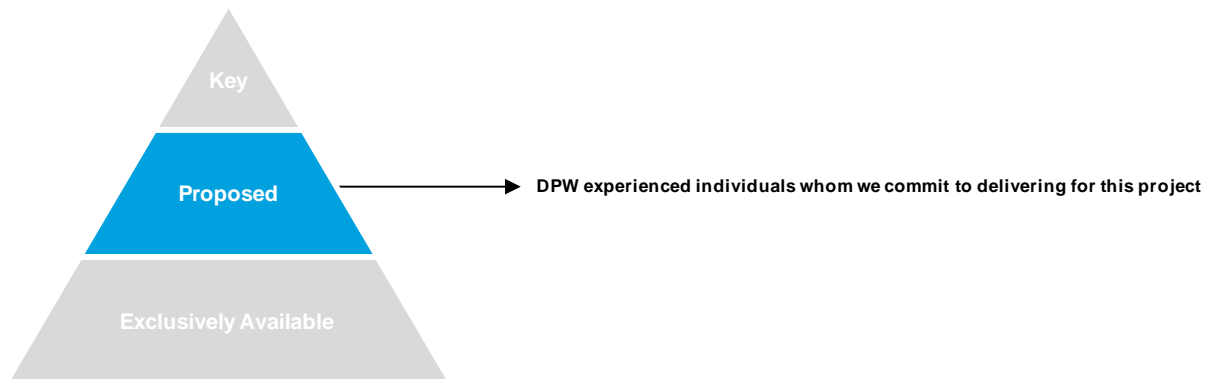
Figure 8.5-11. Proposed Staff.

Our Proposed Staff are individuals who know DPW and lead maintenance and modifications activities on a daily basis.

Proposed Staff	Proposed Roll	Project
Agarwala, Aasheesh	Application Team Lead	iCIS
Bajor, Jack	Sr. Developer/Analyst	PACSES
Baker, Tracy Lynn	Project Control Analyst	iCIS
Balusamy, Sundaravadivelpandiyan	Application Team Lead	iCIS
Basetty, Srilaxmi	Sr. Developer/Analyst	PELICAN
Cohen, Victoria	Sr. Developer/Analyst	HCSIS
D'Agostino, Deanna Lynn	Project Control Analyst	PMO
Desikan, Gopal	Sr. Developer/Analyst	iCIS
Grab, Gabe	Sr. Developer/Analyst	HCSIS

Proposed Staff	Proposed Roll	Project
Hollowbush, Eileen Briggs	PMO Team Member	PMO
Hooda, Sumit	Sr. Developer/Analyst	iCIS
Jain, Siddharth	Sr. Developer/Analyst	iCIS
Knoetgen, Bonnie Mossor	Project Control Analyst	PELICAN
Knudsen, Adam D	Sr. Developer/Analyst	iCIS
McCully, Ashley Elizabeth	Sr. Developer/Analyst	HCSIS
Nazareth, Michael John	Chief Database Architect	DTSS/ITSS
Pangarkar, Rajeev	Sr. Developer/Analyst	PACSES
Pant, Anoop	Application Team Lead	HCSIS
Raghunathan, Dwarakanath	Application Team Lead	iCIS
Reddy, Kolli	Sr. Developer/Analyst	iCIS
Rosenberry, Bill	Sr. Developer/Analyst	HCSIS
Sanivarapu, Venkataramireddy	Sr. Developer/Analyst	PACSES
Shah, Sheetal	Application Team Lead	PELICAN
Sokerov, Stefan Hristov	ITSS and DTSS Team Member	DTSS/ITSS
Tati, Chandrakanth	Sr. Developer/Analyst	iCIS
Thirugnanam, Vallimanaian	Application Team Lead	PELICAN
Wells, Kayla	Project Control Analyst	PACSES

Figure 8.5-12. Proposed Staff.

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Aasheesh Agarwala, Sr. Developer/Analyst

# of years DPW Experience	8	# of years with the following DPW system:	CIS - 8 years	# of years IT experience	13

DPW Experience Summary:

Aasheesh has eight years of experience in IT consulting for DPW Client Information System (CIS). During this time, he worked in different roles including managing/leading teams for DPW initiatives and maintenance support, acting as a subject matter expert and programmer/analyst. His functional expertise includes case processing, authorization, managed care, TPL and client notices, and he has a good working knowledge of eligibility systems.

Prior Experience Summary:

Aasheesh has over thirteen years of experience in software consulting in the areas of Public Welfare, Child Support, and Airline Inventory Management, mainly involving team management and project co-ordination activities, software design and development. His experience further includes supply chain management consulting for service parts industry, and e-marketplaces.

Education Background:

- Bachelor of Engineering in Electronics, Birla Engineering College, India, September, 1994
- Master of Business Administration, University of Arizona; Tucson, Arizona, May, 2001

Detailed Experience:

Program/Project:	IT consulting for Client Information Systems (CIS) project at the Department of Public Welfare, Commonwealth of Pennsylvania, Harrisburg, PA	Date	07/2006 – Present
Role:	Team Lead		

Responsible for:

- Leading analysis, design, development and implementation of three critical modules that authorize benefits to clients, determine what kind of correspondence notices need to be sent and determine the appropriate managed care plan for the clients
- Managing the technical team consisting of mainframe and .Net developers, and resolving issues with the client. Acted as a functional liasion in transforming the business processes from legacy to .Net platform
- Managing/leading application entry and case processing team in mainframe for various enhancements and initiatives
- Leading two key initiatives from requirements to deployment – CIS interface with comprehensive Workforce Development System (CWDS) and Money Follows the Person (MFP)
- Applying Public Sector and Health and Human Services experience with domain knowledge in robust application processing for Food Stamps, Temporary Assistance for Need Families (TANF), Medical Assistance, and Long Term Care eligibility determination

Program/Project:	IT consulting for Client Information Systems (CIS) project for MEDA initiative at the Department of Public Welfare, Commonwealth of Pennsylvania, Harrisburg, PA	**Date:**	05/2003 – 06/2006; 02/2002 – 08/2002
Role:	Subsystem Lead/Analyst Programmer		

Responsible for:

- Prioritizing issues, delegating tasks to team members, and providing technical consulting in resolving these issues
- Coordinating sub-system activities and leading teams for various project tasks including impact analysis, testing and quality assurance initiatives
- Design and analysis of different functional issues undertaken to modify the medical assistance eligibility
- Transaction volume analysis to assess the mainframe capacity before statewide implementation
- Leading the team for software packaging of various maintenance releases
- Software design and development of Cash/Food Stamps eligibility and benefit calculation system using COBOL and DMS on Unisys 2200 machines to meet the requirements of new functionality

Program/Project:	Commonwealth of Massachusetts Enforcement and Tracking System (COMETS) at Department of Revenue, Boston, MA.	**Date:**	09/2002 – 04/2003
Role:	Consultant		

Responsible for:

- Design and development of programming specifications for the child support enforcement system according to new guidelines
- Modeling of business processes for the redesigned financial system

Program/Project:	I2 Technologies Supply chain Management	**Date:**	05/2001 – 01/2002
Role:	Consultant		

Responsible for modeling client's functional requirements to provide customized product solutions.

- Recommending technical architecture solution to Southwest airlines that involved integration of both proprietary and third-party components
- Devising test cases for Bid and Auction module of myaircraft.com business to business (B2B) e-marketplace

Program/Project:	Offsite Y2K enhancement support for Texas Department of Human Services	**Date:**	11/1998 – 07/1999
Role:	Module Lead		

Responsible for leading one logical unit of software upgrade

- Analysis of programs, recommending solutions to the client, and finally delegating work to the team. Over the duration of project, the work demanded continuous communication with the client

Program/Project:	Offshore Support and Development for Northwest Airlines at Tata Infotech Ltd., NEPZ, India	**Date:**	06/1997 – 10/1998

Role:	Module Lead

Responsible for the delegation of work consisting of code changes and developing new functionality. It involved communicating with the Northwest supervisor for the work-related queries.

- Analysis of code changes and modification of source code according to design. Modifications involved changing DPS screens and transaction programs
- Testing of the modified or new code as per specifications provided by the customer. It involved preparing absolutes, creating change control forms (CCFs)
- Providing status report to on-site coordinator

Program/Project:	Support and development of the inventory system at QANTAS Information Technology, Melbourne, Australia	**Date:**	05/1995 – 06/1997

Role:	Programmer Analyst/Module Lead

Responsible for analysis and development of series of critical batch programs, which perform the function of updating SUPPLY database daily

- Immediate software bugs fixing for production issues
- Development of new TIP transactions using DPS, COBOL, TIP, DMS on Unisys 2200 machines
- An interface between EMCOST (financial application on IBM 3090) and SUPPLY (on Unisys 2200) was implemented using LU6.2 protocol. As a member of the team, I wrote various COBOL/DMS batch and transaction programs (with DPS screens) that uses SNAPPC Packets and Calls
- Communicating with the Qantas IT Supervisors to ensure that work is meeting the specified requirements
- Imparting training related with Qantas Inventory System to the new members of offshore team

Jack Bajor, Sr. Developer/Analyst

# of years DPW Experience	6 years	# of years with the following DPW system:	PACSES – 6 years	# of years IT experience	34 years

DPW Experience Summary:

Jack has been responsible for the design, development, implementation and maintenance of open systems and data management applications that support Web-based reporting solutions including Federal Tax Information as well as the PACSES Home Page (PHP) intranet portal built on the Oracle WebCenter Interaction platform.

Prior Experience Summary:

Jack has been directly involved with managing design, development, implementation, training and the sales of open systems based applications for over thirty years including over six years with the Commonwealth. Jack has experience as a project manager and solutions provider and has been developing software applications since 1983. Jack is well versed in ASP and .NET technologies and in the use of several database management systems including MS Access, SQL Server and Oracle.

Education Background:

- Computer Science, Pennsylvania State University York Campus, York, PA, June, 1983

Detailed Experience:

Program/Project:	Pennsylvania Automated Child Support Enforcement System (PACSES)	Date	05/2004 – Present
Role:	Senior Developer		

As Senior Developer, Jack is responsible for the design, development and maintenance of the open systems applications including e-Reports, FTI Reports and the PACSES Home Page. These applications are used by the Commonwealth to access daily operational reports that are produced by the PACSES system as well as the intranet portal that allows access to user documentation and applications essential in the day to day business of the Domestic Relations Staff in the counties.

Program/Project:	Arastone Internet Inc.	Date:	05/1998 – 05/2004
Role:	CEO/Co-owner		

As CEO, Jack was directly involved with managing the design, development, implementation, training and the sales of Web-based business solutions. Jack has experience as a project manager and solutions provider.

Program/Project:	JBA Web Solutions	Date:	02/1995 – 04/1998
Role:	Owner		

Jack was contracted by AMP Incorporated in Harrisburg, Pa to manage the design, development and implementation of Web-based E-commerce solutions. Some of the accounts that I managed the development for included : Hershey Foods, US Navy, MAC-Cable, LC Industries and Andrews Corp.

Program/Project:	JBA Computer Solutions	Date:	05/1985 – 01/1995
Role:	Owner		

Jack was contracted by AMP Incorporated in Harrisburg, Pa for the design, development, implementation and training of custom business software solutions and was part of the team that developed their Environmental Regulatory system using Oracle development tools. Jack was contracted by the Corporate Training Center at AMP Incorporated in Harrisburg, Pa to teach many of their computer/MIS related courses. The courses taught included: Operating Systems, Networking, Databases, Programming and AMP proprietary tools.

Program/Project:	Wilton Company	Date:	07/1983 – 04/1985
Role:	Programmer/Analyst		

Jack worked as a programmer analyst to support and enhance an IBM order entry/manufacturing package running on an IBM System 38.

Tracy Baker, Project Control Analyst

# of years DPW Experience	5 years	# of years with the following DPW system:	ITSS – 1 year iCIS – 4 years	# of years IT experience	N/A

DPW Experience Summary:
Tracy has served as the iCIS project controller for the past 4 years. Her role includes managing the information provided in the CIO Dashboard, which is submitted weekly; preparation and validation of all time and materials billings; monitoring of all time charged to the project to ensure compliance with the Terms and Conditions of the contract; management of, preparation and submission of all cost proposal, work order, and completion documents to the client.

Education Background:
Associates of Science, Central Pennsylvania College; Summerdale, PA, 2002

Relevant Training:

- Lean Six Sigma – Yellow Belt Certified
- Microsoft Excel Specialist Certified

Detailed Experience:			
Program/Project:	iCIS	**Date**	7/2006 – Present
Role:	Project Controller/Senior Project Controller		

Program/Project:	ITSS	**Date:**	07/2005 – 07/2006
Role:	Project Controller Analyst		

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Sundaravdivelpandiyan Balusamy, Application Team Lead

# of years DPW Experience	7 years	# of years with the following DPW system:	iCIS - 7 years	# of years IT experience	19 years

DPW Experience Summary:

Sundar is the Track Lead for EDBC, SFU, TPL and Managed Care subsystems. As the track lead for the most critical subsystems, he is involved in the systems development life cycle, including analysis, design and documentation. Sundar's responsibility includes understanding and automating the business policies for the Medicaid, Food Stamp and General Assistance eligibility for SFU and EDBC.

Prior Experience Summary:

Sundar has 19 years of experience in design, development and implementation of software applications in Welfare, Banking and Manufacturing Industries. Sundar also has 5 years experience in automating Food Stamp, MA and TANF policies for State of Wisconsin. He also has 12 years of experience implementing policies.

Education Background:

Bachelor of Physics, PSG College of Arts and Science, Bharathiar University, Coimbatore, India, 1988

Qualifications:

- N/A

Relevant Training:

- Mainframe Training – 1997
- Microsoft Visual Basic .Net – 2008

Detailed Experience:

Program/Project:	iCIS	Date	10/2003 – Present
Role:	Eligibility Determination and Benefit Calculation (EDBC),Standard Filing Unit (SFU),Third Party Liability (TPL) and Managed Care Track Lead		

Sundar's responsibility includes understanding and automating the business policies for the Medicaid, Food Stamp and General Assistance eligibility for SFU and EDBC. He also leads the Managed Care and TPL tracks.

As a Track lead he is involved in the full life cycle development of CIS system including analysis, and design and documentation. Sundar is well versed in the Medicaid, Food Stamp and Cash policies and its impacts on the system. Sundar manages 7 developers and provides technical leadership to the development team such as setting specific targets for the team members as per the deliverables. He is responsible for facilitating the policy scope/clarification meetings with the client. He has experience in working directly with clients to define their needs and produce quality results on time . Sundar's responsibilities also include:

- Coordinating the CIS maintenance PCR's Statewide rollout activities with the clients, across projects and internal team on the weekends
- Lead the major database change (Change 40) initiative by effectively facilitating meetings with clients, database group and internal team
- Played a key role in requirements gathering for the Transitional Cash Assistance (TCA) and developed an approach for the implementing the requirements
- Led the Work Expense Reimbursement (WER) initiative and successfully implemented the same
- Played a key role as co-lead for Transitional Cash Benefits and implemented the same successfully

- Led the Enhanced Veterans Reimbursement Initiative and implemented it successfully
- Led the Database Change Initiative Change Control 40 and implemented it successfully
- Led the Access Plus conversion for Managed Care subsystem and implemented it successfully
- Led the Managed Care expansion for Lehigh and South East zones and implemented successfully
- Led all TPL initiatives which involves facilitation and coordination with Commonwealth staff

Program/Project:	Wisconsin Cares	Date:	03/2000 – 09/2003
Role:	Lead Analyst – EDBC		

Sundar was a lead analyst in the Eligibility Determination and Benefit Calculation (EDBC) subsystem. He has experience working directly with clients to define their needs and produce quality results on time. As a lead analyst he was involved in the full life cycle development of CARES system including analysis, design, coding, implementation, documentation and maintenance. He was managing 2 developers and provided technical and managerial leadership to the development team such as setting specific targets for the team members as per the deliverables. His area of expertise has been with automation of Wisconsin Medicaid, Food Stamp, Child Care, Caretaker Supplement, and TANF eligibility policy. Some of Sundar's most significant achievements during his time on the CARES project are:

- Played a key role in design and development of an approach for Transitional Food Stamp and Semi-Annual Reporting initiatives
- Was the lead analyst for the Social Security Income automation initiative

Program/Project:	Pentafour Softwares	Date:	1/1997 – 12/1997
Role:	Assistant Consultant		

Involved in design, development and implementation of a Banking application, Hotel Management and also the Inventory Management System.

- Responsibilities included meeting with clients to gather requirements, analysis and design, developing program specifications, coding, testing, performance tuning and developing interfaces with other modules for the Banking application and the materials management system
- Developed the transaction module for the Banking application and the Purchase module for the Materials management system

Program/Project:	Rajshree Laminates	Date:	10/1991 – 12/1996
Role:	Administration/Electronic Data Process Manager		

Sundar was responsible for problem solving in matters of finance budgets, production, and computer system development.

- Managed 10 staff
- Responsible for defining the requirements, system analysis, design, development, testing, management of system goals and implementation of a Sales Order System and Payroll System
- Decreased the time involved in reconciling the stocks and customer management reports by implementing the sales order system

Sri Basetty , Sr. Developer/Analyst

# of years DPW Experience	2 years	# of years with the following DPW system:	2 years - PELICAN	# of years IT experience	2 years

DPW Experience Summary:

Sri has worked with DPW for two years and her experience is related to new system design as well as system maintenance. Sri has experience in all phases of the system development life cycle specifically systems related to child care services.

Prior Experience Summary:

None

Education Background:

- Master of Science in Computer Science, Purdue University, Indianapolis, 2008
- Bachelor of Science in Electrical Engineering, Veermata Jijabai Technolgical Institute, Mumbai, India, 2006

Qualifications:

- N/A

Relevant Training:

- N/A

Detailed Experience:

Program/Project:	PELICAN	Date:	10/2009 – Present
Role:	Initiative Lead		

- Lead business requirements, design, and help in overall issue resolution
- Preparing work plans and estimates
- Supervising progress

Program/Project:	PELICAN	Date:	1/2009 – 9/2009
Role:	Initiative Analyst		

- Key member during the requirements and design phase of the initiative
- Tracking issues during testing
- Monitoring Development progress

Program/Project:	PELICAN	Date	08/2008 – 12/2008
Role:	Project Management Analyst		

- Responsible for timely submission of deliverables
- Responsible for overall project coordination within the project

Victoria Cohen, Sr. Developer/Analyst

# of years DPW Experience	1	# of years with the following DPW system:	PELICAN – 1 year	# of years IT experience	1 year

DPW Experience Summary:

- Vicki is a Business Technology Analyst on the PELICAN project. She works directly with OCDEL and PELICAN senior leadership to produce client deliverables as a project management analyst. Vicki also supports testing activities across all PELICAN initiatives as the test lead. She assisted in the creation of client deliverables throughout the entire SDLC as a part of the MCI .NET initiative.

Prior Experience Summary:

- N/A

Education Background:

- Bachelor of Science in Business Administration, Bucknell University, Lewisburg, PA, 2009
- Bachelor of Arts in Spanish, Bucknell University, Lewisburg, PA, 2009

Qualifications:

- N/A

Relevant Training:

- Microsoft Excel Training
- HP Toolset Training
- Enterprise Architect Training

Detailed Experience:			
Program/Project:	PELICAN	**Date**	10/2009 – Present
Role:	Project Management Analyst		

Work directly with client and internal senior leadership to produce weekly and monthly client deliverables in addition to preparing documentation for internal and client senior management meetings, compile and analyze system business metrics for client documentation, monitor all project risks and issues, and manage the project's CMMi level 3 compliance for all internal audits.

Program/Project:	PELICAN	**Date:**	06/2010 – Present
Role:	Test/QA Lead		

Responsible for coordinating and monitoring the progress of client and internal testing activities in addition to managing 5 testers to ensure all testing responsibilities are completed across all initiatives.

DeAnna D'Agostino, Project Control Analyst

# of years DPW Experience	4 years	# of years with the following DPW system:	0 years	# of years IT experience	0 years

DPW Experience Summary:

As a project controller on the DPW contract, I am responsible for managing and submitting invoices, completing and preparing appointment and termination letters, monitoring and tracking subcontractors and the disadvantage business commitments, tracking and managing time reporting, assisting with contract management, tracking work orders and submissions and budgeting and financial information and well as assist with and prepare a weekly client deliverable.

Prior Experience Summary:

Throughout my career I have worked in the Public Accounting field for 8 years. I have prepared and completed corporate and personal tax returns, audits, financial statements, payroll forms and worked in many different accounting systems.

Education Background:

- Bachelor of Science in Professional Accountancy, Pennsylvania State University, May 2001

Relevant Training:

- Excel Certified, 2007
- Power Point Certified, 2008
- Lean Six Sigma – Yellow Belt 2010

Detailed Experience:			
Program/Project:	PMO Project	**Date**	04/2008 – Present
Role:	Sr. Project Controller		

Managing and submitting invoices, preparing and completing appointment and terminations letters, monitoring and tracking subcontractors and the disadvantage business commitments, tracking and managing time reporting, assist with contract management, budgeting and financial information as well as assist with and prepare a weekly client deliverable.

Program/Project:	ITSS Project	**Date:**	04/2008 – Present
Role:	Sr. Project Controller		

Managing and submitting invoices, monitoring and tracking subcontractors and the disadvantage business commitments, tracking and managing time reporting, assist with contract management, budgeting and financial information, and tracking work orders, submissions and time related to work orders.

Program/Project:	HCSIS Project	**Date:**	11/2006 – 04/2008
Role:	Project Controllers		

Managing dashboard updates, monthly status reporting, general project communication, project budgets, time and expense reporting, disadvantaged business entity tracking, subcontractor management, on-boarding new resources, managing and tracking work orders, submissions and project management.

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Devarajan Gopaladesikan(Gopal Desikan), Sr. Developer/Analyst

# of years DPW Experience	19 years	# of years with the following DPW system:	19 years – CIS and MEDA	# of years IT experience	28 years

DPW Experience Summary:

Involved in and have made critical contributions in Computer Systems Analysis, Design, Programming, Implementation, and Maintenance & Enhancement in the areas of Public Welfare programs, administered by the Commonwealth of Pennsylvania, for the past 19 years

- Application Entry and Case maintenance of CIS, Commonwealth Of PA
- (Cash/Integrated Eligibility/Child Care/Medicaid/Food Stamps)
- Non Financial, Resource, Income data collection
- Authorization of budgets
- Wrap-up modules for posting data
- TPL Integration into CIS
- WEB enabling CIS transactions using WEBTS
- SAR (Semi Annual Reporting)
- Y2K compliance
- MEDA design, development and integration with CIS
- IV-B

Prior Experience Summary:

- WMSNYC – Welfare Management System, New York City
- Automation of Vendor payment Offset system – State of Connecticut
- CDL (Commercial Driver License) system at Pennsylvania State Police
- Inventory & Payroll systems at Air India, Bombay, India
- Assistant Engineer, Overseas Communications Service, Govt. of India, Bombay, India

Education Background:

- Post Graduate Certificate in Computer Science & applications – 1+ year course from NCSDCT (National Centre for Software Development & Computing Techniques- Tata Institute of Fundamental Research, Bombay, India
- Bachelor of Engineering (Electronics & Communication Engg.) – 5 year college degree from Regional Engineering College, University Of Madras, India

Qualifications:

- N/A

Relevant Training:

- N/A

Detailed Experience:			
Program/Project:	CIS & MEDA, DPW Commonwealth of Pennsylvania	**Date**	08/1991 – Present
Role:	Subsystems lead for Wrap Up subsystems Current Projects – Adverse Action changes - From 13 to 15 days • Cash Benefit process to monthly & Clocks to monthly Recent Projects – Transitional cash assistance, Client Notice Redesign, SSP Decrease • Subsystems Interaction Troubleshooting using knowledge base on DPW subsystems • Subsystems lead for Application Entry and case maintenance during Phase XI & MEDA design, development and implementation • IV-B Integration Testing		

- Collection of welfare client information thru a series of DPS screens, involving transaction processing and screen flow navigation. Verification of collected data to ensure proper computation of benefits for cash assistance, Food Stamps assistance and medical assistance
- Meeting with Policy and DAPS staff for system enhancements and other modifications to comply with federal/state mandates
- GSD/DSD/Program development/modification, scenario testing involving internal subsystems & external interfaces (PACSES, CCMIS, HCSIS), implementation in stages from lower environments (Development, Integration, System Acceptance) to Production
- Database change activities and system updates thru scheduled releases
- Instrumental in proposing and demonstrating the feasibility of, and the need for, two different paths of screen flows ("M" path txns and "C" path txns). This allows the CAOs to use the old transaction names they have been familiar with (from Phase XI) , since an underlying driver transaction ensures the routing thru proper path for converted(Meda) & Non Converted(Non Meda) cases. This approach also ensures minimal disruption to the existing Phase XI pgms, thus not compromising any Integrity issues, which usually happens if the existing applications are modified directly to handle the new, and many times totally different, requirements. Also, any Phase XI application changes can be immediately made into the "C" path programs and, if need be, incorporated in the "M" path programs at appropriate time.

Program/Project:	Office of the Comptroller, State of Connecticut with KPMG/Vendor Payment offset system	**Date:**	01/1991 – 07/1991
Role:	Senior Systems Analyst		

- Designed and developed several online and batch programs to identify delinquent tax payers, who are also vendors transacting business with the state, and offset any payments to the extent they owe money to the state. This involved database design, screen design and integration with the existing Financial Management system

Program/Project:	Pennsylvania State Police/ Commercial Driver License (CDL) System	**Date:**	11/1989 – 12/1989
Role:	Senior Systems Analyst		

- For scheduling appointments and keeping track of the follow-up procedures for those who wish to appear for the CDL test. This system was developed using DMS 1100 & DPS 1100

Program/Project:	Welfare Management System/NYC	**Date:**	04/1982 – 12/1988
Role:	Senior Systems Analyst		

- Involved in the design, development, implementation, and maintenance of the New York City Welfare Management System on Unisys mainframe using DMS 1100 and TIP 1100 with UTS clusters providing distributed data processing. This system serves a network of over 250 clusters supporting in excess of 2500 terminals in 75 HRA offices
- Developed DSD for the three major subsystems (Applications, Eligibility, and Undercare maintenance)
- User liaison, systems integration tests, evaluation of user requirements and enhancements are part of the responsibilities

Program/Project:	Air India/Inv Control & Payroll	**Date:**	12/1978 – 04/1982
Role:	Senior programmer/Systems Analyst		

- Developed system specs and programs for Inventory control and Payroll systems
- Conducted customer training

Program/Project:	Overseas Communications Service Government of India, Bombay, India	**Date:**	09/1975 – 12/1978
Role:	Assistant Engineer		

- Installation, maintenance, and augmentation of International Automatic Exchange (ICAX **–** Telephones)

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Gabriel Grab, Sr. Developer/Analyst

# of years DPW Experience	2 years	# of years with the following DPW system:	HCSIS - 2 years	# of years IT experience	2 years

DPW Experience Summary:

Gabriel is a Business Technology Analyst within the Technology practice. Gabe has experience managing all phases of the Systems Development Life cycle. His primary focus has been working with the Office of Child Development and Early Learning (OCDEL) to augment existing reports and implement Ad Hoc Reporting functionality. In addition he has experience working with the Bureau of Autism Services to redesign the Adult Community Autism Program (ACAP), and to implement billable claims functionality for Service Coordinators. Gabriel also has experience conducting integration testing for several modules such as: Individual, Eligibility, Case Management, Provider and Financial Management. Assisted in the design and creation of an RSS Feed for error logs.

Prior Experience Summary:

Gabriel interned as a Finance and Systems Associate for the County Commissioners Association of Pennsylvania. His responsibilities included the implementation and set up of Fixed Asset Module on MAS90 (accounting software). Updated accounts payable, accounts receivable, and bank reconciliations. Recorded inventory, and depreciated it using straight line and weighted average depreciation.

Education Background:

- Bachelors of Science in Business Administration (Accounting), University of Pittsburgh, Pittsburgh, PA, 2008
- Bachelors of Science in Business Administration (Management Information Systems), University of Pittsburgh, Pittsburgh, PA, 2008

Relevant Training:

- Adobe LiveCycle, Adobe Workbench, June 2009
- Adobe Forms Designer, October 2009

Detailed Experience:

Program/Project:	Home and Community Services information System (HCSIS)	Date	02/2009 – Present
Role:	Business Technology Analyst		

In this role, Gabriel is responsible for managing all phases of the Systems Development Life Cycle (SDLC). Day to day responsibilities include: developing deliverables, conducting client meetings, managing design, developing power point decks, testing, and filing PCRs.

Program/Project:	EI Reporting and Analytics	Date:	10/2009 – Present
Role:	Analyst		

Gabriel is a member of the PELICAN Early Intervention Reporting and Analytics team responsible for helping OCDEL in their continuous effort to establish advanced reporting capabilities for program management. This initiative will augment the current reporting functionality already built during previous enhancements. These new enhancements will allow OCDEL to access additional data to facilitate business decisions, monitor program involvement, and respond to ad hoc data requests.

Program/Project:	Autism Billable Case Comments	**Date:**	06/2009 – 10/2009
Role:	Analyst/ Initiative Lead		

Gabriel led an Autism Billable Case Comments solution initiative which enables Supports Coordination (SC) make entities to bill, reconcile, adjust, and re-bill claims. It provides a central point for SC Entities to perform their job by entering case notes which the HCSIS system aggregates to create invoices that get submitted to the Provider Reimbursement and Operations Management Information System (PROMISe) system. In addition, these entities will be able to return to the system in order to determine the status of these submitted invoices and re-submit in event the PROMISe system rejects a claim or the claim was incorrectly billed.

Program/Project:	Autism ACAP Enhancements and Autism Waiver Waitlist	**Date:**	02/2009 – 06/2009
Role:	Business Technology Analyst		

Gabriel was the business lead during an initiative to help BAS define detailed functionality and additional requirements in order to help BAS and the ACAP provider operate the program. This new functionality will allow BAS to support the operations of ACAP and to monitor the effectiveness of ACAP.

The Autism Waiver waitlist functionality will allow the BAS staff to manage the Autism waitlist and report on the number of individuals on the waitlist and the priority category associated with these individuals. Prioritized waitlist information will help BAS plan for reductions in funds and future budget cuts for Autism services as well as meet the CMS requirement to manage the waitlist associated with the Autism Waiver.

Eileen Hollowbush, PMO Team Member

# of years DPW Experience	3 years	# of years with the following DPW system:	DPW PMO – 3 years	# of years IT experience	13 years

DPW Experience Summary:

- Assistant PMO Manager, Deloitte DPW PMO – September 2007 to Present

Prior Experience Summary:

Served as a Public Sector Project Manager reporting directly to the Agency CIO. Worked with the Agency Program Manager, project vendor, and & independent verification and validation (IV&V) vendor to ensure the success of the project – the right system, on time, on budget.

Served as a Public Sector Project Manager for various Commonwealth agencies for the Implementation of LAN/WAN installations across various Commonwealth agencies and bureaus. Projects included:

- Branch office technology refresh, moves, & consolidations
- Technology refresh planning & implementation
- Help Desk implementation & support
- CADD Active Directory Planning
- Client Server BIS Support & Staffing
- Enterprise Technology Implementation Study
- Keystone Building Relocation Initial Planning
- Network Operations Center (NOC) Implementation
- Remedy Planning & Implementation

Education Background:

- Elementary Education, General Biology, Piedmont College, Demorest, GA
- Bachelor of Arts, Elementary Education, Piedmont College, Demorest, GA

Qualifications:

- Project Management Professional (PMP) certification, completed July 2005
- Comp TIA's IT Project+ certification, completed February 2005

Relevant Training:

- Advanced Risk Management: Risk Metrics, Tools & Models
- Essentials of Rational Unified Process (RUP) v7.0
- Kepner-Tregoe Project Management Techniques
- Microsoft Project "Orange Belt", Manage a Single Project with MS Office Project 2003
- The Kerzner Approach to Project Management Excellence
- Extensive IBM training in the areas of personnel management (Administrative Operations Manager & Systems Engineering Manager), industry marketing (public sector, K-12), and technical (S/36, S/38, AS/400)
- Extensive Pennsylvania Blue Shield training in the areas of organizational change and career counseling

Detailed Experience:			
Program/Project:	Deloitte DPW PMO	**Date**	09/2007 – Present
Role:	Assistant Manager		

In addition to serving as the backup for the PMO Manager, the Assistant Manager is responsible for collecting and compiling the data for the Quarterly Reports and for managing the approval process for this deliverable. The Assistant Manager is also responsible for managing the PMO CMMi audit and for maintaining the SDLC templates for all artifact submissions across the suite of projects.

Program/Project:	Various Commonwealth Agencies	**Date:**	10/1997 – 09/2007
Role:	Project Manager		

- Project Management
  - Project initiation, planning, execution, controlling, and closing. Responsible for project teams including contract staff (7-yrs experience, 1997-2005)
  - Portfolio management
  - Project definition, selection, prioritization, authorization, and execution (7-yrs experience, 1998-2005)
  - Process improvement
  - Project organization structure and workflow; cause and effect determination, solution generation, implementation improvement, and results monitoring (7-yrs experience, 1998-2005)
  - Help Desk development, staffing, scheduling, and monitoring for 24x7 staffing (1-yr experience, 2004)
- Team Management
  - Responsible for direct reports, team building, and staff development (13-yrs experience, 1983-1996)
  - Responsible for financial planning, budget development, and expense tracking (12-yrs experience, 1993-2005
  - Contract and outsourcing management (8-yrs experience, 1997-2005)
  - Continuity of Government plan development (3-mnths experience, 2005)
  - Leadership experience
  - Communication skills, verbal and written
  - Organization skills, planning and time management
  - Negotiating skills, diplomacy and mediation
  - Interpersonal skills, internal and external customers

Sumit Hooda, Sr. Developer/Analyst

# of years DPW Experience	5 years	# of years with the following DPW system:	iCIS and COMPASS – 5 years	# of years IT experience	12 years

DPW Experience Summary:

Have been working on DPW projects for ICIS and COMPASS since 2005. Worked with WCF Web Services using .NET 3.5, Enterprise Library, ASP.NET, VB.NET, C#, ASP, VB, C++, VBScript, JavaScript, Visual InterDev TFS, Server, and Oracle. He has 4 years hands-on professional experience developing applications using the .NET Framework, VB.NET, ASP. NET, ADO .NET, XML Web Services, IIS, Oracle. In addition, he has experience with Distributed Computing, Developing n-Tier Architectures and developing server-side components.

Prior Experience Summary:

- Working with more than 12 years of extensive experience in Software Development/Web Development, Design, Implementation and other phases of a project life cycle
- Experience in WCF Web Services using .NET 3.5, Enterprise Library, ASP.NET, VB.NET, C#, ASP, VB, C++, VBScript, JavaScript, Visual InterDev, MS-SQL Server, and Oracle
- 4 years hands-on professional experience developing applications using the .NET Framework, VB.NET, ASP. NET, ADO .NET, XML Web Services, IIS, Oracle
- Experience with Distributed Computing, Developing n-Tier Architectures and developing server-side components
- Competent in analysis, design, development, and implementation
- Experience in MS SQL-Server and Oracle backend programming
- Experienced in Object Oriented Analysis/Design with usage of EA, UML and software design patterns
- Involved in migrating existing windows based and Web-based applications to .NET platform
- Hard working, self-motivated team player with a result oriented attitude
- Excellent organizational and communication skills

Education Background:

- Bachelor of Electronics and Communication Engineering from Karnataka University Dharwad, India 1995

Detailed Experience:			
Program/Project:	iCIS – COMPASS	**Date**	01/2005 – Present
Role:	Sr. Developer/Programmer		

Provider Search Module: This initiative provider the provider search functionality to Client. Client can search on Child Care Services Providers, Long Term living Service Providers and Adult Autism Waiver Services Providers. These Search Services are provided as web services by the respective projects and Compass end captures the appropriate search criteria information and communicates with the Web Services in asynchronous mode to initiate a search call. A Call Back service hosted by this module loads the DB when the search results are returned. Once these results set are available in local DB, a subset of the result set is displayed with pagination. It also allows user to go further in details for each provide.

COMPASS is the means to implement the DPW (Department of Public Welfare) programs in the state of Pennsylvania. Compass lets the people to apply online for social services offered by the Commonwealth of Pennsylvania. The self-screening questionnaire can tell the applicants which social services the members of the household may be eligible to receive. It provides the services like Medicaid, Food Stamps, Low-Income Home Energy Assistance Program, Cash Assistance, School Lunch Program and Long Term Care etc.

Program/Project:	e-Medical System	**Date:**	04/2003 – 12/2004
Role:	Sr. Developer/Programmer		

The client is a leading insurance company in Auto, Fire and Life insurance. They have been using HP-Claims system for the processing of claims in the Past. The client has decided to move to a strategic platform from the existing legacy system. The new platform has Internet Component Based Architecture by Microsoft - ICBAM with ASP/VB as front-end, a mid-tier third-party application called Claim Components and DB2 as the back-end. This project is implementing Claim Components in client's systems for the first time. We are providing the Service support and enhancement for the Project. This step was to provide efficiency and better load performance after expansion of this project to multiple states in US. We are involved in Designing, Coding, Porting and migration.

Program/Project:	One View	**Date:**	09/2002 – 04/2003
Role:	Project Lead		

Lead the team to provided round the clock support to One View system in order to ensure proper functioning of ETL and reporting process. The scope of the project encompasses the following activities, Requirement analysis, estimation and implementing of micro-projects. Handled the production issues and adhoc request.

Program/Project:	Web App for leading Farm Company UK	**Date:**	11/2000 – 08/2002
Role:	Sr. Programmer/Analyst		

Web App for Herd Management System (HMS), Sheep Management System (SMS), Abattoir and Market Management System (AMMS) and Central Management System (CMS)

Farm Express is an UK based company, which has developed a vertical portal to provide e-commerce facility to the farmers across UK. Farm Express provides information on a wide variety of agricultural products to meet the farmer needs.

First Phase was the Herd Management System. This system was basically designed to allow the farmers save and update day to day basic data regarding the animals and their details starting from there birth. It allows them to schedule events on particular dates. It provides the farmers the utility to group the animals and schedule events for the group. Adding and updating facility for Animal Details and its events

Second Phase, Abattoir & Market Systems the main functionality is to facilitate the Abattoir and Market activities separately. Here according to the id of the shopper, he will be shown details of farm, abattoir or market, type of holding at a time. User is allowed to view and update Holding details and Animal details of the particular holding type.

Third Phase Sheep management System has the functionality and events related to sheeps in particular.

Forth Phase, Central Management System (www.central.farmexpress.co.uk) provides Central Agencies (like the Government or private bodies and agencies etc) access and control over some animal events. Central Management System supports the need of the Central agencies to access reports/ details of livestock, age-wise analysis, movement details etc. It provides animal data for analysis, control and validation purposes from the central database.

Program/Project:	VTIL INIDA	Date:	02/2000 – 10/2000
Role:	Programmer/Analyst		

This Web site is video on demand. Here the facility is provided to view the movies, trails star profile and serials mostly of the south Indian language. After login in the user can search for the available serials or movies and view the trailer clips of the same and later on if the user feels comfortable then he can go for the whole movie or the serial.

As a programmer, I was involved in all the phases of the SDLC. I was involved in web development and backend applications development

Program/Project:	ATL, INIDA	Date:	09/1998 – 01/2000
Role:	Programmer/Analyst		

- Classified Advertisement Submission Billing and Monitoring
  - The system was basically a three tier distributed application built with different technologies. It is a Client Server design with a separation of user interface, business interface and database level
  - It required placing advertisement using web client and administrating customer's records.
- HR Management module
  - The system was capable maintaining separate sections for managers, supervisors and employees. It displayed and maintained the data in hierarchical fashion. It allowed the managers to set and amend goals for his department on weekly and monthly basis.
- Monitoring System Module
  - Allow progress monitoring of the individual employee, of the team as a whole and evaluate supervisor performance. Allow supervisors to monitor employee progress, recommend employee for awards, provide feedback to the manager, evaluate each employee on his respective professional, social and interpersonal skill, identify the weak areas and training needs etc.

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Siddharth Jain , Sr. Developer/Analyst

# of years DPW Experience	1 year	# of years with the following DPW system:	iCIS and eCIS – 1 year ITSS – 2 months	# of years IT experience	1 year

DPW Experience Summary:

Responsible for middleware and systems integration development for the Phase IV-B initiative within iCIS, overhauling a mainframe application into an online application. Responsible for the System Integration team, in the absence of the track lead. Helped develop middleware OpenTI calls and stress tested them to make them stable in the Integration and System Acceptance environment. Analysed and researched various middleware issues that were identified during testing. Developed systems integration test scenarios involving data integration between various system components. Tested middleware OpenTI services for data consistency. Performed batch testing to ensure accurate MSAM file creation for middleware integration. Helping resolve issues identified during Conversion Testing while converting production data to the new application to check for compatibility.

Prior Experience Summary:

Siddharth is a first year Business Technology Analyst in the Systems Integration Service Line. He is currently responsible for systems integration development on a public sector project dealing with middleware systems architecture and physical data model. He interned with Deloitte where he gained experience in technology architecture standards and systems development project life cycle. He graduated with honors from Carnegie Mellon University with a Bachelor of Science in Computer Science. In addition to his strong technical skills in Java and systems development, he has experience in a client service engagement.

Education Background:

- Bachelor of Science in Computer Science (Minor in Business Administration), Carnegie Mellon University, Pittsburgh, PA, May 2009

Relevant Training:

- Adobe Livecycle
- Microsoft Excel
- QuckTestPro
- BMC Appsight

Detailed Experience:

Program/Project:	DPW – eCIS IVB	Date	08/2009 – Present
Role:	Developer		

Responsible for middleware and systems integration development for the Phase IV-B initiative within iCIS, overhauling a mainframe application into an online application. Responsible for the System Integration team, in the absence of the track lead. Helped develop middleware OpenTI calls and stress tested them to make them stable in the Integration and System Acceptance environment. Analyzed and researched various middleware issues that were identified during testing. Developed systems integration test scenarios involving data integration between various system components. Tested middleware OpenTI services for data consistency. Performed batch testing to ensure accurate MSAM file creation for middleware integration. Helping resolve issues identified during Conversion Testing while converting production data to the new application to check for compatibility.

Program/Project:	DPW – ITSS	**Date:**	06/2008 – 08/2008
Role:	Developer		

Developed an Enterprise Architecture Standards Library from resources within the team. Scoped a Code Review Process for Architectural Quality Assurance. Contributed to deliverables in a new project initiative in the General System Design phase of System Development Life cycle.

Bonnie Knoetgen - Project Control Analyst

# of years DPW Experience	3.5 years	# of years with the following DPW system:	N/A	# of years IT experience	N/A

DPW Experience Summary:

Bonnie has served as the PELICAN project controller for the past 3.5 years. Role includes providing the client with all financial related information; managing the information provided in the CIO Dashboard, which is submitted weekly; preparation and validation of all time and materials billings; monitoring of all time charged to the project to ensure compliance with the Terms and Conditions of the contract; management of, preparation and submission of all cost proposal, work order, and completion documents to the client.

Prior Experience Summary:

- **Payroll/Accounts Payable Manager.** (August 2005 – February 2007) Balanced Care Corporation - a private company which owns and operates 37 assisted living and skilled nursing facilities in 7 states, employing a staff of approximately 1,300.
- **Accounting Manager.** Natural Lands Trust, Inc., (November 1989 – August 2005) a nationally recognized, not-for-profit, regional land trust.
- **Office Administrator.** Wayne J. DeCaria and Son, Inc. (September 1987 – November 1989) Residential Construction firm.
- **Third Grade Teacher.** Ridley School District – December 1986 – June 1987) Llong-term substitute position

Education Background:

- Bachelors of Science Degree in Education, West Chester State College, December, 1977

Qualifications:

- N/A

Relevant Training:

- Lean Six Sigma – Yellow Belt Certified
- Microsoft Excel Specialist Certified

Detailed Experience:

Program/Project:	PELICAN	Date	06/2007 – Present
Role:	Sr. Project Controller		

Role includes providing the client with all financial related information; managing the information provided in the CIO Dashboard, which is submitted weekly; preparation and validation of all time and materials billings; monitoring of all time charged to the project to ensure compliance with the Terms and Conditions of the contract; management of, preparation and submission of all cost proposal, work order, and completion documents to the client.

Adam Knudsen, Sr. Developer/Analyst

# of years DPW Experience	3 years	# of years with the following DPW system:	eCIS - 3 years	# of years IT experience	11 years

DPW Experience Summary:

Since 2007, Adam has been working on ASP.NET and WCF projects for DPW. This has included programming in VB.NET, C#, PL-SQL and JavaScript. In addition to programming, he has spent significant time designing, debugging, and optimizing the systems he worked on.

Prior Experience Summary:

He has been doing professional development for the Microsoft platform since 1999. This has included C#, VB.NET, VB6, a variety of database products, and many other technical products and tools.

Education Background:

- Bachelor of Science in Computer Science, Sonoma State University, California, May 2000

Qualifications:

- N/A

Relevant Training:

- BMC AppSight Foundation, BMC Software, 3/25/2010
- Corticon Decisions Modeling Product Training RM-01, Corticon Technologies, 3/16/2009
- Corticon Decisions Deployment Product Training RD-01, Corticon Technologies, 3/20/2009

Detailed Experience:

Program/Project:	CIS Incremental Renewal Phase IVb (aka Ecis R18)	Date	07/2009 – Present
Role:	Architecture Team Member		

Responsibilities: Design, Service coding and configuration, presentation and business layer coding, database coding, unit test coding, refactoring, SQL tuning, configuration management, code coverage analysis

Technologies: C#, VB.NET, ASP.NET, PL/SQL, Enterprise Library 4.1, WCF, MbUnit, RhinoMocks, Gallio, NCover, CruiseControl, Enterprise Services, COM+

Program/Project:	Liheap (aka Ecis R17)	Date:	01/2009 – 07/2009
Role:	Architecture Team Member		

Responsibilities: Design, Service coding and configuration, presentation and business layer coding, database coding, unit test coding, refactoring, SQL tuning, configuration management, code coverage analysis

Technologies: C#, VB.NET, ASP.NET, PL/SQL, Enterprise Library 4.1, WCF, MbUnit, RhinoMocks, Gallio, NCover, CruiseControl, Enterprise Services

Program/Project:	MCI.NET 1.0/WebAP.NET (aka Ecis R16)	Date:	01/2008 – 01/2009
Role:	Lead Developer		

Responsibilities: Design, Service coding and configuration, presentation and business layer coding, security framework coding, database coding, unit test coding, refactoring, SQL tuning, configuration management

Technologies: C#, VB.NET, ASP.NET, PL/SQL, Enterprise Library 3.1, WCF, CruiseControl, VSTest, Enterprise Services

Program/Project:	Data Exchanges (aka Ecis R15)	Date:	05/2007 – 01/2008
Role:	Developer		

Responsibilities: Presentation coding, database coding, refactoring, .NET performance analysis, SQL tuning

Technologies: VB.NET, ASP.NET, PL/SQL, C#, Enterprise Library 3.1

Program/Project:	CPCMS (AOPC Case Management System)	Date:	10/2005 – 05/2007
Role:	Lead Developer/Analyst		

Responsibilities: analysis, object and UI design, writing specs, functional team lead, presentation tier coding, database coding, maintenance, refactoring, coordinating efforts from analysts, developers, QA personnel, and deployment staff to affect enhancements to live system

VB.NET, SQL

Program/Project:	EJUS (Marin County Justice Community System)	Date:	09/2004 – 09/2005
Role:	Lead Developer/Analyst		

Responsibilities: analysis, object and UI design, writing specs, lead programmer, writing code, data conversion, deployment, support, maintenance, and upgrades

Technologies: ASP.NET, VB.NET, T-SQL, HTML, CSS, JavaScript

Program/Project:	DARWIN (Marin County DA Case Management System)	Date:	06/2001 – 09/2004
Role:	Lead Developer/Analyst		

Responsibilities: user requirement meetings, analysis, database design, object design, UI design, writing specs, lead programmer, writing code, installation, support, maintenance, and upgrades

Technologies: VB6, T-SQL, 3rd Party APIs, Microsoft Word and Outlook Object Model

Program/Project:	Marin County Property Appraisal Systems	Date:	11/1999 – 06/2001
Role:	Developer/Analyst		

Responsibilities: user requirement meetings, analysis, writing specs, designing UI and workflow engine, writing code, deployment, support, maintenance, and upgrades

Technologies: ASP, VB6 ActiveX Controls, VBScript, T-SQL, HTML

Ashley McCully, Sr. Developer / Analyst

# of years DPW Experience	1.5 years	# of years with the following DPW system:	HCSIS – 1.5 years	# of years IT experience	2.5 years

DPW Experience Summary:

- Analyst on various HCSIS teams. Tasks included managing development for PCRs during multiple maintenance releases, developing screen shot documents, Logical Data Model, Activity Diagrams, Traceability Matrices, test scripts for functional testing and user acceptance testing, and other documentation.
- .NET 3.5, Enterprise Architect (UML), Benthic, NUnit, Visual Studio 2008, Windows 2003, SQL Server Reporting Services

Prior Experience Summary:

- Provided Sarbanes-Oxley IT General Control Testing to internal and external audit clients for a professional services firm. Completed SOX 404 IT general control testing for an internal SOX audit. Completed J-SOX IT application control testing for a Japanese client for an internal JSOX audit. Tested application security controls for UNIX and Windows Active Directory.
- Implemented a new product life cycle management (PLM) system to replace outdated software for a pharmaceutical company. Administered training to employees on new MatrixOne PLM software. Developed and maintained project Intranet Web site using HTML and JavaScript. Assisted in software validation efforts. Provided assistance to users post launch.

Education Background:

- B.S. in Information Sciences and Technology, The Pennsylvania State University, State College, PA, December 2008
- B.S. in Security and Risk Analysis, The Pennsylvania State University, State College, PA, December 2008

Detailed Experience:

Program/Project:	HCSIS OLTL CMS Assurances Work Order	Date	05/2010 – Present
Role:	Analyst – Initiative Lead		

Tasks include managing work plan, managing development of a bundle of maintenance PCRs, conducing requirements and design sessions, developing screen shots, test scripts for functional testing and user acceptance testing, and other documentation.

Program/Project:	HCSIS Maintenance Team	Date:	09/2009 – 05/2009
Role:	Analyst		

Tasks included managing PCR development during multiple maintenance releases, production support, requirements gathering, developing test scripts for functional and user acceptance testing, and preparing PCR tracking reports for management.

Program/Project:	HCSIS Financial Management Team	Date:	04/2009 – 09/2009
Role:	Analyst		

Tasks included developing screen shots, Logical Data Model, Activity Diagrams, Traceability Matrices, test scripts for functional testing and user acceptance testing, and other documentation.

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Michael Nazareth, Chief Database Architect

# of years DPW Experience	4 years	# of years with the following DPW system:	CAPS - 4 years	# of years IT experience	11 years

DPW Experience Summary:

- Responsible for design and data modeling
- Disaster recovery, planning and implementation which includes RMAN in conjunction with Net Backup
- Monitor the growth of data, performance tuning
- Oracle installation, configuration & patch updates to all environments
- Migration of code from Development to Integration to UAT/LOAD to TFP and finally Production
- Perform weekly data fixes in PROD
- Data refreshes from PROD to other environments
- Testing and documenting Oracle DB failover between active and passive nodes in Production
- Supporting multiple environments including CAPS Data warehouse

Prior Experience Summary:

- Distinguished IT career with expertise skills in Oracle DBA Activities for over 11 years
- Planning and implementing backup/recovery strategies for the databases
- Managing multiple Oracle databases (versions 7.x through 10g) in both live and test environments on platforms such as Sun Solaris, HP-UX, Windows and Linux

Education Background:

- Bachelor of Science, Chemistry Bombay University, Mumbai, Maharashtra, India, 1995

Qualifications:

- Advanced Computing Diploma , Boston

Relevant Training:

- ITIL (v3) Foundation

Detailed Experience:

Program/Project:	CHIP & adultBasic Processing System(CAPS)	Date	11/2006 – Present
Role:	Senior Oracle DBA		

- Responsible for Design and data modeling
- Disaster recovery, planning and implementation which includes RMAN in conjunction with Net Backup
- Monitor the growth of data, performance tuning
- Oracle installation, configuration & patch updates to all environments
- Migration of code from Development to Integration to UAT/LOAD to TFP and finally Production.
- Perform weekly data fixes in PROD
- Data refreshes from PROD to other environments
- Testing and documenting Oracle DB failover between active and passive nodes in Production
- Supporting multiple environments including CAPS Data warehouse

Program/Project:	Pennsylvania New Hire Reporting Project	**Date:**	11/2007 – Present
Role:	Oracle DBA & Technical support		

- Delivering the data model and data dictionary of the application
- Optimize & Troubleshooting batch processes
- Provide ad hoc reports and perform data fixes

Program/Project:	Hewlett-Packard, Cupertino USA	**Date:**	02/2004 – 11/2006
Role:	Team Lead and Oracle DBA		

- Leading the Systems Integration team which consists of MS SQL DBA resources, BEA Weblogic Admin resources and testers who perform manual and automated testing
- Managing oracle databases in Production, pre-production, integration, validation and development environments
- Customizing the batch jobs (scheduled through Opalis scheduling system) to effectively and efficiently load data into the IPC database – The Optimized refresh
- Planning the task list for the Go-Live, this involved various dependencies and databases besides Oracle
- In-charge of the team's responsiveness and task allocation, status reporting to the client and co-ordination with regional teams

Program/Project:	ICICI Infotech	**Date:**	09/1999 – 02/2004
Role:	Oracle DBA		

Installing Oracle Products
- Recommending Hardware configurations and considerations
- Planning physical database layouts and capacity usage
- Define, test and implement a backup and recovery strategy for databases for seamless integration with the OS
- Installing and configuration of Oracle Fail Safe on clustered environments
- Performance Tuning
- Comprehend the application, its functionality requirements and response time
- Suggest alterations in code, thereby optimizing performance using Oracle's latest features. In some cases even altering the architecture of the application so as to maximize feasibility
- Tuning with Oracle's Statspack utility, which includes installing, gathering statistics and efficiently managing the Statspack data

Other Activities
- Proactively monitoring, diagnosing and rectifying database related issues
- Manage database migration between oracle versions as well as between different Operating Systems
- Involved in application design
- Exposed to DBA activities of MS SQL Server, Sybase and DB2
- Define, enforce, document and set standards for managing databases in terms of capacity, integrity, security and performance
- Involved in benchmarking new applications

Rajeev G Pangarkar, Sr. Developer / Analyst

# of years DPW Experience	16 Years	# of years with the following DPW system:	16 years - PASCES	# of years IT experience	25 years

DPW Experience Summary:

- Over 15 years of Child Support Field Experience communicating with counties on conversion activities
- Over 20 years of Software Lead Development and Architect experience in designing and developing multi-tier applications for the Internet and Intranet with a focus on health and human services applications
- Over 15 years of experience as a track lead with responsibilities including requirements gathering, analysis, design, development planning, testing and deployment planning
- Experience with applications involving heterogeneous platforms
- Ability to analyze complex information and/or data and recommend successful implementation strategies
- Ability to communicate effectively, in language familiar to the end users
- Experience with SDLC of Microsoft COM+ and .NET applications
- Experience with Microsoft applications including ASP, MS Access, and other MS Office
- Over 10 years of experience on the PACSES project with PACSES Customer Service Applications, PACSES Server-Based Applications, Federal Data Reliability Audit Support, Data Warehousing, Ad hoc Reporting, Oracle/MS Access (Database Design and SQL development), Mainframe Data extraction (ETL)

Prior Experience Summary:

- iSAWS (Child Support & Welfare systems - California)
- Online reservations systems (Carnival Cruise Lines)
- Planned Parts Requirement System – H.A.L (India)

Education Background:

- Bachelor of Engineering, BMS College of Engineering, Bangalore, India, 1985

Program/Project:	DPW - PACSES	Date:	01/2000 – Present
Role:	Data Warehouse/Application Developer/Data Analyst		

- In response to the increasing demand for ad hoc data delivery by the DRSs, BCSE, and other external stakeholders, DPW and the PACSES team formed the PACSES Reporting Information Systems Management (PRISM) team, in August 1999. One of the tasks of the PRISM team was to receive, process, and deliver ad hoc data requests (i.e. data processing service requests (DPSRs)). Stakeholder groups submit DPSRs to obtain specific data that can assist with the evaluation of County performance, evaluation of Statewide program initiatives, data clean-up activities, reorganization of local offices for better management and delivery of services, and prioritization of daily activities.
- The CSWS is a suite of tools and applications aimed at superior customer service. It is comprised of a secure Web-based application which can be accessed by child support customers and business partners, a data repository optimized for reporting/ inquiry, an interactive voice response (IVR) system which provides much of the same information over the phone, and a number of worker-facing reporting applications/ interfaces.
- Involved in data warehouse development
- Involved in Federal Reporting & CUBES development
- Worked on developing many desktop applications such as EMU/FXR/RTPL

Program/Project:	PACSES	**Date:**	07/1994 – 12/1999
Role:	Conversion Manager		

Pennsylvania Child Support Enforcement System (PACSES) is a support system for DRS (Domestic Relations Section) staff and BCSE (Bureau of Child Support Enforcement) staff for enforcing child support orders and interfaces with Department of Labor's New Hire system and Department of Public welfare's Client Information System (CIS). Rajeev has been responsible for effort sizing, manpower sizing, design, and team leading of conversion requirements of all 67 counties. Tasks also include project scheduling (using MS Project) and ad hoc utilities (using Visual Basic and Access).

Program/Project:	iSaws	**Date:**	01/1993 – 12/1993
Role:	Application Developer/Team Lead		

Rajeev was a member of the application team and was responsible for developing the reporting system for the iSaws (Welfare system for State of California). The development and database was done in Mapper – a Unisys 4th generation language.

Program/Project:	Airline Reservation System	**Date:**	06/1987 – 12/1992
Role:	Application Developer/Team Lead		

Rajeev developed an airline and a cruise booking system. He was also responsible for developing and implementing the pre-post cruise packages and hotel/car reservation. Development was on UNISYS 2200, DMS-1100, DPS-1100, COBOL, Mapper.

Anoop Pant, Application Team Lead

# of years DPW Experience	3 years	# of years with the following DPW system:	HCSIS - 3 years	# of years IT experience	9 years

DPW Experience Summary:

Development Manager on the HSCIS Application. I have led several key initiatives such as Payment Through Treasury and Enterprise Rate Services, and am currently leading the Enterprise Incident Management Work Order.

Education Background:

- Master of Science (Physics), Indian Institute of Technology, India, 2001

Qualifications:

- PMP (Since 2008)
- MCP (Microsoft Certified Professional - Developing and Implementing Web Applications with Microsoft Visual Basic .NET and Microsoft Visual Studio .NET)

Relevant Training:

- Rational Team Unifying Platform, 08/2005
- Cognos ReportNet 1.0, 01/2005
- WebSphere Portal Server, 02/2003

Detailed Experience:

Program/Project:	HCSIS, DPW, PA	Date	01/2008 – Present
Role:	Development Manager		

Led the following initiatives: Enterprise Incident Management, Enterprise Rate Service, Payment Through Treasury I/II/III/IV, ODP FMS Transition, OLTL Services and Supports Directory, Early Intervention Financial Management

Program/Project:	CWDS, DLI, PA	Date:	09/2005 – 12/2007
Role:	Track Manager		

My responsibilities included leading the largest sub-system (Participant Management) and coordinating cross sub-system activities throughout the software development life cycle. I led a team of system analysts and contracted developers (16 in all) and have been part of the project since its inception. I also led the Change Control Board, Configuration Management and Performance Tuning teams on this project.

Program/Project:	HCSIS, DPW, PA	Date:	03/2005 – 08/2005
Role:	Track Manager		

Evaluated the design of the Incident Management module for configurability.

Program/Project:	KAISER, GA	Date:	01/2005 – 03/2005
Role:	Track Manager		

Led the effort to extract data from the Cerner Millennium systems and transform it for loading to the Epic system.

Program/Project:	CDC, GA	Date:	08/2003 – 12/2004

Role:	Track Lead		

Led the SDLC activities for several modules.

Program/Project:	Eli Lilly, IN	**Date:**	02/2003 – 08/2003
Role:	Systems Analyst		

Designed, developed and tested portlets. The portlets were used for browsing, displaying content from the content management system. I also implemented some of the core architecture components.

Program/Project:	Quality and Risk Management, GA	**Date:**	06/2002 – 12/2002
Role:	Systems Analyst		

Designed and developed an application to analyze pursuits and competitor landscape.

Program/Project:	Resource Tracker, India	**Date:**	01/2002 – 05/2002
Role:	Systems Analyst		

Designed and developed an application to manage offshore projects and track resource usage

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Dwarakanath Raghunathan, Application Team Lead

# of years DPW Experience	3 years	# of years with the following DPW system:	eCIS – 3 years COMPASS – 1 years LIHEAP – 2 years	# of years IT experience	5 years

DPW Experience Summary:

Dwarakanath has over 3 years of intense exposure to clients business needs as a Systems Analyst and Project/Technical Leads for Public sector Health and Human Services projects. He has been involved in diverse and complex work environments/projects spanning across all phases of SDLC for the Department of Public Welfare (DPW). His experience includes the redesign of the legacy LIHEAP application to integrate with eCIS application as well as maintenance of legacy LIHEAP application and integrating the workflow process and system changes for SelectPlan for Women initiative.

Prior Experience Summary:

Dwarakanath has over 5 years of experience providing client service as a Programmer/Systems Analyst and Project/Technical leads in Public sector as well as automobile insurance firms. His recent experience includes the redesign of the legacy LIHEAP application to integrate with eCIS application as well as maintenance of legacy LIHEAP application and integrating the workflow process and system changes for SelectPlan for Women initiative. His prior experience includes redesigning of legacy application to .NET, support for applications related to insurance auto quotes, design and maintaining automation tools for maintaining insurance policies for auto quotes.

Education Background:

- Maters in Computer Science – Kent State University, Kent, OH, December, 2005
- Bachelors in Computer Engineering – University of Madras, Chennai, India, April, 2002

Qualifications:

- MSIT certified at Tata Info Tech – 2002

Detailed Experience:

Program/Project:	LIHEAP/iCIS	Date	10/2009 – Present
Role:	Application Track Lead		

- The role includes responsibilities of maintaining the Financial Management, LIHEAP (Low Income Household Energy Assistance Program) Administration, PROMISe (Provider Reimbursement and Operations Management Information System) interface and SSRS (SQL Server Reporting Service) Reports module of the LIHEAP business.
- Gathered requirements for new functionality and changes to existing functionality, designed and implemented the system changes based on requirements gathered and delivered the expected business solution
- Provided assistance in client's business needs and appropriate system/operational recommendations to realize the client's goal
- Lead and managed developers through the various SDLC (System Development Life Cycle) phases of the initiatives/maintenance path of the projects
- Involved in deployment coordination activities to gather all the moving portions of the application migration and bringing ITSS/BIS on board with the details specific to the migration

Program/Project:	LIHEAP eCIS Integration/iCIS	Date:	06/2008 – 10/2009
Role:	Initiative Track Lead		

The initiative's business goal is to integrate the existing functionalities from a standalone LIHEAP application to eCIS (electronic Client Information System) to align with the public welfare department's goals and objectives of a single process workflow.

The role included responsibilities for gathering requirements and designing all modules of the LIHEAP program and managing the development and testing phase of the Financial Management, LIHEAP Administration, Conversion and Reports module.

- Played a vital role of application lead for LIHEAP (Low Income Home Energy Assistance Program) application and sub systems lead for LIHEAP/eCIS Integration initiative
- Lead collaborative team consisting of subcontractors and Deloitte members through various SDLC phases of the initiative and deliver the system changes as well as client artifacts on time
- Performed gap analysis for systems integration, data conversion, forms validation, business workflow validation
- Presented analytical findings to clients and provide recommendations to resolve business problems and potential risks and issues
- Designed and implemented the integration of LIHEAP programs payment system (Treasury and SAP) as well as PROMISe (Provider Reimbursement and Operations Management Information System)
- Designed and implemented the automated supplemental payments process including summer supplemental payments for LIHEAP program meeting the complex business rules
- Gathered requirements, designed, implemented and delivered the PROMISe interface batches for LIHEAP crisis program
- Coordinated various activities for the new MPI (Master Provider Index) web service for LIHEAP program as well as integration with eCIS applications to retrieve LIHEAP provider information

Program/Project:	LIHEAP/iCIS	Date:	01/2008 – 08/2008
Role:	Application Maintenance Lead		

The role includes responsibilities of maintaining the LIHEAP standalone application; provide business support for LIHEAP clients and technology support for the application processing needs.

- Designed and implemented the automated LIHEAP crisis processing, bar-coded application versus letter processing for the LIHEAP energy season and SSA validation of LIHEAP clients via MCI (Master Client Index) processing
- Designed and implemented .NET services, .NET web applications and COM+ components and extend the interoperability between .NET services and legacy COM+ components
- Coordinated activities with ITSS/BIS for the migration activities on the various release planned

Program/Project:	Select Plan for Women/iCIS	Date:	05/2007 – 01/2008
Role:	Initiative Track Lead		

- Played the role of sub systems leads for COMPASS (Commonwealth of Pennsylvania Access to Social Services) and eCIS systems in "SelectPlan for Women" initiative. The role includes identifying the business process and workflow changes as part of requirements and performing the required system impact analysis to support the initiative
- Involved in various client and Deloitte presentations for Requirement gathering, GSD/DSD and Architecture Review Board meetings to present various aspects of the systems
- Responsibilities includes designing the necessary changes to system/DB with minimal impact to the existing functionalities, coordination and leading the deployment process to all higher environments and providing assistance in load script generation and evaluation to perform load/stress test

- Precise and accountable coordination with other initiatives on change made to the systems, migration to higher environments, Oracle DB change and middleware change
- Designed Open TI interface between web applications and Web Method interfaces between mainframe and web applications

Program/Project:	Progressive Casualty Insurance	Date:	06/2005 – 05/2007
Role:	Software Engineer		

- Designed and developed web application that interconnect Wintel servers (2000/NT) to get user/resource correspondence and allocation history information; developed as 2-tier architecture in C# .NET with application domain security policies
- Developed .NET XML web services for complex file copy mechanism, logging, SQL database access and daily information conversion process in C#; designed through different design patterns (Abstract Family, Command, Prototype and Proxy)
- Developed automation tools in C#.NET for nightly process to download mainframe table based tables; automation process involves mainframe tables download, downstream monitoring and action event for interrupted downloads, conversion of table based information to XML configuration files and testing XML conformity/business knowledge
- Developed automation tools for stress and performance testing in C# .NET/SQL to setup a complex testing environment on Wintel servers and initiate testing process through event/time driven pattern
- Worked on conversion process and re-architecture of existing application/components from Perl/ASP to .NET; designed and developed as 2-tier and N-tier architecture
- Developed multifaceted desktop application for prototype quoting, XML editor with business knowledge, testing and logging activities; 3-tier architecture developed using C#/SQL connectivity; involved in design, develop, unit testing and packaging of the applications
- Responsible for detection and diagnosing memory leaks in application (unmanaged code interacting with managed .NET wrapper) and optimizing memory usage for those applications
- Designed rationale security policies for data and application security on Wintel servers for application domain, machine and enterprise level

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Kolli Reddy, Sr. Developer / Analyst

# of years DPW Experience	8 years	# of years with the following DPW system:	COMPASS – 8 years	# of years IT experience	13 years

DPW Experience Summary:

Kolli brings a wealth of Information Technology Support Services that are directly matching with DPW's requirements. For 8 years he has provided full system development life cycle and delivery for large-scale and complex custom development projects that span multiple technology stacks including .NET and legacy. Kolli brings a wealth application maintenance, production operations support, and application modifications experience to DPW. Most recently is working with DPW for COMPASS technology upgrade using an SOA approach and Adobe Flex.

Prior Experience Summary:

More than 5 years of experience through the entire Software Development Life Cycle includes Analysis, Design, Development, Deployment, Testing, Documentation and Administration of Client-server and Web applications. Specialized in architecture of applications implemented with Microsoft technologies and WCF services to follow SOA standards. Capable of setup, installation, configuration & maintenance of web application production environment.

Education Background:

- BS Computer Science & Engineering, Bangalore University, India, 1997

Detailed Experience:

Program/Project:	Commonwealth of Pennsylvania Application for Social Services (COMPASS)	Date	09/2002 – Present

Role:	Tech Lead/Architect

- Organized, planned and held requirements gathering work sessions with users and translated the results into use cases, activity diagrams, web-page mock-ups, and other documents to help explain and define the requirements of the application enhancements
- All the System design documents like Class Diagrams, Sequence Diagrams, Flow Diagrams, Activity Diagrams, Use Cases & Traceability Matrix are created using Enterprise Architect (EA), Visio & UML
- Re-engineered applications to improve performance & scalability in a load balancing environment
- Architecture documents like Application Blueprint are created during system design and maintained them in EA
- Involved in the project estimation with the management team
- Managed development activities & mentored development team to follow architectural standards
- MVC design pattern is used in the re-engineered application architecture along with Unity dependency injection
- All the Web Forms are developed using WPF, WAB, VB.NET, C#, ASP.NET & ADO.NET
- Roll based Security for Client & Provider Self Registration functionality is implemented with the Netegrity Site Minder & Identity Manager services
- Domain objects have been implemented to support OOD in .NET 3.5 framework
- Custom .NET user controls have been implemented using AJAX & Flex for Rich Internet Applications
- WCF web services have been implemented with SOA standards to receive data from external systems

- Microsoft Enterprise Library Framework v4.1 is used for exception handling, Caching, Configuration management & Trace Logging
- Pre-fillable PDF templates are designed with Adobe Forms Designer. Adobe Document Server is used to merge the XML formatted data with the PDF template and serve these templates over the web
- Printable PDF templates are designed with Adobe Output Designer. Data is sent to Adobe Central Server in the field nominated format for central printing
- BarCodes are generated to organize the printed sheets for mailing. All the notices mailed to clients are archived using NoticeAchives software
- .NET based batches are developed and dependency scheduler is implemented with OpCons
- Statistics reports are created using SSRS & SQL Server 2005
- Flat file layout processor has been implemented for extensive batch processing
- webMethods asynchronous processing interfaces have been implemented for external system transactions
- Database connectivity is performed using ODP.NET. Data access layer is implemented using Repository Factory
- Involved in the migration of legacy applications to .NET 3.5 using Microsoft Visual Studio 2008
- Developed Packages, Stored Procedures and Cursors in Oracle 10g for the Database Layer functionality using TOAD & Golden. Bulk operations are implemented using associative arrays & user defined types
- Interfaces are developed for communicating with the existing Legacy Mainframe OpenTI services using Inter-OP, XSD & XSL
- XSD Schemas have been developed for each interface methods based on H-Net XML standards using XML Spy
- XSL Transformations have been implemented to generate the required target XMLs using Microsoft XML Parser
- Interfaces have been developed using VB, & COM+, to send the application data to different Legacy Target Systems like CIS, MCI, CAPS, HCSIS, AIMS and LIHEAP etc
- Security has been implemented using SSL & Netegrity Site Minder
- Involved in the Production Support & Maintenance of the existing application features
- Automated build & deploy scripts have been implemented using MS DOS, NAnt & Cruise Control
- Performance & Memory Profiling is done using ANTS Profiler
- Code Analysis & coverage is performed using FxCop & nCover to maintain industry standards
- Team Foundation Server (TFS) is used for version controlling & builds
- 508 User accessibility standards are enforced using AccVerify & Bobby 508

Program/Project:	Catalog Management System (CMS)	Date:	11/1999 – 07/2002
Role:	Senior Software Engineer		

- Designed database schema in Microsoft SQL Server. Created scripts for database structures & maintenance
- Implemented all the functional pages using ASP, HTML, CSS, Java Script and VB Script
- Developed COM+ components to load CFF & SFF and check the data consistency
- Developed COM+ component to encrypt SQL database passwords
- Encrypted user passwords on DB2 using Net Commerce Encryption Utility
- Developed Notification component using stored procedures & Triggers
- Designed and developed system to generate flat files to load onto the transaction system using DTS packages to compare data between DB2 and SQL server

- Implemented multi system support for flat files generation, set passwords & DB compare modules
- Supplier Data Status, Move Data, Impersonate User, Process Transaction, Reset Status modules are implemented using extensive SQL stored procedures
- Implemented the SSL to access secure data pages. Integration between Web Server, SQL Server & DB2

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William Rosenberry, Sr. Developer / Analyst

# of years DPW Experience	14 years	# of years with the following DPW system:	PAXIX/ PROMISe – 11 years HCSIS – 3 years	# of years IT experience	16 years

DPW Experience Summary:

William has three years experience working with Home & Community Based Services/Home & Community Services Information System (HCSIS) at Deloitte. In addition, he has eleven years experience working on EDS PA Title XIX (PAXIX) and EDS PA PROMISe accounts in the following functional areas:

EDS PAXIX

- Administration
- Systems: Electronic Claims Management (ECM)/Pharmacy Claims
- Systems: Eligibility Verification System (EVS)

EDS PA PROMISe

- Systems: Eligibility Verification System (EVS)
- Systems: General Claims Support
- Home & Community Based Services (HCBS)/HCSIS
- Internal Training
- Department of Health (DOH) PAID Project

Education Background:

- Military Occupational Specialty School, USMC, 1984

Qualifications:

- Finance Certification, US Marine Corps Service Support Schools, 1984

Relevant Training:

EDS University Web-based Courses Completed:

- Project Management – Defining Scope
- Project Management – Managing & Controlling the Project
- UNIX Basic Commands
- HTML 4.01 Fundamentals
- Requirements Determination Process
- Medicaid Overview
- Interpreting Basic Financial Statements

EDS – Class-Based Training

- HIPAA Compliant ANSI X12-N Transaction Sets (270, 271, 837, 835)

Detailed Experience:			
Program/Project:	Deloitte/HCSIS Project	**Date**	11/2007 – Present
Role:	Business Analyst/System Tester (via TEKsystems, Inc.)		

Primary tester for both Initiative and PCR-related changes to the Home & Community Services Information System (HCSIS)

Program/Project:	Highmark Blue Shield/Other Party Information System (OPIS)	**Date:**	10/2006 – 10/2007
Role:	Senior Business Analyst Consultant (via Pyramid Consulting Group, Pittsburgh)		

Work with developers on all phases of Other Party Liability OPIS re-design

Included: Requirements definition, design, analysis, testing, and training of client end-users on OPIS

Program/Project:	EDS/PA PROMISe	**Date:**	02/2004 – 10/2006
Role:	Business Services Analyst (BSA)		

BSA duties to include the following Initiatives/Functional Areas

- PA DPW's Eligibility Verification System (EVS)
- PROMISe/DPW support for Home & Community Services Information System (HCSIS) Claims processing
- PA Department of Health (DOH) Initiative/PAID Project - Lead BSA
- Internal Trainer – PA PROMISe Account

Program/Project:	EDS/PA Title XIX	**Date:**	10/1998 – 02/2004
Role:	Business Services Analyst (BSA)		

BSA duties to include the following functional areas on the Title XIX Project Account:

- PA DPW's Eligibility Verification System (EVS)
- PA DPW's Electronic Claims Management (ECM) System (Online Pharmacy Claims)

Program/Project:	EDS/PA Title XIX	**Date:**	10/1996 – 05/1998
Role:	Executive Administrative Assistant (EAA)/Financial Coordinator/Global Purchasing & Asset Inventory Clerk		

- EAA to Larry David Mills, EDS Project Manager, PA Title XIX Account
- Financial Coordinator for all managers on the PA Title XIX Account
- Global Purchasing & Asset Inventory Clerk for PA Title XIX Account

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Sheetal Shah, Application Team Lead

# of years DPW Experience	1 month	# of years with the following DPW system:	PELICAN – 1 month	# of years IT experience	8 years

DPW Experience Summary:

- Experience in leading a team that is working on maintaining the PELICAN system
- Assigning PCRs related to data fixes to the developers, review the changes before it goes to upper environments
- Analyzing the data and research on issues such as duplicate providers in various sub systems of PELICAN

Prior Experience Summary:

- Experience in leading a team, managing a team size of 8-10 developers
- Experience in preparing detailed project plans, assigning resources based on availability and best fit
- Extensive knowledge in collecting requirements from clients and preparing design specification documents use case diagrams and docs, screen specification documents, etc.
- Defining business rules based on the collected requirements
- Experience in establishing Documents, providing Training and knowledge transfer activities to the users
- 8 years experience in various skill sets like VB.NET, C#, ASP.NET, WCF, WF, VB, ASP, IIS/PWS/, HTML/DHTML/XML, COM/COM+ as well as thorough understanding of OOD, RDBMS (Microsoft SQL Server (6.5,7.0,2000,2005), Oracle (7x,8i,9i,10g), Microsoft Access ('97,2000))
- Strong Experience also includes in web services, Remote Scripting (DCOM), COM+ deployment, DHTML, Crystal Reports creation and Rational Rose
- Proficient in SQL, Stored-procedures & triggers using RDBMS like MS-Access, SQL Server & Oracle 8i/9i/10g
- Special interests include software product development using Microsoft Technologies like BizTalk, Content Management Server, and Commerce Server etc.
- Extensive knowledge of object oriented programming languages and object oriented application development

Education Background:

- Bachelor of Science – Information Technology Major , Gujarat University, India, June, 2004

Qualifications:

- Information Technology

Relevant Training:

- Visual Studio .Net Certified, SSI India Jan 2004

Detailed Experience:

Program/Project:	PELICAN – Deloitte Consulting	Date	08/2010 – Present
Role:	Team Lead		

Clients: DPW

- Experience in leading a team that is working on maintaining the PELICAN system
- Assigning the PCRs related to data fixes to the developers, review the changes before it goes to upper environments

- Analyzing the data and research on issues such as duplicate providers in various sub systems of PELICAN

Program/Project:	Acclaim Systems	Date:	04/2010 – 08/2010
Role:	Product Specialist		

- Created Traceability Matrix for mapping requirements and screens to Use cases.
- Designed and created Use cases for the screens of the system.
- Developed Project plan and assigned various resources so that the deadlines could be met.
- Configured ASP.Net Web.Config file, for this web application

Program/Project:	Ciber Inc	Date:	03/2008 – 04/2010
Role:	Team Lead/ Senior Developer		

Clients: Department of Environmental Protection – Connecticut, MPSC WIC – Utah, Colorado, Wisconsin

- Participated in project planning sessions to Analyze Business IT Requirements and translated business requirements into working software
- Involved in the design and analysis of the complete project, using UML diagrams, like Use Case Diagrams, Sequence Diagrams and Class Diagrams
- Responsible for verifying code standards and accuracy developed by different team members, emphasis on source code documents
- Created Software Design Specification Document that includes Presenter Class Implementation, Interface Specification as well as Class Specification that describes all methods and properties that will be used in developing the software
- Used ASP.Net and Ajax to achieve Look and feel of the screen and used VB.Net to achieve all the requirements and Business Rules/functionality
- Designed and developed Master page for the EMIT system
- Developed CSS-Cascading Style Sheet to be used throughout the application
- Designed and developed various user controls using Visual studio ASP/VB.Net to achieve required functionality and reused them as and when needed
- Developed various stored procedures and functions in SQL Server using SQL Server Management Studio

Program/Project:	Intelli Infotek	Date:	10/2004 – 03/2008
Role:	System Architect/Developer		

Clients: Department of Environmental Protection, DEP, Commonwealth of PA (Transfer Technology), Department of Labor & Industry, Commonwealth of PA (Deloitte), Tyco Electronics

- Involved in the design and development activities for the complex GUI and challenging Business Logic parts
- Responsible for verifying code standards and accuracy developed by different team members, emphasis on source code documents
- Involved in the implementation of the various structured modules for the application using C#, ASP.NET, ADO.Net, Web services , SQL Server etc.
- Designed the screen prototypes and created mockups for the system using Visual Studio.Net, AJAX Control Toolkit and Microsoft Office Visio
- Designed and developed various user controls using Visual studio ASP/VB.Net to achieve required functionality and reused them as and when needed
- Used Rational Rose tools like Requisite Pro. and Clear Quest for documenting business processes and Design documents
- Developed DTS (data transformation services) packages for the migration of data from access tables to oracle tables

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- Written ActiveX scripts for migration of the data through DTS packages
- Gathered the requirement by talking to the User group and translated user requirements into data flows, detail Technical Specifications and database requirement
- Prepared a Database Design document based on the Functional and Technical Specifications
- Prepared the user interface document and technical document based on the Functional specifications and current system
- Involved in Design and Development of database
- Designed and Created database objects

Program/Project:	National Institute of Design – India	Date:	01/2004 – 05/2004
Role:	Trainee		

My role was to design, develop, deploy and testing the entire .Net application built.

- Utilized Visio 2000 tools for developing flowcharts and block diagrams of the modules developed. Created DFD like registration, login, search, and functioning of admin, etc.
- The Application developed using Microsoft Visual Studio .NET 1.1 including IIS and SQL Server 2000
- Provided secure login functionality by implementing .Net Form-based Authentication and Role Based Security that handles login checking for the Faculty/Administrator/Student of a particular department so that he/she can update the proper information, day-by-day activities
- ASP.NET web applications were developed using VB.NET as server side scripting, custom controls, code-behind files, stored procedures, and JavaScript client-side scripting
- Utilized Asp.Net applications to Add/Modify/View/Delete user details in database
- Configured ASP.Net Web.Config file, for the entire web application
- Utilized Win Forms, Web forms and Web server controls to develop the front end Asp.Net pages. Implemented View State and Post Back behavior in custom server controls
- The ADO.NET database code to access the stored procedures is then encapsulated in a component layer

Program/Project:	Stalmec Engineering	Date:	05/2002 – 12/2003
Role:	Intern/Part Time		

- Responsibilities included business and system use case realization diagrams, system interface, object modeling, business component mapping etc.
- Involved in Design, Coding and Documentation
- Involved in coding for order entry and sales analysis modules
- Developed Screens for Order Entry and Sales Analysis
- Provided necessary data validation checks against data entry
- Also developed a facility to get status report from all the branches
- Involved to design and development of employee's payroll system software using Visual Basic and Microsoft Access Database. This software processes monthly salary of employees of various categories and maintains information about the personal details of the employees
- The salary is processed with respect to the loans that are obtained by the employee. All the arrears and the deductions details are taken care in the system. Full support (to use and configure the software) was provided for various clients all over India

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Stefan H. Sokerov, ITSS and DTSS Team Member

# of years DPW Experience	1 year	# of years with the following DPW system:	ITSS - 1 year	# of years IT experience	2 years

DPW Experience Summary:

ITIL-certified professional with experience in middleware and architecture support for DPW. Stefan coordinates OpenTI-related activities between the Commonwealth staff and various application stakeholders. As junior architect, responsible for software licensing inventory maintenance and utilization monitoring, as well as, performing data consolidation and presentation for different aspects of the architectural domain. Assisting with software development and mentoring as part of direct support.

Prior Experience Summary:

Highly motivated professional with extensive knowledge in the realm of information technology and with proven problem solving skills. Deep understanding of SOA principles and experience in implementing different technologies for small and large companies. Ability to clearly communicate the business value brought by a complex technology implementation as well as to lead multicultural teams in providing software solutions with exceptional quality.

Education Background:

- B.S. in Computer Science, Neumont University, South Jordan, UT, 2009

Qualifications:

- ITIL v3 Foundation, 12/18/2009
- IBM SOA Associate, IBM, 05/04/2009

Relevant Training:

- ITIL v3 Foundation, 12/14/2009 – 12/18/2009

Detailed Experience:

Program/Project:	Deloitte - ITSS	Date	10/2009 – Present
Role:	Deputy Middleware Lead		

Responsible for OpenTI technology coordination between the different stakeholders, including application and state teams. Activities include leading request and status update meetings. Owner of agenda and minutes for weekly status update meeting with the state client. Participate in deployments, patches, fixes and installations of various products, such as OpenTI components and webMethods patches. Provide direct support, upon client's request, to assist and guide state staff through development and testing efforts, using technologies such as OpenTI, VB6, .NET 2.0-3.5

Program/Project:	IBM	Date:	07/2009 – 09/2009
Role:	Technical Intern		

Worked with security specialists to design a must-have feature to the new version of IBM AIX. Led and guided a team of five developers in delivering this component. Addressed security, data manipulation and presentation issues by strictly implementing industry standards.

Program/Project:	InterbankFX	**Date:**	01/2009 – 03/2009
Role:	Junior Software Architect		

Leveraged Microsoft cutting-edge technology in developing a complex architecture for a leading forex company. Identified a WCF binding encoding redundancy and developed a workaround. Utilized custom .NET instrumentation code to monitor the product's performance counters.

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Chandrakanth Tati, Sr. Developer / Analyst

# of years DPW Experience	7 years	# of years with the following DPW system:	eCIS, MCI, COMPASS, MPI - 7 years	# of years IT experience	15 years

DPW Experience Summary:

- Over 7 years of experience architecting, building and maintaining various systems within the DPW enterprise
- As the lead architect on the eCIS Phase 4B initiative I was responsible for collaborating with groups within the department in an effort to establishing the architecture/design of the system and its connectivity to the CIS mainframe
- Lead the MCI.NET and webAP.NET initiatives that not only involved transitioning these legacy systems to the new technology stack adopted by the enterprise but also enhanced/streamlined the processes in order to improve CAO staff efficiency
- As one of the long standing member of the eCIS application team, I was instrumental in establishing and enhancing the various frameworks that form the base of the eCIS applications technical architecture
- Leverage my understanding of both the application and the DPW infrastructure to not only help transition software successfully into the production environment but also to help quickly resolve critical issues that impact business

Prior Experience Summary:

- Over 15 years of experience in the design and development of custom applications on the Windows platform using a wide range of technologies and products
- Over 12 years of experience architecting and designing web and client server applications based on various Microsoft technologies
- Experience in managing the development process by generating project plans, identifying risks and monitoring progress
- Experience in all phases of the SDLC from requirements gathering to post implementation support

Education Background:

- Bachelor of Computer Science & Engineering, Gulbarga University, Karnataka State, India, 1995

Detailed Experience:

Program/Project:	eCIS		Date	04/2004 – Present
Role:	Software Architect			

- Architecting .NET web and windows applications using the Microsoft .NET Framework
- Integrating with the Unisys Mainframe using OpenTI and webMethods Integration Server
- Built a framework which provides a synchronous API on top of MSMQ and webMethods for retrieving data from the mainframe
- Designed and helped built a reusable framework for enforcing fine grained security requirements through the various tiers of the application
- Selected the use of UDT's after created prototypes to help determines the most efficient approach for storing a large volume of data in the database
- Designed and built enterprise services that adhere to the SOA pattern using Microsoft WCF technologies
- Designed and built web applications using Microsoft ASP.NET technologies

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- Lead a team in the successful implementation of the MCI.NET and webAP.NET initiatives
- Leveraged various blocks from Microsoft patterns & practices team in building applications
- Tuned code to meet performance requirements
- Performing code reviews so as to enforce coding standards
- Identified and resolved production issues

Program/Project:	Master Provider Index (MPI)	Date:	04/2003 – 04/2004
Role:	Software Architect		

- Designed and developed COM+ components for sharing provider data across multiple applications
- Identified Use Cases and documented the Activity diagrams using Visio
- Identified classes and objects and documented their static and dynamic behavior using Visio
- Designing the data model and documenting the same in ERwin
- Established patterns for performing common activities like exception handling and tracing
- Developed stored procedures for retrieving/updating data from the database
- Performance tuning code to meet performance requirements
- Performing code reviews so as to enforce coding standards

Program/Project:	CAP & MAP Tool	Date:	01/2002 – 04/2003
Role:	Application Architect		

- Architecting the application using Microsoft DNA Technologies.
- Identified classes and objects and documented their static and dynamic behavior using Rational Rose
- Designed the database and documented it in Visio
- Lead an offshore team of 4 in the implementation of the project
- Monitored the day-to-day activities of the team and reporting progress to superiors
- Developed transactional COM+ components for encapsulating the system and application modules in VB
- Developed the Data Access Layer (DAL), a transactional COM+ components that facilitates connecting to either Oracle or SQL server by simply changing a parameter in the component explorer, in C++
- Developed reports for displaying gap information at a system and application level
- Developed PL/SQL and T-SQL stored procedures for returning the data to be displayed in system and application level gap reports
- Developed component for exporting information into an XML file, which was used within ASP pages to display interdependent dropdown boxes
- Developed an NT service in C++ to load the NT users profile at startup (required for server side automation of office components)
- Performed load testing on the application using Astra Load Test so as to determine the optimum hardware requirements for a given set of concurrent users
- Used Rational Purify to identify performance bottlenecks and memory usage
- Create an installer package using Install Shield for deploying the application on the client's machine
- Configured IIS web farm/cluster and deployed the application on it

Program/Project:	Discountech.com eCommerce Web Site	Date:	08/2001 – 01/2002
Role:	Application Architect		

- Involved in the User Requirement Specification and Analysis
- Identified Use Cases and documented the Activity diagrams using Rational Rose
- Lead a team of 7 (partly onshore and partly offshore) in the implementation of the project
- Generated the high level project plan and distributing the work to development teams (one working

onshore and the other offshore)

- Developed the restriction pipeline components in Visual Basic
- Implemented page caching using Commerce Server for improving site performance
- Implemented Stored Procedures in T-SQL for generating various reports based on yearly limits
- Integrated with backend order fulfillment system using Microsoft BizTalk Server
- Developed Data Transformation Scripts for uploading data from the order fulfillment system
- Providing training and technical support during the User Acceptance Testing
- Helping the client in deploying the application on a SQL Server cluster
- Providing post deployment support

Program/Project:	Immigration Case Management System	Date:	01/2001 – 08/2001
Role:	Application Architect		

- Designed and developed COM+ components
- Mentored colleagues in the concepts of COM+ and SOAP
- Monitored the day-to-day activities of the team and reporting progress to superiors
- Lead a team of 2 in the implementation of the application integration
- Developed data access components (transactional COM+ components) in Visual Basic
- Developed stored procedures for generating report data that was displayed via Crystal Reports
- Developed C++ COM components, separated by a firewall, that communicate with each other using the SOAP protocol
- Developed a C++ COM component that allows the application to manage user accounts stored in Active Directory
- Performed load testing on the application using Astra Load Test so as to determine the optimum hardware requirements for a given set of concurrent users
- Used Rational Purify to identify performance bottlenecks and memory usage
- Involved in client discussions on system architecture & deployment scenarios
- Helped the client in the setup of an IIS web server farm/cluster and deployed the application on it

Program/Project:	eProsper.com	Date:	03/2000 – 01/2001
Role:	Technical Team Lead		

- Participated in the system architecture discussions and helped make strategic decisions like transaction management, exception reporting, and trace logging
- Mentored colleagues in the concepts of MTS
- Generated the low level design for the options and stock split module
- Developed core components for database communication and logging information to the NT event log in C++
- Developed the options and the stock split modules as transactional MTS components in C++
- Documented test cases for the options module and stock split module
- Tested the stock and warrants modules using WinRunner
- Performed code review
- Used Rational Purify to identify performance bottlenecks and memory leaks
- Documented the various deployment scenarios along with their respective pros and cons
- Deployed the application on a web server farm
- Lead a team of 4 in the onsite maintenance of the application

Valli Thirugnanam, Application Team Lead

# of years DPW Experience	2 months	# of years with the following DPW system:	PELICAN – 2 months	# of years IT experience	13 years

DPW Experience Summary:

Responsible for designing and managing the application, integration, security and data architecture for all PELICAN applications and data warehouses. Provide the team with architectural oversight and technology operations management advice. Establish enterprise architecture best practices and governance for improving overall code quality. Guide the team in making key application and infrastructure design decisions. Act as the key point of contact for project representation around any technology and architecture issues with client IT executives.

Prior Experience Summary:

Vallimanalan is a technology specialist in the system design, system development services, technology platform and architecture design. He has extensive experience in the design, development, and implementation of information systems for various state agencies using technologies such as n-tier, client/server, distributed processing, and relational databases.

Education Background:

- Bachelor of Engineering, Electronics and Communication, University of Madras, India, May, 1995

Qualifications:

- Microsoft Certified Solution Developer for .NET (MCSD.NET), Microsoft , June, 2008

Relevant Training:

- Web Application Performance Testing using Mercury Loadrunner for Web 6.5, Mercury Interactive, 2001
- Mercury Test Director, Mercury Interactive, Feb 2001
- Developing Microsoft ASP.NET Web Applications Using Microsoft Visual Studio .NET, Microsoft, 2007
- Programming with Microsoft ADO.NET, Microsoft, 2007
- Analyzing Requirements and Defining Microsoft .NET Solution Architectures, Microsoft, 2008
- Programming a Microsoft SQL Server 2000 Database, Microsoft, 2008
- Adobe Livecycle ES2 Document Output, Adobe, 2010

Detailed Experience:

Program/Project:	PA DPW-PELICAN project	Date	07/2010 – Present
Role:	Architecture Manager		

Responsible for on-going design and managing of the application, integration, security and data architecture for all PELICAN applications and data warehouses. Provide the team with architectural oversight and technology operations management advice. Establish enterprise architecture best practices and governance for improving overall code quality. Guide the team in making key application and infrastructure design decisions. Act as the key point of contact for project representation around any technology and architecture issues with client IT executives and mitigate issues by working with data center operations team.

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Program/Project:	State of Maryland, Department of Human Resources – MD CHESSIE Project	Date:	07/2007 – 06/2010
Role:	Technical Manager/Shared Services Manager		

Responsible for providing direction and leading a team of business consultants, subcontractors, and agency staff through the systems development life cycle. He is also responsible for resolving application issues and reporting status to the Project Steering Committee and DHR Executive Management, as well as other project management.

Program/Project:	State of Maryland, Department of Human Resources – MD CHESSIE Project	Date:	07/2001 – 06/2007
Role:	Application Architect/Functional Lead/Technical Lead		

Responsible for full system development and implementation services, including: Requirements Verification, Detailed System Design, Application Development, Testing (System and Performance), Data Conversion, Implementation Support (including Training and Help Desk Support), Create key deliverables such as Baseline System Documentation Including DED, Baseline Volume/Stress Test Plan, Configuration Management Plan, Disaster Recovery Plan, Baseline Volume& Stress Test Results, Hardware Capacity Planning & Recommendation, Operations Procedures Manual, System Administration Manuals, Process flow documentation. Design and manage the application architecture, custom framework, external and internal interfaces, data conversion and reporting framework. Also responsible for Writing technical proposals and deliverables for different phases of the project, Creating technical/functional presentations for the project management team, Creating QA tools for the development team, Creating procedures and guidelines for the software build process as part of the Configuration Management Plan, Managing software releases, Detecting, analyzing and resolving application performance bottlenecks, Planning, coordinating and managing software upgrade of the application, Conducting technical interviews for developer positions for the project, Work with DHR procurement team and vendors to procure hardware and software for the project.

Program/Project:	Mitsubishi Motors Sales of America (MMSA), Order Management System (OMS)	Date:	04/2001 – 07/2001
Role:	Performance testing Lead/Consultant		

As Performance testing Lead/Consultant, Vallimanalan was involved in the following activities. Load testing and stress testing of the web application, tuning the PL/SQL, HTML, JavaScript code and Oracle database parameters, Planning, Coordinating and executing load test and stress test using Load Runner 6.5, Coordinating tasks with the Functional team, Integration team, and DBA and System, administrator for conducting the tests, Analysis of the test results and identifying the programs that needed code tuning, Tuning the HTML, JavaScript and Oracle PL/SQL code to improve the performance, Documenting the test results for the Phase - C project deliverables

Program/Project:	Longs Drugs, Longs Drugs Online Drug Store	Date:	12/2000 – 04/2001
Role:	Performance testing Lead/Consultant		

As Performance testing Lead/Consultant, Vallimanalan was involved in the following activities. Load testing and stress testing of the web application, tuning the PL/SQL, HTML, JavaScript code and Oracle database parameters, Planning, Coordinating and executing load test and stress test using Load Runner 6.5, Coordinating tasks with the Functional team, Integration team, and DBA and System, administrator for conducting the tests, Analysis of the test results and identifying the programs that needed code tuning, Tuning the HTML, JavaScript and Oracle PL/SQL code to improve the performance, Documenting the test results.

Program/Project:	County of Los Angeles, California, Los Angeles Eligibility, Automated Determination, Evaluation and Reporting System (LEADER)	Date:	07/1997 – 12/2000
Role:	Programmer		

Design, development and Modification and Enhancement of Benefit Recovery, Authorization and Wrap-up, Error Prone and SSIAP sub-systems. Responsible for generating and maintaining COBOL RPCs using TALK tool, coding, unit testing, Specification preparation for the programs and status report on progress of the work for the team. Interacting with the end user to gather system requirements for Benefit Recovery and Authorization sub-systems. Leading a team of analysts and developers in the Modification and enhancements process for the sub-systems. Developing various automation tools to assist project staff in look-up tables reference, automated coding, rapid analysis and debugging process, program change request reporting and project wide Issues tracking. Involving in the maintenance and coding of ViewBuilder (similar to PFC) LEADER framework library developed using Powerbuilder. As part of the QA team, developing standards for project wide QA procedure. Assisting DBA in performance tuning of the SQL statements used in the programs.

Sanivarapu Venkataramireddy, Sr. Developer / Analyst

# of years DPW Experience	11 years	# of years with the following DPW system:	PACSES – 11 years	# of years IT experience	15 years

DPW Experience Summary:

- 11 years of expertise in DPW, Child Support Enforcement system with the specialized expertise on Pennsylvania Child Support Enforcement System (PACSES) in Harrisburg, Pennsylvania
- Skilled in COBOL, RDMS 2200, and DMS 1100, OPCON, EQUATE, .NET, SSG, ECL, HVTIP, QED, MFD, PMD, IPF, FAC, CFD, LOUIS, IQU, IPF SQL, DPS, CULL, FORMS, GAMS, AVAIL, C, and C++
- Key player and instrumental in design, development and testing of several financial sub system work orders
- Lead the electronic income attachment work order for the entire SDLC and delivered quality product on time with the highest quality to the Commonwealth
- Excellent knowledge of various PACSES support layer modules
- Supporting PACSES Mainframe nightly batch support for more than 10 years
- Advise and assist other PACSES batch on call support team members with any financial sub system aborts and issues
- Instrumental in design and development of stored value card (EPPIC) enhancements to PACSES which saves millions of dollars for the Commonwealth every year in posting and disbursing child support payments on the day it was distributed
- Worked on webPACSES, PIM and CSWS Open System .NET applications and responsible for any enhancements and maintenance of webPACSES
- Responsible for daily balancing, yearly escheat process, and DFAS collection process
- Interact with subject matter experts (SMEs) in answering specific financial sub system, income attachment, and EPPIC card issues
- Complete knowledge of the PACSES financial sub systems and income attachment interfaces with ICS (Comptroller), CIS, SCDU and EIWO portals
- Currently working on PACSES PIM Phase III enhancement changes
- Completed FTROP automation, spousal support distribution enhancements for PACSES
- Thorough understanding of FORM and GAM sub system

Prior Experience Summary:

- Responsible for remediation, baseline testing, unit testing and system (aging) testing of ECL
- Responsible for renovation and testing of TIP screens, and TIP programs with DMS1100 and RDMS2200
- Prepared production ECL, followed up with audit and scanning, and wrote compare programs for all data files and reports
- Interacted with end users for TIP screens testing of Y1K and Y2K
- Assisted team members with challenges during the ECL testing process
- Received Excellence award from CTA for outstanding work performance
- Environment: COBOL, ECLs, DMS1100, TIP/DPS, SSG, RDMS 2200, UNISYS 2200/400, PMD, WORKBENCH

Education Background:

- Master of Technology from Indian Institute of Technology, New Delhi, India, December, 1996
- Bachelor of Technology from Jawaharlal Nehru Technological University, Hyderabad, India, June, 1995

Qualifications:

- VB.Net from Harrisburg Area Community College, Harrisburg, Pennsylvania, 2005

Relevant Training:

- Certificate courses on ECL, IPF, TIP, DPS, FORMGN, and SSG, UNISYS Corporation, December, 1998

Detailed Experience:

Program/Project:	PACSES	Date	07/1999 – Present
Role:	SR. PA/BA		

- Analysis, design, development, coding, and testing in a UNISYS 2200/400, CLEARPATH and DARODO mainframe environment
- Maintenance and enhancement of DPW, Child Support Enforcement system with the specialized expertise on Pennsylvania Child Support Enforcement System (PACSES), Harrisburg, PA for last 11 years, Specialized expertise on all PACSES financial modules
- Excellent skills in COBOL, RDMS 2200, and DMS 1100, OPCON, EQUATE, .NET, SSG, ECL, HVTIP, QED, MFD, PMD, IPF, FAC, CFD, LOUIS, IQU, IPF SQL, DPS, CULL, FORMS, GAMS, AVAIL, C, and C++
- Key player and instrumental in design, development and testing of several financial sub system work orders
- Lead the Electronic income attachment work order from all the SDLC and delivered quality product on time with the highest quality to the CW
- Excellent knowledge of various PACSES support layer modules
- Provide PACSES Mainframe nightly batch support for more than 10 years
- Advise and assist other PACSES batch on call support team members with any financial sub system aborts and issues
- Instrumental in design and development of stored value card (EPPIC) enhancements to PACSES which saves millions of dollars for the Commonwealth every year in posting and disbursing child support payments on the day it was distributed
- Worked on webPACSES, PIM and CSWS Open System .NET applications and responsible for any enhancements and maintenance of webPACSES
- Responsible for daily balancing, yearly escheat process, and DFAS collection process
- Interact with subject matter experts (SMEs) in answering specific financial sub system, income attachment, and EPPIC card issues
- Complete knowledge of the PACSES financial sub systems and income attachment interfaces with ICS (Comptroller), CIS, SCDU and EIWO portals
- Currently working on PACSES PIM Phase III enhancement changes
- Completed FTROP automation, spousal support distribution enhancements for PACSES
- Thorough understanding of FORM and GAM sub system
- Responsible for the database conversion from DMS1100 to RDMS 1100 for the Notes, Security and Reference table subsystems
- Analyze the DMS 1100 programs for the identification and usage of the DMS column elements in the program and its modification in RDMS
- Involved in designing and development of RDMS modules for PA child support system

Program/Project:	Texas Dept. of Human Services.	Date:	06/1998 – 06/1999
Role:	Programmer Analyst/Batch Analyst		

- Analyzed COBOL code and ECLs
- Prepared documents for the impacted programs
- Wrote the bridge and conversion programs, comparing the outputs of both
- Prepared the Harvest Move form for ECLs and programs
- Responsible for remediation, baseline testing, unit testing and system (aging) testing of ECL
- Responsible for renovation and testing of TIP screen and TIP programs with DMS1100 and RDMS2200
- Prepared production ECL, followed up with audit and scanning, wrote compare programs for all data files and reports
- Interacted with end users for TIP screens testing of Y1K and Y2K
- Assisted team members with challenges during the ECL testing process
- Received Excellence award from CTA for outstanding work performance
- Environment: COBOL, ECLs, DMS1100, TIP/DPS, SSG, RDMS 2200, UNISYS 2200/400, PMD, WORKBENCH

Program/Project:	Massachusetts Child Support Systems	Date:	11/1997 – 06/1998
Role:	Sr. Software Engineer (TATA InfoTech Ltd., Noida, UP, India)		

- Responsible for pilot module consisting of both Project and Conversion Input Package (CIP) modules for this Y2K project for the State of Massachusetts' Child Support Systems
- Conducted impact assessments of 40 programs, 50 copybooks, subroutines and DMS schemas, and prepared seed list and unseed lists for marking impacted lines using COBMIAT
- Responsible for renovation of ECLs, SSGs, schemas and sub-schemas as well as impacted copy procs and programs (4,000 lines of code per program)
- Prepared renovations of standard documents for strategy preparations to include field expansion, base year and mixed strategies, combining field, and base year
- Used COBMIRA tool for approximately 60% of procedures with 40% being handled manually
- Conducted replacement of renovated code using REPLACER tool
- Compared expected results with actual output and assessed compatibility using DATAGEN and SFACTT testing tools

Program/Project:	New Hampshire Child Support Systems	Date:	12/1996 – 11/1997
Role:	Software Engineer (TATA InfoTech Ltd., Noida, UP, India)		

- Worked on the Child support enhancement project for New Hampshire with the Power Builder and Oracle software to generate on-demand reports
- Responsible for pilot module consisting of both Project and Conversion Input Package (CIP) modules for this Y2K project for the State of New Hampshire
- Conducted impact assessments of COBOL programs, copybooks, subroutines, and DMS schemas
- Responsible for renovation of ECLs, SSGs schemas, sub-schemas and impacted copy procs/programs

Program/Project:	Development of Fiber Optic Couplers using Auto CAD	Date:	07/1995 – 12/1996
Role:	Project Assistant (IIT Delhi, India)		

- Designed a tool for automatic generation of data for production of various Fiber Optic integrated circuits
- Tested data using AutoCAD tool and delivered to India's telephone company, ITI Ltd.

Kayla Wells, Project Management Analyst

# of years DPW Experience	1 month	# of years with the following DPW system:	PACSES – 1 month	# of years IT experience	5 years

DPW Experience Summary:

As the project management analyst on the PACSES project, I am responsible for managing and submitting project deliverables, monitoring and tracking project initiative health and metrics, managing documentation and issues/risks, and tracking project CMMI Level III compliance.

Prior Experience Summary:

Throughout my career I have been a part of many teams and have learned to communicate and collaborate in order to achieve a common goal. Moreover, I have worked with clients in the initial stages of projects in order to obtain, as well as revise, requirements. I have also been involved in the initial designs of new applications, including creating user interface screens. Furthermore, I have provided support for applications that were previously implemented.

Education Background:

- Bachelor of Information Sciences and Technology, The Pennsylvania State University, University Park, PA, May, 2010

Relevant Training:

- IBM Rational Training, 08/2010, Pittsburgh, Pennsylvania
- HP Quality Center, Quicktest Pro, Performance Center Training, 08/2010, Pittsburgh, PA

Detailed Experience:

Program/Project:	PACSES: Pennsylvania Automated Child Support Enforcement System	Date	08/2010 – Present
Role:	Project Management Analyst		

As the project management analyst on the PACSES project, I am responsible for managing and submitting project deliverables, monitoring and tracking project initiative health and metrics, managing documentation and issues/risks, and tracking project CMMI Level III compliance.

Program/Project:	Gabriel	Date:	05/2009 – 08/2009
Role:	Applications Analyst Intern		

At Management Science Associates, I was part of the broadcast and cable media team. I worked as an analyst for Gabriel, an application that centralized our client's commercial tracking and scheduling. In this role I developed performance requirements, functional specifications and user interface designs for new software applications. I also reevaluated performance requirements, functional specifications, and user interface designs for existing software applications. Moreover, I brainstormed future enhancements based on customer requirements and specifications.

Program/Project:	Internal Inventory Tracking	**Date:**	05/2008 – 01/2009
Role:	Programming Intern		

At United States Steel, I was part of the internal inventory applications team. I worked as a programming intern on the internal tracking site used by our employees to track inventory moving through plants and vendors. In this role I provided technical support to customers for various online applications and systems, evaluated and fixed errors, implemented minor enhancements within applications and systems, and developed new applications to enhance the productivity of my group's designated areas of business.

8.5.4 Experienced and Exclusively Available Staff

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II	Page II-6	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…. include the employee's name and, through a resume or similar document, the Project personnel's education and experience in **providing information technology support and services**. Indicate the responsibilities each individual will have in this Project and how long each has been with your company

This section includes resumes for our **Experienced and Exclusively Available Staff**, which describes ready to serve DPW only through Deloitte's large resource pool and our subcontractor partners.

DPW experienced individuals ready to serve you through Deloitte's extensive resource pool and our subcontractor partners
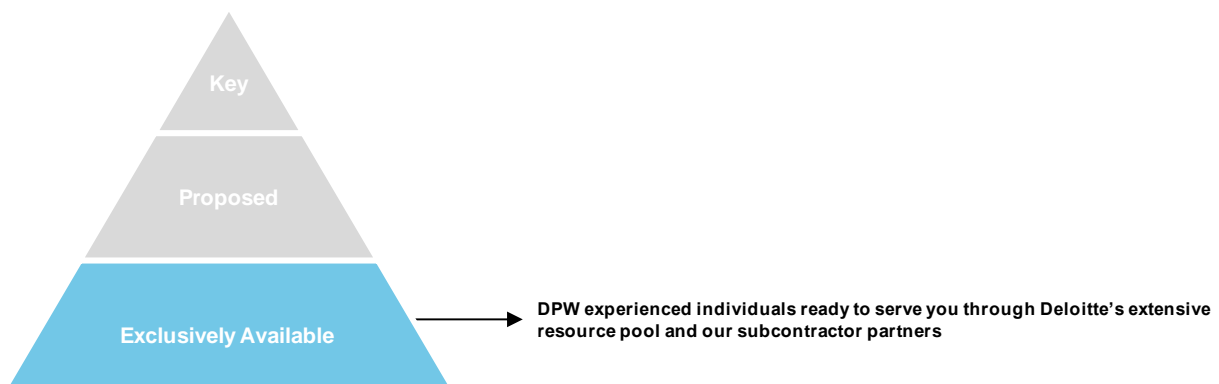
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Figure 8.5-13. Exclusively Available Staff.
Our Exclusively Available Staff are individuals who are available for DPW service as needed.

Project	Exclusively Available Staff	Proposed Role
iCIS	Eda, Ashok	Sr. Developer/Analyst
iCIS	Kumar, Naveena	Sr. Developer/Analyst
iCIS	Murray, Kelly	Sr. Developer/Analyst
iCIS	Patil, Shankar	Sr. Developer/Analyst
iCIS	Pulluri, Pramodh	Application Developer
iCIS	Thakur, Satish	Sr. Developer/Analyst
HCSIS	Boduggam, Kranthi	Application Developer
HCSIS	Bowlen, Ilse	Project Control Analyst
HCSIS	Gilla, Munikumar	Application Developer
HCSIS	Narayanan, Shanmuga	Application Developer

Project	Exclusively Available Staff	Proposed Role
HCSIS	Palugulla, Kishore	Application Developer
HCSIS	Sunkari, Pallavi	Application Developer
HCSIS	Wickizer, Deanna	Project Control Analyst
PELICAN	Chervu, Noor Mahammad	Application Developer
PELICAN	Lakkaraju, Manmohan Rao	Application Developer
PELICAN	Nair, Sumesh Murlidharan	Application Developer
PELICAN	Pradeep, Venkata	Application Developer
PACSES	Wright, Barbara	Project Control Analyst
DTSS/ITSS	Skwarek, Sebastian	Systems Architects

Figure 8.5-14. Exclusively Available Staff.

8.6 Key Staff Diversions or Replacement

II	**Page II-8**	**RFP Reference: II-5 Personnel, C. Key Staff Diversions or Replacement**

Once key staff (Offeror and subcontractor staff) are approved by DPW, the Offeror may not divert or replace personnel without approval of the DPW Contract Administrator and in accordance with the following procedures. The Offeror must provide notice of a proposed diversion or replacement to the DPW Contract Administrator at least thirty (30) days in advance and provide the name, qualifications, and background check of the person who will replace the diverted or removed staff. The DPW Contract Administrator will notify the Offeror within ten (10) days of the diversion notice whether the proposed diversion is acceptable and if the replacement is approved.

Divert or diversion is defined as the transfer of personnel by the Offeror or its subcontractor to another assignment within the control of either the Offeror or subcontractor. Advance notification and approval does not include changes in key personnel due to resignations, death and disability, dismissal for cause or dismissal as a result of the termination of a subcontract or any other causes that is beyond the control of the selected Offeror or its subcontractor. However, DPW must approve the replacement staff.

The DPW Contract Administrator may request that the selected Offeror remove its staff person from this project at any time. In the event that the selected Offeror staff person is removed from the project, the selected Offeror will have ten (10) days to fill the vacancy with a staff person acceptable in terms of experience and skills, subject to the DPW Contract Administrator's approval.

Deloitte does not anticipate making changes to personnel proposed for the key roles outlined in the RFP. Should circumstances arise resulting in the need for substitutions or changes to any key roles, Deloitte will work closely with the DPW Contract Administrator to find a replacement. Deloitte will provide the name, resume, and confirmation that a background check of the proposed replacement has been conducted. Together, we will work to enable an appropriate transition plan, and manage it accordingly. Any substitute candidates for key roles will be made available for review and approval prior to joining the project team.

Deloitte will submit in writing to the DPW Contract Administrator, changes or substitutions to employees in key roles. Any such changes will be submitted to DPW not less than 30 days prior to the effective date of changes.

Tab 9: Contract Standards

| **II** | **Page II-9** | **RFP Reference: II-6. Contract Standards** |

Deloitte has experience in delivering on performance measurements through the use of Service Level Agreements; we understand that this not only gives DPW a view into the performance of our team, but consistent with CMMI practices, it also provides us a vehicle by which we can identify areas of improvement in our ongoing services.

Introduction

For DPW, the proof of our ability to successfully execute under a Service Level Agreement framework is in our performance: since 2006 we have been measuring our operations against a set of Service Level Agreements (SLAs) that we have consistently met and exceeded:

Unique and *Distinguishing* Factors

- A standard methodology for SLA management that has been used by DPW since 2006

- A ITIL-based tool set to support gathering and reporting of SLAs

- Existing SLAs already in place; operational from the first day of the contract

SLA #	DPW SLA	# of Times Threshold Met
SLA #1	**Online Application Availability**	99.9%
SLA #2	**Batch Cycle Time**	100%
SLA #3	**MBE-WBE Participation**	100%

Figure 9-1. Service Level Agreements (SLAs) That We Have Consistently Met and Exceeded.

These numbers prove that we have the capabilities and experience required to effectively manage the DPW systems to the standards that the Department expects of their vendors.

This section addresses contract standards that have been outlined in the RFP, specifically *Section II-6*, and Appendix K. In addition to the standards, Deloitte proposes to continue to measure the current and relevant SLA and SLO provisions under the new contract.

Our Understanding of Contract Standard Requirements

We understand that the intent of establishing Contract Standards is to promote the successful delivery of maintenance, operations and modification services to the suite of DPW systems. These measurements outline a focus on the timeliness and quality of the activities that are required by the contract, and provide DPW with a reliable standard by which Deloitte can be evaluated. Furthermore, they provide us with a vehicle by which we can identify areas for improvement, as well as prioritization and alignment of resources across the systems and teams. We recognize that the SLAs will be utilized based on their applicability to Lot 6 services. We have carefully reviewed the SLAs in Appendix K and the following presents our general understanding of the RFP Service Level Agreements for IT services:

- **Service Desk Management.** Deloitte recognizes that the first point of contact for handling incidents generated by end users. Due to interactions with the users of the system, many of the SLAs for Service Desk Management focus on the quality of service provided to the requestors. These SLAs will be tracked and reported upon by the Lots 3 and 5 vendors.

- **Release Management.** Deloitte approach focuses on the support of the business achieved through the quality of the development, configuration, delivery and distribution of both software and hardware. Release management is directly related to the proper planning throughout the Systems Development Life cycle, and provides protection of the production environments and associated services. We understand the four key metrics through this contract that the Department has identified in this area:

  – **Product Quality.** Deloitte supports the quality of the product developed by the team; measured by the percentage of business and technical requirements met, severe problems generated per release, and the number of emergency software releases required.

  – **Project Management.** Deloitte gauges project management effectiveness; this area measures overall adherence to schedule, cost estimation accuracy and the ability to produce deliverables on time.

  – **Process Management.** Deloitte recognizes that process has a major impact upon quality, thus measuring the process activities through the lens of SW-CMM assists organizations in creating quality products. This area focuses on measuring defect density and compliance to defined/published standards and policies.

  – **Post-Production Outcomes.** With a focus on successful deployment and return on investments, Deloitte measures this area to confirm that the expected outcomes are

realized, which are determined by measuring the percentage of business and technical outcomes.

- **Availability Management.** The ability of end users to use the systems developed is directly impacted by the overall availability of those systems; it is critical that they are up and accessible during required periods. Deloitte supports key measurements for this area such as the Software Business Availability and the Batch Processing Completion Accuracy.

- **Contract Management.** The Department has identified two key programs that represent contractual obligations and must be measured during the life of the contract: the Disadvantaged Business and Contractor Partnership programs. Deloitte works with DPW to measure both of these areas as SLAs relating to compliance.

SLAs are Important for DPW's Mission Critical Systems

When dealing with mission-critical systems that have significant ongoing operations management requirements, such as those within the DPW suite of applications, it is important to have a sense of confidence that the vendor providing key support and development services is effective in their duties. Through our years of working with DPW's systems, we fully recognize the need to maintain application availability in order to deliver the critical services and benefits to the needy people of Pennsylvania. With more than one in every 10 people of Pennsylvania being impacted by DPW's mission critical systems, it is important to maintain a reliable production application for the workers to deliver these benefits and services.

PACSES
- Regular environment availability from Monday to Friday, 6:00 AM to 6:00 PM
- Weekly DPW/BIS maintenance on:
  - Tuesday, 6:00 PM to 10:00 PM
  - Thursday, 9:00 PM to Friday, 1:00 AM
  - Sunday, 6:00 PM to Monday, 4:00 AM
- Extended environment availability:
  - Wednesdays until 9:00 PM
  - Saturdays from 8:00 AM to 12:00 PM

iCIS
- Regular environment availability from Monday to Friday, 6:00 AM to 6:00 PM
- Weekly DPW/BIS maintenance on:
  - Tuesday, 6:00 PM to 10:00 PM
  - Thursday, 9:00 PM to Friday, 1:00 AM
  - Sunday, 6:00 PM to Monday, 4:00 AM

Child Welfare
- Regular environment availability from Monday to Friday, 6:00 AM to 6:00 PM
- ChildLine availability 24/7
- Monthly ChildLine maintenance on Monday, 1:00 AM to 4:00 AM
- Weekly DPW/BIS maintenance on:
  - Tuesday, 6:00 PM to 10:00 PM
  - Wednesday, 9:00 PM to Friday, 1:00 AM
  - Sunday, 6:00 PM to Monday, 4:00 AM

Enterprise Services
- Regular environment availability from Monday to Friday, 6:00 AM to 6:00 PM
- Weekly Enterprise Network maintenance on:
  - Sunday, 11:00 PM to Monday, 6:00 AM
  - Monday, 11:00 PM to Tuesday, 6:00 AM (if needed)
- Weekly DPW/BIS maintenance on:
  - Tuesday, 6:00 PM to 10:00 PM
  - Thursday, 9:00 PM to Friday, 1:00 AM
  - Sunday, 6:00 PM to Monday, 4:00 AM

HCSIS
- Regular environment availability from Monday to Friday, 6:00 AM to 6:00 PM
- Weekly DPW/BIS maintenance on:
  - Tuesday, 6:00 PM to 10:00 PM
  - Wednesday, 9:00 PM to Friday, 1:00 AM
  - Sunday, 6:00 PM to Monday, 4:00 AM

PELICAN
- Regular environment availability from Monday to Friday, 6:00 AM to 6:00 PM
- Weekly DPW/BIS maintenance on:
  - Tuesday, 6:00 PM to 10:00 PM
  - Wednesday, 9:00 PM to Friday, 1:00 AM
  - Sunday, 6:00 PM to Monday, 4:00 AM

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Figure 9-2. Mission Critical System Availability Requirements.
Deloitte understands the need for mission-critical systems to be available to the users and customers of the Department and embrace the use of SLAs to measure our performance in meeting these availability needs

Consistent with ITIL and CMMI principles, Deloitte believes that the most effective way of accomplishing SLA measurements is through the development of metrics that provide insight into Deloitte's performance and the overall health of the systems involved. For DPW, SLAs also provide insights into the overall ability of Deloitte to execute on continuous improvement plans (declining trends in SLAs can be an indicator of improvement in process and development activities), capacity and demand management (grow or reduction in ticket and change request backlogs are an indicator of shifts in demand), and learning and development (in identifying those areas where departments, support and development teams, and/or users require additional training or familiarization in the applications).

SLAs represent an 'agreement' between the Deloitte and DPW; Deloitte brings an established methodology and framework to implement, maintain, measure, evaluate, report, and revise the measurements throughout the life of the contract. Since 2006, Deloitte has provided services to the Department using SLAs that we collaboratively developed and agreed upon to measure our team's effectiveness in providing maintenance and support services. Through this contract, based on the new SLA requirements, we propose additional automation to enable the tracking and monitoring of SLAs.

Apart from this, consistent with CMMi Level 3 standards, Deloitte views SLAs not only as a contractual agreement, but also as a measurement tool used to improve our performance and quality control efforts.

We are confident in our ability to execute upon the requirements in the RFP and therefore welcome the opportunity to measure our performance through a Service Level Agreement framework. These measurements will highlight the value our delivery model provides and allow for continuous improvement of our services.

Features	Benefits
An industry standard Service Level Framework that is iterative in nature	• Provides flexibility in the definition and implementation of SLAs; drives value in the organization by understanding our overall performance
Prior established SLAs that have been measured for years	• Begin measuring performance promptly; the model can be easily incremented with other SLAs
CMMi and ITIL focused	• Fully integrated with CMMi and ITIL frameworks to support assessments at higher levels
An understanding of the systems involved	• Helps to clarify the importance behind the SLAs and their efficacy in measuring performance and avoids misunderstandings of what the expectations are for measurements
Robust Tools with Reporting Capabilities	• Our Project Management Center (PMC) too allows for the process management of support and development and provides reporting on key SLAs

Figure 9-3. Features and Benefits.

9.1 Service Level Agreements within the Scope of Our Services

II	Page II-9	RFP Reference: II-6. Contract Standards

Offerors should identify specific Service Level Agreements (SLAs) they would envision providing within the scope of services in their proposal.

The initial standards that we propose are SLAs/SLOs that we have been using and meeting successfully in the current contracts since 2006. These SLAs/SLOs were jointly and implemented as a means to monitor ongoing systems performance and as a measure of success. Furthermore, they provide a check and balance for missions critical systems. The following table describes these existing SLA/SLOs in view of those that are applicable to Lot 6, and the ones that Deloitte proposes that we continue to measure in this new contract; **effective day 1 of the contract:**

Have you heard?

Deloitte successfully delivers against established SLAs in states similar in size and complexity to PA such as TX, CO, WI and FL

Lot 6 Continuing Service Level Agreements

SLA #	Deloitte Description of SLA	Target	Evaluation Period
SLA #3	**MBE-WBE Participation** Measures MBE-WBE utilization with proposed utilization as per the proposal	100 percent of commitment	Quarterly

Figure 9-4. Continuing SLAs provided by Deloitte that are applicable to Lot 6.

Lot 6 Continuing Service Level Objectives

SLA/SLO #	Description	Evaluation Period
SLO #3	**Estimation Proficiency** Improve estimation methodology for the Department	Quarterly
SLO #4	**Documentation for Application Modification** Accurate SRD and GSD documentation of applications	Quarterly

SLA/SLO #	Description	Evaluation Period
SLO #7	**Application Maintenance – Documentation for Application Maintenance** Preparation and maintenance of SRD and GSD system documentation, user and provider manuals, and any other documentation required for enhancements that are moved into production	Quarterly
SLO #8	**Application Modification – Documentation for Application Modification** Preparation and maintenance of SRD and GSD system documentation, user and provider manuals, and any other documentation required for enhancements that are moved into production	Quarterly

Figure 9-5. Continuing SLOs provided by Deloitte that are applicable to Lot 6.

Since these measurements are already established with processes and tools for the gathering of source data, we continue them starting day one of the new contract. We will also apply these measurements to the Child Welfare applications to be effective after the Orientation and Knowledge Acquisition period.

9.2 Commonwealth Minimum SLAs

| 9.1 Service Level Agreements within the Scope of Our Services | 9.2 Commonwealth Minimum SLAs | 9.3 Ramp Up to SLA Management |

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| **II** | **Page II-9** | **RFP Reference: II-6. Contract Standards** |

The Commonwealth has developed a set of minimum SLAs the Offeror will need to adhere to in order to be in good standing on the contract. All pricing submitted through the Pricing Submittal will need to reflect these SLAs. The SLAs will be reviewed monthly by the DPW Contract Administrator to identify any issues requiring immediate attention, and will be reviewed again during the quarterly meetings between the DPW Contract Administrator and the Offeror. Please refer to Appendix K for the Draft SLAs.

The Department has set forth in Appendix K a proposed set of Service Level Agreements for measurement of the Lot 6 provider's effectiveness; it is our understanding, based on the RFP, that these SLAs will be agreed upon during contract negotiations, with an opportunity to reevaluate the effectiveness of the SLAs on an annual basis. We will also review the current SLAs/SLOs against the new ones and determine approach and to finalize the list of SLAs for integration into the new contract.

Have you heard? 🔊

- Under Deloitte's existing contract with DPW we have submitted over 5,000 deliverables/artifacts with over a 99 percent on time compliance with SLOs.

Our pricing submittal has been created taking into consideration in principle the supporting of these SLAs. We plan to review our performance against these SLAs on a monthly basis with the DPW contractor administrator, and to take action on any issues that require our immediate attention. In addition to this, we understand, and agree to, the requirement to meet on a quarterly basis to further review the adherence to the SLAs

Deloitte plans to use our Service Level Methodology as part of ITIL for the identification, definition, management, and review of Service Levels in an iterative feedback loop. In this way, we are continually measuring and improving our adherence to the SLAs and monitoring their effectiveness as a management tool.

| **Appendix K** | **Page 4** | **RFP Reference: Appendix K Service Level Agreements Addendum 4** |

Contractor Responsibility: It is the Offeror's responsibility to establish the necessary methodologies, procedures, tools (if required) to measure, track, monitor, report and take corrective measures/actions to ensure compliance with all mutually agreed upon service level requirements.

We view SLA management as a process that is repeatable; essentially, SLAs measure work performance and promote continuous improvement while providing DPW with insight into the quality, efficiency, and timeliness of the overall service delivery. Deloitte's Service Level Framework has been developed as an iterative process that is

responsive to service delivery performance as well as changes in the business and system environment. Our proposed PMC tool allows us the ability to effectively report out on SLAs and to provide an early-warning mechanism for potential SLA violations, which allows our team to take proactive actions to resolve issues when required.

Methodology

Our Service Level Management (SLM) method is consistent with the ITIL discipline of 'Service Management', which provides the guidelines for the identification, monitoring and reviewing of the services provided. Its' foundation is upon Deloitte's SLA management processes (Identify, Define, Manage, Review and Feedback) and integrated with the key processes for maintenance and modifications.
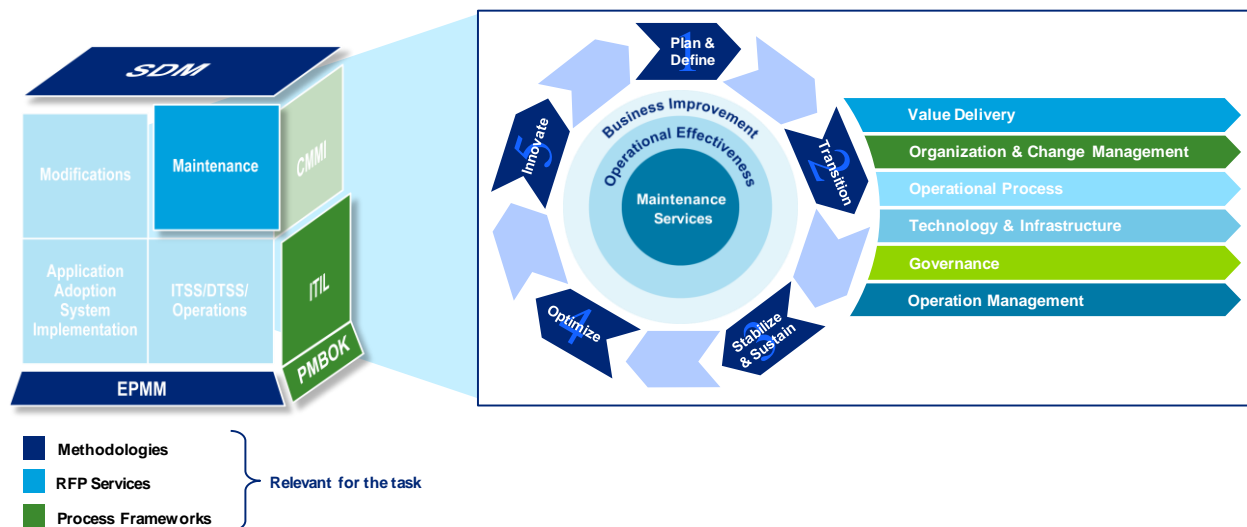
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Figure 9-6. Service Level Management Methodology.
Our SLA methodology is seamlessly integrated into our overall delivery capabilities and provides the foundation for our maintenance and modifications activities.

SLM augments DPW System Development Methodology (SDM) and is fully integrated into our Application Maintenance Methodology (AMM) which was the original source for the DPW methodologies. We focus on continuous IT improvement and business outcome enablement through effective maintenance processes and tools. Our methodology is iterative in nature in order to provide a constant evaluation loop by which we refine and improve the processes we used to monitor, manage and report on SLAs.

Approach and Procedures

At the core foundation of our approach to SLA management are the frameworks driven by CMMI, ITIL and EPMM. We integrate Service Level 'thinking' and 'doing' into each of our processes that involve maintenance, modification, communications, change control and reporting; Service Level management thus becomes a key component of the tasks we perform, and not a separate discipline on its own.
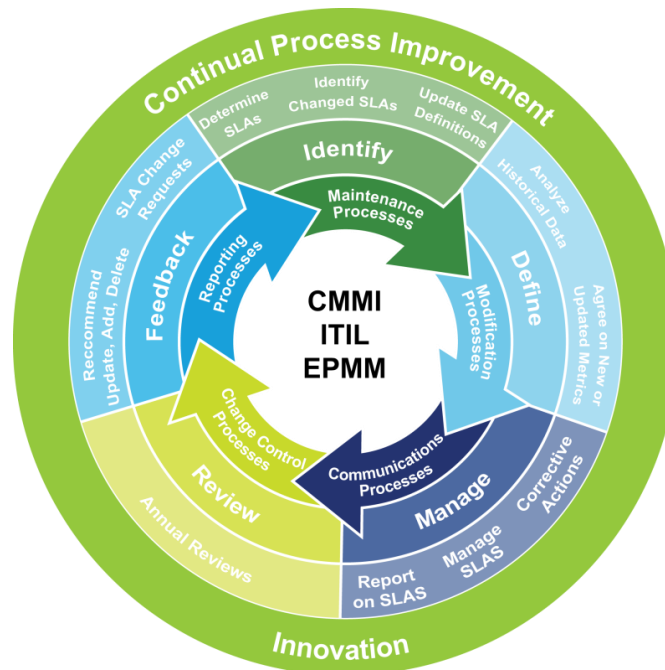
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Figure 9-7. Deloitte's Integrated SLA Approach.
Deloitte uses an integrated approach with a core foundation that standardizes our SLA measurement processes for DPW.

Our framework for management of SLAs focuses on the planning for and definition of SLAs up front in order to clearly understand what is being measured. The on-going management of the metrics is rounded out with and annual review that provides feedback on the effectiveness of the SLAs. As this is an iterative process, the loop is completed with new/updated SLAs feeding back into the planning/definition process.

Our approach consists of five major industry standard processes: Identify; Define; Manage; Review; and Feedback.

Identify. Our methodology begins with a process to identify the Service Level Agreements utilized in the course of the contract. As per Appendix A, we will begin with the draft SLAs that have been presented and will be agreed upon during contract negotiations. Furthermore, since this is a repeatable process, any potential SLAs that are determined to be added to the framework during the course of the regular review cycle will be processed through this step. Key activities that occur during the process are:

Determine SLAs	Identify Changed SLAs	Manage SLA Definitions

Define. We will use the format from *Section 7*, page 5-6 of Appendix K to create SLA definitions. During the 'Define' process, each of the SLA criteria will be reviewed and agreed upon by DPW and Deloitte, documented, and then implemented. There are two main activities involved in the process:

Analyzing Historical Data	Agreement on New or Updated Metrics

Historical data will be gathered to allow both DPW and Deloitte to make a determination about realistic targets to set for each of the new SLAs, or for the revision of existing SLAs. When defining new SLAs or re-scoping existing ones, we can use the following criteria to determine their fit within the provided services:

- They are defined with sufficient clarity so DPW and Deloitte both understand what is being measured
- The measurements are meaningful and provide value to the end user
- Accountability for adherence to the measurements is defined and specific roles in relationship to the measurements are outlined
- They can be maintained in light of any ongoing design and development activities, resource availability, and other activities
- A framework is agreed upon and established to track and analyze inquiries received for each service level (e.g., support level, type, resolution time)
- Confirmed baselines are developed for each service level
- Full impact of the service level upon end users and associated groups are defined and understood
- They are measurable and realistic, given the current and future environment

Manage. The proposed team will continually monitor the SLAs through the course of the engagement. Presently we have a number of tools deployed for DPW that we use to manage the measurement of the SLAs; however, we are proposing the use of Project Management Center (PMC), an overarching management tool to meet this need. PMC is used to manage the adherence to SLAs, and is a fully functional support/modifications process manager that contains trouble ticketing functionality, pre-developed workflows, proactive SLA alerts, robust reporting, and a customer-facing

portal for the inputs of tickets and tracking of progress. The team will perform the following management activities:

Report on SLAs	Manage SLAs	Corrective Actions

Review. As per the request in the RFP, we review SLA performance on a monthly and quarterly basis, while also participating in annual scoping activities that will determine if adjustments to existing SLAs and/or the development of new SLAs are warranted.

Monthly and Quarterly Reviews	Annual Scoping

Feedback. Our method emphasizes periodic reviews of SLAs to determine their efficacy for accurately measuring performance; our assumption is that this will be a component of the annual scoping and planning effort. We collaborate with DPW to determine what SLAs continue to be accurate and if there are changes required to the goals/targets. Deloitte will provide the source data to facilitate the discussion and collaborate with DPW on decisions relating to changes in the SLA framework. There are two main activities involved in the Feedback process:

Recommend Updates, Adds and Deletes	Perform SLA Change Requests

Tools

Deloitte recognizes that DPW will standardize on a SLA measurement tool across the lots. We also understand that most of the SLAs are applicable to the Lot 7 vendors. As the Lot 6 provider, we propose to use our Project Management Center (PMC) tool for use supporting DPW to measure the SLAs relevant to Lot 6 services. PMC is built on HP's Project and Portfolio Management (PPM) software and provides a centralized platform to manage each phase of a project: delivering preconfigured dashboards for project startup, predefining workflows, providing easy accessibility and information-sharing among each party, and producing real-time reports. The Process Manager component of PMC is an ITIL-compliant enterprise application for IT that includes a set of proven products to support key IT processes and functions. It includes process automation, workflow management and allocation. Benefits include seamless integration of maintenance and modification activities, transparency in project development and monitoring of support activities and projects through dashboards.

Process Manager has been utilized by several of Deloitte's clients for application management services: in fact, the PM tool is presently being deployed for the **Pennsylvania Liquor Control Board** in order to enhance their incident management capabilities.

Although we will tailor the tool for use in the DPW environment, PM offers a number of features directly "out of the box" for installation and use:

- **Standard Reports.** That can be deployed without delay include: Tickets opened/resolved by period (daily, weekly, monthly), Ticket aging report, Average time to respond by priority by period, SL adherence, and Tickets by Resolution type. These reports can be run automatically or on demand.

- **Standard Dashboards.** Out-of-the-box dashboards include SLA status, pending releases, open tickets, idle tickets, ticket rework, known issues, critical requests, and work assignment queues. The dashboards have graphical charts, lists, and summary data views and users can customize their dashboards.

- **Workflow Driven Processes.** For processes such as problem and incident management, change control, and configuration management.

- **Customer Facing Portal.** Can be implemented to provide DPW with a direct view from their web browser into the Process manager; through this the Department can have access to information about open tickets and SLA information "on demand."

PM provides out of the box, robust reporting capability that can be tailored for DPW's requirements. Overall, PM has over 90 reports available that cover aspects of maintenance and modifications, of DPW including:

Time and Resource Reports			
Resource Load Report	Actual Time Summary	Utilization	Daily Utilization
FTE Actual Hours	Delinquent Time Sheets	Time and Expense Report	Request Time Detail
Resource Time Extract	Time Sheet Details	Time Sheet Summary	Work Allocation Details
Resource Load Report by Priority	Work Allocation Details		
Project Management Reports			
Delivery of initial assessment	Forecast v. Actuals	Package details	Package History
Pending Package Reports	Release Detail	Release Notes	Project Cost Breakdown
Project Cost Details	Baseline Comparison Report	Initial Assessment Backlog	Package Impact Analysis Report
Request Detail	Request History	Request Quick View	Request Summary
Demand Creation History	Satisfied Demand History		
Quality Reports			
Enhancement Quality	Enhancement Defects	End to End Incident Resolution Time	Rework Reports
Quality Reports			
Objects/Environments Detail Report	Operational Initial Assessment	Compare Custom Database Setup	Compare Filesystem Environments
Environment Group Detail Report	Environment Comparison by Objects Migrated Report	Distribution Detail Report	Object History Report
Environments/Objects Detail Report	Environment Detail Report	Environment Comparison Report	Compare Oracle Environments

Figure 9-8. Reports Available from Process Manager Tool.
Our process manager tool has a robust set of reports available for use on the project.

If DPW desires, reporting data that is maintained in the PM database can be extracted to Excel for use in other applications as required.

Appendix	Page	
K	**4**	**RFP Reference: Appendix K Service Level Agreements Addendum 4**

The Offerors must provide a detailed monthly SLA dashboard report to the DPW Contract Administrator outlining SLA outcomes and violations.

Deloitte provides a monthly dashboard report based upon the requirements in Appendix K, *Section 8, SLA Reporting Format,* and as a result of contract negotiations. According to the department's requirements, there are three main reports that are required; we have provided samples of the reports below.

While these reports broadly address needs for SLAs across Lot 6 and Lot 7, we will work with DPW to configure these tools to track SLAs specific to Lot 6.

SLA Metric Details Report. This section presents information that details the SLAs for the month, including status of **green** (in compliance), **yellow** (within 5 percent of exceeding threshold), **red** (exceeded the threshold limit) and **blue** (metrics in question). In addition it provides for the reporting on credit assessments for the month. We also include on this report additional space for comments and notes for the meeting with the contract administrator. The following example is for Release Management SLAs; other SLAs will follow the same format:

Figure 9-9. Example of Deloitte's SLA Metrics Detail Report.
A detailed report that provides insight into the measurement of each of the individual SLAs.

SLA Metric Executive Summary Section. This is a 'at a glance' view of SLAs by category; for Lot 6 the categories will be Release Management and Contract Management. Included in the report are summaries of the credits assessed for each of the categories:

SLA Metric Executive Summary – August, 2010

OVERALL - ALL LOT6 SLAs

CONTRACT MANAGEMENT

RELEASE MANAGEMENT
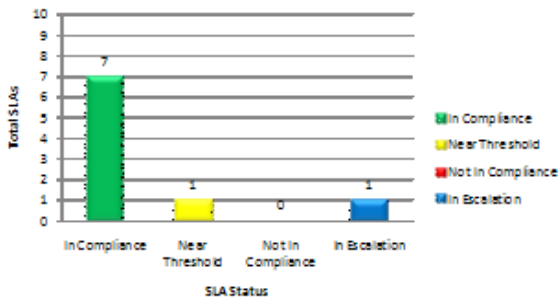
Category	Aug '10	YTD	Contract
Release Management	$.	$ 9,700	$ 10,576
Availability Management	$.	$ 500	$ 500
Contract Management	$.	$.	$.
Totals	$.	$ 10,200	$ 11,076
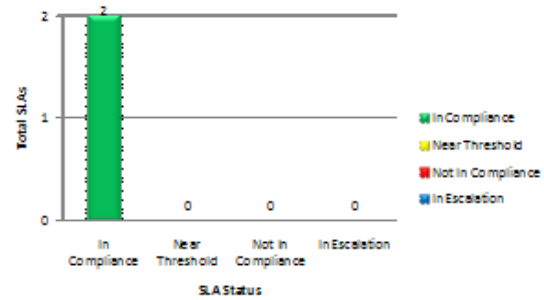
SLA ID	Name	Aug '10	YTD	Contract
CM-001	Disadvanta	$.	$.	$.
CM-002	CPP	$.	$.	$.
	Totals	$.	$.	$.
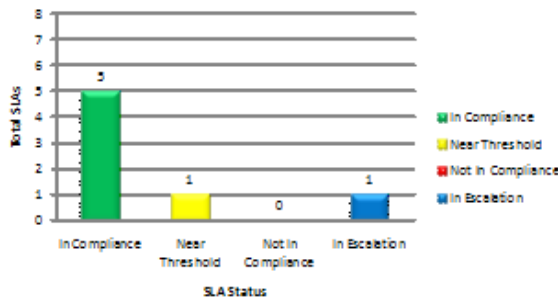
SLA ID	Name	Aug '10	YTD	Contract
RM-01	Project Schedule	$.	$.	$.
RM-02	Project Cost	$.	$.	$.
RM-03	Project Deliverables	$.	$.	$.
RM-04	Functional Requirements	$.	$ 1,200	$ 1,200
RM-05	Systems Requirements	$.	$.	$.
	Totals	$.	$ 1,200	$ 1,200

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Figure 9-10. SLA Executive Summary.
An 'at a glance' view across SLAs so that DPW executives can quickly ascertain the status of our performance measures.

SLA Metric Status Evaluation and Resolution Section. For SLAs that are 'red' or 'yellow' in status this report will be used to present the description of the issue related to the SLA and the corrective actions to be taken:

SLA Metric Status Evaluation and Resolution – August, 2010

RED Status SLAs

SLA ID	RM-03	Name	Project Deliverables		
Issue Description			**Corrective Actions**	**Due**	**Owner**
			1.		
			2.		
			3.		
			4.		
			5.		

YELLOW Status SLAs

SLA ID	RM-04	Name	Functional Requirements		
Issue Description			**Corrective Actions**	**Due**	**Owner**
			1.		
			2.		
			3.		
			4.		
			5.		

Notes/Follow Ups:

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Figure 9-11. SLA Metrics Status Evaluation and Resolution Section.
Focuses on the overall status of those measurements that require additional attention.

We will use the current SLA/SLO report as a starting point for reporting in the new contract.

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During the annual re-scoping period or as directed by the Contract Administrator, the Offerors shall work with the Department to propose new SLAs, revise existing SLAs, and review trends and bench marks to align SLAs as required to support ITIL service/process improvement initiatives and ensure SLA metrics are quantifiable, measurable, realistic, and value added.

As a continuous improvement activity, we coordinate with DPW for annual re-scoping of SLAs and provide information (SLA performance, raw data) that will support the discussions concerning adds/changes/deletes of SLAs. Additionally, we will be responsive to requests directed by the contract administrator to modify SLAs, if required. This activity ties directly into the 'Define' process of our SLA framework outlined in a prior section.

As part of the annual scoping process we envision a discussion between DPW and Deloitte that would frame out additions, changes, deletes and modifications of SLAs for the upcoming contract year as it relates to services provided as a Lot 6 provider. The process steps will be as follows:

- **Proposal of New SLAs.** An opportunity for either DPW or Deloitte to recommend new SLAs for inclusion into the SLA framework. These are usually driven by changes in application, new functionality, business environment shifts, or a desire to measure our performance in a different area.

- **Revise Existing SLAs.** We will perform a review of existing SLAs, supported by historical data, to assist DPW in the determination of any changes required to the SLA set. These can include changes to: the description, scope/timeframes, threshold levels, formula, contractor and customer responsibility, frequency, techniques and tools, required reports, and other pertinent information from the SLA format.

- **Review Trends and Bench Marks.** Deloitte will provide reports on the trending of existing SLAs to allow for determination of the effectiveness of the SLA. Furthermore, through our experience with other projects and access to major IT analysts (e.g. Forrester, Gartner), we will bring SLA and IT benchmarks that can be used to determine how the current SLAs compare to overall industry standards.

- **Alignment with ITIL.** We will review SLAs to determine if the SLAs are congruent with the ITIL framework and process improvement initiatives, specifically focusing on the Service Level Management (SLM). As DPW defines and implements ITIL SLM policies, procedures and processes, the SLAs must align with the direction of these efforts. Furthermore, the SLA documentation must be updated with changes/adds/deletes to the existing SLA set in order to maintain a current document of the services being provided. Deloitte has a broad base of experience helping our clients take an ITIL-focused view of their support function, and we will bring this experience to support DPW.

- **Validation of SLAs.** After the above information is gathered, reviewed, documented, and agreed up, the final step in the process is to perform an end to end review of the SLAs to determine if they are quantifiable, realistic and provide value to the relationship between DPW, its customers, and Deloitte.

Upon agreement between DPW and Deloitte concerning changes to the SLA framework, we will develop an implementation and change plan to effect the requested modifications. Changes and additions to the SLAs must take into consideration the fact that our ability to meet the proposed SLAs will be directly impacted by the number of resources procured by the department and your prioritization of our activities. This plan will be reviewed with the DPW Contract Administrator and the Deloitte Contract Administrator, and we will manage communications with other lot vendors if the changes should impact their operations.

Appendix	Page	
K	**4**	**RFP Reference: Appendix K Service Level Agreements Addendum 4**

Upon request from the DPW Contract Administrator, the Offeror must provide supporting SLA documentation (i.e., systems and/or service: logs, records, files, formal correspondence, or other related information) to the DPW Contract Administrator within three business days of a request.

We will provide supporting SLA documentation as required to the DPW Contract Administrator. DPW will have transparency into our SLAs; presently, as part of our monthly reporting, we provide information on the source data for the SLAs/SLOs that are being measured.

For existing SLA/SLOs that will be used for Lot 6, the available data is:

Existing SLAs and SLOs		
SLA ID	**Name**	**DPW Source Data/Documentation**
SLA #3	MBE-WBE Participation	Timesheets approved during the reporting period
SLO #3	Estimation Proficiency	Work orders, TTS
SLO #4	Documentation for Application Modification	DPW PMO Document repository
SLO #7	Application Maintenance – Documentation for Application Maintenance	VSS and DPW PMO Document Repository
SLO #8	Application Modification – Documentation for Application Modification	VSS and DPW PMO Document Repository

Figure 9-12. Source Data for Existing SLAs.

Based upon the proposed SLAs from Appendix K, we are projecting gathering data for the new SLAs from the following areas:

New SLAs		
SLA ID	**Name**	**DPW Source Data/Documentation**
RM-01	Project Schedule	Approved project plan compared to final delivery date
RM-02	Project Cost	Approved work order, final costs, variance summary from the completion letter
RM-03	Project Deliverables	Artifacts register
RM-04	Functional Requirements	BRD, pre-prod test and defect results and post-prod operations results
RM-05	System Requirements	SRD, pre-prod test and defect results and post-prod operations results
CM-001	Disadvantaged Business	Annual DB Target v. actuals
CM-002	Contractor Partnership Program	Quarterly Compliance Report

Figure 9-13. Source Data for Proposed SLAs.

Appendix **K**	Page **4**	RFP Reference: Appendix K Service Level Agreements Addendum 4

Upon request from the DPW Contract Administrator, the Offeror must provide a corrective action plan within five business days regarding non-compliance or inaccurate reporting of SLAs.

Deloitte understands the Corrective Action Plan (CAP) process described in the RFP, and will comply when there is an instance of non compliance or inaccurate reporting of SLAs.

Appendix **K**	Page **4**	RFP Reference: Appendix K Service Level Agreements Addendum 4

The Offeror must provide the Department access to their SLA systems, tools, and reports.

We acknowledge and agree. We have discussed our systems, tools, and reports earlier on pages 9-8 through 9-17, DPW will have access to our SLA systems, tools and reports we use for our Lot 6 activities.

Appendix	Page	RFP Reference: Appendix K Service Level Agreements Addendum 4
K	**4**	

The Offeror must establish all required SLA methodologies, procedures, and tools (if required) to measure, track, monitor, and report on SLA metrics during the transition period. All SLA methodologies, procedures, and tools (if required) to measure, track, monitor, report SLA metrics must be fully operational at the end of the transition period. Specific Offeror responsibilities for each SLA will be outlined in (Section 8).

Beginning on page 9-8 though 9-17 of this section, we have discussed our SLA methodology, procedures and tools. Our plan is to have our methodology and supporting tools fully implemented during the orientation and knowledge acquisition period. However, for existing SLAs/SLOs we will commence measurements and reporting from the first day of the contract, and Child Welfare after the Orientation and Knowledge Acquisition period.

During our ten years of service as DPW's modification and maintenance vendor we have never have been required to provide a corrective action plan related to SLAs

Appendix	Page	RFP Reference: Appendix K Service Level Agreements Addendum 4
K	**4**	

SLA Escalation Procedures: When SLA violation occurs (specific SLA threshold(s) are exceeded during a reporting period), the Offeror must notify the DPW Contract Administrator formally in writing within one business day of the discovery. All disputes between the customer and Offeror pertaining to: 1) Agreement on a threshold violation occurrences, 2) Accuracy of SLA reports, or 3) SLA damages; must be escalated to the DPW Contract Administrator for review and resolution.

Although we view SLA violations as rare events, Deloitte recognizes that there are occasions where SLA violations do occur. Our maintenance, operations and modifications teams take a proactive approach in the monitoring of SLAs in order to predict when a potential failure could occur; this allows for rapid communications and evaluations of the impact of a failure. There are a number of ways that the proposed SLAs can be effectively monitored:

- **Release Management.** Throughout the life cycle of the work orders, the teams are responsible for the reporting on the project plan and associated costs for the activities, and it is incumbent upon the project to identify risk areas and use Earned Value Analysis techniques to identify potential schedule and cost SLA violations. Additionally, the test manager is responsible for the daily reporting on the status of testing in each environment, which provides project leadership with an insight into the quality of the code that is being tested.

- **Contract Management (DBE, CPP).** Deloitte has established a process by which timesheets are reviewed for adherence to the disadvantage business program and support of CPP. When we identify that we are potentially encountering a situation where the SLA could be in non-compliance, the leadership team meets to take proactive action and develops a plan to correct the issue and identify roles on the projects that MBE/WBE resources can be deployed. Through the use of our contracting mechanism Deloitte is able to quickly identify qualified resources and staff them on open roles.

If, however, a violation does occur, Deloitte will notify the Department in writing within 5 business days, or a mutually agreed upon time frame of the event. Included in this notification will be the SLA that is being violated, the cause for the violation, corrective actions being taken to resolve the issue, identification of an owner of the issue, and a due date for resolution. The Deloitte Contract Administrator will then be the single point of contact for DPW for information related to the issue.

The Deloitte Contract Administrator will also be responsible for weekly reporting to the Department on the status of active issues, as well as SLAs that have issues and could potentially be out of compliance at the end of a reporting period. This meeting will also cover discussions concerning any disagreements over thresholds and accuracies of the SLAs and determination of damages.

Appendix **K**	Page **4**	RFP Reference: Appendix K Service Level Agreements Addendum 4

SLA Credits: SLAs will have specific credits if thresholds are violated. SLA thresholds and associated credits are specified for each SLA outlined in Section 8. SLA credits shall be paid by the contractor and collected by the Commonwealth by deducting them from the invoices submitted under this Contract or any other contract the Contractor has with the Commonwealth, for noncompliance of SLAs.

We agree in principle to the concept of SLA credits. It is our understanding from Appendix K that final targets and credits for the SLAs will be solidified during contract negotiations. For SLAs that are specific to work orders, a credit will be applied to the specific deliverable invoice. Our monthly invoice for maintenance activities will reflect the reduction in the overall cost for credits relating to maintenance SLAs.

Appendix **K**	Page **4**	RFP Reference: Appendix K Service Level Agreements Addendum 4

Nature of Service Level Credits: Service Level Credits shall not constitute liquidated damages for the corresponding failure to perform, and the Commonwealth shall be free to pursue any and all remedies available under the Contract with respect thereto, provided that any such credits actually paid by the Contractor to the Commonwealth shall be offset against any damages awarded to the Commonwealth for claims arising from the corresponding failure to perform.

We agree in principle to the concept of the nature of SLA credits.

Appendix **K**	Page **6**	RFP Reference: Appendix K Service Level Agreements Addendum 4

SLA Reporting Format: The contractor will provide the DPW contract Administrator with a detailed monthly SLA dashboard report. At a minimum the SLA dashboard report shall include the following elements:

- SLA Metric Details Section: 1) Is segmented by SLA service performance categories/component, and associated component metrics, (i.e., SLA ID, SLA Name, Threshold Level, Actual Metric measure) for the designated reporting period, 2) Records annual SLA metric measures for each month for comparison with totals using the Color Coded Metric Compliance Indicator: (e.g., Green: Metric measure is in compliance, Yellow: Metric measure is within 5-percent of exceeding the predefined threshold limit, Red: Metric measure has exceeded the predefined threshold limit, and Blue: for metric measures that are in dispute), 3) Provides SLA Credit assessment amounts per month (if applicable).

- SLA Metric Executive Summary Section: 1) Graphical representation of the total number of SLAs by category that are in compliance, near threshold, not in compliance, and SLA being evaluated through the escalation process) and 2) SLA Credit assessed to date by particular category SLA service performance categories/component and specific SLA ID.

- SLA Metric Status Evaluation and Resolution section: Outlines the issues associated with metrics that have a status indicator of Yellow or Red and planned corrective actions that will be instituted to ensure compliance.

- Media Required: MS Word Document or PDF.

We discuss the reporting format and provide examples of the Dashboard earlier in this section, beginning on page 9-14.

Appendix **K**	Page **7**	RFP Reference: Appendix K Service Level Agreements Addendum 4

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

Based on the information provided in Appendix K, we have identified the following Service Level Agreements desired by the Commonwealth for measuring and monitoring under the Lot 6 offeror contract. The table below highlights the SLAs, and we have also indicated where our existing SLAs match and/or impact the new metrics.

Release Management SLAs

SLA ID	Name	Service Performance Category/Component
RM-01	Project Schedule	Release Management/Project Management

Figure 9-14. Service Performance Category/Component.

Project Schedule is a measurement of our effectiveness in delivering the promised work within the agreed upon timeframes. We understand the work order process presently in use and that the process will continue to be used. Furthermore, requested changes by the Department will provide an opportunity for renegotiation of the projected completion times.

The information for calculating the adherence to the project schedule will be gathered from the originally approved work plan, approved changes, and the final date of implementation and approved completion letter. We assume that the definition of 'mission critical' and 'non-mission critical' projects will be established at the commencement of the contract and applied as part of the work order process.

SLA#	Name	Service Performance Category/Component
RM-02	Project Cost	Release Management/Project Management

Figure 9-15. Service Performance Category/Component.

Project cost measures the differences from the final cost compared to the estimated cost at the beginning of a work order. Prior to the commencement of the work the Department and Deloitte will agree to the estimated cost, and approved changes to the requirements and or schedule will require renegotiation of the estimated costs.

The information for calculating the adherence to the project costs will be gathered from the originally approved work order, approved changes, final costs, and the variance summary from the completion letter.

SLA#	Name	Service Performance Category/Component
RM-03	Project Deliverables	Release Management/Project Management

Figure 9-16. Service Performance Category/Component.

RM-03 focuses on the percentage of deliverables provided to the Department within the agreed upon time frame. Similar to RM-01, Project Schedule, there is a difference in the thresholds for 'mission critical' and 'non-mission critical' projects. We will gather the information for this SLA from the artifacts list, which provides information on estimated due dates and actual delivery dates.

SLA#	Name	Service Performance Category/Component
RM-04	Functional Requirements	Release Management/Product Quality

Figure 9-17. Service Performance Category/Component.

Deloitte understands the importance of functional requirements and the direct impact of requirements upon the quality of the product delivered. The key to being able to provide effective requirements is a full understanding and agreement with the Department and the program offices, as well as a communications and integration with the Lot 6 offeror. The source data for the traceability will be derived from the BRD, pre-production test results, and post-production operations results.

SLA#	Name	Service Performance Category/Component
RM-05	System Requirements	Release Management/Product Quality

Figure 9-18. Service Performance Category/Component.

Similar to functional requirements, RM-05 is a foundational aspect of measuring the quality of the product. However, the Department does delineate between 'mission critical' and 'non-mission critical' projects for this specific measure; furthermore, the expected systems requirements source is the systems requirement document (SRD). In addition we will use pre-production testing defect and post-production operations results to measure this SLA.

Contract Management SLAs

SLA#	Name	Deloitte Approach to Meeting SLA Requirements
CM-001	Disadvantaged Business	Presently Monitoring under our SLA #3 'DBE Participation'
CM-002	Contractor Partnership Program	Measured presently through contract

Figure 9-19. Deloitte Approach to Meeting SLA Requirements.

Deloitte understands the need to measure compliance to both the Disadvantaged Business and Contractor Partnership programs; we have historically met our goals in these areas. Measurements for these SLAs are derived from our annual targets v. actuals, using information from contractor timesheets.

We look forward to the opportunity to discuss the establishment of the SLAs as a tool to improve overall service to DPW.

9.3 Ramp Up to SLA Management

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| **II** | **Page II-9** | **RFP Reference: II-6. Contract Standards** |

The selected Offeror will be allowed a 60-day grace period following the Orientation/Knowledge Acquisition period of the contract to "ramp up" services, without scoring on the performance metrics provided in **Appendix K**. After the 60-day grace period, tracking of each of the performance metrics should begin, and the first report shall be due to the DPW Contract Administrator one month after the grace period ends.

With our initial set of SLAs we will begin monitoring of performance from the first day of the new contract. For additive SLAs as a result of the contract negotiations, we will use the 60 day period after the Orientation and Knowledge Acquisition phase to 'characterize' and operate the SLAs. We believe this period if beneficial in order to determine if the targets and goals have been properly set, and also identify any gaps our team might have in terms of tools and processes.

We begin reporting on the existing SLAs within the first month of the new contract period starting day 1, assuming an April 1, 2011 start date, and based upon the RFP we understand that we will monitor, measure and report on the newly established SLAs beginning December 1, 2011.

Tab 10: Emergency Preparedness

II	**Page II-9**	**RFP Reference: II-7. Emergency Preparedness**

To support continuity of operations during an emergency, including a pandemic, the Commonwealth needs a strategy for maintaining operations for an extended period of time. One part of this strategy is to ensure that essential contracts that provide critical business services to the Commonwealth have planned for such an emergency and put contingencies in place to provide needed goods and services. The following questions are to be addressed in the Offerors proposal:

A. Describe how you anticipate such a crisis will impact your operations.

Anticipating Emergency

The Deloitte Office of Security is responsible for closely monitoring events nationwide that can affect our clients' business. We have an effective communication system, both at the office and national levels that alerts our offices in case there is a disaster approaching.

This enables us to stay ahead of the situation and prepare our response before the disaster strikes. From a client perspective we prepare for one important question – can we recover from a disaster and provide business continuity to our clients?

Deloitte is prepared to respond:

- Event monitoring to anticipate emergencies
- A structured planning and preparedness approach
- Alternate business locations (three in Harrisburg, 90 throughout the U.S.)
- A mobile workforce with capabilities to communicate and work remotely
- A time tested emergency plan successfully used, for example, in response to the World Trade Center bombing and hurricane Katrina

Responding to Emergency

An emergency situation, including an influenza pandemic that can spread to the human population, has become a global concern. In addition to the threat to human health, the economic impacts of a pandemic, including absenteeism in the workplace or the downstream effects of travel disruption will be significant and widespread.

Deloitte understands that a pandemic can impact an organization's ability to mobilize its workforce to provide critical services to the Commonwealth. In response, we have a structured planning and preparedness approach that involves three main aspects: product continuity, human capital continuity, and customer continuity as shown in Figure 10-1.

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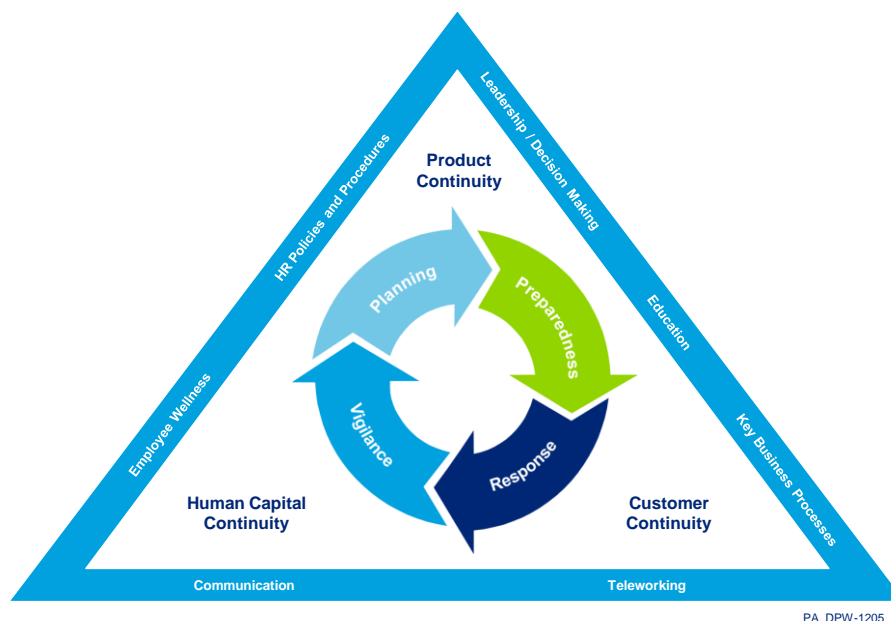
Figure 10-1. Key Components of our Emergency Preparedness Approach.
Deloitte is well prepared to support continuity of operations should an emergency occur.

We monitor information and news sources regarding natural disasters, spread of viruses, and the progression of human infections that might affect the operation of Commonwealth's critical daily business functions. As the circumstances and facts warrant, we will adjust our plans as needed to meet our clients' needs. Accordingly, there is no "final" plan to prepare for an emergency response in Pennsylvania, but rather a plan that can adjust and adapt to the extent warranted. In that regard, a pandemic planning council has been established to periodically review and recommend updates to the plans of the Deloitte U.S. Entities.

Continuity of Business

Deloitte has three facilities in the Central Pennsylvania area, one in Camp Hill and two in Harrisburg. We plan to use these facilities as our alternate business locations in case one of the facilities has an issue and the employees cannot use it. Moreover, Deloitte has 90 offices within the United States as well as hundreds of locations offshore. We have an industry-leading computer and communications network across the nation, and our practitioners are equipped with laptop computers that can be used from any location. In an emergency situation, Deloitte personnel are prepared to effectively work at a remote location with comparable capabilities as those found in the original project site. Our employees are equipped with PDAs, which can be used as an emergency substitute when responding to emails and creating or viewing documents and reports. Our critical personnel, who must have connectivity to the Internet at all times, carry a wireless Internet card that allows them to stay in touch with the world from wherever they are.

Employee Training

II	**Page II-9**	**RFP Reference: II-7. Emergency Preparedness**

The following questions are to be addressed in the Offerors proposal:

B. Describe your emergency response continuity of operations plan. Please attach a copy of your plan, or at a minimum, summarize how your plan addresses the following aspects of pandemic preparedness:

1. Employee training (describe your organization's training plan, and how frequently your plan will be shared with employees)

At Deloitte, we prepare our employees to effectively operate in the business world where emergencies can arise at any time. Upon joining Deloitte, our employees go through an extensive orientation program where we cover the basic communication methodologies that provide the backbone to our business and provide continued services to our clients. We also provide a range of training courses available through our online education program that is accessible to our employees worldwide via our internal employee portal, DeloitteNet. Through DeloitteNet we have an established channel to communicate with employees and deliver ongoing training, as necessary, to meet our clients' needs.

Key Personnel and Critical Functions

The following questions are to be addressed in the Offerors proposal:

B. Describe your emergency response continuity of operations plan. Please attach a copy of your plan, or at a minimum, summarize how your plan addresses the following aspects of pandemic preparedness:

2. Identified essential business functions and key employees (within your organization) necessary to carry them out

3. Contingency plans for:

    a. How your organization will handle staffing issues when a portion of key employees are incapacitated due to illness.

    b. How employees in your organization will carry out the essential functions if contagion control measures prevent them from coming to the primary workplace.

We understand your concern that in case of emergencies, the business must continue. For the business to continue key personnel must be available at all times and critical functions must be carried out to provide vital services and support to the citizens of Pennsylvania. We work with our clients on an ongoing basis to keep the list of critical functions current and accordingly prepare our key personnel for upcoming important events in the business cycle. As described above, our key personnel are prepared to work at alternate remote locations and are able to access the Commonwealth data and applications with the use of web portals, service-oriented technology, virtual meetings, and the use of portable personal computers.

Addressing Staffing Needs

We have a large pool of staffing resources that can be tapped into at short notice. If there is a situation where our employees are incapacitated due to illness, they either work from home if their condition allows them to function, or an alternate resource quickly assumes their position to provide continuity to the project. Our bench strength and strong presence in Harrisburg and other offices in Pennsylvania allows us to quickly provide a solution to any staffing shortage caused by an emergency. We also have an effective recruiting function and a cadre of established business partners that offer additional resources available to us, as needed. Through our pre-approved subcontractor arrangements, we have access to a broad range of staff that we can access quickly to supplement our internal resources, if necessary.

Alternate Communication Strategy

II	Page II-9	RFP Reference: II-7. Emergency Preparedness

The following questions are to be addressed in the Offerors proposal:

C. How your organization will communicate with staff and suppliers when primary communications systems are overloaded or otherwise fail, including key contacts, chain of communications (including suppliers), etc.

We believe that communications with the personnel of the Deloitte U.S. Entities and clients will be important in the event of an emergency. In that regard, planning activities provide for targeted and general communications among the Deloitte U.S. Entities and their respective personnel, as well as with vendors, clients, and governmental agencies if a pandemic should begin to impact our business operations. Our critical personnel, who must have connectivity to the Internet at all times, carry a wireless Internet card that allows them to stay in touch with the world from wherever they are. Also, as mentioned above, we use web portals, service-oriented technology, virtual meetings, and portable personal computers and our key personnel are able to access Internet-accessible Commonwealth data and applications with the use of web portals, service-oriented technology, and portable personal computers.

Testing Our Emergency Plan

II	Page II-9	RFP Reference: II-7. Emergency Preparedness

The following questions are to be addressed in the Offerors proposal:

D. How and when your emergency plan will be tested, and if the plan will be tested by a third-party.

Our emergency plan is time tested. We have had firsthand experience with contingency planning, as the Deloitte U.S. Entities had to put such plans into action in the past in connection with the bombing of the World Trade Center, the events of September 11, 2001, and hurricane Katrina. Due to the significant uncertainties associated with sudden emergencies, the Deloitte U.S. Entities can make no representations or warranties, nor can they provide any assurances that their plans will be acceptable to respond to any possible consequences, or that the plans of any third parties to deal with a possible flu pandemic are or will be sufficient to address any situations or problems that might arise during a pandemic.

The objective of the Deloitte U.S. Entities is to prepare for a possible flu pandemic or other significant emergency based on the information and data that we have at this time, and to modify those plans, as necessary, if we believe conditions or facts may warrant. Each organization needs to develop its own preparedness plan based on its specific circumstances, business functions, and operational factors.

Tab 12: Objections and Additions to Contract Terms and Conditions

II	Page II-12	RFP Reference: II-11. Objections and Additions to Contract Terms and Conditions

The Offeror will identify which, if any, of the terms and conditions (contained in **Appendix A**) it would like to negotiate and what additional terms and conditions the Offeror would like to add to the standard contract terms and conditions. The Offeror¨ s failure to make a submission under this paragraph will result in its waiving its right to do so later, but the Issuing Office may consider late objections and requests for additions if to do so, in the Issuing Office¨ s sole discretion, would be in the best interest of the Commonwealth. The Issuing Office may, in its sole discretion, accept or reject any requested changes to the standard contract terms and conditions. The Offeror shall not request changes to the other provisions of the RFP, nor shall the Offeror request to completely substitute its own terms and conditions for **Appendix A**. All terms and conditions must appear in one integrated contract. The Issuing Office will not accept references to the Offeror¨ s, or any other, online guides or online terms and conditions contained in any proposal.

Regardless of any objections set out in its proposal, the Offeror must submit its proposal, including the cost proposal, on the basis of the terms and conditions set out in **Appendix A**. The Issuing Office will reject any proposal that is conditioned on the negotiation of the terms and conditions set out in **Appendix A, or to other provisions of the RFP.**

Introduction

Deloitte Consulting LLP (Deloitte Consulting) has read the Request for Proposal (RFP) and accepts in principle the contract terms and conditions as set forth in the RFP as drafts of certain provisions of a contract, the final terms of which will be negotiated by the Commonwealth of Pennsylvania (the Commonwealth) and Deloitte Consulting if we are chosen as the successful provider. We recognize that, as with all complex engagements, there will be certain clarifications to the requirements in the RFP that the parties may wish to negotiate prior to initiation of the project, based on the requirements of the engagement as finally awarded.

As requested in the RFP, we have set forth in the text below certain terms and conditions that we propose to modify, along with an approach to these issues that we believe will equitably serve the interests of both parties. Further, we reserve the right, if chosen as the successful contractor, to negotiate clarifications, changes and additional provisions to cover the circumstances of the engagement as finally awarded. We look forward to discussing and negotiating these terms and conditions for this important engagement with the Commonwealth in the near future.

Deloitte Consulting is very proud of its record in successfully reaching agreement with the Commonwealth, as well as with public sector clients across the country, on many engagements. Deloitte Consulting has entered into numerous large and complex contracts/projects with the Commonwealth, and in the event Deloitte Consulting is selected for award, we are confident the parties can move quickly to reach agreement on all terms and conditions.

Contract Clarifications

II	**Page II-12**	**RFP Reference: II-11. Objections and Additions to Contract Terms and Conditions**

The Offeror will identify which, if any, of the terms and conditions (contained in **Appendix A**) it would like to negotiate

As set out above, Deloitte Consulting would like to negotiate and/or clarify the following:

1. Section 2(c), (d) and (g) re Definitions: Deloitte Consulting would like to clarify the definitions of Developed Works and Developed Materials, Documentation, and Services. As part of the contract negotiation, it may be necessary to define additional terms and supplement this section.

2. Section 3 re Contract Scope: Deloitte Consulting would like to clarify that: for purposes of: subsection (a), the reference to RFP in the last sentence should be replaced with "this Contract or as otherwise agreed by the parties in writing."

3. Section 5 re Order of Precedence: we believe the order should reflect that the parties' agreement on terms set out in the accepted proposal and any additional clarifications as negotiated for purposes of award, including BAFO, should have a higher order than the RFP.

4. Section 8 re Option to Extend: Deloitte Consulting agrees with the Commonwealth's right to extend. We would ask, for purposes of resource planning, that the provision be clarified to provide for a 60 day advance notice that specifies the duration of the extension.

5. Section 10 re Subcontracts: we would like to include in the contract approval for us to use personnel from Deloitte Consulting's affiliated firms. We would also like to discuss the process where the Commonwealth requires the removal of a subcontractor(s).

6. Section 11 re Other Contractors: Deloitte Consulting fully recognizes the need and importance of cooperation and accepts that responsibility. We do believe the provision should be clarified to provide that we will not intentionally or negligently commit or permit any such act that would interfere with the work of other contractors.

7. Sections 13 and 14 re Compensation and Payment: Deloitte Consulting would like to confirm or clarify these provisions so that they are consistent with the agreed-upon structure of the project and the acceptance process.

8. Section 16 re Inspection and Acceptance: The process stated herein contains material changes from the current Inspection and Acceptance process. Deloitte Consulting will seek to clarify and discuss these changes.

9. Section 18 re Notice of Delays: Deloitte Consulting would like to clarify the process for giving notice of delays.

10. Section 21 re Termination: Deloitte Consulting would like to clarify subsection (a)(2) to be consistent with subsection (a)(1) regarding the language with respect to amounts owed upon termination. We would also request that the first paragraph of subsection (c) be made mutual.

11. Section 25 re Insurance: Deloitte Consulting would like to clarify the provision as follows, in 25 (a), please delete "acceptable to the Commonwealth and", ;and, in 25 (b), in the fifth line after "until", please insert "the insurers have endeavored to give", and please delete "has been given" in the last line of that paragraph.

12. Section 26: While we understand that such section likely cannot be changed, we would request clarification (even if outside of the Contract) that the intended meaning of "or other obligations" is "payment" obligations in that we have other service obligations to the Commonwealth.

13. Sections 29 and 30 re Limitation of Liability and Indemnification: Contractor will seek to clarify and adjust these provisions.

14. Section 31 re Virus, Malicious, Mischievous or Destructive Programming: Deloitte Consulting will seek to clarify and adjust this provision.

15. Section 32 re Patent, Copyright, Trademark, and Trade Secret Protection: Deloitte Consulting would like to clarify this section to apply to its "Services and "Developed Works" (as defined in the final contract).

16. Section 33 re Sensitive Information: Deloitte Consulting will request minor clarifications to the BAA that would still comply with applicable law.

17. Section 35 re Ownership Rights: This provision will require revision to address and clarify the Commonwealth's request in Q&A #125. In addition, other conflicts within the provision (or with other provisions of the contract) will require clarification, including but not limited to subsection (m).

18. Section 37 re Change of Ownership or Insolvency: for purposes of a change of ownership, Deloitte Consulting would ask that the Commonwealth agree it will not unreasonably withhold consent and agree that any resulting termination be for convenience.

19. Section 40 re Compliance with Laws: Deloitte Consulting would like to confirm and possibly clarify the application of this provision.

20. Sections 42 and 43 re Examination of Records and Single Audit Act: Deloitte Consulting will seek to clarify the provisions, including the scope of the examinations and audit(s), and in addition to reconciling Sections 42 and 43 (including Appendix B) with each other, reconcile these provisions with the RFP, including the audit provisions at RFP Section VI-6.A.1. Deloitte would also like to clarify that it will maintain its records using its standard accounting procedures.

21. Section 45 re Nondiscrimination Clause/Sexual Harassment Clause: Deloitte Consulting would like to clarify the records obligation in paragraph (e).

22. Section 48 re Warranties: Contractor will seek to clarify and adjust this provision to conform to the work and the other provisions of the contract.

23. Section 49 re Liquidated Damages: Contractor would like to discuss this provision. Deloitte Consulting understands that the SLA's will be negotiated and finalized in contract negotiations. This provision should be addressed in that context; it appears

that the scope of the SLA's overlap with this provision and thus this provision should not be applicable to the project.

24. Section 52 re Right-To-Know-Law: Contractor will seek to clarify and adjust this provision, including the scope of items that Deloitte Consulting may need to respond to as well as payment/reimbursement of fees.

25. Section 56 Contractor Responsibilities to Employ Welfare Clients: Deloitte Consulting would like to clarify application of this provision.

Contract Additions

II	**Page II-12**	**RFP Reference: II-11. Objections and Additions to Contract Terms and Conditions**

The Offeror will identify … what additional terms and conditions the Offeror would like to add to the standard contract terms and conditions.

For purposes of supplemental terms, and in context of the project as currently structured and envisioned by Deloitte Consulting, Deloitte Consulting would seek to include the following clauses and/or clauses to address the following issues:

1. CIRCUMSTANCES BEYOND CONTRACTOR'S CONTROL (*Clause 46 in the existing DPW Contract*): Notwithstanding anything to the contrary in this Contract, in no event will Contractor be responsible or held liable for: (1) pre-existing or latent errors in the existing legacy systems; or (2) any other condition not within Contractor's control or the control of Contractor's subcontractors, consultants or agents.

2. COOPERATION (*Clause 47 in the existing DPW Contract*): The parties will reasonably cooperate with each other in the performance by Contractor of its services hereunder. Without limiting the generality of the foregoing, the Department will be responsible for: (1) providing Contractor timely access to the Department's data and information; (2) providing personnel to fulfill Department's responsibilities under this Contract; (3) rendering decisions and approvals within the agreed upon time periods applicable and (4) providing a stable technical work environment which will support the services and allow the Contractor and the Department to work productively.

3. Deloitte Consulting understands that it will not resell any hardware or software under the Contract. In the event the Commonwealth requires software or hardware to be resold to it, such resell would be done through Deloitte Consulting Product Services, LLC (DCPS). In that scenario, the actual software licenses and maintenance agreements would be executed between the Commonwealth and the applicable vendor. This is standard practice and provides Commonwealth with a direct relationship with the vendor for more effective long term support. Deloitte Consulting and the Commonwealth have previously agreed to the terms around the use of DCPS that appropriately address, among other things, execution of the licenses and application of the

maintenance and warranty terms, tax treatment, independence issues, and payment.

4. Given, among other things, the request in the RFP to provide yet to be defined litigation support, it will be necessary to clarify and address "independence" type issues consistent with the all applicable regulatory and professional standards.

Tab 13: Domestic Workforce Utilization Certification

II	**Page II-18**	**RFP Reference: II-14. Domestic Workforce Utilization Certification**

II-14. Domestic Workforce Utilization Certification. Complete and sign the Domestic Workforce Utilization Certification contained in Appendix F of this RFP. Offerors who seek consideration for this criterion must submit in hardcopy the signed Domestic Workforce Utilization Certification Form in the same sealed envelope with the Technical Submittal.

As per the RFP, we are attaching a completed and signed Domestic Workforce Utilization Certification contained in Appendix F of the RFP.

APPENDIX F

LOBBYING CERTIFICATION FORM

Lobbying Certification Form

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1)   No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress , an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

(2)   **If any** funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3)   The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed under Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than **$100,000** for such failure.

SIGNATURE: _____

TITLE: __**Principal**_____

DATE: __**August 23, 2010**_____

ID	ⓘ	Task Name
1		**Modification Name**
2		**Project Management**
3		Create Work Order Work Plan (WBS)
4		Update Stakeholder Plan
5		Finalize WO Resource Plan
6		Finalize RACI for Work Order
7		Review Work Order Risk Management Plan (RAAIDO) Process with Team
8		Attend Weekly Client Infrastructure Coordination Meetings as Required
9		Determine need for CWOPA PCs
10		Determine need for space
11		Determine need for software licenses
12		Send lessons learned, metrics, and other contributions to SIDT
13		**Section Deliverables - Actual Hour Reporting**
17		**Project Initiation**
18		Schedule Work Order Kickoff Meeting
19		Create Agenda and Presentation for Kickoff
20		Hold Kickoff Meeting
21		**Lot 1-5 Coordination**
22		BRD Validation
23		BRD Updates and Reviews
24		Enterprise Services and COTS Analysis Understanding
25		Provide High Level Estimate for Modification
26		**Feasibility**
27		Develop System Solution Feasibility Study Document
28		Schedule Internal Review
29		Incorporate Feedback
30		Submit Feasibilty Study Document for Leadership Review and Approval
31		**Requirements**
32		**Plan and Conduct Requirements Sessions**
45		**System Requirements Document (SRD)**
50		Create Prototype or Mockup if Necessary
51		Create Stakeholder Involvement Plan
52		Update Communications Plan Details
53		Update Data Management Plan Details
54		Facilitate Deliverables Internal Review
55		**Architecture Review (ARB) with Client**
60		**Deliverables Client Review**
67		**Deliverable Edits - Client Feedback**
71		**Final Internal Review**
74		Submit Deliverable for Leadership Decision and Approval
75		**General System Design (GSD) Phase**
76		Review lessons learned
77		**Plan and Conduct GSD Sessions**
88		**GSD Consolidated Document**
92		**Use Case**
106		**Application Architecture Blueprint**
109		**Logical Data Model (LDM)**
126		**Business Logic Diagram (BLD) or Activity Diagrams**
130		**High Level Screen Shot**
135		**Initial Capacity Plan**
139		**Conversion Planning (if applicable)**
144		**Key Considerations**
150		**Traceability Matrix**
155		**GSD Deliverable**
159		**Review GSD Deliverable with Client**
166		**Architecture Review (ARB) with Client**
171		**Update GSD Deliverable based on Client Feedback**
177		**Final Internal Review**
182		**Lot 7 Hand-Off**
183		SRD Validation

ID	ⓘ	Task Name
184		SRD Updates and Reviews
185		GSD Validation
186		GSD Updates and Reviews
187		**GSD Deliverable Submission**
188		Submit Deliverable for Leadership Decision and Approval
189		Receive Client GSD Deliverable Approval

Trade Secret/Confidential Proprietary Information Notice

Instructions:

The Commonwealth may not assert on behalf of a third party an exception to the public release of materials that contain trade secrets or confidential proprietary information unless the materials are accompanied, at the time they are submitted, by this form or a document containing similar information.

It is the responsibility of the party submitting this form to ensure that all statements and assertions made below are legally defensible and accurate. The Commonwealth will not provide a submitting party any advice with regard to trade secret law.

Name of submitting party: Deloitte Consulting, LLP

Contact information for submitting party:

Mr. Sundhar Sekhar
Principal
Deloitte Consulting, LLP
2601 Market Place
Second Floor
Harrisburg, Pa. 17110

Please provide a brief overview of the materials that you are submitting (e.g. bid proposal, grant application, technical schematics):

Deloitte Consulting, LLP is submitting a proposal in response to RFP 16-09 issued by the Commonwealth of Pennsylvania, Department of General Services, on behalf of the Department of Public Welfare.

Please provide a brief explanation of why the materials are being submitted to the Commonwealth (e.g. response to bid #12345, application for grant XYZ being offered by the Department of Health, documents required to be submitted under law ABC)

Deloitte Consulting, LLP is submitting a proposal in response to RFP 16-09 issued by the Commonwealth of Pennsylvania, Department of General Services, on behalf of the Department of Public Welfare

Please provide a list detailing which portions of the material being submitted you believe constitute a trade secret or confidential proprietary information, and please provide an explanation of why you think those materials constitute a trade secret or confidential proprietary information. Also, please mark the submitted material in such a way to allow a reviewer to easily distinguish between the parts referenced below. (You may attach additional pages if needed)

Note: The following information will not be considered a trade secret or confidential proprietary information:

- Any information submitted as part of a vendor's cost proposal
- Information submitted as part of a vendor's technical response that does not pertain to specific business practices or product specification
- Information submitted as part of a vendor's technical or disadvantaged business response that is otherwise publicly available or otherwise easily obtained
- Information detailing the name, quantity, and price paid for any product or service being purchased by the Commonwealth

Page Number	Description	Explanation
Tab 11 Financial Capability in its entirety	Tab 11 Financial Capability in its entirety including any referenced attachments (D&B Report, Subcontract Agreement. Tab 11 also contains confidential information regarding litigation.	Tab 11 contains confidential financial information submitted in response to a RFP for purposes of demonstrating economic capability. It is exempt from public records disclosure under 65 P.S. 67.708(b)(26). It also contains confidential proprietary and trade secret information, the release of which would cause substantial harm to Deloitte's competitive position, and is exempt from disclosure under 65 P.S 67.102 and 65 P.S. 67.708(b)(11).

Tab 4 Statement of the Problem: Section 4.2: Page 8 **Tab 5 Management Summary:** Page 2, 4 **Tab 6 Work Plan:** Page 2, and Section 6.1: Page 19, 68, 69, 74, 75, and Section 6.2: Page 4, 73, 143, and Section 6.3: Page 9, 30, 45, 46, 47, 48, 49, 50, 79, 111, and Section 6.4: Page 7, 24, 41, 79, 85, and Section 6.5: Page 151, 163, and Section 6.6: Page 7, 26, 44, 49, and Section 6.9: Page 6, 61, 75, 86, 97, 141, 158, 167, and Section 6.10: Page 64 **Tab 7 Prior Experience:** Section 7.2: Page 2, 12 **Tab 8 Personnel:** Page 5, 7, 8, and Section 8.1: Page 3, 4, 5, and Section 8.2: Page 8	Names of all executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc. appearing in the Deloitte separately sealed cost submission, Tab 8 Personnel and referenced in other sections including Tab 4 Statement of the Problem, Tab 5 Management Summary, Tab 6 Work Plan, Tab 7 Prior Experience and Tab 8 Personnel	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).
Tab 8 Personnel: Section 8.3: in its entirety	Appendix I, Key Staff Reference Check in its entirety	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).
Tab 8 Personnel: Section 8.5: in its entirety	Resumes of all executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc. appearing in Section 8.5	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).

Tab 4 Statement of the Problem: Section 4.2: Page 5, 8, **Tab 5 Management Summary:** Page 3 **Tab 6 Work Plan:** Page 4, and Section 6.1: Page 5, 7, 14, 15, 26, 29, and Section 6.2: Page 6, 7, 17, 18, 19, 20, 23, and Section 6.3: page 23, 24, 25, 65, 75, 86, 89, 105, and Section 6.4: Page 4, 35, 36, 41, and Section 6.5: Page 4, 46, 47, 48, 49, 165, 166, 167, 168, 169, and Section 6.6: Page 5, 6, 27, 28, 29, 30, and Section 6.7: Page 5, and Section 6.8: Page 10, 11, 14, and Section 6.9: Page 15, 28, 29, 30, 77, 150, 151, 152, and Section 6.10: Page 1, 11, 12, **Tab 7 Prior Experience:** Page 5, 12, 12, 15, 18, and Section 7.2: Page 3, 4, 5, 15, through 44, 47, 48, and Section 7.2: Page 1, 2, 4 through 13, and Section 7.3: Page 1 **Tab 9 Contract Standards:** Section 9.1: Page 5	Reference to existing Deloitte clients and/or contact information for current client or client references listed in Tab 4 Statement of the Problem, Tab 5 Management Summary, Tab 6 Work Plan, Tab 7 Prior Experience and Tab 9 Contract Standards	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitiveposition. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).
Cost Submission: All information contained within the Cost Verification Tab of Appendix L Cost Submission	All information contained within the Cost Verification Tab of Appendix L included with our separately sealed Cost Proposal	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).

Tab 4 Statement of the Problem:
Page 1, Section 4.2: Page 1, 2, 3,

Tab 5 Management Summary: Page 3, 4, 5,

Tab 6 Work Plan: Page 1, 10, 11, 16, 17, 19, and Section 6.1: Page 1, 4, 5, 6, 7, 8, 9, 10,17, 23, 31, 40, 47, 49, 51, 52, 53, 55, 56, 64, and Section 6.2: Page 15, 16,
17, 24, 25, 29, 30, 31, 41, 43, 56, 57, 62, 64, 72, 79, 84, 87, 89, 90, 93, 94, 95, 100, 101, 109, 110, 111, 112, 113, 114, 115, 116, 118, 120, 124, 125, 126, and Section 6.3: Page 18, 31, 32, 33, 35, 63, 90, 102, 103, and Section 6.4 Page 2, 25, 41, 69, 70, and Section 6.5: Page 32, 66, 68, 71, 76, 79, 80, 81, 83, 84, 85, 91, 101, 102, 103, 110, 111, 113, 126, 128, 129,130, 131, and Section 6.6: Page 1, 3, 27, and Section 6.7: Page 1, 2, and Section 6.8: Page 4, 21, and Section 6.9: Page 27, 49, 52, 74, 78, 79, 80, 81, 115, 153, 154, and Section 6.10: Page 2, 23, 32, 39,

Tab 7 Prior Experience: Page 1, 3, 5, 6, 7, 8, 9, 10, 14, and Section 7.1: Page 1, 2, and Section 7.2: Page 5, 6, 7, 8, 9, 10, 11, 14, 39, 40, 43, 44, and Section 7.2: Page 1, and Section 7.3: Page 1, and Section 7.4: Page 2, 3, 4, 8, 9, 10, 11, 12,

Tab 8 Personnel: Page 1, 2, 3, 4, 9, and Section 8.1: Page 1, 2,

Tab 9 Contract Standards: Page 1, and Section 9.2: Page 7, 11, 12, 13, 14, 15, 16,

Tab 10 Emergency Preparedness:
Page 1 through 6

Tab 4 Statement of the Problem, Tab 5 Management Summary, Tab 6 Work Plan, Tab 7 Prior Experience, Tab 8 Personnel, Tab 9 Contract Standards and Tab 10 Emergency Preparedness contains in confidential information regarding the development of Deloitte's HHS strategy, our position in the HHS Marketplace and contains confidential business practices (lessons learned, risk management processes, etc) formation

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This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).

Tab 12 Objections and Additions to Contract Terms and Conditions: Page 1 through 6		Tab 12 contains proposed Objections and additions to Contract Terms which are confidential…only final negotiated terms should be made public.	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).
Tab 7, Section 7.1 inserts which appear immediately following Page 7.1-48 (Commonwealth Courier newspaper, National Review Newspaper, and Commonwealth Times Magazine		Two newspapers and one magazine appear as inserts in document protectors at the end of Tab 7, Section 7.1 They contain articles about awards and accomplishments earned by Deloitte in support of the Commonwealth of Pennsylvania and other clients.	The newspapers are proprietary in format, and disclosure would cause harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S 67.708(b)(11)
Disadvantaged Business Enterprise Submission, Page 1 and 2, Page 4 (g & h), Page 6 (g & h), Page 8 (g & h), Page 10 (g & h), Page 12 (g & h), Page 14 (g & h), Page 16 (g & h), Page 18 (g & h), Page 63 (d, e, & i) Page 64 (a)		The Disadvantaged Business Enterprise submission contains information about certain Deloitte subcontractors, including proprietary information between Deloitte and these subcontractors.	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).

Acknowledgment
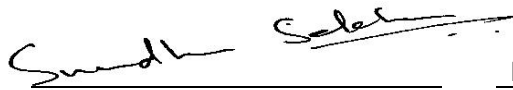
The undersigned party hereby agrees that it has read and completed this form, and has marked the material being submitted in accordance with the instructions above. The undersigned party acknowledges that the Commonwealth is not liable for the use or disclosure of trade secret data or confidential proprietary information that has not been clearly marked as such, and which was not accompanied by a specific explanation included with this form.

The undersigned agrees to defend any action seeking release of the materials it believes to be trade secret or confidential, and indemnify and hold harmless the Commonwealth, its agents and employees, from any judgments awarded against the Commonwealth in favor of the party requesting the materials, and any and all costs connected with that defense. This indemnification survives so long as the Commonwealth has possession of the submitted material, and will apply to all costs unless and until the undersigned provides a written statement or similar notice to the Commonwealth stating that it no longer wishes to exempt the submitted material from public disclosure.

The undersigned acknowledges that the Commonwealth is required to keep all records for at least as long as specified in its published records retention schedule.

The undersigned acknowledges that the Commonwealth reserves the right to reject the undersigned's claim of trade secret/confidential proprietary information if the Commonwealth determines that the undersigned has not met the burden of establishing that the information constitutes a trade secret or is confidential. The undersigned also acknowledges that if only a certain part of the submitted material is found to constitute a trade secret or is confidential, the remainder of the submitted material will become public; only the protected information will be removed and remain nonpublic.

If being submitted electronically, the undersigned agrees that the mark below is a valid electronic signature.

	Principal	**September 7, 2010**
Signature	Title	Date

Deloitte.

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2nd Floor
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October 21, 2010

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

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

Dear Ms. Shaffer:

Deloitte[1] is pleased to submit this Lot 6 technical BAFO response to the Pennsylvania Department of General Services in response to the Request for Proposal (RFP) for **Information Technology Support and Services for the Department of Public Welfare, RFP 16-09**.

Based on your clarification request, we have addressed Questions 1 – 31, and 32 – 46 in response to your Lot 6 questions.

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

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

Sincerely,

DELOITTE CONSULTING LLP

By: _____
Sundhar G. Sekhar
Principal

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

Commonwealth of Pennsylvania Department of Public Welfare

Request for Proposal #16-09
DPW Information Technology Support Services

Lot 6 Clarification

October 22, 2010

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Information Technology Support and Services for the Department of Public Welfare (DPW)

Clarification Questions & Answers RFP 16-09

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BAFO Question #1

Lots 6 & 7	Question 1	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Describe the Service Level Agreements you are proposing to use.

Deloitte Response:

As discussed in our response to the RFP, Deloitte has extensive experience in delivering on performance measurements through the use of Service Level Agreements; we understand the importance of SLAs in both the monitoring of our effectiveness as an Information Technology Provider as well as a tool that assists us in the improvement of our overall performance. Since 2006, we have successfully operated under a SLA/SLO framework for our present engagement with DPW, and we have consistently met and exceeded the established benchmarks.

As we outlined in the "Tab 9 - Contract Standards" section of our response, we are poised to continue to provide the existing SLAs/SLOs from day one of the new contract. For additive SLAs as a result of the contract negotiations, we will use the 60 day period after the Orientation and Knowledge Acquisition period to establish the SLAs before measuring and reporting on them. Assuming an April 1, 2011 start date, based upon the RFP, we understand that we will monitor, measure, and report on the newly established SLAs beginning December 1, 2011.

Existing Service Level Agreements and Service Level Objectives

The following SLAs and SLOs were jointly developed between the Department and Deloitte as a means to monitor ongoing systems performance and as a measure of success. The existing SLAs we will continue to track for Lot 6 are as follows:

SLA #	Deloitte Description of SLA	Target	Evaluation Period
SLA #3	**MBE-WBE Participation** Measures MBE-WBE utilization with proposed utilization as per the proposal	100 percent of commitment	Quarterly

To further enhance our performance measurements we also will continue to monitor our SLOs (Service Level Objectives) as follows:

SLA/SLO #	Description	Evaluation Period
SLO #1	**Acceptance Test Tracking** Create a learning organization where defects and missed requirements are identified earlier	Quarterly
SLO #3	**Estimation Proficiency** Improve estimation methodology for the Department	Quarterly

SLA/SLO #	Description	Evaluation Period
SLO #4	**Documentation for Application Modification** Accurate documentation of applications	Quarterly
SLO #7	**Application Maintenance – Documentation for Application Maintenance** Preparation and maintenance of system documentation, user and provider manuals, and any other documentation required for enhancements that are moved into production	Quarterly
SLO #8	**Application Modification – Documentation for Application Modification** Preparation and maintenance of system documentation, user and provider manuals, and any other documentation required for enhancements that are moved into production	Quarterly

For the new contract, Deloitte agrees to continue to monitor, measure, and report on the above SLAs/SLOs until the Knowledge Acquisitions period is complete. Once that milestone is reached, we collaborate with DPW in determining which existing SLAs/SLOs are rendered redundant by the implementation of the new SLA framework.

New Contract Service Level Agreements

We understand from Appendix K of RPF 16-09 that the Department has developed a set of draft SLAs for the Lot 6 Vendor to consider as a framework for measuring the operations. As we have detailed in our response, "Tab 9 – Contract Standards," we welcome the opportunity to include these SLAs in our management of the program.

When viewing these SLAs, Deloitte looks at the impact of the SLA on **project outcomes** and how they flow through the lifecycle of maintenance and operations. Based upon our understanding of the RFP for the scope of Lot 6, we see the major project outcomes as falling into the categories of:

- Effective Project Management,
- Overall Product Quality, and
- Contract Management.

We have grouped the new SLAs we are agreeing to into these categories.

Effective Project Management

The purposes of this set of SLAs are to measure the effectiveness of our projects in managing our resources to meet the schedule, cost and deliverable deadlines desired by the Department. Once finalization of the SLAs (e.g. metrics, measurement period, success criteria) has been developed through contract negotiations, we will incorporate these SLAs as part of our overall project management activities:

SLA ID	Name	Service Performance Category/Component
RM-01	Project Schedule	Release Management/Project Management
RM-02	Project Cost	Release Management/Project Management
RM-03	Project Deliverables	Release Management/Project Management

Effective Product Quality

Measuring the overall quality of the work completed is a direct result of adherence to functional and technical requirements. Deloitte understands the importance of this, particularly in the new operating model that is going to require coordination between the Department, Program Offices and the other lot vendors. Adherence to this set of SLAs reduces potential post-production functional and technical issues, and provides the user community with confidence in the systems they use. These SLAs will be incorporated into our development and maintenance routine:

SLA#	Name	Service Performance Category/Component
RM-04	Functional Requirements	Release Management/Product Quality
RM-05	System Requirements	Release Management/Product Quality

Contract Management

As a provider of services to the Commonwealth, Deloitte understands the goals of both the Disadvantaged Business and Contract Partnership program and is supportive of both. We have historically met and exceeded our commitments under the present contract and will continue to do so in the future. We presently measure compliance to the Disadvantaged Business Program and will incorporate the CPP component into our measurements.

SLA#	Name	Service Performance Category/Component
CM-001	Disadvantaged Business	Contract Management
CM-002	Contractor Partnership Program	Contract Management

Deloitte fully understands the required SLAs that have been set forth in Appendix K, and we are looking forward to collaborating with the Department on the implementation of these measurements. Furthermore, Deloitte will be able to continue measuring the SLAs/SLOs already in place, giving the Department insight into our performance from the first day of the new contract. While the current SLAs/SLOs have served the Department well with hundreds of work orders completed and hundreds of releases moved to production, Deloitte is willing to consider new SLAs/SLOs for the categories discussed above.

We believe the SLAs/SLOs outlined in our response and the RFP constitute a solid framework not only for the Department to evaluate our performance, but also be a critical tool for our team to continually improve our processes and capabilities.

BAFO Question #2

Lots 6 & 7	Question 2	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Describe examples of Service Level Agreements you have used in previous engagements of similar size and complexity, and describe how you were held accountable to them. Note that the DPW defines size and complexity with regards to multiple business areas and multiple levels of support.

Deloitte Response:

Deloitte has extensive experience providing IT services including project management, strategy development, application development, application maintenance, and incorporation of emerging technologies to a wide breadth of clients and industries, including Health and Human Services agencies across the nation. Through this experience, we have had many opportunities to operate under an SLA framework similar to what is being proposed by the Department. The tables below highlight a few of the clients where we have incorporated metrics into our development and maintenance engagements:

Project: Colorado Benefits Management System	
Project Description:	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. There are approximately 4,000 users of the CBMS. This number includes county, state, and Medical Assistance site users. The programs which the CBMS supports are state-supervised and county-administered.
SLAs Measured:	**Uptime and Response Time Metrics** • Online Transaction Processing (OLTP) Uptime • Decision Support System (DSS) Uptime • OLTP Response Time • Common Business Process (CBP) Service Response Time • Eligibility Determination Benefits Calculation (EDBC) Service Response Time • Production Reports • Build Schedule Implementation Timeline **Backup and Report Job Metrics** • Backup Completion & Server Data Retention • DSS Report Jobs • Month-End Issuance Processing Batch Jobs • Production Batch Jobs **End-User Support Metrics** • First Contact resolution Rate • Call Waiting Time • Call Abandonment Rate • Ticket Resolution Rate

Project: Colorado Benefits Management System	
How Deloitte is held Accountable:	Our team reports out on metrics on a monthly basis with the Colorado client. Reviews are established on a 6 month basis; however, the client reserves the right to review/change/update SLAs if the SLAs are no longer appropriate or a significant software/application change is implemented.
	Deloitte is responsible for providing, on a monthly basis, a detailed explanation of the missed SLAs, the root cause of the issue, the solution developed, and how the team will avoid the situation in the future. The State reserves the right to impose financial penalties upon Deloitte should the failure cause a significant degradation of the system's performance.

Project: Texas TIERS	
Project Description:	TIERS is a web-based eligibility system used by the Texas Department of Health and Human Services, which consists of five agencies under HHSC. It integrates the application process for more than 50 Health and Human Services programs. TIERS reaches over 7,000 users in ten regions across the state and supports the management of over 3.7 million cases statewide.
SLAs Measured:	- Virus Contamination - Formal Deliverables and Key Plan Dates - TIERS High-Level Estimate Requests - TIERS Software Development Productivity - Defect Removal Efficiency - Reduction in Production Defects - TIERS On-line Application Response Times: Class 1 through 6 transactions - TIERS Web Services Response Times: Class 2 through 6 transactions - TIERS On-line Availability - TIERS Web Services Availability - TIERS Batch Performance - TIERS Impact Analysis Reports - TIERS Maintenance SR Resolution Times: Level 6 – Emergency - TIERS Maintenance SR Resolution Times: Level 5 – Disabled, No Work-around - TIERS Maintenance SR Resolution Times: Level 4 – Disabled, Urgent - TIERS Maintenance SR Resolution Times: Level 3 – Disabled, Work-around - TIERS Maintenance SR Resolution Times: Level 2 – Minor - TIERS Test Defect Resolution Times: Resolution of Severity 5 test defect - TIERS Test Defect Resolution Times: Resolution of Severity 4 test defect - TIERS Test Defect Resolution Times: Resolution of Severity 3 test defect - TIERS Test Defect Resolution Times: Resolution of Severity 2 test defect - TIERS Production Support Request Handling
How Deloitte is held Accountable:	Depending upon the specific metric, the measurements are reviewed monthly or annually to determine if the SLAs have been met. Each individual measurement has a penalty associated with it that is dependent upon the number of times the violation occurs.

These examples are only a few of the many clients that we support under a Service Level Agreement framework; as can be seen number and complexity of the measurements our clients hold us to a high standard – a standard that we strive to meet and exceed on a regular basis.

Deloitte has met the current SLAs/SLOs as your incumbent vendor and combined with our experience with Texas TEIRS and Colorado CBMS are very representative of the types of complex systems that DPW needs to maintain in order to deliver critical benefits to the people of PA. This should give DPW the confidence that we have in the past and will continue into the future meeting the required SLAs and SLOs.

BAFO Question #3

Lots 6 & 7	Question 3	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Elaborate on how you will utilize the Service Level Agreements for overall performance, effectiveness, and process improvements.

Deloitte Response:

As highlighted in our proposal response, Deloitte believes that the most effective way of establishing SLA measurements is through the development of metrics that provide insight into Deloitte's performance and the overall health of the systems involved. Ultimately, SLAs are a tool that DPW uses to determine if our team is meeting its obligations under the terms of the contractual agreements. However, our team also views SLAs as a significant instrument that we utilize to identify areas of potential improvement in our overall performance, effectiveness of the team, and in the process we are following.

When reviewing SLAs, Deloitte focuses on a number of 'triggers' that are indicators of our improvement in processes, or identification of areas that need additional attention; these 'triggers' take effect upon reaching a pre-defined threshold within the measurement. For example, when implementing a process change as part of our continuous plan, we would look to positive changes in the measurements of SLAs to indicate that the process changes are having the intended effect. Additionally, we measure our need for changes in capacity/demand management through the growth or reduction in ticket and change request backlogs. SLAs can also determine learning and development opportunities in the deployment function (identifying those areas where departments, support and development teams and users require additional training and familiarization).

Reviewing Performance through SLAs

As requested in the RFP, we review SLA performance on a monthly and quarterly basis with the Department and address issues that have arisen due to SLA violations or SLAs that are in danger of being in violation. These meetings are key to helping our team identify areas of improvement, and as a result of the meeting, our project managers develop action plans to improve SLA performance, incorporate changes to our processes, and identify system areas that require additional attention beyond the normal activities.

The project managers share the results of the performance review during the internal project managers meeting, which includes representatives of all of the teams, the PMO, and ITSS personnel. Specific action items, issues and risks are discussed among the leadership, and task assignments are allocated based upon the results of the review. The project managers monitor and track the activities to facilitate the implementation of changes and improvements that impact the overall performance of the team.

As an additional activity, our individual project teams review SLA performance on a periodic basis in the project team meetings to highlight areas of potential concern and

improvement. At this level, each individual team member is responsible for identifying those SLAs that are lagging and have the potential for negatively impacting system performance. Furthermore, through the use of the CTO Dashboard Updates and Daily Production Batch Exceptions report, our teams are able to receive immediate confirmation that a situation exists that could have negative consequences for our Service Level commitments. This allows them to take immediate action to quickly and effectively resolve the issue.

Using SLAs to Measure Effectiveness and Implement Process Improvements

The Project Schedule (RM-01), Project Cost (RM-02), and Project Deliverables (RM-03) SLAs speak directly to our ability to estimate time and budget and deliver upon our commitments. Our teams use this SLA to determine how effective we are in managing our projects and identify areas of weakness in the project management process. Should one of these SLAs be violated, the Deloitte Contract Administrator work directly with the project manager involved to determine the cause of the failure and institute actions to prevent recurrence in the future. Typically we would ask the following questions in root cause determination:

- Was this a problem with the estimation process?

- Were there delays external to the project that should have been foreseen?

- Were there external dependencies that caused the issue?

- Were the original time frames realistic?

- Did we under/over staff the project?

- Did we use the right staff/skill sets for the work?

- Was it an issue with availability of tools?

We use this information to answer the final question: What do we need to improve so that this does not occur again? This is key to the continuous improvement cycle we strive for in all of our operations for the Department.

Understanding and translating the BRD to SRD and GSD is a major function in our requirements/design methodology; we understand the need for SLAs RM-04 and RM-05, which address Functional and Technical requirements respectively. Failure in any one of these SLAs is an indicator that somewhere our requirements gathering process has broken down, or we have not translated the requirements properly into the system design. Our teams use the feedback from these measurements to determine changes to the requirements analysis process, identification of stakeholders/participants in the requirements process, and any potential training gaps our teams might have. These SLAs can also be used to understand if we are effectively interfacing with the Department, the Program Offices, and user community, and coordinating appropriately with vendors from the other lots.

Since our development and maintenance methodologies are tightly bound to CMMi, continuous process improvement is a constant goal of our delivery teams. As per CMMi guidelines, we utilize the feedback from SLAs to:

- Understand what the desired 'to be state' should be for our processes

- Fully understand where the team/process presently stands

- Understand the root causes of the process failure that led to SLA violations

- Revise/standardize the processes

- Test the process and measure the results

Although SLAs represent an 'agreement' between Deloitte and DPW to determine if our performance meets expectations, Deloitte also embraces SLA measurements as a way to continually improve our performance and look for opportunities to change our processes and procedures when the situation requires.

BAFO Question #4

Lots **6 & 7**	Question **4**	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Describe how you will meet, measure and manage the Service Level Agreements.

Deloitte Response:

Our Maintenance Approach is built to meet the Service Level Agreements

We have developed our staffing models for Lot 6 and 7 based upon the understanding of the delivery requirements outlined in the RFP. Our staffing model has been developed using a combination of historical understanding of the systems involved, past performance, and projected improvements to the overall footprint. Furthermore, we have also optimized our staff in order to meet the SLAs that were described in Appendix K of the initial RFP document.

We understand the importance of performing corrective, adaptive and preventive software maintenance across each of the component parts of the in-scope systems and the impacts of performing these tasks have on the SLAs. Furthermore, our team is well qualified to meet the five key points that were identified in the proposal by the Department:

- **Understanding of Cross-system Impacts.** Our team comprehends that DPW's business applications are tightly co-mingled both internally and externally with numerous business partner systems and that they span 200 plus business systems. Deloitte's experience over the last 10 years working with these systems will help us to effectively meet the SLAs outlined by DPW.

- **Knowledge of DPW's Diverse Technology Platforms and Products.** Our understanding of the more than 55 technology products supporting the systems provides a strong foundation for proactive problem management and effective development efforts.

- **Experienced Staff.** Deloitte provides experienced maintenance and production support staff, with experience in DPW's SDM, the ITIL framework and in managing IT work in accordance with CMMI Level 3 assessment standards. This allows us to quickly turn around production defects and address performance related issues that could negatively impact the ability of the Department to meet the demands of over 10,000 field workers.

- **DPW Specific System and Business Knowledge.** Our staff understands the needs of the various Program Offices and provides the Department with key enterprise and system specific knowledge that is leveraged to monitor, control and successfully meet the SLAs set forth by DPW.

- **Thorough Knowledge of Program Office and BIS IT Needs.** Deloitte's work with the Department has given us significant insight into the business needs and goals of your Program Office user base, and has impressed upon us the need to meet the business objectives through effective deployment of our resources.

In order to meet the SLAs, proactive management of the measurements is essential. Our team will, on a daily basis, monitor the systems involved and indentify those triggers that, when they occur, indicate that an SLA-impairing situation could manifest itself. These include performing the following tasks:

- Alerting/escalating problems before SLA violations occur – once a team member has identified a problem they follow our defect management process outlined in our response. If a problem is not resolved within a set timeframe, the escalation process (outlined in Tab 9 of our response) is executed and key leadership become involved

- Identification of issues that are intermittent that have the potential to become SLA-impacting – this involves identifying patterns of problems occurring and tracing root causes in an effort to avoid significant system impacts

- Forecasting potential anomalies – these events can be caused by a number of activities, including: periods of high system usage; release implementations (modifications and maintenance); patches and upgrades, and hardware changes. By understanding and planning for these events, and coordinating across teams, other vendors, and DPW Deloitte can positively impact SLA compliance

From a requirements and design perspective, we meet SLAs by adhering to our Application Development Methodology and SDM, which are based on the fundamentals of CMMi. Since the SLAs focus on project management, requirements adherence and software quality, Deloitte's teams use a number of tools and process to enhance the development efforts; they include:

- Requirements walkthroughs to fully understand the business needs being addressed

- Frequent interaction with the Department, Program Offices, BIS, user community and other Lot Vendors to facilitate understanding of the requirements

Measuring Service Level Agreements

Each of the SLAs/SLOs will be measured from specific source data and/or source documentation, depending upon the data and calculations required. Our project teams work with the PMO to develop the monthly SLA report using the information available for each measurement; the following tables highlight where the data will be derived for the in scope SLAs/SLOs for Lot 6:

New SLAs			
SLA ID	**Name**	**DPW Source Data/Documentation**	**How Measurement is Taken**
RM-01	Project Schedule	Approved project plan compared to final delivery date; this information is available from the approved work orders and the completion letters	We measure Project Schedule Variance (PSV) using the completion letter to determine dates the project was completed and compare against our original work order estimates.
RM-02	Project Cost	Approved work order, final costs, variance summary from the completion letter; this information is available from the approved work orders and completion letter	The Project Cost Variance (PCV) is derived from the work order estimates of cost against the actually time booked against the work order.
RM-03	Project Deliverables	Artifacts register indicates the differences between the approved and actual deliverable dates	The artifacts list provides us the data on deliverable dates which will be compared to the deliverable dates that were committed to in the work order.
RM-04	Functional Requirements	BRD, pre-prod test and defect results and post-prod operations results	We measure this using requirements traceability on the completed product and determining the percentage requirements met
RM-05	System Requirements	SRD, pre-prod test and defect results and post-prod operations results	We measure this using requirements traceability on the completed product and determining the percentage requirements met
CM-001	Disadvantaged Business	Annual DB Target v. actuals; information also from timesheets approved during the reporting period	We compare the information from timesheets and sub contractor invoices to the contractual commitment for DBs
CM-002	Contractor Partnership Program	Quarterly Compliance Report	Similar to DB, we use the information from time billed on behalf of CPP to develop our reporting

Existing SLAs and SLOs			
SLA ID	**Name**	**DPW Source Data/Documentation**	**How Measurement is Taken**
SLA #3	MBE-WBE Participation	Timesheets approved during the reporting period	We compare the information from timesheets and sub contractor invoices to the contractual commitment for DBs
SLO #1	Acceptance Test Tracking	Presently in ATS; future in PMC	Information SLO that compares our efficiency in Acceptance testing. Presently this SLO is measured directly from data take from ATS. If it is decided to maintain this SLO, this information will be derived from PMC.
SLO #3	Estimation Proficiency	Work orders, PMC	We compare the initial estimation from work orders to the final hours that are reported upon completion of the work order
SLO #4	Documentation for Application Modification	DPW PMO Document repository	We measure the timeframe it takes our team to post documents that are accurate concerning the individual applications
SLO #7	Application Maintenance – Documentation for Application Maintenance	VSS and DPW PMO Document Repository	We measure the completeness of system documentation, user and provider manuals, and any other documentation required for enhancements that are moved into production for maintenance
SLO #8	Application Modification – Documentation for Application Modification	VSS and DPW PMO Document Repository	We measure the completeness of system documentation, user and provider manuals, and any other documentation required for enhancements that are moved into production for modifications

Presently the development of the reports for the SLAs is a manual process performed by the PMO; our goal for the new contract is to utilize the Project Management Center (PMC) tool to manage the information flow and produce reports on SLA performance. In addition, Deloitte is planning to provide, on a monthly basis as per Appendix K of the RFP, the three components of the SLA Dashboard: the SLA Metric Details Report, SLA Metric Executive Summary Section, and the SLA Metric Status Evaluation and Resolution Section. Each of these sections was detailed in our proposal, "Tab 9 – Contract Standards."

Although we use a number of different tools for measurement and reporting of SLAs, our plan is to begin using the PMC tool as the system of record for SLAs once it is implemented. PMC provides us with a single product by which we generate reports, analyze trends, and proactively identify issues.

Managing Service Level Agreements

Deloitte uses our methodology that was outlined in our response for management of the SLAs. To recap, the methodology consists of the following components:\

- **Identify** – the process by which new SLAs are indentified as a result of ongoing operations, changes in the applications, or business requirements. A key process within this area is the management of the SLA definition and incorporating any mutually agreed upon changes

- **Define** – defining the details of new and/or existing SLAs that have been changed. In collaboration with the Department we utilize analysis of historical data from SLAs and system/project performance to determine what changes are required to meet the needs of the business.

- **Manage** – our team continually monitors the SLAs during the course of the engagement and utilizes a number of tools that our team is presently leveraging. Furthermore, once PMC is operational it is used to assist in the management of the SLAs.

- **Review** – Deloitte plans to have monthly and quarterly SLA reviews of the standards to determine how we are progressing against the targets. Additionally, SLAs are also reviewed during the annual scoping and planning process to determine if there are any potential changes required.

- **Feedback** – we emphasize periodic reviews of SLAs to determine if they continue to be realistic and provide value to the business. This effort is collaboration between Deloitte and the Department and the output of it can be changes to existing SLAs (e.g. target, calculation, and data changes), elimination of SLAs that are no longer relevant, and/or the incorporation of new metrics.

To summarize, Deloitte is well positioned to begin measuring our performance from the start of the contract, and then to augment the metrics with the proposed SLAs from the RFP. We view the SLA process as a collaborative effort between the Department and our team; we work together to define and manage SLAs, and we also implement a continuous review cycle by which SLAs are adjusted, newly developed, or retired if required.

Overall, Deloitte is confident in our ability to hold our system requirement definition, general system design and maintenance activities up to the standards set by the Commonwealth. In our years of working with the Department we have shown the ability to deliver on our commitments, and support the Department's mission of supporting the citizens of Pennsylvania.

BAFO Question #5

Lots 6 & 7	Question 1	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify your commitment and responsibility to the Service Level Agreements for this Lot.

Deloitte Response:

Deloitte is fully committed to working with the Department to establish an SLA framework that provides a tool by which our performance can be measured on a regular basis. We understand that the Commonwealth wishes to expand the SLAs beyond the present metrics that our team has in place; as a service provider who is experienced in the use of SLAs and SLOs we welcome the opportunity to build a structure by which the Department can be confident we are performing our services to the standards that are expected.

Deloitte views our responsibilities as follows:

- **Implementation of the new SLAs:** we will work in a timely fashion to implement the tools and processes required to establish the new SLAs and determine which of the prior SLAs/SLOs should be continued

- **Accurate Measurement of the Metrics:** we are responsible for the gathering of data that provides an accurate assessment of our performance against the SLAs/SLOs

- **Timely Reporting:** our team provides reports on the agreed upon timeframes and reviews the reports with the Department to discuss the performance over the measurement period

- **Proactive Management of the SLAs:** the team actively tracks performance on a periodic basis in order to take actions when an SLA/SLO has the potential for violation

- **Adding, Updating, and Retiring SLAs:** we manage SLAs and collaborate with the Department on when additional SLAs should be added to the metric set, or if changes are required to support the business needs. Furthermore, we help to identify those SLAs that are candidates for retirement

- **Corrective Actions:** we take corrective actions when our performance lags and causes SLA violations

As the Lot 6 Vendor, Deloitte is proactive in the implementation and management of SLAs/SLOs and facilitate the process in a way that provides a complete view of the performance of our team as we continue to support the people of Pennsylvania.

BAFO Question #6

Lots 6 & 7	Question 6	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify your role in Enterprise Architecture and how this role will interact across all other vendors and lots.

Deloitte Response:

Our Role in Enterprise Architecture

The RFP states that "the overarching goal for all work performed under this contract is for the selected Offerors to assist DPW in refining and expanding our Enterprise Architecture frameworks" (IV-314). We describe our role in DPW's enterprise architecture vision under *Architecture* in Section 6.9.2.1 of our proposal. This section describes our IT Shared Services and Direct Technical Services enterprise architecture role as the Lot 6 vendor as follows:

Deloitte works with both the application teams and DPW on an ongoing basis to align the enterprise application architectures with DPW's architectural vision. There are several critical checkpoints in DPW's IT governance process when feedback can be most effectively solicited and incorporated. This begins with the initiative planning process and continues throughout the SDLC. The following checkpoints represent the key areas of involvement for our Lot 6 enterprise architecture team and are defined below:

- **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 SRD and GSD 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. For the Lot 6 vendor, ARB1 and ARB2 provide ongoing checkpoints throughout the SDLC to assess and modify elements of an application's design to align with DPW's vision and direction.

- **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. For the Lot 6 vendor, 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.

These key checkpoints throughout the SDLC allow DPW to assess and align the application design with the broader DPW enterprise vision. Deloitte has broad exposure across DPW's domains, enabling Deloitte direct technical support resources to contribute to the development and review of domain-specific architectural standards. These evolving standards enable DPW to communicate the changes in their enterprise architecture expectations across the vendor lots and other stakeholders.

Interaction of the Enterprise Architecture Role Across Lots

Deloitte understands that the communication and interaction aspect of the enterprise architecture role is especially important. We work with DPW and the application teams to create strategic enterprise architecture communications such as the SOA roadmap, Enterprise Architecture service to business model mapping, and Enterprise Service Manifest as well as tactical communications such as ARB presentations, application integration designs and DPW ALM alignment reports.

With DPW's new multi-lot approach, communications become even more important as the number of stakeholders increases for coordination. The following table illustrates the breakdown of enterprise architecture roles and responsibilities across the key DPW stakeholders and lots.

Stakeholders	Enterprise Architecture Roles and Responsibilities
Lot 1 – 5 Vendors	• Assist with the preparation of the business requirements elements of the ARB 1 session. • Assist in preparation for annual IT scoping meeting and participate in IT scoping meetings, as required by DPW • Perform COTS, SaaS and Transfer Technology responsibilities as outlined in responsibilities matrix for question #25 • Review, provide feedback on, and manage alignment with DPW enterprise IT standards. • Understand the DPW ALM baseline and its impact on system requirements.
Lot 6 Vendor	• Prepare for and facilitate ARB 1 and ARB 2 sessions • Prepare for and facilitate ARB 3 sessions, as required • Assist in preparation for annual IT scoping meeting and participate in IT scoping meetings, as required by DPW • Perform COTS, SaaS and Transfer Technology responsibilities as outlined in responsibilities matrix for question #25 • Review, provide feedback on, and manage alignment with DPW enterprise IT standards. • Manage application alignment with the DPW ALM baseline • Conduct internal Lot 6 architecture, design, and deliverable reviews
Lot 7 Vendor	• Prepare for and facilitate ARB 4 sessions • Prepare for and facilitate ARB 3 sessions, as required • Assist in preparation for annual IT scoping meeting and participate in IT scoping meetings, as required by DPW • Perform COTS, SaaS and Transfer Technology responsibilities as outlined in responsibilities matrix for question #25 • Review, provide feedback on, and manage alignment with DPW enterprise IT standards • Manage application alignment with the DPW ALM baseline • Conduct internal Lot 6 architecture, design, and deliverable reviews
DPW	• Provide DTE, DEA, DIMO and applicable portfolio management representation at the ARB sessions. • Facilitate the annual IT scoping process. • Perform COTS, SaaS and Transfer Technology responsibilities as outlined in responsibilities matrix for question #25. • Create and publish new DPW enterprise IT standards. • Publish the DPW ALM baseline regularly, as required to reflect changes in the current DPW architecture baseline.

BAFO Question #7

Lots 6 & 7	Question 7	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Elaborate on Enterprise Architecture in terms of business models, data models, and service reference models.

Deloitte Response:

Deloitte employs enterprise architecture reference models to help guide the evolution of DPW's enterprise architecture. We work with DPW stakeholders to update these models on a regular basis and use them to guide initiative prioritization and the design and technical architecture of individual initiatives. The following table details how we work with DPW to evolve and manage the business, data, service, and technical reference models that are the basis of the Federal Enterprise Architecture (FEA) and Medicaid Information Technology Architecture (MITA) frameworks.

Model Type	Model Definition and Usage
Business Reference Model (BRM)	Provides a framework for representing classifications of functional services within DPW. Both the H-Net and MITA reference models use functional classifications such as client, provider, and financial management to group HHS business functions.
	The BRM is used to align business functions with providers of these business functions and to guide the long-term evolution from DPW applications to business process enabled modules and enterprise services.
Data Reference Model (DRM)	Provides a comprehensive model for data elements, structures, and validations for a particular business domain. DRMs are especially helpful in service oriented architectures (SOA) since they establish the basis of service contracts by laying the foundations of the data structures for business data services.
	Deloitte is familiar with the NIEM model that DPW is looking to move towards for its Child Welfare DRM. The standardization this model has brought is critical to the success of large scale justice data exchanges such as Pennsylvania's JNET.
Service Reference Model (SRM)	Provides a "To Be" picture of DPW enterprise services. These services are mapped to the business functions they support in the BRM across DPW's enterprise applications.
	The SRM is used to identify and prioritize the creation of new enterprise services or reuse of existing services across the enterprise.
Technical Reference Model (TRM)	Includes details around the technologies used within the DPW enterprise applications. The technical reference model provides guidance on how the applications should evolve their technologies including technology upgrade and retirement as well as server deployment options.
	The TRM is used to progress application alignment with DPW baseline technologies and to progress the necessary refresh of DPW hardware and software.

BAFO Question #8

Lots 6 & 7	Question 8	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Describe examples or templates of your proposed requirements documents, traceability matrices, and use cases

Deloitte Response:

Consistent with the RFP requirements, Deloitte uses the standard document templates provided by the DPW PMO as part of the SDM to promote consistency and thoroughness in capturing requirements for application maintenance and modifications.

The following table highlights the key requirement documents and their main components.

Key Requirements Document	Document Components	Description and Use at DPW
System Requirments Document (SRD)	Introduction	• The Introduction covers the Scope of the initiative outlining the specific problems and opportunities that are addressed at a high-level. The expected business outcomes are also discussed and quantified where possible.
	Statement of Business Problems	• In the Statement of Business Problems the business problems are discussed in detail, using diagrams as applicable to describe the current and proposed business processes. Key stakeholders are also identified and their roles are defined.
	Traceability Matrix	• The Traceability Matrix captures functional and non-functional requirements. This section of the SRD provides a brief overview of the Traceability Matrix with a link to the traceability matrix document.
	Process Model Narratives	• The Process Model Narrative (PMN) includes an introduction and narrative of capabilities, as well as security considerations and cross process impacts by Sub System, Function, and Processes. A list of the PMNs that are impacted by the documented system requirements is contained in this section.
	Use Cases	• Use Cases that are developed are linked to this section of the SRD. Use Cases display the relationship among the actors or individuals who use the system and the use cases or functions by which they interact.
	Assumptions and Dependencies	• Any assumptions and dependencies regarding the system and its use are covered in this section. This may cover related operating systems, end-user characteristics and possible and/or probable changes in functionality. The dependency section outlines any events that must occur or constraints that must be removed throughout the course of an initiative. Further, this section captures the key performance measures that are developed as a part of the initiative. • Documenting the expected performance measures, assumptions and dependencies allows system modifications to be developed in accordance with stakeholder expectations.
	Glossary	• The Glossary provides a listing of key acronyms and a description of each.
Traceability Matrix	Document Control Information	• This section identifies version history, author, initiative name, and other attributes that define this instance of the traceability matrix.
	Introduction	• The Introduction lists column headers in the matrix with detailed descriptions of each.
	Traceability Matrix	• The Traceability Matrix is created by associating requirements with the deliverables and work products that satisfy them. The traceability diagrams map the relationships between requirements, use cases, screen shot details, business logic diagrams, integration test scenarios and system acceptance test scenarios.

Key Requirements Document	Document Components	Description and Use at DPW
	Requirements	• Requirements are captured and categorized as either a functional or non-functional requirement. In general, functional requirements identify what functions the system is expected to achieve, while non-functional requirements specify overall characteristics of the system. The non-functional requirements captured address matters relating to technological infrastructure, reliability, conversion and security. External interface requirements are included in the traceability matrix.
		• Creating a complete set of requirements up front enables better planning, more accurate estimates, shorter delivery cycles, and improves adoption of the final outcome.
		• Having this end to end traceability guards against missed requirements during implementation and validates that the software testing phases have comprehensive coverage. Specifically, the Traceability Matrix helps in:
		• Knowing whether whole of the current requirements are considered for testing
		• Knowing whether changed requirements are converted into testable items
		• Documentation to form the basis of testing
		• Understanding where requirements have been built into the system
		• Forming the basis for ongoing system documentation
		• Ultimately using our proposed traceability matrix results in a high quality end product that meets end user requirements.
Use Cases	Actors	• Actors represent the type or group of end user that would participate in the prescribed use case.
	Use Case Diagrams	• The use case captures the end user's workflow and documents how they expect to interact with the system after the modification is implemented.
		• Use cases are particularly useful in developing accurate test cases resulting in a higher quality end product.
Process Model Narratives	System Overview	• Provides a description of the sub system.
	Related Functions	• Identifies the functions associated with the subsystem.
	Function Overview	• Provides a description of the function.
	Related Processes	• Identifies the processes associated with the function.
	Process Overview	• Provides an overview of the process.
	Security Considerations	• Identify any security changes that need to occur as a result of the process.
	Cross Process Impacts	• Identifies additional business processes that are related or impacted by the current process.

BAFO Question #9

Lots 6 & 7	Question 9	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Elaborate on your proposed risk mitigation and management strategies.

Deloitte Response:

The Risk thread is a key component of the Department's Enterprise Project Management Methodology.

Risks	• Identifies, analyzes, and responds to project risks. It includes maximizing the results of positive events and minimizing the consequences of adverse events through risk analysis and risk management control. Our team uses processes of this thread during the project to identify, address and resolve issues in an expedient and diplomatic manner.

Deloitte is uniquely positioned to fully comprehend the risks associated with providing System Architecture and Technical Support Services for DPW's strategic business systems. During our business relationship spanning many years, we have jointly established the current project management methodology that includes the processes, procedures, artifacts, templates and tools to effectively manage DPW projects within a framework of continuous improvement. Further, this relationship provides us with an understanding of DPW's vision of an integrated human services delivery model that includes multiple vendors and shared services within a service oriented environment.

Based on this understanding, as well as the lessons learned from our national HHS client and project base that includes those of similar size, scope and complexity to DPW, our proposal provided a list of the most critical risks regarding project management on this new contract. More importantly, we proposed solutions and approaches that reduce or avoid these risks and have incorporated them into our project management approach.

Risk Management

Risk management comprises the processes used in identifying, analyzing, and managing risks. Based our experience attained over the past five years on the current DPW contract, Deloitte provides proven management control procedures in regards to these areas of risk management.

Deloitte utilizes the methodology for risk management based on the principles defined by the Project Management Institute (PMI) for project management – proactively planning for risks on the project. A risk is defined as a future event that may jeopardize the budget, schedule or scope of the program or the project. If addressed on time, a risk does not become an issue.

Our prior experience has proven that the most effective risk management style is to be proactive, not reactive, in identifying, resolving, and retiring risks. Thus, we strive for open communication with the Commonwealth in order for the project team to continuously be

aware of potential risk areas. We feel this honest approach to communication allows us to more quickly identify and mitigate risks. Our core approach to this project is one of collegiality and team work. We approach any risk on the project as a team activity and work closely with DPW project staff to help mitigate them. Traditionally on an integrated project such as this, the risks that are associated are not just to DPW, Deloitte or other vendors – they require participation from each party for resolution, hence they are project risks that impact the project's success.

The following table maps the process steps from RFP Appendix BB with our approach for executing the Department's methodology for risk management. A description of each process step follows the table below.

Risk Management: Methodology and Approach		
Process Step	**DPW Definition from Appendix BB**	**Deloitte Approach to Risk Mitigation and Management**
Step 1: Risk Identification	Identification occurs throughout a project's life cycle. It may arise during meetings, analysis, document reviews, workgroups, or other project activities. Risks are also proactively identified at the start of the project based on prior experience by the Project Management Team.	Risks are identified and logged into PMC by any member of the project team. Information logged includes: Title, Description, Created Date, Target Resolution Date, Status, Escalation Level, Owner, Category (technical, external, operational, project management) Risks are then validated by the appropriate lead to be complete and non-duplicative.
Step 2: Risk Evaluation	This step involves evaluating risks across the likelihood of occurrence and the severity of the consequence if the risk does occur (priority)	Qualitative Risk Analysis will be performed to assess the priority of identified risks using their likelihood of occurring, the corresponding impact on project objectives if the risks do occur, as well as other factors such as the time frame. Likelihood of occurrence is defined as the degree of probability that a risk may occur or the frequency of occurrence – such as seldom/none to date, once/5 years, several times/year, and daily. Priority: high, moderate, low – categorizes the degree of impact the risk will have on the project if the risk occurs • High - risk could have a significant impact to cost, overall timeline or scope • Moderate – risk could have an impact to cost, overall timeline, or scope • Low – risk may have an impact to intermediate milestone date on timeline
Step 3: Risk Handling (Mitigation or Acceptance)	Determination of the plan for addressing those risks that require action. Action can either be mitigation or acceptance.	Risk Mitigation - Develop response plans: steps and activities taken to minimize and/or discard the occurrence of a risk - this is executed before a risk is realized. Risk Acceptance – Develop contingency plans: strategies and approaches that need to be followed should a risk actually be realized – this plan is executed after a risk is realized. Our approach further defines risk handling into the following options: • Discard uncertainty - change the project plan to discard the risk or condition, or to protect the project objectives from its impact. • Modify Exposure - reduce the probability and/or consequences of an adverse risk event to an acceptable threshold. • Accept the Risk - the project team has decided not to change the project plan to deal with a risk or is unable to identify any other suitable response strategy so the risk is accepted into the baseline The decision on how to handle the risk is tracked in our risk management tool, PMC.

Risk Management: Methodology and Approach		
Step 4: Risk Monitoring and Control	Risk monitoring involves reviewing the risk to determine if the circumstances have changed such that the likelihood, probability or impact needs to be revised. Controlling risk involves the actions that need to be done if a risk does occur.	Our approach is to monitor the risks through discussion during the project team meetings. If the situation has changed the risk will be re-evaluated. Controlling risk occurs when the risk has occurred and the contingency plan that was developed during Step 3 is executed. The risk continues to be monitored until completion.
Step 5: Risk Closure	Closing a risk occurs upon successful mitigation or acceptance a risk.	We work with DPW and/or other Lot vendors to determine the appropriate time to close or de-escalate project risks.

Step 1: Risk Identification

Deloitte believes in a bottom to top philosophy for the identification of risks and may use the following inputs to identify risks:

- **Work Plan.** Monitor work plans for divergence from the baseline as this may indicate a schedule risk.

- **Governance Meetings.** Through a series of meetings, we may identify additional requirements, changes in scope, or changes in priority, which in turn could pose a risk to the initiatives completion.

- **Day-to-Day Operations/Project Activities.** The majority of risks are identified as a result of unforeseen changes encountered during the day to day operations of the project. These could include running into technical limitations, environmental factors, or scope, time, and resources constraints.

- **Document Reviews.** Sometimes risks do not become apparent until deliverables are consolidated in a single document; internal and external review of such deliverable documents can provide another avenue to identify risks.

- **Document and Communicate Risks.** It is critical to document risks as soon as they are identified. This enables the relevant stakeholders to become aware of the risk and the agreed upon resolution. Risks that are identified early have a higher likelihood of being mitigated.

Step 2: Risk Evaluation

The DPW and Deloitte Risk management teams determine an initial risk probability and impact to determine the initial risk exposure. In assessing and prioritizing risks, the first two steps determine the probability of that risk occurring during the life of the project and evaluate the impact this risk would have on the project if it materialized.

The probability and impact ratings defined in DPW's Appendix BB Project Risk Management Guidelines are used to produce a "risk evaluation matrix" to give each identified risk an overall "risk rating". The risk evaluation matrix considers both the probability and impact in assigning the risk rating as shown below. After assessing the risk rating, an owner is assigned who will see the risk through to resolution.

Risk Evaluation Matrix					
Impact of Risk					
	VL	**L**	**M**	**H**	**VH**
VH	M	M	H	H	H
H	M	M	H	H	H
M	L	M	M	H	H
L	L	L	M	H	H
VL	L	L	L	M	H

(Likelihood of Risk Occurring — row labels on left: VH, H, M, L, VL)

PA_DPW-536_2   **Figure 1.**

Risk Evaluation Matrix.
The completed Risk Evaluation Matrix provides the assigned risk rating based impact and probability of occurring. (L=Low, M=Medium, H=High, VL=Very Low, VH=Very High)

Step 3: Risks Handling (Mitigation, Escalation, or Acceptance)

Each risk has a probability, impact, owner, and visibility level associated with it. These attributes can be easily modified through PMC allowing for the continuous management of the risk. Client access will be granted to the center, and the homepage can be configured to display dashboards that show current risks sorted by Business Application. This provides high visibility to stakeholders and promotes that parties stay informed on the status of their respective risks.

Risks are continually monitored and adjusted based on their project's progress and client meetings. A schedule of operational client meetings can be found in Figure 6.2-42 in Section Key DPW Governance Meetings. These meetings review outstanding risks and issues and are adjusted as the group deems necessary.

Our approach for handling a risk includes:

- **Risk Mitigation.** Develop response plans: steps and activities taken to minimize and/or discard the occurrence of a risk - this is executed before a risk is realized.

- **Risk Acceptance.** Develop contingency plans: strategies and approaches that need to be followed should a risk actually be realized – this plan is executed after a risk is realized.

Our approach further defines risk handling into the following options:

- **Discard Uncertainty.** Change the project plan to discard the risk or condition, or to protect the project objectives from its impact.

- **Modify Exposure.** Reduce the probability and/or consequences of an adverse risk event to an acceptable threshold.

- **Accept the Risk.** The project team has decided not to change the project plan to deal with a risk or is unable to identify any other suitable response strategy so the risk is accepted into the baseline

If a risk meets one of the following criteria it may be escalated through the governance structure.

- The initiator or team lead cannot promptly resolve the risk.

- The risk has an impact on multiple teams and/or project tasks.

- The risk requires escalation to higher management levels for resolution.

- The risk and/or mitigation have a potential impact on project deliverables and budget or service to internal/external customers.

Understanding Risk Escalation and Resolution Governance
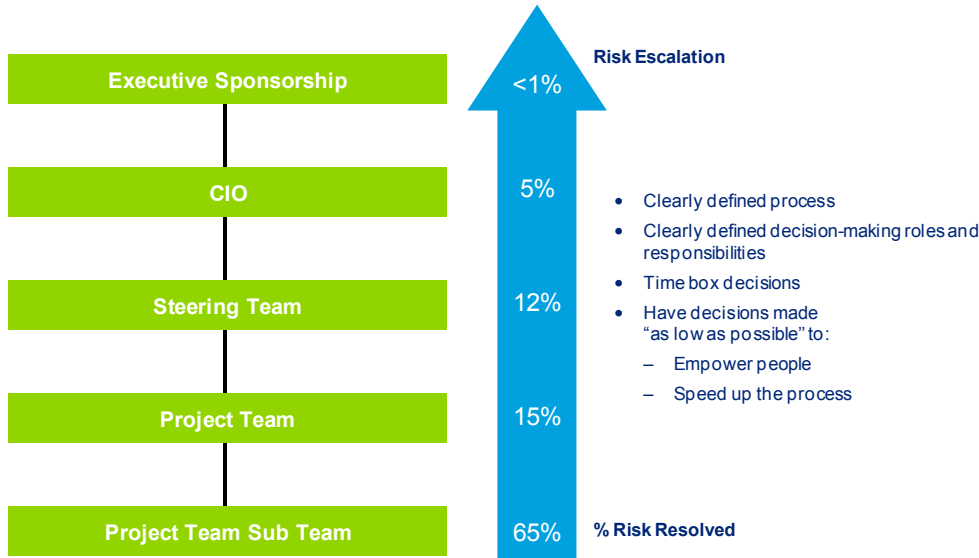
Figure 2. Importance of the Escalation Processes.

Risks being tracking in PMC are summarized and reported in our weekly and monthly status reports to DPW. The risk resolution identifies any impact to the projects schedule, budget, and resources. Implementation of a resolution may also require completion of a Change Request and initiation of the projects Change Management process.

Step 4: Risk Monitoring and Control

Once risks have been identified, assessed, and reviewed, they need to be regularly monitored and reassessed so that they can be effectively managed, responded to, and reported. The weekly status and Risk Management Team meetings are used to monitor the status of existing risks in an effort to proactively mitigate such risk from potentially reoccurring.

Step 5: Risk Closure

After evaluation and consultation with the DPW project management team, existing project risks may be closed for the following reasons:

- The event that could have triggered the risk no longer exists
- The mitigation plan to address the risk has been completed successfully
- The risk event has already been triggered; therefore, the risk has now become an issue.

For a detailed risk management process flow, please refer to Section 6.2 Project Management, Figure 6.2-29, of our proposal.

BAFO Question #10

Lots 6 & 7	Question 10	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Elaborate on your proposed project management reports

Deloitte Response:

Deloitte proposes two primary tools for project management, both of which produce important reports. The main tool for Project Management is Project Management Center (PMC), a management tool used for planning and monitoring including, risks, issues, work plans, scheduling, resource allocation, time tracking and budgeting. In addition, ATS, our tracking tool is used for tracking defects, enhancements, changes, scripts, test scenarios and incidents. We work with you by using the TRT process to identify alternatives.

Deloitte Project Management Center 7.5 (PMC) is an HP-based tool that supports practitioners in performing project management activities through a Web-based application interface. PMC provides a centralized platform to manage each phase of a project: delivering preconfigured dashboards for project startup, predefined workflows, easy accessibility and information-sharing among the parties, and producing real-time reports.

The reports produced in PMC that we expect to use on this project are listed and described in the following table. In addition, by using PMC, we have the capability to create customized reports for the Commonwealth to specifically meet your project management reporting requirements. Screen shots for many of these reports can be found in Section 6.2 of our proposal.

Project Management Report	Description
Key Decisions Management Report	Automatic report generated through PMC includes list of key decisions, key decision details, and is supported by CMMi Decision Analysis and Resolution (DAR) process.
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.
Risk Manager Dashboard Report	Automatic report generated through PMC includes risk activity
Status Report	Automatic report generated through PMC includes timeline
Performance of Work Report	Automatic report generated through PMC includes real-time Earned Value summary
Risk Manager Dashboard Report	Automatic report generated through PMC includes risk activity
Deliverable Review Report	Automatic report generated through PMC includes deliverable review details, work-flow enabled tracking and history of deliverables, and meets CMMi standards.
Final Closure Report	Report created through MS Office that includes financial summary and variance summary.

Project Management Report	Description
e-Submission/Disposition Report	Automatic report created after client's formal acceptance of a project deliverable or phase has been received.

To facilitate meetings and management processes, several of the reports listed above should be combined with reports from the Lots 1-5 and Lot 7 vendor to give the DPW program offices and contract administrator one view of project schedules, risks, issues, status and major milestones and deliverables.

BAFO Question #11

Lots **6 & 7**	Question **11**	**Technical BAFO Items, Questions for Lot 6 and Lot 7 Only**

Elaborate on your proposed acceptance criteria for the turnover phase

Deloitte Response:

Deloitte's proposed turnover phase as outlined within our proposal is an important step to completing contract close out after turnover. The application portfolio for DPW will evolve, grow, and mature over a five year contract period with option years, which will affect the actual turnover plan tasks outlined within our response. Our proposed acceptance criterion for the turnover phase is included in the table below. Deloitte works with DPW to specifically define and validate acceptance criteria so that the successor has received the materials needed for maintenance and operations of DPW systems.

Key Activities	Proposed Acceptance Criteria
Pre-requisite Learning	• Successful completion of pre-learning requisites for resources identified by the successor team (e.g. .NET, Oracle, WebMethods, USEC).
Documentation Review	• Inventory of all project and system documentation to DPW • Review of project and system documentation with the successor team.
Meeting/Discussion Forum	• Completed meetings/discussion forums for agreed upon turnover topic areas.
System or Tool Demonstration	• Completed system and tool demonstrations of system and application software • Completed on-the-job training of successor vendor
Walkthroughs	• Completed walkthroughs of functional and technical components or technical architecture of the overall systems.
Shadowing or Participation in Meetings and Activities	• Completed job shadowing of resources for agreed upon time period that will be responsible for taking over tasks and activities
Substantial and Meaningful Assignments	• Completion of substantial and meaningful job assignment necessary to demonstrate understanding of the systems and activities
Skill Proficiency Testing	• Completed skill proficiency evaluations for specific competencies and skills of successor
Governance Meeting Participation	• Completed governance meetings to transfer understanding of project structures and governance meetings

BAFO Question #12

Lots **6 & 7**	Question **12**	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only
		Elaborate on your approach to scope management, corrective action, and change control

Deloitte Response:

Scope Management

An important aspect of project management is establishing and executing a solid scope management approach and change control process. The scope of a system modification is initially defined in the project charter and then outlined in the Work Order. Scope is then progressively elaborated through the remaining SDLC phases: Requirements Definition, General System Design, and finally Detailed System Design. In order to adhere to agreed upon schedules and cost, changes to defined scope must be documented and addressed in a consistent manner. We continue to work collaboratively with the Department as well as other Lot vendors in scope management across the suite of DPW projects and follow the change control process outlined in RFP Appendix U.

The tool that is critical to managing scope is the Requirements **Traceability** Matrix. This document is a list that includes the functional and non-functional requirements gathered during the requirements phase of the initiative and identifies each requirement as In Scope or Out of Scope.

As the Lot 6 Offeror, Deloitte receives 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 leverage this knowledge during the hand off from the Lots 1-5 vendors to validate the no gaps exist in the initial traceability matrix.

Following the requirements phases (business and system), we produce an Updated Traceability Matrix during GSD to map the individual requirements to the appropriate Use Cases and Screens in the Screen Shot Details document of the GSD. We continue to 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.

Effective use of the Traceability Matrix from BRD to SRD to GSD gives the Department confidence that scope is managed and delivered against established criteria. Beyond GSD, the Traceability Matrix continues to be the tool used throughout the remainder of the SDLC.

Change Control

Change control represents a key component for DPW to accommodate changes in business needs; we strive to minimize the impact of changes in the production environment while mitigating the risks that occur during the process of improving and updating the system.

We work with the Change Control Board (CCB) that has responsibility for accepting or rejecting proposed system changes. The Change Control Board is made up of governance team members and project representatives impacted by proposed changes. The CCB meets to review the suggested changes and discuss the impacts and timelines associated with the requests. This group then evaluates the request and determines if it is an approved change. In some cases, the CCB cannot evaluate the request; in that situation the proposed change is escalated to the Steering Team for a decision.

Deloitte follows the DPW established Change Control Process described as follows:
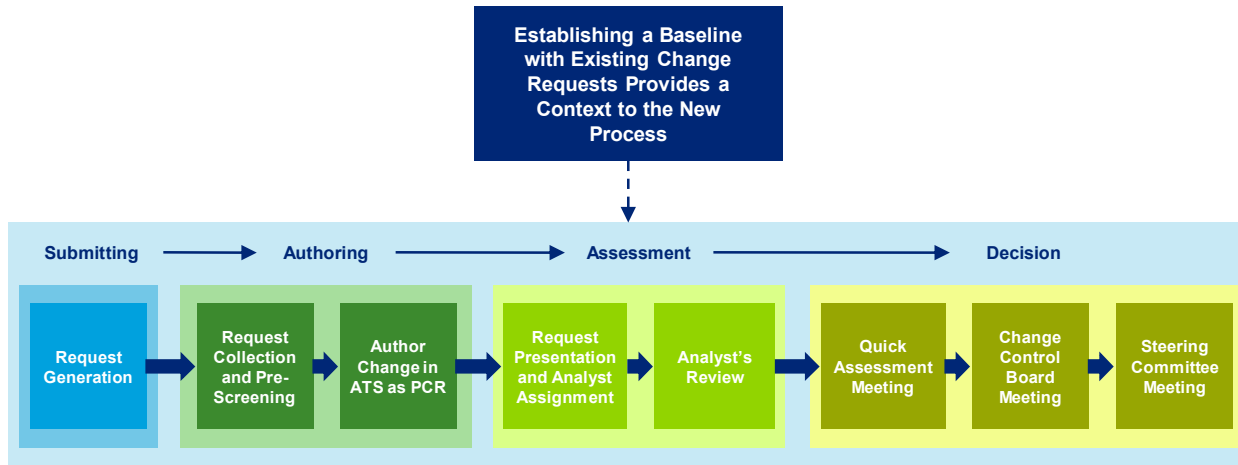
PA_DPW-736 Figure 3. Change Control Process.
Changes to the baseline are decided by comparing the business value and technical level of effort compared to other requests.

- **Submitting.** Requested changes to the business solution can stem from policy or legislative mandates, management directives, operational process improvements, technology drivers, etc.

- **Authoring.** Change requests are captured in a centralized location via "modification" type PCRs in ATS. On a regular basis these modification PCRs are collected and reviewed for completeness. PCRs are used to track the progression of initiatives requiring software changes.

- **Assessment.** We facilitate a regularly scheduled assessment meeting with DPW stakeholders, third party vendors and other lot vendors. This meeting is 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).

- **Decision.** 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 determines if particular modification requests should be added to the baseline and resources allocated as appropriate.

In order for the process to function effectively, procedures for process governance and issue escalation measures must be clearly defined. Two of the key goals, and major prerequisites for success, are teamwork and organizational process management.

The tools we propose to support effective scope management across the enterprise are:

Deloitte tools and processes	How Tools Support Scope Management and Change Control.
Project Management Center 7.5	Project tasks are documented in PMC for approved work orders in addition to issues, risks, and action items which may often be raised to identify potential scope issues. 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 and is used to understand where likely impacts occur given a change in scope.
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. This also establishes an initial scope for each initiative.
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 expected scope of initiatives.
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.
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.

Corrective Action

Deloitte understands the process the Department has requested for Corrective Action Reporting as defined in Appendix Y of the RFP and described in Section 6.2 of our proposal "Respond to Monitoring Reports". We recognize the need to clearly define the steps, responsibilities, and the timeframes for the five steps in the process: initiating, developing, accepting, executing and closing out. When developing the corrective action plan we utilize the template defined by the Department in Appendix Y. In addition to completing the template we include an executive summary that includes the following:

- High level assessment of the non-conformance problem/deficiency

- Synopsis of correction actions to be taken

- Outline of the overall process for executing and completing the CAP

- Planned CAP completion date

- Commitment to the correction action

Our approach to addressing corrective action includes developing a Corrective Action Plan, reviewing the plan with DPW, and submitting the plan for approval. More specifically, we

- Assemble a team that clearly understands the deficiency and their roles in resolving the deficiency

- Identify a single point of contact to drive the activities identified in the Corrective Action Plan

- Report on the status against the Corrective Action Plan at the regularly scheduled DPW governance meetings

- Seek DPW approval for Corrective Action Plan closure when the deficiency is resolved

- Finally, document why the deficiency occurred, and with DPW approval, identify and develop action steps to be incorporated into SDLC or PMO processes to avoid the situation in the future.

BAFO Question #13

Lots 6 & 7	Question 13	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Elaborate on your proposed work breakdown structure

Deloitte Response:

Our work plan is based on the standard work plan templates outlined in the DPW systems development methodology. Using the DPW WBS template as the base, we have organized our work breakdown structure (WBS) to align with the activities and tasks expected of each Lot vendor throughout the DPW software development lifecycle. The following table describes that organization based on the WBS for the Lot 6 vendor's responsibilities.

Modification (SDLC)WBS Level 1 – Lot 6		
WBS Level 2 – Initiative Name		
WBS Level 3 – Activity	**WBS Level 4 – Tasks**	**Task Description**
BRD to SRD and GSD to DSD thru Development Coordination	• BRD Validation • BRD Updates and Reviews • Enterprise Services and COTS Analysis Understanding	• Support the Lot 1-5 vendor and help translate their high level business principles and requirements into systems functional and non-functional requirements and prepare a GSD that can be evolved to a DSD by the Lot 7 vendor. • Perform strategy and program support addressing program alignment, business architectures and models, service delivery management, and next generation technology concepts including enterprise architecture models, SOA, solution architecture designs, COTS and product assessments. The result of our strategic work and support positions the Lot 7 vendor to design, develop and deploy the solutions.
Feasibility	• Develop System Solution Feasibility Study Document • Schedule Internal Review • Incorporate Feedback • Submit Feasibility Study Document for Leadership Review and Approval	• Document each of the potential solutions to a particular business problem or opportunity as identified by the approved statement of the user requirements in the business requirements document and the solution analysis directive if one is available

Modification (SDLC)WBS Level 1 – Lot 6		
WBS Level 2 – Initiative Name		
WBS Level 3 – Activity	**WBS Level 4 – Tasks**	**Task Description**
Requirements	- Plan and Conduct Requirements Sessions - System Requirements Document (SRD) - Create Prototype or Mockup if Necessary - Create Stakeholder Involvement Plan - Update Communications Plan Details - Update Data Management Plan Details - Facilitate Deliverables Internal Review - Architecture Review (ARB) with Client - Deliverables Client Review - Deliverable Edits - Client Feedback - Final Internal Review - Submit Deliverable for Leadership Decision and Approval	- Create an unambiguous set of requirements that establishes an agreement between stakeholders on what the system should do - Detail the scope and expected business outcomes - Compare the current and proposed business processes - Document the stakeholders that are affected - Provide a list of requirements to meet the work order objectives - Outline the assumptions and dependencies - Prioritize features to provide a basis for possible iterations
General System Design (GSD) Phase	- Review lessons learned - Plan and Conduct GSD Sessions - GSD Consolidated Document - Use Case - Application Architecture Blueprint - Logical Data Model (LDM) - Business Logic Diagram (BLD) or Activity Diagrams - High Level Screen Shot - Initial Capacity Plan - Conversion Planning (if applicable) - Key Considerations - Traceability Matrix - GSD Deliverable - Review GSD Deliverable with Client - Architecture Review (ARB) with Client - Update GSD Deliverable based on Client Feedback - Final Internal Review - Lot 7 Hand-Off - GSD Deliverable Submission	- Assign responsibilities to objects and begin partitioning the system into subsystems - Develop the logical data model and define the mapping between entities and the logical data model. - Design the user-to-system and the system-to-system interface - Begin documenting Architectural Decisions - Prepare a design that is used by the Lot 7 vendor. for DSD and Development

BAFO Question #14

Lots 6 & 7	Question 14	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify the number of staff you are proposing, and describe how you will meet the requirements with this staffing approach.

Deloitte Response:

Number of Staff Proposed

Per page 2 in Section 8.1, our proposed team for Lot 6 includes approximately 79 staff. The Project Executives, Contract Administrator, Quality Assurance Principal, and Innovation and Advisory Panel members are part-time. As the majority of the work will be performed on a fixed fee basis, the Project Executives, Contract Administrator, and Quality Assurance Principal are available as needed to fulfill the Deloitte obligations under the approved work orders.

We believe these are the required number of staff based on the hours required to do the work as described in the RFP. Our hours estimate for Lot 6 was based on the following:

- A detailed review of your **mandatory** RFP modification hours (80,000), ITSS FTEs, and all the service delivery requirements for maintenance activities identified in the RFP
- Our nationwide experience building, maintaining, and enhancing HHS systems of similar size and complexity to PA, in more than 20 states
- Our 10+ year history with DPW and the unparalleled understanding we have of the DPW expectations and effort required for all project management, maintenance, modification, ITSS, and DTSS services and activities
- Consideration of the diversity of skill sets required to meet the RFP requirements, such as .Net, Oracle, COBOL, Web Methods, Netegrity, SDM, PMO, Contract Management
- The use of Deloitte's assets including estimation frameworks, project management tools, and methodologies

These experiences, tools, and analyses were all used as inputs to our sizing of resources for Lot 6. Without these critical ingredients the estimates on staffing a project of this size may not be considered reliable.

Meeting RFP Requirements

In validating whether our staffing approach met your requirements, we built a cross reference of staff resources to the services and activities in the RFP in order to create a coverage map. This way we provide for the competencies needed to cover all requirements. We then looked at the volume of work performed in the past as well as what was indicated in the RFP in order to determine the numbers for each resource type. We then reviewed all the standards and processes required by the RFP for Project Management, SDM, ITSS and DTSS to successfully perform the maintenance and

modification effort required by the RFP and expected by BIS and the program offices. We challenged our staffing levels and types to make sure we were providing the quantity and specific skill sets required to meet your expectations.

The hours estimate and conversion to FTE's on the project is provided in the following table.

Type of Application Services Required by the RFP	Hours	Resources
Maintenance hours determined by Deloitte based on services required in the RFP and our past experiences	205,059	Approximately 100 FTE's
ITSS/DTSS resources required by the RFP	58,173	Approximately 32 FTE's
Modifications hours required by RFP	320,000	Approximately 160 FTE's

BAFO Question #15

Lots 6 & 7	Question 15	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Are your proposed key staff still available should your company be selected for negotiations? If not, please provide updated resumes for any personnel changes.

Deloitte Response:

We proposed 27 key staff in Lot 6. At this time, 100% of these staff members are still available to serve DPW.

BAFO Question #16

Lots **6 & 7**	Question **16**	**Technical BAFO Items, Questions for Lot 6 and Lot 7 Only**

Clarify the role of the Quality Assurance as a principal in your company in managing quality assurance. How will you measure quality across the lots?

Deloitte Response:

Deloitte's approach to Service Quality Management is based on Deloitte's Quality and Risk Management (QRM) Methodology. The QRM Methodology helps monitor project quality, mitigate risk, and enhance the tracking and resolution of both project issues and project changes that could potentially impact a project's timeline or success.

Our approach to Service Quality Management is twofold. The activities to regularly review project deliverables and adherence to the work plan throughout the project lifecycle are carried out by the day to day project manager and the project team. The other component leverages our Quality Control and Risk Management group, which provides an independent review of project management, design decisions, and deliverables by a senior level Deloitte resource throughout the project life cycle. This individual is selected based on experience and industry background. We define this role as the Quality Assurance Principal and for DPW this is Tim Wiest.

Tim's primary role to DPW is to provide quality service, sound methodologies, and technical expertise as well as being responsive, sharing relevant business experiences and taking a significant role in the following:

- Executive leadership interaction and relationship development

- National and Industry perspectives

- CMMi reviews

- Contract compliance

- Client satisfaction

- Delivering the firm's capabilities

- Developing and delivering the right people for our client projects

- Participate in the resolution of executive level issues

- Identify and track risk mitigation strategies

- Project management controls

The Quality Assurance Principal measures Quality in two ways:

1. Customer satisfaction relative to the services Deloitte is providing

2. Assessment of project metrics relative to Deloitte's ability to manage and deliver to project objectives

Customer Satisfaction: Customer satisfaction is integral to Deloitte's business. A critical success factor in delivery service excellence is Deloitte's ability to understand the agency's mission, vision and objectives and serve to those. There is not a one-size-fit- all approach to service excellence. Deloitte believes that service excellence is customized to the culture of the agency and the needs of the project. It is up to the Quality Assurance Principal to determine what the best approach is to gathering that feedback. Tim brings may also bring in other Senior Executives from the firm who have relevant background and experience in addition to conducting meetings/interviews and customer satisfaction surveys. These data points help to identify focus areas for Deloitte and/or the project going forward. As part of this process Tim would:

3. Conduct interviews and/or request completion of survey

4. Conduct data analysis and develop a gap assessment between current and desired state

5. Develop call to action plan(s)

6. Monitor call to action plan(s)

7. Report back to DPW on progress

Assessment of project metrics: For clarification details on what quality controls and assurance process we implement relative to software development please see our response to Question 45.

Deloitte's commitment to quality and integrity is a shared value fundamental to our obligation to serve the public interest and to achieving our vision of being the standard of excellence. Our client service standards, quality control policies and procedures, and ethical principles are designed and implemented to assure that we meet our own performance standards and those of our profession and deliver our services in a professional manner with independence, integrity, objectivity and the highest quality.

BAFO Question #17

Lots 6 & 7	Question 17	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify how you see your role, responsibility, and interaction with Lots 1 through 5 for the services outlined in the RFP in general and specifically as it relates to program strategy/planning, business operations, policy initiatives, application maintenance, and PCR management activities.

Deloitte Response:

Deloitte's role, responsibility, and interaction with Lots 1 through 5 vendors for the services outlined with the scope of Lot 6 are derived specifically from the defined required items within the RFP. Our approach to interaction with Lot 1 through 5 vendors is based on meeting the vision of the program and technology systems that support DPW's business. Our role as the system designer is one in which we have a high degree of interaction which includes all phases of the lifecycle of projects from annual planning through post deployment of the technology solutions. We recognize the importance of the interaction to realize DPW's business visions of providing solutions which meet the business objective, support the overall technology direction, and improve business operations for the Department. In general the services outlined within the RFP and our proposal include the interaction required to conduct project management, develop systems requirements, design technology architecture, and develop general systems design for DPW. In many cases our roles and responsibilities in relationship to interaction with the Lots1-5 vendor be defined and prioritized by DPW.

Program Strategy/Planning

As defined within the RFP, Deloitte's role and responsibilities associated with program strategy/planning is specifically a support role. Program Strategy/Planning is identified as a primary responsibility for the Lots 1-5 vendors, and Deloitte provides support during the strategy and planning phases of the projects. In our detailed review of the RFP we could not find specific requirements associated with tasks and activities to support the program strategy and planning.

At the request of the Department, Deloitte assists in the annual planning process including business initiative suggestions, project evaluations, and release/initiative prioritization. Our teams and staff have a significant amount of experience not only in the technology systems at DPW but also the programs, trends and legislation that drive the need for technology modifications and maintenance. We anticipate the Department asking Deloitte to be a collaborative participant to help you formulate ideas and understand the technology implications associated with defining program vision, program strategy, and initiative formulation. Our role may include the support of technology feasibility assessments associated with the program strategies and goals outlined by the Lot 1 through 5 vendors. Our team may play the role and responsibility of technology governance planning as it relates to program strategy/planning. For example, what technology architecture and systems are needed to support the program strategy/planning? In addition, our role and

responsibility with interaction may include participating in strategy/planning sessions to help leverage some our expertise in health and human services which includes program innovation and efficiency.

The level of interaction with the Lot 1 through 5 vendors may include supporting or involvement in strategic planning sessions, business visioning sessions, business requirement definition meeting sessions. We work with DPW to determine the appropriate level of interaction and how we can best provide support to the Lot 1 through 5 vendors and stakeholders.

Business Operations

Deloitte's role and responsibility associated with the scope of services for Lot 6 include a support role to the Lot 1 through 5 vendors. As the designer of the systems our role includes defining architecture and systems to support the improvement of business operations in the realization of DPW's goals and objectives. In the RFP we did not find reference to specific requirements associated with defined roles and responsibilities associated with business operations for the Lot 6 vendor. Although there were not any specific roles we believe our knowledge of Pennsylvania Department of Public Welfare and our national experience provide DPW with unique skills and resources which can help identify and improve business operations while designing and developing systems to achieve your goals.

If directed by DPW, Deloitte, as the Lot 6 provider, works with the Department to identify areas which you would like us to interact and support the development of business operations. The areas that we believe we could add value for the Department are:

- Supporting the development of business requirements which can achieve improved business operations. This may include participating in business optimization discussion, strategy, business requirements visioning sessions, and joint business review meetings.
- Performing business process redesign and as-is/to-be analysis
- Technology Adoption, Change Management and Communications to best support the end user stakeholders
- Manual to automated enhancement opportunities, (e.g. forms, workflow)
- Customer channel strategies (e.g. self service, change centers)

Our role as the Lot 6 vendor is to understand the business requirements and then develop system requirements and the general system design that achieves the business requirements.

Policy Initiatives

Deloitte's team has a deep understanding of policy in health and human service both at the Federal and State level. Our team has many years of experience drafting, revising, reviewing, and interpreting policy in relationship to human services. Our Public Sector practice includes skilled resources that spent a majority of their careers working in the Department's programs so they bring expertise in the policy of Integrated Eligibility, Child Care, Early Intervention, Child Support, and Child Welfare. We have staff that are nationally eminent and work to evaluate how policy initiatives affect our clients' business operations and technology systems. In our proposal we have identified several individuals which have experience with federal and state policy. Deloitte brings these experts to our projects to help DPW identify process improvement opportunities, business efficiency, and program improvements. Proposed on our team are **Wade Horn and Margot Bean** as examples of nationally known experts in state and federal government.

Given our experience in policy analysis and interpretation we believe that there exists opportunities in which DPW may want to tap into our expertise. We recognize that the policy initiatives and policy analysis are the responsibility of the Lot 1 through 5 vendors. Although the RFP does not outline specific roles and responsibilities associated with policy initiative in the scope of services for Lot 6, we believe there are areas in which, at the discretion of the Department, we may assist and support the other Lots. Our interaction with the other Lot vendors can include participating in policy work groups, determining impact of system changes related to policy initiatives, conducting alternative analysis and technology feasibility studies, conducting data driven analysis to support the assessment of policy changes, and reflecting the business requirements and vision of the programs into the general systems design, architecture, systems requirements, and overall system functionality.

Application Maintenance

As the Lot 6 vendor, Deloitte has the primary lead role in managing and maintaining the systems within DPW in the scope of this RFP. Consistent with your RFP, the figure below provides a graphical view of the overall roles and responsibilities application maintenance services for Lot 6.

Application Maintenance Services Defined
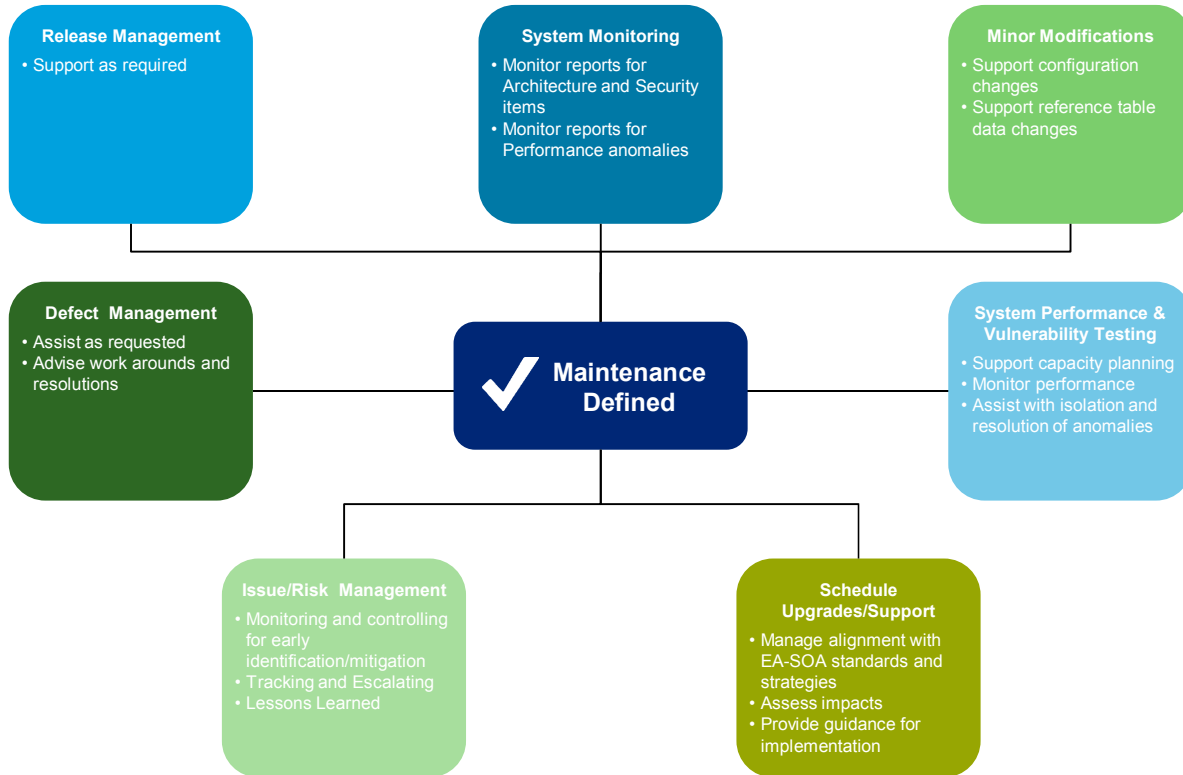
Figure 4. Application Maintenance Services Defined.

The Lot 6 vendor interacts with the other Lot 1 through 5 vendors as outlined in the table below. The interaction between the lot vendors is important for the pure aspect of making sure that the maintenance releases support the business vision, goals, and business requirements that were defined during the initial stages of the project.

We summarize in the table below our approach to addressing your RFP requirements for key maintenance activities and sub-component service offerings and the interaction with the Lot 1-5 vendors.

Key Service Offerings	Interaction with Lot 1 – 5 Vendors
Incident Management/Issues Tracking	• Conduct defect triage meetings to classify, prioritize, and schedule defects into releases. • Coordinate with Lot vendors to determine root cause analysis
Defect Management	• Evaluate and manage defects that are entered into the system by Lot 1 through 5 vendors • Review release plans • Coordinate acceptance testing requirements
Fault Investigation	• Collaborate with other Lot vendors to determine and establish root cause of the defect.
Workaround Provisions	• Coordinate work around provisions to determine if the work around meets the business requirements defined by the Lot vendors.
Application Bug Fixes	• Coordinate with the Department and other lot vendors to establish the fix to be made, testing needs and release schedules

Key Service Offerings	Interaction with Lot 1 – 5 Vendors
Scheduled Upgrades	• Coordinate any needed User Acceptance Testing associated with scheduled upgrades.
Unit and Integration Testing	• Provide results of integration test results for review. • Determine root cause and defect mapping to business requirements
Performance and Vulnerability Testing	• Coordinate with other Lot vendors to determine if performance and vulnerability tests meet the business functional requirements.
Regression Testing and UAT	• Coordinate any required User Acceptance Testing by other lot vendors. • Define the specific UAT testing needs as part of the defect management process and detail the testing time frame in the release work plans. • Manage defects that arise as a result of UAT and track through ATS. • Perform communications activities around testing that includes regular checkpoint calls.
Release Management	• Establish the final resource plans needed to complete the prioritized work. • Coordinate releases from prioritization and planning through deployment using a detailed release work plan.

PCR Management Activities

PCR or 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). In general, the majority of defects are uncovered during the coding, testing, migration to production, and implementation of the applications. For Lot 6, our defect management methodology focuses on Systems Requirements Design (SRD) and General Systems Design.

The defect management activities are included in the below diagram.
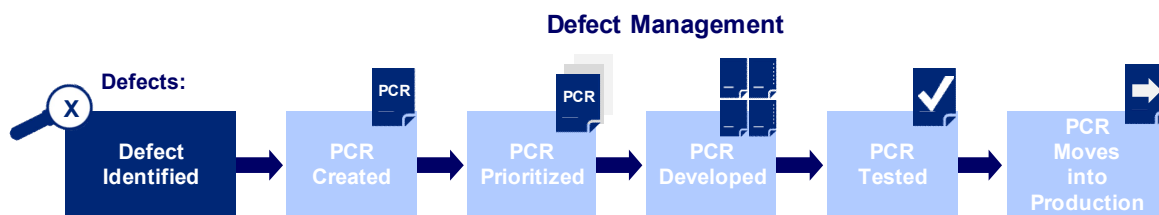
PA_DPW-819_2

Figure 5. Defect Management Life Cycle.
All defects will be identified, prioritized, scheduled, and implemented in production based upon mutually agreed upon schedules and priorities.

The interaction with the other Lot vendors during defect (PCR) management activities are defined in four different activities; defect definition, classification, monitoring, and resolution.

Defect Definition – The interaction during defect definition is logging a specific defect into the tracking system. During this activity, the Lot 3 and 5 vendor help desks log a defect from a production reported issue. Additionally, program offices for Lots 1, 2 and 4 also log defects found in their testing efforts. The interaction includes the identification of the defect and working with our team to understand the circumstances and repeatability of the defects.

Defect Classification – The interaction during defect classification includes the triage of specific priority and severity of the defect across lots.

Defect Monitoring – The interaction includes the ability to monitor and status each defect so that all lots understand the specific progress being made toward resolution.

Defect Resolution – The interaction includes the scheduling and user acceptance testing of specific defects in maintenance releases and verifying that the application fixes meet the business requirements.

We see the Lots 1-5 vendors as an extension of DPW's program offices, and as we have done with DPW for the last 15 years, we collaborate with the designated resources across the SDLC phases and within the defined DPW governance structures to maintain and enhance your mission critical systems.

BAFO Question #18

Lots 6 & 7	Question 18	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify the organizational structure and staff that are required to support this vision and best aligns with DPW's vision and objectives outlined in the RFP.

Deloitte Response:

Organizational Structure

We have invested significant thought and planning in preparing the organization model presented in this proposal – and we believe our proposed structure helps DPW move forward in achieving its future goals. However, the model we have developed is a proposed structure; we look forward to the opportunity to work with DPW during the Orientation and Knowledge Acquisition phase to refine and modify this structure as we work together to evolve your organization and to your desired operating model.

In developing this organization model our DPW team worked with our Human Capital practice that specializes in organization transformation and together 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 best incorporate the key factors of a high performing organization

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 following table 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 deep 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 expertise to be developed and is in-line with services oriented architecture	May result in lack of end-to-end process accountability and/or ownership
Competency	.NET Corticon	Can help recognize economies of scale and mobility of resources	Increases risk that system changes may not be consistent with programmatic, policy, and functional need

As we reviewed each organization model, given the diverse need, we believe all these models apply to DPW depending on the focus and team composition. This we believe helps DPW achieve its goal for optimizing technology service provision while continuing to support the program offices.

Our conclusion, after many hours of analysis, is that a **hybrid of functional and competency** organization models is the most likely "to be" organization structure for DPW to continue meet their portfolio of systems needs, provide the level of service expected from the program offices, industrialize the standards and process for SDM, and leverage the resulting economies of scale to reduce total cost of service delivery. We do this by designating a portfolio coordinator for each of your enterprise business areas (e.g. Provider, Client) and then within these vertical structures drive competency based shared services (e.g. .NET, Adobe, Corticon, Web Methods) horizontally across the portfolios. As we have done for the last 10 years we look forward to working with the DPW to evolve your organization and processes to maintain your position as a "best in class" IT organization.

The following functional organization model for Lot 6 represents the future model to be developed with DPW for the new contract.

Lot 6 Operating Model
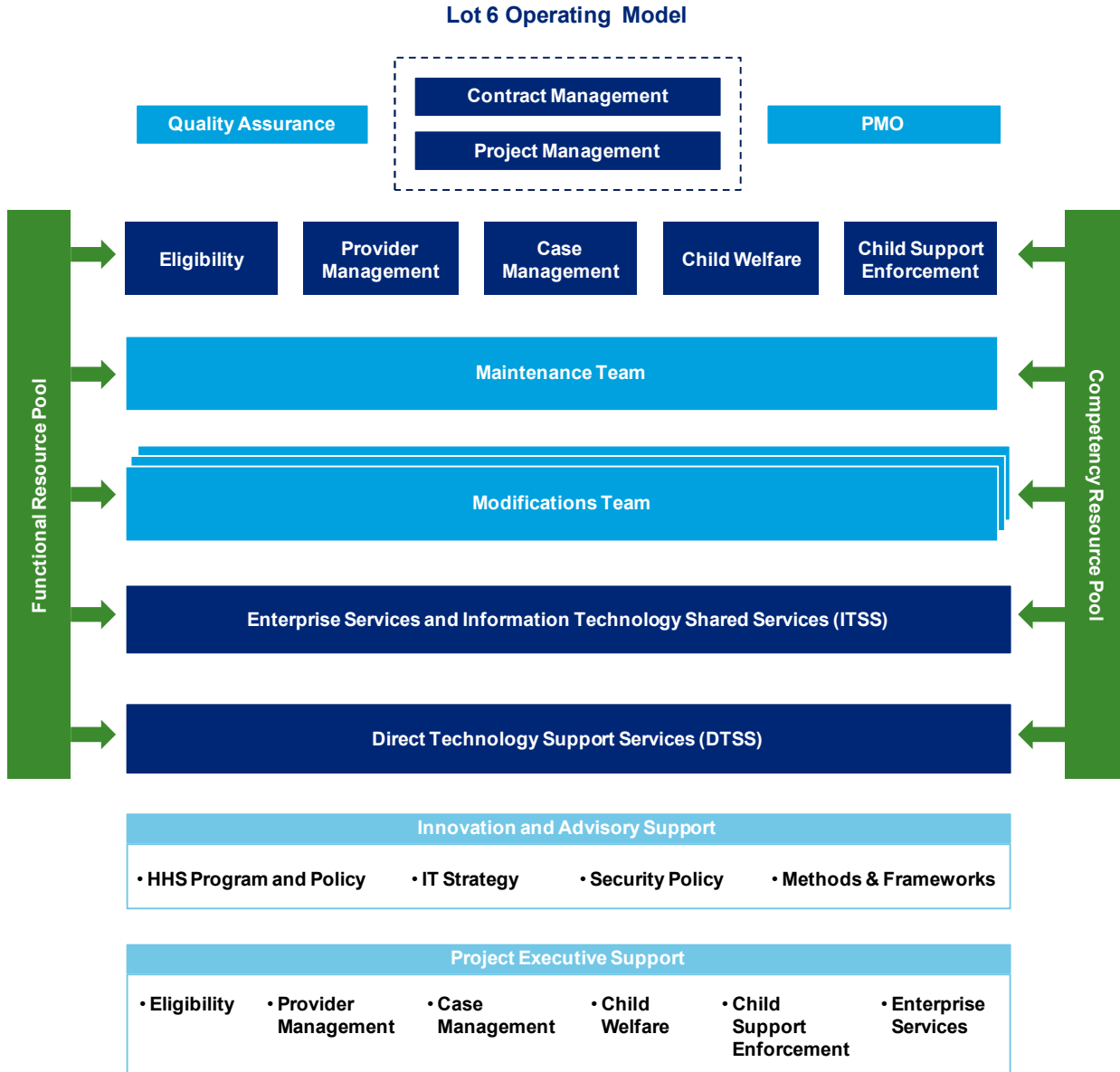
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Figure 6. Continued Transformation of DPW's Portfolios.
With this procurement, DPW has the opportunity to continue to transition from a system-orientation to a services orientation of its portfolio.

Staff

Our proposed team brings the experience (both practical and technical, DPW-specific and other agencies/states) and passion to help DPW achieves it next set of goals. Our staffing approach provides DPW with:

- Proven resources that bring in-depth knowledge and experience with DPW's business processes, systems, stakeholders and citizens

- 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

Additionally, for a detailed justification for the number and competencies of resources required to support the transition to the new organization model, please refer to our response to Question 14.

Alignment with DPW Vision and Objectives in RFP

We used DPW's vision and objectives as the driving force in the development of our organizational structure and staffing approach. In the table below we highlight how our approach supports DPW's vision and objectives.

DPW's Vision and Objectives	How Deloitte's Organizational Structure and Staff Support DPW's Vision and Objectives
• Refine and expand the DPW Enterprise Architecture reference models • Increase reuse of resources in the application, data, and technology domains • Become more agile in supporting transformations for changing business models • Create software services that support end-to-end business processes with standard and secure interfaces and data-exchanges • Create technology solutions that are maintainable, extensible, scalable, reusable, and secure • Deploy Service Oriented Architecture frameworks, enterprise service bus, and Web technologies • Achieve greater economies of scale and scope and lower total cost of ownership. • Achieve the 'next level' with both CMMI and ITIL frameworks	• Maintains customer (program)-focus while fostering deep technical competencies • 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 • Extends shared service concept using a flexible, on-demand model for obtaining additional expert guidance and insights • Speeds delivery of value and reduces program risk • Provides strategic management of specialized resources and cost efficient delivery • Speeds delivery of value • Provides access to the breadth and depth of resources necessary to support "next level" achievement for CMMI and ITIL

As a result of our thorough analysis and knowledge of your existing organization, staffing, and management process, we believe our approach reduces project risk and improves adherence to DPW's integrated human services vision, enterprise architecture framework, and IT standards.

BAFO Question #19

Lots 6 & 7	Question 19	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify the role, responsibilities, and value-add the "Project Experts" would provide in executing the Lot 6 and 7 services.

Deloitte Response:

Note to DPW reviewers: After review of our written and soft copy proposal we were unable to locate the labor category "Project Experts". To answer your question we assume that the term "Project Experts" refers to our proposed Innovation and Advisory Panel.

As a professional services firm, Deloitte routinely makes investments in the development of a **practice** on topics of critical importance to our clients. As the largest HHS Systems Integration firm, our clients, including DPW, benefit from these investments simply by engaging Deloitte as your premier service provider. There are no additional hours included for these experts in our staffing charts – instead they are available to our project team and to our clients on an advisory and information sharing basis. Our Innovation and Advisory Panel includes leaders with deep federal and state experience in health and human services available to DPW throughout the life of the contract

The role and responsibilities of the Innovation and Advisory panel are:

- Provide insights and ideas from seasoned executives with technology and IT strategy experience, and policy knowledge
- Serve as a sounding board for the Portfolio Management Team and DPW leaders to discuss issues and alternatives to process and technology solutions

Value-Add of Advisory and Innovation Panel for DPW

- 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

Specifically the value of the panel to executing Lot 6 services is in identifying new tools, approaches, alternatives or innovative designs for new or enhanced functionality. Members of the panel would also assist in clarifying federal requirements and how our system design aligns with those requirements. For example, Wade Horn has been a resource to DPW in the past around best practices in program design, specifically the DPW secretary brought in his Work Participation point of view to OIM and he also delivered a presentation related to Health Care Reform to Pennsylvania's Bureau of Information Systems.

We believe the involvement of the Innovation and Advisory Panel – to bring ideas to PA – or for our team and DPW to consult about a challenge we are facing in PA –is critical to helping DPW achieve its vision and objectives with this procurement.

BAFO Question #20

Lots 6 & 7	Question 20	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify your understanding of the involvement, methodologies, and cross-lot collaboration/coordination with the Lot 1 through 5 vendors and with DPW relative to the following:

- identifying, categorizing, prioritizing both business/program and BIS specific technical project initiatives.
- identifying, categorizing, prioritizing, documenting, tracking, and validating business functional requirements.
- identifying, categorizing, prioritizing, documenting, tracking, and validating systems non-functional requirements.

Deloitte Response:

We understand as the Lot 6 vendor it is critical to work closely with the Lot 1-5 vendors and DPW to deliver successful results to the Commonwealth, and we are prepared to do so. With respect to business/program and BIS specific project initiatives, functional and non-functional requirements, we follow the Lot Definitions and associated responsibilities as stated in RFP Appendix CCC. In response to the specific a-c items above, we conduct Lot 6 activities as follows:

Activity	Lots 1-5	Lot 6 – Deloitte
Identifying, categorizing, and prioritizing both business/program and BIS specific technical project initiatives.	- Conduct business strategic visioning and planning - Gather and document business requirements (for technical project initiatives only as applicable) - Coordinate with Lot 6 vendor to handoff BRD for input to system requirements	- Conduct technical strategic planning and design - Coordinate with Lot 1-5 vendors for BRD input (for technical project initiatives only as applicable) - Conduct system requirements sessions to identify, categorize and prioritize requirements for both business/program and BIS technical project initiatives (only as applicable) - Conduct Project Prioritization for Technology migrations and refresh initiatives
Identifying, categorizing, prioritizing, documenting, tracking, and validating business functional requirements.	- Identify, categorize, prioritize, document in BRD, and track business functional requirements - Coordinate with Lot 6 vendor to handoff BRD for input to system requirements - Create test scenarios and conduct User Acceptance Testing	- Validate business requirements prior to gathering system requirements and completing GSD for both functional and non-functional requirements - Provide approved system requirements and GSD to Lot 7 vendor
Identifying, categorizing, prioritizing, documenting, tracking, and validating systems non-functional requirements.	- Identify, categorize, prioritize, document in BRD, and track business non-functional requirements - Coordinate with Lot 6 vendor to handoff BRD for input to system requirements - Create test scenarios and conduct User Acceptance Testing	- Validate business requirements prior to gathering system requirements and completing GSD for both functional and non-functional requirements - Provide approved system requirements and GSD to Lot 7 vendor

BAFO Question #21

Lots	Question	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only
6 & 7	**21**	

Clarify the role and level of the proposed Database Architect within your organization structure, and explain why this person is not considered part of the key personnel. Clarify the number and role of Chief Database Architects being proposed.

Deloitte Response:

The role of the Database Architect in Lot 6 is to identify future and emergent technologies that might be appropriate for DPW's needs, as well as support the development of designs that align with DPW architecture standards. There is one Chief Database Architect being proposed for Lot 6.The individual proposed as the Chief Database Architect in Lot 6 is Michael Nazareth. Michael is now proposed as key in Lot 6.

BAFO Question #22

Lots 6 & 7	Question 22	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only
Clarify your understanding that the Commonwealth will provide project oversight, but is NOT the system integrator		

Deloitte Response:

We understand the Commonwealth will provide project oversight of Lot 6. The Commonwealth provided the direction below to advise vendors on how individual vendor vs multi-vendor projects will be managed. This was in the RFP for Lots 1-5 as well as the Q&A Addendum #5 as presented below:

Lots 1-5	3.1.2	Project Management
Based on scope, complexity, and funding parameters projects initiatives must first be evaluated, prioritized, and authorized by the Program Offices and BIS Portfolio Managers via the Business Review Board (BRB) process. Project initiatives for maintenance and minor systems enhancements are required to be vetted through the program change request, change control, and software release management processes. Based on scope and complexity, the selected Offerors will be performing the work associated with Application Support Services initiatives primarily using two types of project engagements: 1) Individual-vendor IT projects and 2) Multi-vendor IT projects. Individual-vendor IT Projects are specific strategic, tactical, or operational initiatives that fall under the purview of a specific vendor requiring little or no involvement with the other Lot Offerors. In this case, the Offeror will have primary ownership and responsibility to manage and coordinate all aspects of the project management throughout the project life cycle with state oversight and approvals. Multi-vendor IT Projects are enterprise wide strategic, tactical, or operational initiatives that fall under the purview of multiple vendors requiring significant involvement and commitments with the other Lot Offerors. In this case, a specific Offeror will be assigned as the enterprise project lead and will have primary ownership and responsibility to coordinate all aspects of the project with state oversight and approvals.		

Lots 1-5	Q&A	Q&A Addendum #5
Part IV, Lots 1 – 5, General What DPW positions will give direction to the project managers for Lots 1 – 5?	The **DPW Contractor Administrator has oversight of the contract** and authorizes work via the Offeror's Contract Administrator. Only the Offeror's Contract Administrator directs the work of the Offeror's project managers. The Offeror's project managers will interact with DPW/OIT project managers, portfolio managers, and other staff.	

Deloitte looks forward to and embraces the responsibilities identified by the Commonwealth for the Lot 6 activities. Primary ownership and responsibility to coordinate all aspects of the project is determined by the type of project, i.e. Individual vendor IT project or Multi-vendor IT project. In either case the Commonwealth maintains oversight, while a vendor is responsible for the overall project. If DPW assigns Deloitte as the Enterprise Project Lead, we assume DPW expects us to provide project lead responsibility for the full spectrum of services provided by the Lots 1-7 Offerors. As the systems integrator of this lot, we understand our responsibilities to be as follows:

Lot 6 Core Responsibilities

8. EA-SOA Technical Strategic Planning and Design (Application, Data, and Technology Architecture models)

9. Requirements Review and Translation

10. Systems Requirements

11. Systems and Technology Integrations

12. General Systems Design (Conceptual Models (i.e., GUI, Systems, Data, Infrastructure, SOA Reuse, etc)

13. Initial Systems Capacity Estimates and Planning

14. ILM Strategies and Planning

15. Create and maintain Systems Blueprints (Architecture, Configurations, baselines, and ALM)

16. Review DSD's from Lot 7 for Standards and SRD/GSD Compliance

17. New technology evaluations

18. Application Support:

- Assist in resolving security, technology, and platform integration issues (as required)

- Resolve architectural and configuration issues

- Assist in resolving performance issues (As required for architecture considerations)

- Assess implementation playbook and deployment strategies for alignment with capacity and baseline parameters (As required)

- Review Load and Performance Test Results (As required)

- Assist in systems and technology testing approach and criteria (As required)

- Assist in systems enhancements and major mods as required for architecture considerations

- Requirements Traceability Matrix Update

19. Evaluate custom, COTS, SaaS, and Transfer Technology solution options.

20. Project Plans and Governance Frameworks (creation, coordination, execution, and management)

21. Updating Traceability Matrix

22. Business solution development and delivery process improvements (CMMI and ITIL)

BAFO Question #23

Lots 6 & 7	Question 23	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Explain the steps that your company will take to prevent the problems experienced by DPW and County children and youth agencies during the PACWIS project.

Deloitte Response:

We are not in a position to explain the problems experienced by DPW and County children and youth agencies during the PACWIS project as Deloitte was not engaged nor involved in the previous PACWIS efforts. Even though we do not have firsthand experience with the PACWIS project, we have activities in our methodologies for project strategy, planning, and implementation to capture best practices and lessons learned from other child welfare system development efforts. We bring this information to the table for discussion during the planning sessions where we strive to get a full understanding of DPW's past experiences and the root cause(s) of why they occurred, so that we can proactively develop strategies, plans, and methods to avoid repeating mistakes from the past.

We are qualified to do this because we are a leader in successful SACWIS implementations across the nation with a 100% proven track record, we bring our best practices forward to deliver a successful child welfare project for DPW. Every SACWIS project we have led, from the first SACWIS implementation with **Oklahoma, to West Virginia, Massachusetts, District of Columbia, Maryland and Alabama**, we have completed successfully – delivering a federal compliant SACWIS to our client.

Through these successful SACWIS implementations, using our combined deep child welfare and SACWIS experience coupled with our deep systems integration experience, we have found the following are critical to implementation success and user adoption:

- Executive Sponsorship: Establishing strong executive commitment to the project and defining a comprehensive governance structure and participants to maintain project communications and sponsorship.

- Stakeholder Buy-In: Gaining state and local agency stakeholder support through early engagement and regular involvement enables the end user community to feel a part of the project process and decision making. This "engage early and often" approach brings forward the necessary user ownership and accountability to drive the project forward and through challenging times.

- Communication Plan: Establishing a clear and consistent communication plan for executive leadership, project management, project team, state and local county agencies is essential to delivering the right information at the right time and to the project's ability to make decisions and resolve issues timely. Recognized and reinforced communication channels enables transparency on the project.

- Integrated Focus Groups: Involving state office and local county staff and typically the same staff, in the Requirements, Design and Testing phases are critical to initiating a commitment to user adoption and re-enforcing stakeholder buy-in.

- Change Management: Early and consistent change management activities that reach the entire user community are effective in keeping the project goals and objectives known and awareness of the project high.

- Training and Support: Effective training approaches and commitment to ongoing support after implementation is key to keeping on top of emerging system and user issues. Building a strong support network and champions within the local county infrastructure enables the project to mentor end users through the early stages of post implementation when frustration tends to be at its peak.

- Pilots for Early Wins: Defining a rollout strategy that provides opportunities to increase user and project sponsor buy in and excitement by debuting the new system and features.

- Results/Outcomes Enabled by Technology: Staying very mindful of the business outcomes defined for the project and using that as the context for all technology decisions throughout the project.

The following figure depicts our national and local child welfare experiences:

Deloitte Child Welfare Solution Knowledge – 1995 to Present
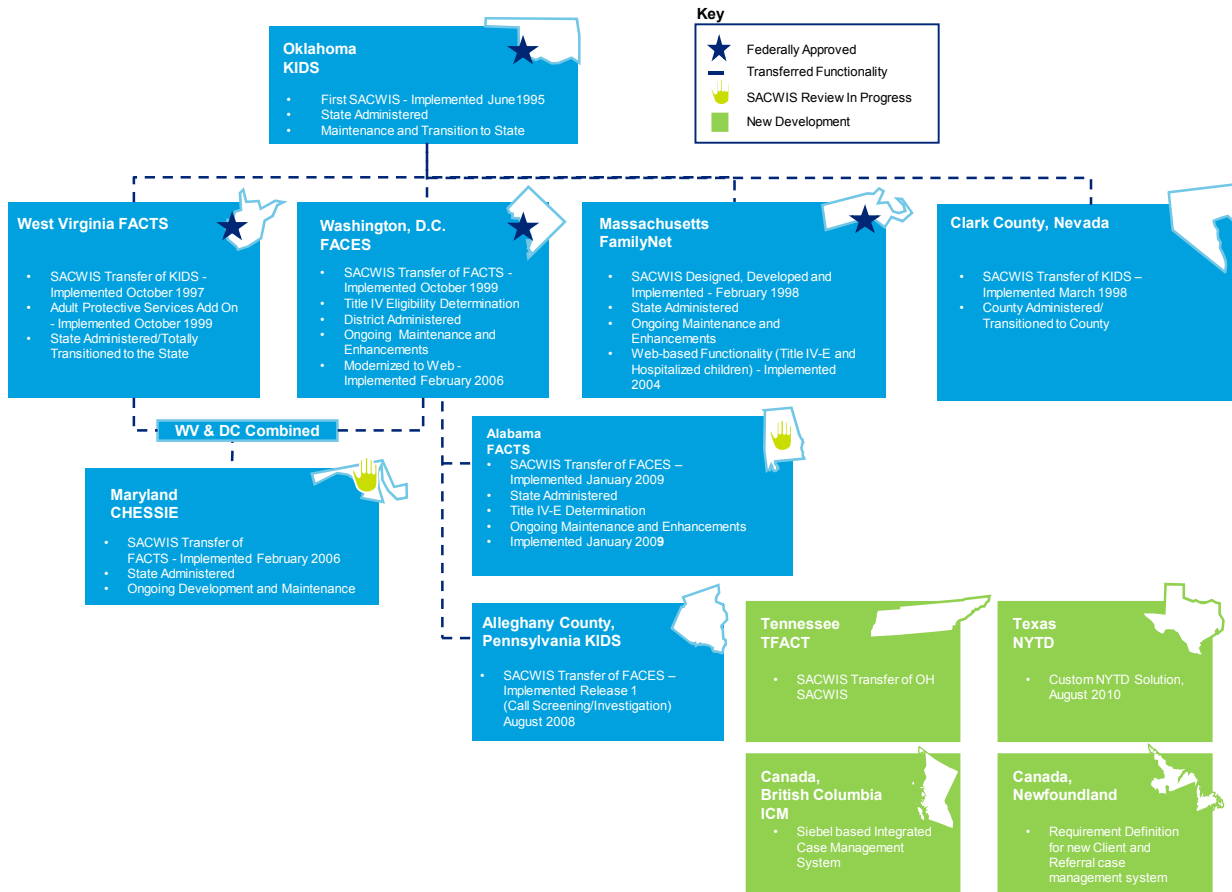
Figure 7. Deloitte Child Welfare Solution Knowledge

In addition, we have **bid the following staff for Lot 6**; individuals with deep child welfare experience who were instrumental in many of the successful implementations highlighted above:

Proposed Staff	Role (This is the Master Column)
Nicole Fuller	Program and Policy Advisor
Donna Whitman	Application Team Lead
Shahid Raza	Application Developer/Analyst

During the course of the project, we will continue to bring staff with child welfare experience as needs arise with the right type (e.g. Allegheny) of county expertise gained from our efforts at OCYF-MCI and Incident Management.

BAFO Question #24

Lots 6 & 7	Question 24	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify your approach to a successful Orientation and Knowledge Acquisition phase with regard to Child Welfare and the number of hours you have proposed.

Deloitte Response:

We understand that Orientation and Knowledge Acquisition (OKA) activities are fixed price and it is our responsibility to complete the turnover activities for the child welfare systems. We also recognize that as the incoming transitioning provider for the child welfare systems, this is our responsibility to perform all of the tasks needed to complete this transition. Deloitte takes this responsibility seriously and irrespective of the number of hours proposed, we will complete the OKA phase with the expertise necessary to operate your identified child welfare solutions.

While this activity is fixed price and is our responsibility to complete, we are dependent on DPW providing the appropriate resources and support for the transition time period specified. We have assumed that DPW would make both existing system experts and program personnel available throughout the transition time period to meet their obligations of turnover.

Our approach to successfully completing the Orientation and Knowledge Acquisition (OKA) activities with regard to Child Welfare for our Lot 6 response encompasses the following core components:

- Our proposed approach provides quality assurance checks within the appropriate SDLC steps to verify our team's progress in understanding new in-scope systems such as Child Welfare.

- We draw upon the Transition Method embedded within Deloitte's Systems Development Playbook (SDP) methodology when necessary to address specific transition requirements
  and knowledge acquisition activities for the Child Welfare functionality.

- As summarized in our response to question 23 in this technical clarification document, our team brings a combination of deep Child Welfare experience, resources with experience having previously developed and/or maintained many of the Child Welfare systems, and experience successfully delivering within the DPW enterprise environment.

We use our Transition Method, as outlined on the following pages, as the basis of our Orientation and Knowledge Acquisition approach for the transition of the Child Welfare functionality. Having and following a structured approach to transition creates common understanding of the steps and activities and improves the probability for success of a significant activity like OKA.
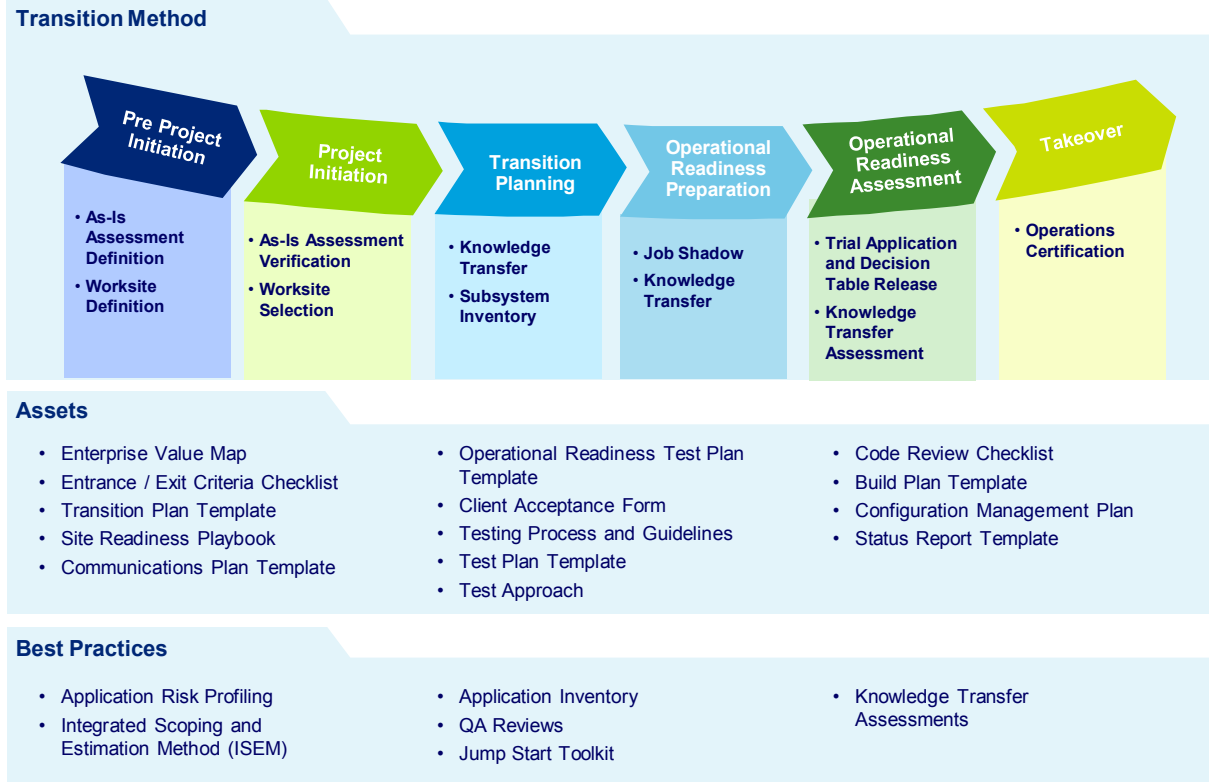
Transition Method

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Figure 8. Deloitte's Transition Method.

The knowledge acquisition effort for the Child Welfare functionality will span each phase and of our transition methodology and encompasses knowledge acquisition for the following legacy systems:
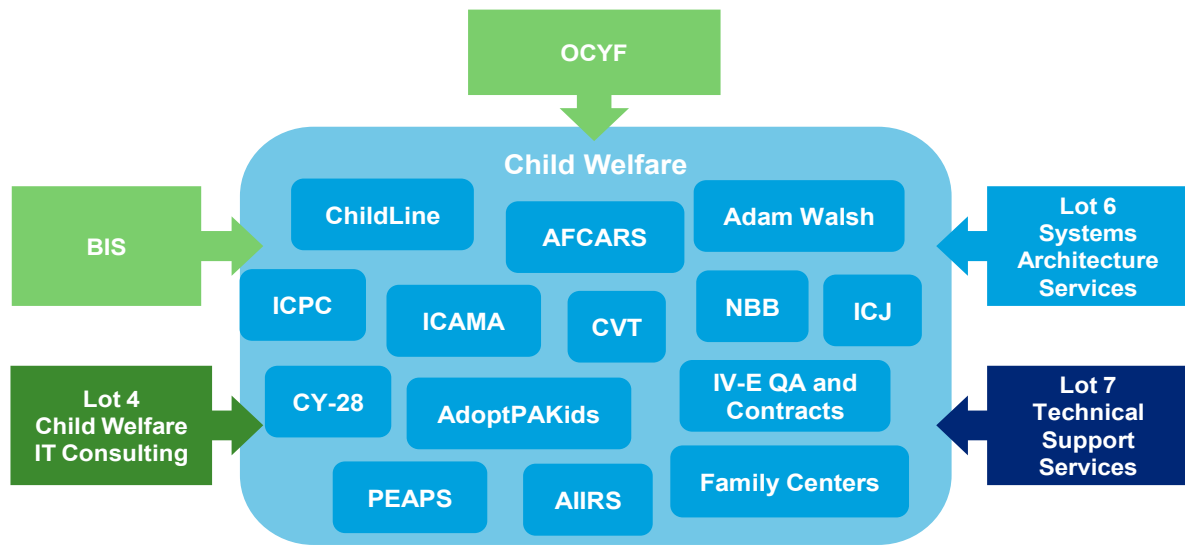
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Figure 9. Child Welfare Legacy Systems for Transition.

Based on the services defined in the RFP for Lot 6, this knowledge acquisition activity is centered on understanding the legacy systems' system requirements and general design.

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

- **Step 1** – Review Existing Documentation. Our team reviews the existing application components, user documents, data models, design artifacts, etc., associated with the Child Welfare functions. DPW makes this documentation available for the beginning of the transition period and provides knowledgeable resources to answer our questions or requests for clarifications in a timely manner.

- **Step 2** – Review Other Artifacts. Our team then reviews other existing artifacts for these systems, such as current open and pending problem reports and change requests. We also review other technology components and design artifacts such as architecture models, data models, current application source code, etc. We assume that the information related to documentation and other component artifacts, including locations of electronic or hard-copy documents, access requirements, most current versions, etc., are known to DPW and will be provided to our team and that DPW provides knowledgeable resources to answer our questions or requests for clarifications in a timely manner.

- **Step 3** – Interviews and Site Visits. Our team conducts interviews with DPW BIS and OCYF staff, as well as available staff augmentation (incumbent) resources, to gain additional knowledge about the Child Welfare functionality and related processes and procedures that may not be reflected in the documentation. DPW makes these resources available throughout the transition time period.

- **Step 4** – Create Component Briefs. The information that we record during this effort is documented in "component briefs" for each of the Child Welfare systems so that they can be referenced by members of our team and by DPW. These briefs continue to be maintained over the life of the project to provide a more complete view of the current Child Welfare systems.

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

Labor Category	Role/Job Function	Location	Hours Estimated
Child Welfare Portfolio Coordinator	Child Welfare Maintenance	On Site	20
Systems Analyst	Child Welfare Maintenance	On Site	220

We recognize the importance of the child welfare systems. Our teams work with you and the outgoing vendor to complete this transition. If selected for both Lot 6 and 7, some steps are redundant and more efficient use of our resources, and your resources, can be achieved.

BAFO Question #25

Lots **6 & 7**	Question **25**	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Elaborate on how new/emerging technologies will be initially researched, introduced, and recommended to support DPW's mission. Clarify your understanding of the roles/responsibilities and cross-lot collaboration/coordination with the Lot 1 through 5 vendors and DPW relative to identifying, evaluating, documenting, integrating, implementing, and validating new technologies.

Deloitte Response:

Research and Introduction of New and Emerging Technologies

Deloitte focuses on identification and assessment of COTS, transfer, and SaaS opportunities as early as possible in the lifecycle of an initiative. We review upcoming CIO runway items with DPW on a regular basis to determine if there are plausible COTS, transfer, or SaaS technology augmentation possibilities or alternative solutions. We then work with DPW and other lot vendors to assess feasible alternative technology solutions alongside custom built solutions using DPW's predefined evaluation matrix along with a set of weighted criteria specified based upon initiative and enterprise requirements. We then perform a comparative analysis of the solution alternatives, rank and summarize alternative solutions and review these summaries with DPW and other lot vendors in ARB and TRT meetings to finalize solution rankings and recommendations.

When conducting research into the introduction of new and emerging technologies, Deloitte engages its broad support network of technology consultants and specialists along with our alliance vendors. Specifically for emerging technologies, Deloitte engages its emerging technology solutions practice, which helps to bring new and cutting edge technologies to the public and private sector markets. This practice works with our clients on advanced cloud-based and virtualized solutions and COTS products of relevance to DPW such as Corticon's rules engine, Adobe's LiveCycle suite as well as Business Intelligence and Data Analytics solutions.

Roles / Responsibilities and Collaboration / Coordination

We understand the process of identifying, evaluating, documenting, configuring, implementing, and validating COTS, SaaS, or Transfer Technology solutions to be a multi-phase process involving coordination across multiple stakeholders. Figure 10 illustrates our delineation of the four key phases of the process along with the stakeholders involved in the process.

Figure 10. COTS, SaaS and Transfer Technology Evaluation and Support Process.

PA_DPW-1211_2

- **Support Technology Evaluation and Selection Process.** Use of the DPW standard process (STD – EASS006) for evaluating and selecting COTS products, transfer technologies or other alternative solutions.

- **Support Establishment of Technology Operational Structure.** Provides continuity from the evaluation and selection process through the establishment of operational support for the new technology. This includes supporting the creation of procedures and processes, the appropriate environments for the technology and a monitoring and operations strategy.

- **Support Integration of Technology into DPW Enterprise Architecture.** Includes coordination of technology integration between DPW and the appropriate lot vendors, both with specialized technical resources and as part of the ARB review process.

- **Support Ongoing Technology Operations.** Involves working closely with the technology vendor to understand and evaluate upcoming releases of the technology and assess whether these releases should be adopted by DPW based upon benefits and other competing enterprise priorities.

The table below illustrates the breakdown of roles and responsibilities in the process across key stakeholders.

Stakeholders	COTS, SaaS and Transfer Technology Evaluation and Support Roles and Responsibilities
Lot 1 – 5 Vendors	• Collect business requirements and identify and communicate to DPW and other lot vendors requirements that may potentially require alternative technologies.
Lot 6 Vendor	• Identify and conduct initial feasibility assessment of alternative technology • Evaluate, assess, and recommend alternative technology
Lot 7 Vendor	• Support the establishment of an alternative technology operational structure • Document the technology along with its configuration in standard environments • Integrate the alternative technology into the DPW enterprise application architecture including implementation and validation aligned with specific application releases • Support the ongoing operation of the alternative technology, including assessments of technology upgrades
DPW	• Work with the vendors on identification, evaluation, and assessment of alternative technologies • Approve, authorize and procure alternative technologies • Communicate the availability of a new alternative technology along with guidelines for using this technology • Assume primary ownership for establishing an operation infrastructure for the alternative technology

Stakeholders	COTS, SaaS and Transfer Technology Evaluation and Support Roles and Responsibilities
	• Manage evolution of the alternative technology's use including regular technology upgrades

BAFO Question #26

Lots 6 & 7	Question 26	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify your understanding of the Lot 6 and 7 vendor's ownership and involvement with PCRs, specifically creation, prioritization, monitoring, updating, and status reporting.

Deloitte Response:

As we understand the defined responsibilities for the Lot 6 and 7 vendors within the RFP relative to the defect management and change control processes, it is the Lot 7 vendor's task to manage, own, and train the vendors of the other lots on these processes. The Lot 7 vendor is responsible for working with the Department to scope, prioritize, monitor, update, and report status on the overall PCR process. The Lot 6 vendor will *assist as required* in defect prevention, discovery, categorizations, resolution, and reporting throughout the SDLC phases per software release.

The following illustration depicts the overall defect management and change control process and the involvement of the Lot 6 and 7 vendors, among other stakeholders.
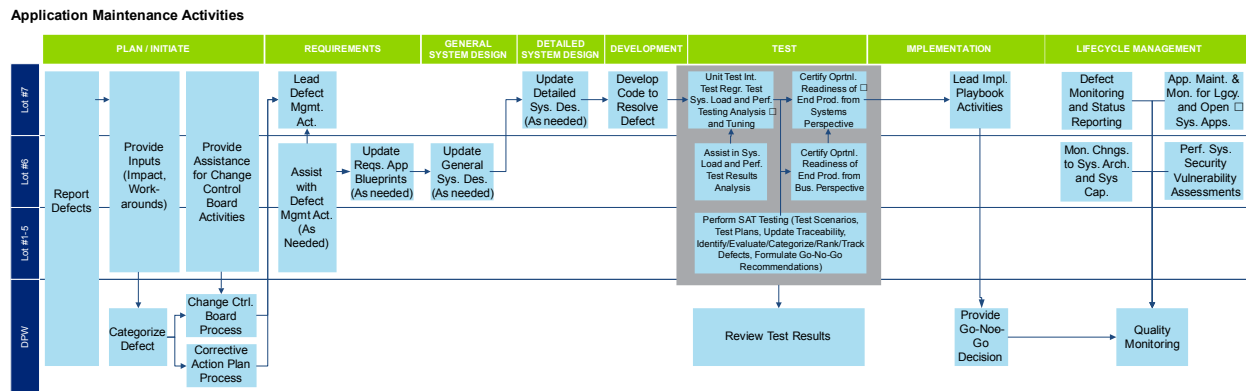
Figure 11. Defect Management and Change Control Processes for Lot 6 and Lot 7 Coordination

To further clarify the ownership and involvement of the Lot 6 and 7 vendors in the PCR process, the following table identifies the specific tasks associated with each lot throughout each key process area.

PCR Process Area	Lot 1-5 Vendor Responsibilities	Lot 6 Vendor Responsibilities	Lot 7 Vendor Responsibilities
Plan/Initiate	• Report defects, if identified • Support CCB and defect management planning activities, as required	• Report defects, if identified • Support CCB and defect management planning activities, as required	• Report defects, if identified • Conduct CCB and defect management planning activities
Requirements and Design	• Assist with PCR management activities as it relates to business requirements • Update business requirements documentation, as required	• Assist with PCR management activities • Update requirements, GSD, and application blueprint documentation, as required	• Lead PCR management activities • Updated Detailed System Design documentation, as required
Development			• Complete development of solution • Conduct code reviews
Test	• Support System Acceptance Testing	• Assist in load and performance test results analysis, as required	• Perform Unit testing • Perform Integration testing • Perform Regression testing • Support System Acceptance testing • Perform Load and Performance testing, as required • Analyze and tune software based on load test results
Implementation	• Support user implementation activities		• Lead implementation planning/playbook activities • Conduct implementation activities • Perform implementation validations
Monitoring and Reporting		• Perform systems security vulnerability assessments	• Perform application monitoring • Generate and distribute PCR reports

BAFO Question #27

Lots **6 & 7**	Question **27**	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify your proposed involvement with PCRs as it relates to application maintenance activities scope, size, and based on the complexity of systems changes and size of a maintenance issue.

Deloitte Response:

The RFP defines the scope of maintenance as:

Maintenance activities are typically associated with defect resolution, technology updates, or minor changes to software application platforms. Like modification/enhancements, the Offerors are expected to effectively manage all maintenance project initiatives and software release cycles based on the business criticality, value-add, and alignment with technology roadmaps.

Deloitte understands the importance of assisting in the corrective, adaptive and preventive software maintenance across each of the component parts of the in-scope systems. The maintenance PCRs are defined as application "bug", or defect, fixes and source code changes for minor screen modifications, deletion, or modification of data elements incorporated within the source code or within system reference tables. Additionally maintenance PCRs may also involve supporting system upgrades should the application effort for the upgrade not require code changes, in which case it is managed through application modifications. System enhancements that do not fall within the parameters outlined in your RFP are managed through the application modification processes. In order to effectively maintain consistent maintenance service levels large system upgrades that require application changes to support, are considered application modifications and are not covered under maintenance.

The scope of services defined for Lot 6 maintenance is focused on supporting the application maintenance PCR activities. As your Lot 6 provider we perform these activities following the system development life cycle phases, as applicable, from system requirements through general system design. Consistent with the services defined in the RFP, Part IV-340, the following table provides a summary of the Lot 6 responsibilities with PCRs as part of the defect management process:

Defect Management Activity	Deloitte's Approach to Assisting In Defect Management
Assist in Defect Isolation and Triage	• We participate in defect triage to support isolation of the defect fix. We provide input into defect categorization and prioritization and make recommendations on release coordination based on impacts to the program areas.
Assist in Impact Analyses	• When an impact analysis must be performed on a defect, our architects assist the Lot 7 maintenance team in identifying the software objects that are impacted by the change. They do this by helping maintenance team members run reports out of VSS. Architects also look over the results of these impact analyses to verify that they are accurate. Finally, architects work iteratively with the maintenance team to devise options for resolving a defect with varying levels of impact and provide their recommendation for the correct resolution to a defect.
Identify Workarounds/Short Term Solution	• When identified defects are critical, our architects assist in looking at the application to determine if a work around is possible. Using our knowledge of the code combined with our knowledge of the program/business, we also assist in the creation of short term solutions for resolving the defect.
Identify Long Term Solution	• The leading solution might not always be possible given constraints at a certain point in time. For this reason, our architects provide recommendations for permanent long term solutions to problems. These solutions often reduce future maintenance efforts and require less technical upgrades in the future. They later assist in planning for and enacting these long term solutions.
Review Design Documentation	• Although it is the responsibility of the Lot 7 maintenance team to update the appropriate documentation, we review this documentation for compliance with DPW technology strategies and to provide architecture input into these documents.
Root Cause Analysis/ Lessons Learned	• When problems occur, we work with DPW, the Lot 7 team, and the other lot vendors to determine what caused the problem. This investigation covers evaluation of application code, review of processes followed, and understanding what QA was conducted. Accurately identifying the root cause is important in defining the appropriate fix and in establishing if process compliance is at issue. • This root cause analysis feeds into a lessons learned document. Architects assist in the completion of appropriate action items that are generated as the result of a lessons learned document. For example, if the root cause of a problem was that an application incorrectly interfaced with an enterprise service because inadequate documentation was available for the developer to understand how to consume this service, an architect might write a technical bulletin that documents how to connect to that service.

BAFO Question #28

Lots 6 & 7	Question 28	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

With this RFP, DPW is moving forward with a new approach as opposed to a "business as usual" model. Describe how you propose to support this approach.

Deloitte Response:

As DPW continues its transition along the lines of IT organization transformation, program management enterprise business applications, and IT infrastructure you have asked through this procurement for a partner to assist you in this incremental renewal. Deloitte has in the past and is prepared to stand by DPW again during this contract period to embrace your objectives and lead by example in the transformation of your lines of business. Your transformation started over ten years ago through several strategic initiatives and Deloitte has been fortunate to participate in this evolution. Here are just a few examples:

- The introduction of DPW's Human Services Network (H-Net) - from traditional silo systems to the use of common business functions and service oriented architectures which led to the enablement of your DTE shared services organization.

- The realization of the first of a kind in enterprise services for DPW with the success of MCI and MPI for clients and providers.

- The creation of your Program Management Office to lead and manage your portfolio of IT services and projects

- The implementation of a continuous planning process across all program areas aligned with the Commonwealths' budgeting process to maximize each IT dollar spent for all stakeholders.

- The innovation around client self service delivery channels and the roll out of solutions like COMPASS and Change Centers for the people of Pennsylvania.

While successful, we understand your vision and goals and intend to support you and your desire to continue to raise the bar. Below we have identified the areas where you wish to take it to the next level and our approach to supporting you.

Goal	Our Approach
Refine and Expand the DPW Enterprise Architecture	• Providing key personnel who bring both DPW-knowledge and national experience with SOA, MITA, NIEM gained in working with other state and federal agencies
Support reuse of resource in application, data and technology domains	• Proposing a team organization structure that supports increased use of shared and enterprise services, while retaining the program-specific information required for high quality customer support • Single project manager responsible for cross portfolio coordination
Achieve greater flexibility in terms of simplifying changes	• Support an EA and SOA based model • Collaboration across portfolios for services sharing

Goal	Our Approach
Larger emphasis on cots, SaaS, transfer technology	• Assessment to make decisions on solution approach • Right mix of COTS, transfer, SaaS, and custom assets
Focus on Business Solution Development and Process improvement (CMM, ITIL)	• Engaging Deloitte's network of experts as needed as DPW moves forward with its new approach. For example, our Innovation and Advisory Panel includes Randy Steinberg, the lead architect for the next ITIL framework • Offer to help DPW get to CMMi Level 3
Create software services that become a formidable solution in end-to-end business processes involving cross-program enterprise applications with standard and secure inter and intra agency interfaces/data-exchanges	• Continued emphasis on security supported by xxx CISSPs

We also think it is important to note that while DPW is moving forward with a new approach to providing information technology services, there are important aspects of DPW's current operating approach that should be retained, as evidenced by recent awards such as:

- DPW was awarded the National Association of State CIOs (NASCIO) 2009 award for best practices in the use of information technology in state government. DPW's shared IT services model won in the NASCIO Enterprise IT Management initiatives category against stiff competition from several other states. This award reflects the progress that DPW has made over the last 10 years in evolving the shared services model from shared IT infrastructure to shared IT resources and, most recently, to shared business services.

- The Pennsylvania Bureau of Child Support Enforcement was awarded the 2009 Office of Child Support Enforcement Innovative Technology Award for the development and implementation of the Performance Improvement Module.

- APHSA-ISM – 2008 Recognition Award for Excellence in Human Services Information Technology

We are prepared to partner with DPW to identify those elements of your approach that are working well, and those that could be improved, in order to transition to the new operating model.

BAFO Question #29

Lots **6**	Question **29**	**Technical BAFO Items, Questions for Lot 6 and Lot 7 Only**

Clarify how you propose to initiate, plan, execute, monitor, govern (i.e., scope/change, communicate, risk/issue mgt, escalation, status reporting) and assess overall effectiveness and performance for both individual and multi-vendor project initiatives in our new contract structure

Deloitte Response:

DPW is moving into an operational model that separates responsibilities by SDLC phases. The RFP structures services that are currently under application-specific domains into IT Consulting, Systems Architecture, and Technical Support services that span the Department. Deloitte's approach embraces DPW's new operating model and complements

it by providing our experience in the activities defined for Lot 6 with a collaborative one-team working style.

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

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

As the Lot 6 vendor Deloitte's role and responsibilities include interpreting the business requirements from the Lot 1-5 vendor, developing the architecture and general systems design and transitioning the general systems design to the Lot 7 vendor for development of the overall system. The key aspects of the scope of services for Lot 6 include coordinating with the Lot 1-5 and Lot 6 vendor to make sure we clearly understand the business objectives, vision, and business requirements of single and multi-vendor initiatives.

The overall assessment of performance and effectiveness is measured through specific metrics that are captured on the project, quality assessment reviews, and overall satisfaction of stakeholders. Deloitte utilizes project management metrics and software development life cycle metrics throughout the project to measure the performance of delivery of Lot 6 services for single and multi-vendor projects. We conduct quality reviews both with DPW and our own professional firm services to determine how we are performing on the project in relationship to quality. In addition we include our experts to conduct services quality reviews quarterly to measure the effectiveness of our management team, delivery, and client relationships for overall delivery of our services. The following table outlines what tools and steps we take to assess performance and quality for single and multi-vendor projects within Lot 6 services.

Phase	Activity	Assess Effectiveness and Performance
Initiation	Governance Roles and Responsibilities	Project Management Plan, Communication Plan
	Project Charter	Project Charter template
	Lessons Learned	Lessons Learned template
	Scale Project	High Level Estimates Quality Reviews of Estimates Historical Metrics as input into metrics Service Level Agreements on estimates
	Scope	Work Order template Acceptance of work orders Quality review of work orders Number of change controls resulting from scope changes
	Revisit Research	Decision Analysis Research
	Resource Assessment	PMC, Resource Estimates through HLE, Microsoft Project

Phase	Activity	Assess Effectiveness and Performance
		Schedule, Staff Utilization Report
	Collaboration and Document Management	DocuShare document repository
		Service Level Agreements on artifact management
Planning	Work Plan and Schedule	PMC, Microsoft Project Plan,
		Metrics in PMO Tracker,
		Coordination of releases on the Project Runway
		Metrics associated with non-planned releases
	Issue Management Plan	PMC
		Closure rate on issue management
		Mean time to closure on issues
	Risk Management Plan	PMC
	Change Management Plan	PMC, ATS
		Change Control System
	Communications Management Plan	Project Management Plan
		Communication Management Plan
		Quality review of communication
	Quality Management Plan	ATS, Quality Assurance Plan
	Resource Requirements Plan	PMC, Resource
		Staffing Plan, Microsoft Project Plan,
		Quality review of resource management plan
	Budget, Contract Management Plan	PMC, Invoice
		Average days until payment
		Acceptance rate of invoices
		Measurement of budget expenditures through CIO dashboard
	Performance, Success Criteria	PMC, Implementation Checklist, Service Level Agreements, Status Reports
Execution and Monitoring	Architecture	Enterprise Architect
		Requirements coverage through traceability matrix
		Architecture quality reviews through ARB
		Internal architecture reviews through Deloitte's architecture review board
		Performance prototypes
		Adoption of EA-SOA services
		CMMI quality compliance reviews
		Independent quality reviews
	General Systems Design	ADA compliance testing
		Traceability matrix
		Usability and user interface reviews
		Vulnerability and security testing metrics
		Defect reports that result in GSD
		Phase yield on defects
		CMMI quality compliance reviews
	Close Out Checklist	PMC, Enterprise Architect, ATS, SLIM, Close Out Checklist template,
	Lessons Learned	Lessons Learned
Governance	Communication Management	Quality reviews associated with communication
	Contract Management	Service Level Agreements

Phase	Activity	Assess Effectiveness and Performance
		Annual review of SLA's
		Corrective Action Plans
		Assessment of contract penalties
	Technical Architecture	Architecture review boards
		Expansion of Enterprise Architecture – SOA services
	Project Management	Compliance review associated with EPMM
		Quality reviews of project management
	Software Development Life Cycle	CMMI quality reviews
		ITIL quality reviews
		Reviews of SDLC artifact template compliance

BAFO Question #30

Lots **6 & 7**	Question **30**	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify the scope and substance of your proposed feasibility study and analysis as it relates to the Lot 6 and 7 vendor roles.

Deloitte Response:

Based on the services and required items outlined in Part IV of the RFP we understand that it is the responsibility of the Lot 6 Offeror to complete the Feasibility Studies as directed by the Department. The results of the study will be used by DPW to define approach and next steps for the Lots 1-7 vendors.

The Project Feasibility study involves documenting each of the potential solutions to a particular business problem or opportunity as identified by the approved statement of the user requirements in the business requirements document and the solution analysis if one is available. We understand that feasibility studies are a critical but optional part of the Project Life Cycle.

The purpose of a Feasibility Study is to identify the likelihood of one or more solutions meeting the stated business requirements. In other words, if you are unsure whether a solution will deliver the outcome you want, then a Project Feasibility Study helps gain that clarity. During the Feasibility Study, a variety of 'assessment' methods are undertaken. The outcome of the Feasibility Study is a confirmed solution for implementation documented in the Technical Solution Feasibility Study document.

The figure below illustrates the inputs to this phase, the high level activities that are performed during this phase and the outputs of this phase.
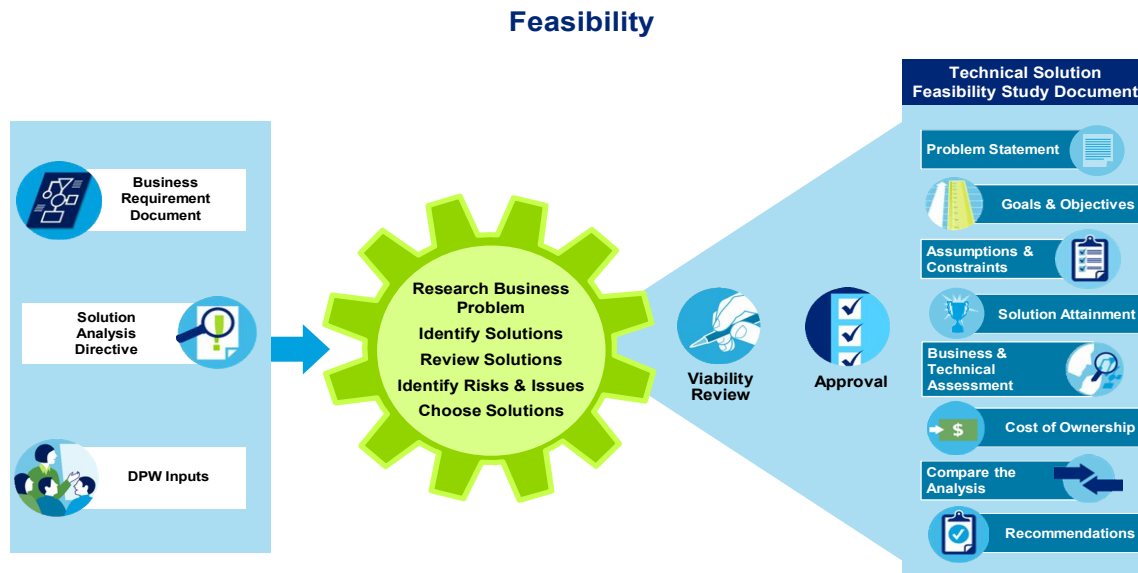
Feasibility

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Figure 12. Feasibility Study Overview.

Inputs

Inputs include the:

- Business Requirements Document

- Solution Analysis Directive (if applicable)

- DPW inputs

High Level Activities

The high-level activities for the Feasibility Phase consist of:

Key Activities	Description
Research the business problem or opportunity	Within this activity Deloitte along with the DPW representatives reviews and validates the problem or opportunity as stated in the Business Requirement Document (BRD) submitted by the Lot #1-5 Offeror.
Confirm the business requirements for a solution	Based on the review process any deviation from the BRD is documented. During this activity the goals and objectives for the modification initiative are also identified.
Identify the alternative solutions available	We understand that there are usually several solutions to achieve a goal or solve a problem. We identify the alternative solutions available – this includes any COTS products or transfer solutions.
Review each solution to determine its feasibility	We undertake broad Business and Technical assessments of the solution alternatives identified and then determine its feasibility.
List any risks and issues with each solution	We list risks and issues with each solution identified during the Business and Technical assessments.
Choose a preferred solution for implementation	Based on the cost benefit analysis and comparative analysis Deloitte, in conjunction with BIS, chooses an effective solution for implementation. Deloitte describes the recommended solution in detail.
Document the results in a feasibility report	The results are documented in the Technical Solution Feasibility Study document with components like the Executive Summary, Problem Statement, Goals and Objectives, Assumptions and Constraints, Solution Alternatives, Comparative Analysis, and Feasibility Options.

Outputs

The output of this phase is the Technical Solution Feasibility Study Document.

The components of the Technical Solution Feasibility Study Document at the least include the following components in addition to other reference and supporting documents:

- **Executive Summary.** Describe the business problem this project is expected to solve. Briefly describe the project, including external behavior of the application or subsystem identified, business process changes and the functional and nonfunctional requirements. Specify the purpose and the audience of this document. The audience is usually the stakeholders who sign the document

- **Purpose and Problem Statement.** Include information uncovered during the current state assessment and the external research activities. The current state assessment consists of a review of all or part of these elements, depending on the nature and scope of the study:

- **Strategy.** Review the business vision, strategy, goals and measures.

- **Business Area.** Describe the mission of each line of business or business unit that is a stakeholder for the area under study, and collect relevant organizational charts.

- **Locations.** Document the physical location of each impacted business unit.

- **Data and Information.** Identify the major types of business information required. List the repositories which retain the information listed.

- **Infrastructure.** List each of the current business technologies impacted by the initiative.

- **Processes.** List and provide a description of each of the current business processes relevant to this project.

- **Operational Landscape.** Describe the current business environment within which the business operates, including:

  ▪ Market analysis, other states, products and services available

  ▪ Emerging markets and technologies

  ▪ Regulatory or legislative changes

- **Goals and Objectives.** In consultation with the Department, Deloitte defines broad goals that give you a future target or list of things that can be worked upon. Objectives defined are specific, measurable, action-oriented, realistic, and timely—to accomplish the goals set by the Department.

- **Assumptions and Constraints.** Assumptions and constraints are described during the study process to close gaps in information. It is important to note that if the assumption does not prove to be true, it may pose a risk to the success of the option under consideration.

- **Solution Alternatives.** Various options are identified for achieving the goals and objectives listed during this phase.

- **Business and Technical Assessments.** Deloitte undertakes the assessment to measure both the business transition complexity and the technical complexity of the work request with respect to the various solutions identified. The Business and Technical Assessment is used to assist in the development of a clear understanding of the proposed project costs, duration, and full-time equivalencies (FTEs) with limited detailed information.

- **CBA and Total Cost of Ownership.** Deloitte conducts a Cost Benefit Analysis comparing the solution alternatives by their true costs over the life of the solution. We understand that the initial purchase or implementation cost is only part of the true cost of owning and operating a solution. A myriad of other factors come into play including the cost of operations, cost of maintenance, useful life span, and training costs. Total Cost of

Ownership (TCO) is determined by adding the costs associated with a given solution over its expected useful life.

- **Comparative Analysis.** Each solution alternative is assessed based on a ranking criteria and assign scores. This describes the Ranking criteria and the Ranking scores.

- **Feasibility Options.** We describe the feasibility options, including any additional rationale that supports the development of those options.

Deloitte has a proven methodology for performing the feasibility study activities and a thorough template for capturing the results of these activities.

BAFO Question #31

Lots 6 & 7	Question 31	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Without disclosing costs, elaborate on how you would submit initial HLEs and then FFP Work Orders with detailed costs sheets regarding technical feasibility studies, mod and enhancements, systems maintenance, and problem resolution services

Deloitte Response:

HLEs

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. To complete estimations under DPW's newly defined operating model, it requires 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. We have emphasized the responsibilities of the Lot 6 vendor in order to address this question.
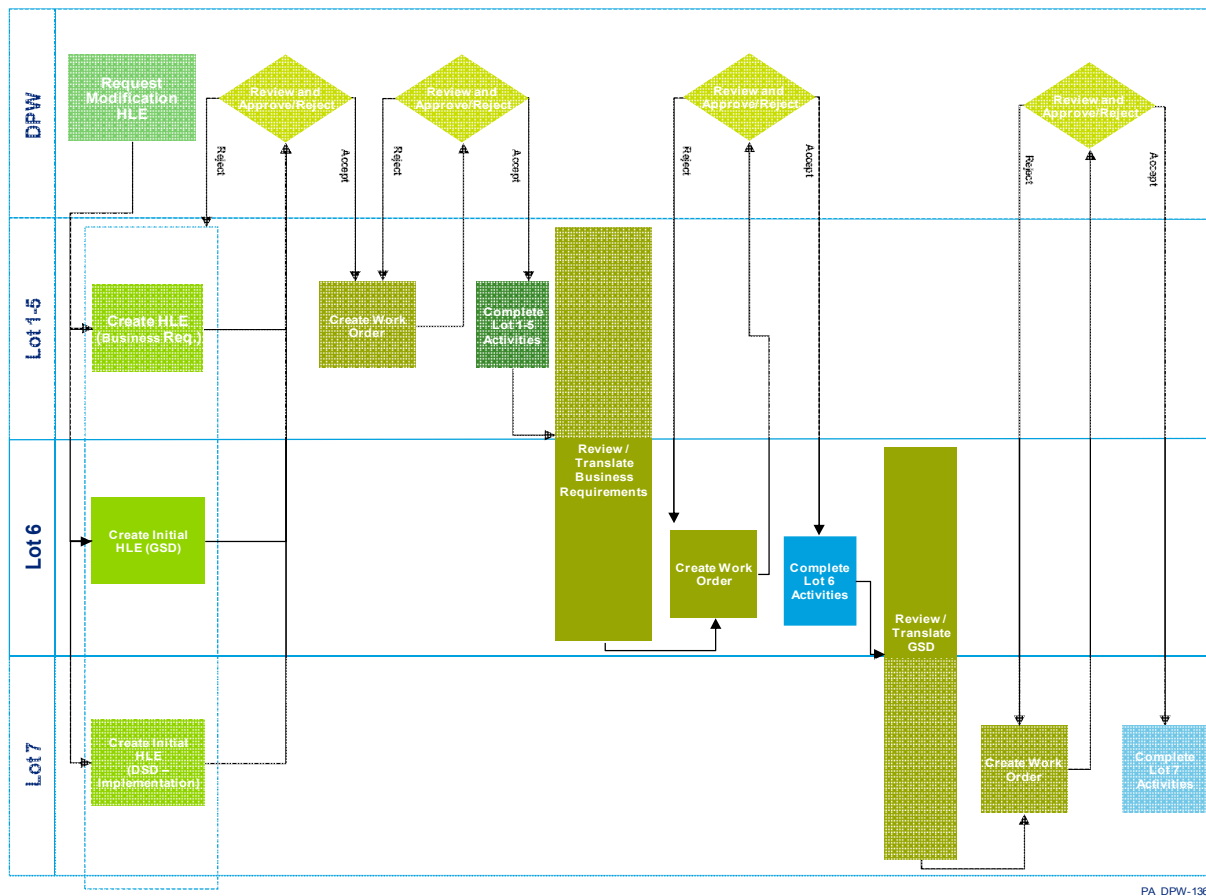
Figure 13. Role of Lot 6 in the HLE Process.

In order to complete initial High Level Estimates for the Lot 6 activities of the work order, it is essential that we gain a proper understanding of the Lot 1-5 assumptions and basis for their estimates. Deloitte, as the Lot 6 Offeror, works 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. Additionally, we work collaboratively with the Lot 7 vendor to provide details of our system architecture estimations, allowing them to complete an estimate for the Lot 7 responsibilities.

High Level Estimate Documentation and Submission

We follow the established HLE submission process and continue to support completion of the HLE details and estimation sheets as depicted below in the snapshot of the current HLE submission document:

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Figure 14. HLE Document.

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.

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

Work Orders

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

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.
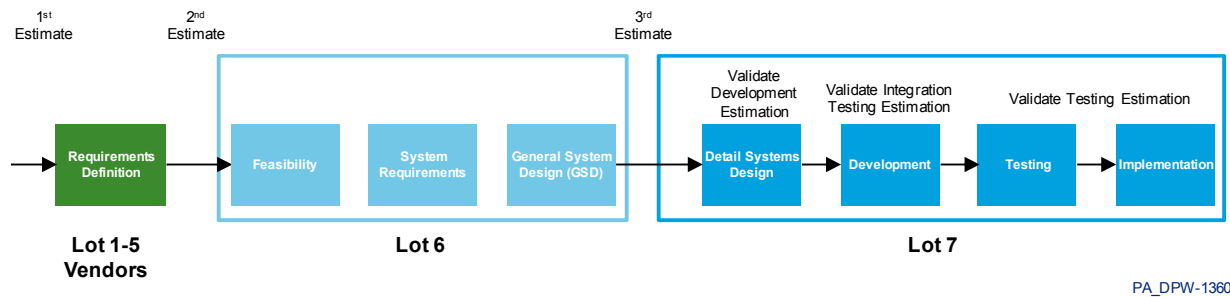
Figure 15. Three Point Estimation.

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 Lots 1-5 vendors.

After client signoff is received for the Business Requirements Definition phase, the second estimation is performed for the GSD phase. This is performed by the Lot 6 vendor.

The third effort estimation is done for the remaining five phases, the DSD phase, the Development phase, the Integration Testing phase, the User Acceptance Testing, and the Installation phase. This is the responsibility of the Lot 7 vendor, which 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.

Work Order Documentation and Submission

Once the business requirements from the Lot 1-5 vendors are approved, we need to review each artifact prior to completion of an updated work order for Lot 6 activities. Deloitte as the Lot 6 Offeror then uses 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.

Figure 16. Work Order Request.

The work order is 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 submits 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 is 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.

BAFO Question #32

Lot 6	Question 32	Technical BAFO Items, Questions for Lot 6 Only

Clarify the roles, responsibilities, and value-add for the number of maintenance and modification personnel proposed.

Deloitte Response:

Our proposed personnel are defined based on the following information as provided in the RFP:

- The scope of services requested in the RFP for Lot 6 maintenance

- Approximately 80,000 hours for system modifications as specified in the RFP, Appendix L

- The estimated hours to complete the child welfare deliverables on a fixed price basis

- The number of positions for IT Shared Services and Direct Technical Support Services as specified in the RFP, Part IV-395, Figure 9

The hours estimate and conversion to FTE's on the project is provided in the following table.

Type of Application Services Required by the RFP	Hours	Resources
Maintenance hours determined by Deloitte based on services required in the RFP and our past experiences	21,108	10-11 FTE's
ITSS/DTSS resources required by the RFP	6,078	Approximately 3-4 FTE's
Modifications hours required by RFP	80,000	Approximately 40 FTE's

Each of these application services is further discussed below.

Application Maintenance

The RFP defines maintenance as:

Maintenance activities are typically associated with defect resolution, technology updates, or minor changes to software application platforms. Like modification/enhancements, the Offerors are expected to effectively manage all maintenance project initiatives and software release cycles based on the business criticality, value-add, and alignment with technology roadmaps.

Additionally, Part IV-340 provides a listing of services that the Lot 6 Offeror shall provide for maintenance. The following figure summarizes all of those services as listed in the RFP:

Application Maintenance Services Defined
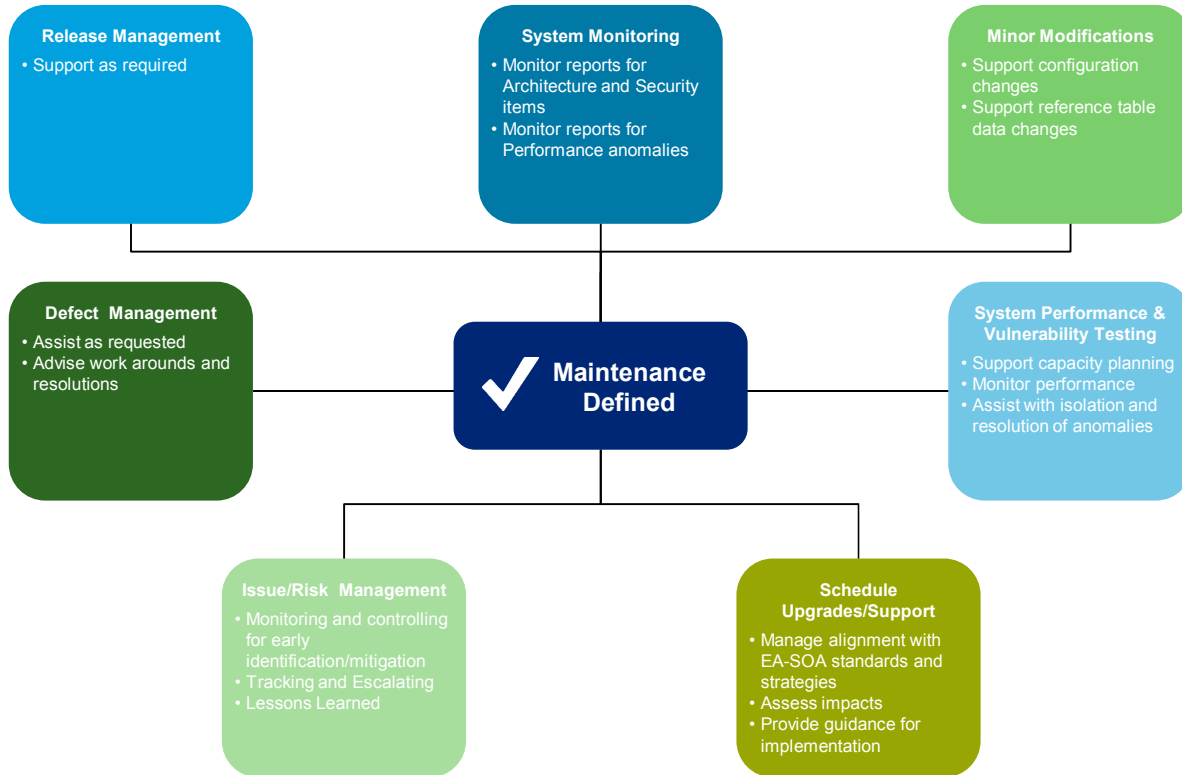
Figure 17. Application Maintenance Services Defined.

Using your definition of maintenance and the specific Lot 6 services and required items, we considered the following to estimate maintenance hours needed to support the in scope systems:

- **Maintenance tasks and activities.** As outlined above and articulated in your general maintenance activities and required items

- **Maintenance deployment schedule and environment constraints.** We assumed quarterly maintenance deployments across the 6 applications and 27 systems

- **Defect work lists.** Evaluating existing work lists, as provided with the RFP, for the items covered under the maintenance activities provides a critical component to the overall estimation process

- **Industry knowledge and experience.** We incorporated our experience in successfully estimating application maintenance and operations efforts across hundreds of past and present projects

We proposed staff consistent with the estimated hours, approximately 14 FTEs, which includes coverage for the child welfare systems as well. We believe this is the number needed to meet the requirements of the RFP and to support the coordination and interaction across the lot structure.

Application Modifications

Based on the hours that you provided in the RFP, Appendix L as summarized in the figure below, we defined our modification resource number consistent with these hours:

DPW Year 1 Hour Allocations for Modifications and Enhancements
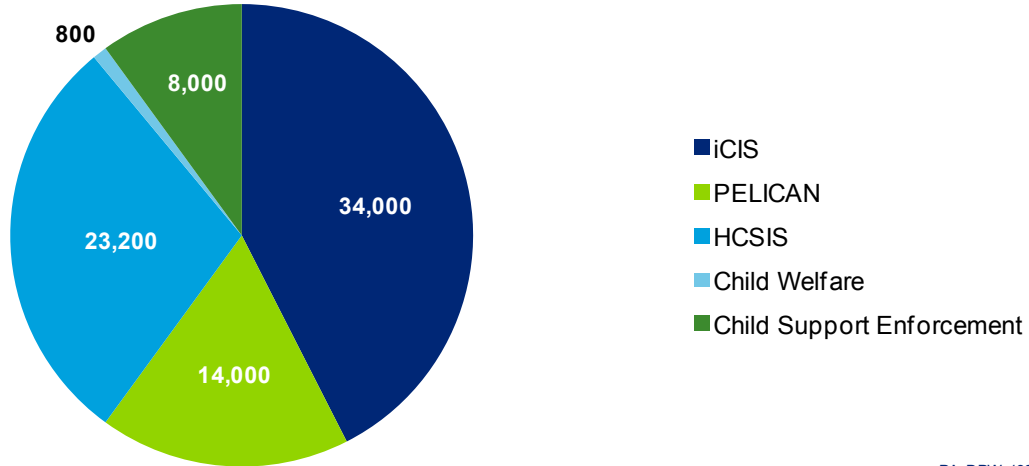
PA DPW-1362

Figure 18. DPW Year 1 Hour Allocations for Modifications and Enhancements.

The total of approximately 80,000 hours results in a required number of proposed staff that equals approximately 40 FTE's.

ITSS/DTSS

Per the table on page 395 of the RFP Part IV, listed as **Figure 9: IT Shared Services Model/IT Direct Support Services Table,** we proposed our number of Lot 6 resources consistent with the numbers of positions by type that you specified. We determined the split between Lot 6 and Lot 7 resources based on the Lot 6 application maintenance and modification required items. This resulted in approximately 3 FTE equivalents in our proposed staff.

Child Welfare Data Dictionary Deliverables

In addition to our hours required to provide the services for Application Maintenance, Application Modifications and ITSS/DTSS we have proposed an additional 2615 hours to develop the systems requirements, GSD, and preliminary Child Welfare data dictionary on a fixed price basis.

Roles and Responsibilities of our Proposed Staff

Considering these factors we organized our Lot 6 personnel into 7 teams. These teams and the roles and responsibilities of each team are outlined in the following table:

Team	Roles and Responsibilities and Value-add

Team	Roles and Responsibilities and Value-add
Contract and Project Management	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	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	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.
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.
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.
Direct Technology Support Services	The Direct Technology Support Services Team is integrated into DPW's technical teams and is decided full-time to DPW-BIS management.

The individuals that we proposed as part of this Lot 6 team all have experience successfully delivering within the DPW enterprise environment and combined they provide expertise with the technologies, architecture and applications that are included in the in scope systems.

Given our experience with the in scope systems we believe that less staff then we proposed would present service delivery risk for the Department. No one person is deeply knowledgeable with all of the critical components that come together to make the DPW enterprise systems work but this combined team, with their specific skills and knowledge, provide DPW with the value of pertinent and specific experience to maintain successful delivery of services and to further DPW's enterprise objectives.

BAFO Question #33

Lot 6	Question 33	Technical BAFO Items, Questions for Lot 6 Only

Your response proposes 77 staff members listed as experienced in iCIS – Oracle 11g. Clarify the term experience, the years of experience, and the actual number being proposed.

Deloitte Response:

When we surveyed our team to gather this information we were not precise enough in asking for their years of experience in iCIS and Oracle 10g or 11g. Therefore, the 77 staff members and their years of experience align to iCIS experience overall, which may include Oracle 10g and/or 11g.

BAFO Question #34

Lot 6	Question 34	Technical BAFO Items, Questions for Lot 6 Only

Are your proposed JAD sessions meant to occur between the program areas or the Lot 1 through 5 vendors?

Deloitte Response:

In our proposal we explained that JAD sessions would be conducted with the Department and associated or relevant stakeholders. These stakeholders could be the Program Offices, the PFMs, the PMs, DTE, DEA, and the respective Lot 1 through 5 vendors. JAD sessions may be conducted as part of the Feasibility Study, System Requirements, and/or the General System Design phase(s). It is critical that the participants in the JAD sessions are able to best represent the business requirements and business processes, as well as the approved BRD documents.

We would anticipate that the program areas would participate in JAD sessions as the key stakeholder for representing the business perspective. However, if the Department chooses to assign the responsibility of representation of the business perspective to the Lot 1 through 5 vendors we work with them for participation in the JAD sessions. We view the Lot 1 through 5 vendors as an extension of the Program Offices. They are directed by DPW whether to participate or not.

BAFO Question #35

Lot 6	Question 35	Technical BAFO Items, Questions for Lot 6 Only

How do you propose to mitigate scope change when you get to General Systems Design?

Deloitte Response:

As your Lot 6 provider we understand, from the process that you outlined in the RFP and related appendices, we provide the Department with a fixed price estimate for completion of the Lot 6 work (Feasibility Study, System Requirements Document (SRD) and General System Design (GSD)) based on the Business Requirements Document (BRD) completed by the appropriate Lot 1 through 5 vendors.

We mitigate scope change with the following checkpoints, prior to and during GSD:

- Traceability from the BRD to SRD to validate that only approved BRD requirements become SRD requirements
- Approval that SRD meets the needs of the program office and stakeholders prior to proceeding to the GSD
- Traceability from BRD/SRD to GSD to validate that no scope creep happens during the GSD phase
- Architectural Review Board meetings are conducted to review the design direction for alignment with the approved requirements and enterprise direction
- Effective Change Control Board process for items identified as out of scope
- No scope change accepted without DPW approval

The following figures and narratives further explain the processes that we follow to support the above scope management checkpoints.

The figure below demonstrates the initial steps that we take to establish and estimate the scope of an initiative:
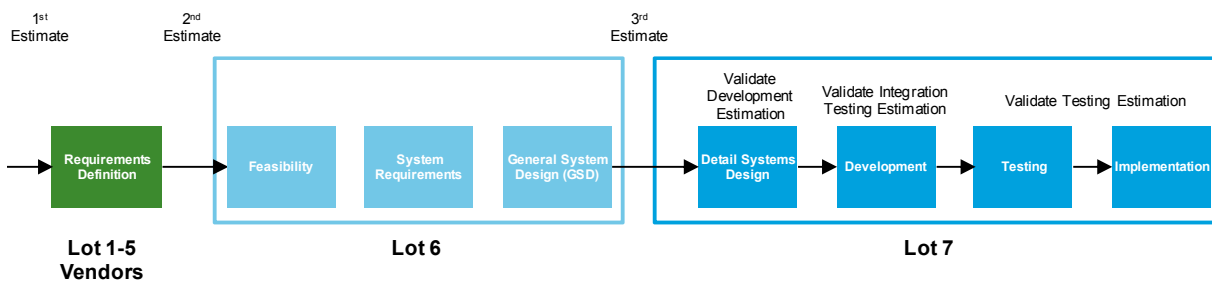
Figure 19. Initiative Estimation.

Using the Lot 1 through 5 vendor documents as a base, we develop a high level estimate (HLE) and ultimately a fixed price work order. As such we are obligated to manage the scope of the Lot 6 work, consistent with what we provided in the HLE and work order and based on the BRD.

To further demonstrate the inputs to the GSD phase that are used to estimate and validate the scope of an initiative, the following graphic depicts the GSD process:

General System Design
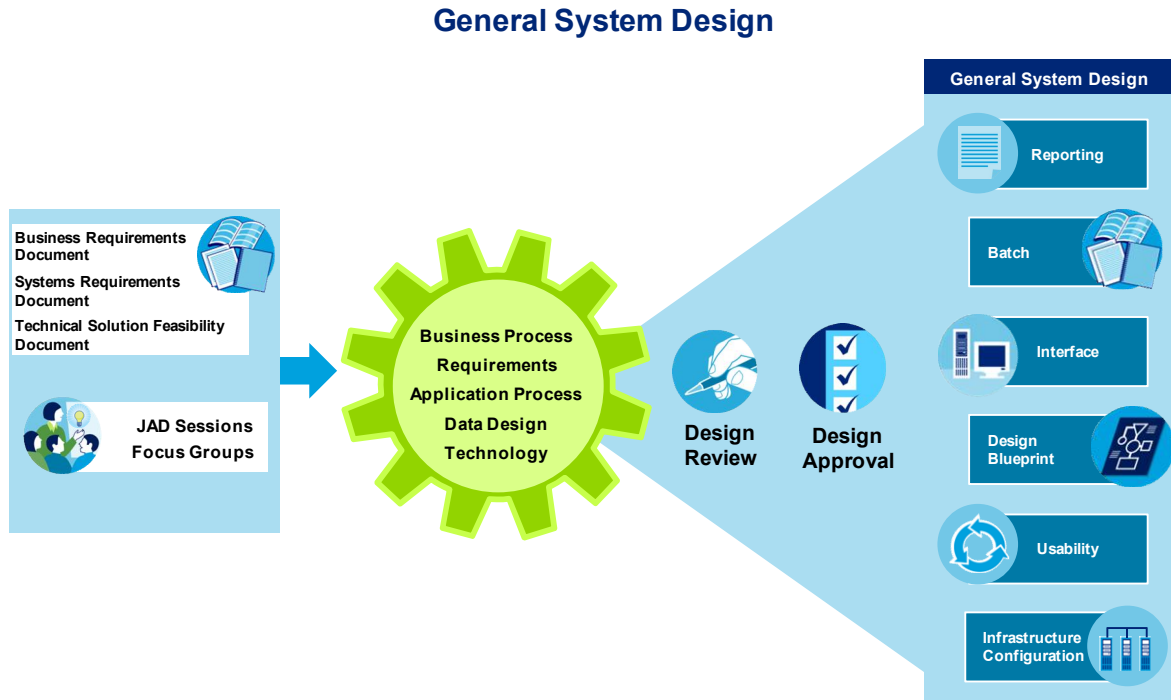
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Figure 20. GSD Overview.

The GSD is developed based on the requirements from the approved BRD, SRD, and Feasibility Document. Throughout the development of the GSD there are scope management checkpoints that are part of the process.

The following table outlines the scope management activities and associated tools and processes that we employ throughout the SRD and GSD phases to manage scope and to stay in alignment with the priorities and business requirements outlined in the BRD:

Scope Management Activities	Deloitte tools and processes
Project tasks are documented in PMC for approved work orders in addition to issues, risks, and action items. Scope creep risks/issues are documented for escalation, review, mitigation.	**Project Management Center 7.5**
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.	**CIO Dashboard V6.5.1**
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.).	**Automated Tracking System (ATS)**
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.	**HLE 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.	**Work Order review and approval process**
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.	**Annual review of maintenance and modification objectives**
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.	**ARB meetings**
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.	**Change control process**

If at any point during the Lot 6 work life cycle, we identify deviation from the scope from the originally intended BRD, we escalate using your governance processes for resolution.

BAFO Question #36

Lot **6**	Question **36**	Technical BAFO Items, Questions for Lot 6 Only

Define your role in business requirements definition.

Deloitte Response:

Based on our evaluation of the services and responsibilities for the Lot 6 offeror, we understand our role to begin with the Feasibility Study and/or System Requirements Definition phases for application modification initiatives. A key input to both of these activities is the Business Requirements Document (BRD) that is generated to define the Program Office's business requirements. We understand that the BRD is developed by the Lot 1 through 5 vendors and once approved by the Department, it is made available to us

for evaluation, estimation and ultimately as a primary input into the evaluation of alternatives through the Feasibility Study activities, or the definition of system requirements to be captured in the System Requirements Document (SRD).

As directed by DPW we are available to participate in the Lot 1 through 5 vendor activities conducted to define the BRD, as the Program Office(s), DPW Contract Administrator, and other lot vendors deem appropriate and within reasonable time commitment expectations.

The figures below depict our Lot 6 activities where we are dependent on the BRD as critical input to our Feasibility Study (optional) and System Requirements processes:
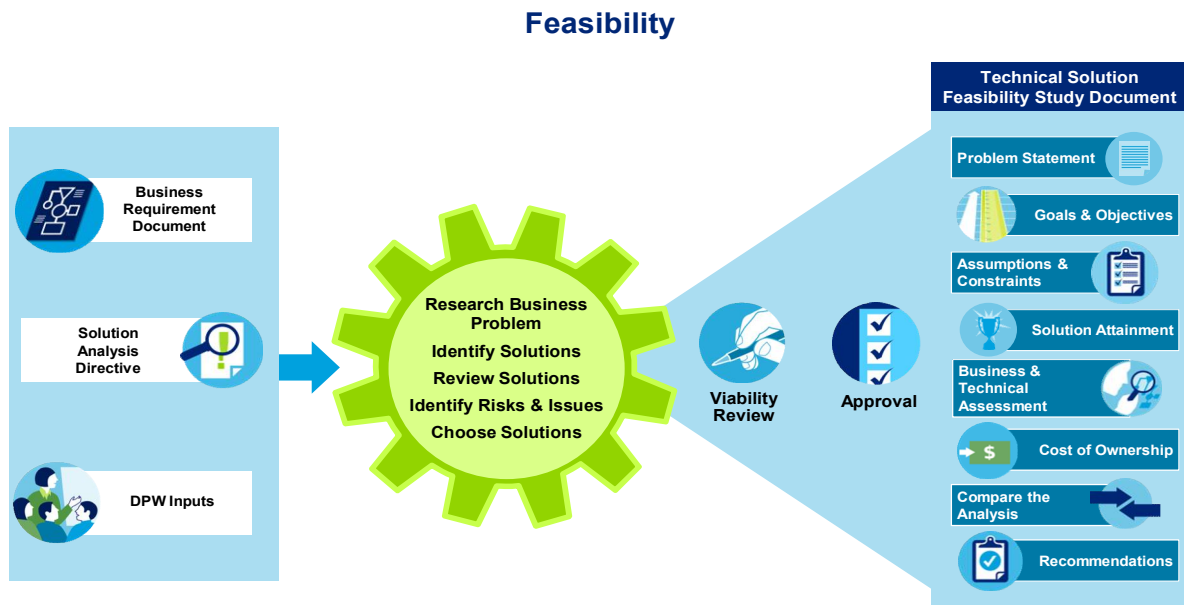
Figure 21. Feasibility Study Overview.

System Requirements
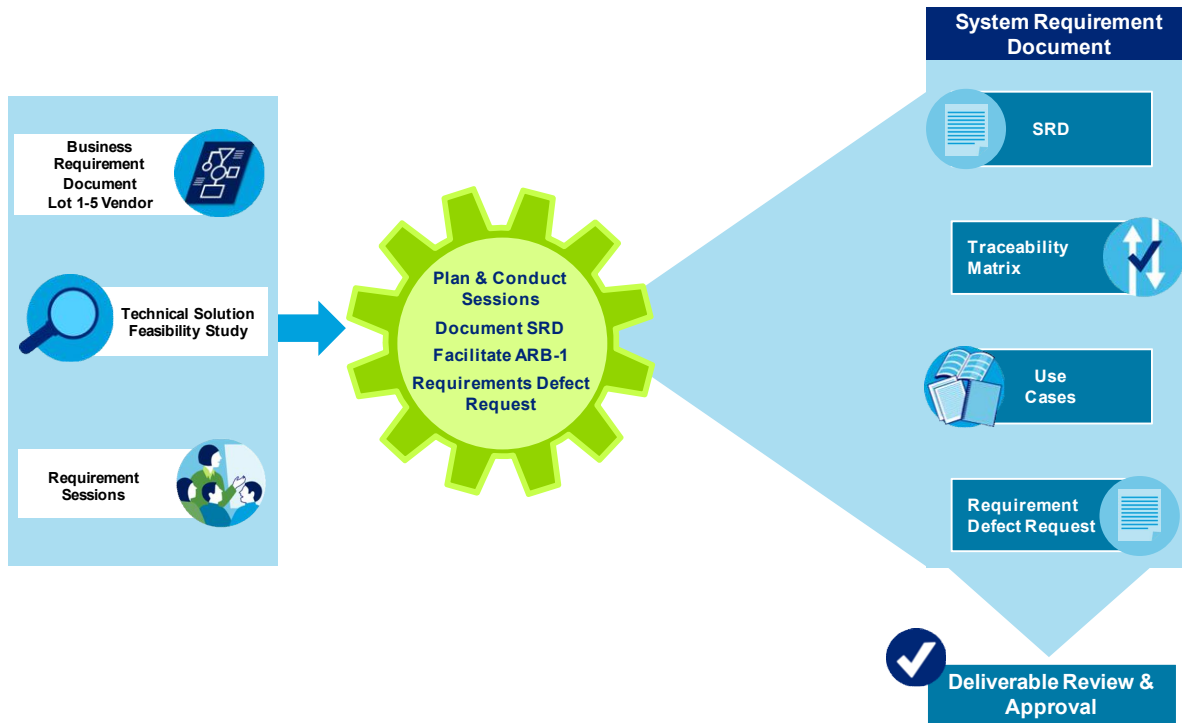
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Figure 22. System Requirements Overview.

We would anticipate that we are provided the BRD that resulted from the business requirements definition activities, for review, be provided a walkthrough of the documented requirements by the Lot 1 through 5 vendor, and have the opportunity to request clarifications. We then use the information from the BRD and any clarifications provided to complete our estimate of effort to conduct the Feasibility Study and/or System Requirements phase activities and deliverables.

If we identify any discrepancies with the documented business requirements and system requirements that we capture from the participating stakeholders, we escalate those items for the Department to evaluate and determine next steps.

BAFO Question #37

Lot 6	Question 37	Technical BAFO Items, Questions for Lot 6 Only

With regard to the Orientation and Knowledge Acquisition phase, where does the exchange to Lot 7 take place? Where are the system analysts and portfolio managers in this?

Deloitte Response:

Based on our review of the RFP, Part IV-313 and 314, for the Lot 6 Orientation and Knowledge Acquisition responsibilities , the only area of exchange that the RFP called for during this phase is for the Lot 7 vendor to orient the Lot 6 provider with the defect management tool. We anticipate working with the Lot 7 vendor to understand the tool and its use across the lots. If selected for Lot 6 and 7, we see a seamless flow of work from Lot 6 to Lot 7 as our resources span the SDLC phases for continuity.

Lastly, we do anticipate interacting with all of the lot vendors during contract transition in finalizing roles, responsibilities, governance, and communication protocols. We also expect that DPW will engage their system analysts and portfolio managers, as well as others from DPW, in this contract transition during the OKA phase.

BAFO Question #38

Lot 6	Question 38	Technical BAFO Items, Questions for Lot 6 Only

Clarify your proposed role during the first six months working with the Lot 4 vendor on General Systems Design.

Deloitte Response:

We work with the Program Office and Lot 4 vendor, as directed by DPW, to perform the activities discussed below to evolve the BRD into the Systems Requirements Document (SRD) and General Systems Design (GSD) for the Child Welfare Central Data Repository.

Specifically, we work with the Lot 4 vendor, and the Program Office, to clarify and validate the approved Business Requirements Document to confirm our understanding so that we can effectively interpret and translate the business requirements onto the SRD and GSD. Additionally, to properly build traceability across the BRD, SRD and GSD, we work with the Program Office, and Lot 4 vendor, to confirm the translation of the business requirements to the SRD and GSD and verify the forward and backward mapping of requirements.

During the ARB 2 process, we work with the Program Office, and Lot 4 vendor, to validate that the GSD is aligned with and addresses all business requirements as presented in the BRD.

BAFO Question #39

Lot 6	Question 39	Technical BAFO Items, Questions for Lot 6 Only

Clarify the initial child welfare deliverables such as the data dictionary and provide further detail on your role in this.

Deloitte Response:

As the Lot 6 systems integrator, as required in the RFP Part IV Lot 4 and Appendix L Cost Submittal, we produce the following three initial child welfare deliverables:

23. Child Welfare Central Repository SRD

24. Child Welfare Central Repository GSD

25. Preliminary Child Welfare Data Dictionary

We create the System Requirements Document (SRD) deliverable based on our review of the approved Business Requirements Document (BRD) and data reference model. We elaborate on these items by conducting requirements sessions with the Program Office and other stakeholders as identified by DPW. The result is a deliverable comprised of the following:

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.

We further evolve the design of the child welfare central repository during the General System Design (GSD) phase. At this time we use our approved SRD and input from the JAD sessions we conduct with DPW and identified stakeholders, to create the GSD deliverable. This deliverable is comprised of the following:

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

GSD Components	Component Description
	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.

During the GSD process we create the Preliminary Child Welfare Data Dictionary based on the Lot 4 vendor produced Child Welfare Data Reference Model (CWDRM) and the logical data model from the GSD that we produce as Lot 6 systems integrator.

Our role is to translate the information provided by the CWDRM and GSD to create the preliminary data dictionary to describe each of the data items in the data model for the Child Welfare Central Data Repository as a reference guide. The data dictionary includes key attributes such as:

- NIEM Naming and Design Rules (NDR) will be applied to the schema and data element names

- Standard data terminology

- 'Also known as' business names (if any)

- Brief but precise description of the data element

- How the element is expressed (its length and nomenclature such as 'hh:ss' time format, lists of acceptable values, special characters allowed or disallowed)

- CRUD matrix (create, read, update, and delete permissions)

- Mandatory/optional status

- Associated business rules (by reference if there is a business rules management application) and business process impacts

Our role primarily focuses on understanding the specificities included in the CWDRM to develop a detailed data dictionary that will be transitioned to the Lot 7 Offeror for validation and elaboration. If Deloitte is selected as the Lot 7 systems integrator we provide continuity of resources involved and therefore a seamless transition from GSD to DSD.

BAFO Question #40

Lot 6	Question 40	Technical BAFO Items, Questions for Lot 6 Only

Elaborate on the make vs. buy decision making process. Specifically:

- Clarify how you propose to evaluate and make (custom) verses buy (COTS or Transfer technologies, SaaS) determinations or recommendations.
- Clarify your understanding of the roles/responsibilities and cross-lot collaboration/coordination with the Lot 1 through 5 vendors and DPW relative to identifying, evaluating, documenting, configuring, implementing, and validating COTS, SaaS, or Transfer Technology solutions.

Deloitte Response:

Make Versus Buy Determinations and Recommendations

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 alliances at DPW's request to complete the 7 phases of the evaluation and selection process:

26. Business feasibility and research

27. Solicitation

28. Preliminary evaluation and selection

29. Detailed evaluation and selection

30. Assessment and recommendations

31. Approval and authorization

32. Procurement and implementation

For the build versus buy recommendation, we focus on identification and assessment of COTS, transfer, and SaaS opportunities as alternatives to a custom solution build as early as possible in the lifecycle of an initiative. We review upcoming CIO runway items with DPW on a regular basis to determine if there are plausible COTS, transfer, or SaaS technology augmentation possibilities or alternative solutions. We then work with DPW and other lot vendors to assess feasible alternative technology solutions alongside custom built solutions using DPW's predefined evaluation matrix along with a set of weighted criteria specified based upon initiative and enterprise requirements. Based upon a comparative analysis of the solution alternatives, we rank and summarize alternative solutions and review these summaries with DPW and other lot vendors in ARB and TRT meetings to finalize solution rankings and recommendations on a make versus buy decision.

Roles / Responsibilities and Collaboration / Coordination

We understand the process of identifying, evaluating, documenting, configuring, implementing, and validating COTS, SaaS, or Transfer Technology solutions to be a multi-phase process involving coordination across multiple stakeholders. Figure 23 illustrates our delineation of the four key phases of the process along with the stakeholders involved in the process.
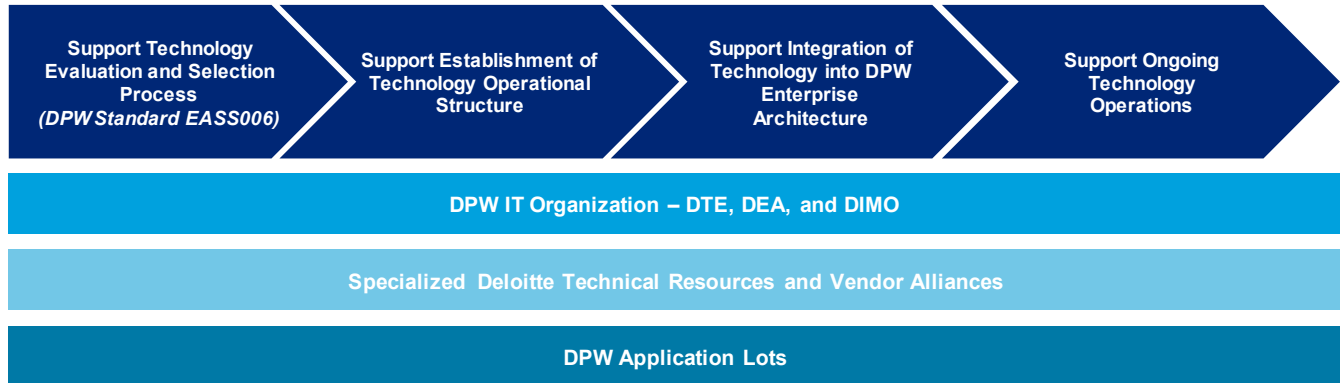
PA_DPW-1211_2

Figure 23. COTS, SaaS and Transfer Technology Evaluation and Support Process.

- **Support Technology Evaluation and Selection Process.** Use of the DPW standard process (STD – EASS006) for evaluating and selecting COTS products, transfer technologies or other alternative solutions.

- **Support Establishment of Technology Operational Structure.** Provides continuity from the evaluation and selection process through the establishment of operational support for the new technology. This includes supporting the creation of procedures and processes, the appropriate environments for the technology and a monitoring and operations strategy.

- **Support Integration of Technology into DPW Enterprise Architecture.** Includes coordination of technology integration between DPW and the appropriate lot vendors, both with specialized technical resources and as part of the ARB review process.

- **Support Ongoing Technology Operations.** Involves working closely with the technology vendor to understand and evaluate upcoming releases of the technology and assess whether these releases should be adopted by DPW based upon benefits and other competing enterprise priorities.

The following table illustrates the breakdown of roles and responsibilities in the process across key stakeholders.

Stakeholders	COTS, SaaS and Transfer Technology Evaluation and Support Roles and Responsibilities
Lot 1 – 5 Vendors	• Collect business requirements and **identify** and communicate to DPW and other lot vendors requirements that may potentially require alternative technologies.
Lot 6 Vendor	• **Identify** and conduct initial feasibility assessment of alternative technology • **Evaluate**, assess, and recommend alternative technology
Lot 7 Vendor	• Support the establishment of an alternative technology operational structure • **Document** the technology along with its configuration in standard environments • **Integrate** the alternative technology into the DPW enterprise application architecture including **implementation** and **validation** aligned with specific application releases • Support the ongoing operation of the alternative technology, including assessments of technology upgrades
DPW	• Work with the vendors on identification, evaluation, and assessment of alternative technologies • Approve, authorize and procure alternative technologies • Communicate the availability of a new alternative technology along with guidelines for using this technology • Assume primary ownership for establishing an operation infrastructure for the alternative technology • Manage evolution of the alternative technology's use including regular technology upgrades

BAFO Question #41

Lot **6**	Question **41**	Technical BAFO Items, Questions for Lot 6 Only

Define the architecture blueprint documentation and how you plan to govern it across the lots.

Deloitte Response:

Architecture Blueprint Documentation

Deloitte follows the definitions of the architecture blueprint documentation provided in the RFP:

- Business, Data, Application and Governance Models to include the SOA framework (IV-328). The table below provides more detail on these reference models, which include artifacts such as the Integrated Enterprise Architecture Diagram (RFP Appendix O) and the Current Enterprise Functions and Services (RFP Appendix P).

- The collection of application architecture diagrams which are maintained in the Sparx Enterprise Architect repository. These diagrams are represented in RFP Appendixes DD, FF, HH, and JJ for eCIS, PELICAN, HCSIS, and the Child Welfare system, respectively.

The table below identifies the models for consideration as part of the architecture blueprint documentation. For each model we provide a brief description and how we plan to use the model across the lots.

Architecture Blueprint Model Type	Model Definition and Usage
Business Reference Model (BRM)	Provides a framework for representing classifications of functional services within DPW. Both the H-Net and MITA reference models use functional classifications such as client, provider, and financial management to group HHS business functions. The BRM is used to align business functions with providers of these business functions and to guide the long-term evolution from DPW applications to business process enabled modules and enterprise services.
Data Reference Model (DRM)	Provides a comprehensive model for data elements, structures, and validations for a particular business domain. DRMs are especially helpful in service oriented architectures (SOA) since they establish the basis of service contracts by laying the foundations of the data structures for business data services. Deloitte is familiar with the NIEM model that DPW is looking to move towards for its Child Welfare DRM. The standardization this model has brought is critical to the success of large scale justice data exchanges such as Pennsylvania's JNET.
Service Reference Model (SRM)	Provides a "To Be" picture of DPW enterprise services. These services are mapped to the business functions they support in the BRM across DPW's enterprise applications. The SRM is used to identify and prioritize the creation of new enterprise services or reuse of existing services across the enterprise.
Technical Reference Model (TRM)	Includes details around the technologies used within the DPW enterprise applications. The technical reference model provides guidance on how the applications should evolve their technologies including technology upgrade and retirement as well as server deployment options. The TRM is used to progress application alignment with DPW baseline technologies and to progress the necessary refresh of DPW hardware and software.

Architecture Blueprint Governance Across Lots

Deloitte's approach to management of architecture blueprint documentation across lots encompasses two aspects: physical file management and blueprint update responsibilities.

- **Physical File Management**. Physically, the EA reference model documents are stored in DPW's DocuShare document management repository where they are placed under version control and versioned as they are modified by authorized users. The application architecture diagrams are stored in DPW's Sparx Enterprise Architect repository with specific versions of these documents stored in DocuShare as part of the formal deliverable process.

- **Blueprint Update Responsibilities**. The table below illustrates our breakdown of architecture blueprint management responsibilities across DPW project stakeholders. For the EA reference models, the Lot 6 vendor and DPW have primary responsibility for updating these documents during planning and EA strategy activities across all the lots. The lot 7 vendor and DPW then update these documents to reflect the actual physical design, use of services and technical architecture employed for particular application releases. The lot 7 vendor leads application architecture documentation update activities as part of the technical design process and submits the application architecture documents as a formal deliverable that is reviewed by DPW.

Architecture Blueprint Elements	Lots 1-5	Lot 6	Lot 7	DPW
DPW EA Business Reference Model (BRM)	A	L	A	L
DPW EA Data Reference Model (DRM)	A	L	L	L
DPW EA Service Reference Model (SRM)	A	L	L	L
DPW EA Technical Reference Model (TRM)	-	L	L	L
Application Architecture Documentation	-	-	L	A
L= Lead A= Assist				

BAFO Question #42

Lot 6	Question 42	Technical BAFO Items, Questions for Lot 6 Only

How do you believe Lot 6 is different from the current model, and how do you propose moving to this new model?

Deloitte Response:

DPW's current model includes the use of one vendor who provides the full suite of SDLC services.

PA_DPW_ORALS_002 **Fig**ure 24. Current Model.

The new model is one in which the Lot6 vendor provides just a "slice" of that SDLC, what in page IV-19 of the RFP designates as "System Architecture Services." The responsibilities of the Lot 6 vendor are limited to System Requirements and General Systems Design (GSD).

Lots 1-5   **Lot 6**   **Lot 7**

| Business Requirements | System Requirements | General System Design (GSD) | Detailed System Design (DSD) | Development | Software Integration and Testing | Acceptance and Installation |
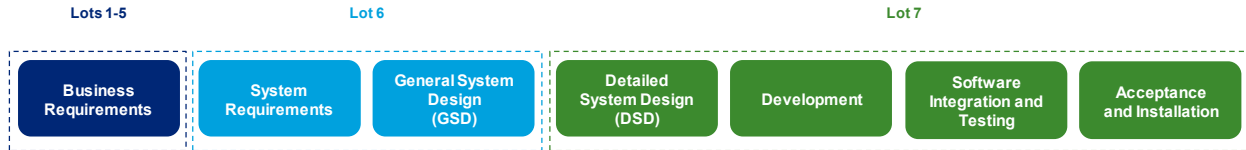
PA_DPW_ORALS_003   **Fig**
ure 25. New Model

The key difference between these two models is that the Lot 6 vendor is driving only a portion of the SDLC. The Lot 6 services are a component of the work Deloitte is doing today for DPW. Because this is a subset of the services we are currently providing today, our team is prepared to provide these critical System Architecture Services to DPW in the future.

Our Transition Method to move to this model spans six phases – Pre-Project Initiation, Project Initiation, Transition Planning, Operational Readiness Preparation, Operational Readiness Assessment, and Takeover. These phases cover the period of time from when our team is preparing to start a new transition effort through the point at which our team has completed orientation and knowledge acquisition and has assumed ownership of the transitioned processes.

As described in the RFP and our proposal response, the established management, development, and operational procedures that we helped DPW to define and implement over the course of our current and prior contracts remain largely intact for this new project. These procedures have been successful throughout the past 10 years of our collaboration with DPW. As part of the transition process, we will work with DPW to enhance and fine tune these processes that are relevant to Lot 6 services to comply with the new contract and support DPW's evolving business and technology objectives.

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

Key Activities	Deloitte's Approach to Expedite Transition Tasks
Transition Planning	Prepare and submit a comprehensive Orientation/Knowledge Acquisition (OKA) Transition Plan. The OKA Transition Plan is one of the assets of the Transition Planning phase. It establishes the transition entrance and exit criteria.
Contract Transition	During the transition period our team will review and confirm the changes to be made to the project management and operating models in comparison to the current contracts.
	As part of this effort our team will also confirm and implement the new Service Level Agreements that are relevant to Lot 6 and monitor corresponding metrics to be enforced for the new project work effort.
Child Welfare Transition	The knowledge acquisition effort for the Child Welfare functionality will span each phase and of our transition methodology.
Project and Contract Coordination with other vendors	As part of the new project it will be necessary to establish processes relating to communication and coordination with the other Lot 1-5 and especially with Lot 7 vendor.
Continue Ongoing Maintenance and Modification Activities	While the Lot 7 vendor is responsible for the tasks starting from DSD for maintenance and modifications, Deloitte as the Lot 6 Offeror will provide feasibility, system requirements, general system design, impact analysis and reengineering guidance as requested to support DPW.

Section 6.1 of our proposal provides more detail on our approach to transitioning to the new operating model.

BAFO Question #43

Lot 6	Question 43	Technical BAFO Items, Questions for Lot 6 Only

Clarify the need for the seven national policy experts and the executives, and describe their role as it relates to this Lot.

Deloitte Response:

Please see our answer to question 19 for information about the role, responsibilities and value of our Innovation and Advisory Panel to Lot 6.

Based on the RFP requirements in Part IV, strategy assistance and solution support is a key element of Lot 6. Regarding the need for the panels in providing this support, organizations often seek external support when addressing complex issues or implementing new processes and programs. States also seek to learn from other states about successful approaches to addressing challenges in implementing key programs and complying with federal requirements. The national policy experts made available to DPW through Deloitte's Health and Human Services and Information Technology practices help facilitate the invaluable sharing of information across states and between states and federal agencies.

It is therefore perhaps not so much a need, but simply a benefit to DPW that Deloitte brings the national expertise to DPW as part of our project. We have found that the perspective these experts offer our own project leadership is invaluable and our clients have responded very positively with respect to their ability to consult with the experts who comprise our Innovation and Advisory Panel. Furthermore, reasonable access to these nationally eminent resources is provided with no hours included in our staff load.

BAFO Question #44

Lot 6	Question 44	Technical BAFO Items, Questions for Lot 6 Only

Figure 6.2-49 indicates the Camp Hill facility is "appraised" at level 3. Clarify if "appraised level 3" and "certified CMMI level 3" mean the same thing.

Deloitte Response:

The Software Engineering Institute which assesses all facilities and projects distinguishes between certified and appraised and only utilizes the term "appraised" to assess process areas within each capability level. In the figure 6.2.49 Deloitte's Camp Hill Development Center has been "appraised" at CMMI Level 3. The term certified is used by SEI when they refer to their professional staff. An SEI Professional Certificate provides acknowledgement of an individual's professional accomplishment in a particular area. The word "appraised" is used by SEI to mean an organization's assessed capability based on their implemented process areas.

Appraisals for CMMI must be performed by a SEI "certified" professional.

BAFO Question #45

Lot **6**	Question **45**	Technical BAFO Items, Questions for Lot 6 Only

Clarify what quality controls and assurance processes will be implemented relative to software design, service delivery, and deliverable end-product quality.

Deloitte Response:

The Lot 6 components focus on feasibility, system requirements, and general system design, service delivery and deliverable end-product quality. Ongoing quality controls and assurance processes are required to monitor each of these.

Service Delivery: Deloitte's Quality Assurance approach is integrated into our overall project management approach, and objectively evaluates the project delivery process and effectiveness of processes and activities to improve service and reduce the need for failure-responsive activities. It is based on and compliant with IEEE standards, Software Engineering Institute (SEI) for the Capability Maturity Model Integration® (CMMI®), and other industry standards that guide quality assurance.

Software Design and Deliverables End-Product: The following table describes the specific quality controls and assurance processes we implement in the software design (GSD) phase of projects including the corresponding deliverables.

Phase	Activity or Deliverable	Quality Controls	Quality Assurance Processes
Software Design Phase, including End Product Quality	• EA-SOA Strategic Assessments and Roadmap Documents • Technical and Solution Feasibility Study • Status Reporting on SDLC Initiatives • ARB Documents • Systems Operational Readiness and Reliability Assessments • Systems Performance and Outcomes Metrics Reporting • Systems Requirements Document • GSD Document • Systems Test Guideline • Systems Blueprints (Master/Gold Copy) • Project Plans and Governance Frameworks • Risk/Issues Assessments, Logs and Reports • Initial Capacity Plan • Update Traceability Matrix • Enterprise Architecture Blueprint Documents	• Conduct ARB 1 Review • Conduct ARB 2 Review • Perform Logical Data Model Review • Conduct Internal Design Reviews	• Review Design Against QA Plan • Conduct CMMi Compliance Reviews • Review Capacity Plan • Review ALM Dashboard Compliance • Perform and Document Security CA(2) Review • Review Design Traceability

BAFO Question #46

Lot 6	Question 46	Technical BAFO Items, Questions for Lot 6 Only

Your response indicates a 99.9% success rate for implementation. Clarify the math and variables involved in this calculation.

Deloitte Response:

We assume Question 48 refers to Tab 4.1, Understanding of the Problem, Figure 4.1-4 in our Lot 6 proposal that addressed our approach to meeting DPW's RFP objective of "Responsiveness to State and Federal Changes". Our response included the following:

"We have assisted the Department in successfully implementing greater than 99.9 percent of these initiatives on time. In fiscal year 2008-2009 we implemented the following initiatives including, but not limited to: Worker Dashboard, Employer Enhancements, and the Modern Office. Our ability to "roll with the punches" has been evidenced by these successful and on time implementations – several of which had very tight timelines for completion."

We used the number of maintenance and modification deployments for the 2008-09 period and divided by the number of deployments that were not implemented per the approved work order. Our records indicate during the referenced period of time all deployments were accomplished on time.

Deloitte.

September 7, 2010

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

RE: **Information Technology Support and Services for the Department of Public Welfare, RFP 16-09 – Lot #7**

Dear Ms. Shaffer:

Deloitte[1] is pleased to submit this Lot #7 proposal to the Pennsylvania Department of General Services in response to the Request for Proposal (RFP) for **Information Technology Support and Services for the Department of Public Welfare, RFP 16-09**. As the nation's **premier HHS system integrator**, we prepare this response addressing your overall Business, IT, and Operational needs.

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

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

- Deloitte has unparalleled knowledge of and experience with the Commonwealth – we know your policies, operations, stakeholders, enterprise systems, and trusted relationships with your people from central office to field office people.

- We are the premiere HHS thought leader. Deloitte is a proven firm with a demonstrated partnership in the HHS arena nationally and locally and we know how to deliver to results and achieve improved outcomes.

- We offer on demand resource scalability. Deloitte is one of the largest HHS practices and has a strong voice on the national HHS stage, bringing the right expertise to Pennsylvania.

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

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

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

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

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

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

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

Sincerely,

DELOITTE CONSULTING LLP

By: _____
Sundhar G. Sekhar
Principal

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

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

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

Submittals Enclosed and Separately Sealed:	
☒	Technical Submittal
☐	Disadvantaged Business Submittal
☐	Cost Submittal
☒	Domestic Workforce Utilization Submittal
☐	Contractor Participation Program Submittal
☐	Mentor/Protégé Program Submittal
☐	Innovative Solution Submittal

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

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

Tab 2: Table of Contents

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

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

Commonwealth of Pennsylvania
RFP #16-09, Lot 7

Lot 7
Deloitte
for
DPW

RFP #16-09 Cross Reference Checklist

[X] Technical Submittal

[X] Disadvantaged Business or Enterprise Zone Small Business Submittal

[X] Cost Submittal

[X] Contractor Partnership Program (CPP) Submittal

[X] Mentor/Protégé Program (MPP) Submittal

Tab 3: RFP Cross Reference Checklist

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

Offerors must format their technical responses using the following guide:

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

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

Tab 4: Statement of the Problem

| Tab 4 | Tab 5 | Tab 6 | Tab 7 | Tab 8 | Tab 9 | Tab 10 | Tab 11 | Tab 12 | Tab 13 | Tab 14 |

PA_DPW-099a

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

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

Deloitte is the only Lot 7 bidder with the capabilities to assist Pennsylvania DPW in addressing the complex problems you face. We do not make this statement lightly. DPW is embarking on a dramatic shift in the way you deliver IT services at a time when most states are simply hoping to ride out the current wave of technical change and crushing budget pressures. Deloitte has navigated these waters with you for over 25 years. Our preeminent position and heritage as the leading HHS professional services firm in the nation is based on long and sustaining relationships with our clients including DPW. We know where the rocks are hidden, what is around the next bend and we understand the strength of capabilities it will require to navigate together to calmer waters.

DPW Understands it is Not Getting Any Easier

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

Unique and *Distinguishing* Factors

- Deloitte understands the evolution of the DPW IT service delivery because we've worked directly with you for the last 10 years

- Deloitte is the clear market leader in delivering HHS IT services nationally and brings that experience and depth of capability to DPW

- Deloitte is proud of our successful 30 year relationship with Pennsylvania and has the financial and organizational stability to continue serving you for the duration of the project

DPW Is Doing More with Less

Doing more:

- **More Systems.** Monolithic systems of the 80's and early 90's were broken apart into an array of open systems to meet growing program and service delivery needs. In 1985 Pennsylvania DPW depended on 2 main systems to manage and deliver health and human services (CIS and PACSES). Today, more than 27 individual systems are required to sustain your business operations.

- **More Technologies.** The Internet boom of the late 90's broke open a technical landscape previously commanded by a handful of large technology companies. What was once a decision between Blue (IBM) and Red (Unisys) has turned into a field of hundreds of competing and complementary technologies delivering critical pieces to the end products. In 2000 the list of software tools and technologies utilized by PA DPW would fit easily on one page. Today, the list of software tools and technologies itemized in this response stretches to over 5 pages long.

- **More Demands.** Despite over a century of large-scale welfare and health programs in the United States, far too many of our people continue to go hungry, struggle to support their families and succumb to preventable illness and disease. The initial implementations of these programs harvested the low hanging fruit. What is left are complex, entrenched and widely disparate problems that require more specialized programs and services. Where once the focus was on three core benefit programs (Food Stamps, Cash Assistance and Medical Assistance) there are now hundreds of programs designed to address the increasingly specialized circumstance and needs of citizens.

With less:

- **Less Money.** It is widely speculated that unlike the most recent recessions, we will not experience an immediate across the board rebound to the pre-recession growth levels. Public and private organizations are faced with the possibility that recent reductions in spending may very well be lasting for multiple years. Pennsylvania is not exempt from this challenge. Governor Rendell has been forced to require across the board agency budget reductions several times during his tenure. It is not a matter of waiting out, this may very well be the "new normal" for a number of years

- **Smaller Workforce.** The aging public sector workforce has put a number of Health and Human Services IT organizations in very real jeopardy. States have indicated that in some cases greater than 50 percent of their mission critical IT workforce is currently eligible for retirement. They could theoretically walk out tomorrow, bringing the ability to maintain critical systems to a halt. Add to this the same problem on the administrative, eligibility, case and social worker side of the organization and there is no clear vision of who and how many will make up the HHS workforce of, literally, tomorrow.

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

Given the circumstances, DPW is making incredible progress doing more with less. We understand **these are the pressures DPW IT faces every day**. We also understand the enormity of these challenges is not expected to be solved directly through the specific objectives of this procurement. But these are the scale of challenges we have dedicated ourselves to facing and solving with you for more than 25 years and that we will continue to take on with you on the other side of this procurement. **While the structure of this procurement will change the daily roles and responsibilities of Deloitte as well as DPW it will not change our dedication to bringing the full capabilities our firm has to offer to take on your biggest and most complex challenges with you, side by side, every day.**

Problem Statement for Lot 7

DPW deserves and requires the continued services of the firm that has time and again proven itself as your most dedicated professional services provider and that has established itself as the national leader in HHS Systems Integration: Deloitte.

4.1 Understanding of the Problem and Services Required

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

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

For a bidder to fully understand the problem presented, we believe you need to also understand the current state and the past. The RFP clearly lays out objectives for the procurement and a vision for a future state IT operating model consisting of multiple vendors interacting across tasks and activities that straddle the system development life cycle. But to a bidder unfamiliar with where DPW has been, we believe their view of the problem will fail to comprehend that this is not a sharp left turn for DPW, but the continuation of an evolution that has been occurring over the past 10 years.

At the core is fully comprehends the true scope and mission critical nature of the 6 applications, 27 business systems, 25+ enterprise services and the 200+ subsystems included in the scope of the DPW IT Services project:

- **iCIS,** the largest of the core applications, is key to the delivery of benefits to people in need and serves 2.5 Million citizens. iCIS is depended upon by many of the DPW departments

- **PELICAN** supports 10 distinct service programs and manages Child Care services to 150,000 participants, including 11,000 children in Pre-K

- **HCSIS,** central waiver and long term care case management solution for DPW, administers 17 waivers, and programs across 8 program offices, serving more than 200,000 participants

- **PACSES** manages 1.2 Million active child support cases, affecting 640,000 children

Have you heard?

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

- **Child Welfare** represents a portfolio of 14 stand alone systems that support the OCYF and 67 clients to meet basic federal reporting needs and serves a child population over 2 million with over 20,000 active foster care cases.

- The existing set of 25+ **Enterprise Services** forms the foundation for DPW's vision for expansion of a Service Oriented Architecture

Together, these systems combine to create one of the most functionally rich and complex HHS IT environments in the nation as illustrate in **Figure 4.1-1** that follows:

DPW Mission Critical Application And Systems Enterprise

PELICAN

Child Care Works

- Case Management
- Operations Reports
- Financial Management
- Provider Management
- Support Functional
- Correspondence
- Administration
- Information Delivery
- Resource and Referral

Provider Certification

- Certification

PA Pre-K Counts

- PA Pre-K Counts

PA Keys To Quality(K2Q)

- PA Keys To Quality(KQ)

Early Learning Network

- Early Learning Network

PACSES

Pennsylvania Child Support Enforcement System (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)

Child Support Web Site (CSWS)

- General Thread
- Paying Child Support Thread
- Receiving Child Support Thread
- Employer Thread
- Docket Thread
- Lien Thread
- Child Support Estimator
- Co-browsing

Director's Dashboard

- Director's Dashboard

PACSES Home Page (PHP)

- DRS-at-a-glance)

PACSES Data Warehouse (Data Management)

- Data Integrity Test (DIT)
- Data Processing Service Requests (DPSR)
- eReports/FTI

Performance Improvement Module

- Performance Improvement Module

Paternity Tracking System

- Paternity Tracking System

Child Welfare

ChildLine Millennium System

- ChildLine Millennium System

Interstate Compact on the Placement of Children (ICPC)

- Interstate Compact on the Placement of Children (ICPC)

Interstate Compact on Adoption and Medical Assistance (ICAMA)

- Interstate Compact on Adoption and Medical Assistance (ICAMA)

Interstate Compact on Juveniles (ICJ)

- Interstate Compact on Juveniles (ICJ)

Caseworker Visitation Tracking Database

- Caseworker Visitation Tracking Database

Family Centers

- Family Centers

Adoption and Foster Care Analysis and Reporting System (AFCARS)

- Adoption and Foster Care Analysis and Reporting System (AFCARS)

Automated Intake and Incident Reporting System (AIIRS)

- Automated Intake and Incident Reporting System (AIIRS)

Adoptpakids.org Website

- Adoptpakids.org Website

Adam Walsh

- Adam Walsh

Needs Based Budget (NBB)

- Needs Based Budget (NBB)

IV-E QA and Contracts

- IV-E QA and Contracts

Pennsylvania Emergency Assistance Program System (PEAPS)

- Pennsylvania Emergency Assistance Program System (PEAPS)

PA pennsylvania
DEPARTMENT OF PUBLIC WELFARE

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
- User Repository (UREP)

HCSIS

HCSIS Application Suite

- Supports Coordination/ Case Management
- Consumer Demographics/ Registration/ Assessment/ Eligibility
- Financial Management
- Individual Support Planning
- Provider
- Notices
- Reports
- Administration
- Interfaces

HCSIS Data Warehouse

- Data Warehouse
- Operation Data Source(ODS)
- Query Interstate for Kids (QUICK)

Incident Management (IM)

- Incident Management (IM)

Managing for Quality (M4Q)

- Core Indicators
- Health Risk Profile

iCIS

CIS

- 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

IEVS

- Data Exchanges
- Caseload Summary
- Targeting Logic

SSI

- Batch
- Application Entry
- Benefit Issuance

Third Party Liability

- Third Party Liability

COMPASS

- COMPASS – Citizen View
- COMPASS – Provider View
- COMPASS – Child Care Provider Search

eCIS

- Application Processing
- Case Processing
- Case Management
- Interfaces
- Reports
- Financial Management
- Management Reporting
- Administration

Child Care Works

- Case Management
- Operations Reports
- Financial Management
- Provider Management
- Support Functional
- Correspondence
- Administration
- Information Delivery
- Resource and Referral

Provider Certification

- Certification

PA Pre-K Counts

- PA Pre-K Counts

PA Keys To Quality(K2Q)

- PA Keys To Quality(KQ)

Early Learning Network

- Early Learning Network

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Figure 4.1-1. DPW Mission Critical Applications and System Enterprise.
Deloitte, the only system integrator who has intimate knowledge of this topology spanning 50 products and 200+ subsystems, brings this experience to DPW.

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

- **LIHEAP Enhancements.** Changes to LIHEAP identified by OIM Executive Staff for the 10-11 LIHEAP Crisis season.

- **Child Care Fiscal Year Rollover Process**. Annual process to update enrollments at the end of the fiscal year.

- **HIPAA 5010 Remediation.** Remediation for HCSIS and CIS compliance with the ASC X12 5010 transaction code set, for which Level 2 compliance is required by January 2012.

- **Enterprise Certification.** Expand to support the Office of Developmental Programs (ODP), responsible for protecting the health, safety and well-being of individuals with developmental disabilities.

- **IV-B Production Deployment Support.** Continuing production software deployment, production data conversion, and software rollout support for the iCIS Incremental Renewal Phase IV-B.

- **MIPPA Enhancements.** Automating a daily SSA file process for eCIS and CIS to reduce CAO workload and consistently apply automated eligibility rules across the Commonwealth.

- **PACSES PIM Dashboard and Predictive Analytics.** Developing a predictive modeling module and dashboard user interface to support the analysis of demographic data for members and regions to improve collection and effectiveness of enforcement of support orders.

- **ODP Reporting Analytics.** Providing support for ODP's management of the program using data collected in HCSIS, including support for compiling the Waiver Assurances Evidence Report in preparation for a CMS waiver review.

- **ELN Pearson Upgrade.** Changes to ELN and the ELN/Pearson interface resulting from the Pearson Ounce and Work Sampling System upgrades and other infrastructure changes.

- **NOMI Automation.** Automating the sending of a notice to applicants and recipients going through a renewal process that they have missed their scheduled interview meeting.

Why do we feel so strongly that this understanding and experience is an important differentiator in our approach? With Deloitte, you continue charging forward making carefully calculated changes in direction, while pressing forward towards the envisioned future state.

Deloitte's Understanding of the Problem

The following table describes how we believe the problem presented represents a continued evolution in the way DPW manages and deliver IT.

IT Component	Then (2000-2005)	Now (2005-2010)	Future (2010-2015)
Procurement	• Project and initiative driven procurement	• Integrated full SDLC buy	• Bifurcated SDLC buy
	The shift captures the benefits of "bulk" technology purchasing (particularly if Lot 6 and 7 are awarded to a single vendor) with an "on demand" utilization of vision and requirements definition services in Lots 1-5.		
Contract Management	• Large number of contracts, in many cases multiple contracts with the same vendors	• Consolidated contract management	• Management of between 2 and 7 contracts
	This evolution mirrors the shift in procurement approach resulting in a slight increase in contract management overhead to be supported by DPW. Potential for IT to focus on management of the core IT services with increased program office participation in the strategy and requirements related contracts.		
Governance	• Project and system centric	• Enterprise	• Hybrid Enterprise and Program Area
	The shift to Enterprise centric governance enabled DPW to make significant strides in rationalizing your IT portfolio and establishing shared services. The future begins to reintroduce a program focus while maintaining the established Enterprise governance		
Application Management and Architecture	• Rapid expansion in the number of systems within the portfolio	• Reigning in of application proliferation, services for highly common functions	• Service (vs. system) approach with more specialized business functions being service enabled
	DPW has laid a solid foundation for industry leading adoption of a Service Oriented Architecture over the past 5 years. This procurement breaks takes a critical next step by breaking down the walls between "system" focused development teams.		
Shared Services	• Limited utilization	• Establishment of shared services across specialized technical and operational capabilities	• Continued expansion of shared services
	Establishment and adherence to technical standards and methodologies increases the benefits gained through shared service. Restructuring of the contracting approach provides an opportunity to further accelerate shared services adoption across the enterprise		

IT Component	Then (2000-2005)	Now (2005-2010)	Future (2010-2015)
Program Office/ Business Alignment	• IT is highly coupled to program offices	• IT management consolidated into an IT-based center while a single end to end development vendor maintains close program alignment during the SDLC	• Program area groupings aligned closely with strategy and requirements focused vendors. Architecture and development remain in IT-based center and execute mid-SDLC hand-offs
	The evolution of program office alignment shifts toward a hybrid model that more closely aligns IT in the early SDLC phases while decoupling it in the later SDLC phases.		

Figure 4.1-2. Deloitte's Understanding of DPW's IT Delivery Evolution.
Deloitte understands the problem presented as part of a continuous evolution in how DPW delivers IT services.

Deloitte understands that in order to achieve this evolution DPW has determined that structural changes in the way IT services are procured is required, not as a means for departing completely from the past, but as a means for continuing to make gains towards a future vision. We have been a key component in this evolution to date, and believe strongly that in order to continue, selecting Deloitte for Lot 7 provides DPW with an unmatched set of advantages:

IT Component	Advantages to DPW with Deloitte as the Lot 7 Service Provider
Procurement	• Deloitte has maintained a successful relationship with the Commonwealth for over 30 years as a service provider and member of the community. We are committed to the Commonwealth and are dedicated to assisting with your most difficult challenges. We provide the financial and organizational stability required to deliver these services successfully for the full term of the contract.
Contract Management	• Deloitte has worked closely with DPW to establish effective contract management procedures with the DPW PMO over the last five years. With Deloitte, there is no transition for either of us enabling DPW to focus on establishing contract management procedures with the Lot 1-5 vendor(s).
Governance	• We have worked closely with you dating back to the earliest days of the H-NET project to establish the current governance processes. As we look forward to further evolution in the governance process necessary to accommodate the new operating model the Lot 7 service provider will need to work seamlessly across Enterprise and Program Area (Lot 1-5) governance bodies. Our established relationships, understanding of the governance procedures and HHS IT and business knowledge will enable us to be a productive member across governance bodies from day 1.
Application Management and Architecture	• Since the implementation of MCI and MPI seven years ago Deloitte has worked with DPW to establish 25 enterprise services that have made DPW a national leader in HHS IT service enablement. The next phase on this evolution requires the implementation of more business specific services that can continue to meet diverse business requirements while increasing technology asset re-use. Our unmatched experience working across DPW systems will accelerate progress towards the envisioned service-based environment.

IT Component	Advantages to DPW with Deloitte as the Lot 7 Service Provider
Shared Services	• We have seen impressive gains in DPW's establishment of shared services over the past 10 years and provide to DPW the breadth of technical experience and process rigor required to continue this evolution into the next phase. Drawing increasingly on the ITIL framework to expand high performance shared services, Deloitte will enable DPW to achieve your vision.
Program Office/Business Alignment	• Over the past 10 years Deloitte has worked closely with program offices across DPW to develop the current portfolio of systems. The breadth of our national HHS practice keeps us constantly abreast of the challenges and opportunities program offices face in conducting their business. As the Lot 7 service provider, Deloitte's ability to accurately interpret Business Requirements from the Lot 1-5 vendors into technology that meets DPW's business needs will mitigate the risks inherent in this operational model.

Figure 4.1-3. Advantages to DPW with Deloitte as the Lot 7 Service Provider.
Within the context of DPW's IT service delivery evolution Deloitte offers unmatched advantages to achieving your vision.

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

Understanding Your Objectives

IV	Page IV-1	RFP Reference: IV-1 Purpose

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

IV	Page IV-22	RFP Reference: IV-4 Objectives of this RFP

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

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

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

RFP Objective	Deloitte's Understanding	Deloitte's Approach to Meeting DPW's RFP Objectives
Increased Accountability	• DPW has also outlined specific service level agreements and service level objectives in order to continue to improve the quality of the IT services that are provided.	• We have adhered to your service level agreements and objectives in our existing contract and profess to continue that adherence in the new contract. As testament to this, our SLA/SLO compliance has been more than 98 percent since their implementation in your contractual structures beginning in 2007.
Competition	• The structure of the RFP will result in the selection of multiple vendors serving PA DPW across various phases of the SDM and providing operational and shared services support.	• We acknowledge the Department's desire to obtain the "best-of-breed" services and price by separating the requirements gathering activities from the actual development and deployment activities. • Deloitte has worked under the federal Planning and Implementation vendor model for many HHS programs. In addition we understand how QA & IVV models with multivendor projects.
Collaboration	• DPW expects collaboration between the Department and the vendors, and between the successful vendors, in order to use the knowledge, experience, and skill of the parties and to successfully achieve the Department's mission.	• Deloitte has demonstrated successes in other multi-vendor environments including the states of Pennsylvania, Texas, Massachusetts, Wisconsin, and others. We anticipate the same level of success working with your selected vendors for this engagement. We are known and recognized for collaboration by third party evaluators.
Performance	• DPW has provided a framework for contract management that monitors contractor performance, which allows the Department to review the planned system enhancement costs, and thereby providing the leading value to the Department, the end user and the constituency.	• Deloitte has a 99.9 percent approval rate of contractually required artifacts and deliverables. • As stated above, Deloitte has greater than 98 percent compliance with service level agreements and objectives since instituted in 2007. • We plan to provide that same level of performance in this engagement.

RFP Objective	Deloitte's Understanding	Deloitte's Approach to Meeting DPW's RFP Objectives
Work Prioritization	• DPW expects vendors to be flexible in order to accommodate changes in DPW priorities and program initiatives. • Vendors will annually facilitate IT business visioning and planning sessions to re-prioritize work that will carry over into the next fiscal year and to identify and negotiate the scope of any new work being planned for the following fiscal year.	• For the past several years, Deloitte has collaborated with the Department in establishing the program priorities for the upcoming fiscal years and has confirmed that work that has completed in one fiscal year has seamlessly transitioned to completion in an upcoming fiscal year. This is evidenced by our work in implementing over 200+ Federal, State, Program, and Policy change initiatives for the Department. • We profess to continue to work with the Department and your selected vendors to help prioritized and implement your program and IT initiatives in the future.
Simplification	• DPW encourages the simplification and integration of policies, procedures, and workflow (e.g. change management process) across each system. • Vendors need to achieve greater flexibility in terms of simplifying changes to support the Department's mission.	• Deloitte recognizes opportunities to streamline and simplify the processes for which contractual deliverable are produced. • We expect, and embrace, changes that will provide more value and fewer administrative steps in the production and delivery of those artifacts. • We have worked with you in the past, and profess to continue to do so in this new contract, to evaluate existing processes and procedures and recommend changes where appropriate. An example of where we have done this in the past includes: the initiative tracker being added to the to the CIO dashboard to provide a summary of the cost/revisions/sections; added project spotlights to provide an overview of key initiatives, and worked with the DPW PMO to shorten naming conventions for artifacts so renaming is not required when moving to Docushare. • Deloitte also professes to continue to work with you to identify returns on your investments in your infrastructure and promote reusable business services or the leveraging of existing services across your enterprise.

| RFP Objective	Deloitte's Understanding	Deloitte's Approach to Meeting DPW's RFP Objectives
Quality of Services	• DPW will confirm Quality of Services through the establishment of a blended rate for each of the defined service categories and associated title and level descriptions. • DPW will confirm Quality of Services through the expanded use of Service Level Agreements (SLAs) to objectively assess the selected Vendor's performance.	• We have adhered to your service level agreements and objectives in our existing contract and profess to continue that adherence in the new contract. As testament to this, our SLA compliance has been more than 99.9 percent since their implementation in your contractual structures beginning in 2007. • Deloitte understands the need to establish a blended rate to obtain the services at the most competitive rate. Our contracts with you have utilized the concept of a blended rate since 2009.
Responsiveness to State and Federal Changes	• DPW has many external stakeholders that continuously affect its direction and vision. These stakeholders include: the Federal Government, the State Legislature, the Governor's Office and Cabinet, the Courts, advocacy groups, consumers of services, and family members. These stakeholders can affect DPW policy and procedures through legislative or policy changes, and can have a profound impact on existing DPW initiatives/projects.	• Deloitte has been working with HHS agencies for a number of years and is very cognizant of the fact that priorities change as well as legislative (both state and federal) initiatives or requirements. • We have assisted the Department in successfully implementing greater than 99.9 percent of these initiatives on time. In fiscal year 2008-2009 we implemented the following initiatives including, but not limited to: Worker Dashboard, Employer Enhancements, and the Modern Office. Our ability to "roll with the punches" has been evidenced by these successful and on time implementations – several of which had very tight timelines for completion. • We profess to continue to be nimble and be able to quickly react to changes in priorities in the upcoming contract.

Figure 4.1-4. Deloitte's Approach to Meeting DPW's RFP Objectives.
Deloitte understands DPW's objectives for this RFP and provides the only proven capabilities for meeting them.

Understanding DPW's Future Operating Model

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

DPW's Operating Environment
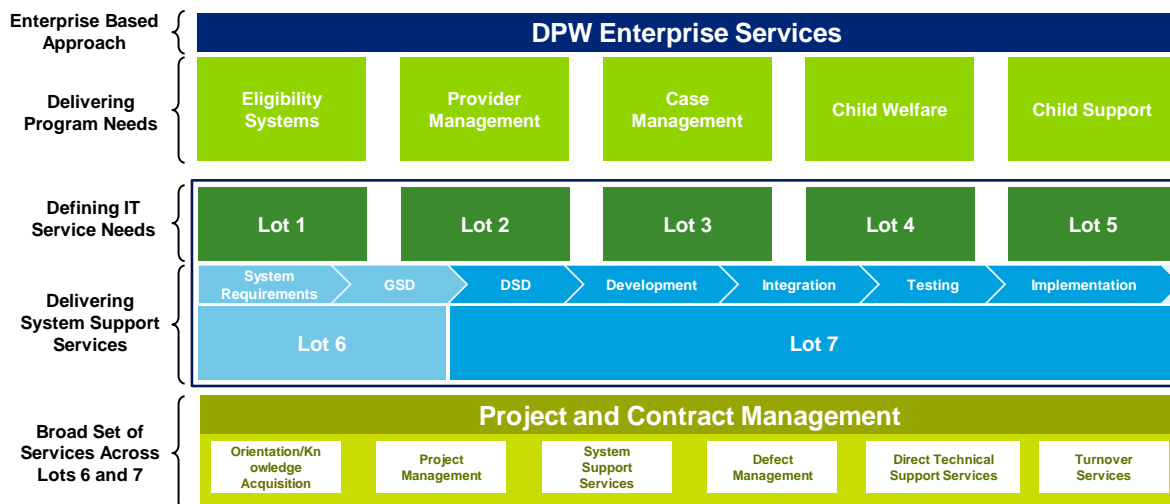
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Figure 4.1-5. Overview of DPW's Future Operating Environment.
The DPW environment diagram depicts the new lot structure that will be used to deliver the broad set of services are required by the RFP.

The matrix below defines in more detail various components of DPW's operating model and our understanding of those components.

DPW's Anticipated Response to Problem	Deloitte's Understanding and Alignment with DPW's Vision
Enterprise Based Approach	• The DPW project needs to be viewed as a collection of independent but interconnected program initiatives such as Eligibility Systems, Provider Management, Case Management, etc. that support the citizens of the Commonwealth. • **DPW Vision.** Provide services in a holistic manner and promote a "one stop shop" philosophy for the Commonwealth constituency so that they can have experience obtaining services rather than separate entry points to receive the Departments services. Case Intake, for example, should be common across the programs – COMPASS is the Departments vision for that service. Other services should be provided in the same manner, regardless of program area.
Delivering Program Needs	• At the top level, DPW systems facilitate service delivery for human services programs in Pennsylvania. • **DPW Vision.** By eliminating the redundancy in service delivery, the Department will be able to get the benefits to the client in the most cost-effective manner. Again, by viewing the services in a holistic manner, the delivery of those services can be provided across each program area. Each of the systems that the Department oversees has common threads of program and business functionality. The lot 1 through 5 structures organizes those threads into common business processes.

DPW's Anticipated Response to Problem	Deloitte's Understanding and Alignment with DPW's Vision
Defining IT Service Needs	• Lots 1-5 involve defining the needs of the aforementioned systems and laying a foundation for the maintenance, modification and enhancement of those systems. • **DPW Vision.** Once the common business/program threads are defined, the lines between HCSIS, PELICAN, PACSES, and iCIS somewhat blur yet the Department still retain the individual program flavor that is required for successful delivery of their services. Each program area has separate nuances with respect to how they administer each of the services; this lot structure facilitates those differences.
Delivering System Support Services	• Lots 6-7 involve maintaining, modifying and enhancing DPW systems. • **DPW Vision.** In a similar fashion, system development services can be delivered irrespective of the program requiring that service. If requirements are clearly defined, the lot 6 and 7 vendor should be able to implement those requirements regardless of the program need. Therefore, application design, development, and implementation resources can be shared across the program areas which further advances the Department's service oriented vision.
Providing a Broad Set of Services across Lots	• There are shared services/processes across Lots 1-7 that must be effective. Examples of these services are Orientation/ Knowledge Acquisition, Project Management and Turnover Services. • **DPW Vision.** Regardless of the lot or vendor, the Department anticipates that each vendor should "hit the ground" running and be able to provide a common set of services across contracts. For example, project management services should be similar across the lots and consistent with the Department's philosophy and approved processes.

Figure 4.1-6. Deloitte's Understanding of the DPW Operating Model.
Deloitte understands DPW's operating model like no other service provider in the market and we look forward to working with you to continue its evolution.

Understanding DPW's Systems Support Services

IV	**Page IV-301**	**RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7**

The Selected Offeror for Lot #7: will be responsible for the following Systems Support Services activities and tasks throughout the term of the resulting contract:.

The RFP describes a discrete list of services that the prospective vendor must perform for Lot 6 and 7. In the table below, we list each of these services. Additionally, we describe our understanding of the service and expand on Deloitte's positioning to deliver this service.

RFP Service	Deloitte's Understanding of Services	Deloitte's Approach to Meeting the System Support Services Requirements
Orientation/ Knowledge Acquisition	• Create an Orientation/Knowledge Acquisition Plan and associated deliverables.	• Proposes staff that understands existing DPW business, systems, processes, procedures, policies and standards. • **Results In.** Allows Deloitte to focus on productive activities that advance DPW's vision and meet current modification and enhancement project timeframes
Application Support	• Maintenance of and modifications/enhancements to DPW applications in alignment with SOA framework.	• Deloitte professes to continue to use DPW's system development methodology and established maintenance processes • Places increased focus on process improvement and moving more quickly on modifications/enhancements and realizing long-term goals • **Results In.** Shorter implementation timeframes and more rapid progression towards citizen-focused delivery services
Information Infrastructure Support Services	• Maintain and upkeep the technical infrastructure of DPW systems.	• Sound and established ability to manage the millions of records, the complex data exchanges, system performance and bandwidth • **Results In.** Confidence that performance expectations will be met or exceeded which will enhance the DPW business processes supported by the enterprise
Lead or Assist in Architecture Review Board Sessions	• Lead/assist in sessions to review proposed modifications and/or enhancements to DPW applications.	• Past experience/institutional knowledge allows for a more consistent end-to-end process from initial review of an ARB item through implementation of that item • **Results In.** Technical and/or business solutions that are in line with your standards and leads towards your long term enterprise objectives
Operational Readiness, Security and Performance Assessments	• Perform assessments of system security to guard against unauthorized use or compromise of information. Manage performance assessments to determine whether standards are being met.	• Dedicated and specialized security and controls personnel and knowledge of the security framework of DPW systems. • Familiarity with performance trends and detailed understanding of DPW standards • **Results In.** Reliable data that is readily accessible and not compromised by access from unintended users

RFP Service	Deloitte's Understanding of Services	Deloitte's Approach to Meeting the System Support Services Requirements
Assist in program Change Control Request and Change Control Board Activities	• Analysis, requirements, design and implementation of Change Control Requests. • Assistance in Change Control Board documentation, advice to aid decision making, disposition of Change Control items.	• Familiarity with the way Change Control Request and Change Control Board processes are managed and how change items are initiated, implemented or withdrawn and disposition • **Results In.** Faster turnaround of initiatives managed by the Change Control process due to our system experience
Business Solution Implementation Playbook	• Create a Business Solution Implementation Playbook.	• Vast understanding of DPW's most complex business challenges. Able to blend an approach to address people, process and technology in a unified solution • **Results In.** Standardized methodology for managing the entire SDLC that confirms key design and development steps are not overlooked or omitted
Systems Security Vulnerability Assessments	• Provide assessments of the level of system security vulnerability and the nature of the vulnerability.	• Knowledge of the security architecture of DPW systems and potential areas where security could be compromised • **Results In.** Higher probability that security issues will be recognized and corrected prior to Production implementation
Systems Load and Performance Testing, Analysis and Tuning	• Perform load testing. Tune based on analysis of test results.	• Mastery of the performance requirements of DPW systems in terms of network and memory. Understanding of the more strenuous processes and services and how to tune to prevent performance dips • **Results In.** Assurance that systems will meet or exceed performance requirements prior to Production implementation
Initial Capacity Projections	• Provide an initial projection of required capacity.	• Understanding of hardware and memory requirements from current system management • **Results In.** Elimination of system slowdowns and potential downtimes due to inadequate processing capacity

RFP Service	Deloitte's Understanding of Services	Deloitte's Approach to Meeting the System Support Services Requirements
Application Technology Domain Life Cycle Management	• Further integration of DPW systems through consolidation/integration of system functions or hardware supporting those functions.	• Strong Balance of functional and technical knowledge that will allow for more broad analysis of the costs and benefits of systems and technology integrations • **Results In.** Effective application designs that meet business expectations but which minimize the need for infrastructure changes
Systems and Technology Integration Implementation and Documentation	• Effective management of business data including easy access, manipulation and rendering.	• Knowledge of data models of DPW systems, database architecture and data transfer • **Results In.** Database designs that support application requirements while also providing peak performance levels in regard to data access and scalability
Systems and Technology Proof-of-Concept or Pilot Documentation	• Provide a Proof-of-Concept/Pilot of new solutions/modifications/ enhancement prior to beginning development.	• Experience developing POCs and Pilots for various DPW systems throughout their evolution to demonstrate the viability of the proposed change • **Results In.** Technical solutions that are proven and that support business needs without adversely affecting system performance
COTS (COTS)/ Services as a Solution (SaaS)	• Increased leverage of COTS products to serve DPW systems and create improvements or efficiencies.	• Current HHS systems including DPW systems leverage the use of COTS products and continue to see where COTS products can create additional efficiencies and improvements. Deloitte is one of the first HHS System Integrators to implementation Child Support using a COTS solution. • **Results In.** Overall savings by removing the need to design, develop and implement custom-built applications
Creating and maintaining EA Systems Blueprint Document	• Creating and maintaining a master mapping of DPW systems and their architecture including interdependencies between systems such as interfaces.	• Ability to analyze the complexities and interdependencies between systems due to existing detailed technical and functional knowledge. Facilitates creation of a clearer and more accurate Blueprint Document • **Results In.** Readily available means to identify hardware and software dependencies that must be addressed when designing and developing system changes

RFP Service	Deloitte's Understanding of Services	Deloitte's Approach to Meeting the System Support Services Requirements
Providing updates to selected Offeror for Lot #6 for EA blueprints	• Provide necessary information to Lot #6 Offeror to implement concepts from the EA blueprints.	• Understanding of the application landscape will facilitate smooth communication with the Lot #6 Offeror • **Results In.** Reduced time frame for detail design and a lessened chance of introducing defects during the information exchange between the Lot 6 and Lot 7 vendors
Systems and Technology Integrations	• Further integration of DPW systems through consolidation/integration of system functions or hardware supporting those functions.	• Strong Balance of functional and technical knowledge that will allow for more broad analysis of the costs and benefits of systems and technology integrations • **Results In.** Systems that are less costly to implement, operate and maintain through the use of common software and hardware
Assist in ITIL and CMMI Improvement Initiatives	• Improve upon existing ITIL and CMMI standards.	• Possess CMMI Level III and are in the process of achieving Level IV certification. Possess ITIL Level III certifications and can improve upon the current standards enforced by DPW projects • **Results In.** Improved levels of service that benefit DPW's business practices and the supporting technology infrastructure
Assist in non-functional requirements gathering	• Gather Technical Requirements required for modifications and enhancements.	• Leverage the Deloitte technical team's mastery of DPW system software components and how each component facilitates system functions • **Results In.** Technical solutions that enhance business functionality and reduce the turnaround for implementation of system changes
Participate in Problem Management activities, as required	• Assist in Issue/Problem/Risk resolution as required by DPW.	• Understanding of DPW decision making processes, organizational structure, and paths of escalation • **Results In.** Reduced turnaround time for problem resolution and improved client confidence as to the accuracy of the solution
Direct Technical Support Services	• Support for any functional or technical issue encountered by DPW in operation of DPW systems.	• Established SLAs and SLOs for supporting DPW systems and tried and true support processes • **Results In.** Fewer interruptions of day-to-day business activities and higher user confidence in the DPW applications

RFP Service	Deloitte's Understanding of Services	Deloitte's Approach to Meeting the System Support Services Requirements
Turnover Services	• Organized and structured turnover of system operations from existing contractor to new contractor.	• Turnover services will not be required unless specific organizational or staffing changes are requested by DPW • **Results In.** Assurance that specific technical and functional knowledge will be shared with the new vendor if needed

Figure 4.1-7. Deloitte's Understanding of the Required System Support Services.
Deloitte brings to DPW more than just having studied the RFP; we bring 10 years of hands on experience in delivering system support services to DPW.

4.2 Risks and Issues

| 4.1 Understanding of the Problem and Services Required | 4.2 Risks and Issues | 4.3 Scope of Work, Responsibilities, and Performance Expectations |

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

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

Deloitte provides DPW with **the broadest set of proven mitigation strategies** to meet the Lot 7 service requirements. Each large system development and operations project comes with it a standard set of risks that is apparent to any organization that provides these services. These may, at best, represent 25 percent of the risks associated with providing the Lot 7 services. The remaining 75 percent are based on our depth of knowledge, understanding of your vision, organization, technical environment and history. While our knowledge and understanding enables us to identify these risks, our mitigation approaches draw from an unmatched set of capabilities and experiences including:

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

- **Knowing What Has Worked and Not Worked at DPW in the Past.** No amount of knowledge transfer can replace the past 10 years of hands on experience. While others will "experiment", Deloitte will deliver PA DPW proven mitigation approaches. Our focus will be on battling the new risks together with you side by side, not rehashing the past or pointing fingers.

- **Over 35 Years of Providing HHS IT Services to States Across the Nation.** HHS is a distinguished business and operational environment. If an online consumer products system goes down, the customer may wait a day for their goods. If SNAP benefits cannot be delivered, a child goes to bed hungry. You will not find yourselves having to explain this to Deloitte. We understand your business and it is within that context that we approach each risk and issue.

- **A Technology Practice Consisting of Dedicated Deloitte Professionals and not One Off Project Based New Hires or Staff Augmentation.** Our team consists of Deloitte recruited and trained professionals who are on long term career paths in the areas of their specialty. They draw from a common approach to deliver the Lot 7 services consistently and with one voice. The proposed team consists of people who have worked together on average a minimum of 7 years. They know DPW, each

other's strengths and out standard methods and tools. Each of our Deloitte professionals is vested in not putting our firm at risk and by extension, not putting our client's interests at risk.

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

This is just a small set of examples of how Deloitte provides DPW with the only comprehensive mitigation strategy to the risks of delivering these services available. In the remainder of this section we identify the specific issues/risks we have identified by task area and Deloitte's mitigation strategy.

Orientation/Knowledge Acquisition

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

Issue/Risk	Deloitte's Mitigation Strategy
Stalling of In-flight Initiatives During Transition • A complete deflection of current Deloitte contracted resources towards transition to new vendors during transition will stall critical in-flight initiatives	By selecting Deloitte as the Lot 7 vendor, a majority of the currently contracted resources will be able to continue driving critical initiatives throughout the transition period.

Issue/Risk	Deloitte's Mitigation Strategy
Orientation/Knowledge Acquisition Extending Beyond the Defined Six Month Period • Inability for the selected vendor to recruit, hire, relocate, and on board hundreds of qualified resources. • Inability to identify and build out office space. • Time to learn the "ways of DPW" and establish relationships with your contract management, program, and IT personnel. • For systems developed over a decade there is no amount of knowledge transfer that will achieve 100% understanding of your application systems and platforms. **Potential Impact:** • Reduced productivity and throughput • Inability to meet contractual responsibilities • Diversion of DPW focus from critical day-to-day operations and new initiatives.	Deloitte's staffing approach consists of personnel that bring DPW experience, technical knowledge and established working relationships with DPW staff: • Resources are primarily local, established, and members of the community. We do not need ramp up time – we are already here. • Resources bring a clear understanding of the way DPW conducts business both contractually and in their system design and implementation approaches. • Resources bring on average 10 years of experience in your existing application systems. This improves our performance while reducing downstream impact while performing production fixes, maintenance or modification projects. • Resources bring established, working relationships throughout your contract management, program, and IT organizations. • Resources bring more than 10 years of experience in your existing program areas. This improves our performance with better DSD through testing and adoption aligned with the needs of DPW and citizens. • Resources can hit the ground running and will be able to keep your in-flight initiatives "in-flight". Deloitte's established Public Sector Delivery Center in Camp Hill, PA. • The Center has enough square footage for growth. • There is also no need to provide space, equipment, and supplies for transition/ramp up activities. • Investment in a connection to the Commonwealth network does not have to be lost.

Issue/Risk	Deloitte's Mitigation Strategy
Additional Coordination Across Stakeholders • Additional oversight. • Added time to instruct new vendor on Pennsylvania programs. • Additional time to analyze legislation and impact on program areas. • Time and resources to instruct new vendor on your IT standards, policies, and procedures and reduce the gap on the new vendor's policies and procedures.	• Our team has a more than 10 years of experience in your existing IT standards, practices and procedures. In fact, together we have helped you establish many of these standards. Some examples are DPW Data Privacy Standard, DPW Role Life cycle Management, DPW Web Application Security Standard, DPW IT Security Incident Reporting Policy, and DPW Unified Security for Web Applications. • Through ITSS and our direct support personnel, we bring the in depth knowledge of your infrastructure and can not only proactively advise you of potential issues, but actively support you when/if they arise. ITSS asks as your advocate to the project teams and provides the vehicle for promulgating new standards, policies, and procedures. They also act as your guardian to help confirm that these are followed. You won't need time to establish this organization, Deloitte brings you that today. • The proposed team has a collective 10 years of functional experience and we fully understand how you have these entitlements and benefit programs. In many areas, we are right there on the front lines with you evaluating impacts of new or updated policy initiatives on both your program areas and application systems.
Retiring Workforce/Succession Planning • It is anticipated that a number of key Commonwealth staff will be retiring over the course of the new contract. This will reduce the institutional knowledge from the Commonwealth team needed to onboard new resources.	• With our DPW institutional knowledge built over the many years of working side by side with your key staff Deloitte provides an additional "bridge" to your future.

Figure 4.2-1. Orientation/Knowledge Acquisition Issue/Risks and Mitigation Strategies.
DPW mitigates the most significant risk to providing these services by selecting Deloitte as the Lot 7 service provider.

Project Management

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

Issue/Risk	Deloitte's Mitigation Strategy
Lack of Consistency of Project Management Tools and Methods Across Lot Vendors • Each vendor will bring their own project management tools to manage their tasks or face a steep learning curve adapting to the current DPW standards.	Proposes to use the same jointly established project management tools and methods: • Tools and methods consistent with Deloitte's other national HHS projects of similar size, scope and complexity. • DPW is familiar with methods and tools to maintain project transparency. • Worked with DPW on the current contract to initiate and instill sound project management principles throughout the entire organization.
Loss of End to End Accountability for Initiatives • Loss of the tight coordination of efforts and delineation of responsibilities between the vendors for lots 1 though 7 necessary to implement initiatives. • Lack of clarity in determining ownership and responsibility of final product resulting in more time spent resolving "ownership" issues.	• As evidenced by our work in other states including Massachusetts, Florida, and Texas we understand the interdependence between the various vendors and understand the importance of cooperation and teamwork. We work collaboratively with other vendors to help confirm that the client and the project are successful. • We do not shy away from our responsibilities and when the lines of demarcation between vendors seem to be somewhat blurred, we have established that we can work with you to help overcome these boundaries and step up with the level of ownership that has been characteristic in DPW and elsewhere.
Multi-Vendor Coordination • Robust cross vendor coordination is necessary to allow the Department to progress its goals. • Having a cohesive team across lots 6 and 7 is critical to the successful implementation of your enterprise goals.	• The Deloitte Team has well documented successes in environments where multiple vendors are engaged in a single contract. Our results in Massachusetts, Florida, and Texas are just 3 examples. • Our mantra has been, and continues to be, that we are your partner. That extends beyond the DTE, DIMO, and DEA staff, but also extends to the other subcontracts with whom you chose to do business. We are all in this together and your success is our success. • Our approach employs cross vendor participation in implementation planning and execution activities and tasks. • The Lot 6 and 7 vendor is positioned to identify implementation risks based on the functionality and design, and coordinate the implementation approach.

Issue/Risk	Deloitte's Mitigation Strategy
Focus Shifts to Contract Administration Instead of IT Delivery • Project management time will be diverted to managing the administration of the contract and multi vendor environment as opposed to staying focused on the IT processes to deliver new initiatives.	• The Deloitte Team's organizational model for this engagement does not focus all of the responsibility on one person – the project manager. Yes, the buck stops there, but our organizational model emphasizes that members of our team not only share the responsibility but also the outcome. • Our tiered organization is comprised of managers that report directly to the project manager. Their role is to focus on the day to day delivery of DPW's needs. They are empowered to make decisions thus helping to confirm that bottlenecks do not exist at the top.

Figure 4.2-2. Project Management Issue/Risks and Mitigation Strategies.
The most significant project management risk is a team without the capabilities to deliver. Deloitte offers the most broad set of capabilities in the HHS IT market.

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

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

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