

Maintenance and Modification Services

Issue/Risk	Deloitte's Mitigation Strategies
Ability to Respond to Production Issues The complexities and interdependence of DPW systems make issues and the impacts intricate and there exists significant potential to develop downstream affects.	- The proposed team has the collective experience from 10 plus years working with DPW to quickly assess the impacts of and the fixes to production issues that may arise. - Since we understand the complexities and interdependencies between these systems, especially since the Department is moving towards more SOA based applications, we can quickly correct the problem and minimize any negative downstream affects. - We do not wait until performance problems arise in production. We proactively load test our applications to minimize these risks.
Increased level of effort for maintenance and modifications efforts Significant resources will be required to first learn the application and what it does before it can be repaired. Testing will take significantly longer as a new resource has to determine how to regression test the system to make sure the system is not impaired.	Deloitte has worked closely with DPW to establish estimation procedures that have provided transparency to DPW and incrementally built trust. We will continue to build on these efforts.
Meeting Critical Milestones Directly Before and After Transition There are certain program requirements for DPW that must occur timely and at specific points during the year (e.g. COLA mass change, LIHEAP, etc).	- We have been side by side with you through many business cycles of these activities and fully understand the critical timelines associated with meeting these milestones. With Deloitte, you can feel confident that these deadlines are understood and will continue be proactively planned for so you can provide the needed services to your constituency. - By choosing the Deloitte Team, time can be spent on providing the solution rather than attempting to understand the problem and then constructing a solution.
Lack of Understanding of the Enterprise Applications - At the critical juncture of maturity of the DPW SOA based architecture, a failure in a component due to lack of understanding would have cross program impacts. - Also lack of understanding increases the probability of solutions not aligning with the DPW EA.	- As the DPW environment becomes more reliant on enterprise level services, it is essential that you have a vendor that fully understands their scope and also embraces your desire to create more business focused services. - For example, each of the core applications within DPW has an "intake" module. The Deloitte Team can help you evolve an enterprise level service that provides that functionality across your enterprise. This kind of service can have a significant return on investment as you save time and costs not having to reinvent the wheel for each of these applications. You fix/change the service one time – and you are done!

Issue/Risk	Deloitte's Mitigation Strategies
Breadth and Depth of Technology Resources The DPW technical environment requires not only deep, but broad technology skills that are not all readily available in the market.	- Deloitte has proven our ability to bring to the table the technical skill sets required to maintain and enhance your systems. We will continue to draw from our national Technology practice to provide you with the most current technology skills. - Not only the breadth and depth of the skills that we bring to the table, but the collective number of years we have using them.
HHS program experience to support all the program areas served by your enterprise systems 35 years of knowledge of HHS programs, policies, operations, lessons learned and leading practices, cannot be replaced during a 6 month transition period	- We have a history of HHS success across numerous states, to include: Massachusetts, California, Colorado, Wisconsin, West Virginia, Alabama, New Hampshire, Delaware, Texas, and Florida. - We have the track record and the data to back it up.
Access to Federal and State Thought Leadership	- We have access to nationally recognized practitioners that have program knowledge and currently assist other states and the federal government with establishing and crystallizing new policies and initiatives. We have proven the invaluable insight and knowledge reservoir that we bring to the engagement with a wealth of nationally recognized practitioners such as Wade Horn, Margot Bean, Harry Radegue, and Dr. Paul Keckley. - We have published and presented extensively across the nation on many innovative programs and IT trends that may affect not only DPW but also the other states. - Because of our access to these resources we are able to provide insights into how these new or changed initiatives will impact you thus keeping you “ahead of the curve” and can help maintain your stature as both a program and IT leader.

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

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



Systems Adoption and Operational Support Services

Issue/Risk	Deloitte's Mitigation Strategies
Lack of DPW Program, Policy and Operational Experience Under the new lot structure, a significant variation in the vendor's levels of business process experience will reduce the current level of system adoption support capability across the SDLC.	- Our subject matter experts and our operations support personnel in many instances have come from the various field offices for whom you serve. - Given this background, we understand the impacts of new functionality and know how to improve the existing business processes.
Increased level of effort for application adoption and system implementation effort Significant resources will be required to first learn the application, the business of DPW end users, and what it means to provide implementation support. As issues are identified in the field, it will take significantly longer for end users to get answers and additional resources to research answers.	Deloitte has worked closely with DPW to build a team that understands the business and provides support to a wide and diverse end user group. We will continue to build on these efforts.

Figure 4.2-4. System Adoption and Operational Support Services Issue/Risks and Mitigation Strategies.
Deloitte is the only Lot 7 vendor with the depth of experience in systems adoption to maintain the current level of adoption support expected by DPW end users.

Defect Management

The most effective method for managing defects is to avoid defects in the first place. Unfortunately, defects are an accepted by product of the custom system integration process and are something we actively manage on a day to day basis here at PA DPW and across the nation on our HHS TI projects. Deloitte is committed to a process of continuous improvement in order to minimize the defects generated which includes adherence to CMMi principals and a structured SDM methodology.

The primary risk of delivering the Lot 7 services in terms of defect management is the addition of multiple participants in the software development process. With the addition of multiple hand-offs in the SDLC process the possibility for generating defects as well as not coherently managing them greatly increases. In many ways DPW will now become an increased stakeholder in the process as it is inevitable that as the client with multiple vendors you will have to now have to act as a system integrator by investigating and determining defect root cause (Requirement? GSD? DSD? Construction? Enhancement?).

Deloitte offers two mitigation approaches to this risk:

1. Deloitte's 10 plus years of experience working closely with DPW program offices as enables us to develop an understanding of your business as it relates to IT systems that is second only to DPW itself. By selecting Deloitte as the Lot 7 vendor you mitigate the potential for "lost meaning" as software requirements and specification are passed down.
2. Increased participation of DPW in the defect documentation and management process. Active participation of DPW in the documentation and assignment of defects will minimize cross vendor conflict and minimize the potential of a sharp increase in duplicate and inaccurate defect documentation.

Issue/Risk	Deloitte's Mitigation Strategies
Ability to Quickly Address PCRs • Deloitte can continue to work through the PCRs in a timely manner and can help increase system acceptance and improve the applications' effectiveness. • Time is of the essence when resolving production defects in batch and online systems, End users/clients may be severely inconveniences if system defects are not resolved timeline.	• Having a National HHS/Pa DPW experienced vendor like Deloitte, is the safest and most reliable approach to helping confirm that PCRs are addressed timely and correctly.
Accurate Defect Identification and Reporting • Multiple vendors entering duplicate defects and pointing to different root causes (requirements, design, implementation)	• Increased participation in DPW in the defect documentation and analysis process in order to streamline ownership and reduce duplication.
Ability to Assess the Impact of a PCR • Each problem that affects a system in an adverse way or precludes a user from completing their job functions can impact overall program performance. If the full breath of an impact of a PCR is not understood, situations can degrade from bad to worse.	• Having a vendor like Deloitte, is the safest and most reliable approach to helping confirm that PCRs are fully understood and that the impact to the system is clear. • This also includes the ability to understand downstream affects or cross program impacts that may not otherwise be obvious.

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

Direct Technical Support and ITS Services (DTSS, ITSS)

DPW has invested significantly in advancing your shared service model to the point we believe strongly DPW is a leader nationally in this area. As stated in the RFP, DPW has a vision for continuing to expand and enhance DTSS and ITSS model, a vision we are eager to advance with you throughout the remainder of our current contract and into the next. We believe the most significant risk at this point in time would be to transition to another vendor resulting in halting this momentum at a minimum during the six month transition period and most likely for as long as 18-24 months. The evolution of the shared model depends heavily on trust built by program offices, other IT groups and

development teams in the capabilities of the shared services group. With Deloitte, we continue to build on that trust as DPW firmly establishes itself as the national leader in HHS IT Shared Services.

Issue/Risk	Deloitte's Mitigation Strategies
Availability of Mission Critical Infrastructure The Department must continue to support the mission critical systems regardless of the vendor selected for lot 6 and 7.	The proven team at Deloitte provides a diverse and robust set of technology skills and experience amplified by a solid understanding of the business of DPW that is critical in continued DPW mission success.
Delays in Advancing the Shared Services Model to Other IT Functions You have significant momentum and with a transition at a minimum the progress towards additional shared services will be 6 months with a high probability it will take several years to show additional progress.	- At the onset, Deloitte has the established background and business knowledge in the DPW shared services model to not only maintain the current level of quality for the current services but to continue the growth trend towards improved efficiencies. - Day 1 of the new contract Deloitte will be ready to perform annual planning to advance your shared services versus planning for orientation and knowledge transfer activities.
Striking the Balance Between Enterprise Architecture and SOA Against the Responsibilities Towards the Business Customer Having support personnel that understand the program side of the house in addition to technology can help assist in striking that balance. SOA is an enabler, but it is not the be all and end all.	We have been at DPW's side as DPW has led the way in the sector in using suitable and proper appliance of SOA to provide consumable business services. This history establishes the trust between DPW and Deloitte to provide an appropriate balance in the usage of SOA for business services.
Challenges to integrate COTS into existing applications DPW is increasingly using COTS products in adherence to current HHS IT leading practices. As a result, the interdependencies between these COTS products and the custom built solutions become more important to understand.	- Deloitte has a large pool of resources to draw from that has a breadth of experience working with the COTS products as well as creating conduits of interconnectivity to optimize the use of COTS for DPW. - Our detail knowledge of the custom built applications positions us to be able to effectively integrate COST into the custom world.
Ability to Continually Upgrade to New Technologies in a Highly Integrated and Multi-Program Set of Business Solutions As part of DPW's incremental renewal strategy it is inevitable that new technologies will be introduced into a complex business and system environment.	- With multiple organizations with the leading companies across the industry, Deloitte maintains a posture on the leading edge of technologies and is positioned to assist DPW in maintaining the position of a technology leader in its sector. - By providing a broad view of the program areas and application initiatives, ITSS helps to seamlessly progress upgrades and introduce new technologies.

Figure 4.2-6. Direct technical Support and ITSS Services Issue/Risks and Mitigation Strategies.

Deloitte understands exactly where Direct Support and ITSS are in their evolution and will be able to accelerate towards DPW's future vision like no other bidder.

Turnover Services

The inclusion of turnover services in the Lot 7 activities provides DPW with the flexibility to re-evaluate your direction and IT business model at the conclusion of the contract. The most significant risk is that DPW does not have the confidence that the Lot 7 service provider has the commitment to conduct these services in good faith.

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

Issue/Risk	Deloitte's Mitigation Strategies
Commitment to providing ongoing knowledge transfer and final turnover responsibilities	The proposed team will continue to create the system artifacts required to document the enterprise systems and services which will aid in turnover activities. We will make ourselves available for formal turnover activities which may include side by side sessions and formal training if needed.

Figure 4.2-7. Turnover Services Issue/Risks and Mitigation Strategies.

Deloitte has proven our commitment to preparing for and conducting Transition Services through our current contract.

4.3 Scope of Work, Responsibilities, and Performance Expectations



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II

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II-2

RFP Reference: II-1. Statement of the Problem

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

The Department of Public Welfare is facing several critical challenges in the coming year, including the support of a multi-vendor operating model while continuing to be responsive to state and federal changes. These objectives must be achieved in the face of budget shortfalls, a hiring freeze, and rising caseloads. With this in mind, we believe that continuing the current team for Lot 7 is in the best interest of the Department to continue providing productive IT services to address the business priorities of its stakeholders.

Have you
heard? 

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

Because we currently collaborate with the Department in working on these projects, we know, and have proposed, what it takes to get the work done. You'll notice our proposal is not full of assumptions. Why? Because we know what you want and expect - we are prepared to deliver it and meet our current SLAs from day one. We understand the Department's existing methodologies and processes and have vast domain understanding into each of the major systems required to be maintained and modified in the scope of this RFP.

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



Tasks and Services Requested	Deloitte's Understanding of Task Activities
Orientation/Knowledge Acquisition	• Knowledge acquisition • Broad domain understanding • Ownership of in-scope systems • Life cycle management • Understanding of maintenance support activities
Project Management	• Continue to manage multiple concurrent IT projects for application support services
System Support Services	• Application maintenance of the in-scope production systems • Application Modifications/Enhancements for in-scope production systems based on DPW's System Development Methodology (SDM) • Application/Systems Adoption and Operational Support to assist in the deployment and adoption of business solutions
Defect Management	• Manage defects throughout the software development life cycle (SDLC) and live production environments • Address emergency situations that must be resolved promptly
Direct Technical Support Services	• Support the DPW Application and Technical Engineering staff with respect to strategic, tactical, and operational activities
Turnover Services	• Providing a turnover plan that identifies the critical tasks that need to occur to provide a smooth and orderly turnover of functions between the outgoing Contractor and the new Contractor and/or Commonwealth staff with minimal disruption to the operation

Figure 4.3-1. Deloitte's Understanding of Task Activities.

Deloitte has broadly reviewed the RFP and understands the scope of Lot 7 services.

Technical Support Services includes application maintenance, application modifications/enhancements, integration, testing, technical training; Enterprise shared services, and Network services. The figure below highlights the services required by the Lot 7 vendor.

Lot 7 Services	Deloitte's Understanding of the Technical Support Services Activities
System Development Life Cycle	• Detailed System Design (DSD) • Development • Testing • Implementation • Life Cycle Management • Defect and Release Management
System Support Services	• Application Maintenance • Application Modifications/Enhancements • Application/Systems Platform: Production Adoption and Operational Support



Lot 7 Services	Deloitte's Understanding of the Technical Support Services Activities
Enterprise Shared Services	• Security • Systems Capacity and Performance • BI and Data Warehouse • Database • Middleware • ITIL and CMMI • Infrastructure Evaluations

Figure 4.3-2. Deloitte's Understanding of the Technical Support Services Activities.

Deloitte understands the scope of the Lot 7 technical support services required in the RFP.

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

- Enterprise Services
- Integrated Client Information System (iCIS)
- Home and Community Based Services Information System (HCSIS)
- PA's Enterprise to Link Information for Children Across Networks (PELICAN)
- Child Welfare
- Pennsylvania Child Support Enforcement System (PACSES)

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

Our Understanding of Offeror's Responsibilities

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:

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



Lot 7 Responsibilities	Deloitte's Understanding of Why this is Critical to DPW
Orientation/Knowledge Acquisition Transition	• We support DPW's need for orientation and knowledge acquisition and as the proposed team already have domain knowledge of in-scope systems require mean minimal orientation and knowledge acquisition transition services are required. • We can focus on continuity of service and meet the current SLA's for application maintenance and modification activities on day one.
Application Support (Application Maintenance; and, Application Modifications/Enhancements)	• We understand that the maintenance and upkeep of these systems is critical to support the goal of providing high quality services and operations to the citizens of the Commonwealth. • We collaboratively support the application maintenance and modification activities for critical in-scope systems which can affect millions of citizens of the Commonwealth of Pennsylvania.
Information Infrastructure Support Services	• We support DPW's need for information infrastructure support as these systems create an enormous amount of information that must be supported and accessible.
Lead or assist in Architecture Review Board sessions (i.e., ARB3, and ARB4 as required)	• We understand why Architecture Review Board sessions are important to the Commonwealth as a means to enforce compliance with enterprise standards. • We support DPW by continuing to lead or assist in the Architecture Review Board sessions like we currently do today.
Operational Readiness, Security, and Performance Assessments	• We support DPW's need for operational readiness, security and performance assessments to make sure that in-scope systems are secure and performing at their peak due to the critical nature of the work being performed.
Assist in program Change Control Request and Change Control Board activities as required (i.e., Application Maintenance; and, Application Modifications/Enhancement initiatives)	• We understand that the Change Control process impacts both Application Maintenance and Application Modifications initiatives. • We continue to assist in program Change Control Request and Change Control Board activities to assist DPW in implementing new State and Federal policy changes and enhancements to in-scope systems.



Lot 7 Responsibilities	Deloitte's Understanding of Why this is Critical to DPW
Business Solution Implementation Playbook (i.e., Systems Implementation and Support activities)	• We support DPW's need for implementation planning to allow for successful adoption and installation of application maintenance and modification releases. • We support DPW by continuing to use implementation playbooks to allow for successful deployments.
Systems Security Vulnerability Assessments	• We continue to assist in systems security vulnerability testing and assessments to make sure systems are secure and not compromising information.
Systems Load and Performance Testing, Analysis, and Tuning	• We support DPW's need for load and performance testing, analysis and tuning to allow for the appropriately scaled applications prior to implementing new system changes. This allows for applications to be scaled to meet the needs of the clients that use the systems on a daily basis and meet performance expectations and SLA's.
Initial Capacity Projections validations based on Testing outcomes and Systems Evaluations in Applicable Lower and Live Production Environments	• We understand why capacity planning is important to the Commonwealth because the Commonwealth needs to have the appropriate amount of space and capacity to handle both testing and live production transaction volume. • We support the Commonwealth by continuing to do capacity projections and validations in order to appropriately size databases for lower and live production environments.
Application Technology Domain Life Cycle Management (i.e., Application, Database, Reporting, Security, Middleware, Services, etc)	• We support DPW's need for application technology domain life cycle management to allow for the evolution of systems and maximize enterprise architecture and services oriented architecture throughout the in-scope systems.
Systems and Technology Integration Implementation and Documentation	• We do these because systems and technology integration implementation and documentation is crucial to understanding how the in-scope systems work and allow for ease of adoption by end users. Having detailed documentation also support application maintenance and modification releases in the future.
Systems and Technology Proof-of-Concept or Pilot Documentation	• We continue to do systems and technology proof-of-concept or pilots because they are important in verifying that new functionality is feasible and can provide new services to the systems users. Proof-of-concepts or pilots would allow for limited scope and prove that functions are working as designed.



Lot 7 Responsibilities	Deloitte's Understanding of Why this is Critical to DPW
COTS, Software as a Solution (SaaS), and transfer Technology assessments, integration, and implementation	• We support DPW's need for Commercial-Off-The-Shelf, Software as a Solution and transfer technology assessments, integration and implementations as these solutions can allow for ready-made software for integration into the existing in-scope systems.
Creating and maintaining Enterprise Systems Architecture Blueprints (i.e., detailed systems level document that identifies at a minimum but not limited to: application platforms, Technology Life Cycle Management for each domain, platform architecture designs details and configurations, services/components, database architectures and schemas, ESB and middleware components, security architectures and platform configurations, interfaces, version control, load and performance baselines, etc)	• We continue to create and maintain Enterprise Systems Architecture Blueprints as these provide a high level understanding of the pieces that make up the in-scope systems. • With our understanding of the existing systems no other vendor can match the quality of understanding we have for the existing enterprise architecture and platform configurations.
Providing updates to selected Offeror for Lot #6 for EA blueprints (i.e., SOA frameworks, technology upgrades for each domain, platform architecture and configurations changes, services and application components modifications, database architectures and schemas changes, security and platform configurations changes, interfaces, version control, systems capacity and performance baseline revisions, etc), as required	• We support DPW's need for Enterprise Architecture Blueprint Models to document the current state of the enterprise and also provide the strategy and vision for the To-Be view of the enterprise.
Systems and Technology Integrations (i.e., Detailed designs, physical installations, integration, testing, implementation, and validations)	• We understand why systems and technology integrations are important as the integration of systems and technology allows for enhanced delivery of services to Commonwealth citizens. • We support DPW by continuing to provide system and technology integration services and creating detailed designs, installation, testing, implementation and validation of technology solutions that align with the Enterprise Architecture.
Assist in SWAT Incident Response Activities (as required)	• We currently support DPW through assisting in SWAT incident responses activities to correct Production problems.
Assist in ITIL and CMMI process Improvement Initiatives (as required)	• We understand why ITIL and CMMI processes are important because they provide repeatable IT processes and areas of improvement. We currently support DPW through assisting in ITIL and CMMI process improvement initiatives and the refinement and expansion of CMMI and ITIL models and governance frameworks.



Lot 7 Responsibilities	Deloitte's Understanding of Why this is Critical to DPW
Participation in non-functional requirements gathering Sessions	We do these by participating in non-functional requirements gathering sessions.
Participate in Problem Management Activities (as required)	- We understand why identifying and correcting system problems due to the fact that they may negatively impact system performance or business processes. - We currently support DPW through assisting in problem management activities and appropriate resolution activities.
Direct Technical Support Services	- We support DPW's need for direct technical support services which provide knowledge and experience in solutions and technology to supplement Commonwealth resources. - We continue to provide direct technical support services to support the DPW Application and Technical Engineering staff with respect to strategic, tactical, and operational activities.
Turnover Services	We approach turnover services in a collaborative fashion and develop a turnover plan that enables a smooth transition of tasks. We work with the designated staff during the turnover phases and approach turnover in a diligent and organized fashion.

Figure 4.3-3. Lot 7 Responsibilities.

Deloitte understands the Lot 7 responsibilities detailed in the RFP and is ready to execute.

Our Understanding of Performance Expectations

Appendix K	Page 7	RFP Reference: Service Level Agreements Addendum 4

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

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

SLA	Deloitte's Understanding of the SLA's Importance to DPW
Project Schedule	- DPW must adhere to Federal and State timeline requirements for many of its programs. Vendors and the services they provide are critical in meeting these requirements. - In addition, fulfilling customer needs makes the established project schedule of critical importance to DPW.
Project Cost	As with any government entities, budget constraints and limitations drive the need to properly allocate costs. Once a project is initiated according to DPW's priorities in accordance with an approved estimate of level of effort, an over-budget project decreases the resources available for another DPW priority initiative.
Project Deliverables	The timelines for the project deliverables are in place to facilitate the proper review of the project as it progresses through the life cycle, as well as to allow for ancillary resource requirements preparation.
Functional Requirements	- The functional requirements are the mutually agreed to documentation that is associated with the final production software release. It is important to provide the artifact that includes the details of the respective software release. - The functional requirements also provide linkage between the business requirements and the services enabled by the software.
Systems Requirements	The systems requirements demonstrate that the goals of both the Business Requirements Documentation (BRD) and the Systems Requirements Documentation (SRD) are achieved to include achievement of the functional and non-functional requirements.
Production Release Errors	Reducing production release errors results in the reduction of problems that impact business operations and end users.
Emergency Software Release	- Reducing the necessity of emergency software releases minimizes business operation impact. - A structured and proven release process that includes systemic quality control and quality assurance decreases the potential amount of emergency releases.
Business Availability	The importance of the mission of DPW dictates that critical business operations maintain a high degree of availability to provide services and benefits to the citizens.
Batch Processing	- The mainstream DPW applications are required to be available at specified times. As such, the times for batch processing are strictly held to reduce impact on mission critical business operational requirements. - Understanding and complying with this timing is a critical component of maintaining the system balance necessary for operational functionality health.
Disadvantaged Business (DB)	Commitment to fulfill MBE/WBE requirements fulfills the Commonwealth's commitment to shared opportunities.
Contractor Partnership Program (CPP)	CPP affords opportunities for TANF recipients and enables the overall DPW goal of supporting citizens towards a goal of self-sufficiency.

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

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



While we are prepared to meet our current SLA's under the Strategic Systems contract from day one, we understand from the RFP that the vendor must work with DPW to mutually agree on a set of SLA's for the new contract as a result of this procurement.



Tab 5 Management Summary



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The Deloitte team is excited to offer our DPW-proven approach to Systems Architecture and Technical Support Services. Our approach significantly lowers transition costs and risk during the migration to the new operating model and enables communication and collaboration with DPW stakeholders. Our approach will enable DPW's vision of an integrated human services model that delivers quality and cost-effective services to the people of Pennsylvania.

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

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

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

Unlike other vendors we will not have to tailor our methods to DPW or learn the details of the myriad processes, standards, and methods already being employed. As the Lot 7 systems integrator Deloitte is prepared to provide DPW with the Technical Support Services that will drive the evolution of DPW's service adoption strategy while improving the day-to-day operations of the program office. Deloitte is the only vendor with the team, facilities, DPW and national experience to provide:

- Services that enable DPW to **continue to deliver critical initiatives** during the contract and gubernatorial transition period.

Why Deloitte:

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

- Program and project management that **builds on the last 5 years of best practices** and processes exercised everyday as part of the DPW PMO.
- Modification and maintenance services that combine DPW, Deloitte, and **industry proven methodologies with enhanced CMMi and ITIL frameworks.**
- Defect Management that is **timely, transparent, accurate** and built on an approach of continuous improvement to enhance software quality.
- Technical support services that deliver the **depth and breadth of technical expertise across the various domains and platforms** to continue DPW's enterprise service evolution while not losing focus on keeping your production systems operational.
- **A turnover offering informed by our world class Human Capital service area** that focuses on continuous knowledge transfer for client self sufficiency. A service offering not available from many systems integrators or staff augmentation providers.

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

Deloitte has assembled a team of partners that furthers DPW's goal of providing opportunities for qualified disadvantage businesses and small business enterprises an opportunity to do business with the Commonwealth. While these firms will enhance our team with specific skill sets, Deloitte will be solely responsible for the delivery of the Lot 7 services. Our teaming partners are companies and people you know and trust, because they have performed for DPW in the past. They include:

- **Unisys.** A long trusted DPW provider and partner with Deloitte serving DPW for more than 30 years.
- **Ajilon.** The primary teaming partner working with Deloitte to build the first statewide Child Care solution integrating child care, Pre-K and ELN programs for PA.
- **INFO-MATRIX.** Worked with Deloitte to build the HCSIS system in 2001, used by more than 10,000 workers and serving 17 programs and waivers.
- **Adept, Veridyne, Dunston, Sigma.** All approved Pennsylvania DBE firms with offices from Philadelphia to Pittsburgh that have provided a wide range of technical support,

Key Staff Spotlight Tim Wiest



Deloitte's Pennsylvania Account Leader

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

systems analysis, design, programming, and testing services to the DPW over the last 10 years.

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

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

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

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

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

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

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

Unique and Distinguishing Factors



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

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

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

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

While other vendors will have to actively engage in hiring to ramp up key personnel and project resources to deliver the nearly 300 professionals required to deliver on the tasks and services stated in this RFP, Deloitte is ready with more than 400 DPW experienced professionals to meet your needs.

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

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

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

Key Staff Spotlight Sundhar Sekhar



Deloitte's Lead Engagement Principal for DPW

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

We are uniquely positioned to combine this capability with relevant Public Sector, HHS and DPW experience with State systems of similar size, scope and complexity. Deloitte's experience gives DPW confidence in our plans, people, ideas, and estimates included in the proposal to perform the Lot 7 services.

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

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

Notable Aspects of Our Proposal

Deloitte takes to heart your RFP request to present the attributes of our qualifications and approach that are "especially notable." We submit to you the following for consideration of Deloitte as the most qualified firm for Lot 7:

- **We have earned your business.** Deloitte has collaborated with DPW for more than 10 years to successfully deliver some of the most complex HHS Systems in nation. We earned your business because we have met or exceeded your expectation on each project delivered.
- **We provide stability throughout transition.** DPW is about to enter a period of time that promises significant operating model changes overlapped with almost certain executive leadership transition due to the election this November. Deloitte is the only vendor you can trust to make sure DPW initiatives and efforts are viewed positively during this time.
- **We deliver a team passionate about your programs.** Our leadership team, key personnel, and 400+ DPW experienced resources feel extreme pride and accountability not only for the solutions we build but for the people they serve. You can count on this team to be there for your toughest challenges.
- **We will deliver value to strengthen the relationship.** Our team proposed for Lot 7 measures our success by the value we generate for our clients – DPW is no exception! Deloitte has delivered significant savings through programs like SSI Automation with \$30 million in annual savings and since 2005, Pennsylvania has twice won the federal Child Support Program Performance Award and over the last 5 years Pennsylvania's efforts have resulted in the receipt of \$158 million in federal performance bonus money. In challenging budget times, you can trust the Deloitte team to identify additional ways to create value through the Lot 7 services provided.

Unique and Distinguishing Factors



- DPW relevant experience in 25 states, including 14 of similar size, scope and complexity to PA that is more than any other vendor
- Our proposed team brings experience from 44 states providing innovative ideas through our HHS state client network, national HHS program, policy experts, and technology practice
- 7,000 Public Sector practitioners including 2,000 with direct experience in public assistance programs



Tab 6: Work Plan



PA_DPW-099c

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

We propose a work plan that positions DPW to expand its enterprise architecture vision and shared services while providing uninterrupted business and technology services to its end users and the Commonwealth's most needy citizens. Our work plan for Lot 7 supports a smooth transition to DPW's new operating model, and leverages our team's vast business and technical experience in the 27 in-scope business systems. We base our plan on a jointly developed methodology capable of adapting to the complexity of a given change. Our plan supports the strategic alignment of resources to common business areas to increase reuse and includes CMMI and ITIL processes to reduce cost of delivery across DPW's enterprise. DPW is positioned to move from a CMMI level 3 set of projects to a level 5 Enterprise.

Introduction

DPW is moving into an innovative and progressive operational model in comparison to other HHS Agencies. The RFP structures services that are currently under application-specific domains into IT Consulting, Systems Architecture, and 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 7 with a collaborative one-team working style.

Figure 6-1 represents the fundamental differentiators in

	Business and Operational Continuity Only Deloitte can provide seamless continuity and a shortened transition.
	Innovative Operating Model Our approach supports DPW in refining and expanding the DPW Enterprise Architecture reference models and evolve Business Solutions
	Shared Services Expansion Our shared services approach leverages resources across teams to help deliver economies of scale
	Depth of DPW and HHS Experience in Personnel We propose a team that has a combined 1,500 years of experience with DPW and the 27+ in-scope systems as well as a national HHS practice to enable operational excellence and program transformation.
	Methodology and Approach Our methodology starts with DPW current assets and helps you evolve to sound operational processes that help improve quality, provide transparency and improve customer service
	Rigor and Structure Infuse rigor and structure through PMBOK, CMMI and ITIL processes that help take DPW processes to the next level of quality and delivery

PA_DPW-303_10

Figure 6-1. Deloitte's Key Differentiators.

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

Deloitte's Approach for DPW.

We understand that working within the new operating model aligns Lots 1-5 with each DPW application and requires Lots 6 and 7 to take on an enterprise-wide approach. We will perform Technical Support Services by developing detailed system design that facilitates reuse of software components. Our experience with developing software for the in-scope systems allows us to leverage experiences on how to develop and implement modification/maintenance items that can refine and expand the EA model.

We propose a shared services approach to identify and combine business and technology processes that are common across DPW systems into a unified shared service. This approach reduces duplication and makes the most effective use of DPW's technology resources. For example, a single team is responsible for activities like database administration or strategic, tactical, and operational EA-SOA activities.

Our proposed team for DPW has in-depth experience with the 27 in-scope systems and is intimately familiar with the Department's methodologies, processes, and tools. This enables us to provide seamless and accelerated transition into the new contract. Our vast knowledge of the applications allows us to identify and resolve business requirements gaps early in the development phase when changes are less costly. We provide a general design translation that takes into account cross application impacts and identifies common processes that we convert to services shared by the appropriate DPW applications.

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

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

Our past and current successes provide DPW with an organization that demonstrates repeatable, positive results for our clients. We feel this evidence is critical when

Key Staff Spotlight

Sundhar Sekhar

Contract Administrator



On Delivering Services...

"I have had the privilege to serve DPW since January, 2000 starting with the Human Services Network (H-Net) project. DPW has continuously evolved over the years and delivered significant program and IT transformations to its constituents. I look forward to serving DPW in this new contract and working side by side with you to deliver additional successes that build upon your already stable and established foundation into a new operating model."



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



TEXAS HEALTH AND HUMAN SERVICES COMMISSION

August 17, 2010

THOMAS M. SUEHS
EXECUTIVE COMMISSIONER

To Whom It May Concern:

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

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

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

Additionally, the TIERS team has a collaborative working style that helps support the development of end-to-end business solutions across multiple business applications managed by different vendor teams.

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

Sincerely,

A handwritten signature in cursive script that reads "Anne Sapp".

Anne Sapp
Director, Special Projects

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

PA-DPW-1312

Technical Plan

II

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II-2

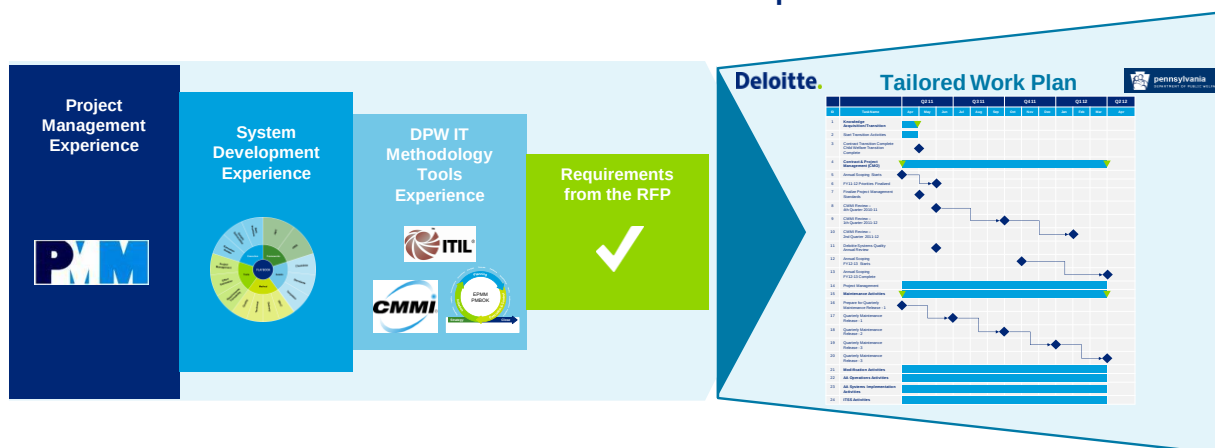
RFP Reference: II-3. Work Plan

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

DPW needs a realistic and detailed work plan to successfully coordinate interaction between other Offerors and execute project activities across the 27 in-scope systems. Our work plan provides a roadmap to monitor our progress towards successful completion of key activities as referenced in RFP Part IV. Our use of the DPW work plan standard to develop our work plan enables DPW to compare progress of projects based on consistent benchmarks. The detailed Project Work Plan for Lot 7 outlines the activities, deliverables, and significant milestones that guide the proposed team through tasks including project management, knowledge transfer, application modification and maintenance. We maintain the work plan and submit updates to DPW as timelines and project priorities change.

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

Tailored Work Plan Meets DPW Requirements



PA_DPW-457_4

Figure 6-2. Development of the Work Plan.

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

Our work plan begins with Project Kick-off on April 1st 2010. Upon project kick-off, we begin with Orientation and Knowledge Acquisition activities. We propose a transition approach of 30 days for Contract Transition and follow the allotted 6 months for the Child Welfare Transition. We prepare and submit the Orientation/Knowledge acquisition

(OKA) transition plan to address the turnover of business systems in an orderly manner. Upon approval of the plan, we begin transitioning the business systems and provide DPW with transition progress assessment and status updates. At the end of the 30-day period, we provide DPW with the OKA Transition Results report highlighting the completion of activities and accomplishment of transition objectives.

As part of our project management activities, we prepare and submit the Project Management Plan and associated deliverables. We also perform annual scoping to finalize the priorities for FY2011-2012. In addition, we conduct quarterly CMMI reviews to monitor adherence to project quality standards.

Throughout the life of the project, we develop and deploy bundled maintenance releases, and modification releases as prioritized and eventually agreed upon following your governance processes. We are responsible for the maintenance and ongoing operational support of the in-scope applications. In addition to that, we also provide security vulnerability testing and application related disaster recovery and backup assistance.

We develop detailed work plans for each Enhancement release based on the high level Gantt chart and the CIO Runway as shown in Figure 6-3.

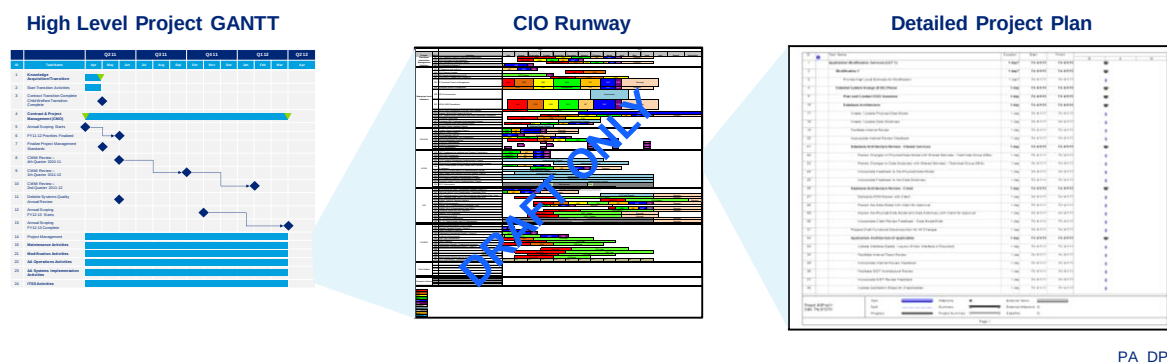
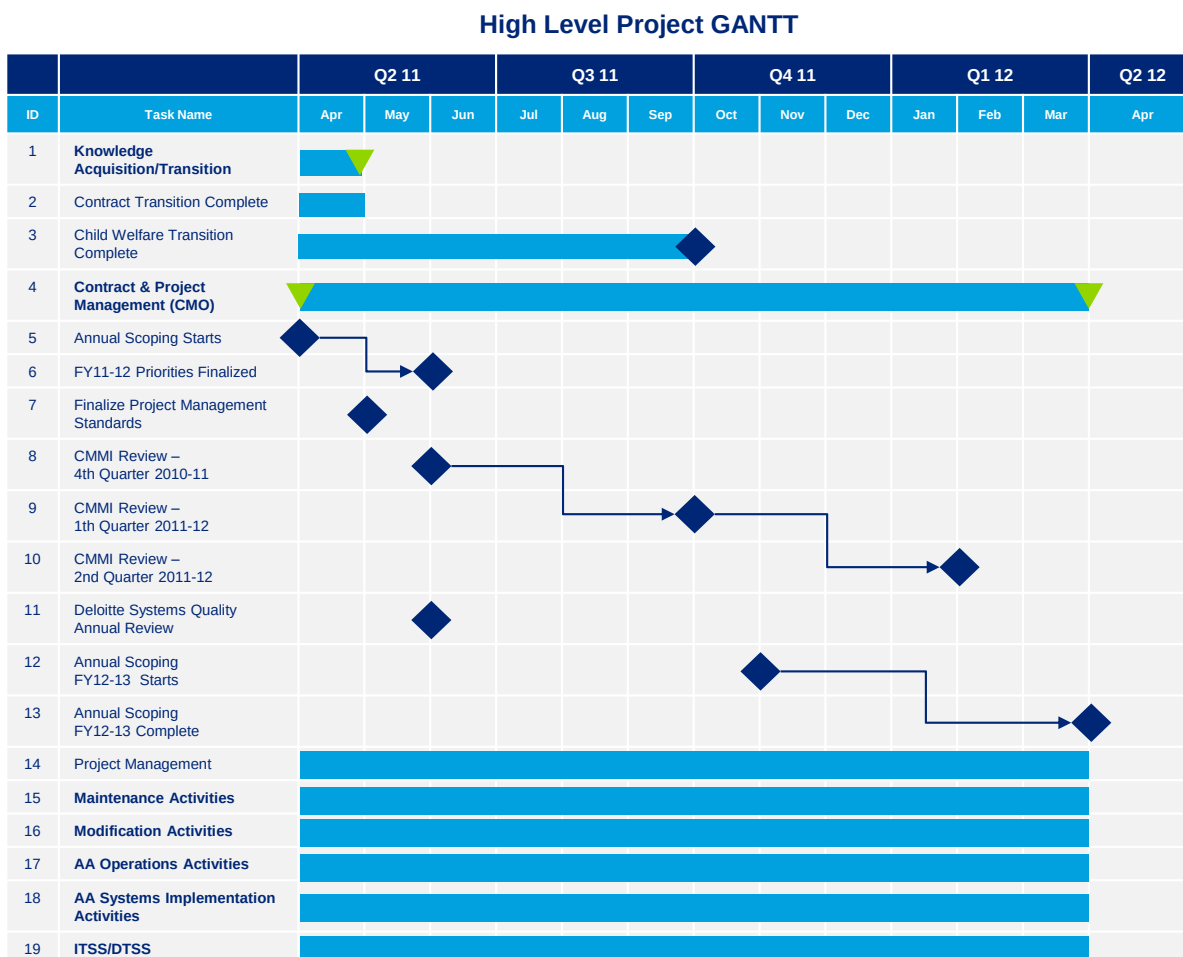


Figure 6.3. Effective Project Management Planning.

Deloitte provides DPW with straightforward and usable project management plans to quickly identify key objectives and assess our progress towards achieving them.

We collaborate with DPW to plan upcoming initiatives as part of the Annual Scoping process. We develop the CIO Runway as a product of these discussions and use it as a baseline to develop our Detailed work plans.

Figure 6-4 depicts a Gantt chart representing the high-level tasks for Lot 7 over the first year.



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Figure 6-4. Work Plan Gantt Chart.

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

The Table below describes, at a high level, the activities outlined in Part IV of the RFP.

High Level Tasks and Description

Task Name	Deloitte Performs Key Activities
Orientation/Knowledge Acquisition	We perform activities to orient our team to the new operating model. These activities include adjustments in operational procedures consistent with the contract to provide a smooth transition.
Contract and Project Management	We manage and coordinate aspects of concurrent projects across the in-scope systems throughout the project life cycle with state oversight and approvals. These activities help facilitate timely submission of deliverables that meet DPW requirements.



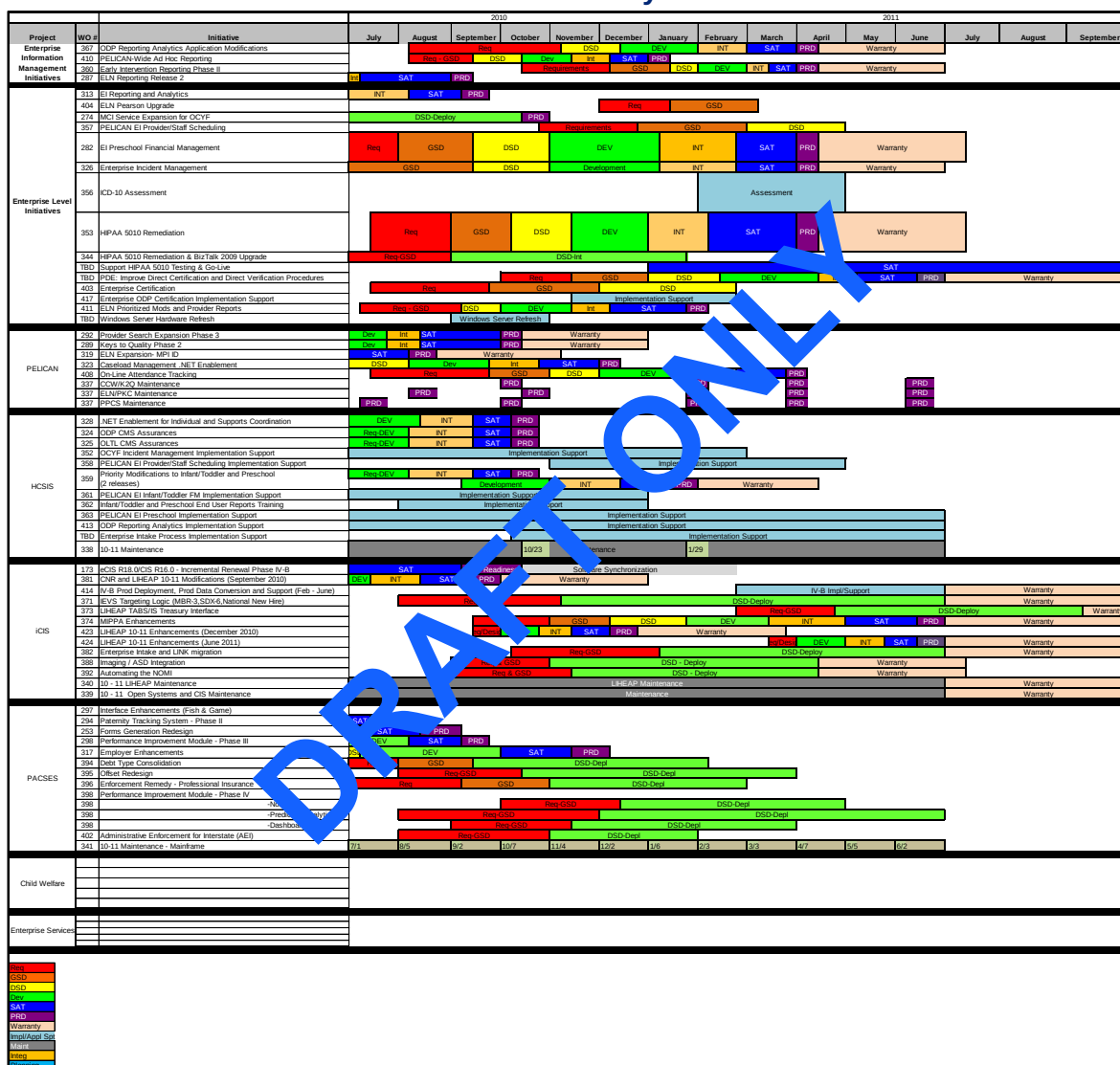
Task Name	Deloitte Performs Key Activities
Maintenance Activities	For DPW's in-scope systems, we maintain ongoing operations by performing timely corrective, adaptive, and preventive software maintenance services. We monitor and maintain performance requirements, provide defect corrective plans and perform disaster recovery activities as needed.
Modification Activities	Our team facilitates detailed design session with DPW stakeholders to translate the detailed requirements and general system design into detailed system design (DSD). Upon approval of the DSD, we develop, test, and implement the modifications and provide training to the end users, as required.
Application Adoption Operations Activities	We provide technical and managerial services required for ongoing operational support for the in-scope production applications. These activities include verification of application compatibility for software upgrades, reporting operational problems, resolving defects, and providing database administration support.
Application Adoption Systems Implementation Activities	Our team assists Lot 1-5 Offeror and the DPW program office with the technology adoption process and implementation support activities.
Defect Management	Our team works collaboratively with the Lot 6 Offeror and DPW to track, monitor, and resolve defects. We implement defect prevention strategies by establishing uniform coding standards and leading practices and conducting unit testing for the developed code.
ITSS and DTSS Activities	We provide IT shared services (ITSS) and direct technical services (DTSS) to DPW, enabling better management of shared processes, standards, and technical assets. Our team performs ITSS in the areas of database support, configuration management, security, architecture, middleware, groupware/network, knowledge management, operations, and production support. We also provide DTSS for the core areas of technology engineering, enterprise applications, and ITIL/CMMI software engineering processes.
Turnover Activities	At the conclusion of the contract period, our team develops a detailed Turnover plan to transition responsibilities for Lot 7 either to a new vendor or to DPW. To assist in a smooth and seamless turnover, we confirm that the Turnover plan complies with DPW standards. In addition, post turnover of services, we provide DPW with lessons learned and results from the turnover activities.

Figure 6-5. Deloitte Performs Key Activities.

The CIO Runway provides DPW Management with a clear understanding of upcoming projects and their timelines. It provides a holistic view of the project activities required resources and facilitates efficient use of business and technical resources.

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

CIO Runway



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Figure 6-6. Sample CIO Runway for FY11-13.

Deloitte collaborates with DPW to create CIO Runways based on DPW's planned initiatives

Once timelines have been finalized, we create a detailed Work plan for Modifications and Maintenance Releases that describe critical activities and dependencies, timelines, resources and deliverables. A sample modification work plan is attached in *Appendix A*. Additionally, we have provided a detailed Gantt for Orientation/Knowledge Acquisition in *Section 6.1*.

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

Detailed Project Plan

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

Project: MSPProj11
Date: Thu 8/12/10

Task

Split

Progress

Milestone

Summary

Project Summary

External Tasks

External Milestone

Deadline

Page 1

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

Methodology, Approach and Experience

II

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II-3

RFP Reference: II-3. Work Plan

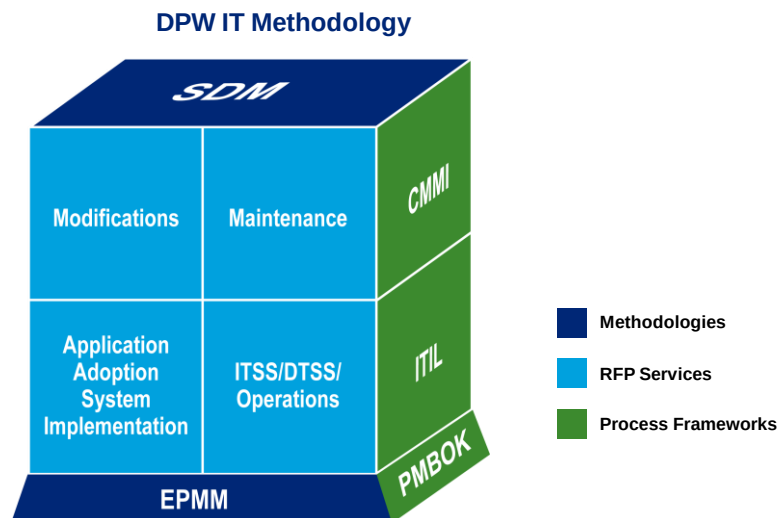
Where possible, the Offeror should provide specific examples of methodologies or approaches that will be used to fulfill the various requirements, how these methodologies will be adapted for this contract and implemented, and examples of the Offeror's similar experience and approach on comparable projects.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

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

Methodology

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

Based on an analysis of the newly evolved DPW operating model as original architects of the true model our project firms development and delivery management frameworks map to ePMM4, SDM, CMMI, and ITIL and PMBOK. Figure 6-12 depicts how we leverage and extend our methodology to craft our approach to delivering modifications, maintenance, application adoption system implementation and ITSS/DTSS operations.



PA_DPW-162_8

Figure 6-12. DPW's IT Methodology.

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

In the remainder of the Methodology section, we provide an explanation of the role each component plays in the success of the DPW IT Methodology.

EPMM

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

Figure 6-13 highlights the EPMM - Project Management approach based on industry accepted PMBOK principles



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Figure 6-13. Deloitte applies Industry Frameworks to Project Management.

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

PMBOK

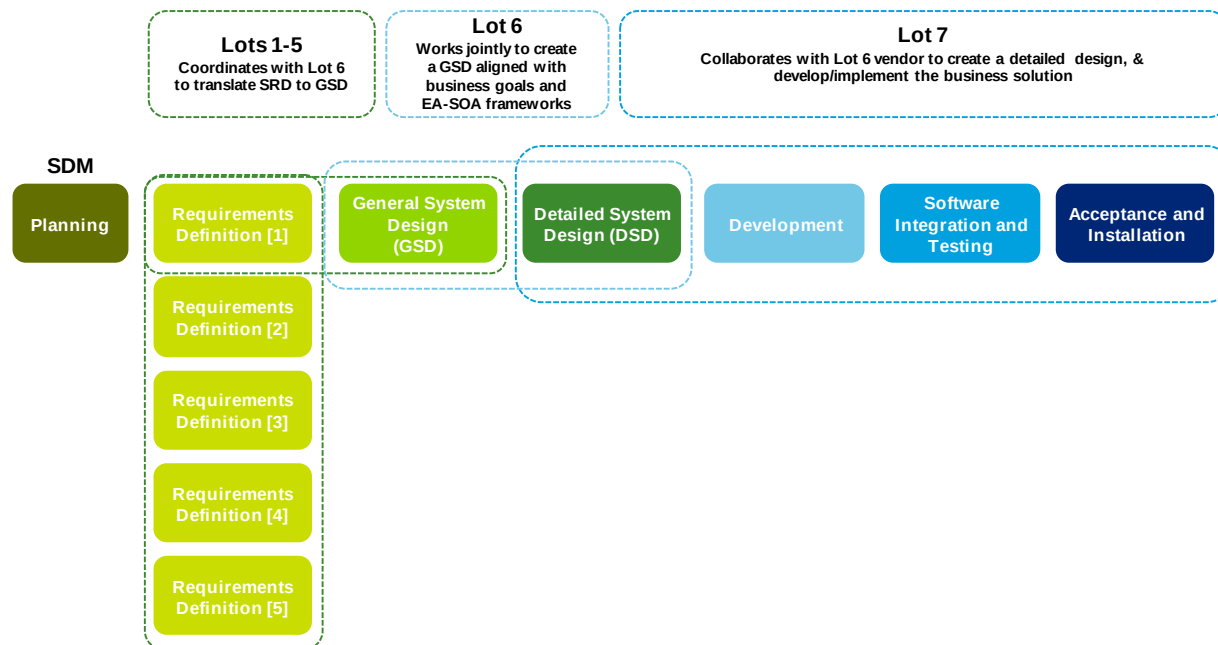
We apply project management controls aligned with PMBOK process areas to successfully guide the project delivery. For example, we manage the project schedule through our management tool PMC and track the progression of work and defects through our tracking tool ATS. Additionally, our Risk Management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

SDM

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

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

of SDM, using our Firms software development methodology, we are familiar with the SDM from hands-on experience working within the methodology since its inception at DPW. Figure 6-14 shows how we work within the SDM to deliver Lot 7 services for maintenance and modifications.



PA_DPW-568_3

Figure 6-14. DPW's Software Development Methodology.

Our team performs cross-vendor coordination to translate General System Design (GSD) into Detailed Design and eventually software code within the constructs of the SDM.

While drafting the DSD, we define the overall structure of software solutions from a technical viewpoint. At the core of our detailed system design approach, we draw on our vast knowledge of DPW's citizen services and EA goals to foster cross-application integration and architectural reuse. We further build on reuse of software components during the coding phase to develop high-quality and maintainable software. The Offeror for Lot 7 is plays a critical role to develop and implement software changes within DPW EA frameworks. For example, when a lot 6 Offeror submits a General System Design Document with a change to PELICAN that affects services used by ICIS, we identify changes to the impacted applications early during the DSD phase to develop reusable components, saving DPW costly updates downstream.

Our approach to SDM development is flexible and adaptable and we right-size the phases and deliverables of development efforts to change requests based on their complexity. This enables our team to accelerate delivery while still applying structure to our processes. Using this pragmatic approach enables swift development to deliver more functionality within allotted release times. We will team with DPW to identify projects suited for rapid prototyping, using RAD techniques as applicable. For example, in the current economic climate, DPW may receive mandates from the federal government to alter food stamp or TANF benefits or cost containment. Often, the turn-around for these types of requests is very tight. By right sizing the SDLC phases after

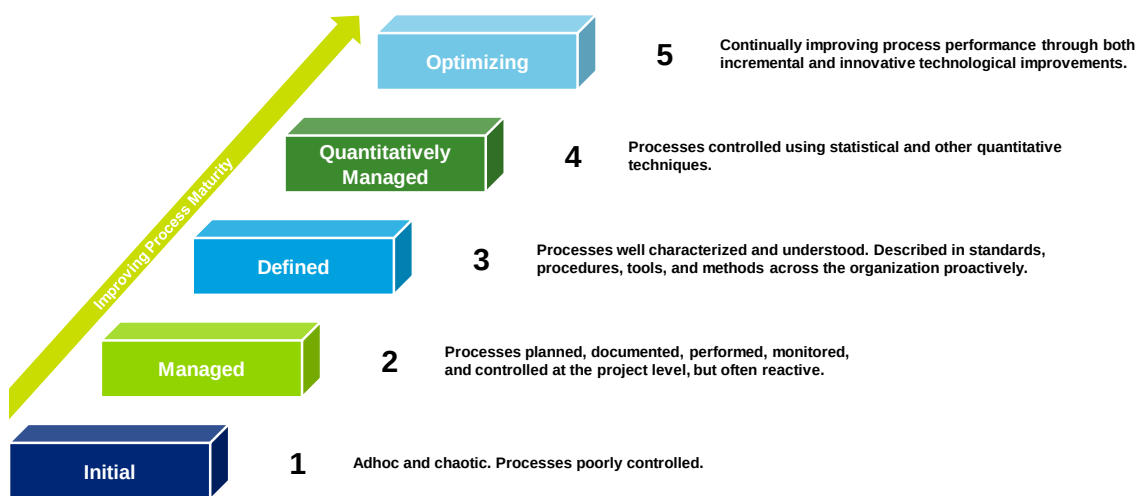
having a complete understanding of the change, we accelerate delivery and enable accuracy of a change that follows the normal SDLC. DPW is able to deliver more with less.

CMMI®

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

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

Figure 6-15 highlights the CMMI Maturity Levels.



PA_DPW-880

Figure 6-15. Achieving Level 5 Maturity.

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

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

For example, as we deliver modification services, we apply CMMI principles to continuously monitor and improve defect density ratios from the prior release's baseline, ultimately achieving higher level of software quality.

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

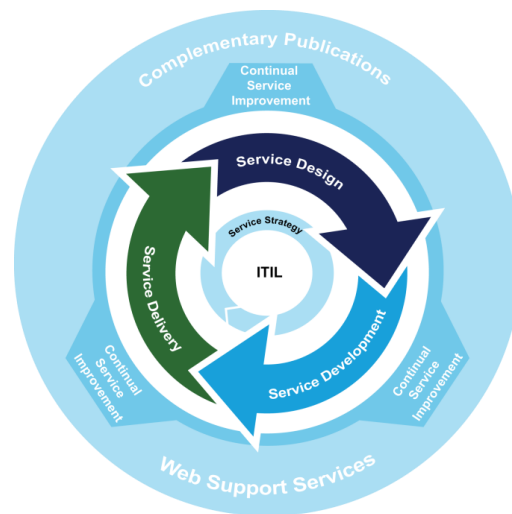
ITIL

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



Figure 6-16 illustrates the ITIL framework.

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



PA_DPW-534_2

Figure 6-16. Discipline through ITIL.

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

Deloitte assesses DPW's current IT processes using the ITIL framework. Using our team's experience with ITIL, we provide specialist assistance to evolve DPW processes to the next level. Our team supports the Department's annual baseline ITIL assessments and in building a roadmap for refinement/expansion targets.

For example, we use ITIL principles of change management to enforce a disciplined change to project scope. We work with DPW to establish a Change control board (CCB) that comprises of the appropriate stakeholders to review, evaluate, and approve any scope changes. Upon identification of a change that may affect project constraints, we create a change request, submit it for review by the Architecture Review Board, identify potential impacts to the project, and submit it to the CCB for review and approval. Only after the approval by the CCB, we initiate and implement the changes.

Approach

We recognize the five key drivers for change within DPW as expansion of the Enterprise Architecture, Service Orientation, MITA, and legislative reform. We translate these change agents into actionable enhancements and software updates prioritized over the period of this contract to incrementally advance the DPW Enterprise Architecture. We affect these changes by applying structured planning and staff that know your business and processes with a record of successful delivery.



Deloitte continues to deliver business and operational continuity from day one of the contract by taking a shortened contract transition period. We allocate project team members to coordinate with DPW and other Lot Offerors to reach a common understanding of new operating models and processes. We understand the complexity and relationship across each of the DPW applications and leverage this knowledge to proactively identify critical commonalities and dependencies. Combining dependant software changes into a single enhancement enables effective use of DPW's resources.

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

Experience

We have served local, state, and federal government agencies for more than 40 years. In addition, we are currently maintaining 10 systems of similar size, scope, and complexity including Michigan, Wisconsin, and Texas. Although our proposed methodology follows DPW's IT methodology, its basis lies in the principles of Project management within PMBOK and our Software Development Methodology. We have extended these basic principles and tailored them to meet the specific needs of each of our clients. We have employed similar methodologies within our health and human services practice across 36 states that include 18 successful statewide eligibility system rollouts. Each section within *Tab 6* details our national experience and relevance to DPW.

Managing Lot Activities

II

Page
II-3

RFP Reference: II-3. Work Plan

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

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

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

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

Software List

II

Page
II-3

RFP Reference: II-3. Work Plan

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

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

We understand that under the new business model, there may be new vendors delivering services. Deloitte collaborates across DPW to maximize the effectiveness and continuity of the tool set.

Shown below is our master software list organized by Task group. We detail these in this section only to discard duplication in *Sections 6.1-6.10*.

Software Product List – 6.1 Orientation/Knowledge Acquisition

Software Product	How Deloitte Uses This Software to Meet DPW Requirements
EMC Volume Logix	This tool provides centralized storage management, monitoring, and security capabilities for data and information that is amassed as part of the Lot 7 application activities.
ESN Manager	This tool provides centralized storage management, monitoring, and security capabilities for data and information that is amassed as part of the Lot 7 application activities.
Cognos Reportnet 8.2	This tool creates and manages reports related to data warehouse activities. We provide these reports for analysis and summarization of data related to Lot 7 application activities. (Data Warehouse)
Cognos Transformer 7.4	This tool creates and defines structures related to data warehouse activities. Deloitte provides these structures for analysis and summarization of data related to Lot 7 application activities. (Data Warehouse)
Microsoft Visio 2003	This tool will be use for diagramming/modeling as well for the production of organization charts aligned with Lot 7 activities. (Diagramming, Organization Charts)



Software Product List – 6.1 Orientation/Knowledge Acquisition

DocuShare	Deloitte employs this tool for document/content management, allowing for the creation, sharing, and overall organization of documents related to Lot 7 application activities. (Document Management)
Microsoft Access 2003	We use this tool for the creation and maintenance of desktop databases that we create in relation to activities required for Lot 7 maintenance. (Desktop Database)
SPSS	This tool will be used for the measurement and analysis of statistics related to Lot 7 application activities. (Statistical Analysis)
Statistical Analysis Software (SAS)	This tool will be used for the measurement and analysis of statistics related to Lot 7 application activities. (Statistical Analysis)
SQL Server Reporting Services (SSRS)	This tool will be used for the creation, deployment, management, and distribution of various reports that are produced in conjunction with Lot 7 required maintenance activities. (Report Writers)
Cognos Impromptu	This tool will be used for the creation, deployment, management, and distribution of various reports that are produced in conjunction with Lot 7 required maintenance activities. (Report Writers)
Adobe Central Pro	This tool will be used for the creation, deployment, management, and distribution of various reports that are produced in conjunction with Lot 7 required maintenance activities. (Report Writers)
Cognos PowerPlay	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
SQL Plus and PL/SQL Developer	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
Golden (Toad)	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
SQL Server Management Studio	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
PL Edit	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
Oracle Development tools for .NET	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
Adobe Robo-Help	This tool will be used to assist in the creation, authoring, and maintenance of help files/documents that are utilized for purposes of aiding in the learning and understanding of the produce of activities performed within the Lot 7 maintenance designation. (Help Authoring)
Microsoft Project 2003	This tool will be used to facilitate project management and planning activities related to Lot 7 application activities. (Project Management)



Software Product List – 6.1 Orientation/Knowledge Acquisition

Support Magic	This tool will be used for the defect management process related to Lot 7 application activities.
DPW ATS	This tool will be used for the defect management process related to Lot 7 application activities (Licensed with full access/ownership for State use)
DPW Learning Management System	This tool will be used for user development and learning/training for the various applications associated with Lot 7 application activities. This is licensed with full access/ownership for State use. (User Development Tool)
ArcView (ESRI)	This tool will be used for visualizing, creating, mapping, and managing data related to activities performed with Lot 7 maintenance. (GIS Mapping)
Atlas (ESRI)	This tool will be used for visualizing, creating, mapping, and managing data related to activities performed with Lot 7 maintenance. (GIS Mapping)
Uniaccess	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 application activities. (Componentware/Middleware).
IBM WebSphere MQ (MQSeries)	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 application activities. (Componentware/Middleware).
Unisys OLTP Open/TI	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 application activities. (Componentware/Middleware).
WebMethods Broker	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 application activities. (Componentware/Middleware).
BizTalk	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 application activities. (Componentware/Middleware).
WebMethods Integration Server	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 application activities. (Componentware/Middleware).
Transaction Information Processor (TIP)	This tool will be used to coordinate and manage the transaction of files and components that span multiple resources (i.e. databases, file systems, etc). (Transaction Manager)
Movelt Secure FTP (DTE)	This tool will be used to coordinate and manage the transaction of files and components that span multiple resources (i.e. databases, file systems, etc). (Transaction Manager)
Microsoft Transaction Server (MTS & COM+)	This tool will be used to coordinate and manage the transaction of files and components that span multiple resources (i.e. databases, file systems, etc). (Transaction Manager)

Software Product List – 6.1 Orientation/Knowledge Acquisition

Microsoft Distributed Transaction Coordinator (MSDTC)	This tool will be used to coordinate and manage the transaction of files and components that span multiple resources (i.e. databases, file systems, etc). (Transaction Manager)
WebTS	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 application activities. (Componentware).
Java Messaging Services (JMS)	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 application activities. (Componentware/Middleware).
ITASCA	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 application activities. This tool is licensed with full access/ownership for State use. (Componentware/Middleware)
BSCOE Framework	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 application activities. (Componentware/Middleware).
.Net Enterprise Library	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 application activities. (Componentware/Middleware).
FileNET eProcess	This tool will be used for process management to automate, streamline, and optimize multifaceted processes and procedures across multiple resources. (Workflow)
Microsoft Visual Studio 2008	This tool will be used for the prototyping and programming/development activities related to Lot 7 maintenance responsibilities. (Prototyping/JAD/Web Development)
Informatica Power Center 8.6.1	This tool will be used for the prototyping and programming/development activities related to Lot 7 maintenance responsibilities. (Prototyping/JAD/Web Development)
Microsoft Team Foundation Server	This tool will be used for the prototyping and programming/development activities related to Lot 7 maintenance responsibilities. (Prototyping/JAD/Web Development)
Visual Basic .NET	This tool will be used for the prototyping and programming/development activities related to Lot 7 maintenance responsibilities. (Prototyping/JAD/Web Development)
Adobe Flex	This tool will be used for the prototyping and programming/development activities related to Lot 7 maintenance responsibilities. (Prototyping/JAD/Web Development)
Windows Communication Foundation (WCF)	This tool will be used for the prototyping and programming/development activities related to Lot 7 maintenance responsibilities. (Prototyping/JAD/Web Development)

Software Product List – 6.1 Orientation/Knowledge Acquisition

Corticon Rules Engine	This tool will be used for the prototyping and programming/development activities related to Lot 7 maintenance responsibilities. (Prototyping/JAD/Web Development)
ASP.Net	This tool will be used for the prototyping and programming/development activities related to Lot 7 maintenance responsibilities. (Prototyping/JAD/Web Development)
Allfusion Erwin Data Modeler	This tool will be used for the creation and management of data models as it applies to Lot 7 application activities. (Database Modeling)
PowerMart	This tool will be used for the creation and management of data models as it applies to Lot 7 application activities. (Database Modeling)
ModelMart	This tool will be used for the creation and management of data models as it applies to Lot 7 application activities. (Database Modeling)
Sparx Enterprise Architect	This tool will be used for the creation and management of data models as it applies to Lot 7 application activities. (Database Modeling)
HP Performance Center	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
WinRunner/Quick Test Pro	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
Compuware Numega Code Review	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
N-Unit/N-Depend/MB Unit/Ncover	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
SOAP UI Pro	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
FxCop	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
XML Spy/HTTP Analyzer	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
.Net Memory Profiler	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)



Software Product List – 6.1 Orientation/Knowledge Acquisition

Leak Tracker	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
Ants Profiler	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
Debugging Tools for Windows	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
.NET Reflector	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
DPW ATS	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. This tool is Licensed with full access/ownership for State use. (Testing and Debugging)
IBM Rational Functional Tester	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
HP Functional Tester (Quick Test Pro 9.5)	This tool will be used for testing and debugging of development output for Lot 7 application activities to deliver a high quality product. (Testing and Debugging)
Concord – IP Performance Monitoring	This tool will be used to provide performance/capacity management, monitoring, and diagnostics in order to deliver ongoing system operation and minimal interruption in availability. (Performance/Capacity Management)
Sightline	This tool will be used to provide performance/capacity management, monitoring, and diagnostics in order to deliver ongoing system operation and minimal interruption in availability. (Performance/Capacity Management)
Enterprise Manager for Oracle – Grid Control	This tool will be used to provide performance/capacity management, monitoring, and diagnostics in order to deliver ongoing system operation and minimal interruption in availability. (Performance/Capacity Management)
Idera Diagnostics Manager for SQL Server	This tool will be used to provide performance/capacity management, monitoring, and diagnostics in order to deliver ongoing system operation and minimal interruption in availability. (Performance/Capacity Management)
Scheduling Activity Monitor (SAM) Novell Print Services	This tool will be used as a centralized control point for job scheduling as well as provide overall output management across various servers, queues, and jobs that are employed for Lot 7 application activities. (Job Scheduling/Output Management)

Software Product List – 6.1 Orientation/Knowledge Acquisition

NT Print Services	This tool will be used as a centralized control point for job scheduling as well as provide overall output management across various servers, queues, and jobs that are employed for Lot 7 application activities. (Job Scheduling/Output Management)
OPCON/XPS	This tool will be used as a centralized control point for job scheduling as well as provide overall output management across various servers, queues, and jobs that are employed for Lot 7 application activities. (Job Scheduling/Output Management)
Integrated Recovery Utility or File Administration System (FAS)	This tool will be used for storage back-up and recovery, which will facilitate data protection. (Storage Recovery)
Veritas Netbackup	This tool will be used for storage back-up and recovery, which will facilitate data protection. (Storage Recovery)
Oracle Recovery Manager with Veritas Database Edition Agent for Oracle.	This tool will be used for storage back-up and recovery, which will facilitate data protection. (Storage Recovery)
Enterprise Recovery Manager with Veritas Database Edition Agent for SQL Server	This tool will be used for storage back-up and recovery, which will facilitate data protection. (Storage Recovery)
Symbolic Stream Generator	This tool will be used to provide methods for version control in order to preserve the integrity of the data/development output while promoting a collaborative development environment. (Version Control)
Microsoft Visual SourceSafe/Team Foundation Server	This tool will be used to provide methods for version control in order to preserve the integrity of the data/development output while promoting a collaborative development environment. (Version Control)
TFS	This tool will be used to provide methods for version control in order to preserve the integrity of the data/development output while promoting a collaborative development environment. (Version Control)
SMS 2.0 Client Agent	This tool will be used for systems management to assist in the tasks hardware/software maintenance and configuration and application management of some of the tools and resources used to perform Lot 7 application activities.
CA- Netegrity Site Minder	This tool will be used for identity and access management across applications and portals in order to facilitate information accuracy and security. (Identity and Access Management)
CA eTrust Identity Manager	This tool will be used for identity and access management across applications and portals in order to facilitate information accuracy and security. (Identity and Access Management)
Radiant Logic Virtual Directory System	This tool will be used for identity and access management across applications and portals in order to facilitate information accuracy and security. (Identity and Access Management)

Software Product List – 6.1 Orientation/Knowledge Acquisition

Network Associates (McAfee)	This tool will be used for identity and access management across applications and portals in order to facilitate information accuracy and security. (Identity and Access Management)
Netegrity Site Minder	This tool will be used for identity and access management across applications and portals in order to facilitate information accuracy and security. (Identity and Access Management)
SOA Security Manager	This tool will be used to provide a means for enterprise security management. (Security)
DevInspect	This tool will be used to perform vulnerability testing to deliver security and proactive rectification during development. (Vulnerability Testing)
WebInspect	This tool will be used to perform vulnerability testing to deliver security for web services and web application s. (Vulnerability Testing)
QA Inspect	This tool will be used to perform vulnerability testing to deliver web security as well as provide capabilities for quality management. (Vulnerability Testing)

Figure 6-17. Software Product List – 6.1 Orientation/Knowledge Acquisition.



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

Figure 6-18. Software Product List – 6.2 Project Management.

Software Product List – 6.3 System Support Services General	
6.4 Application Maintenance	
6.5 Application Modifications/Enhancements	
6.8 Defect Management	
Software Product	How Deloitte Uses This Software to Meet DPW Requirements
DPW ATS	This tool will be used for the defect management process related to Lot 7 activities (Licensed with full access/ownership for State use)
DPW Learning Management System	This tool will be used for user development and learning/training for the various applications associated with Lot 7 maintenance activities. This is licensed with full access/ownership for State use. (User Development Tool)
EMC Volume Logix	This tool will be used to provide centralized storage management, monitoring, and security capabilities for data and information that is amassed as part of the Lot 7 maintenance activities.
ESN Manager	This tool will be used to provide centralized storage management, monitoring, and security capabilities for data and information that is amassed as part of the Lot 7 maintenance activities.
Docushare	This tool will be used for document/content management, allowing for the creation, sharing, and overall organization of documents related to Lot 7 maintenance activities. (Document Management)
Microsoft Access 2003	This tool will be used for the creation and maintenance of desktop databases that may be used in relation to activities required for Lot 7 maintenance. (Desktop Database)
Statistical Analysis Software (SAS)	This tool will be used for the measurement and analysis of statistics related to Lot 7 maintenance activities. (Statistical Analysis)
Cognos Impromptu	This tool will be used for the creation, deployment, management, and distribution of various reports that are produced in conjunction with Lot 7 required maintenance activities. (Report Writers)
Adobe Central Pro	This tool will be used for the creation, deployment, management, and distribution of various reports that are produced in conjunction with Lot 7 required maintenance activities. (Report Writers)



Software Product List – 6.3 System Support Services General

6.4 Application Maintenance

6.5 Application Modifications/Enhancements

6.8 Defect Management

Golden (Toad)	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
.Net Enterprise Library	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 maintenance activities. (Componentware/Middleware).
OPCON/XPS	This tool will be used as a centralized control point for job scheduling as well as provide overall output management across various servers, queues, and jobs that are employed for Lot 7 maintenance activities. (Job Scheduling/Output Management)
QA Inspect	This tool will be used to perform vulnerability testing to deliver web security as well as provide capabilities for quality management. (Vulnerability Testing)
Cognos Reportnet 8.2	This tool will be used to create and manage reports related to data warehouse activities. These reports may be used for analysis and summarization of data related to Lot 7 maintenance activities. (Data Warehouse)
Microsoft Visio 2003	This tool will be use for diagramming/modeling as well for the production of organization charts aligned with Lot 7 activities. (Diagramming, Organization Charts)
SPSS	This tool will be used for the measurement and analysis of statistics related to Lot 7 maintenance activities. (Statistical Analysis)
SQL Server Reporting Services (SSRS)	This tool will be used for the creation, deployment, management, and distribution of various reports that are produced in conjunction with Lot 7 required maintenance activities. (Report Writers)
Cognos PowerPlay	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
SQL Plus and PL/SQL Developer	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
SQL Server Management Studio	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
SQL Server Management Studio	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
PL Edit	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
Support Magic	This tool will be used for the defect management process related to Lot 7 maintenance activities.
Microsoft Project 2003	This tool will be used to facilitate project management and planning activities related to Lot 7 maintenance activities. (Project Management)

Software Product List – 6.3 System Support Services General

6.4 Application Maintenance

6.5 Application Modifications/Enhancements

6.8 Defect Management

Uniaaccess	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 maintenance activities. (Componentware/Middleware).
IBM WebSphere MQ (MQSeries)	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 maintenance activities. (Componentware/Middleware).
Unisys OLTP Open/TI	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 maintenance activities. (Componentware/Middleware).
Microsoft BizTalk	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 maintenance activities. (Componentware/Middleware).
WebMethods Broker	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 maintenance activities. (Componentware/Middleware).
WebMethods Integration Server	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 maintenance activities. (Componentware/Middleware).
Movelt Secure FTP (DTE)	This tool will be used to coordinate and manage the transaction of files and components that span multiple resources (i.e. databases, file systems, etc). (Transaction Manager)
Transaction Information Processor (TIP)	This tool will be used to coordinate and manage the transaction of files and components that span multiple resources (i.e. databases, file systems, etc). (Transaction Manager)
Microsoft Transaction Server (MTS & COM+)	This tool will be used to coordinate and manage the transaction of files and components that span multiple resources (i.e. databases, file systems, etc). (Transaction Manager)
Microsoft Distributed Transaction Coordinator (MSDTC)	This tool will be used to coordinate and manage the transaction of files and components that span multiple resources (i.e. databases, file systems, etc). (Transaction Manager)
WebTS	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 maintenance activities. (Componentware).
Java Messaging Services (JMS)	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 maintenance activities. (Componentware/Middleware).
ITASCA	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 maintenance activities. This tool is licensed with full access/ownership for State use. (Componentware/Middleware)
BSCOE Framework	This tool will be used to allow for interfacing between multiple components that will be used to facilitate Lot 7 maintenance activities. (Componentware/Middleware).

Software Product List – 6.3 System Support Services General

6.4 Application Maintenance

6.5 Application Modifications/Enhancements

6.8 Defect Management

FileNET eProcess	This tool will be used for process management to automate, streamline, and optimize multifaceted processes and procedures across multiple resources. (Workflow)
Concord – IP Performance Monitoring	This tool will be used to provide performance/capacity management, monitoring, and diagnostics in order to confirm ongoing system operation and minimal interruption in availability. (Performance/Capacity Management)
Sightline	This tool will be used to provide performance/capacity management, monitoring, and diagnostics in order to confirm ongoing system operation and minimal interruption in availability. (Performance/Capacity Management)
Enterprise Manager for Oracle – Grid Control	This tool will be used to provide performance/capacity management, monitoring, and diagnostics in order to confirm ongoing system operation and minimal interruption in availability. (Performance/Capacity Management)
Idera Diagnostics Manager for SQL Server	This tool will be used to provide performance/capacity management, monitoring, and diagnostics in order to confirm ongoing system operation and minimal interruption in availability. (Performance/Capacity Management)
Scheduling Activity Monitor (SAM) Novell Print Services	This tool will be used as a centralized control point for job scheduling as well as provide overall output management across various servers, queues, and jobs that are employed for Lot 7 maintenance activities. (Job Scheduling/Output Management)
NT Print Services	This tool will be used as a centralized control point for job scheduling as well as provide overall output management across various servers, queues, and jobs that are employed for Lot 7 maintenance activities. (Job Scheduling/Output Management)
Integrated Recovery Utility or File Administration System (FAS)	This tool will be used for storage back-up and recovery, which will facilitate data protection. (Storage Recovery)
Veritas Netbackup	This tool will be used for storage back-up and recovery, which will facilitate data protection. (Storage Recovery)
Oracle Recovery Manager with Veritas Database Edition Agent for Oracle.	This tool will be used for storage back-up and recovery, which will facilitate data protection. (Storage Recovery)
Enterprise Recovery Manager with Veritas Database Edition Agent for SQL Server	This tool will be used for storage back-up and recovery, which will facilitate data protection. (Storage Recovery)
TFS	This tool will be used to provide methods for version control in order to preserve the integrity of the data/development output while promoting a collaborative development environment. (Version Control)

Software Product List – 6.3 System Support Services General

6.4 Application Maintenance

6.5 Application Modifications/Enhancements

6.8 Defect Management

Symbolic Stream Generator	This tool will be used to provide methods for version control in order to preserve the integrity of the data/development output while promoting a collaborative development environment. (Version Control)
Microsoft Visual SourceSafe/Team Foundation Server	This tool will be used to provide methods for version control in order to preserve the integrity of the data/development output while promoting a collaborative development environment. (Version Control)
SMS 2.0 Client Agent	This tool will be used for systems management to assist in the tasks hardware/software maintenance and configuration and application management of some of the tools and resources used to perform Lot 7 maintenance activities.
Radiant Logic Virtual Directory System	This tool will be used for identity and access management across applications and portals in order to facilitate information accuracy and security. (Identity and Access Management)
Network Associates (McAfee)	This tool will be used for identity and access management across applications and portals in order to facilitate information accuracy and security. (Identity and Access Management)
Netegrity Site Minder	This tool will be used for identity and access management across applications and portals in order to facilitate information accuracy and security. (Identity and Access Management)
SOA Security Manager	This tool will be used to provide a means for enterprise security management. (Security)
WebInspect	This tool will be used to perform vulnerability testing to confirm security and proactive rectification during development. (Vulnerability Testing)

Figure 6-19. Software Product List – 6.3 System Support Services General, 6.4 Application Maintenance, 6.5 Application Modifications/Enhancements, 6.8 Defect Management.

Software Product List – 6.7 Application Adoption and System Implementation

Software Product	How Deloitte Uses This Software to Meet DPW Requirements
Adobe Captivate	Provides users with hands on system navigation, with screen flows, instructions and notes for completing tasks/processes within the system Provides users with immediate access to the most current implementation and training materials
Adobe RoboHelp	Provides users with step by step instructions for completing a tasks/processes within the system (located within the system)
ToolBook (transitioning to Captivate)	Provides static screen shots and instructions (transitioning to Captivate)

Software Product List – 6.7 Application Adoption and System Implementation

Microsoft LiveMeeting	Provides an interactive environment for conducting meetings and demonstrations
SharePoint	Provides a central storage location and immediate access to the most current implementation and training materials
Microsoft Office Products (Word/Excel/PowerPoint)	Provides supplemental implementation and training materials such as Overview presentations, Tip Sheets, FAQ documents, User Guides

Figure 6-20. Software Product List – 6.7 Application Adoption and System Implementation.

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

Software Product	How Deloitte Uses This Software to Meet DPW Requirements
Cognos Transformer 7.4	This tool will be used to create and define structures related to data warehouse activities. These structures may be used for analysis and summarization of data related to Lot 7 maintenance activities. (Data Warehouse)
DocuShare	This tool will be used for document/content management, allowing for the creation, sharing, and overall organization of documents related to Lot 7 maintenance activities. (Document Management)
Adobe Central Pro	This tool will be used for the creation, deployment, management, and distribution of various reports that are produced in conjunction with Lot 7 required maintenance activities. (Report Writers)
Golden (Toad)	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
Adobe Robo-Help	This tool will be used to assist in the creation, authoring, and maintenance of help files/documents that are utilized for purposes of aiding in the learning and understanding of the produce of activities performed within the Lot 7 maintenance designation. (Help Authoring)
DPW ATS	This tool will be used for the defect management process related to Lot 7 activities (Licensed with full access/ownership for State use)
SOAP UI Pro	This tool will be used for testing and debugging of development output for Lot 7 maintenance activities to deliver a high quality product. (Testing and Debugging)
.Net Memory Profiler (Memory Optimization)	This tool will be used for testing and debugging of development output for Lot 7 maintenance activities to deliver a high quality product. (Testing and Debugging)
Leak Tracker	This tool will be used for testing and debugging of development output for Lot 7 maintenance activities to deliver a high quality product. (Testing and Debugging)
Ants Profiler	This tool will be used for testing and debugging of development output for Lot 7 maintenance activities to deliver a high quality product. (Testing and Debugging)

Software Product List – 6.6 Applications/Systems Operations Support

6.9 ITSS and DTSS

Debugging Tools for Windows	This tool will be used for testing and debugging of development output for Lot 7 maintenance activities to deliver a high quality product. (Testing and Debugging)
.NET Reflector	This tool will be used for testing and debugging of development output for Lot 7 maintenance activities to deliver a high quality product. (Testing and Debugging)
OPCON/XPS	This tool will be used as a centralized control point for job scheduling as well as provide overall output management across various servers, queues, and jobs that are employed for Lot 7 maintenance activities. (Job Scheduling/Output Management)
SQL Plus and PL/SQL Developer	This tool will be used to query and analyze data that may be needed for Lot 7 activities. (Queries)
FXCop	Compiled code analyzer for performance, security, standards etc
NUnit	Unit testing tool for .NET Framework
NDepend	Code Statistical analysis tool for .NET Framework
SLIM	Software Life cycle Management Estimation Tool for developing realistic, data-driven cost and schedule estimates.
.Net framework 3.5	.NET Framework
Visual Studio 2008	.NET Framework
Visual Basic .NET	Development language
ITASCA framework V 4.1	Development Framework Validation rules
Microsoft Enterprise Library 4.1	Data Access, Exception Management , Configuration Management, Instrumentation Logging
Version Data Access Block	Data Access, Exception Management , Configuration Management, Instrumentation Logging
Custom extension for ODP.NET	Data Access, Exception Management , Configuration Management, Instrumentation Logging
ASP.NET Session Management	Session Management
Microsoft Enterprise Library 4.1	Caching
Unity - Microsoft Enterprise Library	Dependency injection
ITASCA Reference Table	Enterprise framework for Reference Table Management
.NET Resource files	Error Manager
WMI	Remote process execution
Microsoft validation application block	Validation rules
Microsoft's "Smart Client Software	Smart Client

Software Product List – 6.6 Applications/Systems Operations Support

6.9 ITSS and DTSS

Factory (SCSF)– May 2007 version”	Smart Client
CAB framework	Smart Client
jQuery Library	Provides interactions, widgets, effects, and theming for creating Rich Internet Applications.
ASP.NET AJAX	Ajax
AJAX control tool kit	Ajax
Team Foundation Server 2008	Version Control
Windows XP	Baseline Image
Sparx Systems Enterprise Architect	Designer
Adobe Forms	Designer
XML Spy	Web Services Development
HTTP Analyzer	Web Services Development
Adobe FlexBuilder Profiler	Adobe Memory Analysis
Infragistics	.NET Debugging
Adobe Document Server	Correspondence Management
Enterprise Correspondence Service	Correspondence Management
DPW .Net Batch Framework	Batch Architecture
Corticon Rules Engine	Complex Rules-Based Decisions
MCI.NET	Re-usable business services
MPI	Re-usable business services
UREP	Re-usable business services
FlexBuilder 4/ActionScript 3	Development/IDE
Cairngorm Framework	MVC Framework
SWF Scan	Security testing
FlexUnit	Unit testing
Windows Communication Foundation WCF	Programming interface
COM + 7.1	Legacy Code Support
WSDL 2.0	WebMethods
SSL 128-bit encrypted	WebMethods

Software Product List – 6.6 Applications/Systems Operations Support

6.9 ITSS and DTSS

SOA Security Manager protected	WebMethods
MSMQ Adapter	.Net Messaging
Open TI JCA	Mainframe Integration
MoveIT Secure FTP	File Transfer
MSMQ	.Net Messaging
Oracle AQ	Database Messaging
Netegrity SiteMinder	Authentication/Authorization
Active Directory	Authentication/Authorization
Oracle FGAC/Virtual Private DB	Fine grained authorization
SOA Security Manager	WEB services security
Dev Inspect	Vulnerability Testing Tools
Web Inspect	Vulnerability Testing Tools
ODP.NET ver 11.1	ODP .NET provider
SQL Server Reporting Services 2005	Reporting
Informatica 8.1.1	Data integration
Oracle Real Application Clusters	High availability
SQL Server 2005 Database	High availability
Oracle Apex	Rapid Application Development
FSWS	File/Image Storage
iRep	File/Image Storage
Oracle AquaLXogic	Portal
FileClerk	Document intake
Conveyor	Document intake
WebTWAIN Browser Plugin	Document intake
Oracle 10g	Database OS
Oracle 11g	Database OS
Golden	Data access tools
SQL Plus	Data access tools
SQL Developer	Data access tools
PL Edit	Stored procedure development

Software Product List – 6.6 Applications/Systems Operations Support

6.9 ITSS and DTSS

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

Software Product List – 6.6 Applications/Systems Operations Support

6.9 ITSS and DTSS

Optim – Data life cycle management tool to support archiving/purging	Data Management
SQL Server Integration Services	Regression Testing
Functional Tester	Validate software functionality.
HP Functional Tester	Validate software functionality.

Figure 6-21. Software Product List – 6.6 Applications/Systems Operations Support, 6.9 ITSS and DTSS.

Software Product List – 6.10 Turnover Services

Software Product	How Deloitte Uses This Software to Meet DPW Requirements
Microsoft Project 2003	This tool will be used to facilitate project management and planning activities related to Lot 7 maintenance activities. (Project Management)
Project Management Center (PMC) 7.5	Project Management tool to track issues
MS Office Suite	Provides project management software for efficiency
DPW ATS	This tool will be used for the defect management process related to Lot 7 maintenance activities (Licensed with full access/ownership for State use)

Figure 6-22. Software Product List – 6.10 Turnover Services.

Staffing Chart

II	Page II-3	RFP Reference: II-3. Work Plan
Offerors must also include a staffing chart that shows the proposed staffing for each week of the Orientation/Knowledge Acquisition for the period of April 1, 2011 to September 30, 2011 by labor category and job function. Show the total number of staff proposed and indicate the equivalent FTEs to account for any staff that are not assigned on a full-time basis. Distinguish on-site versus off-site staff and provide the justification for any staff that are off-site.		

A staffing chart for orientation/knowledge acquisition is provided in *Section 6.1, Orientation/Knowledge Acquisition* of our response.

II	Page II-3	RFP Reference: II-3. Work Plan
Provide staffing charts for the ongoing operational Activities and Tasks that show the proposed staff by labor category and job function.		

Staffing charts for ongoing operational activities and tasks are provided within *Sections 6.2 through 6.9 (excluding 6.3)* of our response.

II

Page
II-3

RFP Reference: II-3. Work Plan

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

Provide similar information for any subcontractors that are proposed.

A staffing chart for turnover is provided in *Section 6.10, Turnover Services* of our response.

II

Page
II-3

RFP Reference: II-3. Work Plan

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

A role/description table is provided in *Tab 8, Personnel* of our response.

Reporting Structure and Communication

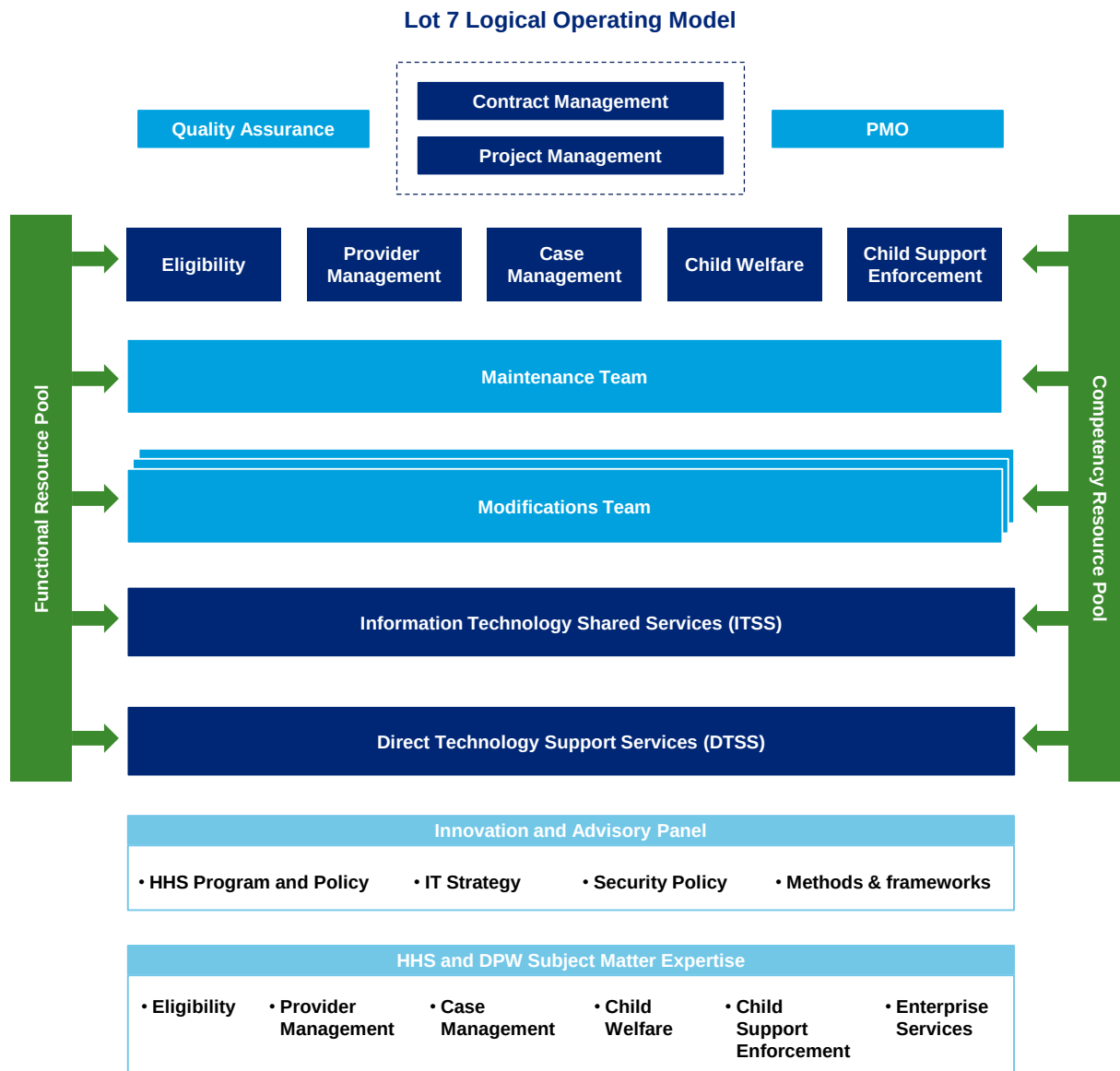
II

Page
II-4

RFP Reference: II-3. Work Plan

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

Our proposed operating model provides a reporting structure which facilitates effective communication with internal contractor communication and other vendors. The following organization chart shows our proposed operating model.



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Figure 6-23. Proposed Operational Organization Chart.

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

Deloitte's communication processes are well established and focus on defining the communication objectives, assessing stakeholders and communication contexts, identifying appropriate communication vehicles, and effectively using analytical tools to evaluate and improve the communications effort. Our communication process includes the following steps:

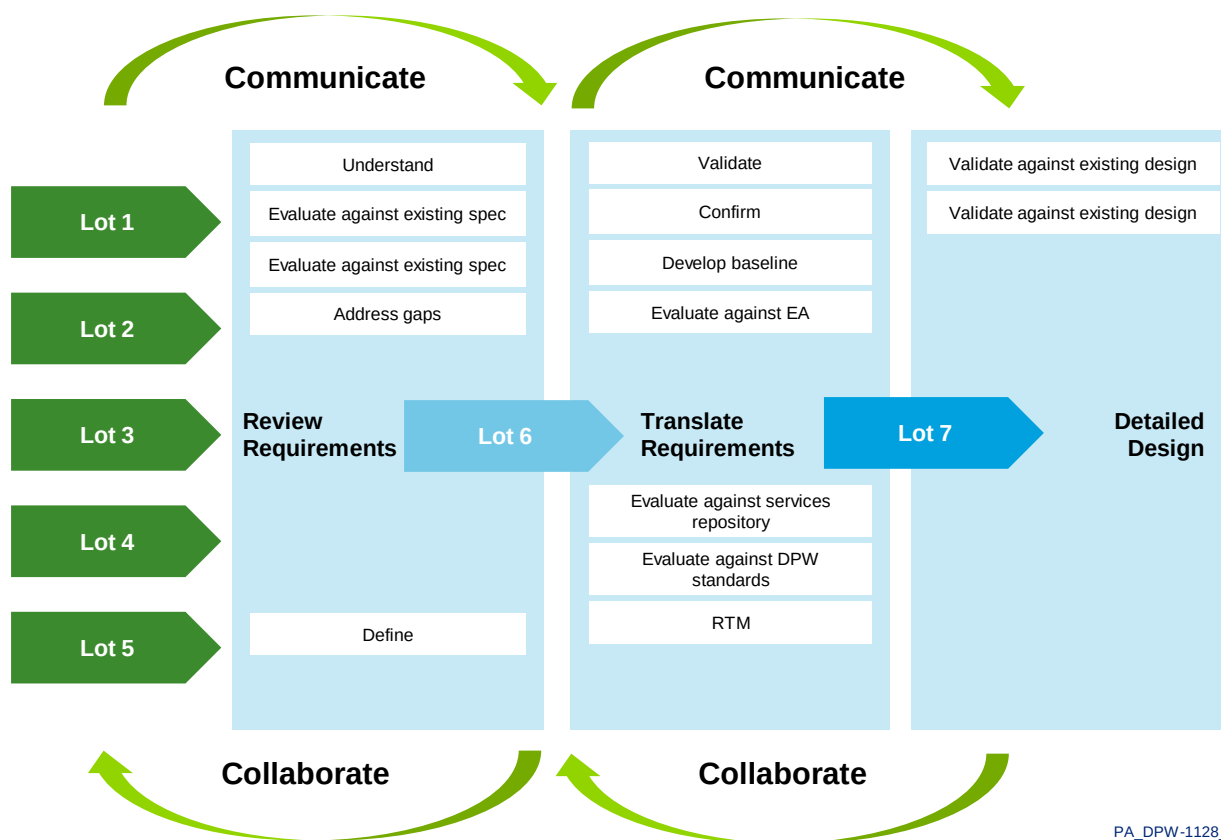
- Identify, categorize, and prioritize key stakeholders
- Assess existing communication procedures and formats; identify any areas of improvement to avoid overlap or miscommunication

- Develop communication principles and core objectives that align with the Department's responsibilities to effectively manage project tasks and activities
- Document communication roles and responsibilities
- Develop and implement both formal and informal communications processes (includes appropriate tools, formats, and frequency per stakeholder group) for systems support
- Gather, assess, and respond to stakeholder feedback on communication management activities, improving the overall means of communication between the vendors, Commonwealth staff, and Deloitte

The following chart depicts our overall communication between Deloitte (Lot 5), and other Lots and Commonwealth Staff.

Benefits of Coordinated Communications

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



PA_DPW-1128_2

Figure 6-24. Deloitte's Communication and Collaboration as the Lot 6 Vendor.

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

Throughout the project life cycle, we focus on providing stakeholders with the right information at the right time, while avoiding miscommunication and duplicated dissemination of information. In the figure below, project stakeholders are broken into internal and external categories, with varying levels of involvement in the engagement, ranging from “keep informed” to “involve extensively.” To effectively manage the project, we identify the stakeholders across the larger team to determine where they fall in the communication spectrum. Stakeholders such as end users and external groups are less involved in day-to-day project activities, but need to be considered in the communication process when an initiative nears deployment and communication must ramp up to these groups. The graphic serves as a visual guide for the project team to target relevant stakeholders with correct messages at appropriately timed intervals.

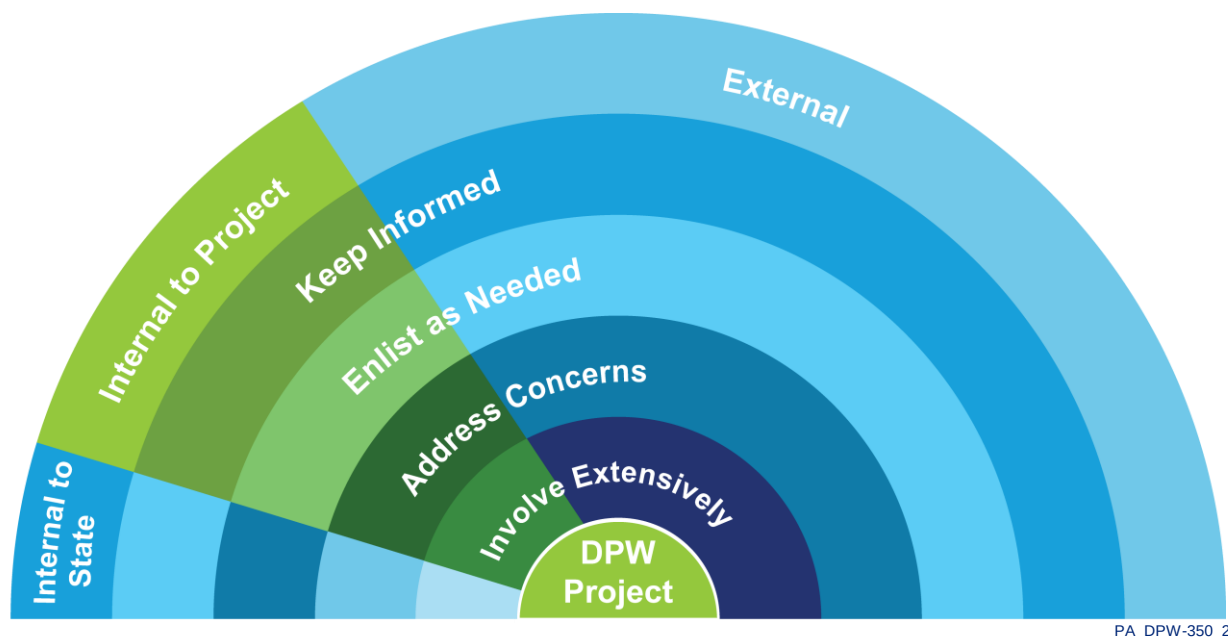


Figure 6-25. Internal and External Communications Processes.

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

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

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

In subsequent sections of *Tab 6*, we describe in detail the specific communication vehicles we use to communicate with stakeholders.

6.1 Orientation/Knowledge Acquisition



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

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

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

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

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

While the new DPW IT Services project will require some transition, we offer what no other vendor can offer: full continuity and no business impact as a result of transition. By retaining Deloitte, DPW will continue to benefit from our experienced personnel with almost *2,000 combined years* of experience across the broad array of DPW applications. With this team, key working relationships remain intact, a time-consuming and risky transition process is avoided, and Pennsylvania's critical initiatives continue as scheduled into the next administration.

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

Introduction

Our commitment to service permeates everything that we deliver. Transitioning large, complex maintenance and application support efforts from an incumbent vendor to a new vendor can be very complicated and risky. When it

Unique and Distinguishing Factors

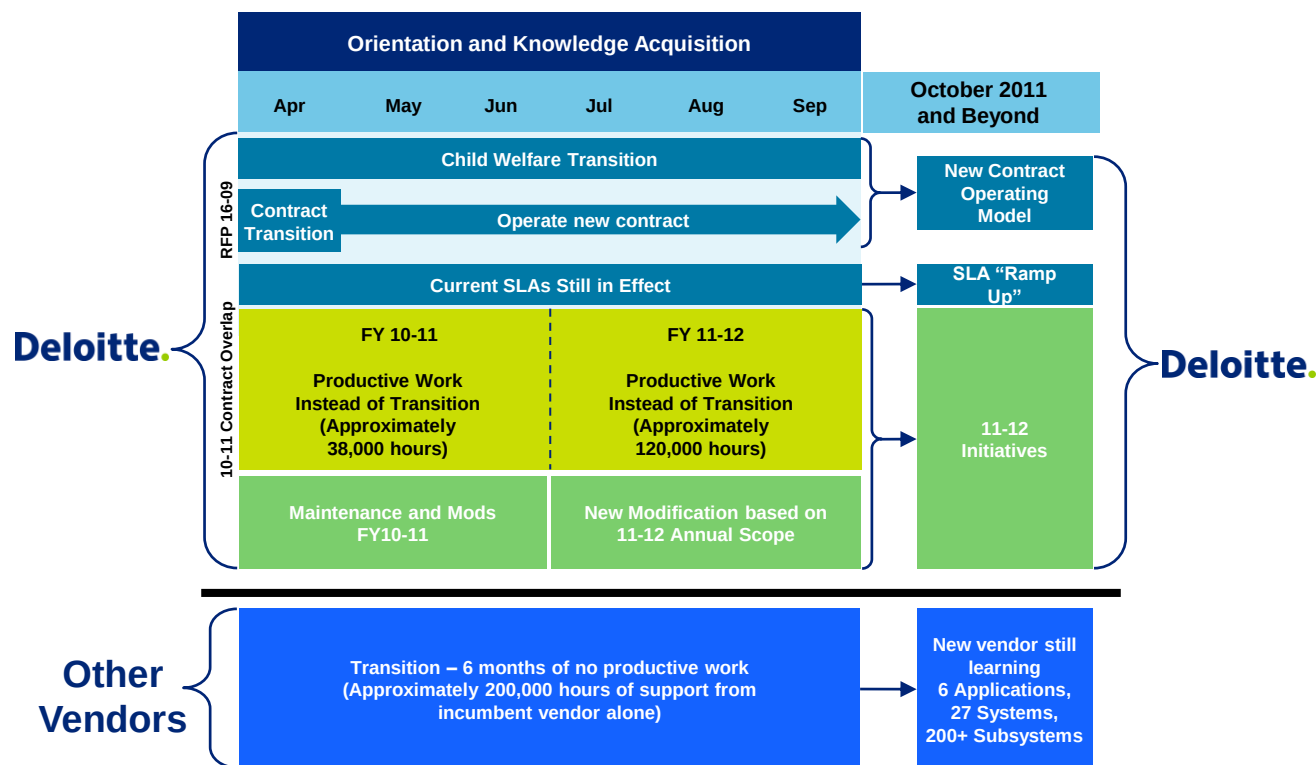


The Value of Retaining Deloitte:

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

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

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



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Figure 6.1-1. Our Experience Allows Us to Remain Focused on Initiatives and Operations.

While other Lot vendors come up to speed during transition, we can complete our knowledge acquisition efforts while simultaneously continuing to support priority DPW FY initiatives as well as operations and maintenance activities.

As the selected Lot 7 vendor, we will complete the transition to the new contract and the knowledge acquisition effort for the Child Welfare systems while continuing to deliver the FY10-11 and FY11-12 initiatives that are part of our current Integrated Solutions and PACSES contracts. We will continue to provide maintenance and application support and maintain our current Service Level Agreements (SLA) until the SLAs established for the new contract become effective. A new vendor for Lot 7 would remain almost solely focused on transition during this period, and would likely require additional knowledge transfer and training much beyond the end of the six month orientation phase.

In addition to productivity advantages, DPW can help to alleviate many of the risks associated with transition by retaining Deloitte as its Lot 7 vendor. As we describe throughout this section, our team requires some level of orientation and knowledge transfer to comply with the requirements of the new contract – specifically to convert to the new contract structure and to assume support of the Child Welfare systems. However, we do not need to undertake a major transition effort to transfer the maintenance, modification, enhancement, and operational support responsibilities for the large majority of the 6 applications, 27 business systems, 25+ enterprise services, and the 200+ subsystems, services and COTS products included within the scope of this project. Figure 6.1-2 summarizes the benefits of retaining our team.

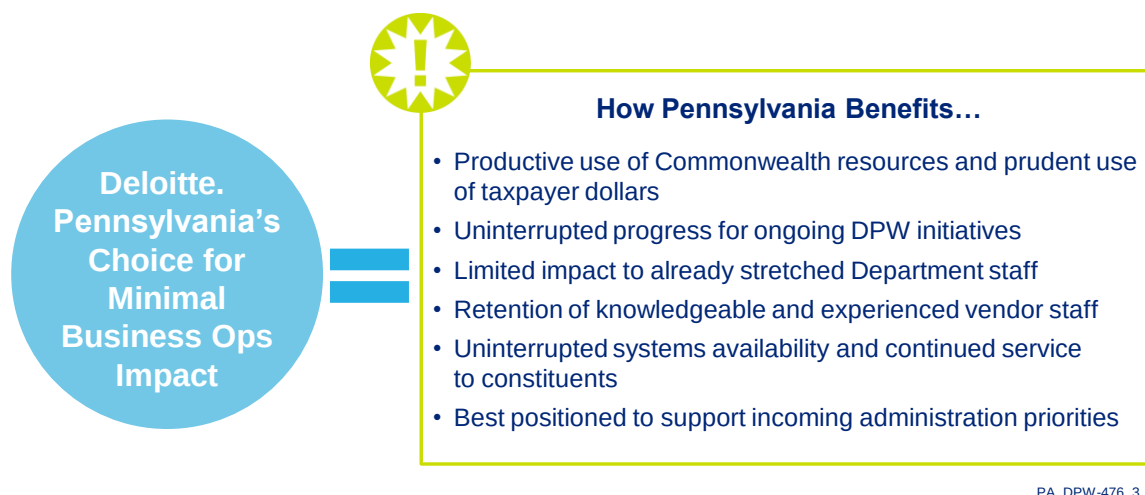


Figure 6.1-2. Deloitte. The Commonwealth's Choice for Reduced Business Impact.

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

We recognize that you are embarking on a procurement that is different from the current contract and how things are operating today. While there are many similarities to our current contract structure, you have clearly specified a number of guiding principles and objectives. With our proposal to continue as the Lot 7 vendor we help you better achieve your objectives by reducing the risk of a broad transition to a new team.



Features	Benefits Provided by Deloitte's Proposed Approach
A shortened Orientation and Knowledge Acquisition effort using an experienced team carried over from our current contracts	• Staffing with resources that have experience and knowledge of DPW systems avoids the need for knowledge acquisition efforts. • Shorter learning curve to understand changes to the project domain and system support operations and the ability to identify areas for improvement. • Allows us to leverage our experience as the incumbent and experience gained in transitioning and taking over large, complex HHS system projects. • Our proposed approach provides quality assurance checks to validate our team's progress in understanding new in-scope systems such as Child Welfare. • We provide many advantages– the ability to retain significant system and process knowledge for Lot 7 activities while also supporting the turnover of skills and knowledge to the new Lots 1-6 vendors.
Our team is composed of practitioners with an understanding of the DPW business and technical domains	• Our team provides resources with knowledge of DPW systems and associated technology infrastructure. • We can leverage our experience as the incumbent while also providing our broader HHS subject area knowledge from our national portfolio of projects and qualifications. • Our knowledge of the current policies and procedures across the integrated projects as well as PACSES provides a baseline for consolidating to a single set of leading practices for application support. • Reduces the risk that system availability and maintenance support for critical DPW systems will be negatively impacted during the transition period.
Our team has been working together as a team for almost 10 years	• Our subcontractors on our current Integrated Solution and PACSES contracts remain as members of our proposed team. • Our proposed team members have been working together on the current contracts for many years. Our team brings a collective 2,000 years of experience at DPW and over 5,000 years of experience in Information Technology. • It is difficult to assemble a team with the diverse set of DPW business and technology skillsets required by this project.
A shortened transition period for the new contract structure and the large majority of in-scope applications and systems	• Increases the time available for key DPW and other Commonwealth staff to help transition the Lot 1-5 vendors • Better meets DPW's time frames for current and future initiatives and minimizes the disruption to DPW bureaus, clients and business partners • Allows our existing team to continue with productive work on in-progress initiatives and other critical system support activities scheduled to occur during the Orientation and Knowledge Acquisition period • Improving business operations for existing systems is at the forefront of our transition approach. • Reduces learning curves with a team that can "hit the ground running"

Features	Benefits Provided by Deloitte's Proposed Approach
Incorporates lessons learned from recent successful transition projects in Florida, Texas, Colorado, and Pennsylvania, as well as from the transition to our current Integrated Solution contract	• We have recently completed transition efforts for similar-sized HHS projects in Florida, Texas and Colorado, among others. The lessons learned from these efforts are incorporated into our approach to the DPW Orientation and Knowledge Acquisition phase. • For our current Integrated Solution contract we helped DPW transition from a set of separate, standalone contracts to a single integrated contract. We have helped the Commonwealth through a number of similar transition efforts, including the CAPS project for the Pennsylvania Insurance Department. • Similar to our approach to maintenance and operations activities, we use continuous process improvement and root cause analysis techniques in our planning and execution of contract transition activities, allowing DPW to benefit from our lessons learned across the spectrum of our public sector HHS projects.
Uses Deloitte's Transition Method that is demonstrated on projects of similar size, scope and complexity to DPW and includes a structured process, assets and leading practices	• 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 systems. • The ability to bring a rigorous, methodology-based approach to the transition of the Child Welfare systems reduces risk for DPW because our teams are already trained and experienced with the collection of assets and leading practices that have been gathered into our Transition Method. • Our Transition Method includes work plan templates, document templates, sample knowledge assessments, and process and product checklists that guide us through the execution of transition processes and can be tailored to the specific needs of DPW.

Figure 6.1-3. Features and Benefits.

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

Our position as the incumbent for the Integrated Solution and PACSES contracts benefits DPW for Lot 7 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 an Orientation and Knowledge Acquisition phase for Lot 7 with no interruption to critical business processing. Our experienced team understands the complexity of the various systems in DPW and the underlying policy and business drivers that have influenced the evolution of those systems.

For the DPW IT Services project Deloitte has assembled a vendor team that works with us on our current contracts to maintain and enhance ICIS, HCSIS, PACSES, PELICAN, Enterprise Services, and related systems. Our team provides an unequaled level of experience with the current DPW methodologies, having assisted DPW with the establishment of many of these processes along with standards of use. At the same time, our team also provides vast experience with the DPW technologies, having

assisted DPW with the implementation of new or updated technologies and corresponding standards, while continuing to support the applications deployed using legacy technologies related to the Unisys mainframe.

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

Our proposed team

A Reduced Transition Effort No Other Vendor Can Match

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

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

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

This level of experience cannot be matched by other vendor teams. Collectively, the members of our team bring a total of **almost 2000** years of experience with the DPW suite of applications and systems that define the scope of the maintenance, modification and application support effort. Other representative examples of our approximate combined level of experience include:

- PELICAN – 259 years
- HCSIS – 329 years
- PACSES – 437 years
- CIS – 572 years
- Service Oriented Architecture (SOA) experience – 652 years
- Mainframe systems – 1,621 years
- Web systems – 1,888 years
- HHS – 2,260 years
- Information Technology – 5,000 years



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

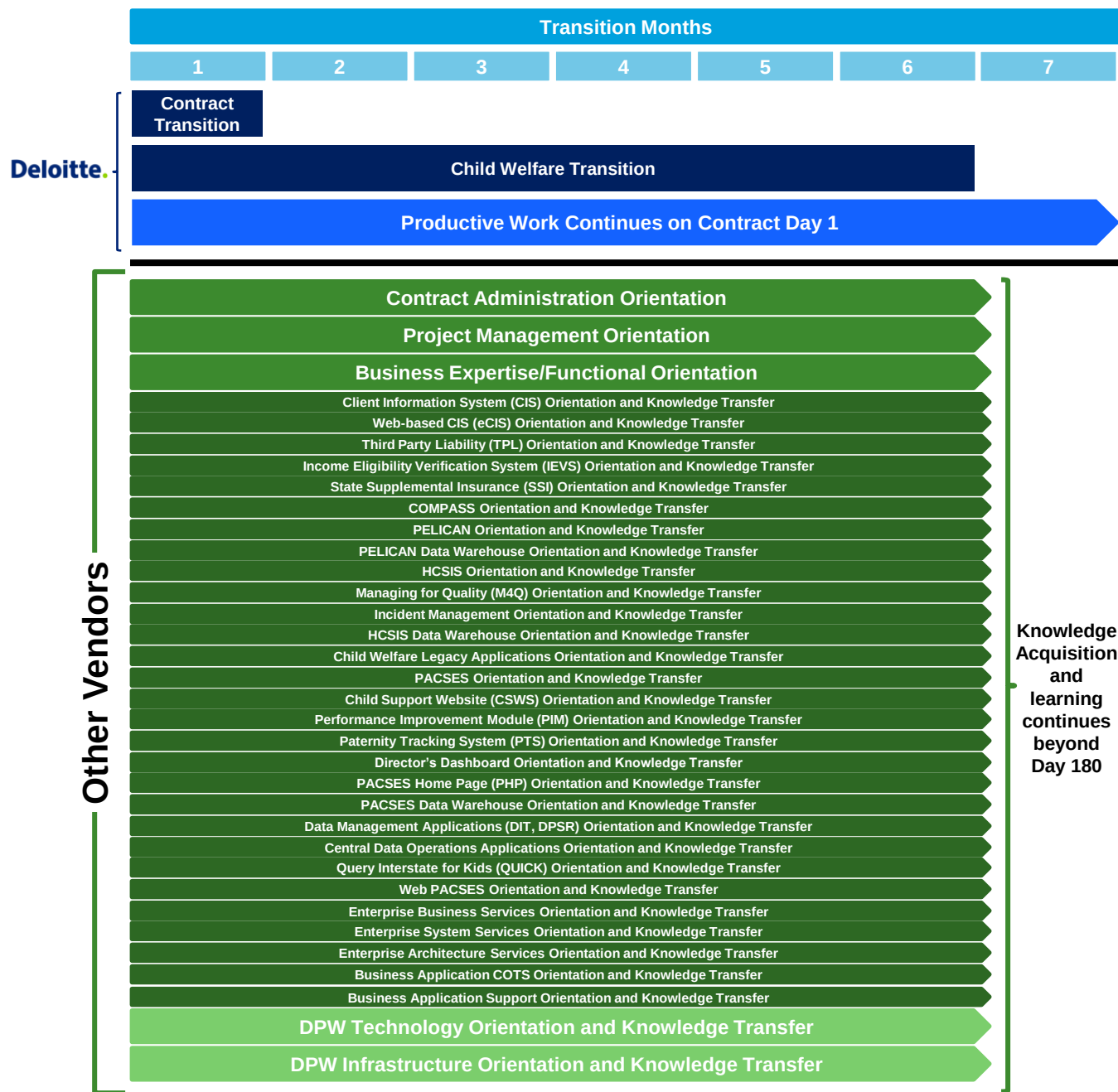
DPW Leverages Its Investment in Deloitte and Reduces Taxpayer Burden During Tough Budget Pressure

Although a transition plan may be conscientious and well executed, it has been our experience that even at the end of a six month period a new team still has a significant amount to learn about your programs, policies, operations, and technical environment. This impact may even extend beyond the initial transition period – until the new vendor is

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

fully “up to speed” DPW staff and stakeholders may bear the additional burden to continue knowledge transfer and training. The structure of this new project will require DPW to bring in one or more vendors for the other Lots. Depending on our team to provide the Lot 7 services will help reduce the impact of implementing the new contracts and reduce the need for expenditures for unproductive transition activities; which is particularly critical during this period of constrained budgets.

We have committed to completing the orientation and knowledge acquisition activities for our team transitioning to the new contract **within 30 days of the new contract start date**. We plan to complete the orientation and knowledge acquisition activities for the support of the Child Welfare systems within the six month transition period specified in the RFP. The overall timeline for our Orientation and Knowledge Acquisition phase is depicted in Figure 6.1-5. This high-level Gantt chart shows how we complete our transition to the new contract and our responsibilities as the Lot 7 vendor while delivering productive work in support of the DPW systems on Day 1. The chart also depicts the significant knowledge acquisition effort that another Lot 7 vendor would have to undertake, impacting the ability to continue in-progress initiatives and address emerging business needs during the transition period.



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

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



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

Retaining Deloitte as the Lot 7 vendor saves a substantial portion of the estimated **200,000 hours** for turnover activities under the current contracts in addition to the hours saved by a lessened Lot 7 transition effort for the new contract.

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

For this new contract, **DPW must transition Lots 1-5 to one or more new vendors.** Maximizing your ability to continue productive maintenance and modification work while transition activities are completed for the Lot 1-5 vendor(s) is the key benefit of retaining our proposed team for Lot 7. Together we can keep our collective efforts focused and working on priorities at hand. This translates into a significant productivity advantage for DPW, a significant return on your investment, and a significant reduction in risk.

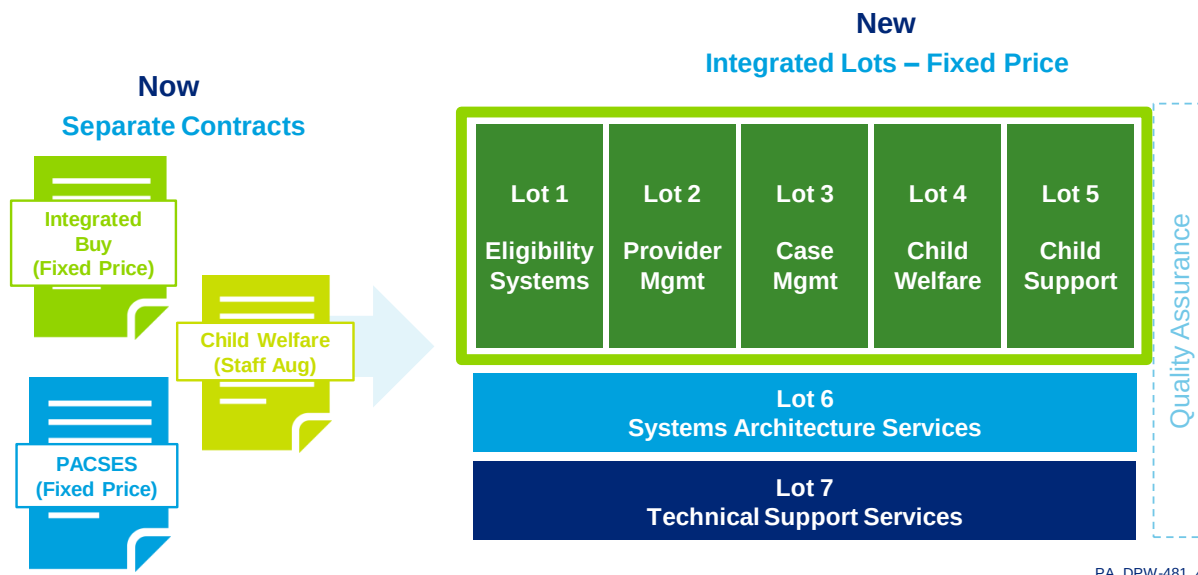


Figure 6.1-6. New Structure of the Project Requires Transition of Lots 1-5 From Deloitte.

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

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

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

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

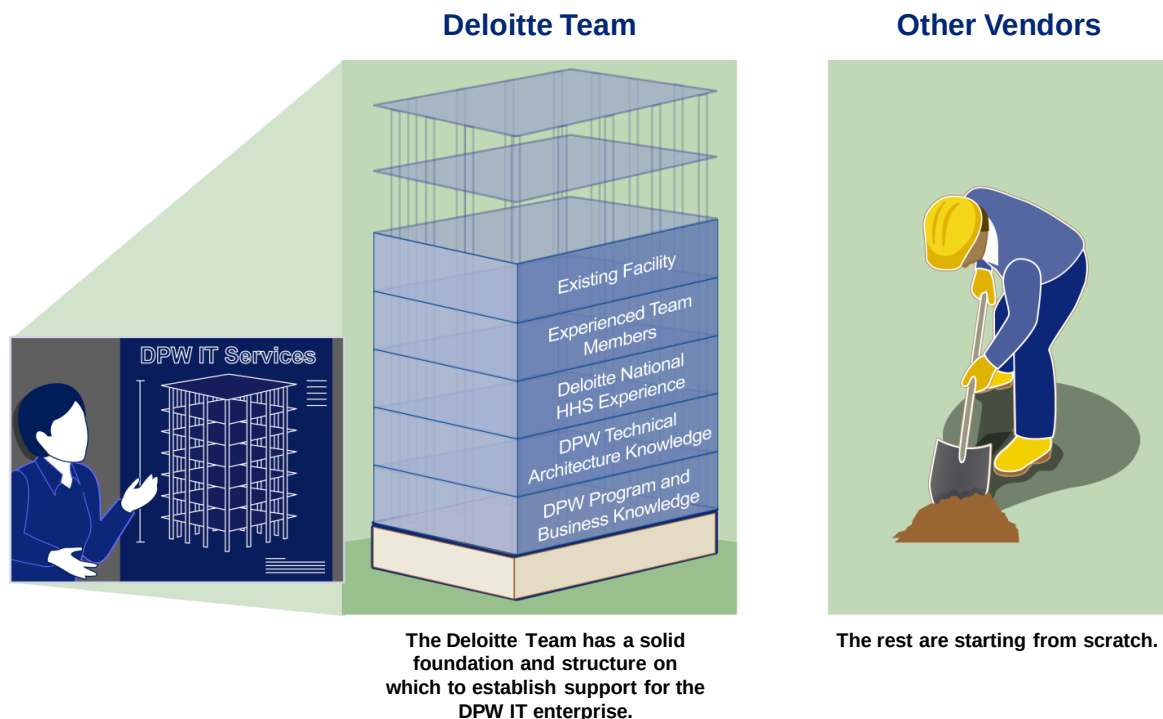
Despite our need to perform some level of knowledge acquisition in these areas, it is still clear that our level of transition will be significantly less than that of other vendors. Our experienced team understands the complexity of the DPW systems and the significant level of integration that has been established between them. Our team also understands the underlying policy and business drivers that have influenced the current advanced state of these systems. Continuing with Deloitte as its Lot 7 vendor provides the following benefits to DPW:



Deloitte's Value to DPW as an Incumbent	Benefits to the Commonwealth by Selecting Deloitte for Lot 7
Staff availability and productivity focus	We already collaborate with DPW in day-to-day maintenance, operations, and enhancement activities. The primary focus of DPW and contractor staff remains on performing productive, business-focused work rather than spending significant effort on transition activities.
No program knowledge transfer	Our team has more than 2,000 cumulative years of collective experience supporting the DPW systems. Our team understands DPW program policies and procedures as well as current issues, priorities, and goals. We can hit the ground running, by simply continuing our current work.
Building on strong working relationships	Our team has established strong relationships with DPW staff over the last 10+ years. Our mutual level of respect and understanding has led to robust solutions to meet DPW business needs through successful collaboration.
Collaborating with other State agencies and systems	Our team has established excellent relationships with other Commonwealth agencies that interact with the DPW systems – e.g., PennDOT, DLI, PID, Aging – as well as interfacing agencies including the Federal Department of Health and Human Services. These relationships are crucial to obtain the information and support required meet aggressive timelines.
Retaining established standards and processes	DPW can continue to benefit from the established, structured, and joint approach to project management, change control, risk, quality management, and application maintenance that we have developed together.
Reduced transition and turnover effort	DPW can avoid dual effort –for the outgoing team and the incoming team – during the transition period. Additionally, retaining our experienced team reduces the opportunity loss of having to focus team members' energies on transition activities versus other Commonwealth priorities.

Figure 6.1-7. Our Team's Value for the "Must" Transition Effort.

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



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

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

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

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

- iCIS, the largest of the core systems, is key to the delivery of benefits to people in need and serves 2.5 Million citizens. iCIS is depended upon by many of the DPW departments.
- PELICAN supports 10 distinct service programs and manages Child Care services to 150,000 participants, including 11,000 children in Pre-K.
- HCSIS integrates across multiple program offices and serves 80,000 Aging and Disabled Consumers.
- PACSES manages 1.2 Million active child support cases, affecting 640,000 children.
- Enterprise Services is comprised of more than 25 services which are critical to the functioning of the DPW enterprise systems.

- Child Welfare is a collection of largely standalone systems that are critical to the safety of children in the Commonwealth.

These applications and systems must remain available and fully functional throughout the transition period. Our existing SLAs will remain in effect during the six month period and we will continue to meet them as we have throughout the five years of our current contracts.

In addition to the continued maintenance and availability of these applications, there are a number of critical business operations and in-progress Fiscal Year 10/11 initiatives that span or occur during the transition period. 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 order enforcement
- **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

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

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



- **NOMI Automation.** Automating the sending of a notice to applicants and recipients going through a renewal process that they have missed their scheduled interview meeting

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

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

STATE OF COLORADO

GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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



Bill Ritter, Jr.
Governor

Leah Lewis
Acting State Chief Information Officer

August 6, 2010

To Whom It May Concern:

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

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

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

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

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



Office of Information Technology

Increasing the effectiveness of government through information technology

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

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

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

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

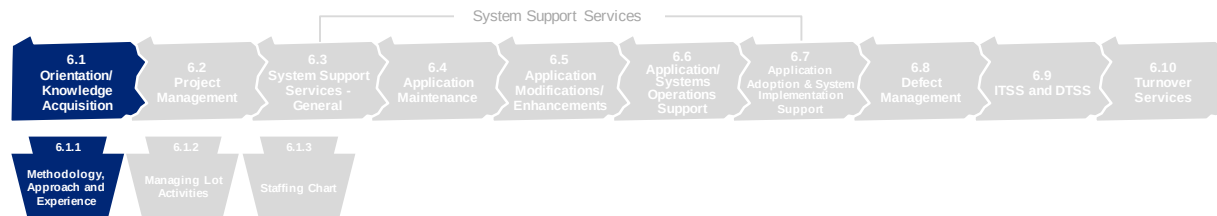
Sincerely,



Steve Fowler, Director, CBMS
Office of Information Technology

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6.1.1 Methodology, Approach and Experience



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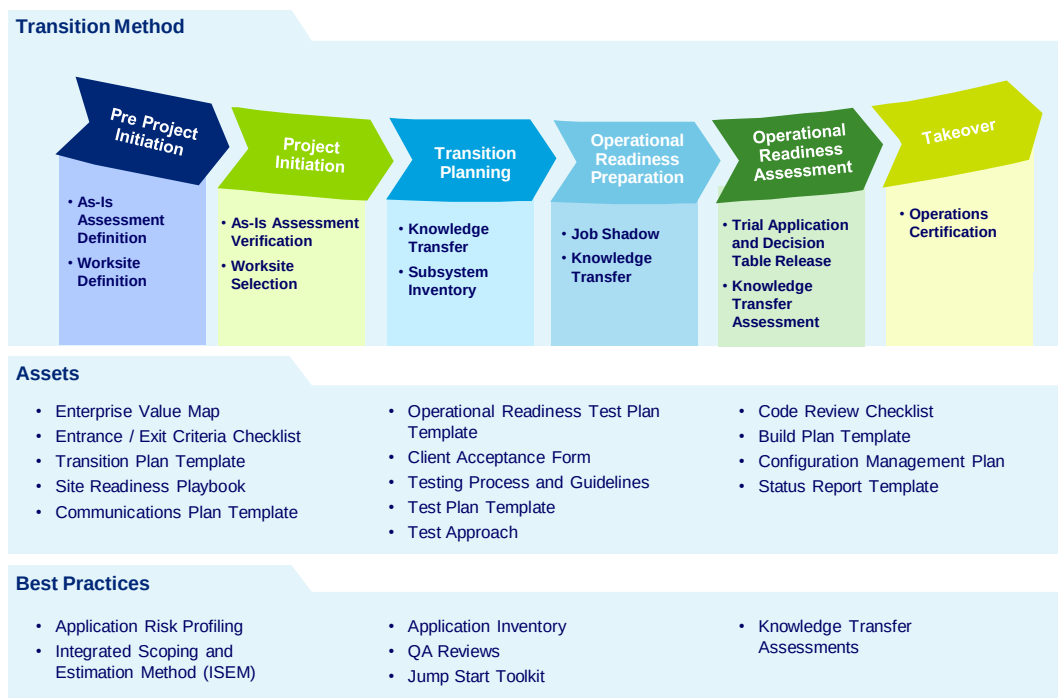
II	Page II-3	RFP Reference: II-3. Work Plan

Where possible, the Offeror should provide specific examples of methodologies or approaches that will be used to fulfill the various requirements, how these methodologies will be adapted for this contract and implemented, and examples of the Offeror's similar experience and approach on comparable projects.

Methodology

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

We provide a formal methodology for transitioning systems support activities to our team. We depict this methodology – the Deloitte Transition Method – in Figure 6.1-9. We will use our Transition Method as the basis of our Orientation and Knowledge Acquisition approach for the transition of the Child Welfare systems.



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

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

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

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

As described in the RFP and our proposal response, the established management, development, and operational procedures that we helped DPW to define and implement over the course of our current and prior contracts remain largely intact for this new project. These procedures have been successful throughout the past 10 years of our collaboration with DPW.

As part of the transition process, we will work with DPW to enhance and fine tune these processes to comply with the new contract and support DPW's evolving business and technology objectives.

Approach

Lot 7 focuses on the development activities starting with Detailed System Design (DSD) and proceeding through Deployment of system maintenance and modifications. Our primary focus for the Lot 7 Orientation and Knowledge Acquisition effort will be the transition to the new contract – incorporating required modifications in contract management and related operational procedures and organization structures across our current application teams – and knowledge acquisition and transition associated with the addition of the Child Welfare systems into the maintenance and application support scope. Given our position as the incumbent, we provide a much reduced transition effort – we complete the transition to the new contract within 30 business days of the project start date and avoid knowledge acquisition activities for the in-scope applications and systems with the exception of the Child Welfare systems. 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 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 and monitor corresponding metrics to be enforced for the new project work effort.
Child Welfare Transition	The knowledge acquisition effort for the Child Welfare systems 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 strong and frequent communication and coordination with the other Lot vendors, especially the Lot 1-5 vendors.
Continue ongoing maintenance and modification activities	Balancing continuity of operations and establishing a solid foundation for moving forward to improve and enhance an already existing system is at the forefront of our mind when defining our transition approach.

Figure 6.1-10. Summary of Key Transition Activities.

Our proposed approach focuses only on the minimum transition required for our experienced team.

Throughout our Orientation and Knowledge Acquisition effort, we collaborate with the Commonwealth to carefully review the new contract and its impact on our existing procedures and staffing. Our transition methodology allows us to focus on the key activities that result in the necessary level of knowledge acquisition to continue our support for DPW as the Lot 7 vendor. At the same time, as the incumbent we continue

to deliver productive maintenance and modification work throughout the transition period, helping to keep critical DPW applications available and providing service to the Commonwealth and its people.

As part of our approach we are proposing a small team to be specifically focused on the completion of the Orientation and Knowledge Acquisition phase for the new contract. This team will be led by **Mr. Sundhar Sekhar as our Transition Manager**. Sundhar has been working with DPW continuously since 2000. He led the transition to the Integrated Solution contract and the corresponding changes to the ITSS and DTSS support models back in 2006, and also led the transition of PACSES to the new operating model in 2007. Sundhar will use his experience and lessons learned from these prior transition efforts to successfully complete our Orientation and Knowledge Acquisition efforts for the new contract, as well as help coordinate with the other Lot 1-6 vendors. He will be our primary point of contact with DPW staff for transition activities and for communications with the other Lot vendors.

A more detailed description of our proposed staffing for the Orientation and Knowledge Acquisition phase is contained in *Section 6.1.4, Staffing Chart and Roles*.

DPW Benefits from Our Focus on What is Needed for Transition

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

Key Staff Spotlight Sundhar Sekhar

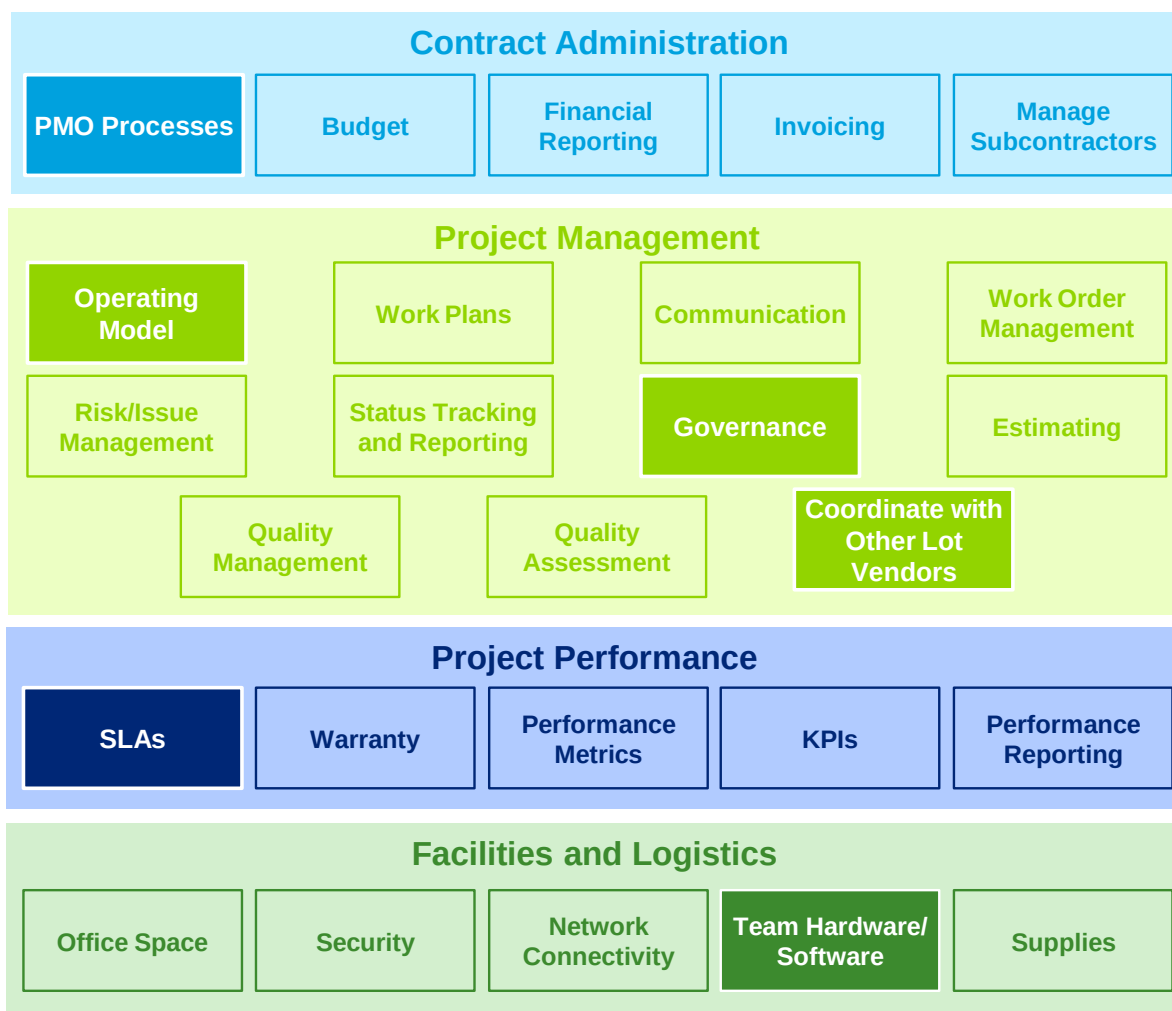
Transition Manager



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

Contract Transition

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



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Figure 6.1-11. Key Areas of Contract Transition for the proposed team.

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

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

- **Contract Administration.** Procedures and processes associated with the management of the contract and its provisions, encompassing legal and financial controls as well as the management of our subcontractor interaction.
- **Project Management.** Procedures and processes associated with the day-to-day management of the overall project as well as component work order initiatives. These processes basically reflect the requirements of our PMBOK-based approach to project management and the implementation of DPW's EPMM methodology.
- **Project Performance.** Monitoring and measurement of formal performance metrics in support of status reporting and the implementation of formal Service Level Agreements to maintain minimum performance thresholds.
- **Facilities and Logistics.** Procedures and processes for establishing, maintaining and securing the physical facilities required by our project team.

While many aspects of contract administration and project management will remain consistent under the new contract, in particular we have highlighted **six areas** for which we anticipate changes being required during the transition period. These six areas are also highlighted in Figure 6.1-11.

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

1. **PMO Processes.** Working together with the DPW PMO we will analyze the impact of the new contract on our existing Deloitte PMO structure. While we will continue to follow the standardized set of project management procedures already established by the DPW Project Management Methodology and the current DPW PMO, during the transition period we will participate in procedure review to identify areas that should be modified and/or prioritized for improvement such as:
 - **Enhanced Reporting.** While our team already provides several reports at the management level as well as application statistics, enhanced dashboard reports and other reporting requirements will be implemented to confirm Commonwealth needs and project service level agreements are met.
 - **Management Processes.** We have a strong record of continual process improvement. However, we will look at defining even more collaborative leadership on initiatives to improve the operation of the maintenance and operations support effort as well as modification initiatives.

PMO Processes

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Enable Simplification/Integration of Policies, Procedures, and Workflow.

Our knowledge of the current policies and procedures across our existing contracts provides a baseline for consolidating to a single set of leading practices for this new project. Proposed modifications to PMO processes and procedures will be reviewed with and subject to the approval of the DPW project manager and stakeholders.

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

Operating Model

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

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

Governance. The governance structure for the DPW IT Services project will be different than that of our current contracts. The team organization will require coordination across multiple DPW project managers, portfolios, program offices, and cross-project systems. Internally through our governance processes we will establish reporting relationships and consistent processes across teams – Project Management, Maintenance, Modifications, Application Architecture, ITSS, DTSS, etc. Additionally, DPW will be managing activities across multiple vendors with overlapping responsibilities, which will also affect the governance structure for the project. We are also transitioning and aligning the tools our teams use for project management and task management. We are proposing the consistent use of Project Management Center (PMC) for project management activities across each phase of a maintenance or modification project, and ATS for defect management.

Governance

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

Coordinate with
Other Lot
Vendors

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4. **Service Level Agreements.** During the transition period we will confirm and finalize the Service Level Agreements to be established and monitored for the Lot 7 tasks. These agreements will help provide the required framework for DPW to better monitor contractor performance. Typically SLAs should possess characteristics such as:

SLAs

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

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

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

Team Hardware/
Software

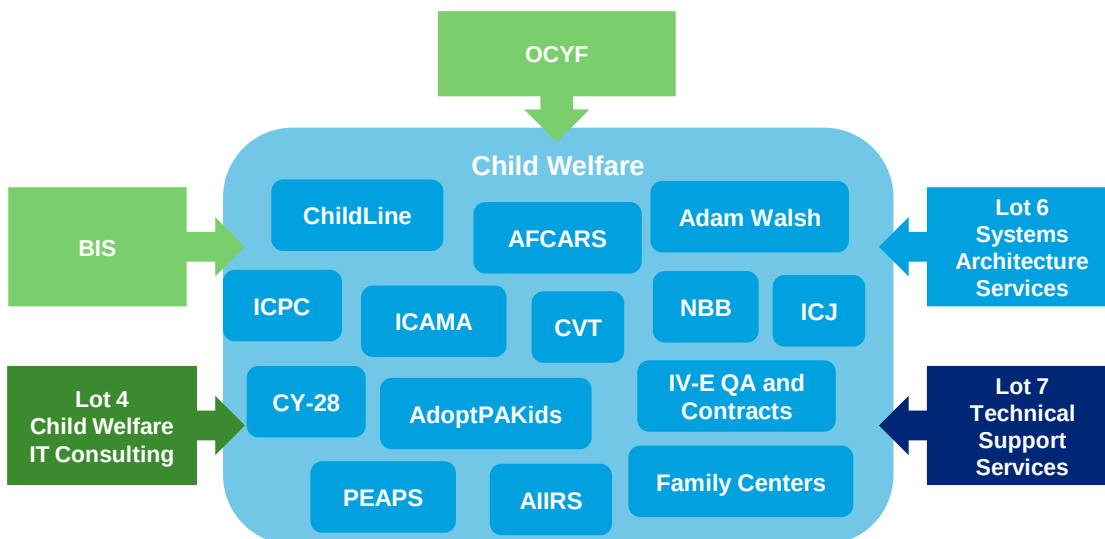
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As previously noted, our experience in helping DPW to implement the current standardized set of project management procedures will ease our transition to the new project and contract structure. It will also allow us to build upon the established practices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

Child Welfare Transition

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

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



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Figure 6.1-12. Child Welfare Systems.

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

We have reviewed the current status in detail of these systems in the preparation of our proposed transition approach. For this analysis we engaged resources from our teaming partner, **Mindteck**, who were recently involved in the maintenance and support of these systems. We also utilized our own Child Welfare-experienced staff, the Allegheny County KIDS team, and members of our ITSS and MCI teams who have been involved in recent estimation work for the Adoption and Foster Care Analysis and Reporting System (AFCARS), OCYF MCI support, and deployment support for AIIRS.

Examples of a few key characteristics of these systems that impacted our approach include the following:

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

- A number of systems – ChildLine, Caseworker Visitation Tracking (CVT), AFCARS – have requirements for data integration that are currently being met through the use of manual data aggregation processes (using some automated tools) that represent a significant work effort.
- Some of the Child Welfare systems – e.g., AdoptPAkids.org, Adam Walsh – are at least in part maintained through service-related contracts with other third-party vendors.
- The Interstate Compact on Juveniles (ICJ) system is a Unisys Mapper mainframe application. Another key member of our team is Unisys, and as such we are one of the few vendors able to bring significant Unisys experienced resources to the DPW IT Services project.

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

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

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

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

- Our team brings a **substantial level of experience with maintenance and application support across many DPW departments** – maintaining and supporting complex mainframe, client/server and Web-based applications. This includes procedures and disciplines for development, configuration management, release management, implementation, knowledge transfer, issue and change management, and other critical competencies. Our team will hit the ground running and assume responsibility for the Child Welfare systems on the first day of the project.

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

Figure 6.1-13. Summary of Child Welfare Experience.

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

Deloitte is a leading national provider of Child Welfare solutions with a 15-year track record working with states and counties to deliver successful child welfare projects. Our experience with 11 child welfare projects nationwide has provided us an understanding of the program environment and has helped us keep pace with emerging trends. As the current vendor implementing the Allegheny County KIDS system, we are familiar with Pennsylvania's Child Welfare program, which is Commonwealth supervised but locally administered at the county level.

Our team has also gained knowledge of the Child Welfare systems through our work with DPW BIS and more specifically through our IT Shared Services (ITSS) team. We have direct knowledge of OCYF MCI, OCYF Incident Management, and AIIRS related to the support provided to those systems by ITSS and our security team.

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 systems 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 systems. To help with the transition effort and jump-start the turnover of



the Child Welfare systems, our team could begin the review of the system artifacts following completion of contract negotiations but prior to the contract notice to proceed date. This would expedite the integration of the Child Welfare systems into our overall maintenance and application support activities, but we would only begin this preparation work prior to the contract start date if that is agreeable to DPW. During this step we catalog the existing documentation (user and technical) for these systems for future reference.

- **Step 2 – Review Other Artifacts.** Our team then reviews the current open and pending problem reports and change requests for these systems. We also review the current application source code and other technology components. We assume that the information related to documentation and the application source code, including locations of electronic or hard-copy documents, access requirements, most current versions, etc., is known to DPW and will be provided to our team.
- **Step 3 – Interviews.** Our team conducts interviews with DPW BIS and OCYF staff, as well as available staff augmentation resources, to gain additional knowledge about the Child Welfare systems and related processes and procedures that may not be reflected in the documentation.
- **Step 4 – Create Component Briefs.** The information that we record during this effort is documented in “component briefs” for each of the Child Welfare systems so that they can be referenced by members of our team and by DPW. These briefs continue to be maintained over the life of the project to provide a more complete view of the current Child Welfare systems.

During the latter half of the six-month transition period for the Child Welfare systems our team assists DPW BIS and the current staff augmentation resources in addressing critical or urgent system outages for those systems. Other non-critical issues/problems and change requests continue to be accepted and evaluated, but our team focuses on familiarization and knowledge building during this period. This is beneficial to both our team and to DPW – for the team, it provides for the accumulation of a base of knowledge that allows us to better support the Child Welfare systems going forward; for DPW, it keeps the systems available for users while avoiding unintended disruptions.

Experience and Examples

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

Outside of our DPW experience, Deloitte maintains a large Health and Human Services practice. For over 35 years Deloitte has helped federal agencies and 22 U.S. states implement and manage the complex HHS programs that promote the health, safety and

well-being of the public. We use our National HHS experience and understanding to enhance the knowledge and capabilities that we bring to the DPW IT Services project. For example, we are using our Data Mining and Predictive Analytics practice to help define business rules and scenarios to help to target Child Support defendants for enforcement actions within PACSES.

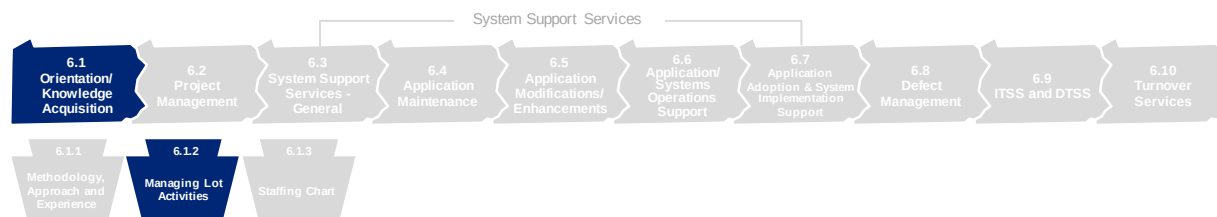
Our experience often involves knowledge acquisition and transition to these projects. The figure below provides a few recent examples of Deloitte transitioning to a new system or contract from another vendor using the Deloitte Transition Method.

Deloitte Experience Footprint	Project	Deloitte Role in Providing Services Similar to DPW Requirements
State of Colorado 	Colorado Benefits Management System (CBMS)	We successfully completed Knowledge Acquisition and Transition of the Colorado CBMS system using our methodology and experience in transitioning and maintaining Benefit Management Systems across the nation. In this case we took over the project from the incumbent vendor HP/EDS.
State of Florida 	Child Support and Integrated Eligibility	We successfully completed Knowledge Acquisition and Transition of the Florida legacy Child Support Enforcement Automated Management System (CAMS) and an Integrated Eligibility using our methodology and experience in transitioning and maintaining child support and eligibility systems across the nation.
State of Texas 	Texas Integrated Eligibility Redesign System (TIERS)	We successfully completed Knowledge Acquisition and Transition activities for TIERS. In 2005 the Texas Health and Human Services (HHSC) agency awarded a new contract to Accenture to provide services supporting TIERS. Two years later, in June 2007, the state cancelled the contract with Accenture and Deloitte was re-engaged in a sole-source capacity by HHSC to maintain and enhance TIERS.

Figure 6.1-14. Deloitte Transition Experience.

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

6.1.2 Managing Lot Activities



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RFP Reference: II-3. Work Plan

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

Our approach to the transition effort for the new contract accommodates changes in operational procedures consistent with the contract and results in a shortened 30-day transition period in comparison to that requested in the RFP. Our proposed plan and approach for managing lot activities for Orientation and Knowledge Acquisition for support of the Child Welfare systems is based upon the use of elements of our Deloitte Transition Methods as necessary. Our plan and approach for managing Lot 7 activities is underpinned by a key principal of balancing continuity of operations and establishing a solid foundation for moving forward to improve and enhance an already existing system.

Issues, Risks and Proposed Solutions

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RFP Reference: II-3. Work Plan

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

Each of our HHS projects that included orientation and knowledge acquisition efforts has afforded us the opportunity to refine our transition approach; this includes our prior transition efforts for the current DPW Integrated Solutions contract. These project experiences have provided an opportunity to identify common transition issues and risks. They have also demonstrated potential solutions to mitigate these issues/risks through the incorporation of leading practices and lessons learned. Our understanding of DPW's business processes, systems, policies and procedures also provides a basis of understanding for issues and risk specific to the DPW enterprise, which we have also incorporated into our proposed approach for the transition effort. The table below lists the most important risks and issues associated with the transition effort, and their potential impact to DPW. We also provide a brief description as to how these risks can be mitigated by choosing the team for Lot 7.



Issue/Risk	Deloitte's Mitigation Strategy
Stalling of In-flight Initiatives During Transition A 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.
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 Camp Hill facility. - Provides 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 acts as your advocate to the project teams and provides the vehicle for promulgating new standards, policies, and procedures. They also act as your guardian to help confirm that these are followed. You won't need time to establish this organization, Deloitte brings you that today. • The proposed team has a collective 10 years of functional experience and we fully understand how you have managed 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 6.1-15. Issues/Risks for Orientation and Knowledge Acquisition.

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

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

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

Transition Area	Key Benefits of the proposed team in Reducing Risk to DPW During Transition
Operations Responsibility Transition	
Batch operations support	Batch support is a complex and critical aspect of DPW operations and requires a solid understanding of the DPW applications and how they interact with each other and with outside systems. A new vendor needs to manage the critical and time sensitive production batch schedule. This requires attention to detail, continuous monitoring and updating of schedules, and following highly structured follow up and escalation procedures.
Maintain availability	DPW systems are used by Commonwealth and county workers, clients, and business partners on a daily basis to provide services for people in need. The new vendor needs to maintain critical system availability without any disruptions.
Interaction with other State agencies	DPW systems interface with other Commonwealth agencies to exchange sensitive information. A new vendor needs to develop relationships with DPW BIS and program area staff as well as key members in each agency that interacts with the DPW systems.

Figure 6.1-16. Examples of Risk Mitigation Provided by the proposed team.

Specific examples of how our team helps to mitigate the transition of specific DPW business and technical domains.

Processes and Tools

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

As the incumbent maintaining the DPW systems, Deloitte has used our jointly developed SDM methodology to successfully deliver high quality services. Over the years, we have tailored our processes and tools to meet DPW's policies, standards and guidelines while also accounting for the operating procedures of respective DPW organizations. The following is a high level description for each of the activities to be performed during the Orientation and Knowledge Acquisition phase. For each activity we have included a list of processes and identified tools to help manage these processes.

Activity 1: Transition Planning

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

Process	Tools
Establishment of Transition entrance and exit criteria	Microsoft Word will be used to develop the entrance and exit criteria for the transition process.

Process	Tools
Prepare and submit a comprehensive Orientation/Knowledge Acquisition (OKA) Transition Plan	Microsoft Word will be used to develop the Orientation/Knowledge Acquisition (OKA) Transition Plan.

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

Activity 2: Contract Transition

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

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

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

Activity 3: Child Welfare Transition

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

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

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

Activity 4: Project and Contract Coordination with Other Lot Vendors

As part of the new project it will be necessary to establish strong and frequent communication and coordination with the other Lot vendors. As the Lot 7 vendor we are required to provide training for our proposed defect management system – ATS – to the other Lot 1-6 vendors.

Process	Tools
Development of communication materials	Microsoft Word will be used to develop the communication materials.
Provide training to the Lot 1-6 vendors for the defect management system	ATS is proposed as the defect management system.
Project and Contract coordination with other vendors	Microsoft Word will be used to develop the project and contract coordination with other vendors.

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

Activity 5: Continue On-going Maintenance and Modification Activities

Balancing continuity of operations and establishing a solid foundation for moving forward to improve and enhance an already existing system is at the forefront of our mind when defining our transition approach.

Reports

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

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

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

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

Management Controls, Communication, and Evaluation

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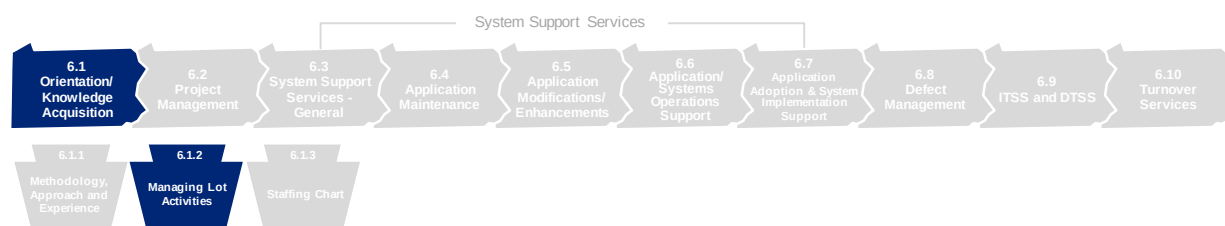
Describe the management controls that will be used to identify and manage risk, maintain project schedules, ensure the quality of the work, and meet all of the performance expectations. Based on its experience, the Offeror should include a discussion of its formal and informal communication processes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

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

Orientation and Knowledge Acquisition Process	Deloitte Approach
Plan	• Establish Orientation and Knowledge Acquisition (OKA) Transition Plan • Confirm resource needs • Finalize detailed work plan
Organize	• Conduct Transition Kick-off Meeting • Review OKA Transition Plan with DPW stakeholders • Incorporate DPW feedback to the OKA Transition Plan and Obtain Sign-off
Staff	• Assign specific resources to transition activities
Direct	• Conduct weekly team meetings • Review status of transition tasks and activities • Take corrective action as required
Communicate	• Attend transition status meetings • Engage program offices through governance meetings • Facilitate user/stakeholder communication
Evaluate	• Monitor knowledge acquisition performance measures • Evaluate and adjust resource plan

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

6.1.2.1 Orientation/Knowledge Acquisition Transition – Offeror Responsibilities



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

Comprehensive Orientation/Knowledge Acquisition Plan

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

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

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

We have been through the transition process in the last contract; we have learned your business, systems, people and operational practices. We have jointly developed our methodologies, including procedures, templates and tools to more efficiently and effectively work with DPW and comply with your standards and policies.

Our commitment to the Commonwealth is evidenced by a consistent track record of success that includes on-time releases and availability of production systems.

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

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

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

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Figure 6.1-22. Orientation and Knowledge Acquisition Transition Plan.

Deloitte's transition plan identifies transition scope, organization, tasks and activities for transition, and schedule.

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

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

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

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

Figure 6.1-23. Proposed Transition Plan.

Proposed sections to be included within our proposed OKA Transition Plan.

Highlights of the OKA Transition Plan include:

- Descriptions, scheduling and assignments for activities specific to the Contract Transition effort. These activities include:
 - Review of the new PMO operations model and related processes
 - Review the updated Issue Management, Risk Management, Change Control, and other related project management processes
 - A readiness assessment of our team’s ability to begin using the new and/or updated procedures
 - Refresher orientation and training for Deloitte staff on organization, functional responsibilities, and operational procedures
- Descriptions, scheduling and assignments for activities specific to the Child Welfare Transition effort. These activities include:
 - Requirement to create “component briefs” for Child Welfare systems being supported
 - Schedule of interviews with DPW and staff augmentation resources currently supporting these systems

- Requirements for job shadowing, peer-to-peer mentoring, structured code walkthroughs, and other knowledge acquisition activities
- Requirements for Periodic assessments of the transition effort and the progress of our team in terms of their ability to support the additional systems. Adjustments to the transition plan and specific knowledge acquisition activities are made to help address identified deficiencies within the transition time frame if possible.

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

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

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

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

Well Planned and Executed Transition of On-going Development and Maintenance Activities for Child Welfare Systems

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

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

Specifically for the transition of on-going development and maintenance activities, our transition effort focuses on the requirements for the inclusion of the Child Welfare systems into the scope of the maintenance and application support effort. Overall, our team focuses on providing:

- Basic support for on-going maintenance activities
- Ongoing maintenance/operations support as well as the work associated with the current modification initiatives for each of the in-scope systems.
- Provide support for issues other than “Severity A” (emergency and other high priority) in nature
- Deployment of maintenance releases to the production systems
- Continue to provide the technical design to other vendors (Lots 1-5)
- Help other vendors execute plans already in motion

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

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

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

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

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

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

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

We are committing to a contract transition period of 30 days for Lot 7, significantly less than the six months required within the RFP. We also meet the six month transition period for support of the Child Welfare systems. However, even while executing the transition activities our team continues to function in their maintenance and application support roles with no impact to DPW business operations. DPW can therefore continue to maximize time and resources on providing critical services for the people of the Commonwealth.

We recognize that other Lot vendors will also be involved in the transition period. We will work collaboratively with DPW to support those transition efforts consistent with overall DPW objectives. As the Lot 7 vendor we will provide training for our proposed defect management system – ATS – to the other Lot 1-6 vendors.

Managing Transition Plan Execution

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

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

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

OKA Transition Plan Execution Requirement	Deloitte Managing OKA Transition Plan Execution
OKA Transition Plan is reviewed and approved by the designated DPW management staff and/or stakeholders	- On Day One of the project we will submit our draft OKA Transition Plan for review by DPW management staff and stakeholders. We work collaboratively with DPW to address identified issues and/or incorporate review feedback. - In addition to the initial transition plan review, we conduct periodic meetings to assess the transition effort and the progress of our team in terms of their ability to support the additional in-scope Child Welfare systems. Adjustments to the transition activities are made in the context of an updated OKA Transition plan to help address identified deficiencies.
Upon approval of the Transition Plan our team begins transitioning the additional in-scope business systems and provides transition progress assessments and status updates	- The status of transition plan progress is summarized within the weekly status reports and corresponding status meetings. - Transition plan progress reports are created to report on and confirm the achievement of specified performance objectives and plan milestones. - Team members specifically focused on knowledge acquisition activities complete individual progress reports to confirm the achievement of knowledge acquisition goals, identify gaps (if any) and define corresponding actions to address the gaps. - Key to successful transition is using an iterative process of reviewing and revalidating objectives in order to achieve the desired level of orientation and knowledge acquisition.
Coordinate with DPW regarding transition tasks prioritization issues or conflicting activities interfering with maintaining and operating the systems	- Task prioritization is reflected in the OKA Transition Plan reviewed and approved by DPW at the start of the transition effort. - During execution of the OKA Transition Plan, issues with the prioritization of tasks and/or other activities that interfere with our ability to maintain and operate the DPW systems are managed through the approved Issue Management and Risk Management processes. - Throughout the Orientation and Knowledge Acquisition period we maintain appropriate focus on the transition effort while continuing to maintain the high availability and functionality expected of the DPW systems. - Our team maintains a transition task prioritization list and provides update to DPW as part of our periodic status reporting process. - Priorities for tasks that need to be changed are sent to DPW for approval and an updated task prioritization list is sent to the stakeholders.

Figure 6.1-25. Summary of Key Execution Requirements for the Transition Plan.

Summary of key activities associated with managing the OKA Transition Plan and how they meet DPW requirements.

Transition Results Report

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

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

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

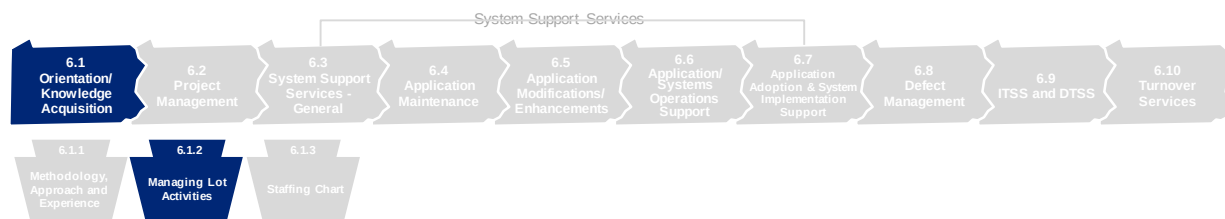
Our OKA Transition Results Report meets each of the specific DPW requirements:

OKA Transition Results Report Requirement	Deloitte OKA Transition Results Report
Deliver at the end of the transition phase	- Meeting the requirements specified in the RFP, we provide weekly status reports as to the progress of the transition effort. - The final Transition Results Report is assembled based upon the weekly transition summary reports and individual progress reports.
Report documents the completion of turnover activities and provides the status of each high-level task and activity that took place during the transition period	- Transition Result reports specify the achievements of specified performance objectives and plan milestones. - Individual reports from team members specifically focused on these tasks are consolidated to confirm the task completed during the transition period.
Report highlights how each of the objectives stated in the OKA Transition Plan have been achieved and the resolution of issues identified and prioritized during the turnover process	- The status of completion of each high-level task and activity is summarized within the Transition Results Report and corresponding status meetings. - All the issues identified during the transition period, how those issues were prioritized and resolved are documented in the report.

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

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

6.1.2.2 Orientation/Knowledge Acquisition Transition – Plan



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

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RFP Reference: 1.1 Orientation/Acquisition Transition Plan: Project Initiation, Setup, and Planning

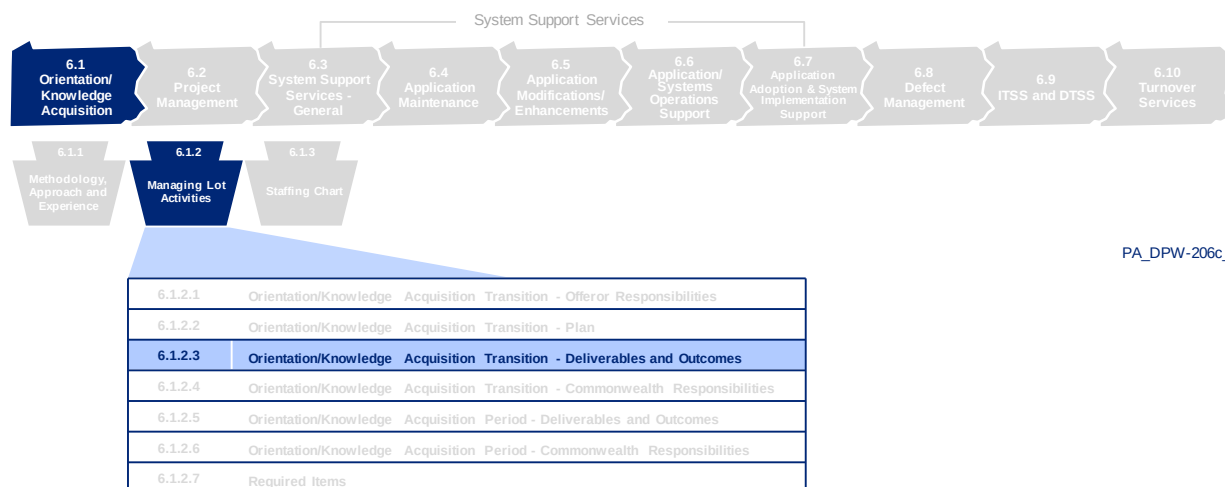
Project Initiation, Setup, and Planning will include all activities and tasks required to begin the project. The selected Offerors for Lot #6 and Lot #7 will each acquire and set up facilities, acquire and install the necessary hardware and software, establish the necessary telecommunication capabilities,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

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

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

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

6.1.2.3 Orientation/Knowledge Acquisition Transition – Deliverables and Outcomes



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Detailed Project Work Plan

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Detailed Project Work Plan

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

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

Our detailed project work plan defines the planned tasks and subtasks, identifies the assigned resources, and defines the task dependencies and deliverables that are completed by our team during the orientation and knowledge acquisition period. Further, our work plan reflects the necessary dependencies for other activities to be completed during transition to enable continued system operational readiness, on-time takeover, and commencement of the project operational phase.

We provide a proposed draft high level work plan in Figure 6.1-27 from which to build upon with further detail.

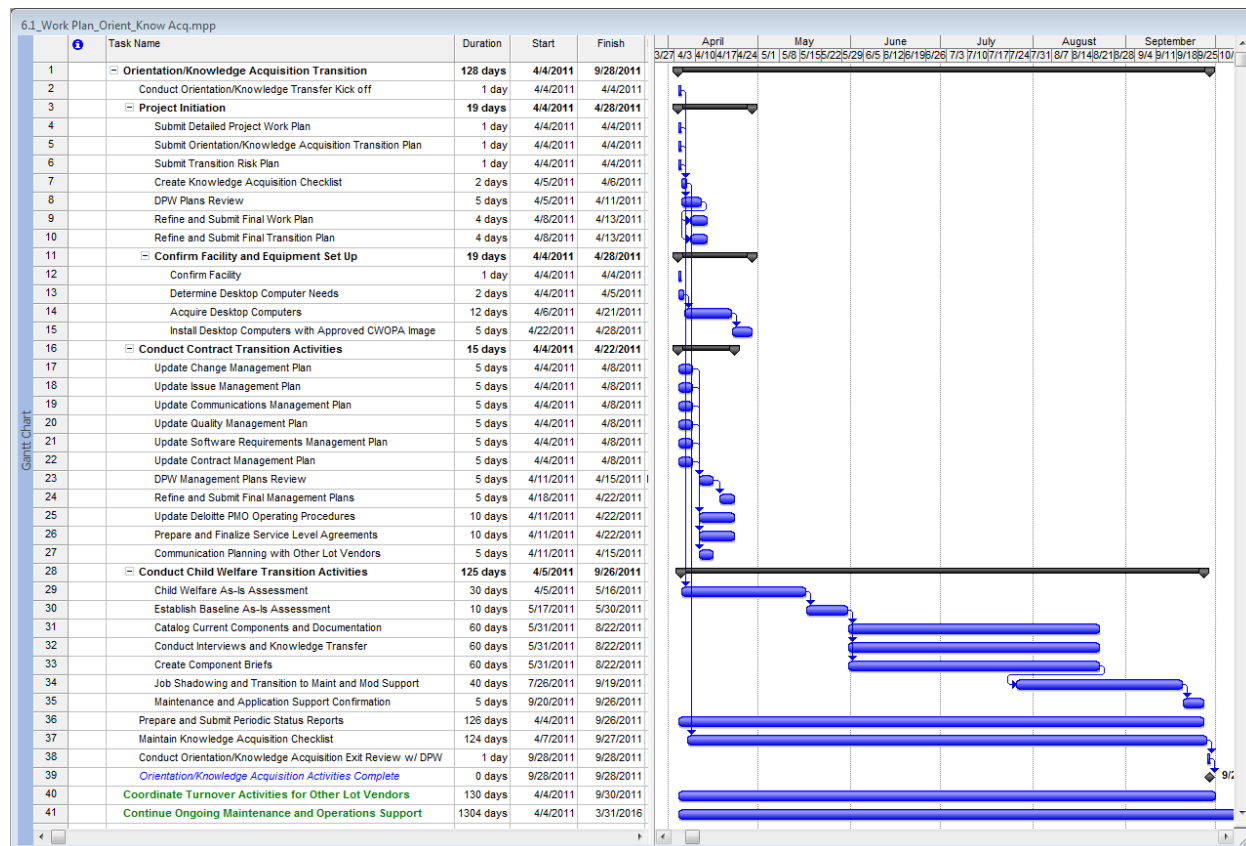


Figure 6.1-27. Detailed Project Work Plan.
Our proposed Detailed Project Work Plan for Orientation/Knowledge Acquisition phase.

Orientation/Knowledge Acquisition Plan of the DPW and PACSES Environments

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

Orientation/Knowledge Acquisition Plan of the DPW and PACSES environments

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

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

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

Contract Transition Deliverables

The following plans, as required in the RFP, are provided as part of our proposed Contract Transition effort.

Issue Management Plan

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Issue Management Plan

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

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

Change Management Plan

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Change Management Plan

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

We provide DPW a Change Management Plan that is based upon the existing DPW Change Management procedures. Our team, in collaboration with DPW staff and other stakeholders, has helped to refine and hone the processes in the Change Management Plan over the years. As a result we have continually improved the quality of the change management process and streamlined the process to increase efficiency and effectiveness based on needs of each program office and disciplines within BIS.

Our team establishes and maintains a Change Management Plan that includes processes for documenting proposed changes, evaluating whether the change requests need to be accepted, rejected or deferred, escalating change requests for approval, implementing the changes and closing the change request after successful

implementation. The process and procedures in the change management plan help to verify that the process is primarily focused on project-scope related issues.

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

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

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

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

Communications Management Plan

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Communications Management Plan

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

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

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1.1 Document Purpose	5
1.2 Scope	5
2 COMMUNICATION ROLES.....	6
3 PROJECT COMMUNICATIONS PLAN.....	9
3.1 Stakeholders Communications Requirements	9
3.2 Communications Plan	9
4 PROJECT CONTACT LIST.....	12
APPENDIX A: DEFINITIONS & ACRONYMS	13

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Figure 6.1-29. Communications Plan.

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

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

Quality Management Plan

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

Quality Management Plan

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

We provide a Quality Management Plan that we develop in close collaboration with DPW to identify the process and procedures required to address the quality of project deliverables. For Lot 7 the plan covers a broad spectrum of work products from design documents through source code and test plans. Our proposed Quality Management Plan was reviewed and approved by the DPW team as part of our current Integrated Solution and PACSES contracts. We continue to enhance or modify the current Quality Management Plan to address specific new and emerging DPW requirements and to include the new organizational models for the DPW IT Services project. The Quality Management Plan describes the tools and addresses the ongoing quality control processes and procedures we employ to manage project quality during each stage of the project. The plan includes information about the organization of the Quality Assurance team, information about Quality Assurance Deliverables, Product and Process Standards, and Quality Insurance Activities. During the orientation and knowledge acquisition effort this same Quality Management Plan is used. We provide a sample table of contents from our Quality Management Plan in Figure 6.1-30.

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1.1	Document Purpose.....4
1.2	Scope.....4
2	QA ORGANIZATION.....5
2.1	Team Structure.....5
2.2	Roles and Responsibilities.....5
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4	STANDARDS TO BE USED.....7
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Figure 6.1-30. Quality Management Plan from PACSES.

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

Software Requirements Management Plan

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Software Requirements Management Plan

Selected Offeror for LOT #7: The software requirements management plan must address how the Offeror will translate the GSD and baseline systems requirements, the processes and procedures the Offeror will employ to track and monitor software requirements throughout the SDLC phases as well as post implementation. The software requirements management plan should be traceable and trackable to the business requirements.

We provide a Software Requirements Management Plan that describes the processes and procedures associated with the translation of the GSD into baseline technical requirements and the development of the Detailed Systems Design (DSD). It also defines the standard processes and project artifacts that we use to track the requirements throughout the SDLC development processes and ultimately link the original business requirements to the corresponding system technical components delivered to production.

Our team understands that the Software Requirements Management Plan addresses the coordination effort between the vendors from Lots 1-6 in implementing changes to the DPW systems. As per the Software Requirements Management Plan, interviews and/or facilitated JAD sessions are held with the stakeholders identified by the Lot 1-5 vendors to identify the detailed requirements for the development and implementation of the required modifications to an existing DPW system, or in the creation of a new system. Our team documents the baseline requirements captured from the stakeholder

in the designated DPW requirements repository. We recommend the use of the DPW standard Enterprise Architect tool to capture and trace business requirements throughout the SDLC phases as well as in post implementation.

Budget/Contract Management Plan

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

Budget/Contract Management Plan

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

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

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

Periodic Status Report Templates

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

Periodic Status Report templates

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

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

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

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

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

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

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

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

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

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

Agenda and Material for the Project Kickoff Meeting

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

Agenda and material for the Project Kickoff Meeting

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

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

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

DPW Kick-off	<u>Agenda</u>
❖ Introductions ❖ Contract Updates ❖ Contract Overview ❖ Service Level Agreements ❖ Service Level Objectives ❖ Integrated Team ❖ Shared Services 101 ❖ Governance: Meeting Participation ❖ Deloitte RACI ❖ DPW RACI ❖ Change Control Management ❖ Deliverables ❖ Next Steps and Questions	

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Figure 6.1-32. Sample Project Kickoff Agenda.

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

Non-Deliverable Outcomes

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

Non-Deliverable Outcomes:

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

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

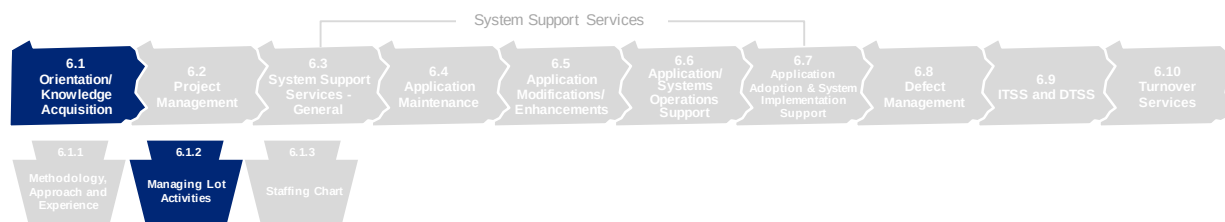
We describe our approach to meeting non-deliverable outcomes in Figure 6.1-33 below.

Non-Deliverable Outcome	Deloitte's Approach to Meeting Requirements
Fully setup facilities, equipments	• Use existing Camp Hill facilities and equipment • Assessment of existing facilities, infrastructure and equipment meets requirements Stated in RFP Section Part IV C. Equipment and Facilities • Facility and equipment readiness is included within operational readiness assessment prior to completion of Orientation and Knowledge Acquisition Phase
Project Kickoff Meeting	• Works jointly with DPW to schedule and plan the Project Kickoff Meeting, including presentation materials • Provides an agenda and meeting materials in advance of the meeting to better prepare attendees in focusing on the most critical elements to their respective group
Readiness to commence the next set of project activities	• On Day 1 of the contract our team is ready to provide maintenance and application support to the DPW systems in scope for this project. • Our transition provides the shortest path to commencing the full spectrum of project activities. • Throughout the Orientation and Knowledge Acquisition effort the large majority of our team members continue performing maintenance and modification work for the DPW systems. Our transition effort provides the means for those team members to transition to the new procedures and processes being implemented for the new contract.

Figure 6.1-33. Summary of Non-Deliverable Outcomes.

Describes how our transition approach successfully addresses the required non-deliverable outcomes.

6.1.2.4 Orientation/Knowledge Acquisition Transition - Commonwealth Responsibilities



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6.1.2.1	Orientation/Knowledge Acquisition Transition - Offeror Responsibilities
6.1.2.2	Orientation/Knowledge Acquisition Transition - Plan
6.1.2.3	Orientation/Knowledge Acquisition Transition - Deliverables and Outcomes
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6.1.2.7	Required Items

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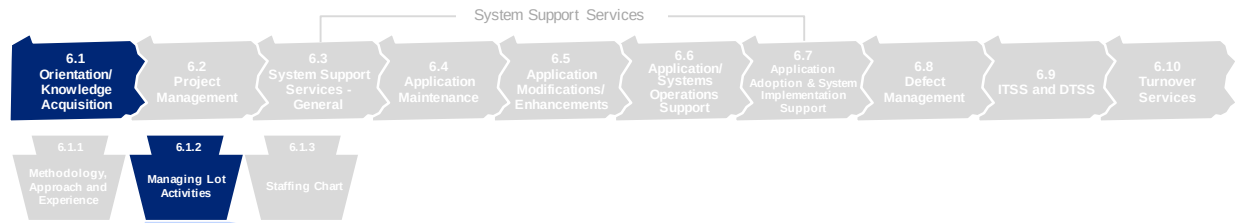
RFP Reference: 1.1.2 Commonwealth's Responsibilities: Orientation/Knowledge Acquisition Project Initiation, Setup, and Planning

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

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

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

6.1.2.5 Orientation/Knowledge Acquisition Period - Deliverables and Outcomes



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

Knowledge Acquisition Completion Checklist

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Knowledge Acquisition Completion Checklist

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

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

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

Transition Phases	Checklist
Pre-initiation	- Defining Baseline As-Is Assessment based on new contract requirement for: - Delivery Management - System Support - Pennsylvania/Policy Program - Infrastructure Maintenance/Operations

Transition Phases	Checklist
Project Initiation	• Re-confirm Facility acquisition • Continued network connectivity with Commonwealth leadership and project stakeholders • Initiate project management for the Orientation and Knowledge Acquisition phase and begin status reporting • Updates to the existing change control procedures • Updates to the Dispute Resolution Process • Updates to Issue Resolution Tracking System that is in place • Change Control and Reporting System if required • Verification of Baseline As-Is Assessment for: - Delivery Management - System Support - Pennsylvania/Policy Program - Infrastructure Maintenance/Operations - Project Support - DPW Application Maintenance
Transition Planning	• Establishment of Transition entrance and exit criteria
Operational Readiness Preparation	• Analyzing the new changes in the requirement that need to be accommodated as part of the transition process
Operational Readiness Assessment	• Demonstrate appropriate personnel are available and ready • Conduct formal readiness walkthrough with the Commonwealth • Orientation and training for State staff on the updated functional responsibilities, and updated operational procedures
Take over	• Submit the Final Operation Readiness Assessment Document for State review and approval • Approval by the Commonwealth of the completion of Orientation and Knowledge Acquisition Phase exit criteria

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

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

Non-Deliverable Outcomes

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

Selected Offerors for **Lot #6** and **Lot #7** acquires sufficient knowledge of DPW and PACSES environments to successfully carry out the project requirements in an effective and timely manner.

We have been an incumbent for the last five years of the current Integrated Solution and PACSES contracts and thus bring sufficient knowledge of DPW and PACSES environments to successfully carry out the project requirements in an effective and timely manner on day one of the new contract. We bring vast knowledge of the business processes and procedures, applications, technical architecture and other related information pertaining to the DPW systems.

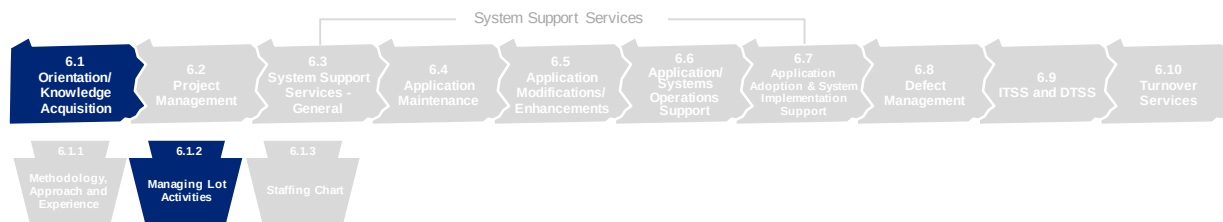


We propose a skilled, experienced team that are currently engaged with DPW to maintain most of the DPW systems that are in scope for the new project, and can carry out the project requirements in an effective and timely manner without any disruption to client services or to any other processes in the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

We are positioned and can demonstrate the necessary level of knowledge to support these systems. We highlight our approach to meeting your requirements:

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

6.1.2.6 Orientation/Knowledge Acquisition Period - Commonwealth Responsibilities



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

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

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

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

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



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

Integrated Solutions Turnover Plan and Assumptions

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

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

As the incumbent that created the Integrated Solutions Turnover Plan, we understand the assumptions in the plan and have accommodated those assumptions in our proposal.

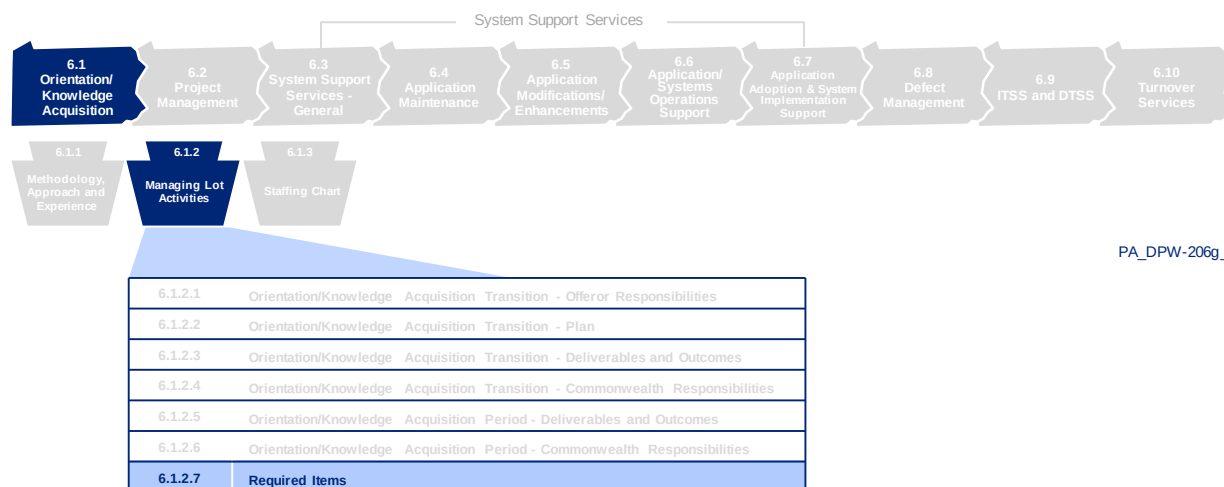
PACSES Turnover Plan and Assumptions

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

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

As the incumbent that created the PACSES Turnover Plan, we understand the assumptions in the plan and have accommodated those assumptions in our proposal.

6.1.2.7 Required Items



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We staff our Orientation and Knowledge Acquisition team with DPW-proven resources that collectively represent almost 2,000 years of relevant experience to effectively perform transition activities and maintain momentum during the operational phase. The experience and established relationships of our staff, and the use of our Deloitte Transition Method reduces transition and schedule risk while improving communication and collaboration with DPW stakeholders and other vendors.

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

Features	Benefits
Uses the Deloitte Transition Methods methodology to effectively manage Orientation and Knowledge Acquisition phase activities and includes the following for coordination with designated DPW stakeholders and other vendors - Effectively assess operational readiness according to the new contract - Conduct activities in a manner that meets DPW objectives and responsibilities	- Improves communication and collaboration through the Orientation and Knowledge Acquisition phase - Reduces transition and schedule risk - Improves performance to DPW's vision and new operating model
Proposes a resource plan and organization design staffed by DPW-proven resources within respective areas based on skills and experience	- Reduces transition and schedule risk - Reduces business impact and increases time available to DPW to transition Lot 1-5 vendors - Better meets DPW's time frames for current and future initiatives

Figure 6.1-35. Features and Benefits of our Transition Approach.

Summary of how our approach to Orientation and Knowledge Acquisition provides benefits to DPW.

Stand Up Operations, Perform and Manage Tasks

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

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

As an incumbent we have the ability to stand up operations for the majority of the DPW systems on day one of the project. We coordinate and work with designated DPW stakeholders and the other selected vendors for Lots 1-6. We recognize there is a need to manage the tasks associated with items 1 through 5 outlined in the Knowledge Acquisition section of the proposal, and we manage and complete those tasks over a shorter transition period for our team.

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

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

Stand up Operations and Tasks	Deloitte Approach	Benefits to DPW
Smooth Transition of Responsibilities	• Provide staff continuity and process maintenance • Mutually confirm and agree to changes/differences between currently provided services and those required under the new contract	• Uninterrupted services to the existing applications in DPW
Complete Knowledge Transfer	• Substantially reduce the need for knowledge transfer by retaining our current team delivering technology support services to DPW • Provide Deloitte and teaming partner resources that bring experience and knowledge working with the DPW Child Welfare or similar systems to help facilitate the transition of support for the Child Welfare systems.	• Timely and resource efficient transition • Uninterrupted services to DPW stakeholders and business partners

Stand up Operations and Tasks	Deloitte Approach	Benefits to DPW
Demonstrate Ability to Perform Operational Activities in a Controlled Environment	• Meet SLAs associated with providing High Level Estimates and other key deliverables.	• Uninterrupted services to CIS, HCSIS, PACSES and PELICAN applications, the Child Welfare systems, and other related systems and Enterprise Services
Establish Strong Accountability Controls for the Proposer	• Build on current strong foundation of processes that track and report our current SLAs	• Prompt, timely service • Efficient and transparent tracking of SLAs
Mitigate Risk to the Commonwealth, Clients, and Taxpayers	• Identify, develop, and document potential risks and risk mitigation plans • Retain our current team delivering services	• Reduces risk of service disruption of services during transition

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

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

We understand your business and can continue to provide high quality service in a very complex project landscape. We have experienced, skilled resources in supporting various third party solutions used by DPW, including Oracle, Microsoft, Adobe, Mercury Interactive, Unisys, etc., which requires a thorough understanding of the overall architecture of the DPW systems. To effectively support the application development life cycle, a new vendor needs to understand the individual application and enterprise wide architecture to manage such change. Hence we are a low risk option in regards to other competing vendors.

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

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



Meet Primary Objectives and Responsibilities

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

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

We understand the objectives of the transition period based on our 30 year relationship with DPW, which included the transition of several systems to our current support team as well as the transition effort for our current Integrated Solution and PACSES contracts. We coordinate and work with designated DPW stakeholders, third party vendors and other selected vendors from Lots 1-6 to meet the primary objectives and responsibilities for orientation and knowledge acquisition during the transition period. The table below presents how our team meets the DPW knowledge acquisition objectives.

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

DPW Orientation/Knowledge Acquisition Transition Objectives	Deloitte Meets DPW Objectives
Establish facilities and appropriate infrastructure.	We have made a significant investment and commitment to the Commonwealth by establishing our Public Sector Solution Center in Camp Hill, PA. We are already operating our projects from this center which provides the Commonwealth with an existing, fully functional project facility on day one of the contract.
Communicate with Other Lot Vendors	As the incumbent we work with the Lot 1-6 vendors to help facilitate turnover and establish the structure for communication beyond the transition phase of the project. Requirements for communication with other Lot vendors are documented in the Communication Plan.

Figure 6.1-37. Summary of Our Approach to Meeting Objectives.

Summary of how our team meeting the primary objectives and responsibilities defined in the RFP.

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

IV	Page IV-313	RFP Reference: Orientation/Knowledge Acquisition Required Items
The Offerors for Lot #6 and Lot #7 must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 3) Provide a resource plan and organizational chart for the transition team and crosswalks to operational positions after completion		

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

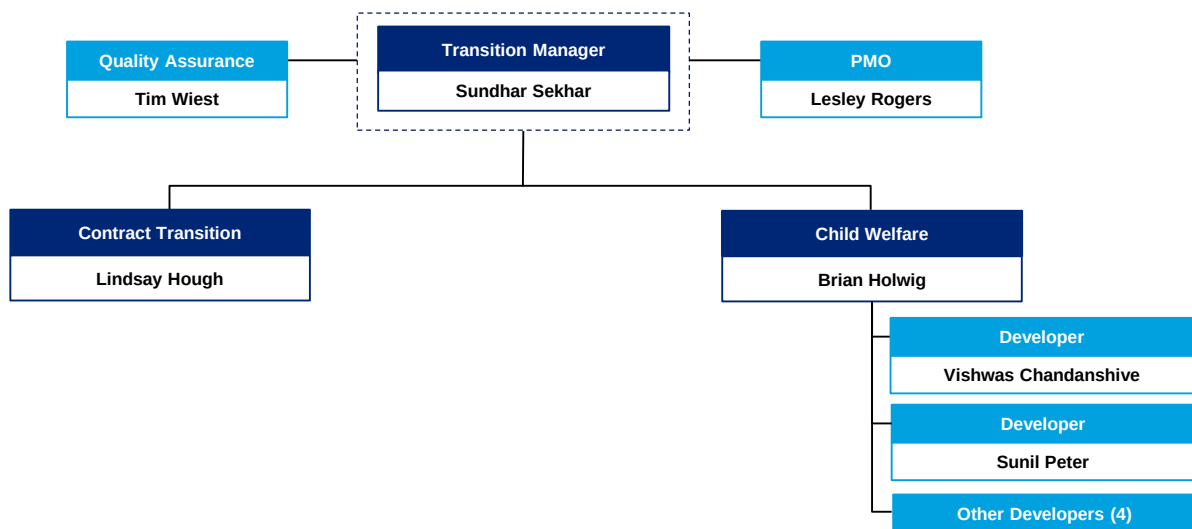
We have been through transition processes as part of our prior contracts; we have learned your business, systems, people and operational practices. While there will be some transition to comply with the requirements of the new contract, our team does not need to conduct major activities to transfer the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

We are proposing **Sundhar Sekhar** as our Transition Manager. Sundhar brings extensive experience with DPW and will guide our team to meeting the requirements of the new contract. He has been working with DPW continuously since 2000. He led the transition to the Integrated Solution contract in 2006, and also led the transition of PACSES to the new operating model in 2007.

Sundhar will be our primary point of contact with DPW staff for transition activities and for communications with the other Lot vendors.

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

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



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

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

Conduct Activities

IV

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RFP Reference: Orientation/Knowledge Acquisition Required Items

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

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

- Work materials
- Business and Technical Governance (Processes and Procedures)
- Software, tools, and system documentation
- Project Plans and associated status (on-going initiatives and scheduled on baseline, risk/Issues logs, status reports, etc)

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

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

We coordinate and work with designated DPW stakeholders, third party vendors and other selected vendors from Lots 1-6 during the Orientation and Knowledge Acquisition phase, specifically for the Contract Transition and Child Welfare Transition efforts, to conduct activities and procedures as defined within the OKA Transition Plan. We provide more specific information for each of the defined elements of the processes and/or systems being transitioned in the following table:

Requirement	Who are the Stakeholders	Degree of Transition (High, Med, Low)	Coordinate and Work with DPW Stakeholders to Perform RFP Activities
Work materials	DPW Deloitte	Low	We currently maintain and in many cases created the work materials to be included within the Orientation and Knowledge Acquisition phase.
Business and Technical Governance (Processes and Procedures)	DPW Deloitte Lots (1-6) Selected Vendors	Low	We provide an understanding of the current governance structure and can easily transition to a new, similar structure that incorporates the needs of additional vendor participants.
Software, tools, and system documentation	DPW Deloitte	Low	We continue as much as possible to use similar software, tools, and system documentation for Lot 7 activities that DPW has come to expect. Deliverables for the various processes and procedures covered during the Contract Transition effort are finalized in consultation with DPW project participants.

Requirement	Who are the Stakeholders	Degree of Transition (High, Med, Low)	Coordinate and Work with DPW Stakeholders to Perform RFP Activities
Project Plans and associated status (ongoing initiatives and scheduled on baseline, risk/Issues logs, status reports, etc)	DPW Deloitte	Low	We currently maintain and in many cases created the project plans and associated project management deliverables to be included within the Orientation and Knowledge Acquisition phase.
SDLC and Systems Life Cycle management support tools	DPW Deloitte	Low	We will continue to use the same SDLC and System Life Cycle management support tools that DPW has come to expect.
Systems Operational environments capacities and constraints	DPW Deloitte Lot 1-6 Vendors	Low	We understand and work within the current environment capacities and constraints to be reviewed during the Orientation and Knowledge Acquisition phase.
Production program and documentation update procedures during transition	DPW Deloitte	Low	We have an understanding of the current systems operational status to be reviewed during the Orientation and Knowledge Acquisition phase.
Ongoing and scheduled maintenance activities (Changes request, defect resolution, technology upgrades, etc.)	DPW Deloitte	Low	Ongoing and scheduled maintenance activities will continue as planned including addressing change requests, providing defect resolutions and supporting upgrades.
Ongoing and scheduled Mods/Enhancement activities and associated SDLC documentation	DPW Deloitte	Low	On-going and scheduled maintenance activities will continue to proceed as planned. After the requirements and general design has been completed, the information is shared and transitioned to complete the technical design. Smaller maintenance activities and defect resolution may not need a lot of input from the requirements and general design teams. We will work as a team to resolve these issues, but if no additional requirements or design are needed, the issue can go directly to our team to determine how the problem will be fixed.



Requirement	Who are the Stakeholders	Degree of Transition (High, Med, Low)	Coordinate and Work with DPW Stakeholders to Perform RFP Activities
Staffing Levels and Organizational Structures	DPW Deloitte	Low	We are currently responsible for the ongoing and scheduled modification and enhancement activities to be reviewed during the Orientation and Knowledge Acquisition phase.
Defining and transition of responsibilities	DPW Deloitte	Low	While there will be some transition to comply with the requirements of the new contract, our team and DPW do not need to conduct major activities to transfer the maintenance, modification, enhancement, and operational support.
Skill sets requirements, staff training, and job shadowing	DPW Deloitte	Low	Responsibilities are clearly defined for each of the vendors during the transition period. The transition of these support activities occurs at a designated point in time when the knowledge acquisition activities are confirmed to be complete.
Criteria for success, validations, and certifications	DPW Deloitte	Low	We will work with DPW to define the success criteria, the validations and certifications required for the completion of the transition effort.
Production program and documentation update procedures during transition	DPW Deloitte	Low	We currently maintain and in many cases created the production programs and documentation. We will continue to follow the update procedures that are in place.
Source code turnover procedures	DPW Deloitte	Low	We currently maintain the source code for the large majority of the in-scope DPW systems. We will continue to follow the turnover procedures that are in place.
General procedures for updating computer programs, data and reference files, ECL and other documentation	DPW Deloitte	Low	Being the incumbent we currently maintain the computer programs, data, reference files, ECL and related documentation. We will continue to follow the update procedures that are in place.
Transition alignment with business cycle and scheduled events	DPW Deloitte	Low	For our team there is some transition to comply with the requirements of the new contract. We define procedures to align these requirements with business cycle and scheduled events.



Requirement	Who are the Stakeholders	Degree of Transition (High, Med, Low)	Coordinate and Work with DPW Stakeholders to Perform RFP Activities
Check points and transition operational readiness assessments throughout the transition period	DPW Deloitte	Low	The OKA Transition plan and Transition Result report are used to provide check points and transition operational readiness assessments throughout the transition period

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

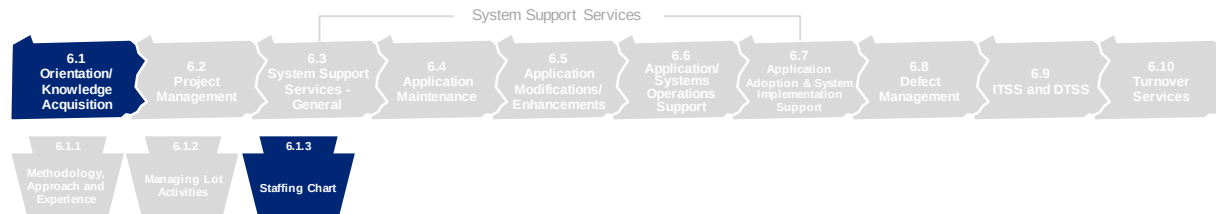
Collaboration and Cooperation with other Vendors

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

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

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

6.1.3 Staffing Chart



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

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

Provide similar information for any subcontractors that are proposed.

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

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

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

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

Figure 6.1-40. Staffing Chart for Contract Transition.

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



Child Welfare Transition – April 1, 2011 – September 30, 2011

Name	Labor Category	Role/Job Function	FTE Equivalent	Location	Justification if Off Site
Sundhar Sekhar	Project Executive	Transition Manager	.5	On Site	
Lesley Rogers	PMO Manager	Project Management Office Team Lead	1	On Site	
Brian Holwig	Application Team Lead	Child Welfare Team Lead	.2	On Site	
Sunil Peter	Systems Analyst	Child Welfare Maintenance	1	On Site	
Vishwas Chandanshive	Systems Analyst	Child Welfare Modifications	1	On Site	
Developers	Developer	Child Welfare Maintenance	4	On Site	

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

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

6.2 Project Management



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

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

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

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

Additional RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7, Page IV-24

Additional RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7, Page IV-318

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

Introduction

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

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

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

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

Unique and Distinguishing Factors

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

Our project management processes emphasize transparency and openness with the Commonwealth Project Management Team as depicted in Figure 6-2-1 below.

Features	Benefits
Uses DPW's Project Management Methodology - Continuous improvement, including methodology refresh from Deloitte's HHS client project lessons learned - Performance and metrics based to provide DPW with measures of progress, quality and outcomes throughout the project life cycle - Provides continued maturation with both CMMI and ITIL frameworks relative to software engineering and solution development and delivery processes	- Consistent with DPW PM practices across the enterprise - Reduces impacts in schedule, efforts and performance risks of projects - Improves quality and repeatability - Better supports multi-vendor, multi-system information technology projects
Enables shared services Processes and procedures to effectively coordinate and work with designated DPW stakeholders, third party vendors, to successfully meet the business drivers and specified business and technical requirements.	Better supports deployment of IT Shared Services Model for Technical Support Services
Uses Project Management Center (PMC) tool for integrated project management Effectively manages a Master Project Plan and/or associated sub project plans, tasks, issues and risks, change and schedule	- Improves delivery schedule without sacrificing end product quality, performance, or reliability - Improves visibility to DPW across work orders and systems
Provides for flexibility, scalability, transparency and accountability - Tailors the full methodology to ramp up and down with demand and the ability to handle project needs - Facilitates effective communication with designated project manager vendors and Deloitte to design, create, and implement reliable quality software, technology, and custom software application solutions to support DPW business operations	- Achieves greater economies of scale and scope by lowering total cost of ownership - Better supports the needs of projects large, medium and small - Improves transparency and accountability of project teams through a project's life cycle - Better reporting to DPW

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

Key features and benefits of Deloitte's project management methodology

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

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

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

Key Staff Spotlight

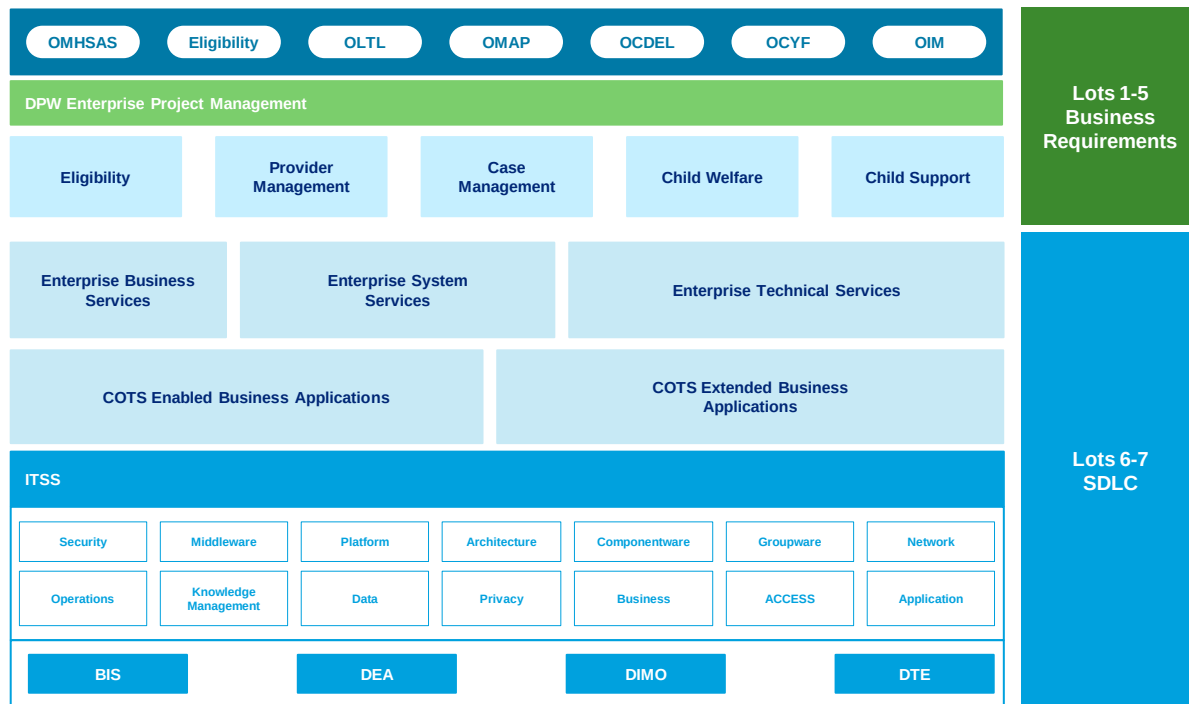
Michelle Keller,

PMP

Project Manager



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



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Figure 6.2-2. DPW Operating Environment.

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

In this section we outline our approach to Project Management for Lot #7. Project management focuses on levers that can affect DPW's project success. Together we will achieve scope and deliverable management, resource management, communication and quality management as well as risk and issue management. Our past and current successes provide DPW with a firm that demonstrates repeatable positive results for our clients. We feel this evidence is paramount when considering a HHS solutions integrator for a project of this size and complexity. To demonstrate our direct and relevant project experience, we feel there is no better voice than you hearing from our clients. On the following page, we are pleased to present DPW with a letter of reference from one of your peers demonstrating our capabilities and character in delivering successful and tangible results in the Health and Human Services programs and IT.

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

DEVAL L. PATRICK
Governor

TIMOTHY P. MURRAY
Lieutenant Governor

JUDYANN BIGBY, M.D.
Secretary

Tel.: 617-573-1600
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www.mass.gov/eohhs

August 13, 2010

Kay Shaffer
Department of General Services
Bureau of Procurement
555 Walnut Street, 6th Floor
Harrisburg, PA 17101-1914

Dear Ms. Shaffer:

Deloitte has been a trusted partner of the Massachusetts Executive Office of Health and Human Services (EOHHS) for the past six years. In 2004, the state of Massachusetts contracted with Deloitte Consulting to develop the Virtual Gateway – Intake, Eligibility & Referral (IE&R) system which enabled provider access to assist citizens with applying for Medicaid, Children's Health Insurance Program (CHIP), SNAP, and other state programs such as WIC and Child Care. Deloitte undertook this effort after the failed attempt by the previous vendor to work with the agencies involved to come up with a single common application across programs. Deloitte was able to finalize requirements, build the application and go live in less than six months.

Since implementation of IE&R in 2004, Deloitte has managed all aspects of the systems development lifecycle supporting maintenance and major enhancements to the system. In addition we have contracted with Deloitte to add several additional services such as My Account Page, Streamlined Renewals, and Change Form which were strategic tools enabling the state to empower providers to support the significant increase in case load when Health Care Reform was passed in Massachusetts in 2006.

In 2008 EOHHS was at a critical juncture in its efforts to complete the implementation of a Purchase of Services (POS) billing system for Human Services Providers, the Enterprise Invoice Management and Enterprise Service Management (EIM/ESM) system. To realize the EOHHS enterprise wide vision for the project, EOHHS required a vendor with the full breadth and depth of technical capabilities necessary to see this initiative through to completion. This required significant process improvements in order to increase reliability in software quality, improve adherence to project timelines and to increase the confidence in the system's end users. Now, two years after Deloitte took over the development and maintenance of the system from the original vendor, EIM/ESM is managing over \$1.2 billion in payments.

Deloitte has been a valuable member of the EOHHS team since the beginning of the Virtual Gateway. EOHHS and Deloitte have collaboratively worked on numerous initiatives which have continually

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improved invoice management, eligibility processes and self service access to information within the agencies.

If you have any additional questions regarding the Virtual Gateway, our programs, or the role of Deloitte in supporting EOHHS, please feel free to reach me at 617-573-1637 or email me at Andrea.Dodge@MassMail.State.MA.US

Sincerely,

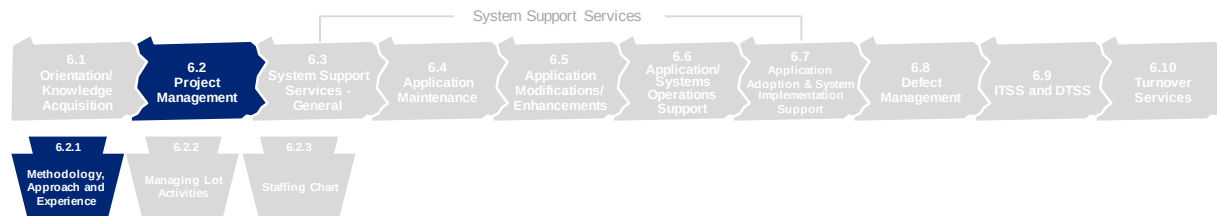
A handwritten signature in blue ink, appearing to be "AD" with a long horizontal stroke extending to the right.

Andrea Dodge
Chief Operating Officer
Executive Office of Health and Human Services

Cc: File

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6.2.1 Methodology, Approach and Experience



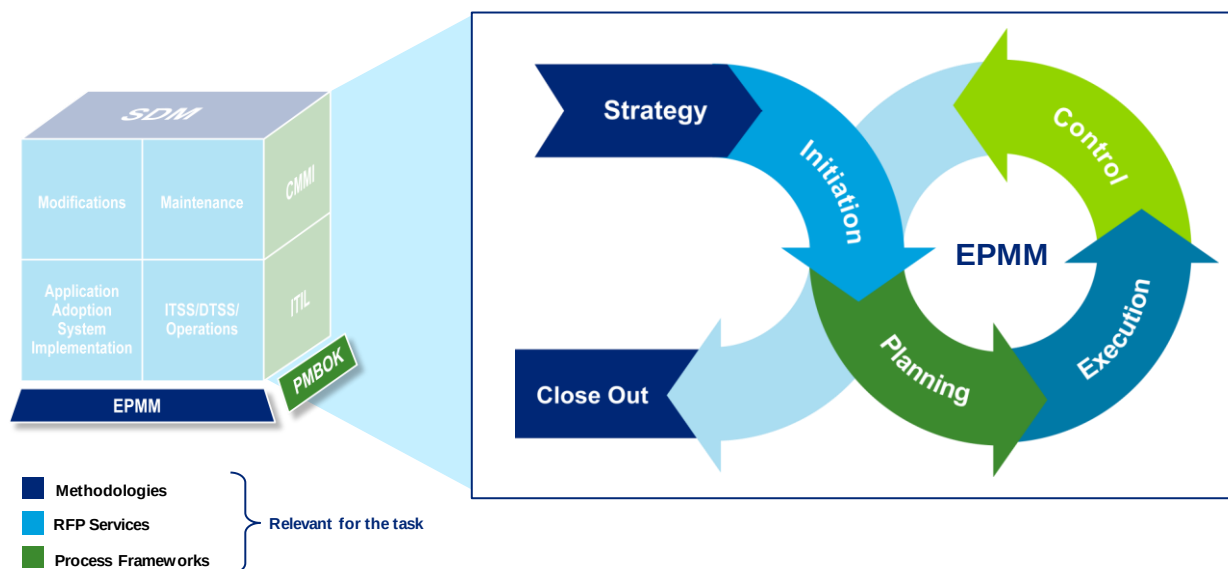
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Methodology

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

Where possible, the Offeror should provide specific examples of methodologies or approaches that will be used to fulfill the various requirements, how these methodologies will be adapted for this contract and implemented, and examples of the Offeror's similar experience and approach on comparable projects.

We use DPW's EPMM methodology for project management that is consistent with PMI PMBOK and CMMI mature processes. We infuse rigor and discipline consistently throughout project task groups in the form of structured controls to manage risk, monitor quality, measure performance, and maintain the project schedule. Management controls also provide visibility into our processes, which allows us to apply continuous process improvements.



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Figure 6.2-3. PMM.

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

The EPMM methodology includes each aspect of project management related to software development. It is influenced by the Systems Engineering Process (SEP) developed by the Commonwealth. EPMM includes the phases of the project including strategy, initiation, planning, and execution, control, and close out. EPMM is based on and adheres to the concepts embodied in the Project Management Body of Knowledge (PMBOK), developed by the Project Management Institute (PMI). EPMM focuses on applying established project management principles and leading practices to project delivery. EPMM includes a detailed approach and contains standard project management related tools, detailed procedures, templates, standard work plans, status reports, and other materials that support the various initiatives of DPW. Figure 6.2-4 depicts the methodology, including phases and activities.

DPW's Enterprise Project Management Methodology for Application Development

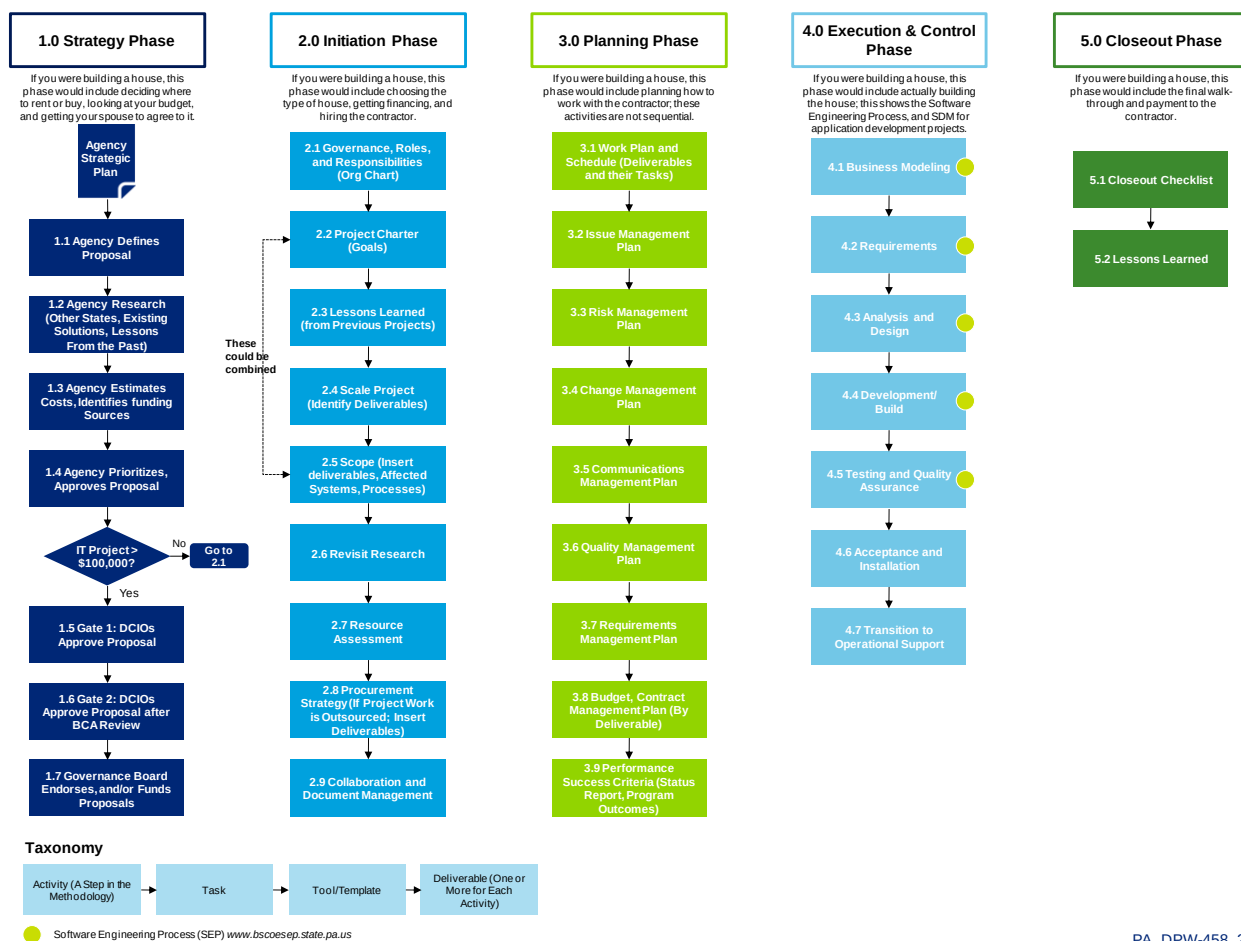


Figure 6.2-4. DPW EPPM.

EPPM provides discreet phases which facilitate a higher degree of communication, issue and risk management, staffing, and quality assurance to successfully maintain and operate the DPW mission critical systems.

DPW's methodology includes distinct phases associated with the system development life cycle, including:

- **Strategy.** Project is defined and success factors and goals are identified

- **Initiation.** Project is kicked off and the high level project strategy is refined
- **Planning.** Project plan is developed and project processes and procedures are validated
- **Execution and Control.** Software is designed, coded, tested, and implemented
- **Close Out.** Knowledge transfer is conducted and lessons learned are collected

These key phases are consistent and follow your EPMM methodology and use the specific project management PMBOK knowledge, which we describe in Figure 6.2-6. The key threads of EPMM are highlighted in Figure 6.2-5 and are critical for successfully managing the Information Technology Support and Services for DPW.

Enterprise Project Management Methodology (EPMM) Threads	
Project Thread	How The Thread Supports DPW
Organization	• Verifies the effective use of the resources involved in the project, including project stakeholders. It employs organizational strategy development, planning, staff acquisition and team development activities. This thread helps our project team align resources and work with DPW to have an effective, joint management team.
Logistics	• Verifies that a detailed strategy and plan are implemented to prepare and maintain the technical and physical project environment, including identification of both physical and technical requirements. These activities verify effective integration and maximum productivity of resources. This thread reduces project risk by facilitating a smoother project ramp-up.
Communications	• Verifies the timely and appropriate generation, collection, dissemination and nature of project information. Our project management team employs communications planning, information distribution, performance reporting, monitoring and administrative closure activities to support project planning, coordination, status control and overall management of deliverables, scope and internal communication.
Procurement	• Employs the processes necessary to acquire goods and services from outside the organization. The processes include procurement planning, solicitation planning, solicitation, source selection, contract administration and contract closeout. Reduces risk of project hold ups due to missing or inadequate software and hardware items.
Workplan	• Verifies the timely completion of the project through activity definition, activity sequencing, activity duration estimating, schedule development and schedule control. We use this thread to develop for DPW a realistic work plan that is experienced based and implements requirements on time and on schedule.
Financials	• Verifies that the project is completed within the approved budget through resource planning, cost estimating, cost budgeting and cost control processes. Our management team uses this to accurately record and report time so that billing and collection activities are monitored and controlled.

Enterprise Project Management Methodology (EPMM) Threads	
Project Thread	How The Thread Supports DPW
Risk/Issues	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.
Scope/Change	Verifies that the project includes the required work to successfully complete the project and that critical changes are managed and properly communicated to affected stakeholders. Our project team uses this to define and control the project, tracking, modifying, and controlling the steps for realizing the anticipated project benefits and providing a structure to manage change. This reduces risk to DPW of the project being bogged down in scope creep.
Quality	Verifies that the project satisfies the needs for which it was undertaken, including identifying quality standards, evaluating overall project performance and monitoring specific project results to discard the causes of unsatisfactory performance. Application of this thread by our team results in a higher quality end-product, that is more user-friendly, reflects DPW's desired business processes, and is a valuable asset to the Department.
Implementation	Defines strategy for implementing new technology, new business processes, a new organization or a new product. Our Implementation team uses these processes for developing a strategy and plan with DPW based on leading practices, and jointly executes and monitors it.
Integration	Verifies that the various elements of a project are coordinated so that deadlines are met, duplicative work is discarded, resources are maximized and deliverables are of high quality. It requires negotiating tradeoffs between competing objectives and alternatives in order to meet or exceed stakeholders' needs and expectations.

Figure 6.2-5. Key Threads for Successful Project Management.

Key Threads within EPMM that are key to a successful project management and are consistent with PMI PMBOK

The EPMM guides our managers and staff in the most effective techniques for project management, information planning, system design, and system implementation and will be used throughout the phases of the DPW IT Support and Services engagement. It works hand-in-hand with our current software development and project management processes.

Approach

We outline our approach to project management phases and the key activities in Figure 6.2-6. Deloitte has used this project methodology across our Commonwealth projects including HCSIS, CIS, PELICAN, PACSES and in other departments like OA/OIT, L&I, PDE, and PID. The benefit of using this methodology is that this is the Commonwealth standard so that your teams and project managers are familiar with the terminology and process steps. In addition, EPMM utilizes the concepts and definitions of PMBOK which is a widely accepted standard for project management. As EPMM concepts use

Deloitte's PMM methodology, the staff we bring to DPW are well versed with your methodology and principles.



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Figure 6.2-6. Deloitte Project Management Methodology

Deloitte incorporates EPMM and PMBOK as the foundation and guiding principles for project management

Phases	Approach to Using EPMM on DPW Projects
Strategy	The first phase of the Program Management Methodology is the defining the strategy for the project. The strategy phase defines the project and documents critical success factors and project goals. While the strategy phase may not be appropriate for Lot 7 activities, major changes would use this phase. Deloitte: • Serves to provide input to the Commonwealth during the Strategy Phase • Helps assess impact to existing solutions • Estimates project costs and overall levels of effort
Initiation	Working together during this phase, Deloitte and DPW can develop a strong business strategy by completing the following activities: • Review and document business requirements • Provide justification for the project/release • Refine the high-level strategy and develop a detailed strategy for the completion of each release as necessary • Support content management activities such as identifying where content is stored and defining user access • Begin planning project communication and identifying staff roles and responsibilities • Work with the Department's existing Business Review Board to promote the use of existing solutions and functions when possible and confirm that impacted stakeholders agree to the strategy and business approach • Use the BRB as a resource throughout the Planning Phase of the SDLC • Work with the Department to prepare a formal Business Review prior to commencing the Requirements Definition Phase of the project

Phases	Approach to Using EPMM on DPW Projects
Planning	During the planning phase, we: • Define deliverables such as the work plan, scope documents and requirements • Identify a proposed implementation date and identify additional stakeholders • Finalize the staffing plan for this release and allocate resources as appropriate • Identify BIS and program office staff that should participate in this release with an eye towards transition to DPW self sufficiency • Develop the work plan using the DPW standard • Review and validate project processes and procedures, update project schedules and finalize the project work plan
Execution and Control	The execution and control phase is where the majority of the work on the project will occur. Development and modification of software as well as testing and implementation occurs during the execution and control phase. Throughout this phase, we: • Work with the Department's Architecture Review Board (ARB) to elaborate on how the solution will be implemented in order to facilitate alignment with DPW's existing technical standards and use existing business services where possible. • Apply the Department's technical standards throughout the General Systems Design phase and the Detailed Systems Design phase in preparation for a formal Architecture Review prior to commencing the development phase of the project • Execute the training courses and implementation activities, including system reporting and help desk operations • Monitor progress and identify and implement corrective actions to resolve problems. • Identify risks and issues and the resolution processes • Deliver project status reports and other communications to inform stakeholders of progress and issues • Manage the submission and review of deliverables and work products using DPW standards • Conduct resource management activities that include processes used to review performance and assess training needs
Close Out	The closeout phase will occur at the end of each functional release as well as at the overall project completion. The phase includes the activities conducted at the end of a phase such as: • Knowledge transfer • Collection of lessons learned that are relevant to the specific release • Assessment of knowledge transfer • Completion of contract closure • Archival of project documents

Figure 6.2-7. DPW EPMM4 Approach Activities.

Deloitte uses EPMM and extends with the CMMI framework for overall project delivery, quality processes, and continuous improvement in application design and development. Capability Maturity Model Integration (CMMI) is a process improvement maturity model for development of products and services. It consists of industry leading practices that address development and maintenance activities that cover the product life cycle from initiation through deployment and maintenance. CMMI provides a structured view of process improvements across an origination. CMMI can help:

- Integrate traditionally separate organizations
- Set process improvement goals and priorities
- Provide guidance for quality processes
- Provide a yardstick for appraising current practices

There are five CMMI maturity levels (Initial, Managed, Defined, Quantitatively, Managed and Optimizing) and each maturity level from CMMI level 2 to 5 includes specific process areas.

We attribute much of our success to the adoption of mature, repeatable processes and disciplines that span the entire systems development life cycle, as evidenced by our CMMI L3 maturity rating. Obtaining the CMMI rating demonstrates our commitment to having independent validation of our long and distinguished track record of system development processes, disciplines, and repeatable results. The benefit to DPW is that at CMMI Level 3 the processes are well characterized and understood.

Unique and *Distinguishing* Factors



- Deloitte achieved a CMMI L3 maturity rating for the SD organization in May 2008 by institutionalizing a system of periodic assessments, audits, and appraisals under the leadership of Deloitte's internal SQ organization
- Culminated a formal SCAMPI, ARC Class A appraisal led by an independent SEI authorized lead appraiser on May 31, 2008, utilizing the CMMI v1.2 staged model and DEV constellation

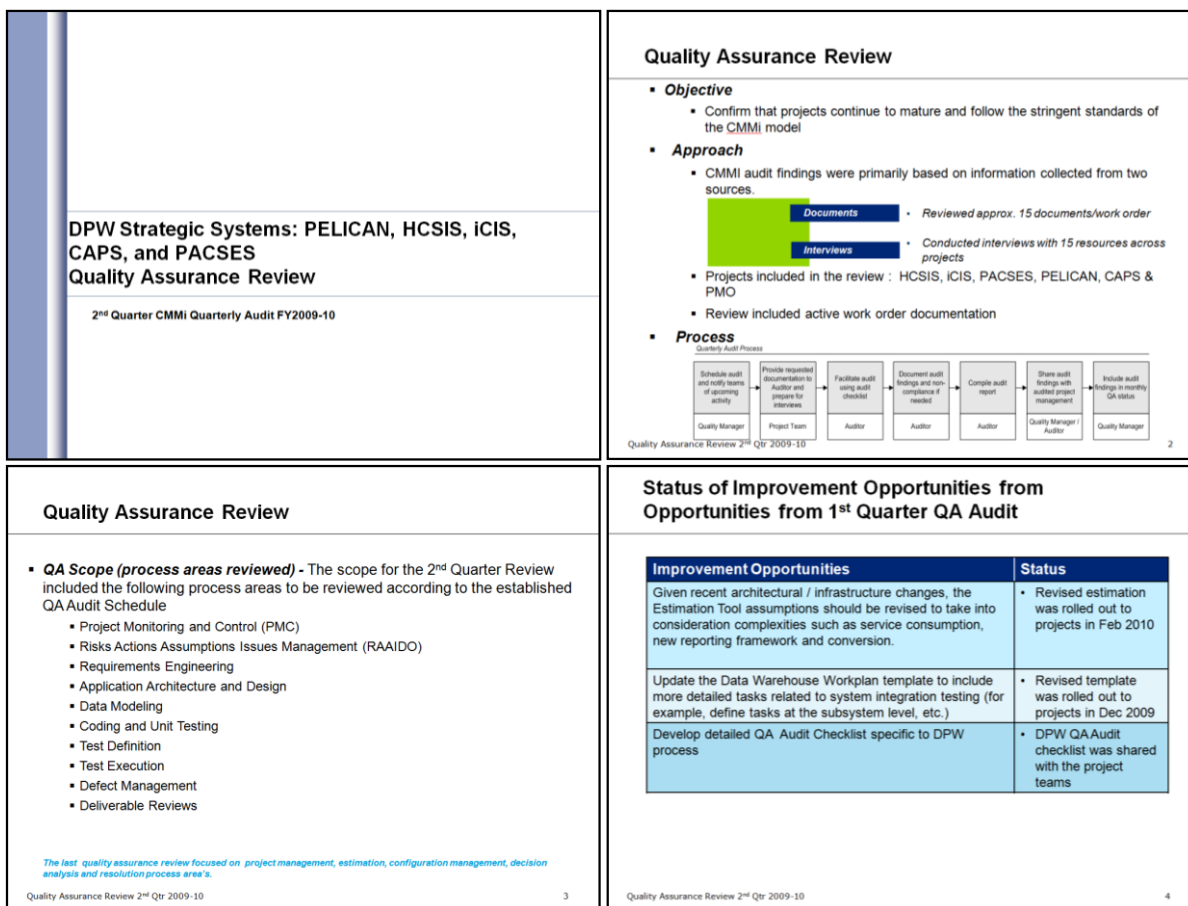


Figure 6.2-8. CMMI Level 3 Certificate.

Deloitte Systems Development Service Line has been appraised at CMM Maturity Level 3 and we use CMMI L3 principles on DPW projects

Deloitte makes a significant, on-going investment in the people, processes and infrastructure required to promote consistent, quality delivery of systems to our clients and has established a dedicated Services Quality (SQ) organization. This organization is independent of the project groups is responsible in developing, maintaining the methods, method coaching and verifying the process compliance in the projects to identify process improvements.

Figure 6.2-9 shows the implementation of the CMMI principles evidenced in a CMMI project assessment review for DPW.



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Figure 6.2-9. DPW CMMI Review Sample.

Deloitte Systems Development Service Line has been appraised at CMM Maturity Level 3.

Experience and Examples

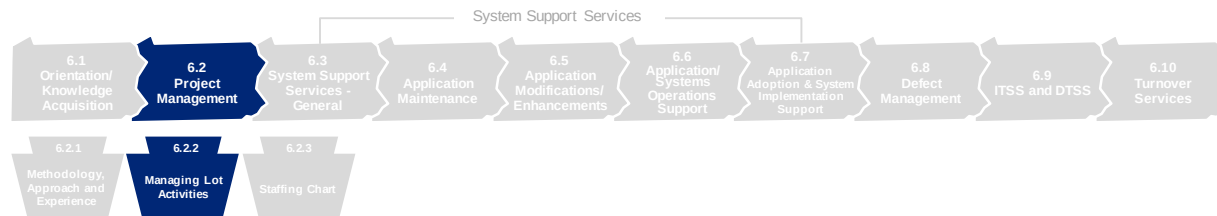
Deloitte's brings specific project management service area in technology dedicated to refining our methodologies, training staff, and developing tools and technologies to support the delivery and management of large multi-vendor multi-system engagements. We use these experiences on our IT services projects including the examples below from the Commonwealth of Pennsylvania, State of Texas, State of Florida, and the Federal Government – Transportation Security Administration (TSA). The department benefits from our experience and qualifications in project management which allows our teams to successfully manage, deliver, and provide high quality to this project.

Our project management experience is based on delivering large-scale IT transformations for State and Federal Government and within the Commercial sector. The following provides a sample of our experiences.

Deloitte Experience Footprint	Deloitte Role in Providing Services Similar to DPW Requirements
 Commonwealth of Pennsylvania	Deloitte has been working with the Department of Public Welfare following the EPMM methodology for many years. We have implemented the methodology over the PACSES, CIS, HCSIS, PELICAN, and CAPS projects. We have developed a Program Contract Management office in which we implemented each phase of the Project Management Methodology from strategy to project close-out. The project consisted of over 400 staff, 175 work orders, 4900 deliverables submitted, 4 integrated project schedules to manage the business systems, we conducted over 190 steering committee meetings, and implemented over 100 software releases. Deloitte managed the project using EPMM Project Management Methodology, is CMMI Level 3 compliant. In addition, we adhere to the EPMM methodology at DLI, PID, PDE and OA/OIT
 State of Texas	As a CMMI Level 3 compliant practice, the our work at the State of Texas follows a disciplined approach to project management, including structured processes for quality management, risk management, and deliverable management. There is a team of 140+ individuals submitting over 200 deliverables each year, Deloitte and the Texas Health and Human Services Commission (HHSC) conduct weekly meetings to review status. The Deloitte team creates a project status reports that detail the current status and upcoming milestones for each thread of the project including maintenance activities, enhancement release activities, and project management activities. In addition, the team follows a structured deliverable review process that involves peer reviews, QA reviews, and submission through the Project Management Office.
 State of Florida	Deloitte has been working with the Florida Department of Children and Families (DCF) for the past four years. Deloitte follows DCF's Information Systems Development Methodology (ISDM), which is a set of established standards and processes for software development at the Project while assisting DCF in strengthening the ISDM with newer standards and processes based on industry standards and guidance.
 Transportation Security Administration	With a \$1.2 billion budget, five major programs and 16 functions, OST required assistance to optimize the way they do business and support their day to day operations to confirm they were efficiently and effectively managing their business. In September 2008, OST engaged Deloitte to provide this project management support across a broad range of businesses in support of overall strategy, program planning and management, financial requirements, communications, logistics and evaluation. Specific tasks included:

Figure 6.2-10. Deloitte Project Management Experience and Examples.

6.2.2 Managing Lot Activities



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II

Page
II-3

RFP Reference: II-3. Work Plan

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

We propose a project management plan and approach for managing the Lot 7 required activities and tasks that uses DPW's EPMM methodology and extends with continuous improvement with assets and lessons learned gained from DPW projects and our national HHS projects of similar size, scope and complexity. Further, we propose project and contract management staff with DPW and EPMM experience that minimizes transition risk and better supports DPW's new operating model that includes multiple vendor interactions.

In the following narrative, we highlight the key features of our approach for managing lot activities prior to our narrative response to Project Management requirements contained within Part IV-6 General Requirements for each Lot and Part IV D. Systems Support Services.

Issues, Risks and Proposed Solutions

II

Page
II-3

RFP Reference: II-3. Work Plan

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

Deloitte is uniquely positioned to fully comprehend the issues and risks associated with providing Technical Support Services for DPW's strategic business systems. During our 35 year business relationship, we have jointly established the current project management methodology that includes the processes, procedures, artifacts, templates and tools to effectively manage DPW projects within a framework of continuous improvement. Further, this relationship provides us with an understanding of DPW's vision of an integrated human services delivery model that includes multiple vendors and shared services within a service oriented environment.

Based on this understanding, as well as the lessons learned from our national HHS client and project base that includes those of similar size, scope and complexity to DPW, we provide a list of the most critical issues and risks regarding project management on this new contract. More importantly, we propose solutions that reduce



or avoid these issues and risks and have incorporated them into our project management approach. We provide a full list of issues, risks and proposed solutions in our *Tab 4, Section 4.3, Issues and Risks*, narrative response.

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 through 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 demonstrated 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 three 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 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 6.2-11. Project Management Issue/Risks and Mitigation Strategies.

Processes, Tools and Reports

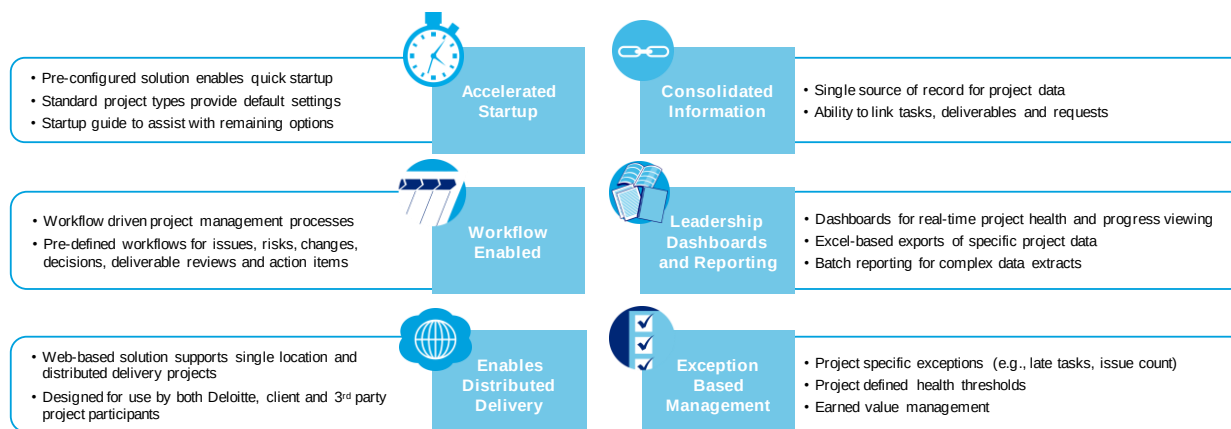
II	Page II-3	RFP Reference: II-3. Work Plan

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

Within each of the five phases are key activities. Deloitte proposes several tools for executing the activities within each phase. 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** will initially be used for tracking defects, enhancements, changes, scripts, test scenarios and incidents. We will work with you by using the TRT process to identify alternatives.

According to a recent Deloitte's client project manager, "I think PMC is a huge step forward in providing project management consistency across projects, and providing more standardized and intuitive project status reporting and management transparency."

Deloitte Project Management Center 7.5 (PMC) is an HP-based tool that supports practitioners in performing project management activities through a Web-based application interface. PMC provides a centralized platform to manage each phase of a project: delivering preconfigured dashboards for project startup, predefining workflows, confirming easy accessibility and information-sharing among the parties, and producing real-time reports.



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Figure 6.2-12. Project Management Center Benefits.
High level overview of the benefits PMC will bring to the DPW project.

The following table provides some key features of the PMC tool:

Key Features of Project Management Center 7.5	
Project Summary Dashboard	The PMC provides a high level dashboard of the overall project status with drill down capabilities to the details of the milestone, tasks, and deliverable. Exception messages provide the project manager with a view into the health of the project and areas of the project that need additional attention.
Work Plan Dashboard	The detail project metric information may be obtained from MS Project or the PMC Work Plan dashboard. The work plan provides the ability to filter the plan by: Tasks complete, Tasks in progress, Tasks not started. Time spent and time remaining on the tasks is provided based on the actual work plan status and effort reported by the assigned team members to a task. The work plan dashboard also provides multiple views of the plan.
Project Settings	The Project Summary Dashboard provides an overall Health of the project (Red, Yellow, and Green) based on the number of Exception messages. Health metrics and calculations are defined in the project settings and can be defined for project, schedule, cost and issues.
Risk/Issue Manager Dashboard	The Risk/Issue Manager Dashboard provides a summary of the risks/issues and classifies potential risks that could affect the project by type, priority, potential impact and probability of occurrence.

Figure 6.2-13. Key Features of PMC 7.5.

The table below summarizes by phase and activity the tools in support of the project.

Phase	Project Management Activity	Management Tools
Strategy	Agency Defines Proposal	The Commonwealth defines the proposal or project associated with
	Agency Research	The Commonwealth conducts research on alternatives and functionality required.
	Agency Estimates Costs, Identify Funding Sources	The Commonwealth with support from Deloitte develops estimated costs and identifies federal and state funding sources.
	Agency Prioritizes, Approves Proposal	The agency determines the priorities and approves the proposal or work order.
	Gate 1 - DCIO Approval Proposal	The Commonwealth approves the proposal
	Gate 2 – DCIO's Approve Proposal	The Commonwealth approves the proposal
	IT Governance Board Approves	The IT Governance board approves the proposal
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
	Scope	Work Order template
	Revisit Research	Decision Analysis Research
	Resource Assessment	PMC, Resource Estimates through HLE, Microsoft Project Schedule, Staff Utilization Report
	Procurement Strategy	N/A
	Collaboration and Document Management	Docushare document repository
Planning	Work Plan and Schedule	PMC, Microsoft Project Plan, PMO Tracker, Project Runway
	Issue Management Plan	PMC, N/A
	Risk Management Plan	PMC, N/A
	Change Management Plan	PMC, ATS, Change Control System
	Communications Management Plan	Project Management Plan, Communication Management Plan
	Quality Management Plan	ATS, Quality Assurance Plan
	Resource Requirements Plan	PMC, Resource Staffing Plan, Microsoft Project Plan
	Budget, Contract Management Plan	PMC, Invoice
	Performance, Success Criteria	PMC, Implementation Checklist, Service Level Agreements, Status Reports

Phase	Project Management Activity	Management Tools
Execution and Control	Business Modeling	Enterprise Architect, Erwin Data Modeling
	Requirements	Traceability Matrix
	Analysis and Design	Enterprise Architect
	Development/Build	SLIM
	Testing and Quality Assurance	ATS, SLIM, Mercury Load Testing,
	Acceptance and Installation	ATS, SLIM
Close Out	Close Out Checklist	PMC, Enterprise Architect, ATS, SLIM, Close Out Checklist template,
	Lessons Learned	Lessons Learned template

Figure 6.2-14. Tools to Support Activities within Each Phase.

The following tables depict the tools and reports that can be created for activities of each phase. Failure to report status, monitor performance, and track and mitigate risks can jeopardize the timeliness and quality of deliverables. The following are examples of reports the Project Management team would use to identify, prioritize, and develop action plans to execute the project.

Phase1: Strategy



PA_DPW-458a

Figure 6.2-15. Phase1: Strategy.

In the strategy phase of the project the goals and critical success factors are identified. This phase is mostly conducted by the Commonwealth with support from Lots 1-5 vendors with periodic support from Deloitte.

Phase 2: Initiation



PA_DPW-458b

Figure 6.2-16. Phase2: Initiation.

During this phase our team continues to work with DPW to review and document business requirements and provide justification for the project/release. We work with you to refine the high-level strategy and develop a detailed strategy for the completion of each release as necessary.

Activity	Tools
Governance Roles and Responsibilities	Project Management Plan, Communication Plan
Project Charter	Project Charter template
Lessons Learned	Lessons Learned template
Scale Project	High Level Estimates
Scope	Work Order template
Revisit Research	Decision Analysis Research
Resource Assessment	Resource Estimates through HLE, Microsoft Project Schedule, Staff Utilization Report
Procurement Strategy	
Collaboration and Document Management	Docushare document repository

Figure 6.2-17. Tools to Support Phase 2 Activities.

Reports

- **Key Decisions Management Report.** Automatic report generated through PMC includes list of key decisions, key decision details, and is supported by CMMi Decision Analysis and Resolution (DAR) process. A sample Key Decisions Management report is shown below.

Key Decisions

Request Search Results							Showing 1 - 3 of 3
Req #	Request Type	Description	Status	Assigned To	Priority	Created By	
34202	Decision	Selection of the best technique to get form data out of the mainframe to the open system.	In Progress	Benjamin Paul Karchner	2-High	Benjamin Paul Karchner	
34201	Decision	Employer Search auto filter	New	Benjamin Paul Karchner	1-Critical	Benjamin Paul Karchner	
34200	Decision	Testing Tool	New	Kiran Honavalli	2-High	Benjamin Paul Karchner	

Check All Clear All Edit

Showing 1 - 3 of 3

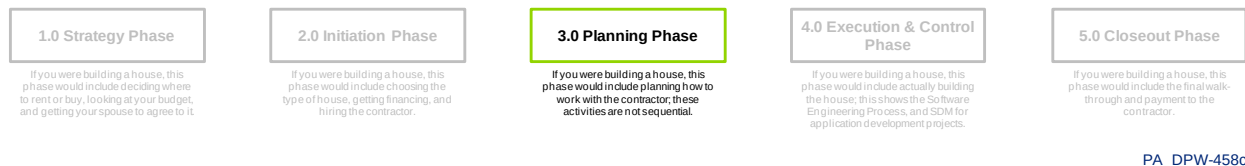
PA_DPW-810

Key Decisions

Figure 6.2-18. Key Decisions Management Report.

The Key Decisions Management Report is automatically created through PMC and can be included in any Status Report. Each item in the report is a link that allows project members to access the detailed key decisions.

Phase 3: Planning



PA_DPW-458c

Figure 6.2-19. Phase 3: Planning.

During the planning phase, we define deliverables such as the work plan, scope documents and requirements. We identify a proposed implementation date and identify additional stakeholders.

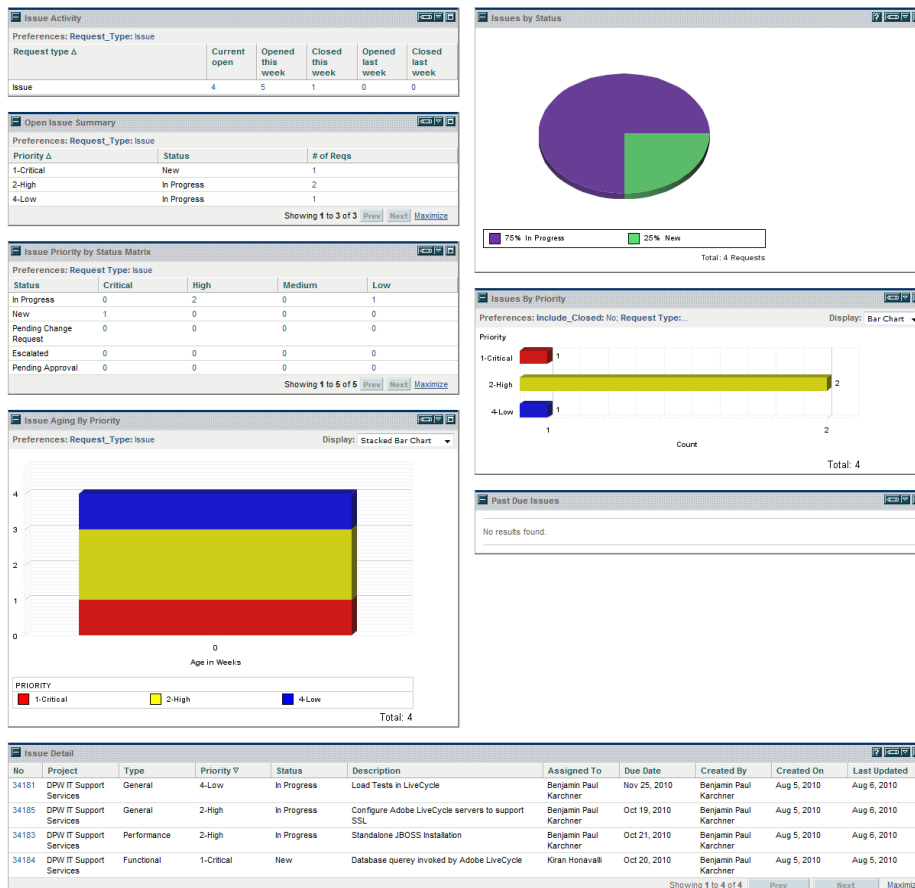
Activity	Tools
Work Plan and Schedule	Project Management Center, Microsoft Project Plan, PMO Tracker, Project Runway
Issue Management Plan	Project Management Center
Risk Management Plan	Project Management Center
Change Management Plan	Change Control System, Project Management Center, Automated Tracking System
Communications Management Plan	Project Management Plan, Communication Management Plan
Quality Management Plan	Quality Assurance Plan, Automated Tracking System
Resource Requirements Plan	Resource Staffing Plan, Microsoft Project Plan, Project Management Center
Budget, Contract Management Plan	Project Management Center, Invoice
Performance, Success Criteria	Implementation Checklist, Service Level Agreements, Status Reports, Project Management Center

Figure 6.2-20. Tools to Support Phase 3 Activities

Reports

- **Project Work Plan Report.** Automatic report generated through PMC includes Work Breakdown Structure with schedule and actual effort tracking and task-based exceptions and notifications.
- **Issue Manager Dashboard Report.** Automatic report generated through PMC includes issue activity, issues by status, open issue summary, issue priority by status matrix, issues by priority, issue detail, past due issues, and issue aging by priority. A sample Issue Manager Dashboard is shown in Figure 6.2-21.

Issue Manager Dashboard



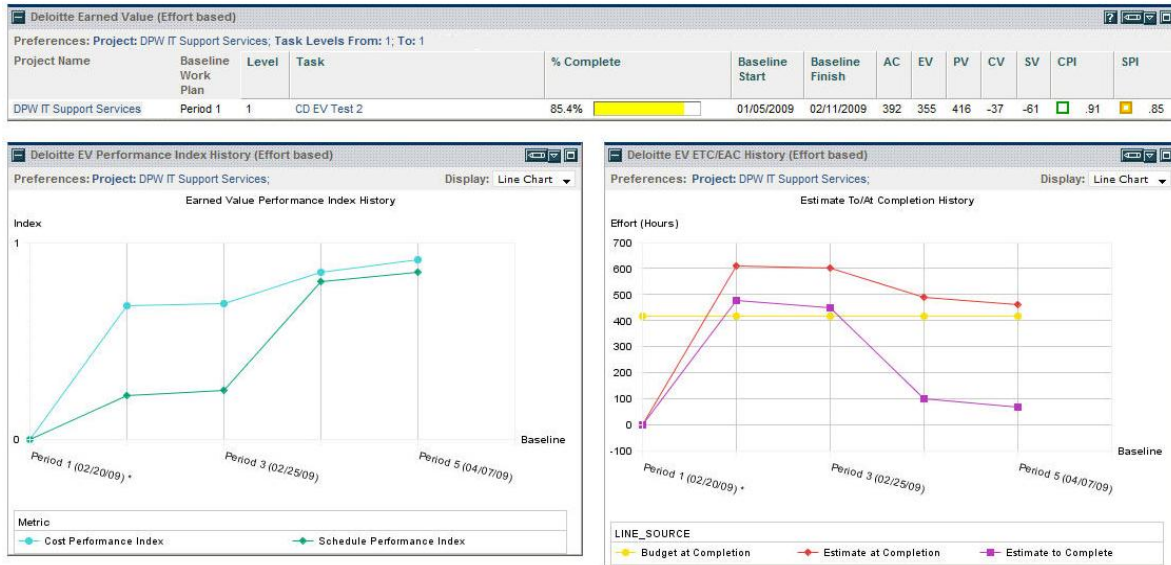
PA_DPW-796

Figure 6.2-21. Issue Manager Dashboard Report.

The Issue Manager Dashboard Report is automatically created through PMC, is customizable to show a high level or more detailed approach to issue management, is accessible to DPW through PMC, and can be exported to the Deloitte status reports.

- **Risk Manager Dashboard Report.** Automatic report generated through PMC includes risk activity, risk by status, open risk summary, risk priority by status matrix, risk by priority, risk detail, past due risks, and risk aging by priority.
- **Status Report.** Automatic report generated through PMC includes timeline, completed tasks, planned tasks, late tasks, issues/risks, project schedule, dashboard health of project, and Earned Value metrics.
- **Performance of Work Report.** Automatic report generated through PMC includes real-time Earned Value summary, Earned Value detail, time-phased Earned Value analysis, and project health exceptions. A sample portion of the Performance of Work Report is below.

Earned Value Analysis



PA_DPW-813

Figure 6.2-22. Earned Value Dashboard.

The Performance of Work Report includes information on project Earned Value including CPI and SPI performance over. The EV Dashboard helps Deloitte and the Department monitor the work orders to quickly address any variances from the planned.

- **Deliverable Review Report.** Automatic report generated through PMC includes deliverable review details, work-flow enabled tracking and history of deliverables, and meets CMMi standards. A sample deliverable review details is below.

Deliverable Review Details

Deliverable Review - #34198

Description: Deliverable review of DPW IT Support Services GSD documents

Request Status: New (View Full Status Review)

Available Actions

New Review

Start Review Cancel Request

Make a Copy

Expand All Collapse All Save

Header

Summary

No: 34198 Status: New

Project: DPW IT Support Services

Created By: Benjamin Paul Karchner Created On: August 6, 2010 *Assigned To (Owner): Benjamin Paul Karc

*Priority: 1-Critical *Type: Formal Review

*Description: Deliverable review of DPW IT Support Services GSD documents

Request Type: Deliverable Review Workflow: Deliverable Review

Details

Details

Review Iteration: 0 *Target Start Date: August 6, 2010 *Due Date: August 11, 2010

*Deliverable Name: DPW IT Support Services - General Systems Design Documents Version:

*Author(s): mmcfadden

*Reviewer(s): blanchner, holran

Release: Team:

Phase: Thread:

Effort

Total Effort (Hrs): 0

Effort Tracking:

Review Criteria

General Criteria:

Applicability - Is the product applicable for purpose, technically and otherwise?
Completeness - Are all required sections of the deliverable completed?
Comprehensibility - Is the deliverable understandable and clearly defined using proper English and good grammar?
Comprehensibility - Are all abbreviations and synonyms explained, and where appropriate, is a project glossary provided?
Consistency - Are header/footer accurate and consistent throughout the document?
Consistency - Is the document consistent in style and tone?
Constraints - Were there any product constraints defined and does the product conflict with them?
Efficiency - Does the product accomplish its purpose efficiently, technically, and otherwise?
Formatting - Where appropriate, is the Table of Contents accurate and correctly formatted?
Printing - Does the document print correctly?
Performance - Does the product provide the speed of service and throughput required?
Robustness - Does the product need to be built for use in an environment of unusual stress?
Standards - Was the proper project template used to complete the deliverable?
Standards - Is the filename consistent and appropriate for the deliverable, and does it follow project file-naming standards?
Standards - Have all instructions ("blue text") been removed or replaced by project-specific content?
Standards - Does the product conform to the required standards for its composition (company, site, program, and project)?
Traceability - Does the product satisfy the stated requirements and can this be traced?
Usability - Does the product conform to customer and service requirements for ease of use?

Custom Criteria:

Defects

*External Tracking? No

Critical (Open):	0	Critical (Closed):	0	Critical (Declined):	0
High (Open):	0	High (Closed):	0	High (Declined):	0
Medium (Open):	0	Medium (Closed):	0	Medium (Declined):	0
Low (Open):	0	Low (Closed):	0	Low (Declined):	0
Total (Open):	0	Total (Closed):	0	Total (Declined):	0
Total Defects:	0				

Defect Tracking:

Notes

Notes to be added on save:

Status

References 1 Reference Exists

Make a Copy

Save

PA DPW-799

Figure 6.2-23. Deliverable Review Report.

A deliverable review can be completed through PMC and is used to evaluate deliverables prior to the submission to DPW. Deliverable defects can be entered in PMC and tracked to closure prior to automatically creating this report.

- **Resource Management Report.** Automatic report generated through PMC includes resource-based work calendars, resource dashboard showing capacity, load, and assignments, project capacity and load, and project resource usage down to the task level. A sample portion of the Resource Management report showing resource load is below.

Resources Assignment Load

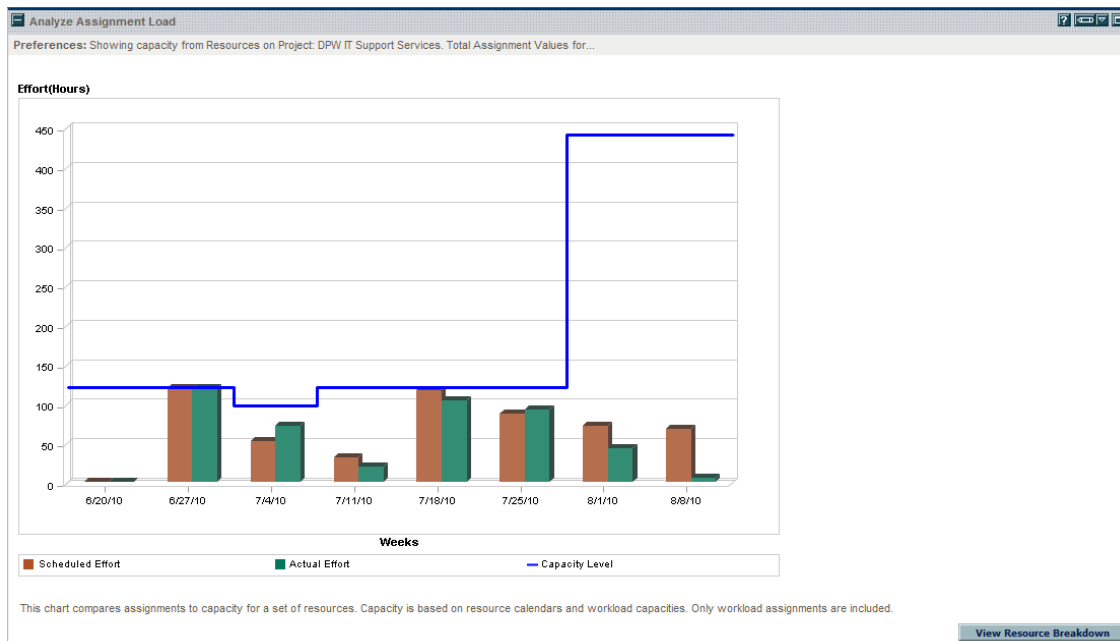
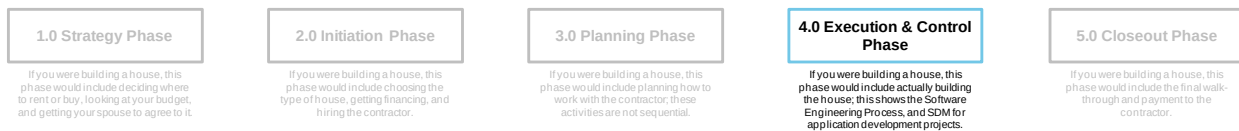


Figure 6.2-24. Resource Management Report.

PA_DPW-835

The Resource Management Report provides data about project resources including the resource assignment load.

Phase 4: Execution and Control



PA_DPW-458d

Figure 6.2-25. Phase 4: Execution and Control.

The execution and control phase is where the majority of the work on the project occurs. Development and modification of software as well as testing and implementation occurs during the execution and control phase.

Activity	Tools
Business Modeling	Enterprise Architect, Erwin Data Modeling,
Requirements	Traceability Matrix
Analysis and Design	Enterprise Architect
Development/Build	Automated Tracking System
Testing and Quality Assurance	Mercury Load Testing, Automated Tracking System
Acceptance and Installation	Automated Tracking System
Transition to Operational Support	Readiness Checklist

Figure 6.2-26. Tools to Support Phase 4 Activities.

Phase 5: Close Out



Figure 6.2-27. Phase 5: Close Out.

The closeout phase occurs at the end of each functional release as well as at the overall project completion. The phase includes the activities conducted at the end of a phase such as knowledge transfer and collection of lessons learned that are relevant to the specific release.

Activity	Tools
Close Out Checklist	Project Management Center, Automated Tracking System, Enterprise Architect, Close Out Checklist template,
Lessons Learned	Lessons Learned template

Figure 6.2-28. Tools to Support Phase 5 Activities

Reports

- **Final Closure Report.** Report created through MS Office that includes financial summary and variance summary.
- **e-Submission/Disposition Report.** Automatic report created after client's formal acceptance of a project deliverable or phase has been received.

Management Controls, Communication and Evaluation

II

Page
II-3

RFP Reference: II-3. Work Plan

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

We use EPMM as the foundation for establishing and maintaining management controls. We infuse rigor and discipline consistently throughout project task groups in the form of structured controls to manage risk, monitor quality, measure performance, and maintain the project schedule. Management controls also provide visibility into our processes, which allows us to apply continuous process improvements. The four sub sections below provide further insight into the existing controls Deloitte implements at DPW to accomplish the contract activities specific to the four management areas identified in the RFP reference at the beginning of *Section 6.2.2*.

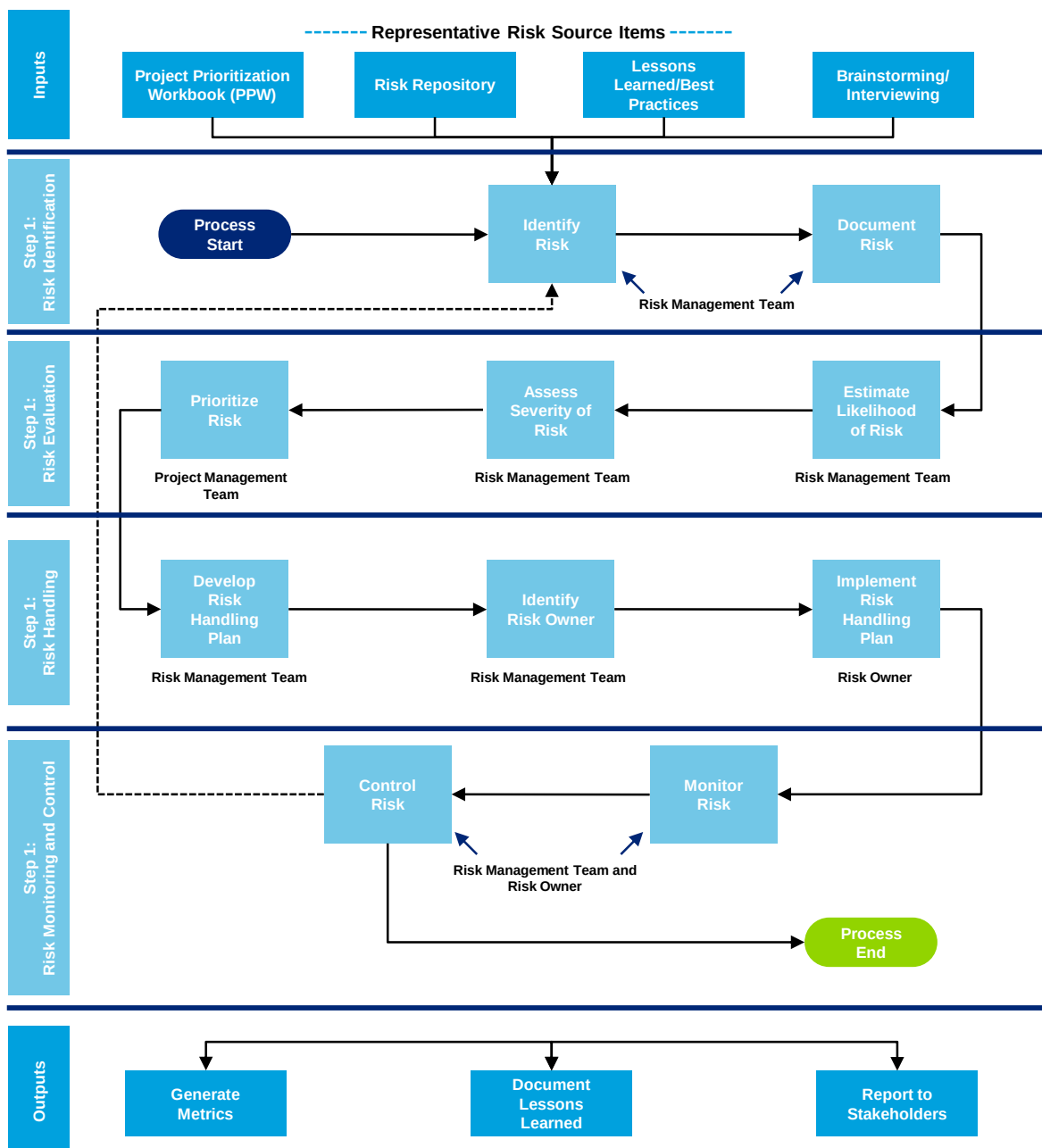
Risk/Issue Management Controls

Risk and Issue management comprises the processes used in identifying, analyzing, and managing risks and issues. Based our experience attained over the past five years on the current DPW contract, Deloitte provides qualified and vetted management control procedures in regards to these areas of risk and issue management.

Deloitte utilizes the methodology for risk and issues management based on the principles defined by the Project Management Institute (PMI) for project management – proactively planning for risks and issues on the project. A risk is defined as a future event that may jeopardize the budget, schedule or scope of the program or the project. If addressed, a risk does not become an issue. An issue is any question, request, outstanding item or difficulty which either inhibits the progress of a project or whose resolution may change the course of a project. In some cases, an issue is a risk that has been realized. Some issues may require higher levels of decision-maker involvement and need to be escalated to the proper forum.

Our prior experience has proven that the most effective risk management style is to be proactive, not reactive, in identifying, resolving, and retiring risk. Thus, we strive for open communication with the Commonwealth in order for the project team to continuously be aware of potential risk areas. We feel this honest approach to communication allows us to more quickly identify and resolve issues. Our core approach to this project is one of collegiality and team work. We approach any risk on the project as a team activity and work closely with DPW project staff to help mitigate them. Traditionally on an integrated project such as this, the risks that are associated are not just to DPW, Deloitte or other vendors – they require participation from each party for resolution, hence they are DPW project risks. Figure 6.2-29 represents the process flow from risk identification through monitoring and control.

Risk Management Process Map



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Figure 6.2-29. Risk Management Process Map.

The Risk Management Process Map provides details on how Deloitte manages risk in the project.

The following table maps the process steps from Appendix BB with our approach for executing the Department's methodology for risk management. A description of each process step follows the table below.



Risk Management: Methodology and Approach

Process Step	DPW Definition from Appendix BB	Deloitte Approach
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) Validated by the "track 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

Risk Management: Methodology and Approach

Step 3: Risk Handling	Determination of the plan for addressing those risks that require action. Action can either be mitigation or acceptance	Deloitte's approach: 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.
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.	Deloitte's approach is to monitor the risks through discussion during the project team meetings. If the situation has changed the risk will be re-evaluated. 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.

Figure 6.2-30. Risk Management Steps and Deloitte's Approach to Support DPW.

Risk Identification

Deloitte believes in a bottom to top philosophy for the identification of risks and issues. Risk and Issue identification begins at the track lead level within each Business Application. Track Leads are intimately familiar with the work they are assigned and may use the following inputs to identify risks:

- **Work Plan.** Track and team leads are usually the creators and owners of their initiative's work plan. Track leads continually monitor their work plans for divergence from the baseline as this may indicate the rise of a risk.
- **Client Meetings.** Track and team leads often lead the day-to-day interaction with DPW client counterparts. Such meetings may identify additional requirements, changes in scope, or changes in priority, which in turn could pose a risk to the initiatives completion.

- **‘Day to Day’ Operations/Project Activities.** The majority of risks are identified as a result of unforeseen changes encountered during the day to day operations of the project. These could include running into technical limitations, environmental factors, or internal scope, time, resources constraints.
- **Document Reviews.** Sometimes risks and issues do not become apparent until deliverables are consolidated in a single document; internal and external review of such deliverable documents could provide another avenue to identify risks and issues. An example of a Document Review includes a SWOT analysis that Deloitte performs.

Document and Communicate Risks

It is critical to document risks and issues as soon as they are identified. This enables the relevant stakeholders to become aware of the risk or issue and the agreed upon resolution. Risks that are identified early have a higher likelihood of being mitigated. In some cases the decision is to accept the risk; in this case early identified risks enable the project team to be on the lookout for the triggers.

Risk Evaluation

The DPW and Deloitte Risk management teams determine an initial risk probability and impact to determine the initial risk exposure. In assessing and prioritizing risks, the first two steps determine the probability of that risk occurring during the life of the project and evaluate the impact this risk would have on the project if it materialized.

The probability and impact ratings defined in DPW’s Appendix BB Project Risk Management Guidelines are used to produce a “risk evaluation matrix” to give each identified risk an overall “risk rating”. The risk evaluation matrix considers both the probability and impact in assigning the risk rating as shown below.

Risk Evaluation Matrix						
Impact of Risk						
Likelihood of Risk Occurring		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

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Figure 6.2-31. Risk Evaluation Matrix.

The completed Risk Evaluation Matrix provides the assigned risk rating based impact and probability of occurring.

After assessing the risk rating, an owner is assigned to the risk. Each Business Application subsystem manager holds weekly status meetings with his track leads. These meetings provide an opportunity for track leads to voice concern over scope, cost, stakeholder, organizational, environmental, timeline, or technical changes and considerations that may pose a risk to the project. The subsystem team can discuss these risks in terms of their probability of occurring and impact of that occurrence. These findings then assist the subsystem manager in deciding which risk to promote to the next level of visibility.

The managers of each Business Application meet on a regular basis (typically bi-weekly) to also discuss project status. These meetings in turn provide an opportunity for the subsystem managers to notify the Business Application manager of any risks or issues in their particular subsystem. The involved parties further analyze the risk and issues and decide collectively on the appropriate level of visibility, probability, and impact for the risk.

Particularly critical in the analysis of risks and issues is the setting of visibility. Currently Deloitte utilizes the following levels of visibility: internal, client program, BIS program/department, and CIO. Determining the level of visibility depends on the probability and impact of the risk.

The combination of the probability and impact analysis helps to quantify the severity of the risk that has been identified and as a result, is used to help mitigate its consequences.

Risks Handling

Each risk and issue has a probability, impact, owner, and visibility level associated with it. These attributes can be easily modified through PMC allowing for the continuous management of the risk and issue. Client access will be granted to the center, and the homepage can be configured to display dashboards that show current risks and issues sorted by Business Application. This provides high visibility to stakeholders and promotes that parties stay informed on the status of their respective risks and issues.

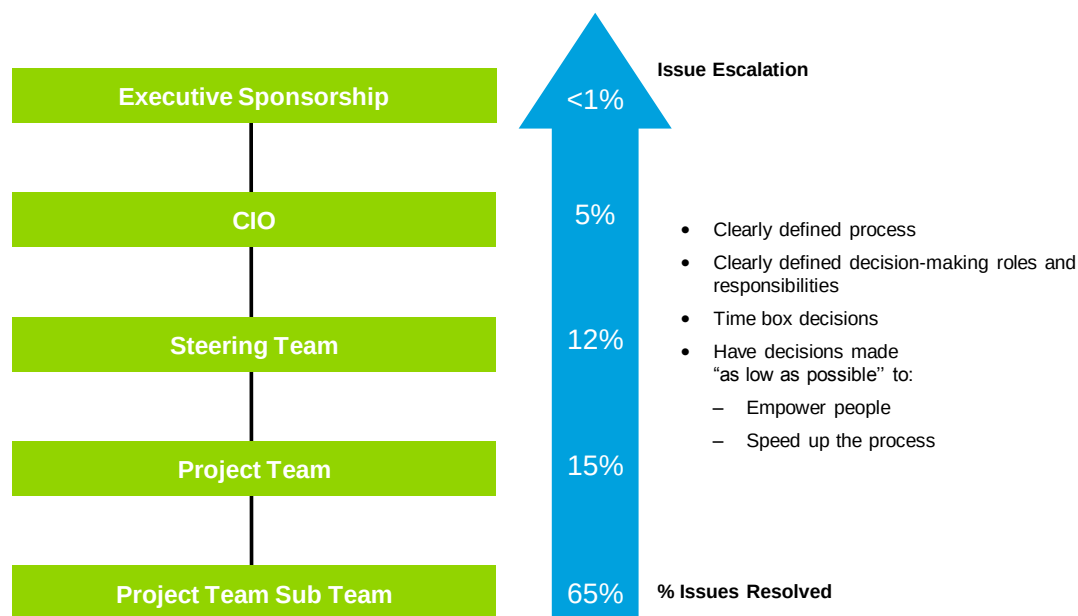
Risks and Issues are continually monitored and adjusted based on their project's progress and client meetings. A schedule of operational client meetings can be found in Figure 6.2-42 in *Section Key DPW Governance Meetings*. These meetings review outstanding risks and issues and are adjusted as the group sees fit.

Issue Escalation

The Deloitte team tracks risks and issues not deemed sufficiently likely to be realized in an internal spreadsheet on each Business Application. It is expected that most issues can be easily resolved within the normal workings of the project team. However, some issues requires participation outside of our team or requires a significant amount of effort to resolve and decision making by more senior DPW or Deloitte staff. If an issue meets one or more of the following criteria, it is logged in our PMC tool:

- The initiator or team lead cannot promptly resolve the issue.
- The issue has an impact on multiple teams and/or project tasks.
- The issue requires escalation to higher management levels for resolution.
- The issue and/or resolution has a potential impact on project deliverables and budget or service to internal/external customers

Understanding Issue Escalation and Resolution Governance



PA_DPW-535_3

Figure 6.2-32. Importance of the Escalation Processes.

Good escalation procedures empower lower level staff to make decisions while reserving critical issues for escalation due to the time it takes to resolve issues from more senior staff.

Issues being tracking in PMC are summarized and reported in our weekly and monthly status reports to DPW. The issues resolution identifies any impact to the projects schedule, budget, and resources. Implementation of a resolution may also require completion of a Change Request and initiation of the projects Change Management process.

Risk Handling Process

Risk response planning is the process of developing options and determining actions to decrease the probability or the impact of a specific risk and how to respond if the risk event occurs. Risk response planning must be appropriate to the severity of the risk, cost-effective in meeting the challenge, and timely to be successful. Risks rated as High and some Moderated require risk response planning where lower rated risks may only be monitored. During this process, strategies for preventing the identified risk from occurring are identified. If risk prevention is not entirely possible, these efforts are executed to mitigate the impact of the risk.

Our approach for handling a risk includes:

- **Risk Mitigation.** Develop response plans: steps and activities taken to minimize and/or discard the occurrence of a risk - this is executed before a risk is realized.
- **Risk Acceptance.** Develop contingency plans: strategies and approaches that need to be followed should a risk actually be realized – this plan is executed after a risk is realized.
- Our approach further defines risk handling into the following options:
 - **Discard Uncertainty.** Change the project plan to discard the risk or condition, or to protect the project objectives from its impact.
 - **Modify Exposure.** Reduce the probability and/or consequences of an adverse risk event to an acceptable threshold.
 - **Accept the Risk.** The project team has decided not to change the project plan to deal with a risk or is unable to identify any other suitable response strategy so the risk is accepted into the baseline

Risk Monitoring and Control

Once risks have been identified, assessed, and reviewed, they need to be regularly monitored and reassessed so that they can be effectively managed, responded to, and reported. The weekly status and Risk Management Team meetings are used to monitor the status of existing risks in an effort to proactively mitigate such risk from potentially reoccurring. After evaluation and consultation with the DPW project management team, existing project risks may be closed for the following reasons:

- The event that could have triggered the risk no longer exists
- The mitigation plan to address the risk has been completed successfully
- The risk event has already been triggered; therefore, the risk has now become an issue

Risk and Issue Management Plan

As part of the contract kick-off Deloitte submits the Risk Management Plan to DPW. This plan is detailed in section *Perform Risk and Issue Management* section of this response.

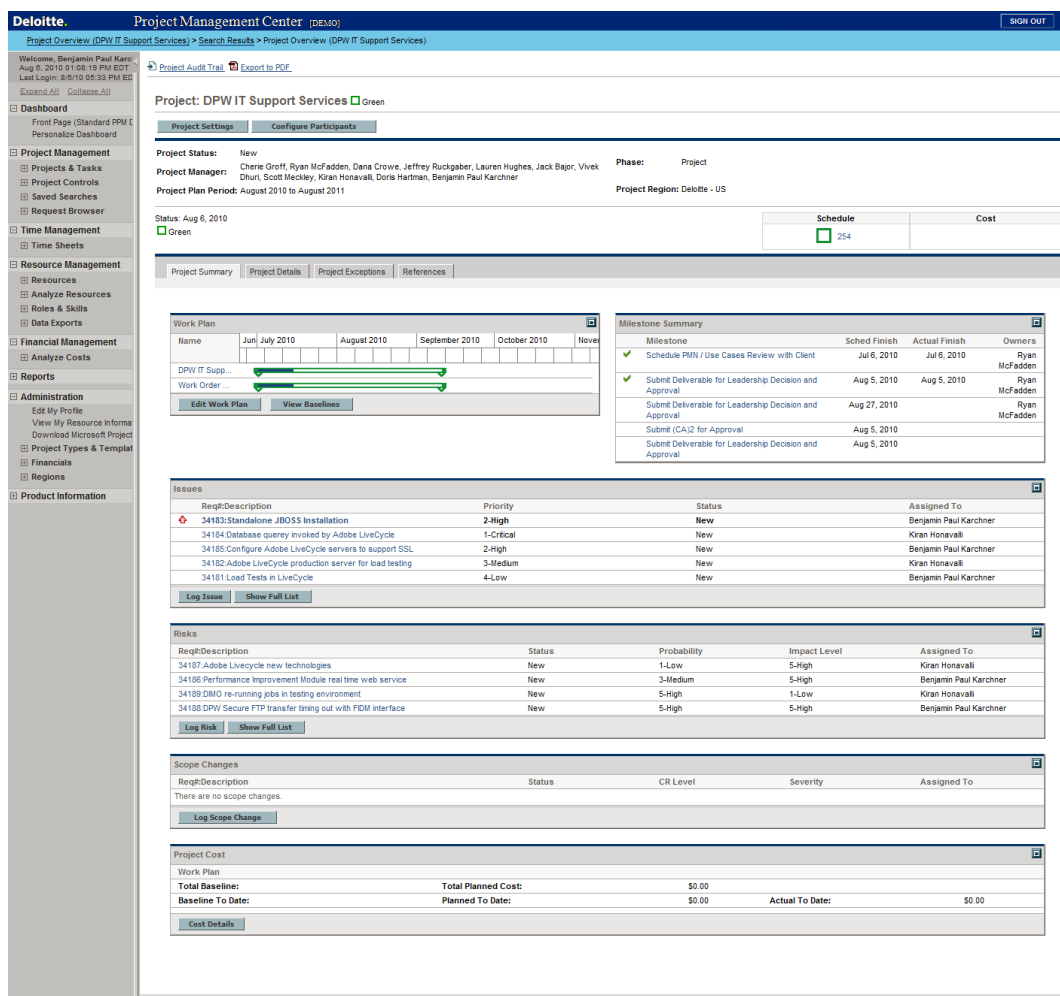
Schedule Management Controls

Project schedules are baselined through Microsoft Project work plans. These baselines are uploaded to the Project Management Center (PMC) where both resources assigned to the particular project as well as applicable client stakeholders can track the project's progress. Additionally resources can enter actual time against tasks assigned to them for a particular work plan, which promotes that actual effort is captured accurately and quickly. These actual effort changes are displayed to the work plan owner and external client reviews in 'real-time'.

This feature is particularly important for the project's track lead that continually monitors his initiative's work plan. Enabling the comparison of actual and baseline efforts promotes that the track lead is made aware of schedule deviations quickly so work on remediation strategies can begin.

Additionally, the Project Management team on each Business Application has access to their project's work plans. The dashboard displayed on the home page of the Project Management Center (see Figure 6.2-33) can be configured to show high level schedule and cost tracking parameters such as Scheduled Performance Index (SPI) per work plan (this parameter and others are discussed further in the *Performance Management Controls* section), which eases managerial review.

Project Management Center Dashboard



PA_DPW-794

Figure 6.2-33. Project Management Center Dashboard.
An example of a PMC Dashboard that the user can customize for type and location of information.

The Project Management team reviews the work plans with their track leads during the bi-weekly status meetings to discuss any schedule variations. This high level visibility

promotes that schedule variations are quickly recognized; while the PMC promotes that necessary parties can have quick and easy access to those work plans pertinent to their work.

Quality Management Controls

Deloitte currently follows a detailed quality management procedure that promotes the delivery of quality services throughout the life cycle of a project. Each aspect of a project is evaluated for quality – from project processes, deliverables, work products, and services, to system performance, design specifications, software code, and project documentation. Our approach to Quality Assurance is two-fold. One is internally embedded throughout the project using Deloitte methodologies. These methodologies include activities to regularly review project deliverables and adherence to the work plan throughout the project life cycle. The other is through our Global Quality Management Program, which provides a periodic independent review of project management, design decisions, and deliverables by a senior level Firm resource throughout the project life cycle.

All client deliverables created and distributed during the System Development LiveCycle (SDLC) follow a rigorous quality review period. The initiative's track lead first reviews work generated by his team for completeness and adherence to the standard set of templates utilized by DPW projects. After the track lead review deliverables must then pass a review by the Business Application's Deloitte Project Management team. Again, the team review for completeness.

Following the internal reviews the deliverables are submitted to the Deloitte Project Management Office (PMO) which reviews the deliverables from a template and formatting compliancy perspective and confirms that required deliverables have been submitted. Only after these three tiers of Deloitte review are the project deliverables submitted to the client PMO, which again promotes that the deliverables are complete, cohesive, and follow DPW guidelines and standards.

Concurrent to the internal Deloitte Project Management review, the track leads conduct meetings with the project client to review the deliverables. These reviews occur at the completion of the requirements, general system design, and detail system design phases. Here the client can review the deliverables provided for the respective SDLC phase and ask the Deloitte team for clarification when needed. The benefit of these meetings is that the client has an opportunity to confirm the quality and completeness of the deliverables before their submission to the PMO.

Aside from deliverable quality review, the Project Management Team on each Business Application regularly reviews project status, metrics, actions items, methodology compliance, and standards compliance, and develops and implements corrective action plans to resolve issues that could negatively impact the quality or timely delivery of their work products.

Lastly, Deloitte also engages an external Quality review partner who assists with quality expectation settings, review and monitors project quality on a quarterly basis, and provides leading practices from across the industry. Figure 6.2-34 is a sample report of our external quality review report.

Solutions and Deliverables	- The annual planning process helps make sure priorities are clear, that our team is focused in the right areas, and that the client is supportive of all expenditures. Centralized architecture function both within teams (technical manager) and within ITSS provides consistency and technical excellence across the portfolio Adoption of ITIL has strengthened key components of ITSS and the projects. Similarly expanded PMP certifications have benefited all projects.
Estimation, Planning & Timeline	The estimating process - including High-Level Estimation and Application Estimator - is clearly understood by the team leads and largely viewed as a valuable process.
Monitor & Control	The Deloitte DPW PMO has well-defined processes and has effectively established itself as the controlling function of the engagement, in particular in the area of contract compliance. The role that the PMO takes in managing the operations of the engagement including deliverable submissions, issue and risk management, and contract change control all significantly add to the rigor and discipline of the delivery.
Approach	- The methodology - the client's SDLC infused with components and rigor from the firm's Playbook (CMMi based) SDLC methodology - is well defined and well understood. Checkpoints that are built into the release lifecycle provide adequate opportunity for testing and peer/lead reviews.
Project Staffing	- Significant emphasis has been placed on skill building within the teams including ITIL and PMP certifications. Turnover in the past year has been purposeful and centered around bringing in specialized skill sand/or fresh perspectives as appropriate Project organizations are clear and understandable, and team members are able to describe his/her role within in the project organization.
Project Leadership	Leadership (P/Ds) are actively engaged in key routine elements of the engagements including steering committee meetings and project management meetings, etc.

The quality processes and procedures used in the DPW portfolio continue to be very strong. In addition to discrete areas identified for improvement the project teams are increasingly proactive about managing quality.

PA_DPW-855

Figure 6.2-34. Sample Deloitte DPW Quality Review Presentation.

This is an excerpt from the Quality Review Presentation outlining the findings.

The Quality Control partner also leads a customer satisfaction survey periodically that provides DPW a formal opportunity to give feedback on the work products Deloitte has delivered.

Project Performance

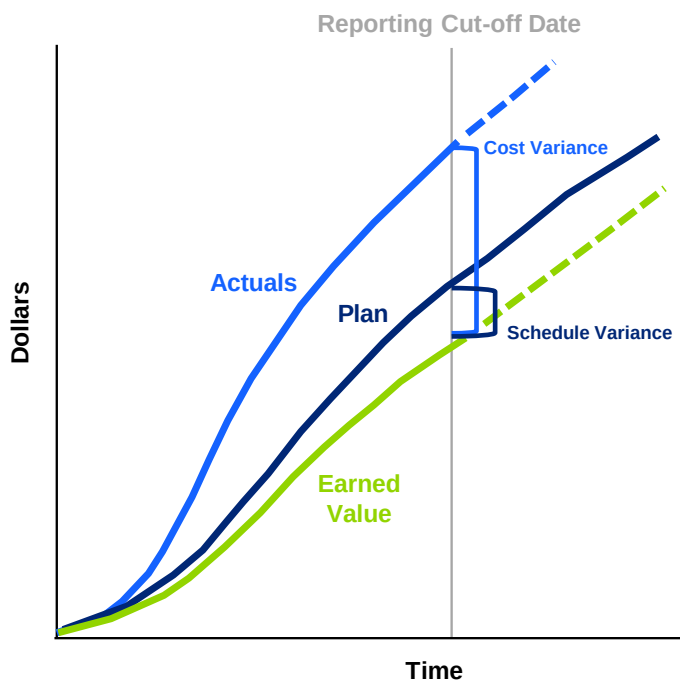
Deloitte's Project Management Center (PMC) facilitates the 'real-time' tracking of actual effort on project work plans. This puts Deloitte and the Department of Public Welfare (DPW) in a position to continually monitor the performance of individual projects as well as the organization as a whole using industry wide standards such as Earned Value Management (EVM).

Earned Value Management

EVM is a project management technique for measuring project progress in terms of scope, schedule, and cost in a single system. EVM can be utilized to continually monitor the performance of projects and can serve as an early warning indicator when schedule or cost performance varies too widely from agreed upon timelines. The tool is easily

incorporated into PMC and can be displayed as a dashboard on the center's homepage for ease of use. EVM statistics should be monitored continually by each Lot and reviewed on a regularly scheduled basis with key client stakeholders. As an example, Deloitte reviews this data for the PACSES project on a weekly basis to determine any variations from planned.

EVM consists of three main variables: Planned Value (PV), Earned Value (EV), and Actual Cost (AC). PV represents the value (PMC utilizes hours as a metric) of a sum of tasks to be completed at a certain time period. EV is the budgeted cost of work that has been performed in carrying out a set of tasks during the same time period, in other words, EV is the summation of the planned value realized since the project inception up to a certain time period. A comparison between the Earned Value and Planned Value of a project at a specific time yields the schedule variance. Figure 6.2-35 shows a high level representation of how EV, PV, AC are used to determine cost and schedule variances at a specified time during the project.



PA_DPW-533

Figure 6.2-35. Earned Value Graph.

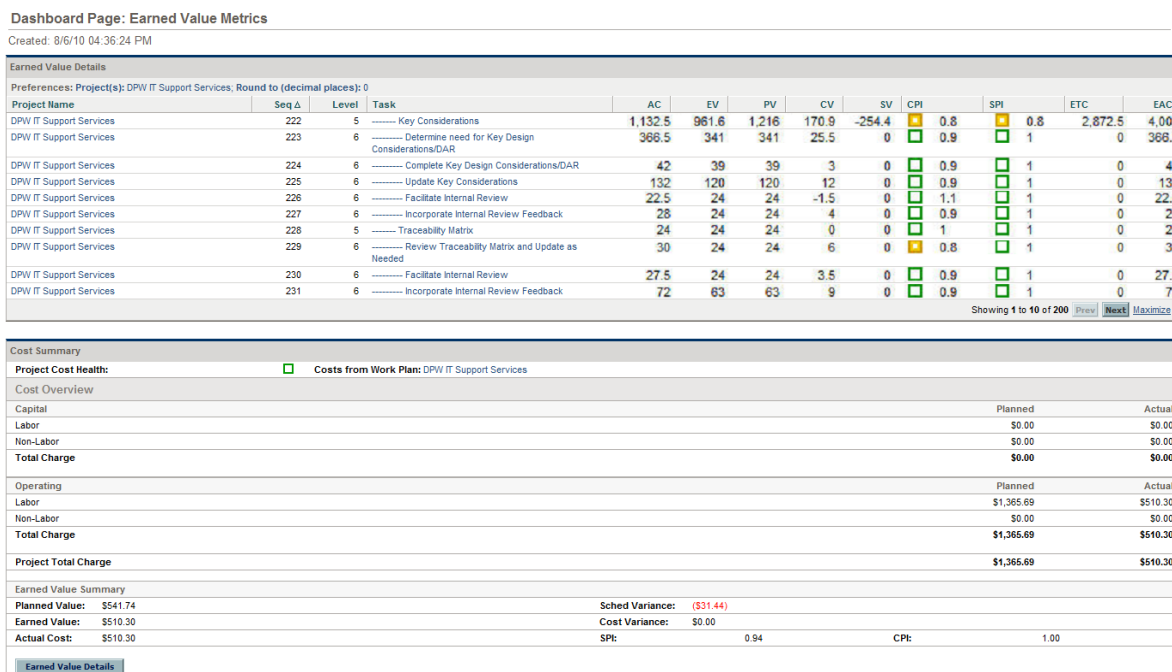
The Earned Value graph shows how actual value, planned value, earned value, cost variance, and schedule variance are calculated.

The actual cost of the tasks completed at that time period must also be considered to establish the cost variance. Historically the Earned Value has been compared with the Actual Cost at a specific time to determine the cost variance between planned and actual tasks. A number of indicators are utilized by industry standard that help to quickly

determine the progress of a project; these are displayed in the PMC dashboard (Figure 6.2-33):

- Schedule Performance Index (SPI): The ratio of Earned Value to Planned Value; an index of greater than 1 is good as the project is ahead of schedule
- Cost Performance Index (CPI): The ratio of Earned Value to Actual Cost; an index of greater than 1 is good as the project is under budget
- Estimate at Completion (EAC): The projected total cost of a project

Earned Value Dashboard



PA_DPW-812

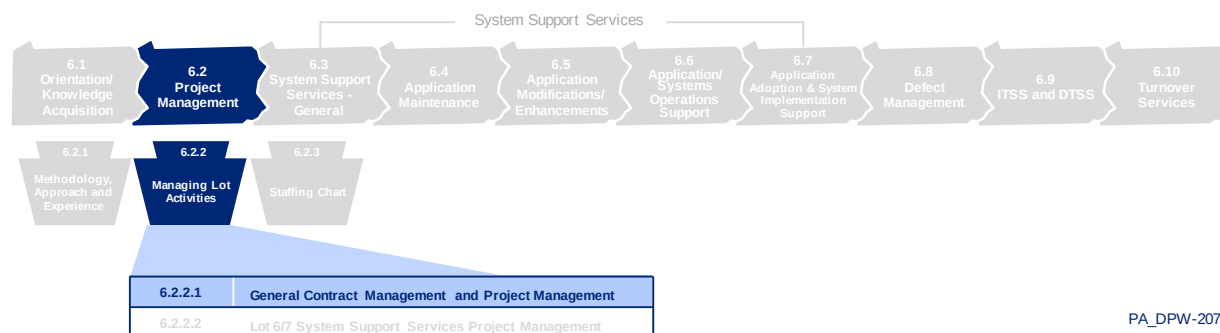
Figure 6.2-36. PMC's Earned Value Dashboard.

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

Key Performance Indicators

Deloitte understands that the majority of DPW applications are supported by both federal and state funds. Allocation of these funds is in part dependent on the program office's federal performance measures. Deloitte works with the respective program offices to continually monitor and track both the program score as well as across the systems for these key performance indicators. Monitoring of these indicators happens at a pre-determined time interval or an ad hoc basis. Deloitte reviews these measurements with the program client and determine a strategy and leading practices to increase said measures.

6.2.2.1 General Contract Management and Project Management



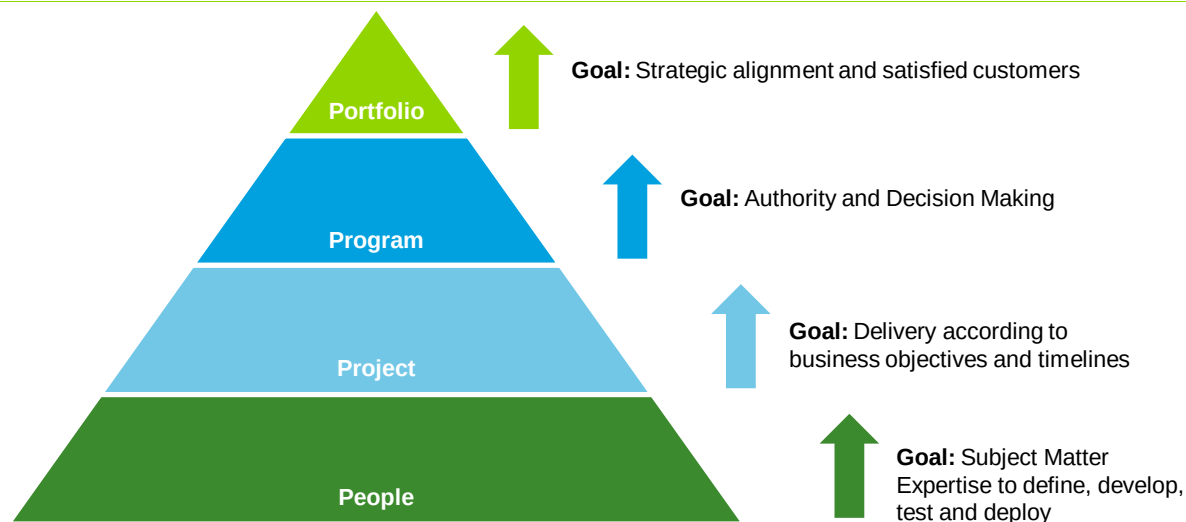
PA_DPW-207a_4

A. Contract Management and Project Management

Management Structure and Methods

IV	Page IV-24	RFP Reference: 1. Contract Management and Project Management – Overview

It is expected that the selected Offerors will set up a management structure and employ management methods to ensure all of the required services, work products, and deliverables are received timely; meet the performance requirements of this contract; and, meet the expectations of the Commonwealth. It is critical that the management processes and management team are actively engaged from the outset in the Orientation/Knowledge Acquisition period and continue throughout the term of the contract. The Department expects the Offeror(s) to promote an approach that facilitates open and timely communication with DPW. The Department also expects the Offeror's management team to develop and maintain a strong working partnership with their counterparts at DPW and with other vendors performing work on the behalf of DPW.



PA_DPW-809_2

Figure 6.2-37. Contract Management and Project Management.

Deloitte's approach to overarching DPW governance models across tiers

Governance is defined as the organization of responsibilities for decision-making that apply to the project. Governance addresses the organizational roles and responsibilities of the various team members, including both Deloitte Team and Commonwealth participants. It covers the broad range of oversight and direct project activities, including

issue resolution, change control, and required approvals, and encompasses the complete project hierarchy from executive sponsors and steering committees through technical committees and specific project team members.

Governance is ultimately about leadership, strategic direction, control and accountability. We employ a strategy for project governance which leverages the resources of both Deloitte and DPW staff to maximize their effectiveness for the project. Through our structure and methods the Commonwealth can realize the following benefits:

- Enable project teams to quickly resolve issues at the appropriate time and level in the organization
- Enable proficient allocation of scarce resources from the appropriate functional areas
- Help to determine projects align with the Department's IT and business strategy
- Teams are assembled to quickly produce results and resolve issues
- Transfer past experiences and lessons learned into better quality and improved cycle-time

The Contract and Project Management Team structure includes staff involved in the day-to-day operations of the project as well as National Health and Human Services leaders who serve as subject matter specialists, strategy and innovation advisors to the project. The functions for each component of the Project Management Team are listed in the table below:

Function	Role Performed on the Project
Contract Management	• Establish contract procedures • Collaborate with DPW leadership on project goals and prioritization • Escalate and resolve Issues that require Contract Management attention • Monitor compliance with Service Level Agreements • Manage requests for contract changes
Project Management	• Coordinate each aspect of prioritized projects • Control and monitor projects through appropriate phases • Assess risk and manage issues • Escalate contract risks and issues • Report status to project team meetings
Quality Assurance	• Provide oversight to project • Advise on managing risks
Innovation and Advisory Panel	• Assist in assessing the impact of policy and program changes • Advise on the use new technologies • Share new ideas with DPW as related to the projects and priorities

Figure 6.2-38. Project Management Team Functions



The methods that Deloitte use to facilitate a strong cohesive, collaborative, transparent management structure include the EPMM Project Management Methodology which is based on PMBOK. These methods include processes defined within the Project Management Methodology related to contract management, scope management, issue and risk management, human resource management, financial management, and overall project execution. Each of these methods is described above in our Project Management Methodology section.

In order to foster a collective relationship amongst DPW and other vendors we employ the following:

- Joint Steering Committee Meetings
- Joint Project Status Meetings for Multi-Vendor Work Orders
- Initiative Kick-Off Meetings
- Phase Hand-off working sessions
- Clear Definition of Roles and Responsibilities
- Defined Communication and Escalation Plan
- Proactive Issue and Risk Management

Our team structure allows for open communication to our teams, DPW, and other vendors. We work with DPW to realize your goals of the RFP and we are a firm which has demonstrated our collaborative nature throughout the last 35 years in working with the Commonwealth. Our collective teams have achieved a high degree of success in helping the neediest citizens in Pennsylvania.

Contract Management Function and Use of Automation

IV

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IV-25

RFP Reference: 1. Contract Management and Project Management – Overview

The selected Offeror's overall contract management plan must include the activities required to successfully complete this project within budget and the defined schedule throughout the term of the contract. The approach may need to be tailored or adjusted in order to address the specific requirements of each Lot. The Offeror's contract management function must include:

- Project management including development and maintenance of detailed work plans for specific projects or functions and status tracking
- Formal status reporting procedures and schedules
- Communications Plan
- Risk/Issues management, impact assessments and mitigation strategies
- Issue identification, tracking, escalation, resolution and reporting procedures, including an automated tracking and management system
- Management and oversight of subcontractor activities
- Provisions for interfacing and cooperating with other selected Offerors
- Processes and procedures for developer desktop tools; including: securing and maintaining all required space and facilities, equipment, hardware, telecommunications, software, and supplies – as applicable
- Approach for ongoing Risk assessment and mitigation
- Performance measuring, monitoring, and reporting
- Ongoing methods for assuring quality, implementing process and quality improvements
- Method to ensure contract compliance Inventory and workflow tracking and management
- Flexibility to accommodate changes in DPW priorities and program initiatives

Where appropriate, the use of automation to facilitate these activities is encouraged. All work plans must be provided to the Department in both hard and electronic formats.

Deloitte provides a contract management plan that includes each of DPW's requested activities. The Contract Management Plan uses the contract and proposal content, outputs from program and project planning activities, and leading practices to create a consistent, coherent set of processes and procedures that are used to guide overall project execution and control at the contract level.

Key Staff Spotlight Lesley Rogers

Deloitte PMP Manager



"As the Deloitte PMO Manager, I am excited to work with the DPW PMO team to serve your program and projects."

Contract Management: Today

Contract Management Activities	Manual	Automatic
Development and Maintenance of Detailed Work Plan and Status Tracking	✓	
Formal Status Reporting Procedures and Schedules	✓	
Communications Plan	✓	
Risk/Issue Management, Impact Assessments and Mitigation Strategies		✓
Issue Identification, Tracking, Escalation, Resolution and Reporting Procedures		✓
Management and Oversight of Subcontractor Activities	✓	
Interfacing and Cooperating with Other Selected Offerors	✓	
Processes and procedures for developer desktop tools including securing and maintaining all required space and facilities, equipment, hardware, telecommunications, software and supplies	✓	
Ongoing Risk Assessment and Mitigation		✓
Performance Measuring, Monitoring, and Reporting	✓	
Ongoing methods for assuring quality, implementing process and quality improvements	✓	
Method to confirm contract compliance Inventory and workflow tracking and management	✓	
Flexibility to accommodate changes in DPW priorities and program initiatives	✓	

Contract Management: New Contract

Contract Management Activities	Manual	Automatic
Development and Maintenance of Detailed Work Plan and Status Tracking		✓
Formal Status Reporting Procedures and Schedules		✓
Communications Plan	✓	
Risk/Issue Management, Impact Assessments and Mitigation Strategies		✓
Issue Identification, Tracking, Escalation, Resolution and Reporting Procedures		✓
Management and Oversight of Subcontractor Activities		✓
Interfacing and Cooperating with Other Selected Offerors		✓
Processes and procedures for developer desktop tools including securing and maintaining all required space and facilities, equipment, hardware, telecommunications, software and supplies		✓
Ongoing Risk Assessment and Mitigation		✓
Performance Measuring, Monitoring, and Reporting		✓
Ongoing methods for assuring quality, implementing process and quality improvements		✓
Method to confirm contract compliance Inventory and workflow tracking and management		✓
Flexibility to accommodate changes in DPW priorities and program initiatives		✓

PA_DPW-817_2

Figure 6.2-39. Contract Management Evolution.

Deloitte through this new contract helps DPW to transition to additional automation in overall contract management.

The Contract Management Plan is used to:

- Guide overall project execution through operating and management processes
- Confirm consistency of project management and operating processes across projects
- Define project management roles and responsibilities
- Document project planning decisions
- Facilitate communications among stakeholders at the project management level
- Monitor and manage project performance
- Proactively manage project issues and risks

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Figure 6.2-40. Contract Management Plan.

The Contract Management Plan contains a description of the Contract Management Activities required by the Department.

As demonstrated in the Contract Management Table of Contents, our Contract Management approach includes the DPW required activities. The area where Deloitte uses automation to facilitate these activities is summarized in the following table:

Contract Management Activities	Automated Tool (s) That Enable Ease of Management for DPW
Development and Maintenance of Detailed Work Plan and Status Tracking	A combination of PMC and MS Project functionality allows for automated development and maintenance of detailed work plan and status tracking. Work plans will be provided to the Department in both hard and electronic formats.
Formal Status Reporting Procedures and Schedules	Status reports are created automatically through PMC. These reports can be sent to DPW or used in formal status reporting meetings.
Communications Plan	No automated tool is used for this activity. The Communications Plan is created in MS Office.
Risk/Issue Management, Impact Assessments and Mitigation Strategies	Risk/Issue Management, Impact Assessments, and Mitigation Strategies are automated in PMC.
Issue Identification, Tracking, Escalation, Resolution and Reporting Procedures	Issue Identification, Tracking, Escalation, Resolution, and Reporting are automated in PMC.

Contract Management Activities	Automated Tool (s) That Enable Ease of Management for DPW
Management and Oversight of Subcontractor Activities	PMC functionality allows tasks to be assigned to subcontractors through the work plan functionality of PMC. Subcontractors will be able to log into PMC, update their work plan tasks, and submit to the initiative/project lead for oversight/management/approval
Interfacing and Cooperating with Other Selected Offerors	PMC functionality will allow team members from other Lot vendors to be added as users to the system. They will be able to use the system for any tasks assigned to them from the work plan and for issue/risk management
Processes and procedures for developer desktop tools including securing and maintaining the required space and facilities, equipment, hardware, telecommunications, software and supplies	Securing and maintaining the required space and facilities, equipment, hardware, telecommunications, software, and supplies will be tasks in the work plan. These tasks will be tracked and monitored through PMC.
Ongoing Risk Assessment and Mitigation	Risk assessment and mitigation is done through PMC automation
Performance Measuring, Monitoring, and Reporting	PMC functionality allows for automated performance measuring, monitoring, and reporting
Ongoing methods for assuring quality, implementing process and quality improvements	Aspects of quality management can be automated through PMC including the deliverable review process.
Method to confirm contract compliance Inventory and workflow tracking and management	PMC functionality allows for automated contract compliance, inventory and workflow tracking and management. PMC offers workflow-enabled tracking for issue/risk management, action items, deliverable review defects, and project decisions.
Flexibility to accommodate changes in DPW priorities and program initiatives	Using our automated tools, DPW is able to track the DPW priorities and progress

Figure 6.2-41. Automated Tools that Enable Contract Management Activities.

Regular Status Meetings

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The selected Offeror(s) must attend regular status meetings with the Department. There may be a number of regular status meetings occurring during any given period of time. For example, in addition to the regular overall contract status, governance, and other meetings, as identified in the table below, the selected Offeror(s) should expect that there will be other regular meetings such as ongoing meetings to review the status of work orders and defects or monitor special projects. The selected Offeror(s) will be required to provide written status reports, document the meetings, provide draft and final minutes, and assist in preparing agendas and other meeting materials.

Collaboration and communication are at the root of our overall project management approach. We recognize the fundamental need to continue our strong collaboration between DPW, outside stakeholders, and the Deloitte Team. Because collaboration depends on open and effective communication, our project management techniques rely on communication as a central focus.



We participate in weekly meetings planned with DPW, and work proactively with relevant project stakeholders in project status discussions, issue resolution, and strategy-setting sessions. Deloitte provides an overview of the project progress and status, some of which may include things like accomplishments during the week, where our hours are being spent, and if any open issues, risks, or action items have been documented. The meeting's results are an integrated team of State and vendors that are better equipped to accomplish project goals and successfully aligned to address challenges together. Deloitte assists in preparing agendas and other meeting materials, document the status meetings, and provide draft and final meeting minutes.

As detailed in *Key DPW Governance Meetings*, weekly and monthly status meetings are conducted with relevant stakeholders based on agreed upon frequencies. Usually the monthly meetings look at how the project is doing against baselines from a high level, whereas the weekly meetings are more concerned around everyday tasks. In addition, this report presents Deloitte activities completed during the past period, tasks scheduled to be completed during the next reporting period, tasks that are overdue, identified/potential issues, project action items, identified/potential risks, project milestones per the project schedule, dashboard health of the project, and EVM metrics such as CPI, SPI, and estimate to complete.

Discussion on these topics help gauge the most available estimate for the remaining work and how it compares to the base lined schedule. This knowledge is very important to the eventual success of the project. Our project leads are responsible for gathering this information for their respective functional areas, and the project management team collates this prior to submission to the Project Manager. The Project Manager and the Project Management Office are responsible for submitting the Weekly and Monthly Project Status Reports to DPW, and appropriate parties. After collecting, analyzing and evaluating the status information, Project leadership, which is a combined team of DPW, Deloitte team members, and other vendors, can leverage the data to make decisions or suggestions regarding changes to keep the project on track and in scope.

Key DPW Governance Meetings

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The selected Offeror(s) will attend other DPW meetings as directed and support these meetings as required by providing status, participating in brainstorming and planning activities, providing consultation and technical assistance, and resolving issues. Many of these meetings are standing meetings that meet regularly, such as the Project Steering Teams. Other meetings include the DPW/BIS Logistics Team meetings and the DPW/BIS Architecture Review Board meetings. A list of some of the recurring meetings is shown in **Figure 6.1**.

Deloitte attends the meetings listed in Figure 6.1 of the RFP and provide support to these meetings by describing and/or documenting status, participating in brainstorming and planning activities, providing consultation and technical assistance, and resolving issues. The table below provides a description of the type of recurring meetings that Deloitte proposes continue and Lot 7 will attend and actively contribute towards. The frequency of these meetings may be modified based on actual need. The table below depicts the support that Deloitte provides for each identified meeting.

Type	Meeting	Frequency	Value of the Meeting	Deloitte's Support Services			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
Contract/ PMO	Contract Administrator Meeting	Weekly	This meeting enables, facilitates and promotes effective contract management. It provides a forum designed to deliver and receive information in order to achieve the maximum benefit from the contract through effective management. A meeting agenda and contract dashboard (using agreed upon metrics) are used to review contract issues, financial information, project issues and risks, project highlights, action items, and decision reached.	✓	✓	✓	✓
Contract/ PMO	Project Spotlight Meeting	Monthly	Following a predefined schedule, this meeting provides a more detailed update on a designated project's status with emphasis on the project schedule to include milestones, risks and issues, challenges the project is facing, and project highlights. It provides a mechanism for program areas to showcase their innovative IT projects to the CIO of the DPW.	✓	✓	✓	✓
Shared Services	Database General Issues	Weekly	General discussion on database related items that promotes the appropriate stakeholders are aware of current risks and issues associated with initiatives involving database changes	✓		✓	✓

Type	Meeting	Frequency	Value of the Meeting	Deloitte's Support Services			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
Shared Services	Data Integrity Logistics	Weekly	Review of upcoming database initiatives for the week which require BIS support; promotes that the appropriate stakeholders are made aware of their responsibilities and requirements.	✓		✓	
Shared Services	Data Administration	Weekly	Review of upcoming and outstanding Data Administration requests	✓		✓	
Project	Load Test Results Review	Major Application Releases	Formal review of Application load testing results involves the applicable BIS stakeholders and minimize the possibility that the new release will have unforeseen performance limitations. It further promotes adequate load testing on the vendor's behalf and that the release is ready for implementation and production loads.	✓			✓
Project	Server Meeting	Weekly	General discussion centered around server and infrastructure items	✓	✓	✓	
Shared Services	Cross Project Logistics	Bi-Weekly	Review of technical/application centric logistical issues	✓		✓	✓
Shared Services	CTO/ITSS	Bi-Weekly	ITSS management and lead application architects discuss issues and potential new technologies that have a potential for use/consideration within DPW's enterprise. Promotes that new technologies are considered for use at DPW.	✓	✓	✓	✓

Type	Meeting	Frequency	Value of the Meeting	Deloitte's Support Services			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
Shared Services	DTE/DEA	Weekly	General issues discussion around high visibility implementations that require cross organizational collaboration. Promotes that the necessary parties are involved and aware of the technical considerations of the implementations at hand.	✓	✓	✓	✓
Project	ARB sessions	As Needed	Promotes that BIS domain leads are adequately informed and have time to plan for impacts on their domains for upcoming system releases. Drive architectural standardization and norming across DPW's application portfolio. Provides a final checkpoint on application readiness prior to the production deployment and generates buy-off from the BIS domain leads.	✓	✓	✓	✓
Shared Services	IT Strategy	Monthly	Various topics to facilitate information sharing and/or determining IT strategy	✓	✓	✓	✓
Project	Configuration Management Board	Three Times/Week	Discuss details of upcoming releases and review associated playbooks to uncover dependency implementation issues and make the appropriate parties aware of the releases	✓		✓	✓

Type	Meeting	Frequency	Value of the Meeting	Deloitte's Support Services			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
Project	Steering Team	Monthly	Executive level status and risk/issue discussion; responsible for determining that the initiatives fit within the vision for the Department and that the Department's technical, policy, and quality standards are followed.	✓	✓		✓
Project	Project Team	Bi-Weekly or Weekly	Project level review of risks and issues, discussion of project status, coordination among multiple projects; responsible for decisions affecting schedule, requirements, scope, and functionality	✓	✓		✓
Project	Testing Team		Responsible for testing the software against the agreed upon requirements	✓	✓	✓	✓
Project	User Education Team		Responsible for defining the job aids and training materials for the end user	✓	✓	✓	✓
Project	Logistics Team		Responsible for the management of the implementation of the software or release		✓	✓	✓
Project	Development Team		Responsible for designing and implementing the software to the specified requirements		✓	✓	✓
Project	Change Control		Requests for changes, enhancements, fixes are discussed and evaluated. If change is accepted this meeting is used to determine the appropriate release to include the PCR.	✓	✓		✓

Figure 6.2-42. DPW Project Meetings and Deloitte's Support Services.

High Level Estimates

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RFP Reference: 1. Contract Management and Project Management – Overview

The selected Offeror(s) shall provide high-level estimates on changes and enhancements on request and at no charge. The costs of providing these estimates cannot be rolled into future work orders or contract change orders.

Deloitte's project management team is responsible for providing accurate resource and level of effort estimates. This is essential to the overall success of DPW because our estimates are used to plan work orders and develop work plans. We use our detailed estimation process that we have refreshed based on the lessons learned on this current contract. We use resource estimation tools that allow us to predict within a very close range the expected level of effort for phases of an initiative based on individual requirement complexity.

We have developed and refined an estimation tool that assists us with determining estimation for the number of hours and cost it will take to complete a particular change or enhancement. We develop these estimates with visibility and transparency by providing DPW access to review them throughout the generation process. Although this template may be modified for consistency across Lots, a sample view of the High Level Estimate template is shown in Figure 6.2-43.

Estimate Title: Provide a brief title of this initiative

Requestor: Program Office/Bureau:

Description of Estimate: Include a description of the enhancements for which you are providing a high level impact analysis, cost (resources and infrastructure), and hour estimate

HLE Total: Estimate Cost Range to

☐ Insert Item

High Level Estimate *

Understanding of Need: Provide a narrative of your understanding of the enhancement request, the reason for the request, and the overall business improvements gained through the execution of the enhancement.

Timeframes: Months Weeks

Additional Assumptions: Include any additional assumptions, constraints, or other helpful information to provide context around the high level estimates provided. Elaborate on what you assume would influence the final estimate in terms of the low vs. high range of your estimate.

Application High Level Estimate: System Range of Hours to Cost Range to

☐ Insert Item

IT Shared Services High Level Estimate:

ITSS Estimation Checklist

ITSS Estimate Overview:

Domain Areas	Impact Assumptions
Database	
Security	
Operations (Batch)	
Configuration Management	
Middleware	
Network/Desktop	

Domain **Range of Hours** to **Cost Range** to

☐ Insert Item

eCIS Estimation Checklist

eCIS Estimate Overview:

New Users: Workers: Providers:

Application Areas	Impact Assumptions
Application Processing	
Dashboard	
Case Management	
Change Center	
Imaging	
Automated Renewals	
Comments	
Data Exchanges	
LTL Assessment	
Reports	
eCIS Interfaces	
Data Capacity	
MCJ	
Case Processing	
Sligby	
Correspondence	
Authorization	
Financial Management	
Administration	
Conversion Activities	
Other Application Areas / Operational Considerations	

Infrastructure Estimation Checklist

Infrastructure Estimate Overview:

Domain	Approximate Considerations
Security	
OpenT1	
WebMethods	
Application Architecture/Framework	
Database	
Business Intelligence - Operational Data Store	
Business Intelligence - Data Warehouse	
Informatica	
Batch Operations	
Network	
Servers	
COTS Software	
Enterprise Services(SOA)	
Information Lifecycle Management (ILM) Impacts	
Storage	
Disaster Recovery Impacts	
Desktop/Tablet/Mobile Devices	
Portal Technology	
Telecom - Video	
Telecom - Voice	
Printing/Mailing/Imaging	
Developer Tools	
GIS	
eGov	
Ongoing Operational Support Costs	
Other Infrastructure Costs	
Total Approx. Cost	

Training Impacts / Costs:

* This is a high-level ballpark. Final estimates are provided at the conclusion of the General System Design Phase of the Work Order.

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Figure 6.2-43. High Level Estimate.
A sample view of Deloitte's High Level Estimate template.

Audit Support

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The selected Offeror(s) must, at its own expense, make all records available for audit, review, or evaluation by the Department, its designated representatives or federal agencies. Access shall be provided either on-site, during normal business hours, or through the mail. During the contract and record retention period, these records shall be available at the selected Offeror's location, subject to approval of the Department. All records to be sent by mail shall be sent to the requesting entity within fifteen (15) calendar days of such request and at no expense to the requesting entity. Such requests made by the Department shall not be unreasonable.

In certain cases, the selected Offeror's expenses for providing requested information in support of lawsuits may be reimbursable. In these cases, the Department will request the information via the work order process.

The selected Offeror(s) must maintain books, records, documents, and other evidence pertaining to all revenues, expenditures and other financial activity pursuant to this contract as well as to all required programmatic activity and data pursuant to this contract. Records must be kept in an original paper state or retrievable electronic format. These books, records, documents and other evidence shall be available for review, audit or evaluation by authorized Department personnel or their representatives during the contract period and five years thereafter, except if an audit is in progress or audit findings are yet unresolved, in which case records shall be kept until all tasks are completed.

Deloitte acknowledges the Commonwealth's need to have appropriate audit rights. Deloitte requests that the obligations to retain records and the scope of the audits be limited to what is necessary to confirm that Contractors charges were consistent with the contract. As part of this contractor will seek to have the audit provisions in the RFP at Section VI-6.A.1, pg. IV-27, reconciled with the above scope and purpose as negotiated.

Contract Management and Project Management – Commonwealth's Responsibilities

IV	Page IV-27	RFP Reference: a. Commonwealths' Responsibilities: Contract Management and Project Management

Commonwealth responsibilities include:

- Provide overall contract goals and objectives, set priorities
- Oversee contract performance and compliance
- Review and approve deliverables
- Advise the selected Offeror(s) of any requirements for obtaining approval on subcontracts
- Prepare and maintain Service Level Agreements (SLAs)
- Define the desired content, format, frequency, and media for reports and documentation
- Conduct contract monitoring and issue contract monitoring reports

Deloitte acknowledges that for DPW to achieve its core missions and improve citizen services in a multi-vendor project environment, it requires well-defined responsibilities. We understand that both DPW as the client, and ourselves, as the vendor, have distinct responsibilities and will perform them in close coordination to achieve project success.

We help facilitate activities that allow the Commonwealth to meet the responsibilities specified in the RFP in a timely fashion.



Through our current contract at DPW, we have had the opportunity to understand and operate in your existing services model and have established working relationships with DPW stakeholders. We understand your new operating model and plan on leveraging these relationships to help effectively support your responsibilities in concert with ours.

Contract Management and Project Management – Offeror Responsibilities

IV

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IV-27

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

- The selected Offeror's responsibilities include

Deloitte understands that contract management and project management involves multiple components. Our Deloitte Team is accountable for the broad completion of the deliverables. We maintain a “single point of contact” philosophy where our Project Manager oversees our activities and is accountable for each aspect of work performed by our team members. This synchronized approach to complete accountability helps Deloitte and DPW advance toward the common goals and objectives of the project and provides DPW with a streamlined communication channel for project issues and status. Figure 6.2-44 provides a high level view of management activities Deloitte is responsible for.

DPW Information Technology Support and Services – Project Management Components



PA_DPW-456_3

Figure 6.2-44. Project Management Components.

A high level view of activities Deloitte is responsible for in Contract and Project management.

The following sections describe the Project Management responsibilities of the Deloitte Team as prescribed by the RFP.

Satisfy Contract and Performance Requirements

IV

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IV-27

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Actively manage all aspects of the Offeror's organization to ensure contract requirements are satisfied and performance requirements are met

Deloitte works with DPW to measure and report progress in meeting established performance standards throughout the course of the contract. These standards we propose, and jointly accepted with DPW, measure our delivery capabilities and timeliness of deliverables and work products. We recognize that measuring performance against established standards is a key component of this contract, and we are very familiar with meeting these standards in our current contracts with the Department.

We carefully assessed your contract management requirements and have determined key areas that can be measured for the project. By working with the department, we establish standards for measurement, and work to measure ongoing progress. We provide monthly detailed reports on the Service Level Agreements (SLA) in an electronic form. These reports focus on performance against SLA's in the prior month, a trend analysis for SLA performance the previous three months and three quarters, and problems or risks that could lead to Deloitte not meeting a SLA. Please refer to Tab 9 for details regarding SLA.

The following provides a high level list of our measurements for this task

- Prepare and submit Monthly Reporting Package.
 - Timeliness of submission process
 - Timeliness of review, incorporation of CW feedback, resubmission
 - Completeness of reporting package
 - Total number of content omissions
 - Total number of content errors
- Quarterly Reporting Package.
 - Timeliness of submission process
 - Timeliness of review, incorporation of CW feedback, resubmission
 - Completeness of reporting package
 - Total number of content omissions
 - Total number of content errors

We provide supporting SLA documentation as required to the DPW Contract Administrator. DPW will have transparency into our SLAs; presently, as part of our

monthly reporting, we provide information on the source data for the SLAs/SLOs that are being measured.

Develop and Maintain Project Work Plans

IV

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IV-27

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Develop and maintain project work plans; track status and report status

Deloitte brings our leading practices when developing, managing and communicating work plans. We use a regimented approach to develop the project schedule in MS Project and maintain the work plan using PMC.

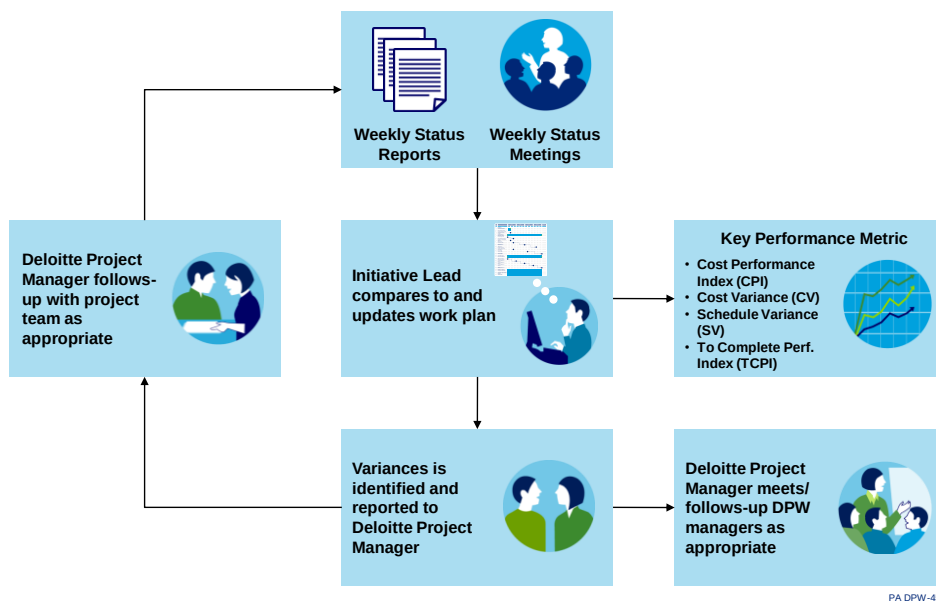
Schedule and Resource management is a critical component of our overall Project Management Methodology. This is particularly the case with a project this size and scale where quality, transparency and accountability, and cost neutrality are necessary to the overall success. The work plan is a tool to provide an overview of overall project progress, identify any risks becoming issues, and inform management of progress against the plan. For example, in our experience with DPW, planning for the right amount of time to effectively communicate key milestones and deliverable products to the involved stakeholders is critical to staying on schedule. Our plan carefully considers this element as we set up our time to collaborate with you to effectively build on the activities you request, track our status, update you on status, and maintain an effective and timely sign-off of the outputs and deliverables that are important to our collective success.

Deloitte's work plan begins with a determination of the work breakdown structure (WBS). The WBS documents the detailed tasks required to complete the work and deliverables by phase of an initiative. It contains detailed information about the tasks to be completed within relevant Lot phases of the project. Schedule details are incorporated with our WBS in Microsoft Project and we perform resource estimation at the task level. Effort estimation is a critical component of the work plan, because the project plan and timeline is only as good as the estimation techniques that were used to develop them. Once the work plan is a fully loaded plan with tasks, deliverables, dependencies, timelines, effort, and resource types and availability in MS Project, it is synchronized with PMC.

Work Plan for DPW IT Support Services (New: Health Green)														
View: Schedule View		Change View												
Filter for: All Tasks		All Tasks												
Expand to: Level														
Seq		Name	Status	Sch... Dur...	Scheduled Start	Scheduled Finish	Sch... Effort (hrs)	Una... Effort (hrs)	Predeces...	Resources	Role	Acti...	Total Tasks: 46	
0		DPW IT Support Services	Active	51.88	7/1/10	9/10/10	1,32...							
1		Work Order Work Plan	Active	51.88	7/1/10	9/10/10	1,32...							
2		Project Initiation	Complete	3.00	7/1/10	7/5/10	7.70							
3		Schedule Work Order Kickoff Meeting	Complete	0.88	7/1/10	7/1/10	1.00	0.00		Ryan McFa...				
4		Create Agenda and Presentation for Kickoff	Complete	1.00	7/1/10	7/1/10	0.50	0.00		Ryan McFa...				
5		Hold Kickoff Meeting	Complete	0.88	7/2/10	7/2/10	0.20	0.00		Cherie Gro...				
6		Create Stakeholder Involvement Plan	Complete	1.00	7/5/10	7/5/10	2.00	0.00		Ryan McFa...				
7		Update Communications Plan Details	Complete	1.00	7/5/10	7/5/10	2.00	0.00		Ryan McFa...				
8		Update Data Management Plan Details	Complete	1.00	7/5/10	7/5/10	2.00	0.00		Ryan McFa...				
9		SDLC	Active	51.88	7/1/10	9/10/10	1,31...							
10		Requirements Phase	Active	40.80	7/1/10	8/26/10	535...							
11		Plan and Conduct Requirements S...	Complete	21.00	7/1/10	7/29/10	322...							
12		Plan for Requirements Sessions	Complete	2.63	7/6/10	7/21/10	28.00	0.00		Ryan McFa...				
13		Prepare for Requirements Sessions	Complete	2.00	7/1/10	7/2/10	72.00	0.00		Cherie Gro...				
14		Conduct Requirements Sessions (...)	Complete	1.50	7/8/10	7/9/10	36.00	0.37		Benjamin P...				
15		Document Requirements Sessions...	Complete	1.00	7/9/10	7/9/10	8.00	8.00	14	Ryan McFa...				
16		Review and Validate Requirements	Complete	1.00	7/12/10	7/12/10	10.00	4.42	15	Cherie Gro...				
17		Conduct Requirements Sessions (...)	Complete	1.00	7/15/10	7/15/10	16.00	7.08		Cherie Gro...				
18		Document Requirements Sessions...	Complete	3.00	7/16/10	7/20/10	12.00	0.00	17	Ryan McFa...				
19		Review and Validate Requirements	Complete	2.31	7/19/10	7/21/10	19.00	0.00	18	Cherie Gro...				

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The baseline project schedule is initially created in MS Project and is the foundation for the staffing plan that is reviewed with DPW at project initiation. Deloitte synchronizes the schedule, actuals, and resources from the MS Project work plan with PMC. Resources are automatically assigned tasks in PMC based on resource allocation in the work plan. This baseline is used by the Deloitte Project Manager to monitor schedule variances during the project and identify tasks causing or likely to cause the timeline to slip. The process for maintaining our project plan is highlighted in Figure 6.2-46 below.



PA DPW.459

Deloitte

PMC provides automated support for tracking and reporting status of work plans. Actual hours are entered into the PMC work plan by resource, per task and then verified by the initiative lead. Resources entering actual hours for each task in the agreed upon work plan gives DPW an accurate representation of variance in planned effort compared to actual effort at a task level. This benefits DPW by viewing project health of the overall initiative or by drilling down to the exact exceptions in the work plan. Our work plan is deliverable driven which we find more effective for measuring and reporting on project progress.

Deloitte recommends status reporting of the Plan is incorporated into the agenda of the status report meetings to facilitate the review/concurrence to modifications, as well as to gain agreement at the management level to project status, direction and relevant adjustment to scope, schedule, costs and/or the required resource allocation. The PMC Dashboard view provides the health of the project and is customizable by the user to show a variety of reports including Gantt Chart, Summary Tasks, and Project Milestones. Figure 6.2-47 is a sample of the summary dashboard that can be tailored to present reporting metrics.

My Dashboard

My Projects							
Project No	Name &	Status	Project Manager	Work Plan % Complete	Planned Start	Planned Finish	
34180	 DPW IT Support Services	New	Kiran Honavalli, Jack Rago, Dana Orsini, Vivek Churi, Cherie Giff, Doris Hartman, Lauren Hughes, Ryan McFadden, Scott Meckley, Benjamin Paul Karchner, Jeffrey Ruckhaber	19% 	Aug 1, 2010	Aug 31, 2011	
Showing 1 to 1 of 1					Prev	Next	Maximize

Requests Assigned to Me							
No	Project	Request Type	Priority	Status	Description	Assigned To	Due Date
34199	DPW IT Support Services	Deliverable Review	3-Medium	New	DPW IT Support Services - OSD	Benjamin Paul Karchner	Aug 10, 2010
34190	DPW IT Support Services	Deliverable Review	1-Critical	New	Deliverable review of DPW IT Support Services OSD documents	Benjamin Paul Karchner	Aug 11, 2010
34101	DPW IT Support Services	Issue	4-Low	In Progress	Load Tests in LiveCycle	Benjamin Paul Karchner	Nov 25, 2010
34183	DPW IT Support Services	Issue	2-High	In Progress	Standalone JBoss Installation	Benjamin Paul Karchner	Oct 21, 2010
34180	DPW IT Support Services	Issue	2-High	In Progress	Configure Adobe LiveCycle servers to support SSL	Benjamin Paul Karchner	Oct 19, 2010
Showing 1 to 5 of 11					Prev	Next	Maximize

Requests I Created							
No	Project	Request Type	Priority	Status	Description	Assigned To	Due Date
34199	DPW IT Support Services	Deliverable Review	3-Medium	New	DPW IT Support Services - OSD	Benjamin Paul Karchner	Aug 10, 2010
34190	DPW IT Support Services	Deliverable Review	1-Critical	New	Deliverable review of DPW IT Support Services OSD documents	Benjamin Paul Karchner	Aug 11, 2010
34109	DPW IT Support Services	Risk	3-Medium	In Progress	DMO re-running jobs in testing environment	Kiran Honavalli	Aug 6, 2010
34101	DPW IT Support Services	Issue	4-Low	In Progress	Load Tests in LiveCycle	Benjamin Paul Karchner	Nov 25, 2010
34183	DPW IT Support Services	Issue	2-High	In Progress	Standalone JBoss Installation	Benjamin Paul Karchner	Oct 21, 2010
Showing 1 to 5 of 5					Prev	Next	Maximize

Deliverables Awaiting My Review							
No results found.							

My Tasks							
Preferences: Project - DPW IT Support Services							
Actual Start	Actual Finish	Estimated Finish	Actual Effort (hrs)	% Complete	Estimated Remaining Effort (hrs)		
Schedule LDM Review with Client Task is Pending Predecessor; Scheduled: 8/19/10 - 8/19/10 (0.13 days)							
		8/19/10	0.00	0	0.50		
Prepare for the LDM Review Task is Pending Predecessor; Scheduled: 8/19/10 - 8/20/10 (0.13 days)							
		8/20/10	0.00	0	0.90		
Conduct LDM Review with Client Task is Pending Predecessor; Scheduled: 8/20/10 - 8/20/10 (0.13 days)							
		8/20/10	0.00	0	0.90		
Review Changes to DB Logical Model with Shared Services / Technical Group Task is Pending Predecessor; Scheduled: 8/19/10 - 8/20/10 (0.13 days)							
		8/20/10	0.00	0	8.00		
Showing 1 to 4 of 4					Prev	Next	Maximize

My Time Sheets			
Time Sheet # - Period	Description	Status	
1 - 8/19/10 - 8/19/10	Benjamin Paul Karchner - 8/19/10 - 8/19/10	Unsubmitted	
Showing 1 to 1 of 1			Prev Next Maximize

Figure 6.2-47. Project Summary Dashboard.

The PMC Dashboard view provides the health of the project and the view can be customized for the user.

PA_DPW-798

Establish and Manage Project Baselines and Critical Path

IV

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Establish and manage project baselines and critical path analysis

Deloitte establishes a project baseline once planned tasks, schedule, and effort are determined and finalized in the initial work plan. The baseline does not change throughout the life cycle of the work order unless the change is reviewed by the CCB, and ultimately approved by DPW contract administrator. A work plan baseline is the foundation for monitoring variance and reporting status to appropriate stakeholders. The PMC tool facilitates an easy, automated way to compare between the actual and baseline through the Baseline Comparison Report. Figure 6.2-48 below is a sample Baseline Comparison report.

Work Plan Baseline Comparison Report

HP : Run by Kiran Honavalli on Aug 6, 2010 06:59:40 PM EDT

Compare current schedule to a Baseline or compare Baselines

Project name: DPW IT Support Services
Compared from: Baselined on 8/6/10 (1)
Compare to: Baselined on 8/6/10 (2)

Report Parameters for Report #57689

Show start-date changes:	Y	Show only changes:	Y	Include completed tasks:	N
Show finish-date changes:	Y	Show only summary tasks:	N	Include cancelled tasks:	N
Show duration changes:	Y	Only Indicate Changes Larger Than(days):	-	Only Indicate Cost Changes Larger Than:	-
Show effort changes:	Y	Show Resource changes:	N	Show Cost Changes For:	

Comparing [1]"Baselined on 8/6/10 (1)" to [2]"Baselined on 8/6/10 (2)"

Seq	Name	Scheduled Start	Scheduled Finish	Task Status	Duration (days)	Effort (hrs)
0	DPW IT Support Services	[1] Jul 1, 2010	Sep 10, 2010	Active	51.88	1325.12
		[2] Jul 1, 2010	Sep 10, 2010	Active	50.00	1300.70
		Var			2	24
1	Work Order Work Plan	[1] Jul 1, 2010	Sep 10, 2010	Active	51.88	1325.12
		[2] Jul 1, 2010	Sep 10, 2010	Active	50.00	1300.70
		Var			2	24
2	SDLC	[1] Jul 1, 2010	Sep 10, 2010	Active	51.88	1317.42
		[2] Jul 1, 2010	Sep 10, 2010	Active	50.00	1293.00
		Var			2	24
3	Requirements Phase	[1] Jul 1, 2010	Aug 26, 2010	Active	40.80	535.00
		[2] Jul 1, 2010	Aug 26, 2010	Active	40.00	535.00
		Var			1	
4	Requirements Definition Document (RDD)	[1] Jul 22, 2010	Aug 26, 2010	Active	25.80	77.00
		[2] Jul 22, 2010	Aug 26, 2010	Active	26.00	77.00
		Var			(0)	
6	General System Design (GSD) Phase	[1] Aug 5, 2010	Sep 10, 2010	Active	26.38	782.42
		[2] Aug 6, 2010	Sep 10, 2010	Active	25.00	758.00
		Var	(1)		1	24

PA_DPW-825

Figure 6.2-48. Baseline Comparison Report.

The Baseline Comparison Report is created in PMC to compare the actuals and baseline.

Critical path analysis is extremely important in monitoring a work plan for possible impact to schedule or cost. The critical path consists of the tasks that determine the length of an initiative. PMC allows a user to view the critical path, which is highlighted in

orange when viewing the work plan. The initiative lead or project manager monitor the critical path to control risk in managing the work plan.

Perform Risk and Issue Management

IV

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IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Risk/Issues Management

Deloitte's approach to Risk/Issue Management is detailed in section *Management Controls, Risk/Issue Management Controls* of this response. We identified and described the 4 step process in support of our approach. In addition, as part of the contract kick-off Deloitte submits to the Department the Risk Management Plan that outlines the specific processes that we follow in identifying, tracking, evaluating, and monitoring risks and issues. Our Risk Management Plan includes:

- I. Methodology and Approach
- II. Roles and Responsibilities
- III. Timing and Escalation Thresholds
- IV. Scoring Criteria
- V. Communication of Risks
- VI. Tracking

I. Risk Management Methodology and Approach

Deloitte reviewed the Department's Project Risk Management Guideline (GDL-EPPM009) which was attached as Appendix BB to the RFP. Our methodology for risk management coupled with these guidelines result in a plan that can be used by the stakeholders to understand how risks are managed across the projects.

II. Roles and Responsibilities

This section of the Risk Management Plan identifies the specific roles and responsibilities for the stakeholders involved in managing the risks and issues on the contract.

III. Timing and Escalation Thresholds

This section of the Risk Management Plan identifies the timing for responding to risks and issues. Since the timing is dependent on the severity of the risk/issue and the likelihood of occurrence the amount of time needed to respond will vary. Deloitte works with the Department to determine how long we have to respond with a risk/issue handling plan for each type of risk and issue.

IV. Scoring Criteria

The results of the risk impact analysis can be scored in a summary mechanism such as a Risk Matrix. The Risk Matrix provides a visual means to conceptualize and track risks. It is easy to see from the matrix that red items must be addressed because of their high impact and high likelihood. The goal is to develop mitigation strategies for high and medium priority risks that move these risks from the red areas to the yellow and eventually to the green.

Risk Matrix			
	Likely	Moderate	Unlikely
Extreme	35	21	7
High	25	15	5
Medium	15	9	3
Low	5	3	1

PA_DPW-887

Figure 6.2-49. Risk Matrix Scoring Sample.

The Risk Matrix scoring facilitates tracking and monitoring of risks

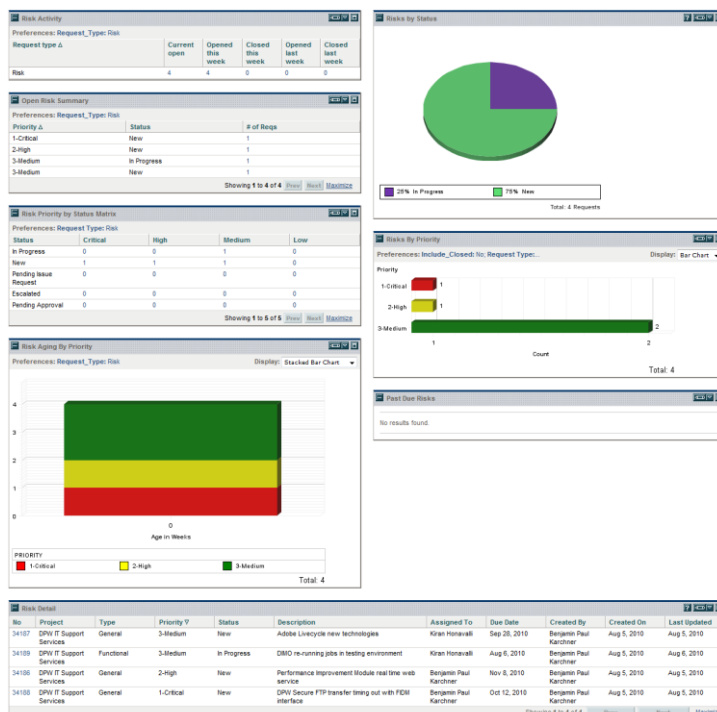
V. Communication of Risks

This section of the Risk Management Plan defines the type, format and frequency for reporting on risks as well as the groups that receive the reports. Deloitte is proposing to use PMC for tracking and reporting on risks. PMC functionality allows for automated risk management including:

- Workflow-enabled risk/issue management
- Risk Manager Dashboard for status reporting

Reports are generated from PMC and monitored by the Deloitte management team. The Department's Management team is able to retrieve reports on an adhoc basis.

Risk Manager Dashboard



PA_DPW-797

Figure 6.2-50. Risk Manager Dashboard.

The Risk Manager Dashboard provides the user with risk details in this automatically generated report.

Deloitte believes that effective communication, formal and informal, is the basic foundation for any sound project management methodology. Team members and stakeholders are kept informed of project risks to avoid surprises and confusion. This is accomplished through timely and accurate project reporting using the risk manager dashboard. In addition to reports, we facilitate the communication of risks/issues by conducting various formal meetings that include: Project Team Meetings, Steering Team Meeting, and Contract Meetings. Meetings are scheduled appropriately with clearly defined objectives and encourage participation from key stakeholders.

VI. Tracking

This section of the Risk Management Plan provides detail on what information will be tracked for risks; and provides an overview on the tool that used to facilitate risk management.

Issue Management Plan

During the contract kickoff Deloitte develops an Issue Management Plan. This plan include the following components:

- Identification and Tracking
- Evaluation
- Monitoring and Escalation
- Resolution

Perform Variance Reporting

IV

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IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Monitor and report on variances to project scope, schedule, and budget based on predefined thresholds

Once the initial work plan is accepted, work accomplished must be continuously measured against work planned to determine the variance and whether corrective action is needed. The following measurements are used to make this determination:

- Planned start date versus actual start date
- Planned completion date versus actual task completion date
- Planned effort expended for a task versus actual effort
- Planned cost versus actual cost
- Variance reasons
- New conditions in the project environment
- Impact of variances on subsequent work

We use PMC to chart the impact of the actual effort expended against the estimated effort in graphical as well as in a spreadsheet format. This tool is used to measure performance at the task level. A project is initially set up in the tools by task, with each task having a resource or multiple resources assigned. During the course of the project, these resources log their time against these tasks. An analysis of this information is included in the status reports by Deloitte. The project work plan is the key roadmap for the tasks and deliverables that are accomplished during the course of the project.

The data on planned tasks versus actual tasks are also be used, as needed, to perform trend analysis. Trend analysis is performed on a regular basis to monitor the actual cumulative output versus the planned output for a given end product. The variance for each week would be recorded, and this information is used to forecast completion dates or revise task estimates after several weeks. Should unavoidable delays occur, methods for compressing the schedule or recapturing lost time is addressed through risk and contingency planning. Increasing work hours (fast-tracking), conducting tasks in parallel that are usually done in sequence (crashing), and adjusting staffing levels are some of the alternatives that can, with experience and judgment, be used to accelerate project schedules.

PMC provides multiple variance reporting mechanisms Deloitte uses to monitor project scope, schedule, and budget. Earned Value Management reports can be automatically generated through PMC. Earned Value Management is based on three key pieces of information:

- Planned Value (PV)
- Actual Cost (AC)
- Earned Value (EV)

Cost Performance Indicator (CPI) and Schedule Performance Indicator (SPI) are values calculated based on PV, AC, and EV. The following table provides the variance measurements and the calculations PMC uses to generate the Earned Value and variance reports:

PACSES Project Pilots EVM

Deloitte is piloting Earned Value Management (EVM) and variance reporting through the management of the PACSES Project.

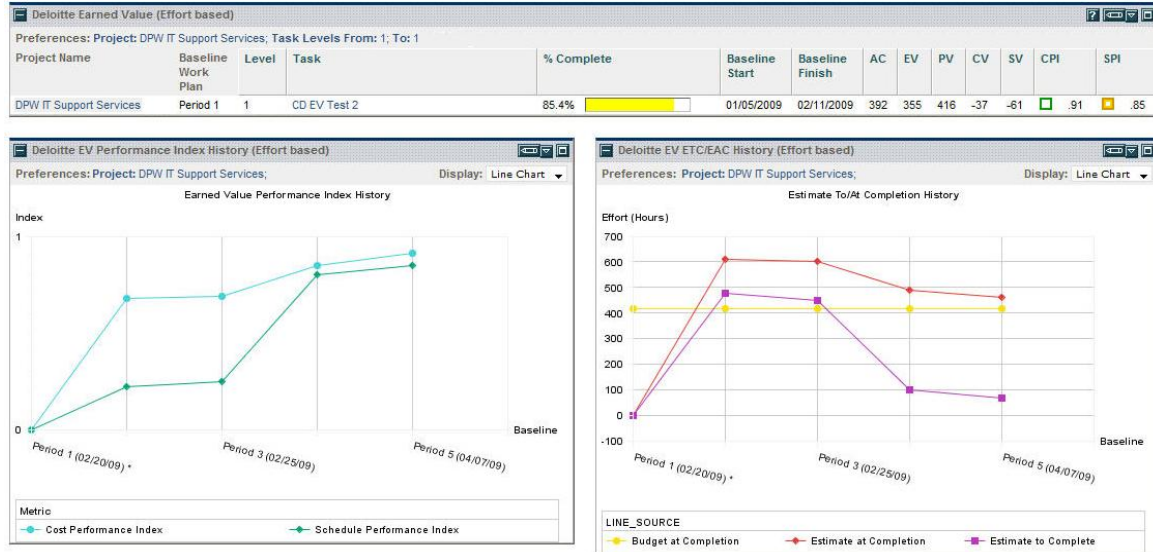
- On a weekly basis, the PACSES team manually creates reporting metrics based on the MS Project Work Plan, Earned Burned Hour Tracking tool, and the WOTT tool
- Metrics are based on percent of Work Complete, Burned Hours, Burned Cost, and remaining work on an initiative.
- These variables are used to determine EVM calculations including CPI, SPI, Cost Variance, Schedule Variance, and Projected Burn.

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

Figure 6.2-51. EVM Variance Measurements and Calculations.

These reports can be customized and Deloitte works with DPW to develop thresholds to indicate the health of project. Each of the above measurements can be adjusted over time as required. These measurements are displayed in PMC through an Earned Value Metrics Dashboard and Earned Value Analysis. A sample portion of the Earned Value Dashboard is below.

Earned Value Analysis



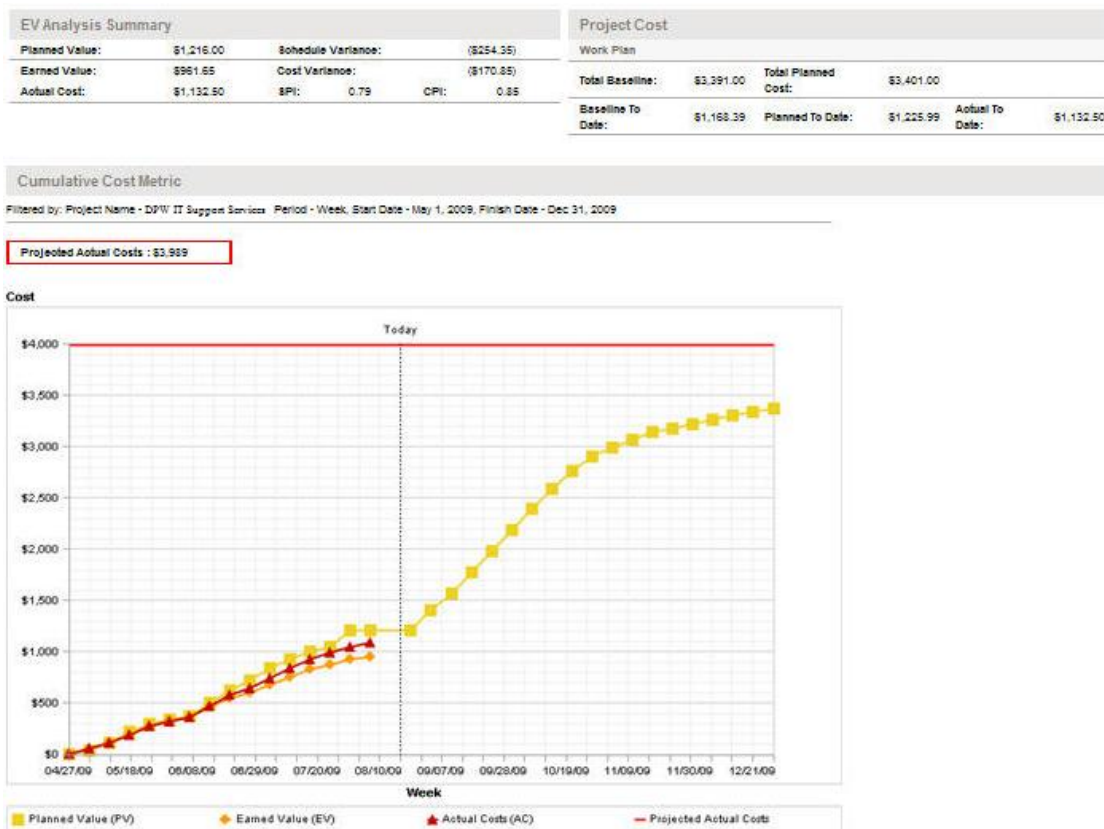
PA_DPW-813

Figure 6.2-52. Earned Value Dashboard.

This portion of the Earned Value Dashboard displays effort based EV metrics and EV performance history.

The Earned Value Analysis contains EV Analysis Summary, Project Cost, and Cumulative Cost Metric. A sample of this analysis is below.

Earned Value Analysis Summary



PA_DPW-814

Figure 6.2-53. Earned Value Analysis.

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

Deloitte also manages scope variance through risk/issue management and a requirements traceability matrix. Reports based on scope and EVM are shared in management meetings where strategies can be discussed for any parts of the project that are beyond the acceptable variance.

Perform Risk and Issue Impact Analysis

IV

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Provide details Risk/Issues impact analysis relative to project scope, schedule, and budget with mitigation strategies and recommendations for Change Control Board (CCB) and executive steering teams

We provide risk/issue analysis with mitigation strategies and recommendations for CCB and Steering Committee meetings using DPW's issue management process. The issue management process is used to identify, communicate, and document resolutions for obstacles to the completion of deliverables, milestones, activities, and tasks within the DPW project. Issue management is implemented any time an issue is identified that cannot be resolved promptly with the resources readily available. If an issue requires an

action item to be tracked and/or requires escalation, project team members (both Deloitte and DPW) use the issue management process as described in section *Risk/Issue Management Controls*.

Provide Written Status Reports Per Agreed Upon Schedules

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Provide written status reports per agreed upon schedules

We provide status reports that communicate necessary information required to successfully monitor project progress and health. We work within DPW's governance structure to provide:

- Weekly project status reports across the project teams outlining project financials, SLA/SLO summary, project artifact summary, work order status, and invoices.
- Monthly status reports for project and steering teams outlining the status of deliverables and work products. A typical table of contents is provided below:
- Other unscheduled project updates as requested

Deloitte understands the importance of delivering timely, consistent, and detailed project status reports to DPW. We agree to provide status reports according to the agreed upon schedule for the corresponding project meetings.

Maintain Communications Plan and Strategy

IV

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Review communications plan and strategy with DPW and modify as required

Effective communication, formal and informal, is the foundation for sound project-management. We review the communications plan and strategy with DPW team members and stakeholders to inform them of project status to avoid surprises and confusion. We accomplish this through timely and accurate project status reports, scheduled meetings, and frequent informal contact. With the numerous and diverse stakeholders associated with this project, effective communications throughout the project life cycle is a vital element for project success. Key stakeholders include, but are not limited to:

- CIO
- Steering Committee
- Lot 1-6 Project Management
- Business Review Board

- Architecture Review Board
- External stakeholders

Our communication plan documents DPW stakeholders their project roles and communication needs, the types of communication required to successfully manage the project, frequency of communications, and desirable methods of communicating. The scope of the plan covers both internal and external communication needs. Having a well thought out plan meets our objective of providing timely and focused communications.

Our plan is comprised of the following components based on industry leading practices:

- **Communication Roles List.** Proper communications is the responsibility of the project team members, but certain individuals or teams have distinct communication roles. This table identifies those teams and individuals and documents their core responsibilities. For example, the PMO has a particular role and responsibilities.
- **Stakeholder Communication Requirements.** Stakeholder analysis is performed and their communication requirements documented. This list describes to whom information needs to be provided, and the activities or plans to communicate those details are outlined to satisfy the stakeholder requirements. The list identifies:
 - **Who.** Stakeholder category
 - **What.** Information needs
 - **Why.** Purpose
 - **When.** Frequency
 - **How.** Delivery method
- **Stakeholder involvement Plan.** Contains additional details about each stakeholder and their level of involvement for particular stakeholder groups in alignment with a work orders or application releases. Figure 6.2-54 is a sample stakeholder involvement plan from the Pelican Project.

STAKEHOLDER TYPE	STAKEHOLDER GROUP / POSITION	SDLC PHASE	PARTICIPATION STATUS	ACTIVITY	LEVEL OF INVOLVEMENT	PLANNED START DATE	PLANNED END DATE	DATE RESOURCE COMMITTED	ACTUAL START DATE
						*Resource commitment indicated by work order approval date			
Client End Users	OCDEL - HQ users from Bureau of Subsidized Child Care	Requirements	3 - Full Participation	- Provides input to help define the scope of the solution and the business drivers for funding it. - Participate in requirements analysis, review and confirmation of the business and functional requirements.	Fully responsible for completing activities with the support of other stakeholder groups including the Client Business/Functional Area Manager, Client Engagement Manager and Delivery Director.	See the Release work plan for dates			
Client Technology Support	BIS - DTE, BOMS	Requirements	4 - Full Participation	Provides input to help define the scope of the solution and the business drivers for funding it.	Provide input from technology standpoint and facilitate completion of activities with the support of other stakeholder groups.	See the Release work plan for dates			
Deloitte Users	Deloitte - Data Warehouse Team	Requirements	5 - Full Participation	- Provides input to help define the scope of the solution and the business drivers for funding it. - Participate in requirements analysis, review and confirmation of the business and functional requirements.	Fully responsible for completing activities with the support of other stakeholder groups including the Client Business/Functional Area Manager, Client Engagement Manager and Delivery Director.	See the Release work plan for dates			
Client End Users	OCDEL - HQ users from Bureau of Subsidized Child Care	Design	6 - Full Participation	Provides sign off on the business and functional requirements.	Fully responsible for completing activities with the support of other stakeholder groups including the Client Business/Functional Area Manager, Client Engagement Manager and Delivery Director.	See the Release work plan for dates			
Client Technology Support	BIS - DTE, BOMS	Design	7 - Full Participation	- Provides sign off on the business and functional requirements. - Provides input on the technical aspects of the design.	Fully responsible for completing activities with the support of other stakeholder groups including the Client Business/Functional Area Manager, Client Engagement Manager and Delivery Director.	See the Release work plan for dates			
Deloitte Users	Deloitte - Data Warehouse Team	Design	8 - Full Participation	Conducts design sessions. Plans and creates the design required for development.	Fully responsible for completing the design phase and submit the deliverables required for further development of the software solution.	See the Release work plan for dates			
Client End Users	OCDEL - HQ users from Bureau of Subsidized Child Care	Development	9 - Full Participation	Provides inputs and clarifications on any functional areas.	Provide assistance and facilitate in completing activities required for successful development of the software as defined in the design.	See the Release work plan for dates			
Client Technology Support	BIS - DTE, BOMS	Development	10 - Full Participation	Facilitates development of the software are by providing appropriate environments and hardware resources.	Provide assistance and facilitate in completing activities required for successful development of the software as defined in the design.	See the Release work plan for dates			
Deloitte Users	Deloitte - Data Warehouse Team	Development	11 - Full Participation	Plans and performs development in accordance to the design.	Develops the software to meet the user requirements using the technology and tools specified in the design.	See the Release work plan for dates			
Client End Users	OCDEL - HQ users from Bureau of Subsidized Child Care	Integration	12 - Full Participation	Writes scenarios that will be used in the UAT phase.	Responsible for completing activities with the support of other HQ Testers.	See the Release work plan for dates			
Client Technology Support	BIS - DTE, BOMS	Integration	13 - Full Participation	Writes scenarios that will be used in the UAT phase.	Provide assistance and facilitate in completing activities required for integration.	See the Release work plan for dates			
Deloitte Users	Deloitte - Data Warehouse Team	Integration	14 - Full Participation	- Writes scenarios that will be used in the UAT phase. - Plans and performs integration testing. - Verifies that design has been followed and that business and functional requirements have been met.	Responsible for completing activities with the support of other stakeholder groups including other HQ Testers.	See the Release work plan for dates			
Client End Users	OCDEL - HQ users from Bureau of Subsidized Child Care	User Acceptance	15 - Full Participation	- Tests the functionality as per the scenarios developed. - Writes PQRs when functionality requirements have not been met.	Fully responsible for completing activities defined by the initiative's testing manager.	See the Release work plan for dates			
Deloitte Users	Deloitte - Data Warehouse Team	User Acceptance	16 - Full Participation	- Tests the functionality as per the scenarios developed. - Reviews the PQRs and works together with the testers to resolve any issues. - Performs daily status reporting.	Fully responsible for completing activities defined by the initiative's testing manager.	See the Release work plan for dates			
Client End Users	OCDEL - HQ users from Bureau of Subsidized Child Care	Production	17 - Full Participation	Facilitates the deployment of the software to the Production environment.	Provide assistance and facilitate in completing activities required for successful deployment of the software to the production environment.	See the Release work plan for dates			
Client Technology Support	BIS - DTE, BOMS	Production	18 - Full Participation	Facilitates the deployment of the software to the Production environment.	Provide assistance and facilitate in completing activities required for successful deployment of the software to the production environment.	See the Release work plan for dates			
Deloitte Users	Deloitte - Data Warehouse Team	Production	19 - Full Participation	Facilitates the deployment of the software to the Production environment.	Provide assistance and facilitate in completing activities required for successful deployment of the software to the production environment.	See the Release work plan for dates			

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Figure 6.2-54. Stakeholder Involvement Plan.
Example Stakeholder Involvement Plan from a PELICAN Project Initiatives.

- **Project Contact Lists.** Provides the standard contact information for the stakeholders (email, phone numbers etc...)

Our team works with DPW's Governance/Management team to develop a Communications Management Plan that incorporates the steps outlined in the detailed approach section above. As indicated, there are certain steps such as stakeholder analysis and the assessment of existing communication processes that must occur prior to the development of the plan. The Deloitte team incorporates the Commonwealth's core communications principles and objectives into the plan. These components serve as a foundation for the overall plan and support the team's effort to (a) document roles and responsibilities, (b) create specific and appropriate messages for individual stakeholder groups that are deemed appropriate, (c) identify preferred delivery methods and the frequency of individual communication tools, and (d) establish a strategy for executing the plan.



Attend and Facilitate DPW Governance Meetings

IV

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IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Attend DPW governance meetings (such as Steering or Project Teams; Project Status meetings, etc.) as directed and provide status on system, projects, and activities; and facilitate as directed

Deloitte has consistently been part of DPW's governance meetings and attends meetings such as Steering/Project teams, project status meetings, etc. Our participation includes providing status updates on systems, projects and activities during these meetings.

Where our facilitation is required we perform the following:

- Preparation and distribution of meeting agendas
- Distributing of required meeting materials
- Productions and finalization of meeting minutes
- Follow through on action items and other expected results

Currently, we facilitate the following meetings at the request of DPW and we agree to facilitate additional meetings as requested:

Type	Meeting	Frequency	Value of the Meeting	Services Deloitte Provides			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
Contract/ PMO	Contract Administrator Meeting	Weekly	This meeting enables, facilitates and promotes effective contract management. It provides a forum designed to deliver and receive information in order to achieve the maximum benefit from the contract through effective management. A meeting agenda and contract dashboard (using agreed upon metrics) are used to review contract issues, financial information, project issues and risks, project highlights, action items, and decision reached.	✓	✓	✓	✓
Contract/ PMO	Project Spotlight Meeting	Monthly	Following a predefined schedule, this meeting provides a more detailed update on a designated project's status with emphasis on the project schedule to include milestones, risks and issues, challenges the project is facing, and project highlights. It provides a mechanism for program areas to showcase their innovative IT projects to the CIO of the DPW.	✓	✓	✓	✓

Type	Meeting	Frequency	Value of the Meeting	Services Deloitte Provides			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
Shared Services	Database General Issues	Weekly	General discussion on database related items that promotes the appropriate stakeholders are aware of current risks and issues associated with initiatives involving database changes	✓		✓	✓
Shared Services	Data Integrity Logistics	Weekly	Review of upcoming database initiatives for the week which require BIS support; promotes that the appropriate stakeholders are made aware of their responsibilities and requirements.	✓		✓	
Shared Services	Data Administration	Weekly	Review of upcoming and outstanding Data Administration requests	✓		✓	
Project	Load Test Results Review	Major Application Releases	Formal review of Application load testing results involves the applicable BIS stakeholders and minimize the possibility that the new release will have unforeseen performance limitations. It further promotes adequate load testing on the vendor's behalf and that the release is ready for implementation and production loads.	✓			✓
Project	Server Meeting	Weekly	General discussion centered around server and infrastructure items	✓	✓	✓	
Shared Services	Cross Project Logistics	Bi-Weekly	Review of technical/application centric logistical issues	✓		✓	✓

Type	Meeting	Frequency	Value of the Meeting	Services Deloitte Provides			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
Shared Services	CTO/ITSS	Bi-Weekly	ITSS management and lead application architects discuss issues and potential new technologies that have a potential for use/consideration within DPW's enterprise. Promotes that new technologies are considered for use at DPW.	✓	✓	✓	✓
Shared Services	DTE/DEA	Weekly	General issues discussion around high visibility implementations that require cross organizational collaboration. Promotes that necessary parties are involved and aware of the technical considerations of the implementations at hand.	✓	✓	✓	✓
Project	ARB sessions	As Needed	Promotes that BIS domain leads are adequately informed and have time to plan for impacts on their domains for upcoming system releases. Drive architectural standardization and norming across DPW's application portfolio. Provides a final checkpoint on application readiness prior to the production deployment and generates buy-off from the BIS domain leads.	✓	✓	✓	✓
Shared Services	IT Strategy	Monthly	Various topics to facilitate information sharing and/or determining IT strategy	✓	✓	✓	✓

Type	Meeting	Frequency	Value of the Meeting	Services Deloitte Provides			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
Project	Configuration Management Board	Three Times/Week	Discuss details of upcoming releases and review associated playbooks to uncover dependency implementation issues and make the appropriate parties aware of the releases	✓		✓	✓
Project	Steering Team	Monthly	Executive level status and risk/issue discussion; responsible for determining that the initiatives fit within the vision for the Department and that the Department's technical, policy, and quality standards are followed.	✓	✓		✓
Project	Project Team	Bi-Weekly or Weekly	Project level review of risks and issues, discussion of project status, coordination among multiple projects; responsible for decisions affecting schedule, requirements, scope, and functionality	✓	✓		✓
Project	Testing Team		Responsible for testing the software against the agreed upon requirements	✓	✓	✓	✓
Project	User Education Team		Responsible for defining the job aids and training materials for the end user	✓	✓	✓	✓
Project	Logistics Team		Responsible for the management of the implementation of the software or release		✓	✓	✓

Type	Meeting	Frequency	Value of the Meeting	Services Deloitte Provides			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
Project	Development Team		Responsible for designing and implementing the software to the specified requirements		✓	✓	✓
Project	Change Control		Requests for changes, enhancements, fixes are discussed and evaluated. If change is accepted this meeting is used to determine the appropriate release to include the PCR.	✓	✓		✓

Figure 6.2-55. DPW Meetings and Deloitte Support Services.

Participate in DPW Planning and Brainstorming Sessions

IV	Page IV-28	RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Participate in DPW planning and brainstorming sessions and provide specific information and materials as directed

Deloitte participates in DPW's planning and brainstorming sessions. As our client, DPW has access to Deloitte's thought leadership. Deloitte is organized along service lines, industries and regions. With five service areas and eight industries, we are well-positioned to offer you access to a full range of integrated solutions that meet and exceed your business and technical needs. Pennsylvania and DPW benefit significantly from this integrated structure; there are very few challenges that are faced on our engagements that we cannot bring to bear the knowledge and experience required to successfully complete the mission at hand. Our access to the wide range of skills available in our integrated, global firm is what sets us apart from one dimensional integrators and service providers.

Within our Public Sector HHS practice, Deloitte has a dedicated market segment that focuses on health and human services programs. We make significant National investments in developing information around key subject areas that impact government

funded programs. Our research does not focus specifically on the needs of any one particular client, but rather on broader issues that we believe are impacting agencies providing access to assistance programs across the country. Examples of such investments are the development of our National Centers that include:

Deloitte Centers	What They bring
Center for Health Solutions	Leading practices in health care reform, health information exchange, health transparency
Center for Cyber Innovation	Leading practices in technology organizations, advanced technologies and cyber security
Center for the Edge	Leading practices in innovation, cost reduction, performance improvements
Center for Financial Services	Leading practices in risk management, financial regulatory reform
Center for Energy Solutions	Leading practices in business performance, risk management, operational and capital efficiency, green energy, impacts of future grid.
Center for Research	The innovative, practical insights organizations use to improve their performance and gain competitive advantage through provocative thought pieces including webcasts, podcasts, whitepapers, case studies, and books.

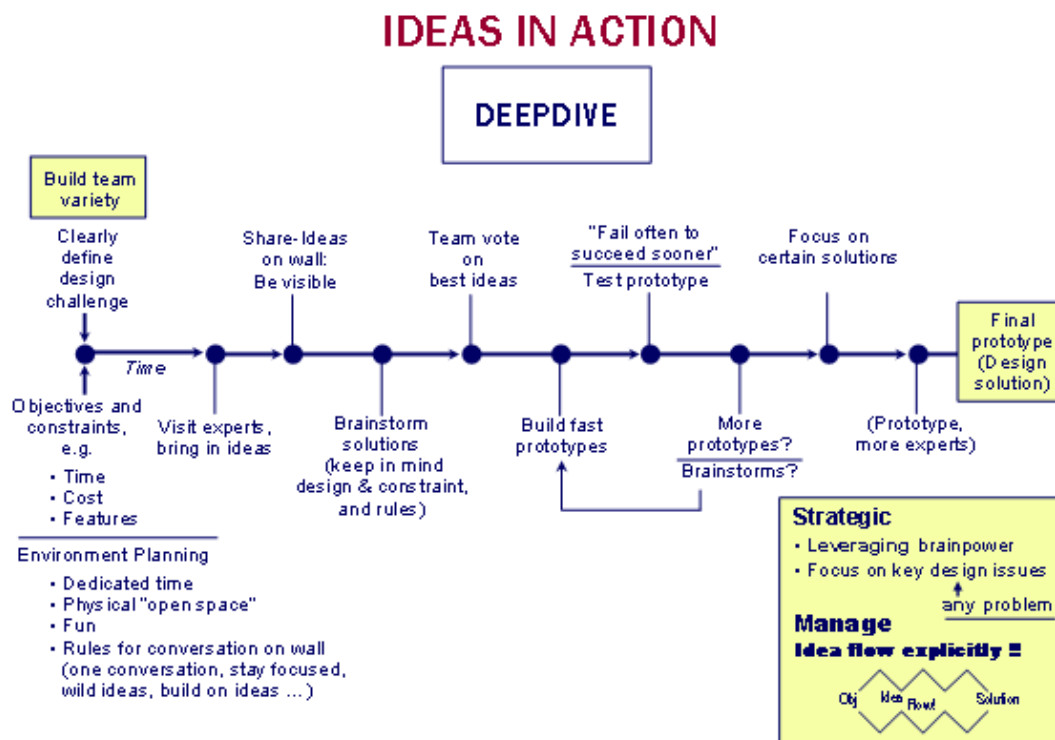
Figure 6.2-56. Deloitte National Centers

Deloitte understands that our participation includes supporting planning activities initiated by the Lots 1-5 and 6 vendors, as well as brainstorming associated with upcoming business requirements. We support the Lot 1-5 vendors with our knowledge of the overall system architecture and supporting DPW technologies; we support the Lot 6 vendor with determining the designs prior to implementing them within the scope of Lot 7.

Our brainstorming techniques include:

- Providing a respectful and thoughtful environment which generates a high degree of options and ideas
- Collaboration amongst the session participants
- High level of interactions amongst participants
- Consideration of leading practices from other states
- Processes which generates actionable results
- Collection and documentation of resulting ideas

Deloitte also use a Deep-Dive method that includes a brainstorming component as a problem resolution technique.



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Figure 6.2-57. Deep-Dive Method.

Deloitte also use a Deep-Dive method that includes a brainstorming component as a problem resolution technique.

Deep-Dive sessions may require bringing in industry specialists to provide additional specialist knowledge of a problem being addressed. We engage our HHS clients in participating in periodic information sharing sessions designed to present new ways technology can support their programs and discuss emerging issues and challenges they face. DPW has already benefited from such information sharing through the following thought leaders:

Name Sector/Center	Summary background	Eminence platform
Paul Keckley Center for Health Solutions	 Former Executive Director of the Vanderbilt Center for Evidence-based Medicine	Health care reform; Consumerism; Disruptive innovations; Changing incentives in health care delivery
Wade Horn Center for Health Solutions	 Former assistant secretary for the Administration for Children and Families (ACF) at the U.S. Department of Health and Human Services (DHHS).	State HHS, specifically, child welfare, child support, integrated eligibility, labor and unemployment, and child services.

Name Sector/Center		Summary background	Eminence platform
Harry Raduege Center for Cyber Innovation		Former Director of U.S. Defense Information Systems Agency, Retired USAF 3-Star General	Cybersecurity; Technology innovation; Netcentric operations

Figure 6.2-58. Deloitte Thought Leaders That Have Engaged with DPW.

Attend DPW and Commonwealth Meetings as Directed

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The selected Offeror's responsibilities include:

- Attend other DPW and Commonwealth meetings as directed

Deloitte attends required meetings as planned and at the request of DPW and the Commonwealth. Our years of experience and in-depth knowledge of DPW businesses and application systems enable us to plan, support and facilitate DPW meetings starting at Day 1 of this project. We also proactively assist in identifying meetings that might be necessary to resolve issues quickly while putting quality first; for example, SWAT teams for issue resolution on Adobe on PACSES or IVB on CIS. Please refer to *Figure 6.2-42* in the section *Key DPW Governance Meetings* for a list meetings and Deloitte services provided.

Communicate Status and Issues to DPW

IV	Page IV-28	RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Provide open and timely communication of status and issues to DPW through formal and informal means

Deloitte considers status reports an essential prerequisite for effective management reviews and monitoring the execution of DPW project activities. We understand the importance of status reporting to appropriate levels of the project organization. Status reporting is one of the most effective ways for project stakeholders to remain closely connected to aware of the project's progress and potential issues.

Deloitte's approach to status reporting is directly tied to our approach for project team communication, issue tracking and resolution, and analyzing and measuring risks to the project.

Five key principles drive our approach to this critical thread of project management:

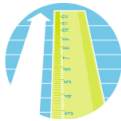
Status Reporting Principle		Description and Benefits for DPW
	Document and Assign It	Both status reports and issues are documented and tracked with clear assignment of owners and follow-up steps. This information is captured in our PMC tool which provides DPW with one source for the things affecting the project
	Quantify and Measure Progress	A project of this scale requires quantitative measurements about progress. We measure performance against the project plan, as well as quantifying things like the # of outstanding issues, # of system defects, and # of completed test scenarios. We also provide EVM information to detect/monitor variances from schedule.
	Clear Lines of Authority	Staff members have a clear understanding of who owns which part of the project and system, and who they can go to clarify issues. Regular status meetings encourage identification and resolution of issues.
	Agreed on Escalation Procedures	Project issues need to be resolved quickly to keep the project on schedule. Clear delineation of when and how issues are escalated is provided to both Deloitte and DPW staff.
	Meet Regularly	Face to face meetings are the lifeblood of communication on a project. Meeting regularly at different levels of the project team to discuss and record project progress and escalate issues as needed to higher authority for resolution is key to maintain project progress.

Figure 6.2-59. Status Reporting Principles.
Deloitte approach provides consistent status reporting to DPW.

Our status reports provide the necessary information required to successfully monitor and report on project progress and health. We provide reports on a weekly and monthly schedule as planned and when necessary provide status and other information for informal discussions.

Information provided in our status reports could include the following:

- Executive summary
- Dashboard indicating overall health of project and contract
- Charts, Graphs, and Metrics
- Project Schedule/Timeline
- Earned Value Management to reflect schedule variances
- Project tasks (completed/late)
- Priority Issues/Risks

- Resource (staff) information
- Deliverables

In addition to providing status reports, we provide DPW with direct access to our PMC tool which allows the user to review on demand, formatted status information on the project schedule, resources, issues/risks, deliverables, etc. Within the tool project information can be viewed at a summary or detailed level. Users can also create their own personal dashboards, creating a customize view of project information.

My Dashboard

My Projects

Project No	Name &	Status	Project Manager	Work Plan % Complete	Planned Start	Planned Finish
34180	DPW IT Support Services	New	Kiran Honavalli, Jack Bajor, Dana Crowe, Vivek Dhuri, Cherie Groff, Doris Hartman, Lauren Hughes, Ryan McFadden, Scott Meckley, Benjamin Paul Karchner, Jeffrey Ruckgaber	19%	Aug 1, 2010	Aug 31, 2011

Showing 1 to 1 of 1

Requests Assigned to Me

No	Project	Request Type	Priority	Status	Description	Assigned To	Due Date	Created By	Created On	Last Updated
34199	DPW IT Support Services	Deliverable Review	3-Medium	New	DPW IT Support Services - DSD	Benjamin Paul Karchner	Aug 10, 2010	Benjamin Paul Karchner	Aug 6, 2010	Aug 6, 2010
34198	DPW IT Support Services	Deliverable Review	1-Critical	New	Deliverable review of DPW IT Support Services OSD documents	Benjamin Paul Karchner	Aug 11, 2010	Benjamin Paul Karchner	Aug 6, 2010	Aug 6, 2010
34181	DPW IT Support Services	Issue	4-Low	In Progress	Load Tests in LiveCycle	Benjamin Paul Karchner	Nov 25, 2010	Benjamin Paul Karchner	Aug 5, 2010	Aug 6, 2010
34183	DPW IT Support Services	Issue	2-High	In Progress	Standalone JBOSS Installation	Benjamin Paul Karchner	Oct 21, 2010	Benjamin Paul Karchner	Aug 5, 2010	Aug 6, 2010
34185	DPW IT Support Services	Issue	2-High	In Progress	Configure Adobe LiveCycle servers to support SSL	Benjamin Paul Karchner	Oct 19, 2010	Benjamin Paul Karchner	Aug 5, 2010	Aug 6, 2010

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Requests I Created

No	Project	Request Type	Priority	Status	Description	Assigned To	Due Date	Created By	Created On	Last Updated
34199	DPW IT Support Services	Deliverable Review	3-Medium	New	DPW IT Support Services - DSD	Benjamin Paul Karchner	Aug 10, 2010	Benjamin Paul Karchner	Aug 6, 2010	Aug 6, 2010
34198	DPW IT Support Services	Deliverable Review	1-Critical	New	Deliverable review of DPW IT Support Services OSD documents	Benjamin Paul Karchner	Aug 11, 2010	Benjamin Paul Karchner	Aug 6, 2010	Aug 6, 2010
34189	DPW IT Support Services	Risk	3-Medium	In Progress	DMO re-running jobs in testing environment	Kiran Honavalli	Aug 6, 2010	Benjamin Paul Karchner	Aug 5, 2010	Aug 6, 2010
34181	DPW IT Support Services	Issue	4-Low	In Progress	Load Tests in LiveCycle	Benjamin Paul Karchner	Nov 25, 2010	Benjamin Paul Karchner	Aug 5, 2010	Aug 6, 2010
34183	DPW IT Support Services	Issue	2-High	In Progress	Standalone JBOSS Installation	Benjamin Paul Karchner	Oct 21, 2010	Benjamin Paul Karchner	Aug 5, 2010	Aug 6, 2010

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Deliverables Awaiting My Review

No results found.

My Tasks

Preferences: Project - DPW IT Support Services;

Actual Start	Actual Finish	Estimated Finish	Actual Effort (hrs)	% Complete	Estimated Remaining Effort (hrs)
Schedule LDM Review with Client Task is Pending Predecessor; Scheduled: 8/19/10 - 8/19/10 (0.13 days)					
		8/19/10	0.00	0	0.50
Prepare for the LDM Review Task is Pending Predecessor; Scheduled: 8/19/10 - 8/20/10 (0.13 days)					
		8/20/10	0.00	0	0.90
Conduct LDM Review with Client Task is Pending Predecessor; Scheduled: 8/20/10 - 8/20/10 (0.13 days)					
		8/20/10	0.00	0	0.90
Review Changes to DB Logical Model with Shared Services / Technical Group Task is Pending Predecessor; Scheduled: 8/19/10 - 8/20/10 (1 days)					
		8/20/10	0.00	0	8.00

Reset Save

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My Time Sheets

Time Sheet # - Period	Description	Status
1 - 8/1/10 - 8/7/10	Benjamin Paul Karchner - 8/1/10 - 8/7/10	Unsubmitted

Create New Time Sheet

Showing 1 to 1 of 1

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Figure 6.2-60. PMC Dashboard.

PMC Dashboards are customizable to the user to show the most relevant project information.

Our PMC tool is a major contributor to our status reports as it is the proposed centralized place for tracking schedule, resources, tasks/activities, Issues, etc... Formatted status information is extracted from PMC and captured in the prepared status reports. Deloitte works with DPW to finalize the delivery format for the status reports.

Deloitte prepares the appropriate agreed upon report for the meeting being held. Preparation includes performing a broad analysis of the project status information for accuracy and highlighting important key points relevant to the project's overall health.

Develop Strong Working Relationships with DPW and Other Vendors

IV

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IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Develop and maintain strong working partnership relationship with DPW and other vendors performing work on behalf of the Department

Relationships with DPW

Deloitte has developed a strong working relationship with DPW over the last 35 years of service. The following table summarizes some of the major initiatives we have collaborated with you on during this time period.

Project Time Period		
Project	Development Start Date to Implementation Date:	Ongoing Maintenance and Enhancements:
PACSES	January 1993 – February 1999	March 1999 – Current
CIS/MEDA	January 2000 – April 2005	May 2005 – Current
PELICAN	October 2000 – October 2002	November 2002 – Current
HCSIS	September 1999 – March 2002	March 2002 – Current
COMPASS	September 2000 – July 2003	July 2003 – Current
MCI/eCIS	February 2002 – June 2003	July 2003 – Current

Figure 6.2-61. Deloitte's Support Over Time of DPW Initiatives.

Our close collaboration with you as resulted in the successful implementation of eight major systems and a number of modifications. During our time working with you, we believe we have established a history of working as a cohesive unit with you – these implementations would not have been possible without it. We see DPW as a client that we collaborate with on daily basis to incorporate your ideas to improve the products we deliver to you. We understand your expectations and can create plans to meet these expectations, identify risks and issues far in advance and work closely with your staff.

Relationships with other Vendors

In addition to our proven track record of working collaboratively with DPW, we also have also have an established track record of forming strong relationships with other outside vendors. In order to foster a collective relationship amongst DPW and other vendors we employ the following:

- Joint Steering Committee Meetings
- Joint Project Status Meetings for Multi-Vendor Work Orders
- Initiative Kick-Off Meetings
- Phase Hand-off working sessions
- Clear Definition of Roles and Responsibilities
- Defined Communication and Escalation Plan
- Proactive Issue and Risk Management

Our team structure allows for open communication to our teams, DPW, and other vendors. We work with DPW to realize your goals of the RFP and we are a firm which has demonstrated our collaborative nature throughout the last 35 years in working with the Commonwealth. Our collective teams have achieved a high degree of success in helping the neediest citizens in Pennsylvania.

Included in our vendor relationships are also our alliance partners. Our alliance partnerships benefit DPW because they combine the suppliers' vast resource pools with Deloitte's strong industry experience and understanding of DPW's needs. And while our formal alliance partnerships help us significantly increase our product/technology-specific experience, we are not financially tied to any one technology or product suites.



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Figure 6.2-62. Deloitte Alliance Partners.

Deloitte's alliance partnerships help us significantly increase our product/technology-specific experience to support DPW.

Draft and Update Meeting Minutes for Project Status Meetings

IV

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IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Provide draft minutes by noon on the 2nd day following the meeting for project status meetings
- Update draft minutes with comments and provide at next scheduled meeting

Deloitte produces draft meeting minutes for project status meetings, meetings we facilitate, and other project meetings at DPW's request. The draft minutes are produced by noon of the 2nd day following the meeting, as requested. The minutes are distributed to the meeting participants for review and feedback and stored in the project's document solution.

Meeting participants are expected to review the draft minutes and provide their feedback within an agreed upon time frame. Participant feedback is used to finalize the minutes and a final document is produced, distributed and stored.

In line with CMMI standards, Deloitte has worked with DPW to develop standard meeting minutes that contain the following information:

- Meeting name and logistics
- Meeting attendees
- Agenda topics to be discussed
- Captured comments
- Decisions made
- Action items, due dates, and responsible person

Currently we use a DPW approved standard meeting minute template developed in collaboration with DPW. We can continue use of this template or modify it per request.

PROJECT MEETING AGENDA/MINUTES

Meeting Agenda

Meeting:	PACSES Employee Enhancements GSD Session-1
Date:	March 31, 2019
Start Time / End Time:	1:30:30 pm
Venue:	Olie Building- Large Conference Room (Dial-in: 1-800-360-2863, passcode: 1886611)
Attachments / Reference Documents: (List)	Employee Enhancement GSD Kick Off Presentation v4.ppt

X	Participants (alpha, last/first)	Project Name	Role
X	Addicks, Marilyn	PACSES	Web Systems Team
X	Barnett, Marshall	SCDU	EMU
X	Barnick, Tammy	DFST	DFST Manager
X	Coulter, Suzanne	DFST	DFST
X	Crowe, Diana	PACSES	Application Support Services Lead
X	Grippio, Joseph	PACSES	SME Team
X	Hartman, Diets	PACSES	Application Support Services Manager
X	Hughes, Lauren	PACSES	Testing Team Lead
X	Karchner, Ben	PACSES	Web Systems Team
X	Khan, Jibran	BIS	Portfolio Manager
X	Match, Joyce	DCSES	Case Application Manager
X	Mittal, Ujjwal	PACSES	Open Systems Technical Services Lead
X	Murphy, Mark	PACSES	Open Systems Manager
X	Nichman, Sue	DCSES	Applications Supervisor
X	Ney, Scott	DCSES	Case Application Lead
X	Pender, Jody	DFST	DFST Director
X	Reynolds, Colin	PACSES	SME Team
X	Roland, Martin	BCSE	DPDE Program Specialist
X	Samtani, Navin	PACSES	Web Systems Track Lead
X	Snyder, Diana	DFST	DFST
X	Ziegler, Teri	SCDU	Manager

Project Meeting Agenda/Minutes
Save Date: 06 April 2019

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PACSES Employee Enhancements W00317 GSD Session 1 Minutes
2019032131

PROJECT MEETING AGENDA/MINUTES

Agenda

Topic	Owner	Comments / Minutes
1. Review Open Action Items	Navin	No additional comments were provided.
2. Search System Enhancement	Navin	While reviewing the search fields and the associated business rules, Joyce pointed out that the Zip code business rule that 5 digits will be searched and her understanding was that 5 digits would be required but the system would search by 3-4 digits. It was clarified that the full 5 digit zip code will be used for the search and the system will return employer records with that exact zip code, but the system will also perform a search on the zip code and will also return results that have a partial zip code match. Mark clarified that the care-off-line and address line 1 are the same fields and we should use the same terminology to talk about this field to avoid confusion. It is also possible for the system to provide both options, so users who aren't able to get child results from the single last box could use the individual search fields to create a more exact search. Ujjwal will create a proof of concept for the single search box Employer search and have it ready by the next GSD meeting. Once the group is able to see how searching could be done with this singular box a decision can be made. The group will look at the proof of concept and consider using it.
3. Search Error Messages	Navin	The team decided to shorten the messages provided. The updated messages can be found in the appendix. The phone validations were discussed. As a member can enter 1-10 digits of a phone number, the question was brought up about partial phone numbers being entered. The current email address provided only validates that the field entered has a "@" symbol. Navin's team will also look into adding a new business rule to check for " " in the validation and error message for the email address will be updated accordingly.
4. Wireframes	Navin	Navin led a discussion about the sample wireframes provided. Doris said that a change in the wireframes is a more direct solution since that is where they are adding employer links to. The group agreed that a business process change is the real solution but the parent employer's information can be highlighted in the Search application to direct users to the correct information. Navin asked if searching for an employer a match was found on a child then the parent invoice displayed as another search result or just the matching child record. The group decided that only the matching employer record would be shown in the search result and that all the relationships can be viewed from the matching record. The current wireframes show the Employer Relationships window as being a separate window from the Employer Details. Navin suggested that the could somehow be combined into the same window. This would also allow for easy navigation between the Employer Details and the Employer Relationships. The group agreed this is a good option for these sections.
5. Q&A		

Project Meeting Agenda/Minutes
Save Date: 06 April 2019

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PACSES Employee Enhancements W00317 GSD Session 1 Minutes
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Figure 6.2-63. Meeting Minutes Template.

An example of the DPW approved meeting minute template that has been drafted by Deloitte during a JAD session with the Department.

Preparing Meeting Agendas and Materials

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IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Assist in preparing meeting agendas and materials

Deloitte assists in preparing and distributing meeting agendas and other materials required for project meetings. In some instances this requires collaboration with DPW and other vendors to understand the meeting goal and objectives identify the appropriate topics, and required participants.

Meeting agendas are provided at least one day prior to the scheduled meeting, so participants can prepare ahead of time making for a more productive meeting.

Identify, Track, and Resolve Issues

IV

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IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Identify, track, and resolve issues relating to this contract

Our team continues to be proactive in identifying issues as soon as they are identified. As stated earlier in the *Risk and Issue Management* section, issues are tracked and escalated using PMC. This tool provides:

- Workflow-enabled issue management
- Ongoing tracking of issues through resolution
- Classification of issues based on type, priority, team, escalation level
- Issue Manager Dashboard for status reporting
- Email notifications to the involved stakeholders when an issue is assigned or when it is closed

Issue Manager Dashboard

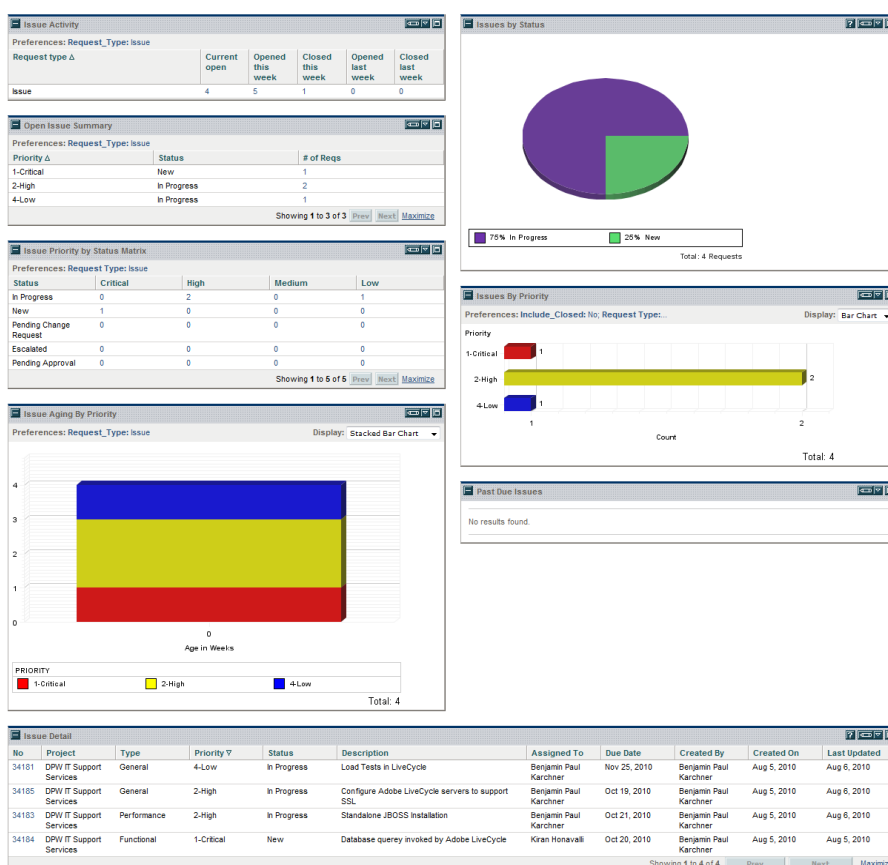


Figure 6.2-64. Issue Manager Dashboard.

The Issue Manager Dashboard provides the user with issue details in this automatically generated report.

PA-DPW-796

The following table describes our approach for issue identification, tracking, and resolution:

Component	Our Approach
Issue Identification	• Identification occurs throughout a project's life cycle. It may arise during meetings, analysis, document reviews, workgroups, or other project activities. • Issues can be identified by any member of the project team. • The project manager uses the status meetings to track the project against the baseline – deviations to the baseline will be identified as issues.
Issue Tracking	• Issues will be entered into ATS/PMC with required information: Title, Description, Created Date, Target Resolution Date, Status, Escalation Level, Owner, Category • Issues are validated by the "track lead" to determine if they are complete and non-duplicative • Reports will be generated on a pre-determined schedule as defined in the Issue Management Report. • Department staff will be able to view issues in PMC
Issue Resolution	• The Project Manager will determine the appropriate escalation level for an issue. Issues that affect cost, schedule or scope will be escalated to Steering Team and the contract administrator. Issues that are not able to be resolved at the project or steering team level are escalated • Issues will continue to be updated with additional information and closed once a resolution is agreed upon by the DPW project manager/contract administrator (depending on escalation level)

Figure 6.2-65. Issue Management Approach.

Notify DPW Contract Administrator of Subcontracts

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The selected Offeror's responsibilities include:

- Notify the DPW Contract Administrator of intent to enter into any subcontract and provide description of the scope of services to be subcontracted

Deloitte notifies the DPW Contract Administrator of intent to enter into any subcontract and provide a description of the scope of services to be subcontracted.

Oversee and Manage Subcontractors

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The selected Offeror's responsibilities include:

- Oversee and manage subcontractor activities and performance

Deloitte treats subcontractors as members of the project team, not as an employee of their subcontracted company. Our subcontractors are required to provide the same level of service excellence as any other Deloitte employee. They are fully integrated into the

project team, and expected to follow the established standards, procedures, policies, and practices. Each subcontractor reports to a member of Deloitte's management team and is managed for the work associated with their area of responsibility. Each project team member, including subcontractors, undergoes scheduled periodic performance evaluations, including corrective action plans when required. Subcontractor staff performance is commented upon to the appropriate subcontractor management representative. This performance review process allows our project team to perform at the highest level. We view this approach as key to DPW's project success.

In addition to having the right knowledge and experience, subcontractors are required to successfully pass a background investigation before they are permitted to arrive at the client site. They must also sign a subcontractor agreement that holds them to the same contractual standards that our clients require of Deloitte employees. To support our stringent subcontractor requirements, Deloitte centralized the sourcing, staffing and payment of subcontractor resources through its in-house Contingent Workforce Services (CWS) unit.

Deloitte retains full responsibility for oversight and management of its subcontractor activities and their performance.

Obtain Approval on Subcontracts

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Obtain approval on subcontracts as required by the Department

Deloitte works with DPW to obtain approval of subcontractors through the use of DPW's Appointment & Termination (A&T) letters. After discussions are held with DPW about subcontracting plans for particular scopes of work and agreement is obtained, Deloitte submits an A&T letter for each individual subcontractor along with the subcontractor's resume for DPW's review. A formal approval from DPW is required to confirm acceptance of the subcontractor for the scope of work identified.

Develop and Implement Performance Procedures

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Develop and implement procedures for measuring, monitoring, and reporting performance

We will work with DPW to measure and report progress in meeting established performance standards throughout the course of the contract. These standards we propose, and jointly accepted with DPW, measure our delivery capabilities and timeliness of deliverables and work products. We recognize that measuring performance against established standards is a key component of this contract, and we are very familiar with meeting these standards in our current contracts with the

Department. Deloitte uses a number of means to measure contract performance. Some of these are listed below.

- Quality Assurance
- CMMI Compliance
- Service Level Agreements
- CIO Dashboard

Quality Assurance

Quality Assurance (QA) within the project helps to establish and maintain quality of deliverables, processes, products, and services. Elements of the IEEE and Project Management Book of Knowledge (PMBOK) standards are closely aligned with our Quality Assurance Plan to capture the QA steps that are used to establish, promote, and monitor both quality and performance throughout the project.

Deloitte's Quality Management guiding principle is to provide guidance and direction to the entire engagement by identifying the responsibilities of the quality management group and to provide project teams with guidance and direction for effectively supporting the quality management functions. Project quality management includes the processes required to help confirm that the project meets or exceeds the requisite tasks required by the project engagement. To effectively provide quality management activities the project teams perform:

Quality Planning. Identifying which quality standards are relevant to the project and determining how to meet or exceed them.

Quality Assurance. Evaluating overall project performance on a regular basis to provide confidence that the project is meeting or exceeding the relevant quality standards.

Quality Control. Monitoring the specific project tasks, deliverables and work products to confirm whether they meet the established project criteria and to identify methods to correct unsatisfactory performance.

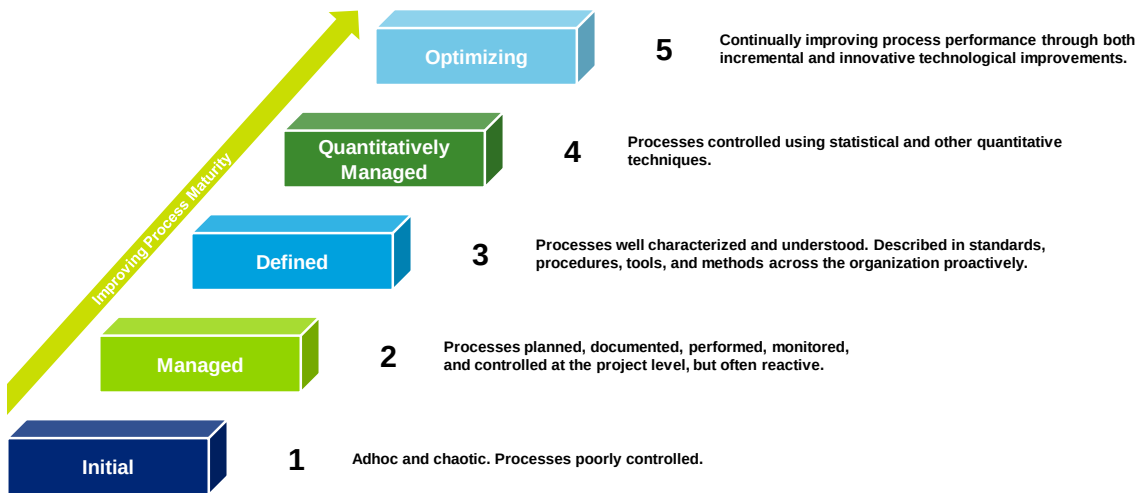
CMMI Compliance

Our approach to quality is enhanced by principles from the Capability Maturity Model Integration (CMMI). This results in standard, disciplined, and consistent processes. These standard, consistent processes are repeatable and recognized on a global basis. This means our team “builds in” stability, which in turn lowers risk to DPW.

Capability Maturity Model Integration (CMMI) is a process improvement maturity model for development of products and services. It consists of industry leading practices that address development and maintenance activities that cover the product life cycle from initiation through deployment and maintenance. CMMI provides a structured view of process improvements across an origination. CMMI can help:

- Integrate traditionally separate organizations
- Set process improvement goals and priorities
- Provide guidance for quality processes
- Provide a yardstick for appraising current practices

There are five CMMI maturity levels (Initial, Managed, Defined, Quantitatively Managed and Optimizing) and each maturity level from CMMI level 2 to 5 includes specific process areas.



PA_DPW-880

Figure 6.2-66. CMMI Maturity Levels.

Deloitte is currently at Level 3 of the CMMI process maturity, bringing that level of rigor in processes to DPW

Deloitte uses a wide set of aids and tools to help DPW jump start their efforts to refine and expand their processes. Deloitte assists the DPW projects to achieve the CMMI maturity level 5 using proven five-step approach to deploy modified process on the project. The initial steps involve performing the gap assessment to identify the process improvement opportunities (identifying the process and templates required for CMMI level 5), defining the baseline set of process, training the project personnel on these processes, monitoring the process compliance and subsequently facilitating CMMI Maturity Level 5 appraisal.

Service Level Agreements

Deloitte has carefully assessed your project management requirements and has determined key areas that can be measured for the project. By working with the department we establish standards for measurement, and work to measure ongoing progress. We provide monthly detailed reports on the Service Level Agreements (SLA) in an electronic form.

These reports focus on performance against SLA's in the prior month, a trend analysis for SLA performance the previous three months and three quarters, and problems or risks that could lead to Deloitte not meeting a SLA.

The following provides a high level list of our measurements for this task:

- Prepare and submit Monthly Reporting Package.
 - Timeliness of submission process
 - Timeliness of review, incorporation of CW feedback, resubmission
 - Completeness of reporting package
 - Total number of content omissions
 - Total number of content errors
- Quarterly Reporting Package.
 - Timeliness of submission process
 - Timeliness of review, incorporation of CW feedback, resubmission
 - Completeness of reporting package
 - Total number of content omissions

Deloitte's System Development practice, including the technical projects at the Public Sector Development Center in Camp Hill, PA is appraised at CMMI "Level 3", which indicates that the repeatable processes established in the Playbook methodology have been institutionalized within the firm's organizational structure, promoting more consistent software development practices across firm projects. Level 3 CMMI requires continuous improvement through quarterly audits, non-conformance tracking, and resolution of audit findings.

Quality assurance monitors the results from artifacts from the reviews and audits to determine if the project is in compliance. It helps us identify areas where the DPW project processes can be improved in production of deliverables.

- Total number of content errors

We provide supporting SLA documentation as required to the DPW Contract Administrator. DPW will have transparency into our SLAs; presently, as part of our monthly reporting, we provide information on the source data for the SLAs/SLOs that are being measured. Please refer to *Tab 9* for SLA details.

Develop and Implement Quality Assurance Procedures

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Develop and implement quality assurance procedures throughout the organization

Deloitte's quality assurance approach begins with one mindset — to consistently meet or exceed the expectations of DPW for the project to develop and implement quality assurance procedures throughout the organization. Our attention to quality and providing results for our clients is evidenced by this RFP response, as well as the quality of our deliverables and work products from our previous successes in the Health and Human Services.

We understand that quality assurance is an ongoing process and must be built into each stage of the project. The purpose of the Quality Assurance (QA) is to outline a process that enables Deloitte to develop and implement stable, repeatable processes within an engagement. This process is designed to create a proactive means of quality when developing the project by focusing on the processes that govern its life cycle. DPW has requested a quality assurance plan that outlines how Deloitte performs quality assurance for the project's deliverables. DPW also seeks a set of standards against which the project deliverables are to be measured. These standards must be developed in cooperation with you and cooperatively implemented to achieve the quality desired by DPW. The section that follows explains our approach to quality assurance.

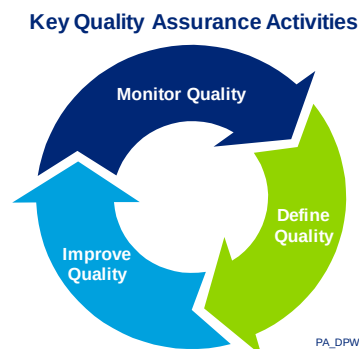


Figure 6.2-67. Key Quality Assurance Activities.

Our Key Quality Assurance Activities continually enhance overall product quality.

Elements of the CMMI, ITIL, IEEE and Project Management Book of Knowledge (PMBOK) standards are closely aligned with our Quality Assurance Plan to capture the QA steps that are used to establish, promote, and monitor both quality and performance throughout the project. This results in standard, disciplined, and consistent processes. These standard, consistent processes are repeatable and recognized on a global basis. This means our team “builds in” stability which, in turn, lowers risk to the department. The following figure highlights how our quality assurance plan fits into our overall project approach.

Deloitte understands that quality delivery is crucial to defining any initiative as a success. Projects implemented on time and with the estimated resources are still unsuccessful if the quality and usability of the application is not there. To that end, our technical team plays a key role in verifying the integrity and quality of the software we deploy.

Our approach to quality delivery is iterative in nature. Our foundation is built on industry leading practices and lessons learned in other engagements and our DPW experience. We leverage this experience with a broad understanding of DPW standards and policies to implement solutions that meet the forward thinking vision of the Department.

During the development life cycle, the Deloitte team works on several key Quality Assurance activities to enforce technical standards; meanwhile, monitoring our processes and standards for improvement opportunities. This review process, shown in Figure 6.2-68, feeds the further defining of our and DPW standards to continually improve our product. As development continues, the review process repeats for continued improvement.

In addition to leveraging industry leading practices, DPW standards and lessons learned, our team works with BIS to proactively verify the technical infrastructure supports planned application and business releases. As reflected in Figure 6.2-68, the following highlights some of the steps/processes we leverage to deliver a quality product. Many of these tasks are joint activities performed with BIS assistance.



PA_DPW-957

Figure 6.2-68. Quality Management Steps and Processes.
Deloitte's approach to delivering a quality product to DPW.

Our Quality Management guiding principles provide guidance and direction to the entire engagement by identifying the responsibilities of the quality management group and providing the teams with guidance and direction for effectively supporting the quality management functions. Project quality management includes the processes required to help confirm that the project meets or exceeds the requisite tasks required by the project engagement. To effectively provide quality management activities the project teams perform:

Deloitte has submitted over 5,000 artifacts during our current contracts for DPW Integrated Bundle and the PACSES project since 2006.

- **Quality Planning.** Identifying which quality standards are relevant to the project and determining how to meet or exceed them.
- **Quality Assurance.** Evaluating overall project performance on a regular basis to provide confidence that the project is meeting or exceeding the relevant quality standards.
- **Quality Control.** Monitoring the specific project tasks, deliverables and work products to confirm whether they meet the established project criteria and to identify methods to correct unsatisfactory performance.

The following table highlights the Quality Reviews types that Deloitte includes in their reviews.

Review Type	Quality Assurance Process	Description
Project Management	Project Schedule Reviews	Reviews of project plans weekly with the work orders for compliance and quality.
	Project Estimation Peer Reviews	Review from technology and leadership on estimation of work orders and PCR's.
	Staffing Evaluations	Quarterly internal evaluation of staff for performance improvement.
	Customer Satisfaction Reviews	Specific customer satisfaction reviews (two per year) to evaluate overall client satisfaction with Deloitte.
	Post Implementation Review	Post production review of meeting business objectives and conducting outcomes review for the work orders.
	Services Quality Review	Deloitte outside independent partner to review the services quality of the team and client. To be done annually.
	Budget Reviews	Weekly review of budgets on the project to make sure we are on budget for projects.

Review Type	Quality Assurance Process	Description
Software Development Life cycle	Software Quality Reviews	Independent software quality reviews done by the internal architecture review board.
	Performance Testing Review	Shared services execution and review of software performance testing
	CMMI Compliance Reviews	CMMI assessment done twice per year on the project to identify areas of non-compliance.
	ITIL Compliance Reviews	ITIL assessment done twice per year on the project to identify areas of non-compliance.
	Phase Reviews	Phase gate review by quality assurance partner to make sure that we have met contract and quality objective of the work order.
	Code Review	Detailed code reviews with remediation steps
	Architecture Review Board	Conduct ARB meetings with DPW to review the architecture of work orders.
	Business Review Board	Support DPW in BRB reviews as necessary
Organizational	Quality Assurance Process	Deloitte will have a Quality Assurance Partner to assess the quality of delivery and relationships to DPW
	Internal Architecture Review Board	Conduct internal ARB to review the proposed architecture of system and applications.
	Methodology Training	Conduct CMMI and ITIL training to project staff

Figure 6.2-69. Quality Review Types and Activities in Support of DPW.

Deloitte monitors and controls the quality process through a number of built in processes within our software development and Project Management Methodology. Our methodologies and firm commitment to quality is the benchmark by which we measure our success with our clients.

Monitor Work Loads and Inventories

IV

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IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Monitor workloads and inventories and manage throughput and maintain any backlogs at acceptable levels

Deloitte understands the importance of monitoring workloads and inventories to manage backlogs at acceptable levels. We use PMC as an automated approach to monitoring and managing resources and work load. PMC monitors workloads and inventories through:

- Resource management

Resource Dashboard

Resource Assignments				
Resource Name ▲	Open Tasks	Task Effort	Open Reqs	Open Pkgs
Cherie Groff	30	78.3	0	0
Dana Crowe	36	110.3	0	0
Doris Hartman	56	123.5	0	0
Jack Bajor	6	32	0	0
Lauren Hughes	12	24.9	0	0
Ryan McFadden	60	318.9	0	0
Scott Meckley	28	109	0	0
Vivek Dhuri	16	58	0	0

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Figure 6.2-70. PMC Resource Dashboard.

Deloitte's sample resource dashboard used to monitor and track resource capacity and utilization.

- Work plan management

Gantt Chart

Project Gantt													
Filtered by: Time Range: Past 2 weeks, Next 12 weeks; Include in Gantt: Projects, Tasks, Milestones; Task Status: Rea...													
Task Name	Aug 2010					Sep 2010				Oct 2010			
	W31	W32	W33	W34	W35	W36	W37	W38	W39	W40	W41	W42	W43
Create RDD (Executive Summary)	Jack Bajor;Dana Crowe;Vivek Dhuri;Ryan McFadden												
Document Requirements Sessions	Ryan McFadden;Scott Meckley												
Create Traceability Matrix (Map P	Jack Bajor;Dana Crowe;Vivek Dhuri;Ryan McFadden												
Schedule Internal Review	Ryan McFadden												
Incorporate Internal Review Feedb	Jack Bajor;Dana Crowe;Vivek Dhuri;Ryan McFadden												
Review and Validate Requirement	Kiran Honavalli;Dana Crowe;Cherie Groff;Doris Hartman;Lauren Hughes;Ryan McFadden;Scott Meckley												
Facilitate Architecture Review Ses	Jack Bajor;Dana Crowe;Vivek Dhuri												
Conduct RDD Client Review	Dana Crowe;Cherie Groff;Doris Hartman;Lauren Hughes;Ryan McFadden;Scott Meckley												
Incorporate Feedback	Jack Bajor;Dana Crowe;Vivek Dhuri												
Conduct PMN / Use Cases Client R	Dana Crowe;Cherie Groff;Doris Hartman;Lauren Hughes;Ryan McFadden;Scott Meckley												
Conduct Traceability Matrix Client	Dana Crowe;Cherie Groff;Doris Hartman;Lauren Hughes;Ryan McFadden;Scott Meckley												
Receive and Incorporate Client Re	Ryan McFadden												
Receive and Incorporate Client Re	Ryan McFadden												
Receive and Incorporate Client Re	Ryan McFadden												
Facilitate Final Internal Review	Dana Crowe;Cherie Groff;Doris Hartman;Lauren Hughes;Ryan McFadden;Scott Meckley;Jeffrey Ruckgaber												

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Figure 6.2-71. PMC Gantt Chart.

Deloitte's PMC tool sample depiction of a Gantt chart for work plans.

- Progress tracking

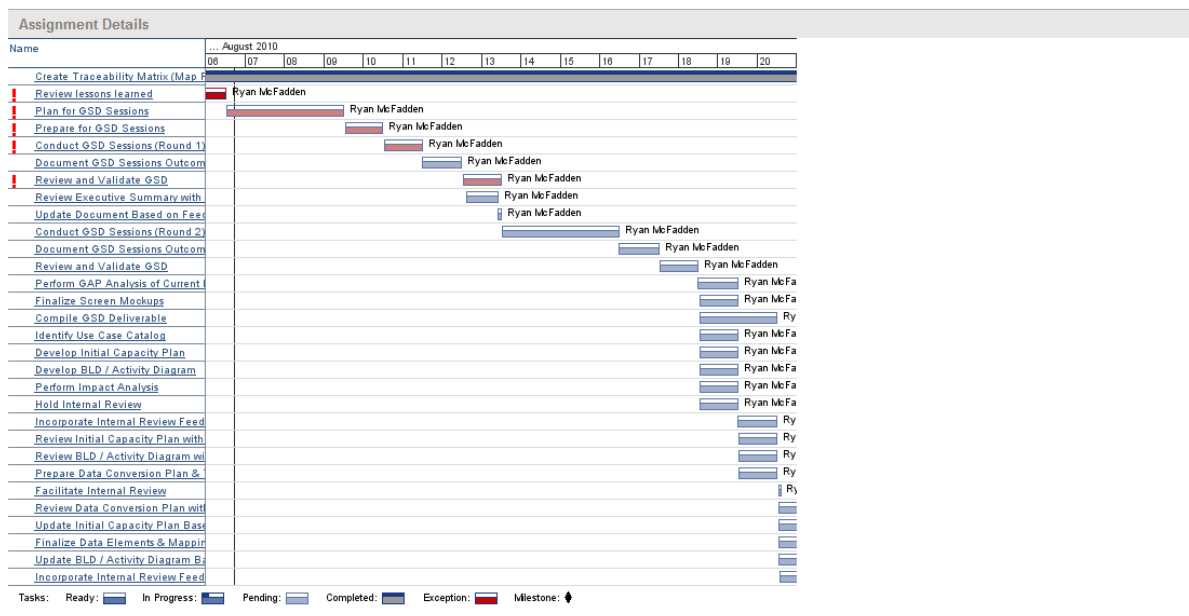


Figure 6.2-72. PMC Milestone Tracking.

Deloitte's PMC tool depiction of milestone tracking within a work plan.

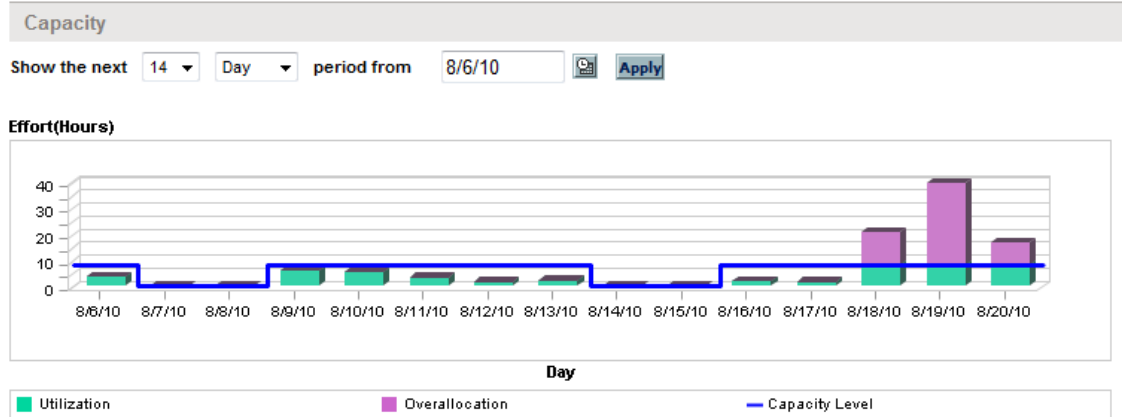
PA_DPW-837

Resource pools across the systems teams (Lots) are automatically created in PMC when a work plan is uploaded. This resource pool maintains the users who are on the project and allows the project manager or initiative lead to select resources for tasks based on this pool. Resource pools provide a way to track future resource capacity, broken down by role. This lets the lead gain insight into resources and roles that are available to apply to future work and avoid major backlogs. The resource pool also helps determine over allocations and the lead can then perform resource balancing by doing any of the following:

- Reassigning staffing assignments to other resources
- Adding resources to the resource pool
- Transferring resources to another resource pool
- Modifying a resource's level of participation across multiple resource pools

PMC provides a resource dashboard that displays capacity for a resource and their assignment details. Figure 6.8-73 shows the resource capacity in the Resource Dashboard report.

Resource Capacity



PA_DPW-836

Figure 6.2-73. Resource Capacity.

PMC provides a resource dashboard that displays capacity for a resource and their assignment details.

PMC provides a resource dashboard that displays resource assignments, open tasks, and task effort. Figure 6.2-73 shows the resource assignments in the Resource Capacity report.

Resource Dashboard

Resource Assignments				
Resource Name Δ	Open Tasks	Task Effort	Open Reqs	Open Pkgs
Cherie Groff	30	78.3	0	0
Dana Crowe	36	110.3	0	0
Doris Hartman	56	123.5	0	0
Jack Bajor	6	32	0	0
Lauren Hughes	12	24.9	0	0
Ryan McFadden	60	318.9	0	0
Scott Meckley	28	109	0	0
Vivek Dhuri	16	58	0	0

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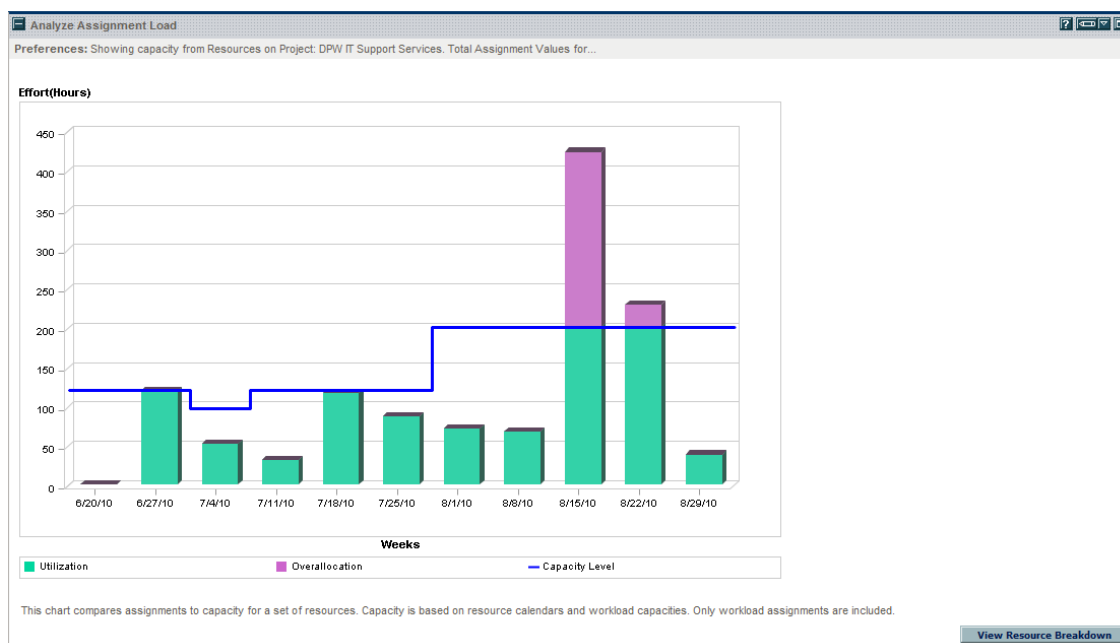
PA_DPW-838

Figure 6.2-74. Resource Assignments.

The Resource Dashboard provides a view into assignments, open tasks, and task effort by resource.

PMC provides a resource dashboard that displays capacity and load for a project across time. Figure 6.2-75 shows the project capacity and load in the Resource Dashboard report.

Project Capacity and Load



PA_DPW-839

Figure 6.2-75. Resource Capacity and Load.

PMC provides a resource dashboard that displays capacity and load for a project across time.

Confirm Accuracy of All Reports

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Ensure the accuracy of all reports; this includes calculations and completeness of data used as input

Deloitte works with DPW to obtain accurate and complete project information as input for various project reports. This information is manipulated, fed into automated tools, and sometimes manually interpreted to produce reports.

Our experience and knowledge of DPW's business processes and systems, up-to-date project knowledge, and previous report results are also considered when confirming the accuracy of project information.

To the best of our ability, Deloitte confirms the accuracy of reports prior to being distribution to the project team.

Produce Ad hoc and On-Request Reports

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Ad hoc and on-request reports must be produced by the request date or as agreed upon through the work order or change management process

Deloitte strictly follows any deadlines or processes agreed upon through the work order or change management process. Deloitte has supported DPW in producing ad hoc and on-request reports on the PELICAN project to support State and Federal requirements through:

- Creating a repository of existing ad hoc report requests from the department
 - This repository makes use of the PCR change control process to catalog ad hoc report requests made by the department
- Implementing an ad hoc reporting repository tool
 - The approach includes creation of an ad hoc reporting repository (e.g. Operational Data Store, ODS) and configuration of an ad hoc reporting tool (e.g. Cognos Report Studio)
 - The ad hoc reporting repository gets refreshed on a daily basis from the online application and department users (not end users) can use the report studio screens to create ad hoc queries based on their needs

Maintain System Documentation

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Maintain up-to-date complete user and system documentation

Deloitte provides the required user and system documentation using the agreed upon project documentation standards and in line with the SDM process. User and system documentation is updated as necessary, on a periodic basis, to reflect the latest changes to the corresponding DPW systems.

All user documentation is subject to the same quality review and acceptance standards as any other project deliverables. Documentation is stored in the project's document solution and includes:

- Maintenance
- Modifications
- Operations

Maintain Personnel Staffing Levels

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Maintain a level of personnel to adequately meet the Department's needs to properly operate, maintain, and modify (as requested by Department) the in-scope systems

Deloitte is committed to meeting on a regular basis to review existing staff assignments and upcoming staff activities to determine if there is a need to reallocate staff/workloads. We consistently monitor personnel levels to meet the Department's needs to properly operate, maintain, and modify the in-scope systems. The Deloitte team is in a distinct position because we are uniquely qualified to support the Commonwealth's systems and have an understanding of staffing levels needed to complete DPW requests.

Deloitte has a Resource Management Plan that establishes the process to manage and use project resources. This plan is used in conjunction with our estimation process and PMC tool that allows for:

- Resource-based work calendars
- Resource dashboard showing capacity, load, and assignments
- Resource capacity by groups and a breakdown to individual resources

Our Estimation Approach

Our estimations are based off of the initial understanding of the work order, the documented requirements, and communication with both DPW and the Lot1-6 vendors to confirm proper understanding of the scope and work required to successfully deliver the initiative.

Deloitte utilizes our continuously refined estimation approach and tools to provide DPW with a flexible, reliable and transparent estimation process resulting in accurate estimates for the hours and completion date of Lot 7 tasks and responsibilities associated to the requested change(s).

Estimation Methodology

Based on DPW's newly defined operating model, three point estimation methodology, depicted in the figure below, will be most suited to accommodate the multiple lot structure and estimation by SDLC phase for the associated vendors.

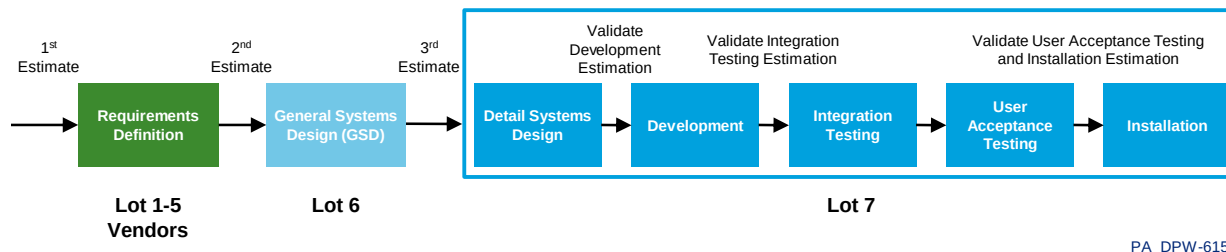


Figure 6.2-76. Three Point Estimation Methodology – Deloitte’s Approach.

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

In the Three Point Estimation Methodology the effort estimation process is performed at three distinct points in the SDLC. The first estimation is done before the Business Requirements Definition phase and includes the time estimation for the Business Requirements Definition phase only. This initial estimation will be performed by the Lot 1-5 vendors.

After client signoff is received for the Business Requirements Definition phase, the second estimation is performed for the GSD phase. This will be performed by the Lot 6 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 our responsibility as the Lot 7 vendor, which we complete based on a detailed analysis of the estimations and assumptions prepared by the Lot 1-6 vendors. After each phase is completed, the estimate for the immediate next phase is validated.

Deloitte’s Application Evaluator Tool (AET)

To support a standard estimating methodology for each project, a standard template and an Application Evaluator Tool has been developed to estimate each phase of the SDLC process for a work order based on associated tasks and complexity level of the requirements and initiative objectives.

The figure below depicts a portion of the Detailed System Design section of the AET, which calculates total estimated hours based on an assumed number of hours per task and complexity level. These assumptions are continuously updated to improve this estimation tool based on past experience with DPW modifications, providing estimations that evolve and remain aligned with the current business and technical environment in consideration.

Deloitte Consulting Application Evaluator Tool			
Detailed System Design			
Detailed System Design Documentation	Class Diagrams		0
	Sequence Diagrams		0
	Final Capacity Plan		No
	Security Assessment (CA)2		No
	Physical Data Model (New Tables)		0
	Data Dictionary (New Tables)		0
	Physical Data Model (Altered Tables)		0
	Data Dictionary (Altered Tables)		0
	Interface Details/Layout		No
	Final Conversion Plan		No
	Updated Key Considerations		No
	Updated Traceability Matrix		No
	Application Blueprint/Updates		No
	Development Work Plan		No
	Deliverable Walkthrough		No
	Internal Deliverable Review Cycle		0
Meetings/Presentations	Architecture Review (ARB-3)		No
Screenshot Details	Simple		0
	Complex		0
Security Changes	New/Modified Roles		0
DSD Phase Assumptions			
Detailed System Design	Hours		Totals
Class Diagrams	X	Hours per class diagram	0
Sequence Diagrams	X	Hours per sequence diagram	0
Final Capacity Plan	X	Hours for research and compilation	0
Security Assessment (CA)2	X	Hours for research and compilation	0
Physical Data Model (New Tables)	X	Hours per table	0
Data Dictionary (New Tables)	X	Hours per table	0
Physical Data Model (Altered Tables)	X	Hours per table	0
Data Dictionary (Altered Tables)	X	Hours per table	0
Interface Details/Layout	X	Hours per interface	0
Final Conversion Plan	X	Hours for research and compilation	0
Updated Key Considerations	X	Hours for research and updates	0
Updated Traceability Matrix	X	Hours for research and updates	0
Application Blueprint/Updates	X	Hours for research and compilation	0
Development Work Plan	X	Hours for research and compilation	0
Architecture Review Board	X	Hours to Prepare Presentation and Meeting	0
Screenshot Details - Simple	X	Hours per simple screen	0
Screenshot Details - Complex	X	Hours per complex screen	0
Security new/modified roles	X	Hours per role	0
		Total Hrs for DSD	0

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Figure 6.2-77. Deloitte's Application Evaluator Tool (AET) for Estimation of Detailed System Design Activities.
We will leverage our AET tool for DSD estimation, which is continually revised based on project experience and tracking against actual effort.

Deloitte continues to leverage this tool to aid in accurate estimation of the required System Architecture services for the requested modification or enhancement initiative.

Recommend Improvements

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Make recommendations on any area in which the selected Offeror thinks improvements can or should be made. Examples would be suggestions that would improve the efficiency of the system or making the system more user friendly

We understand the need for the constant improvement and continuous feedback. As consultants, we feel it is our duty to provide you with suggestions for improvements across your business and technology domains – to your systems, business processes, management policies, etc. Throughout the course of the current Integrated Solutions and PACSES contracts we have frequently provided you with suggestions for improvements, many of which we feel provided real business value to the Department. Below are some suggestions for improvements that we could further help you analyze and possibly implement, assuming we are selected as the Lot 7 vendor.

Project Area	Recommended Improvement	Benefits
Systems		
HCSIS	HCSIS could better assist users in tracking processes that need to be completed inside and outside of the system. For example, SCs could have the ability to track the following information: • Plan status and upcoming renewals • Incident status and incident pending review • Annual SC monitoring • Timelines for documents and reviews • Documentation for individuals with Intent to Enroll	• Centralized place to access critical information • Quickly identify the most critical tasks, such as Plans that need to be renewed and incidents that needs to be reviewed • Aggregation of the most critical data in the system • Assist with ongoing tasks and deadlines • Sortable, filterable, and exportable data
	HCSIS could improve SC experience and decrease the amount of time to identify lack of payment to SC Entities by enhancing TSM Functionality. The following is a list of potential enhancements to TSM: • Create TSM Dashboard • Enhance 837 Creation for Service Location and SC Profile • Improved Service Notes Extract	• Decrease the amount of time it take to identify payment issues • Reduce the number of times claims need to be reprocessed by HCSIS and PROMISE • Increase user insight into the payment process • Provide users with the capability to analyze data

Project Area	Recommended Improvement	Benefits
PELICAN	Evaluate use of Pearson reporting features and parent/teacher tools usage to determine if it is worth the licensing costs to continue using this COTS product. If not, recommendation would be to build into PELICAN ELN the outcomes assessment data capture thereby eliminating the manual intervention needed to support the ongoing interface between ELN and Pearson. Simplify the user experience through a single logon and with consolidated system support and training.	• Reduce licensing fees • Discard manual intervention need to support ELN and Pearson interface • Single Sign-in • Opportunity to improve outcomes assessment data capture
PACSES	Giant Activity Matrix – Migrate the GAM from a proprietary home grown rules engine to implement Corticon, a COTS solution. Corticon and similar tools are designed to provide a higher degree of componentization, re-use, and less custom coding with a higher degree of configuration for business rules.	• Lower maintenance and testing costs when making a GAM change • Faster business rule changes • Ability toL integrate with Open System applications if PACSES is moved to the Open System
	Support Layer – Begin the migration from the proprietary software of the support layer. Design and develop migration strategies to support the incremental renewal of PACSES.	• Lower maintenance and testing costs when making a Support Layer change • Ability to integrate with Open System applications if PACSES is moved to the Open System • Increased opportunity to access Mainframe data real-time
Operations		
Tools	Increase the use of Web-based project management and other SDLC tools such as the Project Management Center (PMC) and Microsoft SharePoint and other requirements through design, code and test tools. .	• Easier access to project status information and other key data to be shared across project participants • Ability to more easily customize views and reports to address specific stakeholder needs (as defined in the Communication Plan) • Ability to share templates and other project artifacts across teams
Program Related Documents	Increase the use of electronic documents for DPW correspondence with members, Commonwealth constituents, and business partners. For example, provide a portal capability for DPW clients to access documents related to their cases via the web.	• Reduce the amount of paper being printed and distributed. • Reduce the cost of mailing hard-copy documents.

Project Area	Recommended Improvement	Benefits
Worker Productivity	Increase the use of electronic workflow within the DPW systems to decrease the amount of time between decision points for particular program actions as well as reduce the use and size of paper files. Also look at other social media trends to provide business improvements – e.g., instant messaging, wikis.	• Reduce processing time both inside and outside the corresponding system(s). • Reduce mailing and filing costs for hard-copy documents • Increase the business throughput in the program areas based on the reduced time needed to complete a particular action. • Increase access to information and specifically to status information for a particular program area action.
Process		
PMO	Establish a CMMI Level 5 Program Management Office (PMO) to oversee work orders/projects and the interaction and level of cooperation across the Lot vendors.	• Increase the ability for DPW to verify that Lot vendors are providing the necessary level of cooperation to deliver DPW requirements in a productive manner. • Realize the qualitative benefits offered by proven, quality centric management structures and processes. • Increase the visibility of the DPW PMO with peer agencies in the Commonwealth and other states. • Establish project and program management procedures and principles that can be applied to other DPW program areas and management needs.
SDM	Add industry-leading practices to the scope of the DPW Software Development Methodology, such as the latest team development and quality practices.	• Incorporate the productivity benefits of Rapid Application Development, SCRUM, and other development techniques into the methodology. • Improve the flexibility of the methodology to address emerging small- and large-system development needs. • Provide opportunities for Commonwealth staff to learn and practice emerging industry standard processes for system development.

Figure 6.2-78. Improvement Suggestions.

Sample recommended improvements for multiple project and system domains. These suggestions are a representative sample of the type of improvement recommendations that Deloitte has made and will continue to make as the Lot 7 vendor.

Resend Lost, Missing or Invalid Data Files

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Comply with Department requests for resends of lost, missing, or invalid data files

Deloitte retains backups of deliverables, artifacts, and files submitted to DPW. Where files are generated from raw data, Deloitte is able to reproduce the files by re-executing the necessary procedure; in some instances this may also require restoring data from a back-up.

Deloitte works with DPW to replace lost or missing files originally provided by Deloitte within an agreed upon reasonable time frame. In the case of invalid data files, we work with DPW to resolve validity errors and reproduce the file.

As a preventative measure, Deloitte works with the DPW governance team to identify/define the appropriate processes for file submission, methods for acknowledging handshakes, and proper storage repositories with sufficient back-up. Defining preventative measures up-front reduces the possibility of lost and missing files.

Participation in Discussions to Resolve Data Issues

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Participate in both scheduled and ad hoc discussions to resolve data issues and discrepancies

Deloitte actively participates in DPW's scheduled and ad hoc discussions to resolve data issues and data discrepancies. Our knowledge of DPW systems is beneficial to quickly resolving data issues with minimum impact to DPW systems, therefore reducing the possibility of integration issues that can result from data fixes.

Manage Assigned Action Items

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Prepare explanations and materials for discussion as related to action items assigned to the selected Offeror(s)

Deloitte project management utilizes PMC for management of action items. Action items are used to document an item that needs to be carried out. PMC users can add and assign action items to resources on the project. Workflow-enabled tracking and history of action items through PMC allow the initiative lead to monitor and manage action items to completion. Email notifications are sent to the assigned stakeholder when an action item is opened or when an action item is closed.

Action Items

Request Search Results								
	No	Priority	Status	Assigned To	Due Date Δ	Description	Created By	Created On
☐	34195	1-Critical	New	Kiran Honavalli	August 20, 2010	Professional Insurance - Requirements	Benjamin Paul Karchner	August 5, 2010
☐	34194	3-Medium	New	Kiran Honavalli	August 25, 2010	Type Drop-Down List	Benjamin Paul Karchner	August 5, 2010
☐	34197	3-Medium	New	Kiran Honavalli	August 25, 2010	IVR Last Login	Benjamin Paul Karchner	August 5, 2010
☐	34196	1-Critical	New	Kiran Honavalli	August 26, 2010	Documenting JBOSS Installation	Benjamin Paul Karchner	August 5, 2010
☐	34193	4-Low	New	Benjamin Paul Karchner	August 27, 2010	DBTP Analysis	Benjamin Paul Karchner	August 5, 2010
☐	34190	2-High	New	Benjamin Paul Karchner	September 21, 2010	Updates to Debt Type Consolidation Spreadsheet	Benjamin Paul Karchner	August 5, 2010
☐	34192	1-Critical	New	Benjamin Paul Karchner	September 27, 2010	New Drill Functionality from OBLE	Benjamin Paul Karchner	August 5, 2010
☐	34191	3-Medium	New	Benjamin Paul Karchner	September 30, 2010	Active Family/Spousal Debts to be Retired	Benjamin Paul Karchner	August 5, 2010

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Figure 6.2-79. Action Items.

Action Items can be monitored and tracked to closure in PMC.

The Action Item Manager dashboard in PMC displays the Action Item information including items such as Open Action Item Summary, Status, and Past Due Action Items. Deloitte creates Action Item reports through PMC to facilitate discussion and explanations related to assigned Action Items with DPW. An Action Item report can be used to:

- Extract detailed information related to action items for a specific work order/initiative
- Support additional analysis, filtering, and sorting in Excel
- View large lists of action items at once
- Supplement action item discussions between Deloitte and DPW

Action Item Details

Action Item - #34196

Description: Documenting JBOSS Installation

Request Status: New ([View Full Status Below](#))

Available Actions

New Action Item

[Start Action Item](#) [Cancel Request](#)

[Make a Copy](#)

[Expand All](#) [Collapse All](#) [Save](#)

Header

Summary [?](#)

No.: 34196 Status: New

Project: DPW IT Support Services

Created By: Benjamin Paul Karchner Created On: August 5, 2010 ***Assigned To:** Kiran Honavalli [?](#)

Priority: 1-Critical

***Description:** Documenting JBOSS Installation

Request Type: Action Item Workflow: Action Item

Details

Details [?](#)

***Identified On:** August 5, 2010 [?](#) ***Due Date:** August 26, 2010 [?](#)

Source:

***Detailed Description:** To support the installation of JBOSS on higher environment servers and for disaster recovery, we need the technical services team to document installation steps of this software in support of the PACSES real time interface.

Release: [?](#) Team: [?](#)

Phase: [?](#) Thread: [?](#)

Stakeholder(s): [?](#)

Action Taken:

Notes

Notes to be added on save:

Status

References 1 Reference Exists

[Make a Copy](#)

[Save](#)

Figure 6.2-80. Action Item Details.

A detailed view of an action item assigned to a particular stakeholder.

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Follow-Up on Issues and Assignments

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Follow-up in a timely manner on outstanding issues and assignments

The Deloitte management team uses the functions of PMC to follow up on outstanding issues, risks, and assignments. PMC provides:

- Overall project dashboard with Action items/issues/risks assigned to user
- Project-specific exceptions (e.g., late tasks, issue count)
- Issue and risk manager dashboard
- Escalation process when an item needs more attention
- Email notification is sent out to the involved stakeholder when a request type (issue/risk/change request) is assigned to someone or when a request type is closed

In addition to monitoring these reports in PMC, the Deloitte management team meets weekly to review and follow-up on outstanding issues and assignments.

Figure 6.2-81 shows the issue and risk manager dashboard. This dashboard provides risk activity, open risk summary, risk priority by status matrix, risks by status, risks by priority, risk aging by priority, past due risks, and risk details. These monitoring portals enable Deloitte to follow-up on any outstanding issues, risks, and assignments.

Issue Manager Dashboard

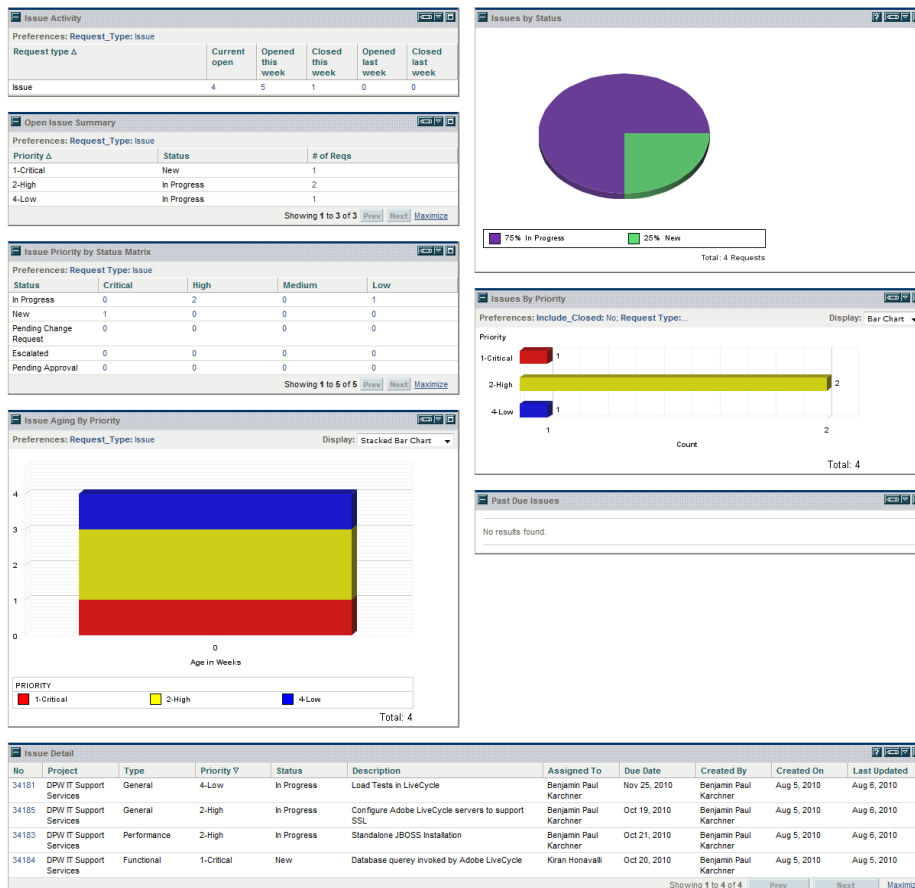


Figure 6.2-81. Issue Manager Dashboard.
Deloitte's PMC depiction of an Issue Manager dashboard to track and monitor issues

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Retention of Logs and Data Files

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Retain logs and data files as defined by Commonwealth retention and retrieval standards

We follow DPW and Commonwealth established guidelines for logging and retention of log files that also meet the applicable legal/regulatory requirements such as HIPAA and IRS 1075. We assist DPW to configure the application audit log files into DPW's Systems Information and Event Monitoring product, RSA enVision, to support DPW maintain compliance to legal/regulatory compliance.

Development and project activities are performed only on the Commonwealth provided systems. Client sensitive information is stored, accessed and processed only from the Commonwealth systems. Deloitte has a strict policy to restrict storage of client sensitive data on Deloitte provided systems/laptops.

Personal Identification Information/Personal Health Information (PII/PHI) Compliance

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Implement policies and procedures required to ensure the in-scope applications are Personal Identification Information/Personal Health Information (PII/PHI) compliant

Deloitte recognizes the importance of maintaining compliance with Federal and State legal/regulatory security and privacy requirements for protection PII and PHI data. Deloitte helps DPW, from Day One of this project, to help address and maintain compliance to the appropriate security and privacy requirements.

Having the unique position of assisting DPW to establish policies and procedures relating to protection of PII/PHI data, we leverage the appropriate requirements to help DPW identify, assess, mitigate and maintain the compliance posture of in-scope applications. Deloitte is ready to “hit the ground running” on Day One.

These established requirements also transcend beyond defining technical compliance requirements for applications and currently serve as a foundation in the PHI/PII training provided, as part of project's user on-boarding process.

Respond to Monitoring Reports

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Respond to the Department's monitoring reports with necessary corrective action plans within thirty (30) days

Deloitte has reviewed the Department Guideline GDL-EPPMO24, Process for Corrective Action Plan (CAP) to Address Contract Requirements Deficiencies, attached to the RFP as Appendix Y. We understand the Department's objectives for a CAP to define the process for the Commonwealth to request a correction by the contractor to deficiencies in meeting the formally stated contract deficiencies. We also understand that the CAP would not be used as a means to document feedback from the deliverable review process. The following table defines the steps listed in the CAP process document and our understanding of our responsibilities for complying with each step:

Appendix Y – GDL-EPPM024 – Process for Corrective Action Plan (CAP) to Address Contract Requirements Deficiencies

Process Step	Department's Responsibilities	Deloitte's Responsibilities
Step 1: Initiate	Prepare written notification to the contractor of the need for a CAP. Notification will include: • Statement of non-conformance • Supporting facts/causal factors • Reference to contract provisions • Reference to project related documents • Reference to the CAP process document • Due date	Receive the notification
Step 2: Develop	Receive the CAP Response	Prepare a response and submit to the Department by the due date in the notification. The response must include: • Executive Summary • Corrective Action Plan
Step 3: Accept/Reject	Review the CAP and provide a response in writing that indicates: • Acceptance • Provisional Acceptance • Rejection If the response is either provisional acceptance or rejection the Department will state the reason and the next step	Receive the response and if necessary provide a revised CAP response
Step 4: Execute	Receive the updates	• Complete and implement the defined correction actions • Track and communicate to the Department the implementation and completion status
Step 5: Close Out	• Evaluate the outcome of each corrective action to determine if the outcome is acceptable or unacceptable. • Review the effectiveness of the overall CAP • Establish on-going post implementation effectiveness monitoring if needed. • Establish preventive actions • Complete a Close Out Report	Work with the Department to complete the activities in the process step.

Figure 6.2-82. DPW's CAP Process.

The following table outlines the information to be included in the Corrective Action Plan.

Correction Action Plan – Response

Executive Summary

- 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

Corrective Action Plan (CAP) Template

#	Deficiency Description	Actions to be Taken	Indicator the Deficiency is resolved	Status Tracking and Reporting	Resources	Lead	Planned Completion Date	Actual Complete Date	Completion Confirmed Review Date

Figure 6.2-83. DPW's Template for CAP.

We work closely with DPW to adhere to your established DPW CAP timeframes.

Respond to and Correct Issues

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- The selected Offeror(s) must be able to respond to and correct issues that have the potential to cause harm or undue financial burden in a timely manner

Deloitte Issue management process described in section *Risk/Issue Management Control* defines the processes, procedures, and meetings required for identifying and resolving project issues in a timely manner. Issue management is key to removing potential roadblocks from a project. Early issue detection and resolution is an effective strategy to decrease harm and undue financial burden.

Deloitte proactively seeks out issues and respond promptly to maintain the projects schedule and budget. Our issues resolution process includes collaboration with DPW and other Vendor staff to assist in prioritization, review, and resolution.

Weekly team meetings and project status meetings are used to address project issues and emergency meetings are called for issues that require immediate response and resolution.

Maintain Financial Records

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Maintain accounting and other records related to all aspects of the work performed under this contract and make available to Commonwealth as required

Deloitte maintains project and contract financial and other records related to the work being performed under the DPW contract. This information is available to the Commonwealth upon request. An example and description of the finance records we keep are in the section *Work Order Completion*.

Since financial records are sensitive in nature they are maintained in secured project areas that enables quick access by authorized personnel. In addition to the actual financial records, the project controller is experience in producing financial management reports. These reports in combination with the proposed PMC tool reporting capability, enables us to provide timely information to the Commonwealth.

Provide High-Level Estimates and Impact Analysis

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RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Provide high-level estimates of schedule and level of effort for potential changes and enhancements at no additional cost

Deloitte's project management team is responsible for providing accurate resource and level of effort estimates. This is essential to the overall success of DPW because our estimates are used to plan work orders and develop work plans. We continue to use our detailed estimation process that has been refined throughout our relationship with DPW. The resource estimation tool allows us to predict within a very close range the expected level of effort for phases of an initiative based on individual requirement complexity.

We have developed and refined our estimation tool that assists us with determining estimation for the number of hours and cost it takes to complete a particular change or enhancement. We develop these estimates with visibility and transparency by providing DPW access to review them throughout the generation process.

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 7 vendor, we depend upon the completion and approval of the System Requirements and General System Design. We then conduct a detailed analysis of the finalized GSD documentation before revisiting the estimation process and submitting an updated Work Order for Lot 7 activities.

Deloitte's Application Evaluator Tool (AET)

To support a standard estimating methodology for each project, a standard template and an Application Evaluator Tool has been developed to estimate each phase of the SDLC process for a work order based on associated tasks and complexity level of the requirements and initiative objectives.

The figure below depicts a portion of the Detailed System Design section of the AET, which calculates total estimated hours based on an assumed number of hours per task and complexity level. These assumptions are continuously updated to improve this estimation tool based on past experience with DPW modifications, providing estimations that evolve and remain aligned with the current business and technical environment in consideration.

Key Staff Spotlight **John White**



Project Executive – Child Support Enforcement

"I am truly proud of DPW's accomplishments in Child Support Enforcement program and systems. I wanted to participate so much in the leadership and support of your program that I relocated my family to Harrisburg to be a part of not only the project but the community as well."

Deloitte Consulting Application Evaluator Tool				
Detailed System Design				
Detailed System Design Documentation	Class Diagrams		0	
	Sequence Diagrams		0	
	Final Capacity Plan		No	
	Security Assessment (CA)2		No	
	Physical Data Model (New Tables)		0	
	Data Dictionary (New Tables)		0	
	Physical Data Model (Altered Tables)		0	
	Data Dictionary (Altered Tables)		0	
	Interface Details/Layout		No	
	Final Conversion Plan		No	
	Updated Key Considerations		No	
	Updated Traceability Matrix		No	
	Application Blueprint/Updates		No	
	Development Work Plan		No	
	Deliverable Walkthrough		No	
	Internal Deliverable Review Cycle		0	
Meetings/Presentations	Architecture Review (ARB-3)		No	
Screenshot Details	Simple		0	
	Complex		0	
Security Changes	New/Modified Roles		0	
DSD Phase Assumptions				
Detailed System Design	Hours			Totals
Class Diagrams	X	Hours per class diagram		0
Sequence Diagrams	X	Hours per sequence diagram		0
Final Capacity Plan	X	Hours for research and compilation		0
Security Assessment (CA)2	X	Hours for research and compilation		0
Physical Data Model (New Tables)	X	Hours per table		0
Data Dictionary (New Tables)	X	Hours per table		0
Physical Data Model (Altered Tables)	X	Hours per table		0
Data Dictionary (Altered Tables)	X	Hours per table		0
Interface Details/Layout	X	Hours per interface		0
Final Conversion Plan	X	Hours for research and compilation		0
Updated Key Considerations	X	Hours for research and updates		0
Updated Traceability Matrix	X	Hours for research and updates		0
Application Blueprint/Updates	X	Hours for research and compilation		0
Development Work Plan	X	Hours for research and compilation		0
Architecture Review Board	X	Hours to Prepare Presentation and Meeting		0
Screenshot Details - Simple	X	Hours per simple screen		0
Screenshot Details - Complex	X	Hours per complex screen		0
Security new/modified roles	X	Hours per role		0
		Total Hrs for DSD		0

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Figure 6.2-84. Deloitte's Application Evaluator Tool (AET) for Estimation of Detailed System Design Activities.
We will leverage our AET tool for DSD estimation, which is continually revised based on project experience and tracking against actual effort.

Deloitte continues to leverage this tool to aid in accurate estimation of the required System Architecture services for the requested modification or enhancement initiative.

Support Audits

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The selected Offeror's responsibilities include:

- Support all audits, as required

In our role as the incumbent Contractor, we provided DPW with requested audit support. We continue to provide support going forward and understand such audit support is consistent with the RFP requirements and our response.

Support Audits – Addendum 4 Q&A

A-4	Question 8	A-4/Q-8. On page IV-27 at the top of the page, the RFP makes references to the Offeror supporting audits. Appendix B refers to a SAS 70 audit. Page IV-33 specifically refers to the SAS-70 audit. Typically child support engagements in the Commonwealth have required a 609 audit. Could you confirm whether the 609 audits are required? If yes, could you also provide clarification as to the Lot vendor who will be required to perform this task?

Response to Question 8

- 609 Audits are not a part of this RFP

Deloitte acknowledges and confirms that 609 Audits are not included in our response to this RFP as per Addendum 4, Question 8 response.

Support Lawsuits

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The selected Offeror's responsibilities include:

- Support lawsuits as directed by the Department

If directed by the department, Deloitte agrees to support lawsuits related to the work we perform for Lot 7.

Complete Requests for Information, Reports and/or Queries

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The selected Offeror's responsibilities include:

- Complete requests for information, reports, and/or queries in a timely manner.

Deloitte agrees to complete the requests for information, reports, and/or queries in a timely manner based on mutual agreement on approach and schedules. Our understanding and experience of DPW and the current systems allows us to provide the quickest turnaround time for responding to these requests.

To monitor these information requests to completion they can be documented using the projects Action Item process and repository. This process subjects these requests to weekly reviews, enabling tracking of the request through resolution.

Provide and Update Organization Charts

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The selected Offeror's responsibilities include:

- Provide and update as needed organizational charts identifying key personnel and staffing levels for each unit to the Department on a monthly basis

Deloitte provides and updates project Organization Charts that identifies key personnel and staffing levels for each project team. The charts are updated on a monthly basis to reflect resource and organizational structure changes. The charts are submitted to DPW as well as each version maintained in the project's selected document repository providing the team members with direct access to the latest version of the charts.

B. Work Order Completion Summary Report Requirements

IV	Page IV-29	RFP Reference: B. Work Order Completion Summary Report Requirements
		Upon the completion of a work order and closure of warranty period (if applicable), the Offeror must submit the following three articles as one package to the DPW Contract Administrator: 1) Work Order Completion Letter, 2) Variance Summary Report, and 3) Final copy of work order and detailed cost sheet. The Work Order Completion Letter will outline the work order number, name, and state the completion of the work, completion date, contract number, and a brief summary of all the deliverables and outcomes. The Variance Summary Report and final copy of the work order with associated detailed cost sheet will be attached as appendices and referenced in the formal completion letter. The Variance Summary Report will contain but is not limited to, the following elements: Contractor Name, Contract Number, Date of Submission, Funding Year, Work Order Number, Work Order Name and a detailed summary of each deliverable that outlines at a minimum the following information per deliverable: a) Deliverable Name, b) Role(s), c) Role Hourly Rate, d) Estimated Hours/Role, e) Actual Hours/Role, f) Estimated Costs/Role, e) Actual Costs/Role, f) total costs and hours/deliverable, g) variances for both cost and hours/role and overall. Please reference Figure 6.2:

Deloitte understands that we are required to provide a completion letter package to the Department upon completion of the work order section and warranty period pertaining to Lot 7 scope. We also recognize that warranty timeframes are flexible and are determined on a case-by-case basis during the HLE process. Unless otherwise agreed to between Deloitte and DPW Administrator, Deloitte assumes a 90-day warranty period from the time the application is physically deployed into live production. The table below outlines the components of the completion letter package.

RFP reference: WORK STATEMENT, IV-6. GENERAL REQUIREMENTS FOR ALL LOTS, B. Work Order Completion Summary Report Requirements, Page IV-29	
Requirement	Our Understanding
1. Work Order Completion Letter	Deloitte understands that the Work Order Completion Letter includes: • Work Order Number and Name • Statement of completion • Completion date • Contract number • Brief Summary of deliverable and Outcomes • Reference to the attachments: Variance Summary Report, Final Copy of the Work Order, and the Detailed Cost Sheet

RFP reference: WORK STATEMENT, IV-6. GENERAL REQUIREMENTS FOR ALL LOTS, B. Work Order Completion Summary Report Requirements, Page IV-29

2. Variance Summary Report	Deloitte understand that the Variance Summary Report includes: • Contractor Name, Contract Number • Date of Submission, Funding Year • Work Order Number and Name • Deliverable Name, Roles, Role Hour Rate • Estimated Hours/Role • Actual Hours/Role • Estimated Cost/Role • Actual Costs/Role • Total Costs and Hours/Deliverable • Variances for Cost, Hours, and Overall
3. Final Copy of the Work Order and Detailed Cost Sheet	Deloitte understands that we are required to include a final copy of the work order and a detailed cost sheet;

Figure 6.2-85. Deloitte's Approach to meeting DPW's Work Order Completion Requirements.

In addition to the required information Deloitte continues to provide business outcomes, lessons learned and costs. This provides DPW with a complete package that summarizes the initiative.

Lessons Learned		
Description	Improve / Sustain	
1) The integration testing environment needs to be closely aligned to production to avoid testing application functionality only in higher environments.	Sustain	
2) Automated application testing was done after every migration to higher environment using Quick Test Pro.	Sustain	
3) All the infrastructure support teams should continue to be available on the first day the application will be exercises in production.	Sustain	
4) Automation of USEC Policy implementation during migration across various environments	Improve	
5) Appropriate Stakeholder participation is required and highly recommended during SAT Scenario writing and testing periods	Improve	
6) Identify and manage the end user desktop requirements, including procedures for updating PCs disconnected from the network and the version of Adobe Reader required	Improve	

PCR Summary		
	Identified in UAT	Identified in Production (First 3 months)
Defects	107	50
Enhancements / Missed Requirements	43	100


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PA_DPW-864_2

Figure 6.2-86. Deloitte's Sample Work Order Business Outcomes Document.

Deloitte augments DPW's work order completion requirements with business outcomes, lessons learned and costs.

- Summary of Initiative:** LIHEAP (Low Income Home Energy Assistance Program) is a federally funded program designed to assist the low-income households who seek assistance for their home energy needs. Cash and Crisis benefits are available under this program. Cash benefits are available for low income households to apply towards their home heating costs. Crisis benefits are available for clients who have an emergency situation and are at risk of losing their home heating. This program is administered by the Department of Public Welfare (DPW) typically during the months of November through April of each year. The current stand-alone LIHEAP system is utilized by CAO and head-quarter staff to collect, track and manage information related to LIHEAP program.
- Project:** LIHEAP/eCIS Integration
- Impacted Stakeholders:** OIM-DAPS, OIM-Operations, OIM-Policy, OIM-BPE, OIM-BPS, BIS-DEA, BIS-DTE, BIS-DIMO, PHHS-Comptrollers, Treasury, DGS
- Status:** Completed
- Prior Business Practice:** Currently, clients can apply for energy-assistance benefits using paper application forms, bar-coded & web applications. The applications are processed by the CAO staff, which determine eligibility manually, calculate the benefit amount and then enter it into the system. This information is then sent to Treasury, so that payments can be made directly to the energy providers or to clients. Approval and rejection notices are generated throughout this process so that clients and vendors are informed of the application/payment status.
- Modified / New Business Practice:** The business process has been refined to reduce hand-offs between CAO staff. A new Case Processing subsystem established within eCIS automates tasks related to eligibility determination, benefit calculation & notice generation. This function is performed by EAW/IMCW staff. A new Financial Management module is used to setup and maintain appropriations and accounts associated with benefit payments. Also, various eCIS subsystems (WebAP, Master Client Index (MCI), Workload Dashboard (WLD), Data Exchanges (DX), and Imaging) are leveraged to enhance office efficiencies and also reduce potential fraud. All vendor and client correspondence are done through a new mailing vendor resulting in significant cost-savings, enhanced data security and condensed correspondence process.
- Value Add:**
 - Decommissions the legacy LIHEAP system, including the SQL Server Database
 - Automates eligibility determination and benefit calculation resulting in accurate benefit determination for LIHEAP clients
 - Automates generation of the Pending Verification checklist to the client and retains this information online for CAOs
 - Establishes the foundation for a single system for the CAOs for future case management activities (Food Stamps, Cash, MA)
 - Integrates providers into the Department's Master Provider Index
 - Utilizes data matching with SSA to improve the accuracy of the SSNs collected
 - Utilizes GIS technology to improve the quality of the addresses collected and used for mailings


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PA_DPW-865_2

Figure 6.2-87. Deloitte's Sample Work Order Business Outcomes Document.

Deloitte augments DPW's work order completion requirements with business outcomes, lessons learned and costs.

C. Equipment and Facilities

IV	Page IV-30	RFP Reference: C. Equipment and Facilities

It is expected the selected Offeror(s) will be responsible for providing the facilities and equipment for all proposed resources.

In 2006, Deloitte established a facility in Camp Hill, our **Public Sector Delivery Center** (PSCD) that is 4.83 miles from the DGS Annex located at 2101 North Cameron Street, 5.2 miles to the Willow Oak Building and 3.5 miles to Health and Welfare building. Our facility is 72,534 sq feet with 54 offices, 15 training and conference rooms, as well as 4 break rooms. Deloitte proposes to support the project from our Center and would include the in scope systems. For the PACSES project, we reserve the right to move from Vartan to the Public Sector Delivery Center. Our Camp Hill facility already includes an established data communication service with the Willow Oak site thereby enabling us to be operational Day One. In addition, our facility includes the work spaces, offices, meeting rooms, phones, fax machines, copiers, parking, and security needed to support the work outlined in our proposal.



Figure 6.2-88. Deloitte's Public Sector Delivery Center

Deloitte's established Public Sector Delivery Center in Camp Hill currently supporting DPW projects.

Based on our evaluation of the facility requirements we are confident that our already established facility at 300 Corporate Center, Camp Hill, PA 17011-1762 adequately meets the needs for the work defined in this proposal. Deloitte continues to lease and equip this site according to the following facility and equipment requirements stated in the RFP. Our proposed approach minimizes transition risk and enables our joint team to engage on productive activities from the first day of the contract.

Further, since the data telecommunication service is already in place between our Camp Hill facility and Willow Oak, DPW will realize both significant savings in both cost and time. Another vendor would require an average of about 60 days to setup the connection. Savings by the Commonwealth with Deloitte as the business partner include: internal wiring in the facility, network switches, establishing the connection, etc.



PA_DPW-1316

Figure 6.2-89. Deloitte's Public Sector Delivery Center.
Deloitte established training rooms within the Public Sector Delivery Center.



PA_DPW-1317

Figure 6.2-90. Deloitte's Public Sector Delivery Center.
Deloitte established work facilities currently supporting DPW projects.

RFP Requirement

RFP Reference: 1. Equipment Requirements, a. Commonwealth Responsibilities: Equipment, Page IV-30

Deloitte understands that the Commonwealth will be responsible for providing the data telecommunication service from the selected Offeror's project site to the Willow Oak facility, server, and mainframe environments (development through production). Any selected Offeror(s) purchased equipment that is directly involved with the development and implementation of application code will be placed upon the Commonwealth's network and will be using a Commonwealth provided image to confirm security. It is important to note that any equipment purchased by the Offeror(s) that is not directly related to the development and delivery of application services (i.e., project operations) will not be placed onto the Commonwealth's network. Furthermore, software tools used in the development and delivery of services (including software for workstations) will also be provided by the Commonwealth. The Commonwealth will evaluate any Offeror requests for locating certain functions outside the immediate Harrisburg area and approve as warranted.

Figure 6-2-91 below describes how Deloitte's established facility provides continuity of services for DPW as per the facility and equipment requirements outlined in the RFP.

RFP Requirement	Our Approach
RFP Reference: 1. Equipment Requirements, b. Offeror(s) Responsibilities: Equipment, Page IV-31	
i. Furniture, office supplies, and computer equipment as needed for Project operations at the Project Site.	Our current Public Sector Delivery Center includes, and will continue to include, furniture, office supplies, and computer equipment as need for the project operations.
ii. Office equipment to include personal computers, printers, scanners, copiers, shredder, and desktop phones as the Offeror(s) determines necessary for Project operations.	Our current facility includes, and will continue to include, computers, printers, scanners, copiers, shredder, and desktop phones to support project operations.
iii. A local area network for office automation and local program development as appropriate for efficient operations	Our Public Sector Delivery Center includes and will continue to include a Local Area Network for use by the Deloitte Team.
iv. Internet access and nationwide phone service as needed for Offeror's staff	Our Public Sector Delivery Center includes and will continue to include Internet access and nationwide phone service.
RFP Reference: 2. Facility Requirements, b. Offeror(s) Responsibilities: Facility, Page IV-31	
The Offeror(s) is responsible for providing a project site to house contracted staff working on the Project.	Our Public Sector Delivery Center is currently operations and will be operational day 1.



RFP Requirement	Our Approach
Secure, setup, and maintain facilities within fifteen (15) miles of the DGS Annex located at 2101 North Cameron Street, Harrisburg, PA 17105 for all key staff and other proposed contractor staff involved in the day-to-day business for the scope of work covered by this RFP.	In 2006, Deloitte established our Public Sector Delivery Center at 300 Corporate Center, Camp Hill, PA 17011-1762 which is 4.8 miles from the DGS Annex located at 2101 North Cameron Street
Obtain approval for any functions located outside the immediate Harrisburg area	Deloitte understands that we are required to obtain approval for any functions that are done outside of the immediate Harrisburg area.
Provide reasonable access for Commonwealth staff to the Offeror's facilities and to parking.	Commonwealth staff are provided access to our Public Sector Delivery Center during regular business hours, Monday – Friday 8:00-5:00pm. Our current Public Sector Delivery Center currently has, and will continue to have, free parking adjacent to the Public Sector Delivery Center with approximately 500 parking spaces.
Provide meeting space to accommodate up to thirty-five (35) people	Our Public Sector Delivery Center has 15 training and conference rooms, 1 of which can accommodate up to 35 people
Provide Commonwealth space at any temporary facilities during the Orientation/Knowledge Acquisition period	We will provide space, in our Public Sector Delivery Center, for Commonwealth staff during the Orientation/Knowledge Acquisition period.
Secure and protect facilities and all information technology assets	Our Public Sector Delivery Center is in compliance with the physical and network
RFP Reference: 2. Facility Requirements, b. Offeror(s) Responsibilities: Facility, Page IV-32	
Lot #7: Provide permanent on-site office space for up to eleven (11) Commonwealth staff to be co-located with the Selected Offeror's staff.	Deloitte will provide office space for up to eleven (11) Commonwealth staff.



RFP Requirement	Our Approach
Secure Facility Requirements Addendum 4 – posted on July 27, 2010	
1. Must have a Card system to enter the building. Meaning that employees must swipe their ID Card or sign in to enter the facility.	Our Public Sector Delivery Center currently provides and will continue to provide a card system to access the Deloitte space. We are currently using a Ccure system.
2. Any File and Print Servers, and networking equipment must be in a locked room.	Our Public Sector Delivery Center provides and will continue to provide a secure locked room for file and print servers. This room is only accessible to those individuals who have a specific need to have access to this equipment; the room is also equipped with a room wide UPS.
3. Desktops should meet the minimum standards set forth by the Commonwealth to include password requirements and timeouts (ITB-SEC007).	Deloitte understands that the CWOPA desktops and any Deloitte desktops will need to meet the standard set forth in ITB-SEC007.
4. All Desktops and Servers must have Commonwealth approved Anti-Virus and Host Based Intrusion Prevention software installed and enabled.	We understand that the Deloitte provided desktops and servers must have Commonwealth approved Anti-Virus and Host Based Intrusion Prevention installed and enabled.
5. There must be an isolated network for computers that will be working on Commonwealth initiatives with the following requirements.	PSCD currently maintains and will continue to maintain a separate and distinct network for computers that are not accessing the CWOPA network.
5a. A firewall must be installed to protect the network from other business partners	PSCD currently maintains and will continue to maintain a separate and distinct network for computers that are not accessing the CWOPA network.
5b. The network must be isolated from the corporate network via a firewall to protect potential loss of data and potential vulnerabilities introduced.	PSCD currently maintains and will continue to maintain a separate and distinct network for computers that are not accessing the CWOPA network.
6. Any use of wireless that connects to the network should meet the requirements set forth by the Commonwealth (ITB-NET001). The use of a guest wireless network is permitted as long as it does not connect to the production network.	PSCD currently maintains and will continue to maintain a separate and distinct network for computers that are not accessing the CWOPA network.
7. Laptops must meet the following a. Full disk encryption.	Deloitte laptops currently have and will continue to have full disk encryption enabled.

RFP Requirement	Our Approach
7. Laptops must meet the following b. Laptops connected to the production network must have their wireless card disabled.	Our wireless network currently requires utilizes a RADIUS server which requires a valid domain login to authenticate for a wireless connection, therefore non Deloitte laptops cannot be connected to our network. Deloitte currently maintains and will continue to maintain a separate and distinct network for computers that are not accessing the CWOPA network.
8. Auditing must be enabled on any file and print servers that contain confidential information such as PHI (Private Health Information) and PII (Personal Identifiable Information).	We understand that auditing must be enabled for file and print servers that contain PHI and PII. Currently Deloitte utilizes Bitlocker on our laptops to validate every 15 minutes that the laptop is fully encrypted; validation is tested every 15 minutes and if the laptop becomes unencrypted then the account is disabled

Figure 6.2-91. Deloitte's Public Sector Development Center Supports DPW's Equipment and Facilities RFP Requirements.

Equipment and Facilities Task Required Items

IV	Page IV-32	RFP Reference: 3. Equipment and Facilities Task Required Items, Equipment and Facilities Plan

Present a plan that demonstrates an understanding of the equipment and facilities responsibilities of the Commonwealth and the Offeror.

The equipment and facilities plan will be developed during the first month of the project as indicated in the Gantt chart depicted in Orientation, Knowledge and Acquisition.

D. Security, Confidentiality, Audit Trails, and Controls

IV	Page IV-32	RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must provide for safeguarding of data and maintaining physical security of their facility(s).

Deloitte will leverage our experience of working with the DPW, our knowledge of DPW's environments, understanding of the DPW standards and Commonwealth standards and Federal/State regulatory requirements to provide and maintain the security, confidentiality, audit trails and controls for DPW data.

This section introduces Deloitte's Qualification and our approach to provide and maintain Security, Confidentiality, Audit Trails and Controls for DPW data.

Security, Confidentiality, Audit Trails, and Controls Overview

IV	Page IV-32	RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must provide for safeguarding of data and maintaining physical security of their facility(s).

Deloitte has a long-standing business relationship with the Commonwealth and DPW through many projects that have created measurable value. Throughout this



relationship, we have built a “knowledge-capital” of your operating environment, compliance requirements, and technical infrastructure. This knowledge-capital, along with our understanding of the requirements in the RFP, and our experience in providing end-to-end project management and security solutions for organizations similar to the size and complexity of DPW, is the basis for the proposed solution-set that we believe empowers DPW to fulfill its vision successfully.

Our biggest differentiator lies in our subject matter experience and the understanding of DPW’s operating environment. There are very few providers that can match our scale and bring leading-practice experience across the risk and compliance domains, and especially in the State Government sector. But only Deloitte can provide a “one-stop shop” for project management and security and privacy services and deployment combined with broad subject matter expert knowledge and proven ability to successfully team with DPW.

We are proud of our reputation across the Commonwealth and DPW for delivering results and look forward to building on that reputation as we assist you. Through our collective knowledge of the Commonwealth and DPW, we believe Deloitte is the right choice for this project for the following reasons:

- **We are Compliant.** Deloitte continues to meet the Commonwealth, DPW, HIPAA, SSA and IRS 1075 requirements. We are also in the midst of establishing an IT Risk framework and methodology which enables enterprise compliance and IT risk management
- **We know the Environment.** Deloitte has a proven track record with the Commonwealth having assisted DPW in deploying an IAM infrastructure and the underlying process which enable application security today. Additionally, we have assisted DPW in establishing several of its existing secure development standards and have a process in place to communicate security incidents with DPW leadership in a timely fashion
- **We are Secure.** Deloitte has a secure facility and strictly adheres to process and technology standards aligned to DPW’s physical security requirements. In addition, our facilities employ physical security safeguards which enable secure disposal of sensitive documents
- **We are Established Leaders in the Privacy, Security and Risk Consulting Space.** Deloitte has established leadership globally and has also been rated by leading, independent research firms as a leader in end-to-end risk management services globally. We have also been recognized as the advisor of choice for building and establishing successful privacy and security sourcing arrangements.
- **A Focus Both on Thought Leadership and Solution Delivery.** We continually evaluate marketplace trends and, through our Center for Security and Privacy Solutions we constantly integrate new, emerging technologies and services such as our Cyber Threat Intelligence offering, into our portfolios to remain on the forefront of security and privacy capabilities.

Safeguarding of Data and Maintaining Physical Security of Facility(s)

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RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must provide for safeguarding of data and maintaining physical security of their facility(s).

Deloitte recognizes the importance of proper physical safeguards for data throughout the data life cycle (data in-use, in-motion, at-rest and secure disposal).

We offer several layers of physical safeguards to reduce the risk in innovative and secure manners for our clients. The following approaches are deployed at our facilities:

- **Physically Secured Facilities.** Deloitte provides a state-of-the-art, secure facility which complies with the physical security requirements mandated by the Commonwealth of PA and DPW, including but not limited to:
 - Access control policies enforced via electronic key cards for restricting and separating access to facilities by project zone
 - Secure printing and scanning policies implemented on Deloitte printing equipment and enforced via access cards
 - Secure monitoring through robust and advanced surveillance systems and cameras.
- **Data in Use.** Deloitte leverages DPW's existing Identity and Access Management solution to manage user roles and access control permission.
- **Data in Motion.** Deloitte and COPA networks are isolated and independent from each other, minimizing the risk to Commonwealth data
- **Data at Rest.** Deloitte uses the database maintained by DPW even lower environments and for Production. For portable media devices, Deloitte uses the encrypted, Commonwealth provided portable USB thumb drives which provides an additional layer of security through the use of biometric authentication
- **Secure Destruction.** Sensitive and confidential data adhere to strict destruction and disposal policies through the use of shredders, locked bins and secure disposal services provided by a trusted third party.

Features for Maintaining Program Integrity to Protect Fiscal Capabilities

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RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) shall incorporate features for maintaining program integrity so the fiscal capabilities of the system are protected.

We establish a strict user access policy limiting project personnel to the minimum necessary information for test and development environments. Access to production is limited to a core set of maintenance users with Read Only access. Furthermore, gaining Read Only access to production environments requires a manual approval from DPW.



To supplement the above safeguards Deloitte's Internal Audit (IA) practice can provide an additional layer of oversight to provide the necessary program integrity where fiscal capabilities are implemented. Internal Audit team can perform assessments using specialized data analysis tools and methodologies to support internal audit objectives including financial analysis, transaction testing, fraud analysis, and data conversion reviews.

Development Activities In Accordance with Policies

IV	Page IV-32	RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) shall ensure that all development activities are in accordance with all Commonwealth and DPW security policies and also federal regulations/guidelines related to security and confidentiality.

Deloitte's proven development methodology is based on various industry standards and has been the basis for the Commonwealth and DPW standards and has been used on numerous technology projects for the Commonwealth over the last ten (10) years. Additionally, Deloitte played a key role in the development and implementation of several of these DPW standards, which are tightly aligned to HIPAA, SSA and IRS security requirements. We leverage the Commonwealth's secure network and DPW's desktop image to perform development activities. The Commonwealth network is also protected and monitored through additional security safeguards such as anti-virus, HIPS and other perimeter defense systems.

Our development methodology, has been proactively enhanced to meet Commonwealth requirements, provides various tools and guidelines that are utilized throughout the development life cycle, enabling security to be incorporated throughout each tier within the infrastructure, and each phase and/or thread of the project.

Additionally, our development methodology emphasizes a flexible approach that utilizes common, consistent methods for integrating information security into the development

The key characteristics of Deloitte's development methodology include:

- Integrates security as a critical component at appropriate phases of the development, integration and maintenance processes
- Enhances development and maintenance processes to provide realistic and consolidated security vulnerabilities identification, reporting and relevant mitigation strategies optimization
- Provides root cause analysis and remediation recommendations to the identified application security vulnerabilities
- Provides threat scenarios and impact assessments for the identified security vulnerabilities to enable businesses prioritize their remediation.

Utilization of DPW's Identity and Access Management System

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RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must also use DPW's Identity and Access Management system for application security.

Deloitte has supported DPW's Identity and Access Management (IAM) system, since 2002, with the selection of an IAM solution; implementing the technology solution and underlying administrative processes; and providing additional support around various people related aspects. This experience provides us with a perspective and positions us to seamlessly continue our services on Day One.

Deloitte has a broad understanding of how DPW's IAM solution operates and spans across the environment. We are well aware that:

- Many of the DPW's applications follow the enterprise DPW IAM solution for application security
- Application security is implemented using a coarse grained and fine grained security model that has been refined over the years
- A robust Role Based Access Control (RBAC) system was implemented as part of the DPW IAM solution
- DPW's IAM solution is also leveraged in lower environments to control access to project personnel
- DPW's IAM solution has since been expanded to include DLI and PennDOT
- Key Stone offers seamless single sign-on to business partners and citizen users across several DPW and DLI applications.

Compliance with Privacy and Security Requirements

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RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must meet all privacy and security requirements defined in the HIPAA regulations and Social Security Administration agreement. Relevant publications include:

- Automatic Data Processing Physical Security and Risk Management (FIPS PUB 31)
- Computer Security Guidelines for Implementing the Privacy Act of 1974 (FIPS PUB 41)
- Guidelines for Security of Computer Applications (FIPS PUB 73)
- Federal Regulations at 45 CFR 95.621
- HIPAA laws and regulations
- The Commonwealth's SSA Agreement
- IRS Publication 1075

Deloitte has a proven track record in meeting the privacy and security requirements prescribed throughout HIPAA and Social Security Administration (SSA) publications. In fact, we have developed and delivered applications to the Commonwealth in accordance to these standards.

The following table illustrates security safeguards aligned to authoritative requirements:

Regulatory Requirement	Sample Security Safeguard
Federal Regulations at 45 CFR 95.621	Implement procedures to verify that a person or entity seeking access to electronic protected health information is the one claimed.
HIPAA laws and regulations	Implement procedures to determine that the access of a workforce member to electronic PHI is appropriate.
The Commonwealth's SSA Agreement	Access to the audit file must be restricted to authorized users with a "need to know" and audit file data must be unalterable (read only) and maintained for a minimum of three (preferably seven) years.
IRS Publication 1075	Identification and authentication policy and procedures must be developed, documented, disseminated, and updated, as necessary, to facilitate implementing identification and authentication security controls.

Figure 6.2-92. Sample Security Safeguards.

Protection of Protected Health Information (PHI)

IV	Page IV-32	RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must take specific steps to ensure that Protected Health Information (PHI) is protected and that all of the applicable provisions related to HIPAA are complied with. Sensitive, confidential and PHI electronic data that is transmitted or emailed must be appropriately encrypted and secured.

Deloitte has proven experience with DPW's sensitive data landscape having recently undertaken significant analysis of its environment through a Privacy Assessment. Based on this assessment, we understood that DPW considers PII as PHI or that PHI safeguards apply to PII. The results of this assessment are currently being shared with DPW and we have collaborated in the remediation effort to address areas of concern.

When transmitting electronic PHI through email, we apply several, overlapping mechanisms to minimize the risk of unauthorized access and disclosure, such as leveraging the Commonwealth's secure email to communicate with Providers or Business Partners. Additionally, our handling of PHI is strictly limited to machines running DPW's desktop image, which employs additional security safeguards such as anti-virus, HIPS and other perimeter defense systems.

Disposal of Documents and Media

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RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must provide for the appropriate disposal of documents and media that contain sensitive, confidential, or PHI/PII information.

Deloitte takes a stringent approach when it comes to the secure disposal of sensitive information. This process has resulted in the implementation of numerous, prescriptive policies and procedures regarding the secure destruction and disposal of documents and media containing sensitive information. These policies and procedures ultimately translate into safeguards such as, but are not limited to:

- **Secure Shredding and Disposal.** Deloitte facilities have secure shredder bins that are locked and waste is properly disposed via a trusted third party
- **Policy on Data Retention.** Deloitte's policy on client sensitive data, such as PII or PHI, is to not retain such data on our laptops. Deloitte laptops also employ a standard and secure image which includes both encrypting file system (EFS) and disk level encryption, in tandem, to provide considerable offline and online data protection
- **Privacy and Security Awareness Campaigns.** Deloitte conducts frequent awareness campaigns, beginning with a mandatory DPW - Project On boarding process. These campaigns serve as a constant reminder to project personnel of their duties and responsibilities when handling sensitive client data and the importance of secure data disposal guidelines.

Commonwealth Responsibilities: Security, Confidentiality, and Audit Trails and Controls

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RFP Reference: Commonwealth Responsibilities: Security, Confidentiality, and Audit Trails and Controls

DPW responsibilities include:

- Monitor the selected Offeror's security administration and perform periodic audits
- Review and approve deliverables
- Conduct audits as required

Our approach is multifaceted, driven by our proven IAM methodology, and supplemented with specialized skills, such as those found in specific Deloitte service lines which augment and enhance the value provided by our security practice (e.g., IT Internal Audit, Data Quality and Analytics, General Computer Controls, etc). When it comes to periodic audits, our IT internal auditors and specialists are committed to the internal audit profession and to its standards. They have practical experience in end-to-end technology assessments, from risk assessment and planning, through execution, communications and reporting. Our team members are trained to be alert to both process and technology improvement opportunities and risks of non-compliance with legal and regulatory requirements.

Additionally, we have vast experience with DPW's security administration processes having assisted in the implementation of processes and tools, such as the Commonwealth provisioning on-boarding process.

Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

IV	Page IV-33	RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

Our service commitment to our clients – our commitment to quality – is exhibited through our Global Quality and Risk Management (QRM) Program, recognized by the Program Management Institute. This program provides for an independent review of project management, design decisions, and deliverables by a senior-level Deloitte resource. It also provides a full tool set in each of three focus areas: Quality Management, Risk Management, and Project Management. We believe that the three focused areas must function in unison to create a seamless approach and high-quality results for DPW.

Safeguards and Controls to Prevent Unauthorized Access or Disclosure

IV	Page IV-33	RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

- Implement the system safeguards and controls and the manual procedures required to ensure that all of the data and files related to this contract(s) are protected from unauthorized access or disclosure

Deloitte has implemented and continues to protect the confidentiality of data and files employing multiple, overlapping layers of security safeguards such as:

- **Preventing Data Leakage.** Project personnel are provided strict guidance to handle Commonwealth specific data and files using only Commonwealth supplied computers and portable media devices (e.g. encrypted USB drive) and to transmit such data to approved recipients using only the Commonwealth's network
- **Privacy and Security Awareness Campaigns.** Deloitte conducts frequent awareness campaigns for project personnel, beginning with a mandatory DPW - Project On boarding process, which requires each member to physical sign acknowledge their understanding (e.g. Commonwealth's AUP). These campaigns serve as a constant reminder to project personnel of their duties and responsibilities when handling sensitive client data and the importance of secure data disposal guidelines
- **A Secure Process for Joiners and Leavers.** Prior to gaining access to development and test environment, project personnel receive a mandatory manual authorization from their project leader. Additionally, a DPW approval is required for access to TFP

and production environments. Conversely, a proactive process is in place to monitor and promptly remove user IDs and access permissions associated with any personnel leaving the project

- **Background Checks.** Deloitte project personnel and subcontractors undergo a rigorous on-boarding process requiring a full back-ground check in accordance with Commonwealth ITB-SEC009, Minimum Contractor Background Checks Policy.

Compliance with HIPAA

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RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

- Comply with HIPAA

We recognize the importance of HIPAA compliance and have an understanding of Deloitte's role and responsibility as a Business Associate (BA) under this contract. We are also familiar with the elevated HIPAA requirements enhanced through the passing of the Health Information Technology for Economic and Clinical Health (HITECH) Act which include:

- Significant increase in liabilities
- Data breach notification requirements
- Federal DHHS Secretary's Audit Authority
- Direct applicability of Business Associates.

Our approach to maintaining and monitoring our HIPAA compliance posture includes an annual assessment at the project facility and addresses the following domains as part of the scope:

- Access Controls
- Audit Controls
- Integrity
- Person or Entity Authentication
- Transmission Security.

Disposal of Documents and Media

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RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

- Dispose of documents and other media containing sensitive, confidential, and PHI information in an appropriate manner

Deloitte takes a stringent, risk based approach when it comes to the secure disposal of sensitive information. This process has resulted in the implementation of numerous,

prescriptive policies and procedures regarding the secure destruction and disposal of documents and media containing sensitive information. These policies and procedures ultimately translate into safeguards such as, but are not limited to:

- **Secure Shredding and Disposal.** Deloitte facilities have secure shredder bins that are locked and waste is properly disposed via a trusted third party
- **Policy on Data Retention.** Deloitte's policy on client sensitive data, such as PII or PHI, is to not retain such data on our laptops. Deloitte laptops also employ a standard and secure image which includes both encrypting file system (EFS) and disk level encryption, in tandem, to provide considerable offline and online data protection
- **Privacy and Security Awareness Campaigns.** Deloitte conduct frequent awareness campaigns, beginning with a mandatory DPW - Project On boarding process. These campaigns serve as a constant reminder to project personnel of their duties and responsibilities when handling sensitive client data and the importance of secure data disposal guidelines.

Physical Safeguards

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IV-33

RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

- Implement the physical safeguards required to protect the selected Offeror's facility from unauthorized access and minimize the risk of damage from fire, water, and other hazards or disaster

Deloitte's project site does not have any server that stores Commonwealth sensitive information. Development activities are conducted only on the Commonwealth systems and network. Commonwealth sensitive information is stored only on the Commonwealth network and systems.

Support of Security Audits

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RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

- Support Security audits as required

Deloitte supports DPW external and internal security audits to help measure the compliance of DPW's security and privacy posture to legal/regulatory requirements such as HIPAA, SSA and IRS 1075. Deloitte is among the pioneers of internal audit and interact daily with external auditors and regulators on behalf of our clients.

In supporting security audits, we:

- Review audit scope memo, and execution plan
- Support necessary onsite meetings with auditors/regulators and auditees
- Facilitate the gathering of evidence

- Support in the analysis of audit findings for appropriateness and applicability
- Review audit recommendations and support remediation activities

Our team brings broad knowledge, developed through first-hand experience with the Commonwealth and DPW. Our professionals hold such certifications as CISA (Certified Information System Auditor), CISM (Certified Information System Manager), CISSP (Certified Information System Security Officer), CIPP (Certified Information Privacy Professional) and PMP (Project Management Professional). Based on a recent internal survey, over 66 percent of our IT internal auditing professionals are CISAs and members of ISACA. Many more have passed the test and are waiting to meet the years of service requirements.

Security Incident Reports

IV	Page IV-33	RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

- Provide Security Incident Reports if a security incident happens within the selected Offeror's purview.

We provide an existing set of processes for reporting security incidents in accordance to Commonwealth ITB-SEC024, IT Security Incident Reporting Policy and DPW standards. These processes include time-sensitive, escalation paths for notifying the DPW CISO, CTO and the contract administrator in the event of a security incident.

E. Audit Requirements

IV	Page IV-33	RFP Reference: E. Audit Requirements

Audit Clause C (Appendix B) will be the Audit Clause applicable to all lots of the RFP. All Lots will require a SAS-70 type II audit. The Department will procure an independent audit entity to perform the needed SAS-70 audits for all lots of this RFP. Selected offerors will be expected to fully cooperate with the selected audit entity in the performance of their audit functions.

Deloitte understands and agrees that Audit Clause C (Appendix B) is the Audit Clause applicable to each lot of the RFP and that each lot requires a SAS-70 type II audit. We further understand that the Department procures an independent audit entity to perform the needed SAS-70 audits for the lots of this RFP. We will cooperate with the selected audit entity in the performance of their audit.

F. Contract Requirements DBE Participation and Enterprise Zone Small Business

IV	Page IV-33	RFP Reference: F. Contract Requirements Disadvantaged Business Participation and Enterprise Zone Small Business Participation

All contracts containing Disadvantaged Business participation and/or Enterprise Zone Small Business participation must also include a provision requiring the selected contractor to meet and maintain those commitments made to Disadvantaged Businesses and/or Enterprise Zone Small Businesses at the time of proposal submittal or contract negotiation, unless a change in the commitment is approved by the BMWBO. All contracts containing Disadvantaged Business participation and/or Enterprise Zone Small Business participation must include a provision requiring Small Disadvantaged Business subcontractors, Enterprise Zone Small Business subcontractors and Small Disadvantaged Businesses or Enterprise Zone Small Businesses in a joint venture to perform at least 50% of the subcontract or Small Disadvantaged Business/Enterprise Zone Small Business participation portion of

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RFP Reference: F. Contract Requirements Disadvantaged Business Participation and Enterprise Zone Small Business Participation

the joint venture.

The selected contractor's commitments to Disadvantaged Businesses and/or Enterprise Zone Small Businesses made at the time of proposal submittal or contract negotiation shall be maintained throughout the term of the contract and through any renewal or extension of the contract. Any proposed change must be submitted to BMWBO, which will make a recommendation to the Contracting Officer regarding a course of action.

If a contract is assigned to another contractor, the new contractor must maintain the Disadvantaged Business participation and/or Enterprise Zone Small Business participation of the original contract.

The selected contractor shall complete the Prime Contractor's Quarterly Utilization Report (or similar type document containing the same information) and submit it to the contracting officer of the Issuing Office and BMWBO within 10 workdays at the end of each quarter the contract is in force. This information will be used to determine the actual dollar amount paid to Small Disadvantaged Business and/or Enterprise Zone Small Business subcontractors and suppliers, and Small Disadvantaged Business and/or Enterprise Zone Small Business participants involved in joint ventures. Also, this information will serve as a record of fulfillment of the commitment the selected contractor made and for which it received Disadvantaged Business and Enterprise Zone Small Business points. If there was no activity during the quarter then the form must be completed by stating —No activity in this quarter.||

NOTE: EQUAL EMPLOYMENT OPPORTUNITY AND CONTRACT COMPLIANCE STATEMENTS REFERRING TO COMPANY EQUAL EMPLOYMENT OPPORTUNITY POLICIES OR PAST CONTRACT COMPLIANCE PRACTICES DO NOT CONSTITUTE PROOF OF DISADVANTAGED BUSINESSES STATUS OR ENTITLE AN OFFEROR TO RECEIVE CREDIT FOR DISADVANTAGED BUSINESSES UTILIZATION.

Deloitte understands the contract requirements for DBE, Enterprise Zone Small Business, CPP Reporting, Verification, and MPP Reporting and has submitted separate, sealed proposals for DPW as per the RFP requirements.

G. CPP Reporting Requirements

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RFP Reference: G. CPP Reporting Requirements

The approved hiring commitment will become a contractual obligation included in the contract. Hiring commitments shall be maintained throughout the term of the contract, including any renewal or extensions. In the event of a renewal or extension of the original contract term and upon request of CPP, the selected Contractor will submit an updated plan. Any proposed change must be submitted to the Contractor Partnership Program, which will make a recommendation to the DPW Contract Administrator regarding course of action. Upon approval of the Department, this updated plan will become part of the contract. If a contract is assigned to another contractor, the new contractor must maintain the CPP recruiting and hiring plan of the original contract. Upon request of CPP, the Contractor will submit a revised plan. Upon approval, this plan will become a part of the contract.

Upon award of the contract, the selected Offeror is required to complete and submit the PA 1540 Quarterly Employment Report Form on a quarterly basis to document the number of TANF cash assistance recipients hired for that quarter. The form must be completed in its' entirety and forwarded to the Contractor Partnership Program, with a copy sent to the DPW Contract Monitor, by the fifteenth day of the following month after the quarter ends. If the 15th falls on a weekend or state holiday, the report is due the next business day. The quarters are based on the Department of Public Welfare's fiscal year and are as follows:

Quarters	Begin Date	End Date	Reports Due
1 – First	July 1	September 30	October 15
2 – Second	October 1	December 31	January 15
3 – Third	January 1	March 31	April 15
4 – Fourth	April 1	June 30	July 15

The selected Offeror, regardless of its contract Effective Date, must submit the PA 1540 based on the schedule above. If a contract begins in the middle of a quarter the information reported will be based on activity that occurred from the contract Effective Date through the end of the quarter. If no activity occurred, the form must be completed by stating —No Activity in this Quarter with the Contractor's comments. This report must be signed by the entity that holds the contract with the DPW; it **may not** be signed by a subcontractor.

The information submitted on this report will be audited for its accuracy and the findings will be utilized to determine if the selected Offeror is meeting its hiring requirements.

Verification

The Contractor Partnership Program will review the PA 1540 Form for accuracy and completeness. In addition, the individuals reported on the 1540 Form as TANF cash assistance recipients will be verified through DPW's Client Information System (CIS). DPW will take a statistical sample of all public assistance hires reported to determine if the selected Offeror will receive credit. The results of the sample will determine if additional verification measures are needed. If the selected Offeror is found to report

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RFP Reference: G. CPP Reporting Requirements

inaccurate information on a consistent basis, it will be reported to the Division of Financial Responsibility for appropriate action.

*Please note that the PA 1540 Form will be mailed to the Contractor after their contract is executed.

Deloitte understands the contract requirements for DBE, Enterprise Zone Small Business, CPP Reporting, Verification, and MPP Reporting and has submitted separate, sealed proposals for DPW as per the RFP requirements.

H. MPP Reporting Requirements

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RFP Reference: H. MPP Reporting Requirements

The approved Mentor Protégé Plan commitment will become a contractual obligation included in the contract. Mentor Protégé Plan commitment shall be maintained throughout the term of the contract, including any renewals or extension of the original contract term and upon request of DPW BEO – MPP, the selected Contractor will submit an updated plan. Any proposal change must be submitted to the Department of Public Welfare, Bureau of Equal Opportunity, Mentor Protégé Program, which will make a recommendation to the Contracting Officer regarding course of action. Upon approval of the Department, this updated plan will become part of the contract. If a contract is assigned to another contractor, the new contractor must maintain the Mentor Protégé Plan commitment. Upon request of DPW, BEO – MPP the Contractor will submit a revised plan. Upon approval, this plan will become part of the contract.

Upon award of the contract, the selected Offeror is required to provide a copy of the signed agreement between the Mentor and the Protégé. The Offeror is required to provide a written narrative to DPW BEO – MPP on a quarterly basis with an update of the Mentor Protégé Program Plan with a copy sent to the DPW Contract Monitor, by the fifteenth day of the following month after the quarter ends. If the 15th falls on a weekend or state holiday, the report is due the next business day. The quarters are based on the Department of Public Welfare's fiscal year and are as follows:

Quarters	Begin Date	End Date	Reports Due
1 – First	July 1	September 30	October 15
2 – Second	October 1	December 31	January 15
3 – Third	January 1	March 31	April 15
4 – Fourth	April 1	June 30	July 15

The selected Offeror, regardless of its contract Effective Date, must submit the written narrative based on the schedule above. If a contract begins in the middle of a quarter the information reported will be based on activity that occurred from the contract Effective Date through the end of the quarter. If no activity occurred, the written narrative must provide an explanation. This written narrative must be signed by the entity that holds the contract with DPW; it MAY NOT be signed by the Protégé.

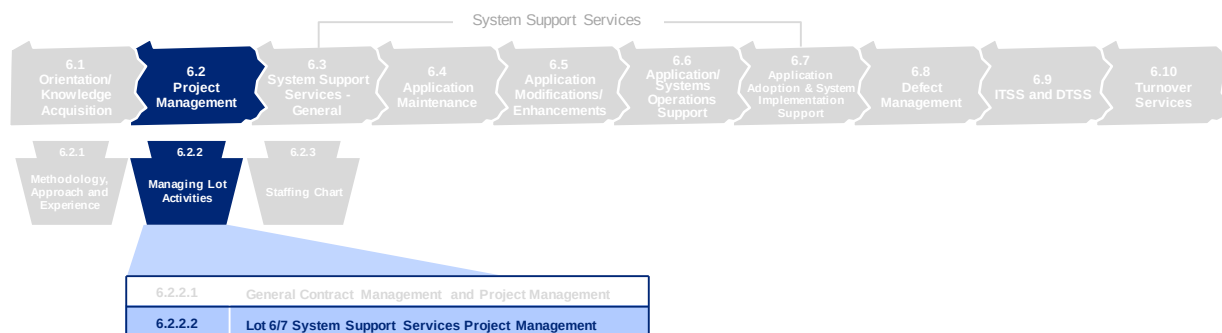
The information submitted on this report will be audited for its accuracy and the findings will be utilized to determine if the selected Offeror is meeting its Mentor Protégé Program Plan.

Verification

The Department of Public Welfare, Bureau of Equal Opportunity – Mentor Protégé Plan will review the written narrative to ensure it is consistent with the Mentor Protégé Program Plan. In addition, DPW BEO – MPP may contact the Protégé to ensure compliance with Mentor Protégé Program Plan. The results will determine if additional verification measures are needed. If the selected Offeror is found to report inaccurate information on a consistent basis, it will be reported to the Contracting Officer for appropriate action.

Deloitte understands the contract requirements for DBE, Enterprise Zone Small Business, CPP Reporting, Verification, and MPP Reporting and has submitted separate, sealed proposals for DPW as per the RFP requirements.

6.2.2.2 Lot 6/7 System Support Services Project Management



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Business Review Board Process

IV	Page IV-318	RFP Reference: 1. Systems Support Services General, Project Management

Large projects initiations must first be evaluated, prioritized, and authorized by the Program Offices and BIS Portfolio Managers via the Business Review Board (BRB) process.

The rest of this section (6.2.2.2) describes our response to the RFP requirements stated in Part IV, page IV-318.

Deloitte understands that large project initiations require presentation to the BRB so that they can be evaluated, prioritized and authorized by the appropriate program offices and BIS Portfolio managers. We understand DPW's desire to maximize reuse and share in your enthusiasm in doing so. We see the value of BRB meetings because they provide an opportunity to find business functions that are common across program areas to increase reusability. This can reduce expenses while increasing efficiency and consistency across applications. Additionally, we understand the value these meetings have because they create a forum for decision-makers to truly understand the stakeholders, business value and program needs associated with a proposed project. More importantly, these meetings serve as a forum for justifying the business value of proposed solutions and showing how they help solve existing program office business needs. If a solution is not delivering value and is not solving a business problem, it is not worth doing. In these meetings, we verify that the business initiative is in line with the overall DPW business strategy.

Because we have done so many BRB's with you, Deloitte is especially well positioned to deliver what you come to expect out of a BRB meeting. In addition to the above, in these meetings we provide you with:

- Who the stakeholders will be for the initiative
- What is the leading way to meet your business needs
- Various options for meeting the business need
- If we have the processes and systems in place that can support the function needed

- How this will impact other systems
- If integration with existing DPW enterprise services is needed

It is through this collaboration with you that you decide what large projects are worked on and which ones are not.

Program Change Request Process

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RFP Reference: 1. Systems Support Services General, Change Control

The project change process is controlled by the following: a Change Control Board (CCB), the Division of Enterprise Portfolio and Project Management (DEPPM), project governance teams, program offices, and executive steering teams. Inputs to the project change process include baseline control items, maintenance requests, wish lists, miscellaneous problems, project change requests, project variances, risk/Issues impact assessments and recommendations, reports, and reference material for the project change process.

Changes to business systems also go through the Change Request process and vetted through the Change Control Board (CCB) whereby Change Requests are evaluated relative to their criticality, scope, complexity, level of effort, interdependencies with other systems changes or technology project initiatives, resource requirements, and availability of approved hours (allocated for systems maintenance and/or Modification/Enhancements). If the Change Request has potential cross program or project impacts, it must undergo a detailed assessment and impact analysis for each program office and their associated projects (i.e., ongoing or scheduled) that may be affected by the change. In this case, the CCB will require the Change Request be channeled through the DPW Portfolio Managers and vetted through the BRB process

Change control represents a key component of DPW to accommodate changes in business needs; we strive to minimize the impact of changes in the production environment while mitigating the risks that occur during the process of improving and updating the system. We work with DPW to bring the appropriate change control process to our activities and track systems changes that are associated with systems modifications and maintenance activities entered through the Automated Tracking System (ATS).

Across the current suite of DPW projects, we attend our client's change control meetings and submit our changes per their established processes and thus are familiar with the importance and benefits of following a formalized, proven process. Where documentation standards are in place, our team follows them, adhering to naming conventions and version controls of the client.

As outlined in the RFP, we work with DPW to effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors to engage and support the change control process. Our change control process includes steps for gathering requirements for the change, estimation of level of effort, development and testing, and approval from appropriate stakeholders prior to scheduling the change.

As Lot 7 vendors, we work with DPW to:

- Identify a change lead.
- Determine the frequency with which newly submitted PCRs are reviewed.
- Advise and assist in the establishment of standard Change Control processes and procedures.

- Build a recurring task in the work plan for team members to participate in project change activities so that the project change request analysis does not disrupt the project schedule.
- Determine how time spent on quick assessments and impact analyses is tracked separately from project execution time.
- Determine project control items from which the project baseline is formed.
- Assume Leadership for Application Maintenance and Defect Management.
- Facilitate Change Control process with various governing bodies.

We envision working with a Change Control Board (CCB) that has responsibility for accepting or rejecting proposed system changes. The Change Control Board is made up of governance team members and project representatives impacted by proposed changes. The CCB meets to review the suggested changes and discuss the impacts and timelines associated with the requests. This group then evaluates the request and determines if it is an approved change. In some cases, the CCB cannot evaluate the request; in that situation the proposed change is escalated to the Steering Team for a decision.

We are familiar and have been following the change management process outlined in Appendix U of the RFP and our standard process involves assigning a Change Control Lead (from Lot 7), assembling appropriate stakeholders for the Change Sub Team, Quick Assessment Sub Team, and Impact Analysis Sub Team, and working with the PMO and Change Control Board (CCB) to centrally manage the change control process. Change Requests can be raised by the project team members and are analyzed and approved by the CCB. The CCB also works with the project managers to plan and schedule the implementation of the change request.

Guiding Principles

- The Change Control Process is consistent with the guidelines established by the Bureau of Information Systems (BIS)/Program Management Office (PMO).
- Existing processes are utilized to the extent possible.
 - Try not to re-invent the wheel.
- The process must be flexible to allow for future adjustments.
- Metrics need to be established at various levels to allow management to assess and control process execution.
- Stakeholders have roles to participate through involvement, coordination, and communication throughout the Change Control Process.
- Business Partners be able to provide input into the Change Control Process.

The project change process can be broken down into the following High Level Process flow, as provided in Appendix U of the RFP.

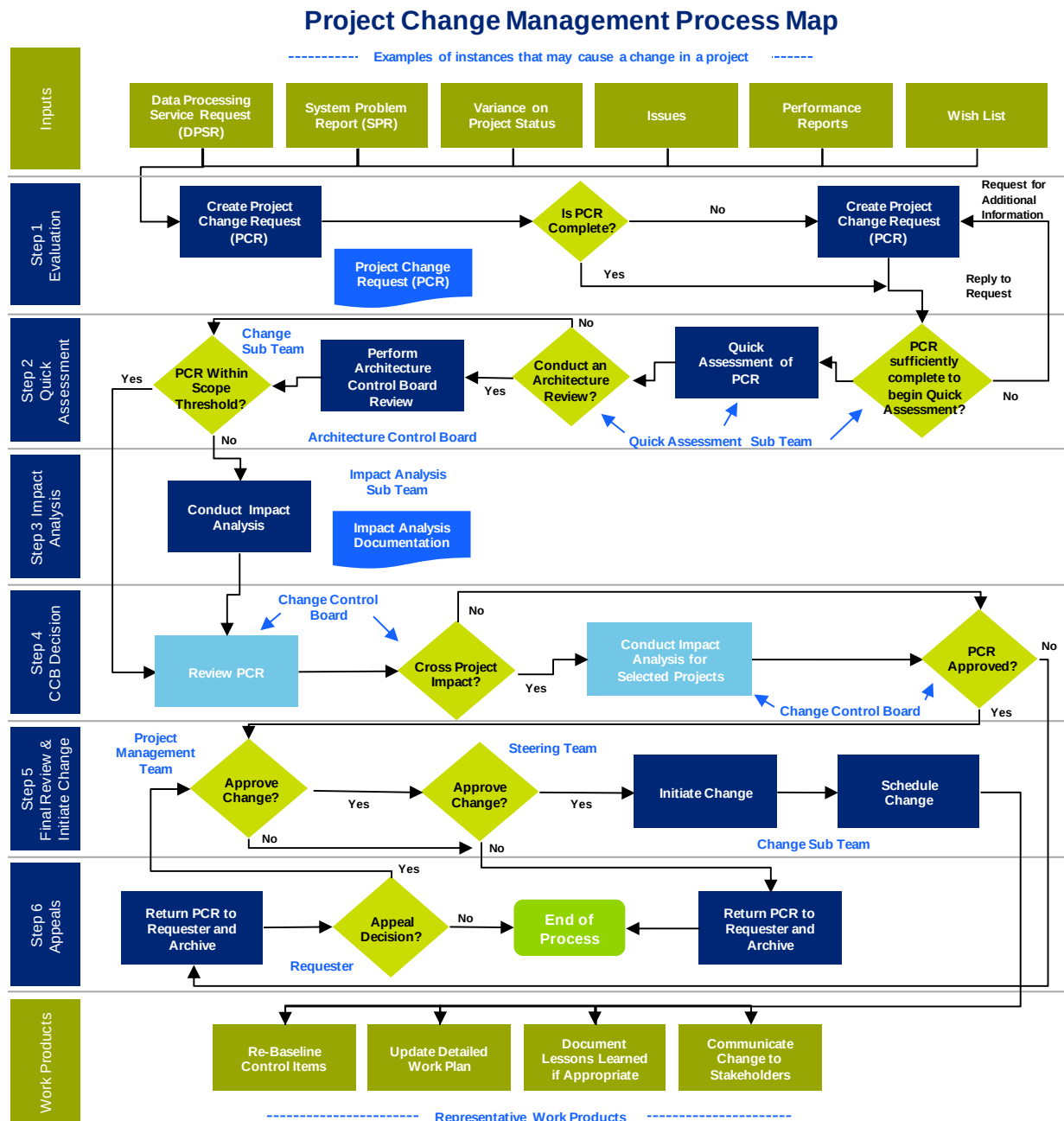


Figure 6.2-93. DPW Change Management Process Map.

PA_DPW-565

Deloitte implements DPW change management process to manage ongoing changes.

Our recommendations on how to most effectively work through the process flow are detailed as follows:

Evaluation

New requests are received from end users and include baseline control items, maintenance requests, wish lists, miscellaneous problems, and project change requests. Changes to business systems also must go through the Change Control

process. Change requests should be entered as PCR's in the Automated Tracking System, whereby appropriate change control information can be viewed and entered by the appropriate stakeholders, as the change request moves through the change control process.

At a high level:

A change request is submitted for consideration by a Requestor from various sources of input.

Depending on the type of request, it is routed as either an:

- **Emergency.** Typically a type of fix, which requires an accelerated process to escalate a change request for timely resolution.
- **Fix.** A change that is required when a program or system does not operate as specified in the functional baseline.
- **Enhancement.** An enhancement is a change to a program or system which was not specified in the functional or allocated baseline, but must be agreed upon.

The Change Sub Team collects requests and conducts pre-screening of requests.

If the request is not complete it is sent to the Requestor, otherwise it is authored in ATS and the Quick Assessment Process can begin.

Quick Assessment

During Daily PCR Presentation Meetings, PCRs are reviewed for sufficiency of information. If a request is not sufficient then it is returned to the Requestor. PCRs are extracted from by searching ATS using the following:

Date Range: In 'Created from' date fields enter yesterday's date and today's date for the search range

For system enhancement PCRs Business Value Assessments (BVAs) are assigned to appropriate Program Office Analysts and Level of Effort (LOE) assessments are assigned to appropriate BIS/Application Team Analysts by the Program Office and BIS/Lot 7 Application Team Leads. During the LOE process, Lot 7 Change Lead determines whether an Architecture Review is required. If it is, the lead helps coordinate review with the Architecture Review Board.

For system enhancement PCRs a Business Value Assessment (BVA) is conducted by a Program Office Analyst by rating each criteria on a scale from 1 to 9. The assigned BIS/Application Team analyst completes Level of Effort (LOE) assessment. Completed BVA and LOE assessment forms are emailed to the Change Lead and attached to the appropriate PCRs.

A Change Request Summary is created and includes system enhancement PCRs for which BVAs and LOEs have been conducted and the summary is sent to the Program Management Office (PMO) for review at the Quick Assessment meeting. The Quick Assessment Team reviews each PCR on the Change Request Summary and collectively makes a decision (see 6.8.2.1) as to whether the PCR is within the scope thresholds (resources, timeline, budget). If it is not, an Impact Analysis is performed.

The Change Control Lead changes each PCR's Change Control Process (CCP) status in ATS according to the Quick Assessment meeting recommendation as outlined in *Section 6.8.2.1*.

Impact Analysis

As Lot 7 vendors, we will work with Lots 1-5 and Lot 6 vendors, as required, to prepare a business case examining the required project resources, timeline, and budget required to complete the change. These requests are then evaluated to validate requirements while taking into account project variances, risk/issues impact assessments and recommendations, reports, and any associated reference material.

CCB Decision

After Quick Assessment, and any required impact analysis, the request recommendations from Quick Assessment are sent to the Change Control Board (CCB) for review. The Quick Assessment Team does not have the authority to make decisions regarding requests that fall out of scope; they make approval/rejection and recommendations for the Change Control Board to decide upon.

Involved stakeholders make the decision to approve, withdraw, or recommend PCR for Steering Team approval or request a Policy/Scope/Requirement Clarification or an Impact Analysis. If the Change Request has potential cross program or project impacts, it must undergo a detailed assessment and impact analysis for each program office and their associated projects (i.e., ongoing or scheduled) that may be affected by the change.

If the Change Control Board cannot evaluate the request (e.g. because of budgetary limitations), it is escalated to the Steering Team, where a decision is made either to approve or reject the request. If the Steering Team does not have the authority to evaluate the request, it is escalated to the Information Resource Management (IRM) Team, where a decision is made either to approve or reject the request.

The Release Management Process determines how the approved requests are assigned to release schedules (see next section).

In order for the process to function effectively, procedures for process governance and issue escalation measures must be clearly defined. Two of the key goals, and major prerequisites for success, are teamwork and organizational process management.

Following a disciplined change process gives project management teams control over project scope and results in better control over budget, resources and projects that are

completed to customer specifications. A change process provides improved change efficiency (approved changes are completed more quickly) and allows reuse of the process and paperwork from earlier changes.

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RFP Reference: 1. Systems Support Services General, Change Control

For better efficiencies and economies of scale, Change Request may be bundled together building a “Bundled Change Request Package” in a formal Software Release that follows a DPW Software Development Methodology through Software Development Lifecycles. The Software Quality Assurance (SQA) unit must be notified prior to promoting the Software Release (with Bundled Change Request Package) to the next environment. Prior to promotion to each environment, metrics identifying and detailing defect rates, risks, issues and impacts must be provided via the Defect Management Process by the developer entity to SQA for review, quality readiness assessment, approval or disapproval. If disapproved, the Software Release enters a hold state in the current environment. SQA will notify the DPW project and portfolio managers for further assessment regarding impacts to project scope, schedule, and budget. After resolution, the DPW project manager will notify SQA and SQA will authorize the promotion of the Software Release Package to the next environment.

Deloitte works with DPW to review and prioritize change requests in accordance with the joint governance framework established by DPW. Change Requests are evaluated relative to their criticality, scope, complexity, level of effort, interdependencies with other systems changes or technology project initiatives, resource requirements, and availability of approved hours (allocated for systems maintenance and/or Modification/Enhancements). In the case of changes with cross system impacts, the CCB the Change Request be channeled through the DPW Portfolio Managers and vetted through the BRB process.

Once approved, the Change Request is documented in detail and communicated to impacted stakeholders in DPW. Deloitte facilitates proper business requirements understanding, develops a solution set, tests and implement the solution set (unit, integration, stress, regression, walk-through) documents and trains end users on the solution. To allow for economies of scale, Deloitte often recommends that Change Requests be bundled together building a “Bundled Change Request Package” in a formal Software Release. Ultimately, the decision to include such changes resides with the DPW Contract Administrator.

The bundle and change management tool, ATS, can be segmented to generate Change Requests and manage its progression. The system generates an individual bundle number for tracking purposes.

Deloitte works with DPW to initiate approved changes and track within the project work plan. Changes in scope after approval by the CCB are re-submitted through the change control process again to gain approval for any change in scope. To promote compliance with business requirements, Deloitte works with the Department of State to confirm:

- Business requirements
- Develop detailed test scenarios
- Test and migrate changes to the production environment

Throughout the change control process, we establish intermediate deliverable dates and baseline the milestones so we can effectively track and report out on the progress of changes.

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RFP Reference: 1. Systems Support Services General, Change Control

Any changes that affect or result in modifications to the systems architecture or baseline characteristics and/or configurations in the production environments must be submitted for action through the change control process. Change will only be allowed if the severity level, risk assessment, and rollback procedures are included with the request, and the Change Management Board has approved the request upon review. This procedure will prevent uncontrolled change to the baseline that might create serious incompatibilities.

We will work with the Lot 6 vendor to proactively identify changes that may result in modifications to the systems architecture or baseline characteristics and/or configurations in the production environments and perform necessary impact analysis. These types of changes follow the change control process outlined in the **Project Change Process** outlined above. For changes of this nature, severity level, risk assessment, and rollback procedures are included as part of the impact analysis, before being presented to the Change Management Board.

Technical Support Initiatives – Individual Vendor IT Projects

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RFP Reference: 1. Systems Support Services General, Project Management

All the selected Lot Offerors will be performing the work associated with Technical Support Services initiatives primarily using two types of project engagements: 1) Individual-vendor IT projects and 2) Multi-vendor IT projects. Individual-vendor IT Projects are specific strategic, tactical, or operational initiatives that fall under the purview of a specific vendor requiring little or no involvement with the other Lot Offerors. In this case, the Offeror will have primary ownership and responsibility to manage and coordinate all aspects of the project management throughout the project life cycle with state oversight and approvals.

Deloitte confirms that we have primary responsibility to complete Technical Support Services initiatives in both individual-vendor and multi-vendor scenarios. As a Lot 7 vendor, we understand it is our primary responsibility to manage the initiative. In this scenario we agree to have primary ownership and responsibility for managing and coordinating each aspect of the project manage life cycle and obtain proper approvals. This includes but is not limited to:

- Creating a work plan
- Updating appropriate design documentation
- Working with the CCB, ARB, Project Management and Steering Teams
- Coding the initiative
- Testing the initiative
- Working with the Lot #6 vendor as needed to gather input on an appropriate architecture design as needed

Technical Support Initiatives – Multi-Vendor IT Projects

IV	Page IV-318	RFP Reference: 1. Systems Support Services General, Project Management

Multi-vendor IT Projects are enterprise wide strategic, tactical, or operational initiatives that fall under the purview of multiple vendors requiring significant involvement and commitments with the other Lot Offerors. In this case, a specific Offeror will be assigned as the enterprise project lead and will have primary ownership and responsibility to coordinate all aspects of the project with state oversight and approvals. The enterprise project lead will establish and maintain the master project plan framework (i.e., Master Communications Plan, Master Schedule, Master Risk/Issues logs, Master Deliverables schedule, change control, and consolidated project status reports) throughout the project life cycle with input from both DPW and the other participating Lot Offerors. DPW and the other participating Lot Offerors will have ownership of creating and managing sub-project plans and their respective sub-project phases and logistics (i.e., planning, control & monitoring, execution, risk/issues management, change control, and status reporting). The sub-project plans and their associated frameworks are integral parts of the master project plan requiring continuous coordination, communications, and alignment throughout the project life cycle. All projects will have a change control board (CCB) and executive steering team.

In a multi-vendor environment, we understand the importance of having a single vendor as the lead on a project. This allows DPW to more efficiently monitor an initiative. Deloitte will provide an enterprise project lead under DPW oversight. Our enterprise project lead takes steps to help confirm coordination is properly managed in a number of ways. First, we document Technical Support Services initiatives in work plans that are submitted as deliverables as part of the SDLC process. This provides visibility into the plan for completing these initiatives. Additionally, we provide these work plans in the PMC tool. This allows other vendors, DPW and Deloitte to view adjustments to these work plans at anytime to get a more up-to-date assessment of the status of the initiative.

The Department can mitigate these handoffs by selecting a single vendor both for Lot 6 and Lot 7.

- The majority of resources that are loaded in the work plan are from a single vendor requiring less coordination
- Less integration effort is required for coordinating baseline and actual efforts across vendors
- The Enterprise Project Lead is chosen from the same vendor

As Enterprise Project Lead we perform the following high level tasks:

Task	How It will be Implemented For DPW
Master Communication Plan	This plan is reviewed and updated with each new initiative. As much as possible, we attempt to enact this communications plan in an automated fashion through the use of the tool PMC to automatically email reports or provide them online when needed. These reports are discussed in appropriate meetings.

Task	How It will be Implemented For DPW
Master Schedule	We initially create a work plan for the areas for which we are responsible in Microsoft Project. Later we upload this work plan into PMC and integrate it with other sub-project plans of other vendors for an integrated master schedule. Other vendors will have the ability to update their plans through PMC. By consolidating this information into a single tool, automated reports can be provided including variance reports, completed tasks, overdue tasks, etc.
Master Risk and Issues Log	All vendors will have the ability to document risks and issues into PMC. This allows for online and consolidated reports that can be shared at meetings. As the Enterprise Project Lead, we review these risks and issues and provide options to you for resolving these items.
Master Deliverables Schedule	Our integrated work plan in PMC includes “milestones” which track progress and dates for deliverables. This provides status and progress of these items.
Change Control	If change controls are required on an initiative, we document these items in the ATS tool as PCRs. These items are presented via the Change Control process for your review.
Consolidated Project Status Reports	In addition to automated status reports that can be generated out of PMC, we agree to provide and consolidate project status reports. These reports will be sent to you on a regular basis (weekly, monthly, etc.) for your review.

Figure 6.2-94. Deloitte’s Approach to Implementing Enterprise Project Lead Tasks.

Controlling and Monitoring the Project

IV	Page IV-319	RFP Reference: 1. Systems Support Services General, Project Management
Project managers and team leads are responsible and accountable for controlling and monitoring the project for all project phases and assessing changes, risks, and issues relative to the predefined schedule, performance, and budget. Project anomalies, potential risks, and ongoing issues that lead to variances that exceed predefined thresholds must be thoroughly evaluated with proposed solution recommendations presented to the change control board based on detailed impact assessments that illustrates the severity and level of impact to project budget, schedule, and performance. The change control board will review and validate information and refine the recommendation(s) for the executive steering committees consideration and final approval from the DPW Contract Administrator.		

Deloitte is responsible and accountable for controlling and monitoring the project in each project phase. This includes the following tasks:

Task	How It Will Be Implemented for DPW
Assessing Changes	If a PCR is submitted to our team, it is evaluated and managed by our management team. This team is responsible for understanding the changes and confirming that it follows the change request documented above.
Risks and Issues	When risks and issues occur to a predefined schedule, our management team documents these risks in PMC. This team is responsible for confirming these risks follow the risk and issue process.

Task	How It Will Be Implemented for DPW
Performance	To confirm that change requests meet DPW performance standards our management team is responsible for confirming the following activities happen: • Designs take performance into consideration • Load Testing • Explain Plans • Inspecting and Testing Code • ANTS is used to prevent memory and connection leaks • FIDDLER is used to make sure network requests are small in size
Budget	Our management team works with project controllers to review earn burn and cost variance reports. If a variance is found corrective action is taken to correct the variance. If needed, risks and issues are raised on cost variances.

Figure 6.2-95. Deloitte's Approach to Supporting Monitoring and Controlling Tasks.

At Deloitte, we understand that part of our jobs as consultants is not just to raise risks and issues but do so proactively and provide you with potential options for resolving and mitigating risks and issues. When variances exceed predefined thresholds, we perform detailed impact analysis of these items in concurrence with the answer to question 58 in Addendum 4. In fact, PMC can automatically generate risk and issues when these predefined limits are exceeded. Risk and Issues, along with their impact to cost schedule and performance are broadly documented in PMC. Once these items have been documented, they are escalated and discussed with your change control board. In our experience, the change control board often improves upon ideas or often alternative solutions for resolution. Once complete, options for risks and issues are sent to the steering team and DPW Contract Administrator for final approval.

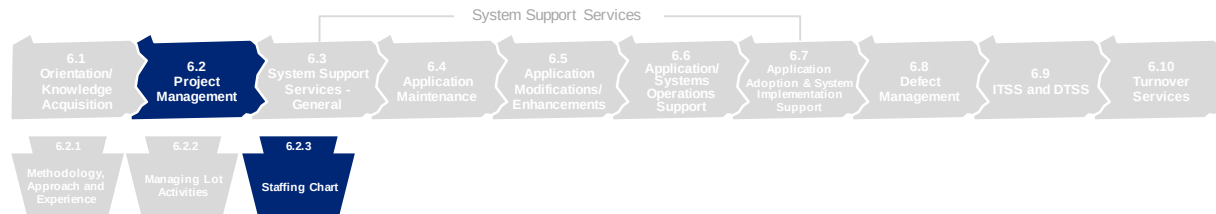
Adherence to DPW and Commonwealth Project Management Methodologies, Standards and Procedure

IV	Page IV-319	RFP Reference: 1. Systems Support Services General, Project Management

All projects are required to follow DPW and Commonwealth project management methodologies, standards, and procedures. **Figure 1** below illustrates the business solution life cycle model illustrating the alignment of the project life cycle, systems development life cycle, and the architecture review boards.

We agree to follow DPW and Commonwealth project management methodologies, standards, and procedures. This includes following the Commonwealth's EPMM methodology for project management, ALM dashboard for technology standards and documented procedures for software development and migration.

6.2.3 Staffing Chart



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II

Page
II-3

RFP Reference: II-3. Work Plan

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

Provide similar information for any subcontractors that are proposed.

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

The Project Management Team includes staff involved in the day-to-day operations of the project as well as National Health and Human Services leaders who serve as advisors to the project. The functions for each component of the Project Management Team are listed in the table below:

Function	Description
Contract Management	- Establish contract procedures - Collaborate with DPW leadership on project goals and prioritization - Escalate and resolve Issues that require Contract Management attention - Monitor compliance with Service Level Agreements - Manage requests for contract changes
Project Management	- Coordinate each aspect of prioritized projects - Control and monitor projects through appropriate phases - Assess risk and manage issues - Escalate contract risks and issues - Report status to project team meetings
Quality Assurance	- Provide oversight to project - Advise on managing risks
Portfolio Coordination	- Work closely with vendors from Lots 1-6 in planning, transition, and execution of modifications - Coordinate with BIS portfolio managers on the implementation of strategy initiatives - Lead teams of staff executing maintenance activities and modifications - Provide end-to-end leadership from SDM activities within respective portfolios - Own the quality of final end product with the Lot project

Figure 6.2-96. Project Management Team Functions.



The resources identified for Contract and Project Management are listed in the following figure. More information about each one of these individuals, include resume, and responsibilities by role can be found in Tab 8.0.

Proposed Staff	Labor Category/Job Function
Tim Wiest	Quality Assurance Executive
Sundhar Sekhar	Contract Manager
Mick Keller	Project Manager
Lesley Rogers	PMO Lead
Diana Pegg	PMO Team Member
Monica Peng	PMO Team Member
Deanna D'Agostino	Project Controller Analyst
Judith Rodde	Project Administrator
Brian Jenison	Project Administrator (Desktop Support)
Jason Reilly	Eligibility Portfolio Coordinator
Lona Cooper	Provider Management & Child Welfare Portfolio Coordinator
Bert Maier	Case Management Portfolio Coordinator
Mark Murphy	Child Support Enforcement Portfolio Coordinator

Figure 6.2-97. Staffing Chart for Project Management.



6.3 System Support Services – General



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

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

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

- **Systems Support Services** – The selected Offerors for **Lot # 6** and **Lot #7** will be responsible for providing following services for all the in-scope systems identified in this RFP:

Additional RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7, Page IV-314

As the premier HHS system integrator, we bring system support services to assist DPW in evolving the business, IT services, and technology to the next stage of maturity. As the Lot 7 provider in DPW's new multi-vendor model, Deloitte proposes to serve as advisor, mentor, leader and provider of key Maintenance, Modification, System Adoption, and Operations Support shared services.

Introduction

We provide System Support services by leveraging our distinct understanding of the DPW business and IT environment. Deloitte also brings our experience in large, complex state public sector environments, advanced technologies and IT service models to help incrementally transform the business and efficiently respond to new initiatives while minimizing DPW risk.

Specifically, Deloitte assists DPW in meeting its objectives through eight key features of our approach to meeting the activities of the system support services.

Unique and Distinguishing Factors



- Deloitte brings not only the experience from PA, but also 20 other states where we are providing systems services today.
- In addition, we have over 1000 practitioners dedicated exclusively to human services programs and initiatives.



Deloitte's Approach Supports DPW's Vision	Benefits to DPW
An Integrated, Open, and Standards-Based Approach to Application Development	Optimize the maintenance and enhancements of the Business Applications
Refining and Expanding DPW's Enterprise Architecture Framework	- Take advantage of economies of scale - Decrease DPW's Total Cost of Ownership - Improve the quality of information
An Approach Aligned with DPW's Objectives and Expectations	- Improved services DPW provides to citizens - Decrease efforts - Achieve core goals
Delivering through Integrated System Supports Services Organization and Processes	Develop a suite of business applications built upon a common set of methodology, operations, technology, and infrastructure
Applying a Broad Understanding of your Service Oriented Architecture Approach and Vision	Bring efficiencies to DPW by using large system modifications to further DPW's SOA Model
Using a Shared Services Model	Reduce duplication across teams to improve performance and quality
Using Robust Project Management Processes Across System Support Services	Helps DPW integrate multiple vendors in the execution of this important project
Using Effective Defect Management and Change Control Processes	- Efficient process reduces number of defects - Effective management of defects minimizes their impact

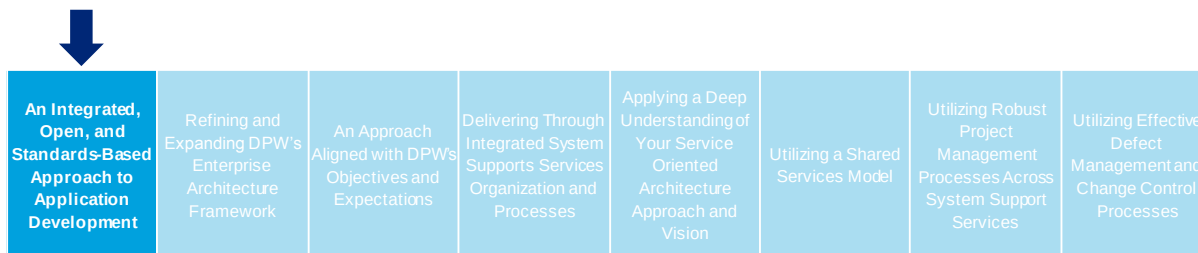
Figure 6.3-1. Deloitte's Approach Supports DPW's Vision and Results in Significant Benefits to DPW.

The remainder of this introduction to System Support Services provides information on our approach to the services provided by Deloitte in support of your objectives. This introduction is organized into eight sections as follows:

An Integrated, Open, and Standards-Based Approach to Application Development	Refining and Expanding DPW's Enterprise Architecture Framework	An Approach Aligned with DPW's Objectives and Expectations	Delivering Through Integrated System Supports Services Organization and Processes	Applying a Deep Understanding of Your Service Oriented Architecture Approach and Vision	Utilizing a Shared Services Model	Utilizing Robust Project Management Processes Across System Support Services	Utilizing Effective Defect Management and Change Control Processes

PA_DPW-901_2

An Integrated, Open, and Standards-Based Approach to Application Development



PA_DPW-901a_2

Deloitte understands that DPW views integration as a necessity for the maintenance and enhancements of its suite of systems, as described on page 314 of the RFP. DPW's systems currently have a high level of interaction with each other as well as a great deal of interaction with external systems. This interaction is likely to increase, both internally and externally, as DPW moves towards its Enterprise System Vision. Our team understands the objectives of this integration, the nuances that exist for each integration point between systems, and our approach to system design helps DPW move towards its vision with decreased risk and productive processes.

Deloitte assisted DPW in the creation of a SOA vision and a multi-phased implementation approach which included new application development approaches. The initial implementation steps include executing application development efforts with an eye toward openness and standards-based interfaces and exchanges. As indicated in the RFP, our strategy was and continues to be successful and ahead of its time through initiatives such as Human Services Network (H-Net) and the use of service-based application development methods.

The vision embraces service-oriented architecture as an enabler of business change, IT transformation, and high performance. Our joint strategy includes a web services model that fully supports key open standards, enabling integration with other services, application components, technology platforms, multiple channels, operating systems, information entities, and hardware using an Enterprise Architecture (EA). The web service-based approach to application development supports a customizable framework that promotes security flexibility, interoperability, and extensibility resulting in lower system life cycle costs and avoiding proprietary vendor technologies, as depicted in the table below.

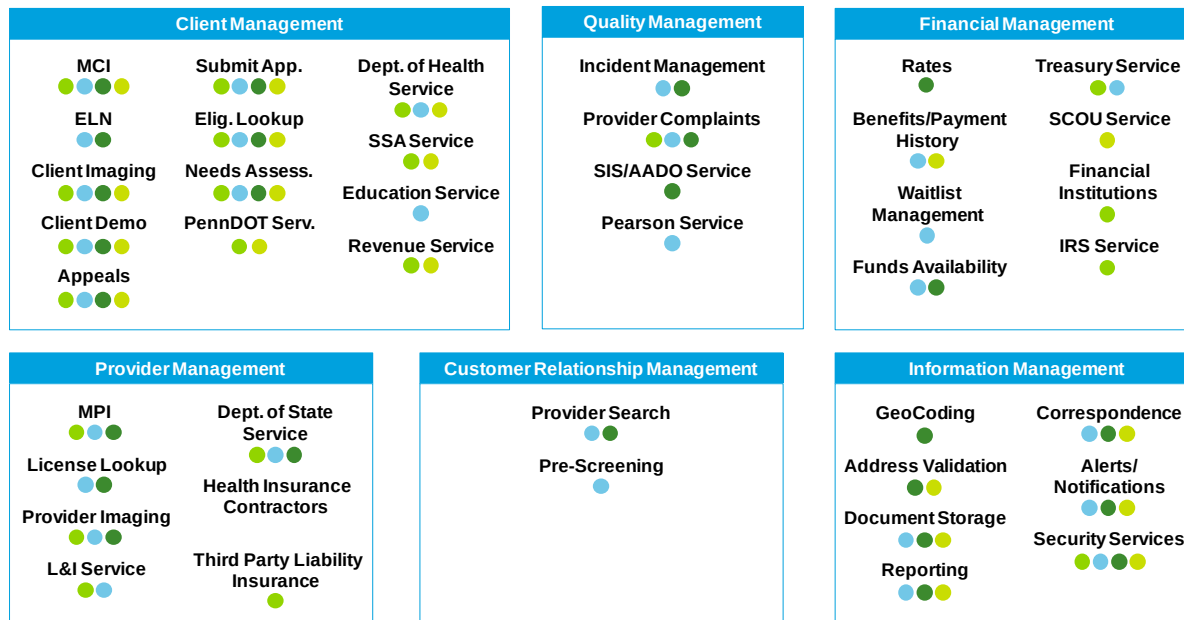


Joint Vision	Deloitte Support Approach	Benefits to DPW
Open approach to application development	• Use business process-centric approach, leveraging team's in-depth HHS business process and web service development experience • Share a common set of technology, methodology, infrastructure, and operations • Continue to reduce reliance on proprietary frameworks and technologies	• Reduces development and maintenance efforts through reusable service components and clear documentation • Quicker delivery of value and integration • Decreases risk to DPW using proven technologies and processes
Standards-based interfaces	• Strict adherence to standards-based development approach • Use service-based integration approaches • Published library of standards	• Increases ease of integration with internal/external systems and platforms • Enables easier upgrade • Increases flexibility to quickly respond to business change and new legislation
Standards-based exchanges	• Open shared platform approach that builds on H-NET strategy for: -DPW and other departments to extend and build upon -Information/transaction exchange across communities of users	• Reduced architectural complexity and support efforts • Provides effective integration of new processes, functions, Program Offices, current and new user communities • Decreases risk to DPW using proven technologies and processes

Figure 6.3-2. Joint Deloitte/DPW SOA-Enabled Application Development Approach.

Together, DPW and Deloitte implemented this vision and strategy in a stepwise manner. Today, we use a standards-based approach to system design and development in the maintenance and enhancement of the suite of DPW applications. DPW has a suite of more than 25 services, currently aligned against six business domains, which are used across the systems. The following graphic depicts a portion of the Enterprise Services, as well as the current use of the services by each of the in-scope systems.

System Use of Enterprise Services



System: ● CIS ● PELICAN ● HCSIS ● PACSES

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Figure 6.3-3. System Use of Enterprise Services.

For DPW, the initial stages of the SOA strategy include the systematic introduction of componentized standards-based enterprise services development approaches.

Our approach to application and enterprise service design helps DPW move towards its vision with increased efficiency and decreased risk. We use a highly modular or componentized approach to enterprise service composition.

In addition, a key element of our DPW EA-SOA strategy is the development and ongoing evolution of a standards-based integration platform that provides:

- A shared platform that DPW and other departments can use or build on,
- An information transaction exchange that connects communities of users, i.e. providers and consumers,
- Networks that promote coordination across program offices and people and provide integrated information and services in more productive ways, e.g. such as the early H-Net initiative.
- Ability to expand and accommodate new major initiatives, such as MITA.

In support of these strategic objectives, we use a standards-based approach to the development of systems. With Deloitte's participation, DPW has published a library of standards over the past few years. These standards result in a set of applications and enterprise services which are architected in a similar fashion and allow for easier cross-system communication. In addition, these standards emphasize the importance of clear documentation regarding their design. As the use of enterprise services expands throughout DPW, these services are intended to be accessed in a similar manner by



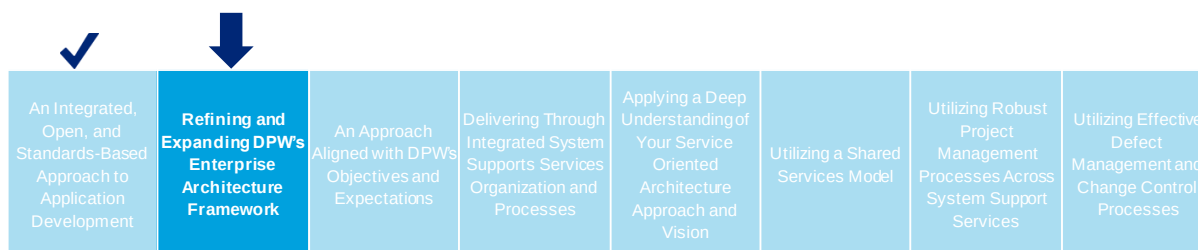
multiple systems or platforms. We use a well-documented design approach that we share with the consuming system or platform.

As DPW moves forward with its vision, we propose jointly developing the next phases of the EA-SOA roll-out to include elements such as:

- Expansion of existing services to be consumed by additional systems
- Creation of new services with on-going adherence to standards
- Extension of H-NET as a platform for new processes and integration with other applications and platforms, including MITA
- Advancing the SOA-based application development approach, such as use of EA architecture and governance support elements (e.g. service repository), process and tools to support service design, re-use, and run-time deployment

Integration of systems requires the DPW systems to be open. Integration often involves the creation of an interface or consumption of a service, which must access existing system functionality and/or data. Closed systems, especially the systems which do not allow access to the source code, restrict DPW from developing interfaces. Our approach recognizes DPW's clear preference for systems which can be easily customized for this type of interaction and results in systems which DPW owns and controls themselves.

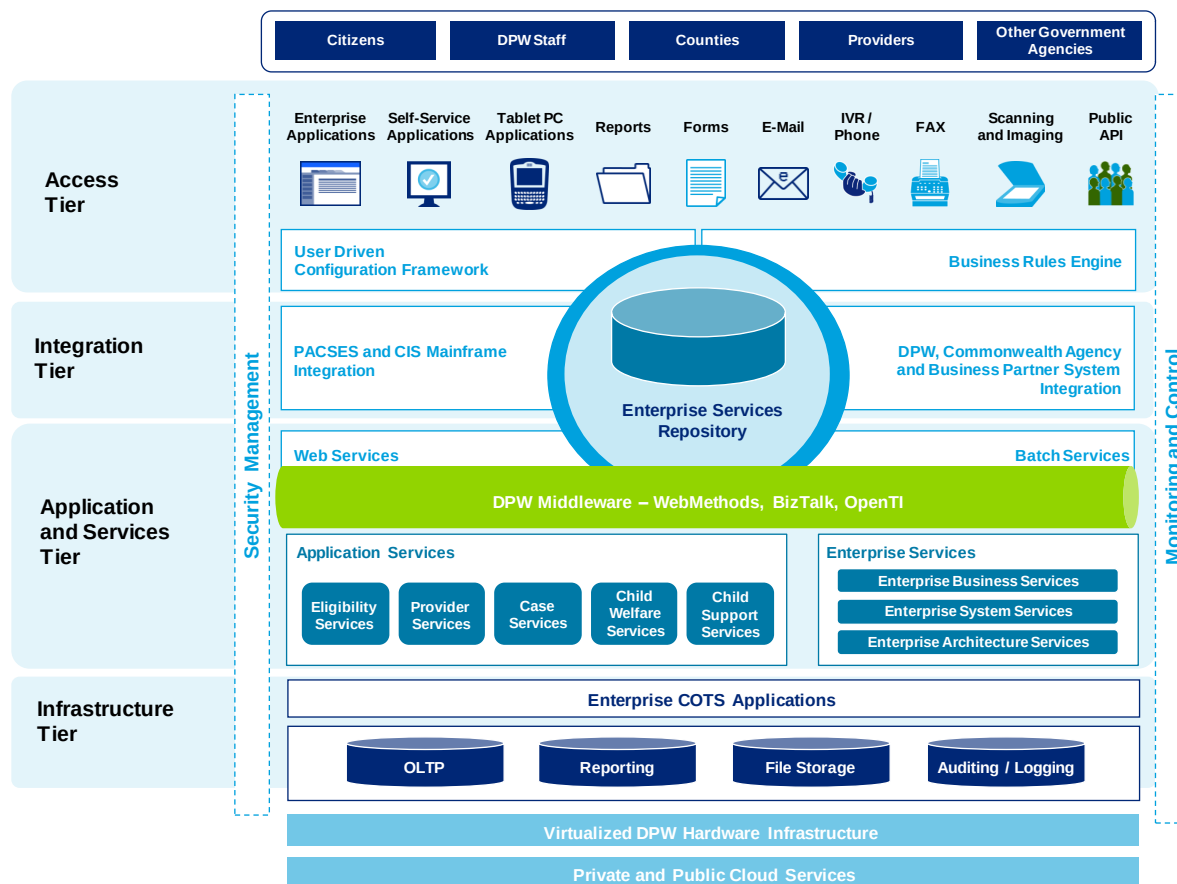
Refining and Expanding DPW's Enterprise Architecture Framework



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We assisted DPW in the strategic development of its initial Enterprise Architecture and reference frameworks for a customizable framework that promotes flexibility, interoperability, and extensibility. We work collaboratively with DPW, the Lot 6 vendor, and the other lot vendors to refine and expand the EA components, including the Business Architecture, Data Architecture, Application Architecture, Technological Architecture, and Governance models, as described on pages 314-315 of the RFP. To help evolve DPW's EA reference models to the next level, we leverage not only the knowledge of our DPW Support Services team but also Deloitte's SOA reference models and assets, in-depth SOA experience, SOA insights, leading practices, and demonstrated SOA governance models from across the organization.

We view the refresh, refinement and expansion of the models as a critical effort in maturing DPW's EA-SOA strategy. Refreshed DPW's EA and EA components establish a foundational framework for continuous deployment and evolution of business and technical services. The refined and expanded models also become the basis for refreshing DPW's EA-SOA implementation roadmap and executable strategy. Deloitte's participation on the team provides vast DPW, HHS and SOA experience for refining the EA, as conceptually illustrated below, and the supporting frameworks.



PA_DPW-883_5

Figure 6.3-4. Concept of Refreshed EA-SOE Future State Vision.

It is critical for DPW to refresh and refine the EA and supporting EA frameworks as a foundation for continuous evolution of business and technical services.

The collaborative team reviews and aligns common business areas and consumer services to reduce unnecessary replication across horizontal and vertical service domains independent of the business function. They identify standards that must be defined, published and communicated to provide a consistent, functional SOA implementation for DPW, the broader Commonwealth enterprise, and to external stakeholders.

These critical efforts are the process and methodology foundations that build a cohesive services strategy with no overlapping or redundant services with the same functionality. The efforts also embed leading practices around SDM, Project Management and the use of standardized service design and development principles.

Our team's approach to refining and expanding the EA model helps DPW achieve its vision, resulting in significant benefits to DPW.

Key EA Concepts	Deloitte Approach Benefits DPW
One client	Provide DPW with a holistic view of its clients across agencies and across technology systems.

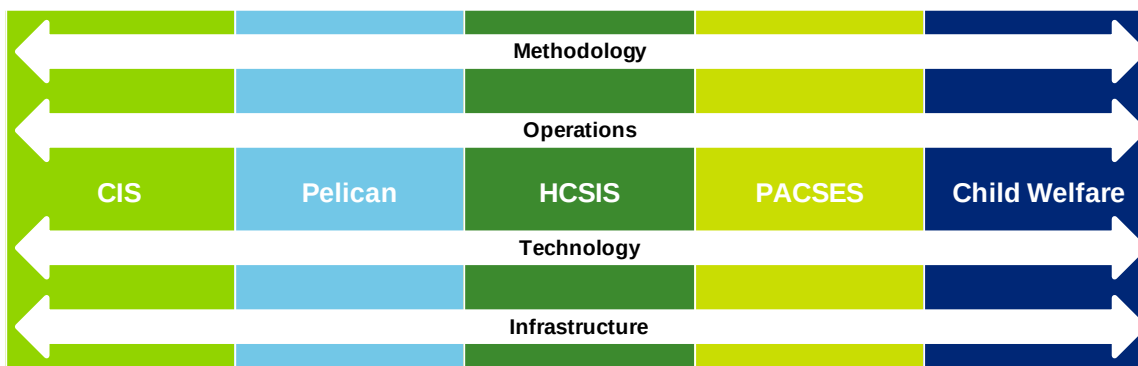


Key EA Concepts	Deloitte Approach Benefits DPW
One provider	Provide DPW with a holistic view of its providers across agencies and across technology systems.
Economies of scale	Increase efficiencies and reduce costs for activities which are performed by more than one party or system
Lower Total Cost of Ownership (TCO)	Provide DPW with a lower cost of ownership of its systems, resulting from efficient and shared use of its systems.
Better customer service	Improve the services that DPW provides to its clients through more productive processes.
Better quality of information	Improve the quality of information that DPW's agencies are able to gain from the systems through more accurate and consistent processes across systems, resulting in more reliable data which can be turned into information.
Streamlined business processes	Provide agencies the ability to streamline their business processes by providing technical solutions which meet their needs and fit together as part of an enterprise solution.
Cross-agency collaboration	Promote cross-agency collaboration through the use and development of shared technology and systems.
Continuous technology renewal	Provide an opportunity to continuously refresh and renew the technology, adding new services and technologies as a business need presents itself and retiring existing services and technologies as they become obsolete.

Figure 6.3-5. Deloitte's Approach Results in Significant Benefits to DPW.

Deloitte recognizes that the achievement of this vision is a challenge, given the scope of DPW's systems. Our approach to helping DPW achieve this vision relies on using a common set of technology, methodology, infrastructure, and approach. This approach recognizes that this integrated enterprise system vision can only be achieved with a common framework which encompasses more than just technology. Our team utilizes this unified framework across systems and across teams, resulting in a set of business applications which share more than just technology. If we are chosen for both lots 6 & 7, Deloitte will confirm that these common frameworks are implemented and enforced across the entire systems development life cycle, not just detailed design through implementation.

DPW Develops a Suite of Business Applications which Share a Common Ground



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Figure 6.3-6. DPW Develops a Suite of Business Applications which Share a Common Ground.

Our approach allows DPW to develop a suite of business applications as part of their Enterprise System Strategy which are built upon a common set of methodology, operations, technology, and infrastructure.

Our team relies on a single set of methodologies across each of our sub-teams, including Modifications, Maintenance, Operations, and Systems Adoption. This set of methodologies presents a uniform process to DPW across these teams and across each of the enterprise systems, resulting in improved customer service to DPW's agencies. Our methodology, which was jointly developed over the past several years with DPW, is proven to work in DPW's environment.

From an Operations perspective, our team uses shared resources to provide the critical operations support of DPW's systems. These resources allow for specialized experience and provide DPW with a single point of contact. In addition, this team can be scaled up to provide an effective response to operations issues which arise.

Our team relies on the use of a shared set of approved and proven technologies to support DPW's systems. This strategically selected set of technologies results in efficiencies to DPW, as there are fewer tools which DPW must purchase and fewer tools to maintain. It also results in more productive usage of these technologies, as DPW's own technical staff can focus their own time on supporting a smaller suite of tools. Finally, through our years of experience with DPW and nationally with other HHS agencies, our team recognizes the risk that can be involved in deploying a new tool throughout the enterprise. Therefore, our team follows a rigorous process for new tools throughout the SDLC, particularly in the proof of concept, pilot, and performance testing phases, thus reducing the risk of deploying a new tool.

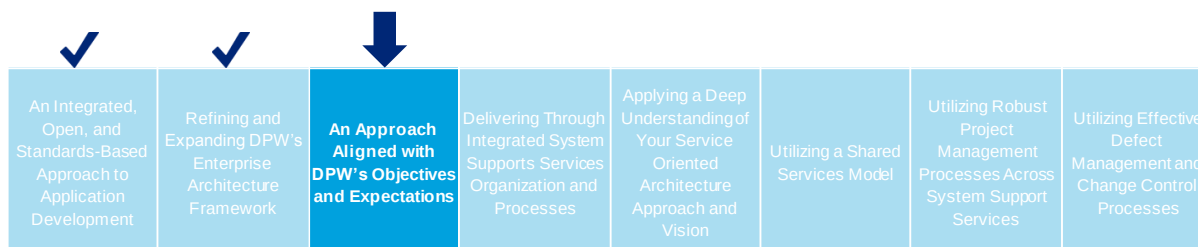
Finally, our team uses our existing knowledge of DPW's technology and the experience of our Shared Services resources to effectively leverage DPW's infrastructure. This results in our team's improved ability to support DPW's critical Business Applications and provides DPW with a single point of contact to communicate changes to the existing infrastructure.



DPW System Component	Deloitte Approach	Benefits to DPW
Methodology	Use the jointly developed Deloitte/DPW IT Methodology consistently across our team	• Increased customer service to DPW's agencies through a uniform process • Decreased risk to DPW through a proven methodology
Operations	Use a single set of shared resources to provide critical operations support	• More productive operations process through a single point of contact • Scalable and effective response to operations issues that arise
Technology	Use a shared set of approved and proven technologies to support DPW's Applications	• Decreased level of effort to DPW for procurement and maintenance of technology tools • More productive use of technologies, as DPW's resources can focus on supporting a smaller set of technologies • Decreased risk to DPW of deploying unproven technologies on an enterprise level
Infrastructure	Effectively leverage DPW's infrastructure through our existing knowledge and the experience of our Shared Services team	• Improved ability to support the critical Business Applications • Single point of contact to communicate changes to the existing infrastructure

Figure 6.3-7. Deloitte's Approach Results in Significant Benefits to DPW.

An Approach Aligned with DPW's Objectives and Expectations



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DPW has outlined its **objectives** for the work to be performed as part of this contract, as described on page 315 of the RFP. These objectives are critical to meeting the vision DPW has outlined for its future, continuing to provide high-quality support to its clients, and reducing overall impacts. Deloitte is committed to helping DPW meet these objectives and has a structured approach to meeting each of these objectives.

DPW Objectives	Deloitte Understands and Meets DPW Objectives
Refine and expand the DPW Enterprise Architecture reference models (i.e., Business Architecture, Data Architecture, Application Architecture, Technology Architecture, and Governance models) around common business areas and citizen services to reduce unnecessary and costly replication across horizontal and vertical service domains independent of the business function	• We understand your EA vision and the positive results achieved through implementing it. • Our team works to align the technology with your technical vision, while working through modifications to design the system to take advantage of these existing solutions. • Our team's is committed to an integrated, open, and standards-based approach to systems development.
Build and evolve business solutions that align with the enterprise architecture (EA) frameworks to support reuse of resources in the application, data, and technology domains of Enterprise Architecture	• Through our experience, we know how to identify other services to complement your architecture and leverage SOA as much as possible. • We will continue to bring ideas to DPW for service adoption and reuse. With years of experience in HHS, we understand the business behind the requirements and will work to develop a design which supports the requirements and utilizes existing resources.



DPW Objectives	Deloitte Understands and Meets DPW Objectives
Achieve greater flexibility in terms of simplifying changes, rapid update to business rules, and facilitating agile transformations for changing business models and associated citizen services, workflows, and processes required to support DPW mission	• We understand the need for more flexible and rapid changes to your systems. • We bring our expansive technology practice and experience to provide DPW with practitioners who have demonstrated practical use with these tools in previous engagements. Relying upon our technology practice's experience, we will bring existing leading practices to DPW. • We develop guidelines for the appropriate use of flexible and configurable technologies within the DPW suite of applications • We bring new COTS products to you for product evaluation on their ability to support business requirements.
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	• We understand the business drivers and processes for DPW's Program Offices as well as the technical design for BIS. We use this knowledge to help enhance DPW's library of services. • We work with BIS to help design and develop the technical solutions which use services that meet the business requirements identified and documented by the Lot 1-5 vendors.
Transform and/or design technology solutions that are maintainable, extensible, scalable, reusable, and secure	• We are committed to developing systems in a manner which supports DPW's technical objectives. • Deloitte brings its experience and vast technical strengths to the design and development of the solutions to help reduce the overall maintenance efforts, make them extendible to new areas, support a large user base, reuse them across the Department, and secure the private data of its citizens. This helps DPW align its business and technical resources in a productive manner.
Use Service Oriented Architecture frameworks, enterprise service bus, and Web technologies	• We understand SOA frameworks and have helped DPW develop the existing SOA model in place today in DPW. • We work with DPW to continue to use the technologies which help meet its vision of integrated, open, and standards-based systems.



DPW Objectives	Deloitte Understands and Meets DPW Objectives
Achieve greater economies of scale and scope and lower total cost of ownership	• As the systems move towards a more business-focused, service-oriented approach, services and systems are intended to be used across DPW, thus providing a more productive use of DPW's resources and providing greater economies of scale. • We are committed to helping DPW achieve its Enterprise System Strategy, resulting in economies of scale and overall lower total cost of ownership. Our team's enterprise focus throughout design helps identify opportunities for reuse of technology across the enterprise.

Figure 6.3-8. Deloitte Understands and is Committed to Meeting DPW's Objectives

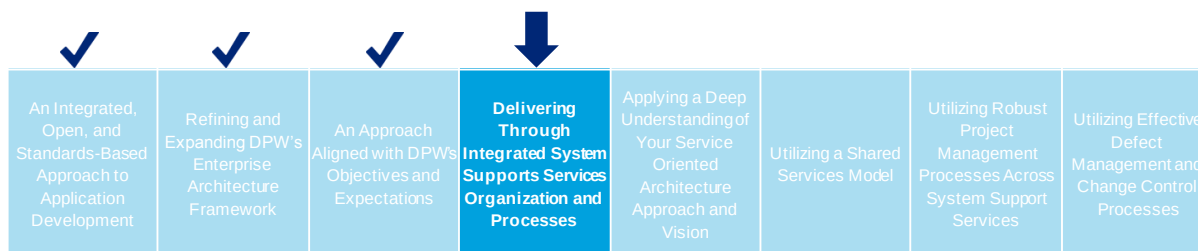
To achieve these objectives, DPW has also outlined its **expectations** for the vendor of Lot 7, on page 315 of the RFP. Deloitte has a structured approach to meeting each of these expectations.

DPW's Expectations	Deloitte's Approach is Designed to Meet and Exceed DPW's Expectations
Provide SOA application solution designs and quality end products that embrace business driven enterprise architecture frameworks, building quality cost-effective applications using pluggable and reusable components and services (i.e., generic and composite) that can be leveraged across multiple program offices with common horizontal and vertical service domains	• We leverage Deloitte's SOA Center of Excellence to continue to help DPW manage and extend its existing services. This allows us to bring in new trends from the marketplace that may be useful to DPW.
Using an IT Shared Services Model for Technical Support Services, effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to deliver a sound technical solution to successfully satisfy the business drivers and specified business and technical requirements	• Our team structure relies upon the IT Shared Services model to provide a single point of contact to technical staff within BIS, resulting in a more consistent point of contact and decreased need for communication. • Our approach also results in more specialized technical subject matter experts and economies of scale across the team through our Shared Technical Services team.

DPW's Expectations	Deloitte's Approach is Designed to Meet and Exceed DPW's Expectations
Clearly define, validate, and manage the solution's business and technical requirements throughout the systems development life cycle phases and associated support activities to facilitate the successful creation and implementation of reliable quality application solutions to support DPW mission	• Our proposed DPW Methodology provides a standards-based, adaptable and scalable approach for managing multiple and varied work streams that encompass the full spectrum of Department requirements. • Our approach applies the appropriate people, processes and tools to meet the specific needs for delivering complex application modifications and enhancements. • This approach allows us to apply the necessary rigor and structure to enable delivery of high quality services following a common, standards-based methodology to meet a myriad of system maintenance and enhancement needs
Efficiently and effectively managing the Master Project Plan and/or associated sub project plans, associated tasks, issues and risks, change, and schedule to confirm on-time delivery without sacrificing end product quality, performance, or reliability	• Our approach to managing the project involves proactive monitoring and management of the Project Plan. The project manager has overall responsibility for monitoring project schedule and promoting the timely completion of tasks defined in project work plan. • Work plan monitoring includes processes to develop the project schedule, monitor task completion, measure variances, and develop any required corrective actions. • We review the project's schedule and progress weekly, as well as summarize the key issues and risks that need to be addressed in order to keep the project on schedule.
Facilitate faultless and effective communications with designated project managers vendors and selected Offerors to design, create, and implement reliable quality software, technology, and/or custom software application solutions to support DPW business operations	• Our approach is designed to develop strong collaboration amongst each project participant, leverage the strength and talent of a joint team, and manage with transparency. Our approach builds on 7 keys to effective collaboration: • Trust • Transparency • Negotiating effective solutions • Listening • Clear goals and objectives • Clear roles and responsibilities • Facilitation.
Continued maturation with both CMMi and ITIL frameworks relative to software engineering and solution development and delivery processes	• Work with DPW to continue to use the technologies which help meet its vision of integrated, open, and standards-based systems.

Figure 6.3-9. Deloitte's Approach is Designed to Meet and Exceed DPW's Expectations.

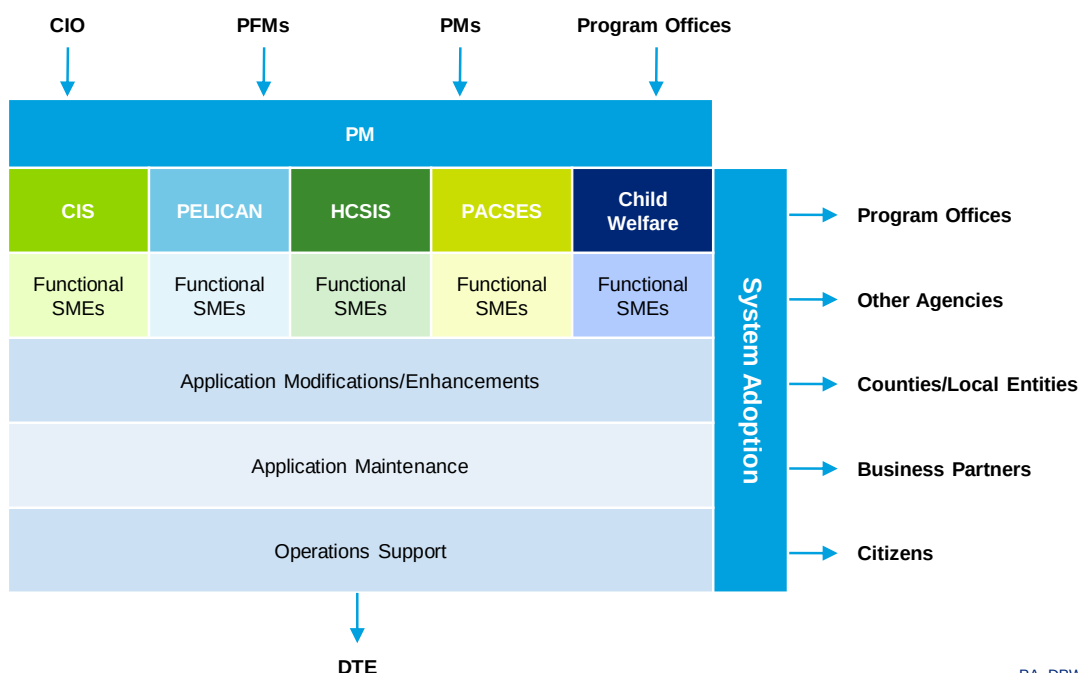
Delivering through Integrated System Supports Services Organization and Processes



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The system support services encompasses the work required to design, develop, and implement modifications to the in-scope systems as well as support ongoing operations and maintenance of these systems, as described on pages 316-317 of the RFP. Our team's organization provides DPW's various stakeholders with clear points of contact and appropriate support. While still recognizing the importance of functional knowledge through our Subject Matter Experts (SMEs), our team is divided into four sets of resources which provide DPW with specialized support of System Modifications, System Maintenance, Operations Support, and Systems Adoption.

System Support Services Model



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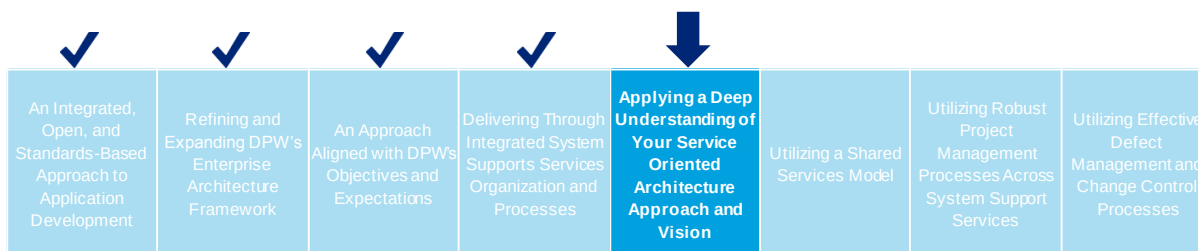
Figure 6.3-10. DPW System Support Services.

System Support Services includes Modifications, Maintenance, Technology Services, and System Adoption, each of these work to support the Program Offices through the Enterprise Systems.



While each of these teams has independent responsibilities and activities which are detailed in their respective sections, they work together as an integrated team and follow the DPW methodologies with a similar approach. This integrated approach to system support results in a unified process for DPW and clear communication with relevant stakeholders.

Applying a Broad Understanding of Your Service Oriented Architecture and Vision



PA_DPW-901e_2

Deloitte assisted DPW in the development of its EA-SOA vision, approach and multi-phased implementation strategy, which is referenced on page 317 of the RFP. Our team continues to work collaboratively with DPW and the Lot 6 vendor to assist in strategic, tactical, and operational evaluations; planning for EA-SOA frameworks; and assisting in converting the approach into an executable strategy.

We support DPW as a technology leader and its EA-SOA vision as an enabler of increased efficiency, flexibility, and business transformation. The jointly developed vision embraces an integrated architecture as the foundation for building and implementing proven service-oriented and event-driven architectural approaches and technologies. The SOA-enabled architecture uses open standards and open platforms to integrate services, application components, operating systems, information entities, and hardware using the DPW EA as a guide.

In addition, the web services approach provides a customizable framework that promotes inter- and intra-department interoperability, data exchange, and extensibility resulting in lower life cycle costs and minimizing impacts of proprietary vendor technologies over time.

In the joint development of the EA-SOA strategy, DPW and Deloitte identified their guiding SOA principles. Then, recognizing the importance of understanding how we were going to achieve these principles, we defined our implementation approach for each. The table below presents the 7 guiding principles DPW and Deloitte applied in defining the EA-SOA strategy for the Department.

Have you heard?

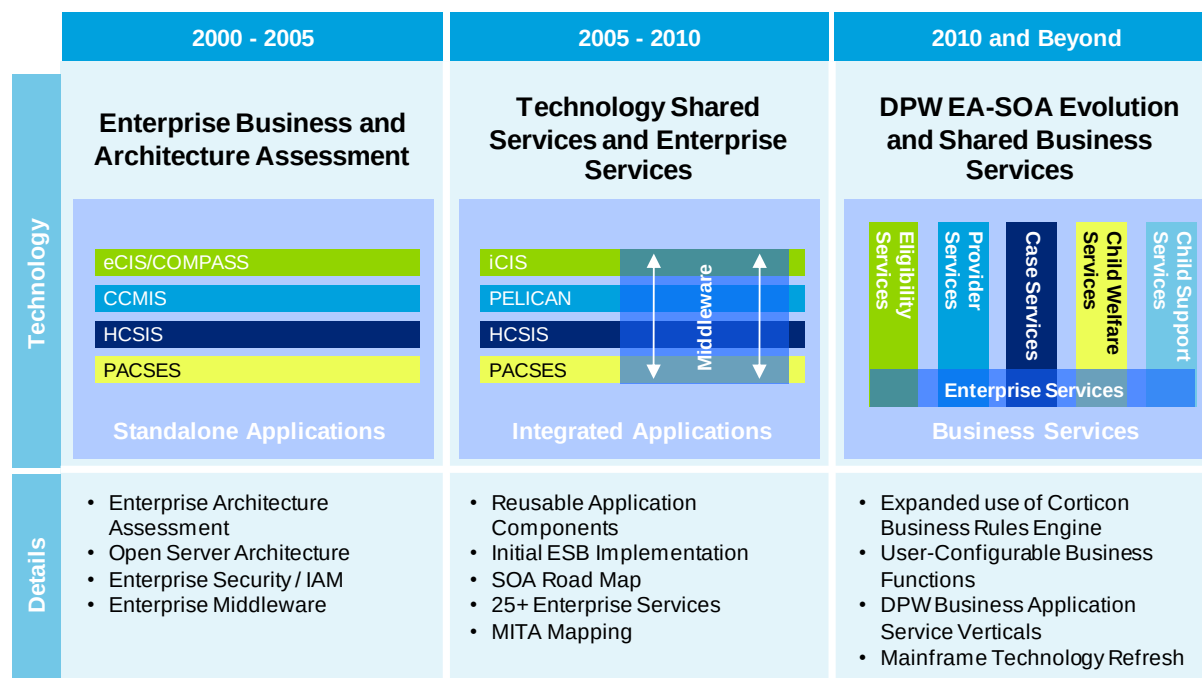
10 Years of Deloitte, DPW, and SOA:

- H-Net was the origin of the DPW enterprise architecture and the foundation for the DPW SOA strategy. Deloitte was selected by DPW for the H-NET Project and worked side by side with DTE to evolve the architecture over the last 10 years.

SOA Principles	Deloitte Approach to Implement SOA for DPW
Adopt a business process approach for solution design that supports business and Information Technology (IT) linkage	• Use a business-driven approach to support end-to-end process design and service design • Use management and monitoring tools to provide visibility into the service life cycle and to drive continuous improvement
Apply a middleware methodology to federate inter- and intra-agency communications and data exchange	• Use an integration services component that provides connectivity and integration services, allowing developers to focus on business logic, and leads to code reduction, flexibility, and greater reuse.
Apply separation of layers and modular design approach to facilitate incremental adoption	• Use layered architecture that addresses specific capabilities with each layer, and facilitates incremental implementation
Follow a component-based application development or extension model to facilitate reuse of shared components	• Facilitate component-based service and application development or COTS extension, enabling developers to write testable and reusable code and enabling ease in COTS upgrades
Implement business and IT management and monitoring services to gain process visibility	• Use SLA management, monitoring, and notification services provides business and IT users visibility into the business and IT processes to avoid process breakdowns from going undetected
Leverage open standards	• Use open standards to implement DPW EA architecture capabilities, promoting architectural and technology consistency and minimizing impact of proprietary technologies
Leverage current capabilities and platforms to minimize additional investment	• Enables services reuse, sharing and leveraging of existing IT assets and investments, reducing implementation costs and improving DPW asset ROI

Figure 6.3-11. Guiding Principles for DPW EA-SOA.

This approach has helped DPW move from an environment of standalone applications to integrated applications. Under the new support effort, we propose building on the initial EA-SOA foundation we developed together and taking the foundation to the next level of maturity, as depicted below.



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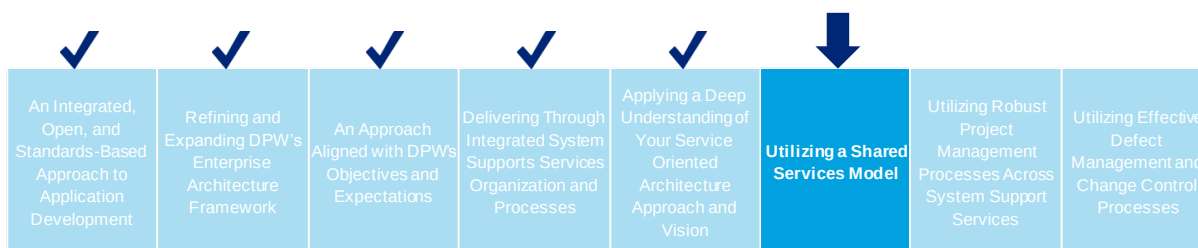
Figure 6.3-12. Multi-Phased EA-SOA Implementation Strategy.

We recommend working with DPW and the Lot 6 vendor to refresh and carefully plan these next critical phases of the EA-SOA implementation.

The transformation from DPW's current state to this future vision results in a solution which is centered on Business Services, designed to take advantage of common processes across existing systems, providing DPW with economies of scale and reusable components. Simultaneously, this vision involves the introduction of additional user-driven configurability, designed to decrease ongoing maintenance costs and accelerate the process of adapting to changing business rules.

To help evolve DPW's EA reference models to the next level, we use not only the knowledge of our team but also Deloitte's "Services Thinking" frameworks and assets, Services Enabled Agility Methodology (SEBA), leading practices, and demonstrated SOA governance models from across the organization.

Using a Shared Services Model

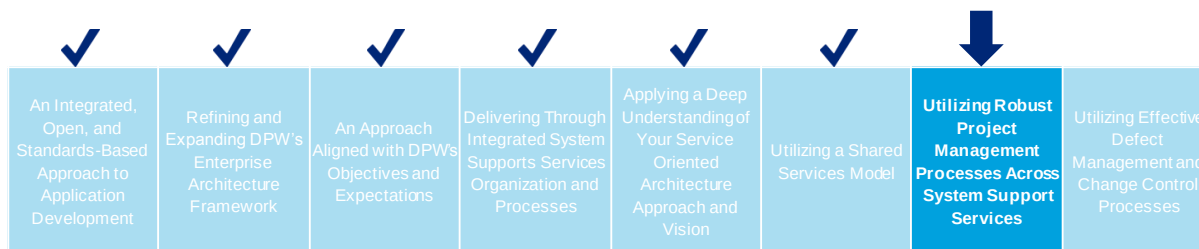


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Over the past few years, DPW has successfully moved to a Technical Shared Support Services model, as described on pages 317-318 of the RFP. This move has resulted in cost efficiencies for DPW due to sharing of resources, more productive processes due to the specialization of resources, and a coordinated communication point for BIS technical staff. Deloitte has worked with DPW over the past few years to help achieve this success. Our team provides both direct technical support resources to DPW as well as shared technical resources to provide technical services to the Application Modifications and Application Maintenance teams. Going forward, Deloitte will help DPW further expand the concept of shared services throughout the DPW Enterprise and allow for resource sharing across project teams.

Today, enterprise shared services are even more viable as DPW (and Pennsylvania) continues to be faced with an economic downturn, skill shortages, IT consolidation, and a service-oriented approach to system development. Shared Services result in a specialized set of resources that are well qualified in their domain and can support multiple business areas which leverage that domain in a similar fashion. Shared Services result in an integrated team which follows a consistent set of processes across business areas. Finally, this team furthers DPW's goal of an SOA model by aligning staff in an integrated team, removing some of the traditional barriers of a system-focused team. More details regarding our team's structure, reporting, processes, and communication can be found in *Section 6.6, Application/ Systems Operations Support*.

Using Robust Project Management Processes across System Support Services



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Successful development of large and detailed DPW systems requires a methodical approach to be employed by Deloitte, DPW teams, and other Lot vendors, as described on pages 318-319 of the RFP. Our joint team is likely to include hundreds of people at peak points in project. Coordinating this large number of team members, confirming that everyone understands their role and deadlines, and using the same approach to manage the project requires an over-arching development and management methodology. It helps everyone understand their key responsibilities and in what order critical project tasks must be accomplished.

Deloitte's uses leading project management methodologies, tools, practices, approaches, knowledge repository from your methodology and other human services implementations and related technology solutions as the basis for our approach. Deloitte's approach is to use your ePMM4 methodology which is the state standard for project management and couple it with our experience and leading practices in project management. The ePMM4 methodology is based on the Project Management Body of Knowledge (PMBOK).

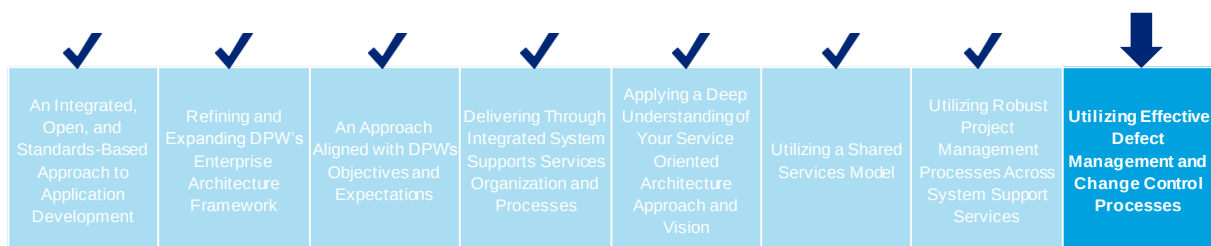
Deloitte has provided overall project management and Project Management Office (PMO) support to many of the in-scope DPW applications for the past 10 years. This experience provides us with a distinct perspective on the requirements for project management coordination across the application teams, and provides a strong baseline for helping DPW to integrate multiple vendors in the execution of this important project.

More details regarding our Project Management processes can be found later in *Section 6.2, Project Management*.

Project Management Highlights:

- Utilizes your Enterprise Project Management Methodology (ePMM4)
- Automated management of integrated project schedules through our Project Management Center (PMC)
- Quality of service based on CMMi and ITIL methods
- Performance and metrics based approach

Using Effective Defect Management and Change Control Processes



PA_DPW-901h_2

Well defined defect and change management processes are key to managing scope on projects as well as delivering those projects on time and on budget. With that in mind, we have carefully reviewed DPW's definition of the maintenance and modification phases as well as the expectations of the defect and change management processes. We define software changes by the following three categories:

- **Defects.** Accomplished by our maintenance team, defects are work items that are identified in the application code that do not meet the approved requirements and design documentation. Defects are prioritized through the defect management process. We also understand by reviewing the Application Modifications portion of the RFP on page IV-348 that maintenance may include minor screen changes and changes to data values, which we understand to be changes to reference data and the code structures that support that data. We have structured our maintenance team to provide resolution to these types of changes.
- **Enhancements.** Prioritized by DPW and accomplished by our modifications team, enhancements include changes to existing system functionality to meet new requirements or system designs. Often, these changes are captured through the Automated Tracking System. We will work with DPW to bundle these changes and obtain the proper approval before initiating this work. Given the nature of these changes, we also provide a framework for DPW to accomplish these changes with an abbreviated SDM, resulting in updated documentation, but at a reduced cost and time frame as compare to systems modification work.
- **Modifications.** Approved by DPW and accomplished by our modifications team, systems modifications are the result of larger system changes, typically resulting in brand new systems, sub-systems or modules. Recent examples of modification work that we have successfully completed for DPW include the PIM module for PACSES and the Preschool functionality for HCSIS.

As the Lot 7 vendor, our team brings an unusual combination of business and technology experience in each of the 6 enterprise systems which allow us to efficiently run the defect management process, which is described on pages 319-320 of the RFP. The goal of the teams involved throughout the SDLC is to prevent defects, but, when one does occur, we follow a rigorous process to manage defects and take steps to prevent defects from happening in the future.

As described on pages 320-321 of the RFP, the change control process is as important as a defect management process. Change happens on any project. When it does, it is important to have a change control process in place to confirm requests are properly prioritized and planned. We will review any maintenance and minor system enhancements through the change request, change control and software release management processes. Through working with you, we have realized how important it is to move as quickly as possible on changes of high priority. Having a standardized and streamlined change control process is vital to moving changes quickly.

More details regarding our Defect Management processes can be found throughout this section as well as *Section 6.4*, which is specific to the Maintenance processes, and *Section 6.5*, which is specific to the Modifications and Enhancements processes.

More details regarding the Change Control processes can be found throughout this section as well as *Section 6.2, Project Management*.

At the end of this section (6.3), we address your specific requirements relating to Child Welfare data repository.

No vendor has a better understanding of DPW's business and technology needs than we do. And no other vendor can match our established track record of success for delivering the types of System Support Services that the Department relies upon to achieve its strategic goals and objectives. Without this knowledge, any other vendor puts the Department at significant risk to transition the DPW systems that are vital to delivering critical services to Pennsylvania's most needy people. Attached is a letter from one of our clients that showcases our experience and performance.

Key Staff Spotlight Jason Reilly



"Having spent my entire career in the HHS industry, I recognize the challenges facing DPW. Changes will continue to occur in the business of DPW and I look forward to working with the Department to provide innovative technical solutions to assist the citizens of Pennsylvania."



Nicholas A. Toumpas
Commissioner

Terry R. Smith
Director

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION OF FAMILY ASSISTANCE

129 PLEASANT STREET, CONCORD, NH 03301-3857
603-271-4580 1-800-852-3345 Ext. 4580
FAX: 603-271-4637 TDD Access: 1-800-735-2964

August 14, 2010

To Whom It May Concern:

Deloitte Consulting has supported the State of New Hampshire's automated public assistance system, New HEIGHTS, since October 1996. New HEIGHTS is a comprehensive eligibility, provider and case management solution that addresses major human services programs including Medicaid, cash assistance, food assistance, long term care, child care, adoption subsidy and foster care.

During our 15 year relationship, Deloitte has been a true partner helping us overcome challenges and innovate with creative ideas and solutions. Deloitte consistently goes beyond expectations providing value that has made our long standing relationship a win-win.

The strength of the original system architecture has proven to be scalable and flexible supporting program and client growth. As we look to extend our investment in New HEIGHTS, Deloitte has demonstrated that they can fly the plane and perform major upgrades "while airborne".

Beginning in September of last year we started the deployment of our new document imaging and workflow solution. This system combines the best of cutting edge technology, integration with case management and wholesale improvements to DFA's business processes. The result has been transformative with an impact similar to that of the initial implementation of New HEIGHTS. Case workers and management are more productive, proactive and happier. Beyond the near term benefits, these enhancement have positioned DFA to further transform the way we do business with specialized teams, regional support centers and other natural extension of work management without boundaries.

Deloitte is also deploying a next generation self service solution that will change the way we engage with clients and partners. At the same time they are upgrading the original solution replacing PowerBuilder and COBOL with a new Java based solution. Our confidence in Deloitte and need to reduce operating costs is also driving consolidation of systems and functions from other silo's into New HEIGHTS beginning with components of Child Support Enforcement and long term care intake.

The most impressive element of all of these initiatives is Deloitte's unwavering commitment to smooth daily operations and the core system enhancement we regularly deploy to meet the ever changing needs of DFA and DHHS. The Deloitte staff helps us meet these challenges as one team. Not only are they technically proficient, but they also possess an in-depth knowledge of our business. In addition, they leverage the strength of their corporation by providing specialized resources, sharing corporate capabilities and facilitating knowledge and product transfer across States. This adds tremendous value in support of new initiatives at all levels of the organization.

The Department of Health and Human Services' Mission is to join communities and families in providing opportunities for citizens to achieve health and independence

PA_DPW-1315a



PA Reference

2

In all our interactions we have found Deloitte to be extremely flexible and accommodating. They are very professional in their approach and produce quality results that have consistently exceeded our expectations. The atmosphere of the project has reflected this partnership as all of us together are working toward the same goal of making the system meet the needs of the State of New Hampshire.

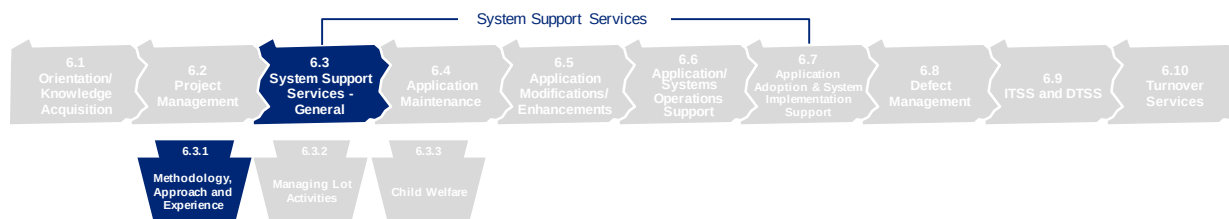
Sincerely,

A handwritten signature in cursive script that reads "Laurie Snow".

Laurie Snow, New Heights Project Manager
Division of Family Assistance

PA_DPW-1315b

6.3.1 Methodology, Approach and Experience



PA_DPW-203a_5

II

Page
II-3

RFP Reference: II-3. Work Plan

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

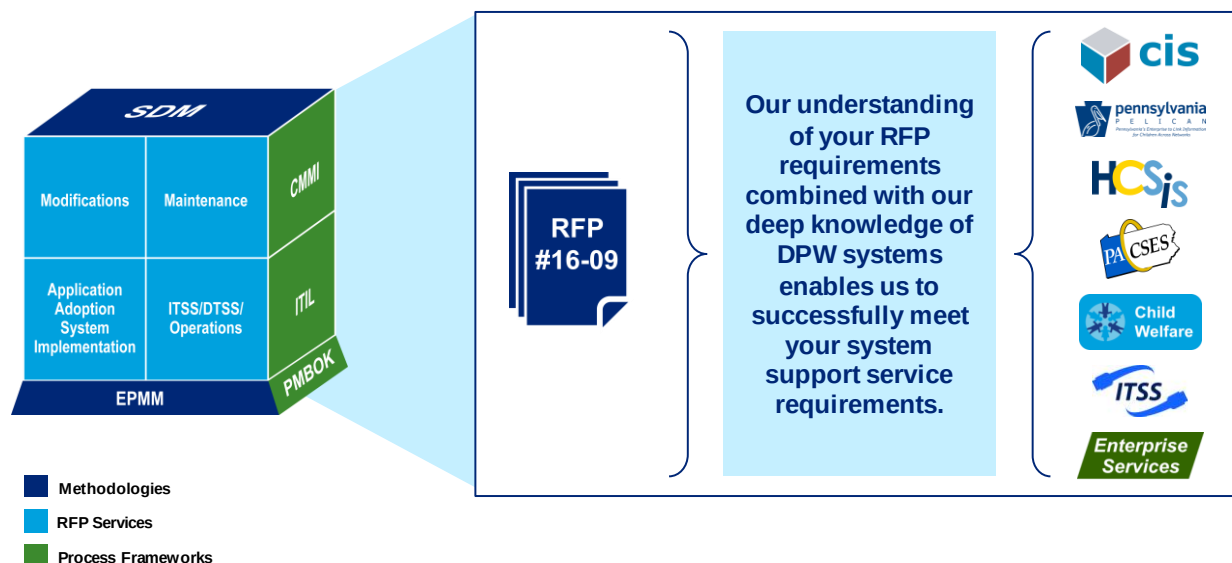
Methodology

Over the last several years, DPW has undertaken an evolutionary and progressive approach to delivering valuable services to the citizens of the Commonwealth. During that time, the Department has realized its goals through implementation of a collection of integrated systems that serve as a vital foundation for service delivery and day-to-day operations.

In order to continue to meet the increasing demand for services while effectively managing delivery costs, we understand and support DPW's objective to further its transition to an enterprise-level approach for developing and maintaining these systems. Integral to that strategy is adoption of an integrated and shared services-based methodology for delivering System Support Services including major systems modifications, routine maintenance, and operations and application adoption/implementation support.

Have you
heard?

Deloitte was selected by the Commonwealth in a competitive procurement to implement Pennsylvania's Business Solutions Center of Excellence (BSCoE). This initiative resulted in the development of .NET business application development frameworks, a standard software engineering process, and a reference application that demonstrated the use of the frameworks and software engineering process to build service-oriented applications in an iterative manner.



PA_DPW-162h_4

Figure 6.3-13. DPW IT Methodology

Our methodology leverages core standard-based components to form a cohesive foundation to support stable delivery of System Support Services across in-scope applications.

Our proposed DPW IT Methodology provides an open, adaptable and scalable approach for managing multiple and varied work streams that encompass the full spectrum of Department requirements and systems. The methodology provides a standards-based framework for project management and software development that uses your ePMM4 methodology as its foundation, coupled with your Software Development Methodology (SDM) to deliver System Support Services for the in-scope systems. The methodology also incorporates our own abbreviated SDM, which provides for a flexible approach to completing the phases and deliverables of development initiatives based on the specific needs and complexities of the project. This innovative approach enables accelerated delivery and efficiency while adhering to a common, structured methodology. For added value, components of the ITIL and CMMi industry standards are leveraged to effectively manage services delivery quality and provide a structure for continuous improvement over time.

The DPW IT Methodology has evolved over time. We have worked together to enhance that methodology with leading practices of Deloitte's internal SDLC methodology. Some examples of how the methodology has incorporated DPW's requirements and industry leading practices from process frameworks include:

- **SDM.** This has evolved over time, to align with DPW's preferred waterfall methodology, the introduction of an abbreviated SDM, and the deliverables within each SDM phase. Deloitte has worked closely with DPW over the past few years to continue to refine these processes, drawing upon lessons learned from within DPW and from our larger technology practice.
- **CMMi.** In recognition of the value of continual process improvements, Deloitte began the process to become CMMi (at the time, CMM) assessed for the work on our DPW



projects. The assessment of our DPW projects at CMMi Level 3 was a milestone in this process, as it represented the external recognition of our success in assessing our performance, establishing baselines and growth goals, and implementing process improvements activities to improve our services to DPW.

- **ITIL.** In 2009, DPW recognized that they needed a methodology for their internal operational processes that support the application development processes and methodology. Deloitte's Specialist Leader, **Randy Steinberg**, one of the major contributors to ITIL Version 3, was provided to help educate DPW on ITIL and help align organization with ITIL and prioritize activities accordingly. One of these steps was to identify the processes that DPW provides. The prioritization identified the services that DPW felt was most important to get up and running in the ITIL framework.

The components of the DPW IT Methodology provide a complex structure for delivering critical System Support Services using rigorous, industry-standard processes and tools for project management and software development, as well application adoption, system implementation and operational support. Given the complexities of the model, it is important to distinguish between the purpose and role of each methodology and process framework and how they are used to support the proposed System Support Services.

The following table describes the components of ePMM4 and SDM. In addition, the table highlights the major processes and tools that are expected to be used by each team providing the System Support Services defined in the RFP.

	Description	Methodology	System Support Services
ePMM4	Consistent approach for managing and controlling project activities from inception through implementation. Supports common processes and tools to drive deliverable quality, mitigate risks and optimize resource efficiency and effectiveness.	Detailed tasks and activities under 5 major project phases: • Strategy: Define project proposal, approach and cost • Initiation: Document business requirements, identify governance team • Planning: Define work plan and scope. Establish target dates • Execution and Control: Development, testing and implementation of new/changed software • Close Out: Knowledge transfer, lessons learned, finalize contract • Governance processes to: • Coordinate cross-program office activities • Validate project scope • Manage issues and risks	• Application Modifications • Application Adoption and System Implementation • Application Maintenance
SDM	Provides for a full sequential SDLC work pattern based on a modified waterfall approach. The logical sequence of SDM events emphasizes decision processes to guide a useful, cost-effective system. The SDM approach includes a logical order of events. It begins with establishing the justification for initiating a systems development or maintenance effort and concludes with system disposition.	Detailed tasks and activities under 5 major project phases: • Detailed System Design • Development • Testing • Deployment • Implementation and Adoption	• Application Modifications • Application Maintenance

Figure 6.3-14. Deloitte's Methodologies Contain Well-Defined Detailed Processes Used to Support System Services.

In addition to using ePMM4 and SDM, our team applies several process frameworks to align our work against industry leading practices. A description of the frameworks, the

processes they support, and their applicability across each of categories of services defined in the RFP, is provided in the table below.

	Description	Process Frameworks	System Support Services
CMMi	CMMi focuses on the ability to assess performance, establish baselines and growth goals, and implement process improvements activities to improve client services. We infuse CMMi throughout our delivery of the work plan to improve productivity, quality, and reduce cycle time.	Use process metrics/assessments to establish baselines from which to determine the improvements necessary to: • Better align business and technical strategies • Reuse common resources • Refine and expand the Department's EA model. Apply CMMi principles to continuously monitor and improve defect density ratios from the prior release's baseline, which leads to achieving a higher level of software quality.	• Application Modifications • Application Maintenance • Application Adoption and System Implementation • ITSS/DTSS/Operations
ITIL	ITIL is a leading practice framework drawn from both the public and private sectors internationally. It describes how to organize IT resources to deliver business value, documenting the processes, functions and roles of service management.	Leverage ITIL practices and guidelines to facilitate productive services management and development. Our standard operating procedures, guidelines, and service delivery tools incorporate ITIL-based process flows and practices. Continue to assess DPW's current IT processes using the ITIL framework. Using our team's experience with ITIL, we provide specialist assistance to evolve DPW processes to the next level. Our team supports the Department's annual baseline ITIL assessments and in building a roadmap for refinement/expansion targets.	• Application Maintenance • ITSS/DTSS/Operations

	Description	Process Frameworks	System Support Services
PMBOK	PMBOK is the global standard for accepted project management processes and procedures.	Continue to review and compare the standards, processes and methodologies recommended by the Project Management Institute (PMI), Project Management Body Of Knowledge (PMBOK) against ePMM	• Application Modifications • Application Maintenance

Figure 6.3-15. Deloitte's Process Frameworks Contain Well-Defined Detailed Processes Used to Support System Services.

Additional details about our use of the ePMM4 methodology for project management can be found in **Section 6.2, Project Management**. **Section 6.0, Work Plan**, further explains our use of SDM for software development, as well as the use of leading practices from the CMMi and ITIL standards.

Approach

The DPW IT Methodology intelligently applies the appropriate people, processes and tools to deliver a variety of System Support Services to meet the unique requirements and demands of each of the in-scope systems. Our proposed System Support Services span the core activities necessary for supporting your business through the development, deployment and user adoption of major system enhancements. The DPW IT Methodology supports an approach to delivering consistent, world class services that encompass the major DPW work streams and in-scope systems:

- **Orientation/Knowledge Acquisition.** These services include the knowledge acquisition, domain understanding, transition activities of the in-scope systems and independently providing life cycle management and maintenance support activities. Deloitte's relationship with the Commonwealth over the last 30 years distinctly positions us to forgo a transition time as the selected Lot 7 vendor. Given our culture to working collaboratively and maintaining clear communications, we are committed to working with the selected vendors for each lot activities as needed for these areas.
- **Application Modifications.** These services include the prioritization, planning, development and implementation of major system modifications and enhancements, managed through uniquely defined individual and multi-vendor IT projects. These services are expected to be used to meet key Department objectives to improve service offerings to citizens, while controlling costs through increased operational efficiencies.

Our proposed Application Modification services provides the development methodology, standard tools, skilled resources and delivery experience to support continued expansion and enhanced integration of DPW's suite of business applications. Additional details about our approach for Application Modification services can be found in **Section 6.5, Application Modifications/Enhancements**.

- **Application Maintenance.** Includes the responsive and timely support of in-scope DPW production systems required to sustain optimal business operations, while maximizing the use of the Department's technology investment. Application Maintenance services provide a vital role in maintaining high citizen service levels during future periods of expected growth and expansion.

Our proposed Application Maintenance services leverages standard activities used at DPW today to correct application defects and implement minor system enhancements that are configurable (e.g. reference tables). Maintenance activities also include technology-driven changes in accordance with software and hardware licensing. In addition, we expand upon current leading practices to promote increased cross-program office coordination and cross-application integration.

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. We have met the Online Availability SLA greater than 98 percent of the time over the last five years.

Additional details about our approach for Application Maintenance services can be found in **Section 6.5 Application Maintenance**.

- **Application Adoption and System Implementation.** These services include providing assistance in the deployment, roll-out and adoption of business solutions that meets the needs of the Department's various stakeholders. Our proposed Application Adoption and System Implementation services are built on the following core activities:
 - Developing strategies for organizational change management and transition facilitation
 - Employee and end user training
 - Stakeholder communication management
 - Planning, coordination and execution of application and technical implementations.

We expect that our proposed Application Adoption and System Implementation services will play a vital role in DPW's pursuit of expanding its suite of business

Key Staff Spotlight Bert Maier



"I work directly with Deloitte's national technology leaders on identifying leading practices and establishing the overall direction for Deloitte's System Development practice. This role gives me direct access to the full capability of Deloitte's system development resources and methods on behalf of DPW."



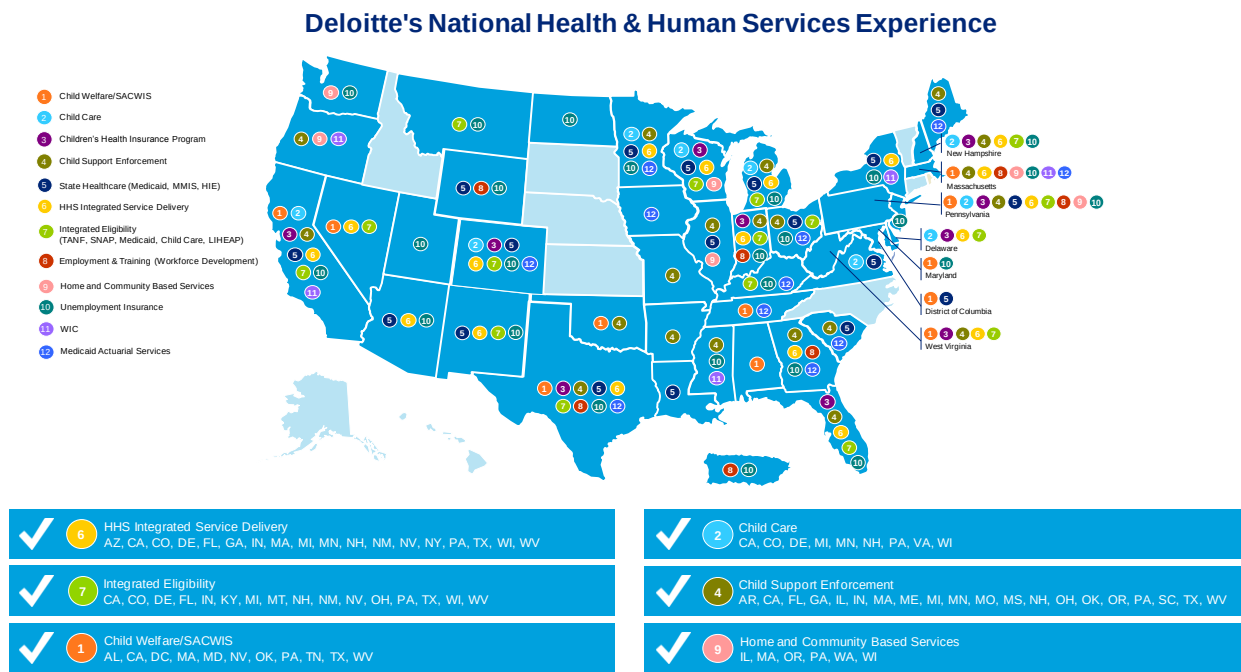
applications. Managing user expectations and attaining user acceptance are critical success factors in achieving these key departmental objectives. Additional details about our approach for these essential services can be found in **Section 6.7, Application Adoption and System Implementation**.

- **Operations Support through a Shared Services Model.** Operations Support is provided by a unified shared services team which enables the right resources to be employed at the right time to address the Department's strategic, tactical, and operational IT needs. The role of this team is to manage and assist DPW with the key day-to-day operational activities such as:
 - Database management
 - Environment management
 - Batch and schedule management
 - System issue management
 - Managing batch operations
- **ITSS and DTSS Support.** In conjunction with the Application Modifications and Maintenance services, the ITSS and DTSS teams work in tandem to determine that business requirements are satisfied, technical standards are followed, and required supporting documentation is properly updated and annotated. These services leverage a consistent communication strategy to confirm that vital information is exchanged clearly and accurately, and that the proper tools and processes are used to coordinate cross-team activities. The Operations and ITSS/DTSS groups promote and lead the development of the Enterprise Architecture and the Service Oriented Architecture that will guide future DPW software and hardware solutions. They are responsible for developing and supporting the standard processes and tools that are used to expand system integration through required program-office and project team coordination.

Additional details about our approach for these innovative services can be found in **Section 6.6, Application/System Operations Support**, and **Section 6.9, ITSS and DTSS**.

Experience

Deloitte has worked with over thirty-five states to support Health and Human Services (HHS) projects. We are distinguished by the number of dedicated professionals, services successfully provided, and award-winning implementations our clients have earned in teaming with us to solve complex business problems. Additional information about our practice is available at www.deloitte.com/hhs.



PA_DPW-171_3

Figure 6.3-16. Deloitte's National Health & Human Services Experience.

The breadth of our experience working with the Commonwealth and other states across the nation positions us to serve DPW's Lot 7 activities.

Deloitte has earned a reputation of superior performance in successfully designing, developing, implementing, modifying, and maintaining numerous large-scale automated systems on a national-level in the Health and Human Services Industry. We have helped many of our clients deliver valuable federal and stated funded services to millions of eligible constituents within their state. Equally, through our experience we have continued to develop unparalleled knowledge and understanding in the delivery of these services that has enabled us to assume an IT leadership position in the industry. We have served, or are currently serving, HHS agencies within 42 states providing similar services as we are to DPW: application modifications, maintenance, operations and technical support, and systems adoption.

Deloitte has a long history of providing leading system support services to HHS agencies over the past 35 years. As the following table illustrates, our achievements span multiple decades, states, business areas, and technologies. As evidenced by the significant events we have been part of in HHS over the past 30+ years as listed below, Deloitte will not be "cutting our teeth" on DPW's vital enterprise systems.

Year	Deloitte's Firsts and Innovations
2009	One of the first statewide J2EE IE and case management systems
2007	First child support system built with using Custom-Off- the-Shelf (COTS)/Enterprise Resource Planning (ERP) technology
2006	- First child support data warehouse to win multiple awards and federal recognition - First J2EE, self service portal to provide access to Food Stamp and Medicaid benefit information to clients



Year	Deloitte's Firsts and Innovations
2005	The first incremental, web front-end, mainframe back-end, IV-A case management system
2004	First Internet-centric Unemployment Insurance Benefits system in the US
2003	One of the first J2EE Web-based, server-based, integrated eligibility and case management systems
2002	First fully integrated National Electronic Disease Surveillance System (NEDSS) in the country
2001	The Common Point Access to Social Services (COMPASS) solution set, a Web-based application, designed to extend the accessibility of the social service application process to public users and business partners. COMPASS is currently used in 3 states, 1 Federal Agency, and hundreds of counties.
2000	- First vendor to integrate data brokering functionality into a Web-enabled integrated eligibility solution - First integrated provider entry-enabled system
1999	- One of the first client/server, integrated eligibility systems - Implemented change center case management functions in existing eligibility environment - First federally compliant SACWIS in US
1998	Implemented first data warehouse for welfare reform
1997	- First data warehouse for labor market system - Internet-enabled access to child welfare information
1995	First fully implemented statewide Automated Child Welfare Information System (SACWIS)
1994	First EBT engagement to incorporate final "Reg. E" decision
1992	- First stateside integrated eligibility system to implement relational database management systems - First eligibility system to use PC-based application development environment
1991	- First model county welfare system for California - First successful large-scale system transfer
1989	"Best Practices" FAMIS system - First eligibility system to use integrated CASE environment - First eligibility system to automate the "Standard Filing Unit" process
1985	First point-of-sale food stamp issuance system
1982	First fault-tolerant data center in Health and Human Services environment
1981	First integrated Medicaid Management Information System (MMIS) and FAMIS system
1977	First eligibility-type system

Figure 6.3-17. Deloitte's Has Played a Significant Role in Important HHS Innovations over the Past 30+ Years.

In addition to our broad HHS experience, Deloitte brings the experience of our expansive technology practice to DPW. With over 8,000 practitioners in our Technology Practice in the United States, we bring experience in a variety of disciplines which are of

direct application to the services we provide to DPW as part of Lot 7. These service areas allow Deloitte to deploy specialized resources as meet the needs of our client and illustrate our ability to support a wide variety of requirements through different technical solutions.

Deloitte's Extensive Technology Practice

Deloitte Services

Technology Strategy & Architecture	Information Management	Package Technologies	Systems Integration	Technology & Process Management	Other Technology
- Technology Innovation - IT Strategy & Alignment - Enterprise Architecture - IT Effectiveness & Operations - Application Strategy and Selection - Data Center & Technology Infrastructure	- Business Analytics - Business Intelligence / Data Warehousing - Enterprise Content Management - Master Data Management - Performance Management Technology	- SAP Package Technologies - Oracle Package Technologies - Salesforce.com, Lawson, Contact Center, SCM Packages - Emerging Packages and Solutions - Web Enabled Transformation - Portal Technology	- Custom Development - Services Oriented Architecture (SOA) and Integration Architecture - Solution Analysis and Design - Program Management - Testing	- Application Managed Services: - Info Mgmt/ BI - SAP - Oracle - Systems Integration - Extended Business Office Solutions - Operations Support Services	- Security & Privacy Strategy & Management - Security & Privacy Technology Integration - eXtensible Business Reporting Language (XBRL) - Analytic & Forensic Technology

Deloitte External Recognition

- Rated Top Firm in IT Org Redesign by Forrester in 2009 - Kennedy Vanguard ITSP provider – a leader for IT Strategy and Planning consulting - Rated Leader in IT Strategy and Planning by Gartner - Top Rated by Forrester for IT Cost Reduction in 2009	- Rated by Gartner in the top quadrant for BI and Performance Management in 2008 - Awarded 2009 Partner of the Year by IBM, Oracle and SAP - Received Informatica Innovation Award for Nationwide Insurance's Enterprise Data Integration Implementation - Received Computer World Honors Award for Enterprise Data Warehouse Implementation at Ethicon-Endo Surgery (J&J)	- Awarded Oracle's Partner of the Year 2006, 2007, 2008, & 2009; 11 Titan awards in the past 4 years - Awarded SAP's Partner of the Year; received multiple Pinnacle, Diamond, Alliance, Excellence awards - Received Salesforce.com's Appy Award for Large Enterprise Deployment - Received Adobe Solutions Partner Recognition Award (Sysco) - Gartner Magic Quadrant; Forrester "Leader" awards	- Services Thinking initiative resulted in Deloitte being named a leader in the SOA and BPM space by Gartner, Forrester, and IDC - Certified CMMI level 3 in the US; CMMI level 5 in India - Leader in Forrester Wave for Systems Integrators - Won the 2009 Computerworld Laureate Award for DIR EAMS project - Received HP's 2008 Partner Excellence Award for Enterprise Application Quality Testing	- Completed successful SAS 70 Type II Audit - Resources certified in ITIL V3	

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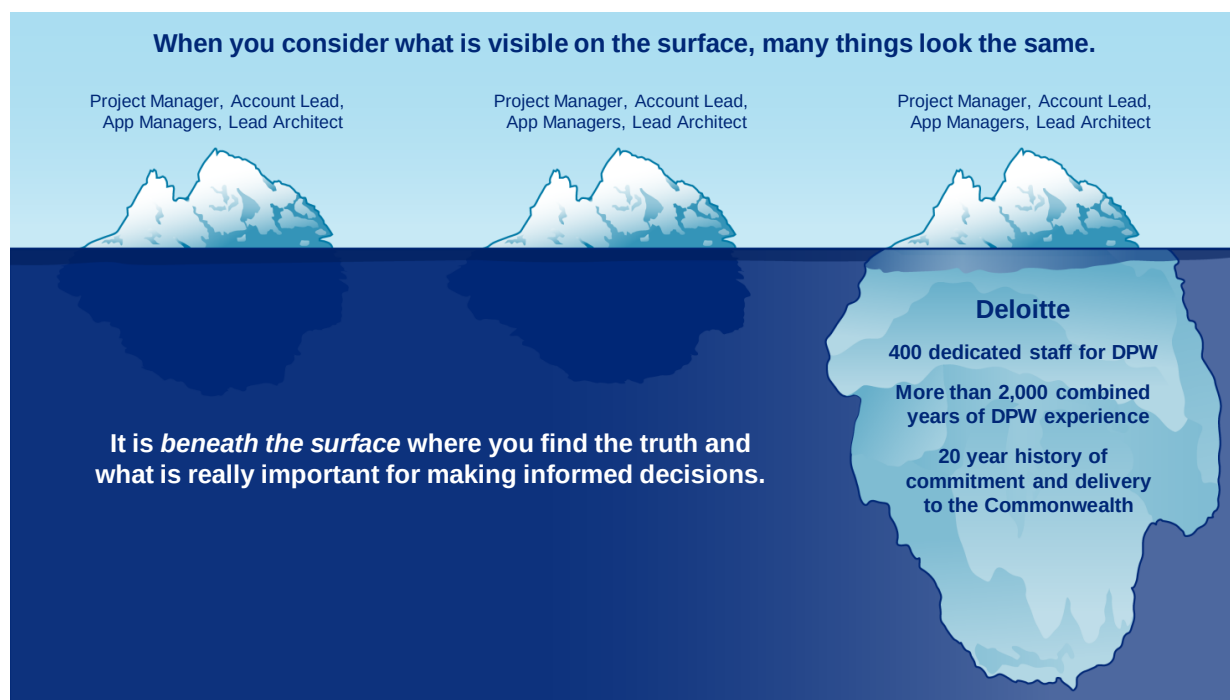
Figure 6.3-18. Deloitte's Expansive and Externally-Recognized Technology Practice.

Deloitte's Technology Practice consists of 6 Service Lines, encompassing a variety of services, is consistently recognized as a Technology Leader by third party organizations.

Even more important than our broad HHS and technical practice, Deloitte possesses unparalleled knowledge of and experience with the DPW projects during a relationship that has lasted over 30 years. As the current systems integrator, we have developed an intimate knowledge of your operations and the systems used to support them. Our experience has enabled us to establish a broad understanding of your business that

spans from the unique needs at the program office-level to the integrated enterprise-level. Equally important is the strong, uncommon, and collegial relationship that the Department and Deloitte have established on these shared initiatives over the past several years.

With our team, we have experience and a proven track record with the Commonwealth. Our team's experience is most represented by not just the experience of a handful of key staff but instead by the collective experience of 400 existing DPW-dedicated staff. That experience represents proven delivery of more than 2,000 years of working with DPW.



PA_DPW-004_2

Figure 6.3-19. Deloitte's Vast Experience with DPW.

Our team's combined 2,000 years of experience with DPW represents a long standing relationship, allowing us to provide the required level of support and commitment to DPW.

While our competitors may present a team which appears to meet DPW's requirements for this RFP, the characteristics of their team and ours are not as similar as they may appear. When you look closer, you begin to see the depth of our experience. It is this depth and strength of our team which differentiates our team from the teams of our competitors and which will help support DPW in the years ahead. The depth of our team is built upon:

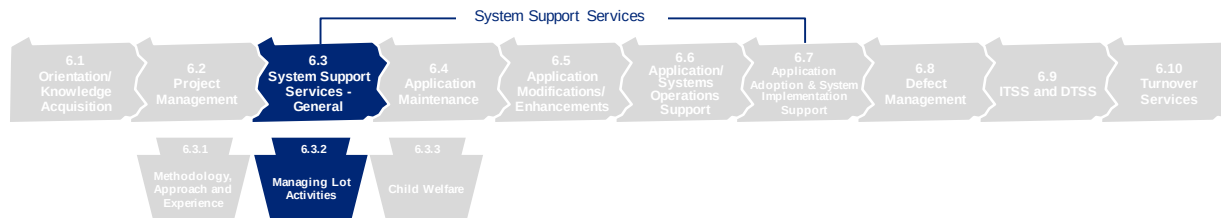
- **400 Dedicated Staff for DPW.** This represents 400 staff who are currently working for DPW. The depth of our team extends far beyond three to five key personnel with relevant experience.
- **More than 2,000 Years of Combined DPW Experience.** Our team has over 2,000 years of experience working with you; through these years, we have gained a



tremendous amount of knowledge regarding your business, your technical environment, and your processes.

- **20 Year History of Delivering for Pennsylvania.** We have established our commitment to Pennsylvania through the past 20 years, through consistent high-quality delivery. We are committed to helping you succeed. As a global company with a strong, established local presence, we are invested in the success of DPW and the critical services you provide to the people of Pennsylvania.

6.3.2 Managing Lot Activities



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II

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RFP Reference: II-3. Work Plan

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

With our expansive experience with DPW and nationally in Health and Human Services, no other vendor can match our capabilities with respect to both detailed design, development and system implementation services. Our market leading approach supports our successful management of extremely complex projects. Our systems integration practice with strong domain knowledge on HHS delivers both advisory and implementation services that can provide DPW with solutions to help them better manage Lot 7 activities and the critical business of information technology, including their technology organization and their portfolio of technology assets.

Deloitte is distinctly positioned to fully comprehend the issues and risks associated with providing Technical Support Services for DPW's strategic business systems. During our 30 year relationships, we have jointly established the current project management methodology that includes the processes, procedures, artifacts, templates and tools to effectively manage DPW projects within a framework of continuous improvement. Further, this relationship provides us with an understanding of DPW's vision of an integrated human services delivery model that includes multiple vendors and shared services within a service oriented environment.

Based on this understanding, as well as the lessons learned from our national HHS client and project base that includes those of similar size, scope and complexity to DPW, we provide a list of the most critical issues and risks regarding project management on this new contract. More importantly, we propose solutions that reduce or avoid these issues and risks and have incorporated them into our project management approach. We provide a full list of issues, risks and proposed solutions in our *Tab 4, Section 4.3, Issues and Risks*, narrative response.

Have you
heard?

With Deloitte's assistance, California Department of Health was recognized with the 2009 Digital Achievement Award. This is the first time that SDM tools have been integrated into any case management system for any organization. This recognition positions Deloitte as the market leader in statewide automated child welfare information system assessments in the future.

Deloitte Differentiators	Deloitte Approach Meets DPW Requirements
No learning curve for management activities	Given our experience, and understanding our management team can hit the ground running. Bringing together experienced systems integrators, domain area SME to manage complex projects. Deloitte has the depth and capabilities to engage individuals with the required skill sets, subject matter knowledge, and quality assurance process experience to meet the business needs and long-term goals of DPW.
PMO experience since inception	Given our exposure to DPW's business practices and familiarity with the organization and culture, we understand the current process and how it evolved. We can help DPW avoid pitfalls of changes as IT processes evolve further.
Quality is built into each process	Deloitte's Quality Assurance approach is integrated into our overall project management approach, and seeks to objectively evaluate the project delivery process and effectiveness of processes and activities to improve service and reduce the need for failure-responsive activities. 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
People that you know and trust	There is no need to start from scratch to build relationships. Understanding the organization and awareness of operational practices are critical to getting on the same page. Understanding and knowing the culture and people go long way in building trusting relationships and one team concept.
Proven and mature approach	Our mature approach incorporates the use of checklists, tools and technologies to assist project teams engaged in system development efforts, and to collect and report relevant material in a highly standardized way that results in credible, precise findings.
Maintaining a collaborative relationship with DPW and across the Lot vendors	Committed to the project's success, we focus on maintaining a collaborative relationship with the project stakeholders to assist in finding and implementing practical solutions to issues and risks.
Methodology that provides guidance and a framework for project monitoring	Our methodology encompasses an end-to-end full life cycle, standards-based approach that is derived from industry standards that include the IEEE 1012-2004 Standard for Software Verification and Validation, SEI CMMi, and the PMBOK. Each of these standards directs us to our three primary objectives for Project Monitoring: Facilitate early detection and correction of issues thus providing the program and/or project manager with the right information at the right time and allowing them to make informed decisions Enhance management insight into process and project management risks Support software development life cycle processes to provide compliance with program performance, schedule, and budget requirements

Figure 6.3-20. Deloitte's Approach Reduces the Impact of Risks and Issues to DPW.

The following are high-level summaries of our plan and approach for managing Lot 7's Required Activities and Tasks. This plan and approach encompasses the work for the System Support Services.

As part of this, we have described a subset of issues/risks which apply across System Support Services.

Issues, Risks and Proposed Solutions

II

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RFP Reference: II-3. Work Plan

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

Deloitte is distinctly positioned to fully comprehend the issues and risks associated with providing Technical Support Services for DPW's strategic business systems. During our 30 years of working together, we have jointly established the current project management methodology that includes the processes, procedures, artifacts, templates and tools to effectively manage DPW projects within a framework of continuous improvement. Further, this relationship provides us with an understanding of DPW's vision of an integrated human services delivery model that includes multiple vendors and shared services within a service oriented environment.

Based on this understanding, as well as the lessons learned from our national HHS client and project base that includes those of similar size, scope and complexity to DPW, we provide a list of the most critical issues and risks regarding project management on this new contract. More importantly, we propose solutions that reduce or avoid these issues and risks and have incorporated them into our project management approach. We provide a full list of issues, risks and proposed solutions in our *Tab 4, Section 4.3, Issues and Risks*, narrative response.

Key Staff Spotlight Lona Cooper



"As a mother of young kids, I have a passion for helping Pennsylvania's children; working with the Commonwealth provides me the opportunity to help children have an opportunity to grow up and be successful."

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

Maintenance and Modification Services

Issue/Risk	Deloitte's Mitigation Strategies
Ability to Respond to Production Issues The complexities and interdependence of DPW systems make issues and the impacts intricate and there exists significant potential to develop downstream affects.	- Deloitte has the collective experience from 10 plus years working with DPW to quickly assess the impacts of and the fixes to production issues that may arise. - Since we understand the complexities and interdependencies between these systems, especially since the Department is moving towards more SOA based applications, we can quickly correct the problem and minimize any negative downstream affects. - We do not wait until performance problems arise in production. We proactively load test our applications to minimize these risks.
Increased level of effort for maintenance and modifications efforts Significant resources will be required to first learn the application and what it does before it can be repaired. Testing will take significantly longer as a new resource has to determine how to regression test the system to make sure the system is not impaired.	Deloitte has worked closely with DPW to establish estimation procedures that have provided transparency to DPW and incrementally built trust. We will continue to build on these efforts.
Meeting Critical Milestones Directly Before and After Transition There are certain program requirements for DPW that must occur timely and at specific points during the year (e.g. COLA mass change, LIHEAP, etc).	- We have been side by side with you through many business cycles of these activities and fully understand the critical timelines associated with meeting these milestones. With Deloitte, you can feel confident that these deadlines are understood and will continue be proactively planned for so you can provide the needed services to your constituency. - By choosing Deloitte, time can be spent on providing the solution rather than attempting to understand the problem and then constructing a solution.
Lack of Understanding of the Enterprise Applications - At the critical juncture of maturity of the DPW SOA based architecture, a failure in a component due to lack of understanding would have cross program impacts. - Also lack of understanding increases the probability of solutions not aligning with the DPW EA.	- As the DPW environment becomes more reliant on enterprise level services, it is essential that you have a vendor that fully understands their scope and also embraces your desire to create more business focused services. - For example, each of the core applications within DPW has an "intake" module. Deloitte can help you evolve an enterprise level service that provides that functionality across your enterprise.



Issue/Risk	Deloitte's Mitigation Strategies
Breadth and Depth of Technology Resources The DPW technical environment requires not only vast, but broad technology skills that are not all readily available in the market.	- Deloitte has proven our ability to bring to the table the technical skill sets required to maintain and enhance your systems. We will continue to draw from our national Technology practice to provide you with the most current technology skills. - Not only the breadth and depth of the skills that we bring to the table, but the collective number of years we have using them.
Vast HHS program experience to support each of the program areas served by your enterprise systems 35 years of knowledge of HHS programs, policies, operations, lessons learned and leading practices, cannot be replaced during a 6 month transition period	- We have a history of HHS success across numerous states, to include: Massachusetts, California, Colorado, Wisconsin, West Virginia, Alabama, New Hampshire, Delaware, Texas, and Florida. - We have the track record and the data to back it up.
Reduction in National Status for Advanced Technology Thinking and Performance DPW has enjoyed this status and has been nominated for and has achieved many national awards.	- We have access to nationally recognized practitioners that have vast program knowledge and currently assist other states and the federal government with establishing and crystallizing new policies and initiatives. We have proven the invaluable insight and knowledge reservoir that we bring to the engagement with a wealth of nationally recognized practitioners such as Wade Horn, Margot Bean, Harry Radegue, and Dr. Paul Keckley. - We have published and presented across the nation on many innovative programs and IT trends that may affect not only DPW but also the other states. - Because of our access to these resources we are able to provide insights into how these new or changed initiatives will impact you thus keeping you "ahead of the curve" and can help maintain your stature as both a program and IT leader.

Figure 6.3-21. Maintenance and Modification Issue/Risks and Mitigation Strategies.

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

Systems Adoption and Operational Support Services

Issue/Risk	Deloitte's Mitigation Strategies
Lack of DPW Program, Policy and Operational Knowledge Under the new lot structure, a significant variation in the vendor's levels of business process knowledge will reduce the current level of system adoption support capability across the SDLC	- Our subject matter experts and our operations support personnel in many instances have come from the various field offices for whom you serve. - Given this background, we understand the impacts of new functionality and know how to improve the existing business processes.

Figure 6.3-22. System Adoption and Operational Support Services Issue/Risks and Mitigation Strategies.

Deloitte is the only Lot 7 vendor with the depth of experience in systems adoption to maintain the current level of adoption support expected by DPW end users.

Defect Management

Issue/Risk	Deloitte's Mitigation Strategies
Ability to Quickly Address PCRs. - Deloitte can continue to work through the PCRs in a timely manner and can help increase system acceptance and improve the applications' effectiveness. - Time is of the essence when resolving production defects in batch and online systems, End users/clients may be severely inconveniences if system defects are not resolved timeline	Having a National HHS/PA DPW experienced vendor like Deloitte, is the safest and most reliable approach to helping confirm that PCRs are addressed timely and correctly.
Accurate Defect Identification and Reporting. Multiple vendors entering duplicate defects and pointing to different root causes (requirements, design, implementation)	Increased participation in DPW in the defect documentation and analysis process in order to streamline ownership and reduce duplication
Ability to Assess the Impact of a PCR. Each problem that affects a system in an adverse way or precludes a user from completing their job functions can impact overall program performance. If the full breath of an impact of a PCR is not understood, situations can degrade from bad to worse.	- Having a vendor like Deloitte, is the safest and most reliable approach to helping confirm that PCRs are fully understood and that the impact to the system is clear. - This also includes the ability to understand downstream affects or cross program impacts that may not otherwise be obvious.

Figure 6.3-23. Defect Management Issue/Risks and Mitigation Strategies.

Deloitte provides DPW with accurate and efficient defect management to limit churn and increase productivity.

Direct Technical Support and ITSS Services

Issue/Risk	Deloitte's Mitigation Strategies
Availability of Mission Critical Infrastructure. The Department must continue to support the mission critical systems regardless of the vendor selected for Lot 6 and 7.	The proven team at Deloitte provides a diverse and robust set of technology skills and experience amplified by a solid understanding of the business of DPW that is critical in continued DPW mission success.



Issue/Risk	Deloitte's Mitigation Strategies
Delays in Advancing the Shared Services Model to Other IT Functions. You have significant momentum and with a transition at a minimum the progress towards additional shared services will be 6 months with a high probability it will take several years to show additional progress.	- At the onset, Deloitte has the established background and business knowledge in the DPW shared services model to not only maintain the current level of quality for the current services but to continue the growth trend towards improved efficiencies. - Day 1 of the new contract Deloitte will be ready to perform annual planning to advance your shared services versus planning for orientation and knowledge transfer activities.
Striking the Balance Between Enterprise Architecture and SOA Against the Responsibilities Towards the Business Customer. Having support personnel that understand the program side of the house in addition to technology can help assist in striking that balance. SOA is an enabler, but it is not the be all and end all.	We have been at DPW's side as DPW has led the way in the sector in using suitable and proper appliance of SOA to provide consumable business services. This history establishes the trust between DPW and Deloitte to provide an appropriate balance in the usage of SOA for business services.
Challenges to integrate COTS into existing applications. DPW is increasingly using COTS products in adherence to current HHS IT leading practices. As a result, the interdependencies between these COTS products and the custom built solutions become more important to understand.	- Deloitte has a large pool of resources to draw from that has a breadth of experience working with the COTS products as well as creating conduits of interconnectivity to optimize the use of COTS for DPW. - Our detailed knowledge of each of the custom built applications positions us to be able to effectively integrate COTS into the custom world.
Ability to Continually Upgrade to New Technologies in a Highly Integrated and Multi-Program Set of Business Solutions. As part of DPW's incremental renewal strategy it is inevitable that new technologies will be introduced into a complex business and system environment.	- With multiple teaming relationships with the leading companies across the industry, Deloitte maintains a posture on the leading edge of technologies and is positioned to assist DPW in maintaining the position of a technology leader in its sector. - By providing a broad view of the program areas and application initiatives, ITSS helps to seamlessly progress upgrades and introduce new technologies.

Figure 6.3-24. Direct technical Support and ITSS Services Issue/Risks and Mitigation Strategies.

Deloitte understands exactly where Direct Support and ITSS are in their evolution and will be able to accelerate towards DPW's future vision like no other bidder.

Processes, Tools, and Reports

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

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

The processes and tools used by each team within System Support Services are described in more detail in the individual team's sections.

Management Controls, Communication, and Evaluation

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

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

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

Management controls, communication processes, and evaluating effectiveness processes used by each team within System Support Services are described in more detail in the individual team's sections.

Reference

Please refer to the *Project Management (Section 6.2)*, *Application Maintenance (Section 6.4.2)*, *Application Modifications/Enhancements (Section 6.5.2)*, *Application/Systems/Operations Support (Section 6.6.2)*, and *Application Adoption & System Implementation Support (6.7.2)* sections for more detailed breakdown of information the following:

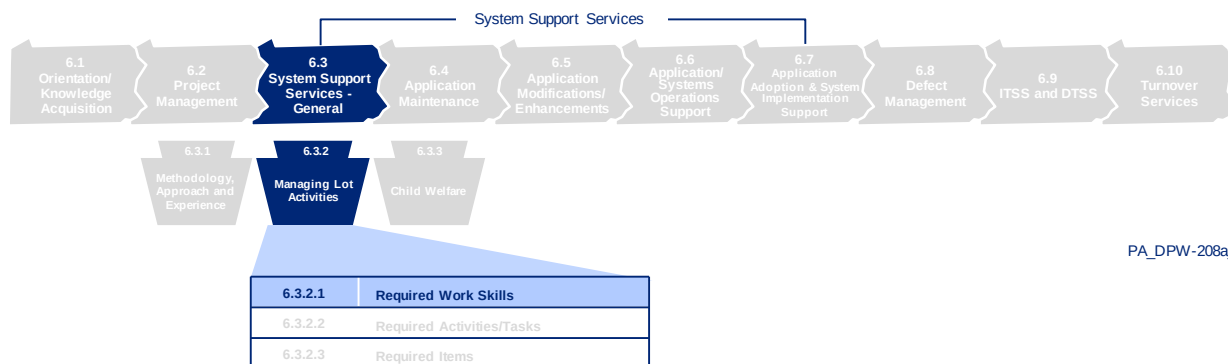
Benefits of Coordinated Communications

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



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

6.3.2.1 Required Work Skills



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Project Manager

IV	Page IV-321	RFP Reference: REQUIRED WORK SKILLS

The selected Offeror of **Lot #6** and **Lot #7** staff providing Systems Support Services and IT Direct Support Services engagements must meet the following requirements:

- Provide a Project Manager with a minimum of 5 years of experience in Information Technology Project Management for large-scale federal, state, or county systems.

The proposed project manager for Lot 7 is **Michele Keller, a certified Project Management Professional (PMP)**, has 10 years of experience working with DPW and 25 years of IT experience. Michele has over 20 years' public sector consulting, project management, technical, sales and business experience developing solutions to meet the needs of the Commonwealth of Pennsylvania agencies (Departments of Welfare, Labor & Industry, Transportation, Community and Economic Development, PEMA, Office of General Counsel, PA Legislature). In addition, she has over 10 years of hands on experience and knowledge in the implementation of OIM administered eligibility programs – Cash, TANF, Food Stamps, Medicaid and Long Term Care or in the implementation of these HHS programs in a similar state environment. Michele also brings her experience in the understanding of end user, and operational delivery of welfare services for the programs listed above in a similar state environment.

Michele's profile is provided on the following page:

Michele (Mick) Keller, PMP		Current PA DPW Experience	
	<i>"I am proud to be part of the team of people I work with on a day to day basis. The people from both Deloitte and DPW are dedicated to helping the people of PA. Together we have faced many challenges with passion and integrity. I look forward to being a part of this team, making an impact in PA, and continuing to improve the lives of PA residents."</i>	Proposed Role	Project Manager
		Employer	Deloitte
		Years with Deloitte	10 Years
		Locations	Harrisburg Project Site
		Percentage of Work Day and Project Duration	Assigned full time to the project except for personal time off and required organizational activities.
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 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 vast 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. Mick is a certified Project Management Professional (PMP).		
Description of Current Position and Responsibilities	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 worked with Commonwealth agencies on technology implementations and change management, and leadership activities.		
Any Other Projects/Commitments	None		

Figure 6.3-25. Profile of Mick Keller.

Senior IT and Key Staff

IV

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RFP Reference: REQUIRED WORK SKILLS

The selected Offeror of Lot #6 and Lot #7 staff providing Systems Support Services and IT Direct Support Services engagements must meet the following requirements:

b. Provide Senior IT Managers and Systems/Technical Architects with a minimum of 5 years of experience in large-scale complex Information Systems and Technology Integrations and business solution design, development, and delivery using EA-SOA

d. Provide Key Staff, as defined in I-29, Key Staff Diversions or Replacement, with experience in large complex health and human services Information Systems and Technology Integrations and business solution design, development, and delivery.

Our key staff have many years of experience in Health and Human Services (HHS), Information Technology (IT), Commonwealth of Pennsylvania Department of Public Welfare (DPW) programs and enterprise services, which include client management, financial management, CRM, Security services, provider management, quality management, correspondence and incident management. The table below highlights a representative sample of experience, and indicates the number of HHS programs our key staff have worked on. The HHS programs include TANF, Food Stamps/SNAP, Fuel Assistance, School Meals, Child Care, Medicaid, CHIP, Home and Community-Based Services and Waiver programs.

	Years of Experience				# of HHS Programs Worked On
	HHS	IT	DPW	DPW Enterprise Services	
Agarwala, Aasheesh	8	12	8	5	3
Ahmed, Anna	1	1	1	1	1
Arya, Satya	20	29	20	0	8
Augustine, Sinoj	10	12	8	7	5
Bacon, Elizabeth	7	12	5	5	7
Bagkar, Rahul	7	10	6	6	4
Baker, Tracy	1	6	1	0	0
Bannon, Craig	7	18	7	0	3
Bathini, Ramesh	15	15	12	0	2
Beeman, Kyle	4	5	1	0	4
Beinhower, Scott	2	12	2	0	0
Berkstresser, Joe	13	21	10	10	9
Bhatti, Ajmad	7	24	2	2	2
Bommisetty, Swarna	2	9	2	0	0

	Years of Experience				# of HHS Programs Worked On
	HHS	IT	DPW	DPW Enterprise Services	
Bowers, Shawn 	4	4	4	0	9
Brown, Neil	5	21	5	0	2
Cannon, Thomas	2	40	2	0	0
Chagantipati, Ram 	12	15	9	3	7
Chengalvarayan, Hariharan	1	5	1	1	9
Chonkar, Tejas	4	6	2	0	3
Cibak, James 	1	21	1	0	0
Collins, James	12	42	12	0	2
Cooper, Lona 	17	17	17	7	4
Crowe, Dana 	19	8	8	8	3
D'Ambra, Douglas 	3	3	3	1	1
Das, Jyotish	7	25	15	15	3
Dasi, Kranthi	3	6	2	2	1
Deimler, Mary Jean	31	31	26	0	5
Devlin, Rob	10	30	10	3	3
Dhuri, Vivek	3	0	3	0	0
Diniglio, Rocco	2	3	2	2	5
Doraiswamy, Mukundan	7	18	7	4	9
Evans, Peter	8	14	8	4	3
Fagan, Jill	35	0	1	0	5
Fisher, Jeff	21	35	21	0	4
Fry, Terry 	25	36	25	22	4
Gnanadesikan, Prashanth	1	4	1	0	0
Gnanavel, Dhandapani 	13	15	1	0	4
Graeff, Damien 	6	15	6	6	5
Groff, Sherri 	15	6	6	6	0
Gumbel, Laura	7	12	7	0	0

	Years of Experience				# of HHS Programs Worked On
	HHS	IT	DPW	DPW Enterprise Services	
Gupta, Ajay	12	18	9	9	3
Gupta, Prachi	1	1	1	1	1
Halenz, Diana 	15	10	10	1	3
Holwig, Brian 	6	10	5	3	5
Hough, Lindsay 	4	10	3	3	3
Hughes, Lauren	12	13	12	7	0
Illuru, Praveen	1	5	1	1	0
Inturi, Chandra	2	12	6	0	0
Jadcherla, Chaitanya	5	9	4	4	6
James, Dennis	10	30	11	6	4
Kamat, Sanket	6	9	6	6	5
Kanade, Subodh	7	16	7	4	5
Kannekanti, Ramesh	3	17	9	9	1
Karchner, Ben	1	1	1	0	0
Keller, Michele 	9	24	9	4	2
Kesavan, Vinod	8	17	7	8	9
Knoetgen, Bonnie	3	3	3	0	1
Kolandra, Prakash	14	24	14	0	0
Kosuri, Ravi 	7	10	7	1	6
Kotaru, Ram	1	7	1	1	8
Krahulec, James	7	15	7	2	1
Kramer, Brad	4	12	4	4	3
Lapitan, Michael 	6	17	6	0	1
Long, Susan 	13	38	10	10	3
Madamanchi, Manoj	4	9	3	3	3
Maier, Bert 	8	12	5	5	7
Maliackel, Wilson 	9	18	3	4	1

	Years of Experience				# of HHS Programs Worked On
	HHS	IT	DPW	DPW Enterprise Services	
Mandalia, Shashin	20	25	20	0	4
Matthews, Courtney	19	30	19	1	3
Maurer, Andy	2	14	2	2	0
Mccauley, John 	2	2	2	2	1
McFadden, Ryan 	7	7	7	0	1
McHenry, Doug	33	33	33	0	4
Meckley, Scott 	19	30	18	0	2
Metzger, Michael 	14	27	14	0	0
Meyer, Cheryl	10	13	10	0	4
Mithepathi, Kamesh	10	13	10	6	0
Muniasamy, Subi 	14	15	2	2	6
Murphy, Mark 	9	9	9	0	1
Nachiappan, Venkatachalam	2	8	2	2	6
Nagarajnam, Lekha	6	4	5	0	0
Neway, Michael 	6	10	2	0	1
Newell, Ken	6	31	6	0	0
Nguyen, Paul	3	3	3	2	1
O'Brien, Corey	10	14	6	0	4
O'Hehir, Ruth Ann 	2	2	2	1	3
Orbin, Matthew	1	1	1	1	9
Pandey, Piyush 	10	13	10	5	0
Pant, Anoop	5	8	5	3	1
Panthulu, Pradeep	2	9	2	2	2
Pierce, John	11	23	2	2	4
Puthuparambil, Sijumon 	10	12	4	4	5
Rao, Satheesh	10	14	7	4	3
Reilly, Jason 	10	10	6	5	9

	Years of Experience				# of HHS Programs Worked On
	HHS	IT	DPW	DPW Enterprise Services	
Repaka, Krishnaprasad	12	17	12	12	0
Ruckgaber, Jeff 	28	33	16	5	2
Satyanarayana, Nisha	2	9	2	0	1
Schultz, Jordan	2	2	2	2	3
Schulz, James 	1	14	1	1	1
Segal, Jeffrey	2	3	2	2	4
Seich, Kristen	6	6	1	0	2
Sekhar, Sundhar 	18	20	10	10	9
Seshan, Prabakaran	9	15	9	0	8
Sesharadi, Ram 	4	4	2	2	3
Shah, Chintan	2	5	2	2	2
Shah, Purvi 	5	5	1	1	3
Shaner, Nathan 	6	9	5	3	0
Sivashanmugam, Saran	2	6	2	2	3
Smithmyer, Kellie	6	6	4	4	6
Sontanya, Baba	8	13	8	8	6
Steinberg, Randy	2	20	2	2	3
Subramanian, Srinivasan 	10	23	10	10	0
Sundarapandian, Ariv 	14	15	3	3	0
Terrace, Tony	9	31	9	8	0
Vanga, Prasad	4	10	3	3	9
Varshney, Anurag	4	11	1	1	9
Walker, Robert	1	1	1	1	1
Wheeler, James	10	20	10	0	0
White, John 	10	18	4	4	0
White, Kenneth	28	28	22	0	4
Whitman, Donna	10	12	0	0	3

	Years of Experience				# of HHS Programs Worked On
	HHS	IT	DPW	DPW Enterprise Services	
Wiest, Tim	24	28	20	0	4
Zarapkar, Rohan	5	8	5	5	5

Figure 6.3-26. Deloitte's Senior IT and Key Staff Bring a Wealth of Experience with HHS, IT, and DPW.

Architecture Staff

IV	Page IV-322	RFP Reference: REQUIRED WORK SKILLS

The selected Offeror of Lot #6 and Lot #7 staff providing Systems Support Services and IT Direct Support Services engagements must meet the following requirements:

c. Applied knowledge of the EA models, SOA frameworks, complex security and SSO architectures and HIPAA.

Additionally, members of our proposed ITSS and DTSS teams have vast experience in applied knowledge of EA models, SOA frameworks, SSO architectures and HIPPA.

Architecture Chart

Name	Years of Experience		
	EA Models	SOA Frameworks	SSO Architectures & HIPAA
Berkstresser, Joe	2	2	21
Bhalla, Ravinder	0	0	14
Brohi, Husam	0	0	1
Chengalvarayan, Hari	0	2	6
Devlin, Rob	2	3	20
Doraiswamy, Mukundan	3	3	18
Fisher, Jeff	0	4	35
Illru, Praveen	0	0	5
Kesavan, Vinod	3	3	12
Kul, Rishi	6	0	5
Neway, Michael	6	3	8
Orbin, Matt	6	1	1
Panda, Alok	4	0	3
Pandey, Piyush	5	3	10

Name	Years of Experience		
	EA Models	SOA Frameworks	SSO Architectures & HIPAA
Pasha, Sunnah	10	5	5
Ruckgaber, Jeffrey	5	5	33
Sokerov, Stefan	1	1	4
Srivastava, Praveen	5	4	7
Steinberg, Randy	15	10	15
Subramanian, Srini	10	6	10

Figure 6.3-27. Deloitte's Team Brings Significant Experience with Key DPW Architectural Concepts.

Resumes for Key Staff

IV	Page IV-322	RFP Reference: REQUIRED WORK SKILLS

The selected Offeror of Lot #6 and Lot #7 staff providing Systems Support Services and IT Direct Support Services engagements must meet the following requirements:

- e. Provide résumés of all Key Staff, as defined in I-29 Key Staff Diversions or Replacement.

Please refer to *Tab 8: Personnel*, for resumes of Key Staff.

Relevant Work Skills and Experience

IV	Page IV-322	RFP Reference: REQUIRED WORK SKILLS

The selected Offeror of Lot #6 and Lot #7 staff providing Systems Support Services and IT Direct Support Services engagements must meet the following requirements:

- f. Key Staff must have relevant technical work skills and experience in the following platforms and programs as well as other upgrades, versions, and additional programs as identified herein:

Our current team of over 400 available staff bring over 2000 combined years of DPW experience, much of that on the platforms and programs listed in the following tables. As detailed in the table below, we have experienced staff ready to provide system support.

CIS		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
Unisys 2200	500	57
COBOL 74/85	690	56
Oracle 10g	275	90
Oracle 11g	171	77

CIS		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
PL/SQL	471	94
Golden 3.2 (Toad)	313	83
Visual Studio Suite	388	83
.NET Framework & Application Architecture	331	82
Windows Communication Foundation (WCF)	141	60
IQ-U PLUS-1	207	26
DocuShare	112	42
Corticon Rules Engine	78	42
Unisys DMS-2200/RDMS-2200	458	45
Team Foundation Server (TFS: project repository, build-server, work products)	135	67
Unisys Open TI	183	45
Adobe Forms	101	39
Functional Tester	199	43
HP Functional Tester (QuickTestPro 9.5)	110	31
Automated tracking software	418	84
Unisys Clearpath	293	35
DPS Web TS	238	36
Web Methods	109	38
SQL Server Reporting Services	91	35
Unisys ES7000	57	11
Active Server Pages	262	59
COM +	249	62
SQL Server 2005 & 2008	166	49
Erwin Data Modeler	120	31
Enterprise Architect	237	73
Microsoft Office Suite & Project	621	102
Knowledge of accessible Web site design according to the Commonwealth standard	287	70
Team Foundation Studio	96	41
Biz Talk	42	16
Adobe Suite of products	83	28

CIS		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
Cognos 8.3	43	13
Informatica Power Center 8.6.1	76	26
Software Vulnerability Tools (Web, Dev, and QA Inspect)	91	27
GRAND TOTAL	8,442	

Figure 6.3-28. Our CIS Team Includes a Considerable Number of Individuals with Significant Experience.

PELICAN		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
Visual Studio Suite	263	54
.NET Application Architecture	202	47
Session Management: ASP.NET session management capabilities to be the baseline technology solution.	154	38
Error Manager with .NET	128	30
Oracle Fine Grained Authorization: Security application block and Validation Application block to define fine grained access controls as the baseline technology solution.	55	15
MSXML 4	64	18
Team Foundation Server (TFS: project repository, build-server, work products)	46	20
Internet Information Server (IIS)	248	52
Component Services (COM+)	192	45
Internet Explorer 8	141	62
SQL Server Reporting Services	115	42
Microsoft Visual J# .NET Redistributable Package 1.1	25	8
Corticon Rules Engine	38	15
Oracle Data Provider for .NET (ODP)	124	37
Oracle 10g and 11g	228	60
PL/SQL	311	64
Golden 3.2 (Toad)	232	52
Mainframe Integration category (JCA, OpenTI)	62	13
Adobe Acrobat 5	168	37



PELICAN		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
VBCommenter	24	7
Benthic Golden32 or TOAD	263	61
Ndoc 1.3	29	6
Visio 2002	251	59
Adobe Doc Server	58	19
Automated tracking software	205	56
Terminal Services/Remote Desktop Connection	157	38
Unified Security/Netegrity/Siteminder	99	27
OpCon Scheduler	107	33
Load Test Software	117	31
Code Review Software (NuMega)	72	18
HP Functional Tester (QuickTestPro 9.5)	18	5
Innovative Geo-Online - Client	18	2
RouteMap - Client	18	2
Code 39 Barcode Font from ID Automation v3.7	20	4
Microsoft Office Suite & Project	458	70
Bobby (ADA Compliance)	67	15
WinZip	415	68
FileNet	77	17
Erwin data modeler	156	36
Enterprise Architect	142	43
Cognos 8.3	81	25
Informatica Power Center 8.6.1	84	25
Team Foundation Studio	43	19
Functional Tester	107	25
Software Vulnerability Tools (Web, Dev, and QA Inspect)	36	12
WebMethods 7.1: SOAP 1.2	50	20
WebMethods 7.1: WSDL 2.0	45	16
WebMethods 7.1:	35	11
SSL 128-bit encrypted	36	8
WebMethods 7.1:	26	8
SOA Security Manager protected	29	9

PELICAN		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
WebMethods 7.1: MSMQ Plugin	27	9
Enterprise Library 4.1 and New Testing Tools:	41	13
Unity Dependency Injection Block	39	13
Enterprise Library 4.1 and New Testing Tools: Tools	44	14
Enterprise Library 4.1 and New Testing Tools: XML Spy	57	18
Enterprise Library 4.1 and New Testing Tools: HTTP Analyzer	52	19
Enterprise Library 4.1 and New Testing Tools: SOAP UI	55	19
Enterprise Library 4.1 and New Testing Tools: Ants Profiler	36	12
Enterprise Library 4.1 and New Testing Tools: MbUnit	34	10
Enterprise Library 4.1 and New Testing Tools: NCoverNDepend	38	11
GRAND TOTAL	6,562	

Figure 6.3-29. Our PELICAN Team Includes a Considerable Number of Individuals with Significant Experience.

HCSIS		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
Windows 2003	300	73
Oracle 10g and 11g	282	75
Oracle Fine Grained Access	193	43
XML, HTML	455	81
Visual Studio 6.0	280	66
Visual Studio Suite	262	56
.NET Framework & Application Architecture	271	61
Windows Communication Foundation (WCF)	86	37
.ASP	287	63
PL/SQL	363	73
Golden 3.2 (Toad)	274	63
Visual Source Safe	303	71
Microsoft Office Suite & Project	605	89
Automated tracking software	301	71
FileNet	80	20

HCSIS		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
ReportNet	35	10
OpCon Scheduler	127	35
Cognos 8.3	59	24
Microsoft Office/Project	504	77
Bobby (ADA Compliance)	136	32
Informatica Power Center 8.6.1	48	19
Docushare CPX 6.0	26	11
Microsoft SQL Server Reporting Service (SSRS)	145	54
Adobe Doc Server	54	16
Adobe Live Cycle	31	11
UNISYS ES 3700 Knowledge and skills	24	4
Windows 2003 Data Center knowledge and skills	53	12
Erwin Data Modeler	135	34
Enterprise Architect	125	40
SQL Server Reporting Services	119	41
HP Functional Tester (QuickTestPro 9.5)	66	20
Knowledge of accessible Web site design according to the Commonwealth standard	166	39
Software Vulnerability Tools (Web, Dev, and QA Inspect)	48	15
Team Foundation Server (TFS: project repository, build-server, work products)	63	35
Biz Talk	28	11
Software Vulnerability Tools (Web, Dev, and QA Inspect)	53	16
GRAND TOTAL	6,387	

Figure 6.3-30. Our HCSIS Team Includes a Considerable Number of Individuals with Significant Experience.

Child Welfare		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
Visual Studio Suite	62	15
.NET Framework & Application Architecture	54	15
Windows Communication Foundation (WCF)	27	12
Session Management: ASP.NET session management capabilities to be the baseline technology solution.	29	10
Error Manager with .NET resource files as the baseline technology solution.	18	6
CA-SiteMinder Application Security and SSO access controls WebMethods 7.1: SOAP 1.2	18	7
CA-SiteMinder Application Security and SSO access controls WebMethods 7.1: WSDL 2.0	18	7
CA-SiteMinder Application Security and SSO access controls WebMethods 7.1: SSL 128-bit encrypted	18	7
CA-SiteMinder Application Security and SSO access controls WebMethods 7.1: SOA Security Manager protected	23	8
CA-SiteMinder Application Security and SSO access controls WebMethods 7.1: MSMQ Plugin	17	7
Enterprise Library 4.1 and New Testing Tools: Unity Dependency Injection Block	11	5
Enterprise Library 4.1 and New Testing Tools: Tools	12	6
Enterprise Library 4.1 and New Testing Tools: XML Spy	27	11
Enterprise Library 4.1 and New Testing Tools: HTTP Analyzer	24	9
Enterprise Library 4.1 and New Testing Tools: SOAP UI	28	12
Enterprise Library 4.1 and New Testing Tools: Ants Profiler	10	5
Enterprise Library 4.1 and New Testing Tools: MbUnit	7	4
Enterprise Library 4.1 and New Testing Tools: NCoverNDepend	5	2
Adobe Live Cycle	18	10
VBCommenter	2	1
Benthic Golden32 or TOAD	54	14
Ndoc 1.3	2	1
Visio 2002	53	13
SQL Server Reporting Services	27	11
Adobe Doc Server	17	7

Child Welfare		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
Adobe Live Cycle	32	11
Erwin modeler	33	10
Enterprise Architect	25	11
Automated tracking software	44	12
Terminal Services/Remote Desktop Connection	52	13
OpCon Scheduler	36	11
Load Test Software	33	8
Code Review Software (NuMega)	3	2
HP Functional Tester (QuickTestPro 9.5)	22	7
Innovative Geo-Online - Client	2	1
RouteMap - Client	2	1
Code 39 Barcode Font from ID Automation v3.7	5	2
Microsoft Office Suite & Project	76	16
Bobby (ADA Compliance)	13	3
WinZip	91	16
FileNet	10	4
Erwin data modeler	34	9
Enterprise Architect	17	9
Cognos 8.3	12	6
Informatica Power Center 8.6.1	10	6
Team Foundation Server (TFS: project repository, build-server, work products)	15	9
Functional Tester	19	6
Software Vulnerability Tools (Web, Dev, and QA Inspect)	22	8
CA-SiteMinder Application Security and SSO access controls Microsoft	29	8
Office/Project/Access	73	16
APEX	8	3
GRAND TOTAL	1,299	

Figure 6.3-31. Our Child Welfare Team Includes a Considerable Number of Individuals with Significant Experience.

PACES		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
Visual Studio Suite	177	43
.NET Framework & Application Architecture	151	38
Windows Communication Foundation (WCF)	52	22
Unisys 2200	366	38
COBOL 74/85	420	40
Oracle 10g and 11g	164	49
PL/SQL	203	50
Golden 3.2 (Toad)	157	40
IQ-U PLUS-1	112	17
Mainframe Integration category (JCA, OpenTI)	65	21
DocuShare	67	26
Corticon Rules Engine	21	10
Unisys DMS-2200/RDMS-2200	355	35
Team Foundation Server (TFS: project repository, build-server, work products)	19	9
Unisys Open TI	57	18
Innovative	5	1
Geo-Online - Client	7	2
RouteMap - Client	9	3
Adobe Doc Server	52	18
Adobe Live Cycle	53	35
HP Functional Tester (QuickTestPro 9.5)	61	26
Automated tracking software	191	44
Unisys Clearpath	234	33
DPS Web TS	122	18
Web Methods	64	20
SQL Server Reporting Services	105	32
Unisys ES7000	72	16
Active Server Pages	136	34
Component Services (COM +)	100	21
SQL Server 2005 & 2008	107	33
ASMX Services	50	16

PACSES		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
Erwin Data Modeler	115	23
Enterprise Architect	115	40
Microsoft Office Suite & Project	443	64
Bobby (ADA Compliance)	83	16
Knowledge of accessible Web site design according to the Commonwealth standard	150	35
Team Foundation Server (TFS: project repository, build-server, work products)	29	12
Biz Talk	26	10
Cognos 8.3	67	19
Informatica Power Center 8.6.1	48	17
CA-SiteMinder Application Security and SSO access controls	62	18
Software Vulnerability Tools (Web, Dev, and QA Inspect)	49	17
OPCON	122	35
Louis II	195	30
Sightline	58	14
Log Analyzer (LA)	114	18
Common Internet File System (CIFS)	60	14
Relational JDBC Driver	24	12
JDMS Server (DMS-RA)	17	7
Integrated Recovery Utility (IRU)	102	15
Clearpath FTP (CPFTP)	184	28
TCP/IP Services (TAS)	153	26
File Administration System (FAS)	127	18
Code 1	112	15
Symbolic Stream Generator (SSG)	223	22
Integrated Processing Facility (IPF)	255	24
Universal Data System (UDS)	207	19
Site Management Complex (SIMAN)	116	16
Mass Storage Analysis and Relocation (MSAR)	74	9
Online System Activity Monitor (OSAM)	76	10

PACSES		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
File Editor (FED)	193	17
Executive Control Language (ECL)	384	33
UDS Monitor (UDSMON)	195	22
Database Editor (DBE)	114	18
C	116	18
Meta Assembler (MASM)	111	16
DEPCON	92	14
SSA-NAME-3	142	19
Universal Repository (UREP)	123	17
QED	240	32
TOCED	293	26
FURPUR	317	25
FREIPS	77	7
eQuate	225	39
Data Management Utility (DMU)	145	16
QPLEX	131	25
CFD	186	16
FLIST	137	12
Viewfinder	100	17
Microsoft - Expression Blend	17	6
Microsoft - .NET Enterprise Library/Itasca/Application Blocks	101	24
Microsoft - .NET WPF/Silverlight/Prism SDK	32	19
Microsoft - .NET - AJAX toolkit	54	23
nCover/Ants Profiler for code coverage and profiling	42	13
NANT and Cruise Control for build	65	20
Shared Cache	17	7
ASP Classics	72	19
Visual Basic	179	34
Click Once for Rich Client	24	7
Windows WF for Business Process & Workflow Automation	13	5

PACSES		
Platform/Program	Approximate Total Years of Experience	Number of Experienced Individuals
Enterprise Services - FSWS, Correspondence Services	39	16
JBOSS 4.x/EJB web services	34	17
WebMethods Product Suite	54	16
GRAND TOTAL	11,224	

Figure 6.3-32. Our PACSES Team Includes a Considerable Number of Individuals with Significant Experience.

Subcontractor Approach

IV	Page IV-328	RFP Reference: REQUIRED WORK SKILLS

The selected Offeror for **Lot #6** and **Lot #7** may acquire specialized expertise through the use of subcontract agreements. The selected Offeror, however, is required to have staff that have, or will obtain prior to performing work on the project, training, and/or certification in the recommended software solution products. Subcontracts must be identified in the proposal according to section **I-21 Prime Offeror Responsibilities**.

As outlined in the previous section, taken as a whole, the staff available for this engagement, including those that work for Deloitte and those who are part of our team through a subcontracting arrangement, have significant specialized skills. With access to a large resource pool through our subcontractor network and the ability to draw on local resources as well as national talent, Deloitte is confident that we can bring the right people to the job.

Deloitte has centralized the procurement of third-party contractor resources across the entire US Deloitte function through a shared service center based in Pittsburgh, Pennsylvania. Our subcontracting capabilities are enhanced by a competitive process-driven Web-enabled portal. The portal allows us to record resource requests for hundreds of skill sets and run reverse blind competitive auctions, where the vendors in our standard supply chain can bid candidates. Because the portal is Internet accessible and available 24/7, Deloitte's subcontracting vendors and US-based practitioners can log in at any time and check the status of candidates, view signed contracts, and enter and approve time and expense data for invoice creation and payment. Finding and recruiting top talent is the foundation of providing subcontractor management services.

Deloitte has a broad-base of highly structured processes for obtaining these resources. There are two integral stages in the prequalification process for potential contractor resources:

- Deloitte's Vendor and Candidate Selection Process
- Deloitte's Candidate Screening Process.



Deloitte's Vendor and Candidate Selection Processes

Deloitte has adopted a strategic sourcing model for acquiring contractor resources through third-party vendors. Vendors chosen for Deloitte's subcontracting supply chain are carefully screened and are evaluated regularly against a series of standard Key Performance Indicators. Signed Subcontractor Agreements between Deloitte and each vendor are mandatory, protecting both Deloitte and our clients. Vendors are expected to consistently provide quality resources at competitive rates, and those who do not perform are removed from the supply chain.

Deloitte has high expectations of its vendors, and, before presenting a candidate to Deloitte, the vendor must do the following:

- Confirm the candidate possesses the required skill set/experience, including training, and/or certification in the recommended software solution products (per DPW's requirements).
- Request a criminal background check from the Pennsylvania State Police.
- Talk directly to the candidate to gauge communication skills and professional demeanor.
- Document the candidate's immigration status, if applicable.
- Compare the candidate's availability.
- Confirm that the candidate sign Deloitte's standard Nondisclosure Agreement (NDA), which binds the contractor to confidentiality on behalf of both Deloitte and its client.
- Check references carefully.

Deloitte's Candidate Screening Process

Before presenting candidates to the Deloitte project management, the Deloitte Subcontracting Group staff performs the following prequalification tasks:

- Confirm candidate's availability.
- Establish that the candidate has the required years of experience for each skill set requested.
- Establish that vendors have checked references and that contact information is available for references if needed.
- Look for potential problem indicators, such as unexplained gaps in employment.
- If applicable, confirm availability of candidate's visa status, visa approval date and country of citizenship.

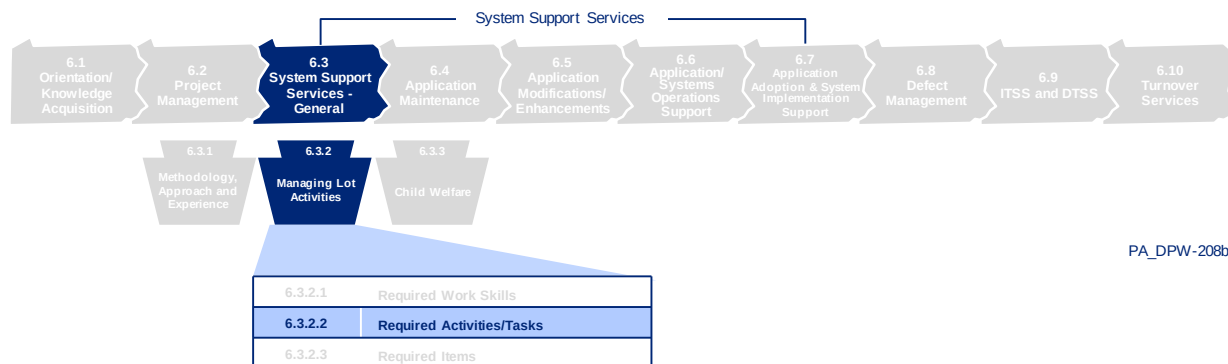
Despite these rigorous prequalification tasks, the entire screening process takes than 24 hours from the time the request for a resource is submitted.



Assembling Our Team—Delivering the Right Skills

Deloitte understands that needs can change, sometimes quickly, and so we work with DPW to confirm the staffing model represented in the RFP and the adjustments that may be needed at project commencement. We do not reserve positions for certain vendors. This type of parochial mentality limits the talent available. In addition, we believe that analyzing staffing needs is a continual process. Deloitte implements processes to work with DPW management to assess needs, evaluate resource performance and identify new positions.

6.3.2.2 Required Activities/Tasks



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RFP Reference: 1.2 Lot #7 Offeror Required activities/tasks for Systems Support Services

Offeror required activities/tasks for Systems Support Services include, but are not limited to:

- a. Business Solution: detailed systems architecture, detailed design, development, testing, and implementations
- b. General Systems Design (GSD) Review and Translation
- c. Business Requirements Document (BRD) review
- d. Systems Requirements Document (SRD) review
- e. Detailed Systems Design (DSD) document review and clarification
- f. Systems Test Plans and alignment with SAT tests planning initiatives
- g. Systems and Technology Integrations, implementations, and testing
- h. Update initial systems capacity estimates and planning
- i. Systems Architecture Blueprints
- j. EA-SOA Blueprint Input to Lot # 6 Offeror
- k. Application modifications/enhancements and maintenance
- l. Application operational and production support activities
- m. Data conversions and validations
- n. Release Management and Version Control
- o. Defect Management and reporting throughout SDLC phases
- p. Implementation Support
- q. Business Rules Integration, Implementation, and Testing
- r. Provide application adoption and technical operations training as required
- s. Conduct Systems Security Vulnerability Assessments and load & Performance Testing
- t. Assist in Custom, COTS, SaaS, and Transfer Technology solution options assessments and integrations
- u. Technology proof of concepts and pilots as required
- v. Sub-Project Plans
- w. Traceability Matrix Updates
- x. Business solution development and delivery process improvements

Deloitte clearly understands the work that needs to be performed in Lot 7 given our broad experience with DPW. These activities are influenced by effective communication and collaboration among the vendors for Lots 1-6, DPW Management, Portfolio Managers, DTE, DIMO, and DEA. We are committed to the new operating model DPW has put forth, and, together, we continue to advance the mission of DPW in support of the people of Pennsylvania.

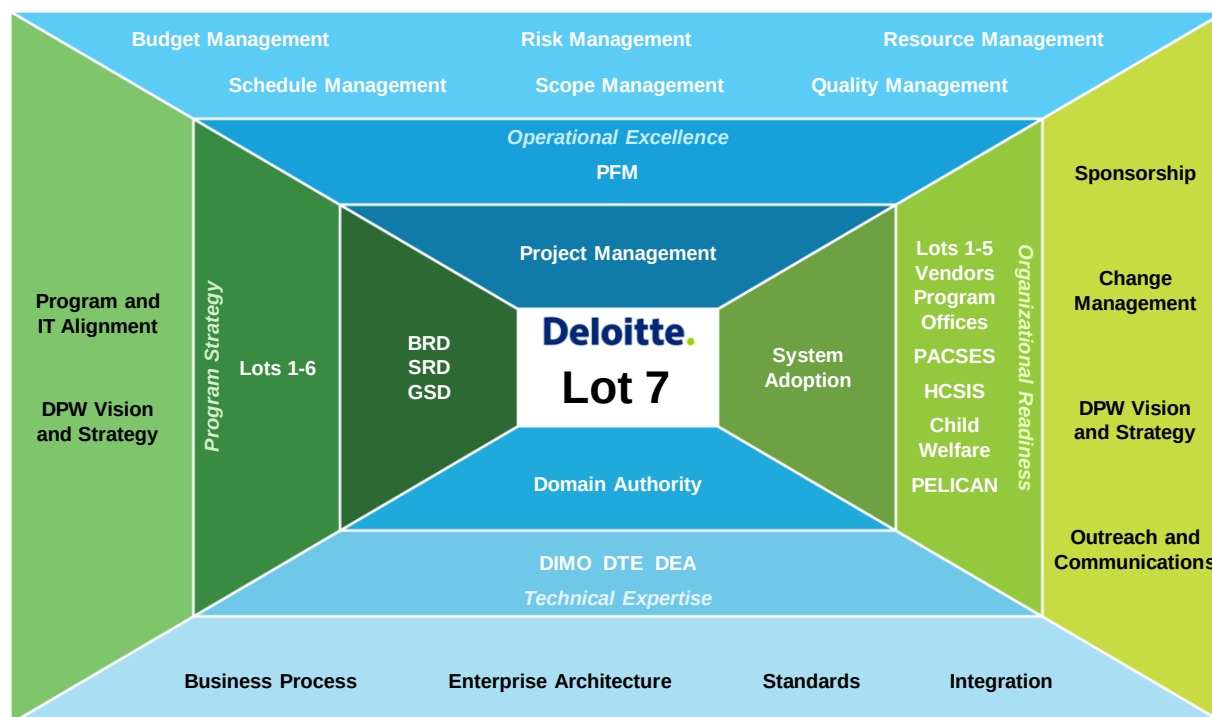
In order to successfully deliver on the required activities, the Lot 7 vendor must have a vast understanding of a broad spectrum of Health and Human Services policies and processes, and have the subject matter expertise that can be leveraged to communicate and collaborate across the lots. Few vendors can bring the domain knowledge that is required to define and deliver the work from the program and technology standpoint as Deloitte can.

“We chose Deloitte based their experience, level of professionalism and their dedication to providing an excellent product”

Batista Edwards, Former Food Stamp Unit Chief
Georgia Dept of Human Resources

Deloitte has an established history of successfully working together and delivering activities that are described within Lot 7. Deloitte brings more than just core technology; we bring capabilities to assist DPW with continued innovation.

The chart below illustrates Lot 7’s importance and influence to delivering information technology solutions for DPW.



PA_DPW-876_3

Figure 6.3-33. Lot 7’s Central Role.

As the Lot 7 Vendor, Deloitte plays a central role in helping DPW achieve Operational Excellence, Organizational Readiness, Technical Expertise, and Program Strategy.



The figure below illustrates Deloitte's capabilities as they relate to this RFP and DPW. As required in the RFP, the detailed activities are covered within the task sections and the high level introductory response is below.

✓ Deloitte Currently Performs with DPW	
✓ Deloitte Has Performed with DPW in the Last 10 Years	
Lot 7 Activity	Deloitte's Approach Results in Successful Execution of Lot 7 Activities
Business Solution: detailed systems architecture, detailed design, development, testing, and implementations	Deloitte understands the importance of communication between phases in determining that the functional and non functional requirements are captured and translated into system design and delivered as part of the release. As the Lot #7 vendor, we will coordinate with the Lot #6 vendor and translate GSD into Detailed System Design. The proposed new system enhancements will be incorporated into the existing system architectural blue print to show the impact of the enhancement to existing processes, applications and databases. The project development staff will be assigned to Program Change Requests (PCRs), allowing for project management to track resource utilization, for developers to find supporting requirements and documentation required to complete development within the PCR. We will also take ownership for unit, integration, regression, accessibility, and load and support the other Lot vendors to complete system acceptance testing. We will then work with DPW to facilitate the migration of the changes into production.
General Systems Design (GSD) Review and Translation	We understand what it takes to create a sound design and our successful implementations with DPW in the past speak to that fact. We will draw on this experience and knowledge when working with the Lot 6 vendor to review the GSD and confirm our translation. The GSD Review and Translation process involves analyzing the GSD produced by the Lot 6 vendor and verifying that our interpretation of the document and that of the Lot 6 vendor are in sync. Reviews are the single most important quality control technique that can be used to improve deliverable quality and confirm understanding, so we will use defined deliverable review processes, both formal and informal to evaluate work products.
Business Requirements Document (BRD) review	The purpose of the business requirements process is to establish a common understanding of the client's business needs (business case and business requirements) for developing the application. Business requirements establish the criteria for the final product and therefore are a key component to facilitating quality on a project. It is critical that a project's business requirements are clearly and well-defined and validated by stakeholders (Lots 1-7 vendors and DPW) before moving forward and using them as the foundation for the rest of the SDLC process. During our reviews of the Business Requirements Document, we will seek clarifications on requirements, pose questions to further our understanding of the goals and objectives of the initiative so we can internally validate our design is in support of that vision and will be validating the requirements against the existing systems design and technical implementation.



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Lot 7 Activity	Deloitte's Approach Results in Successful Execution of Lot 7 Activities
Systems Requirements Document (SRD) review	Requirements are the foundation for implementing a client's business needs and it is important that they are documented in a clear and concise manner that is easily understood by the stakeholders. Accurate requirements are critical in developing quality software deliverables such as designs, code, and test cases that can be traced to requirements throughout the life of the project. Deloitte will work with the Lot 6 vendor to conduct a detailed review of the requirements in the SRD for clarity and traceability and to validate our understanding of the vision and objectives of the initiative.
Detailed Systems Design (DSD) document review and clarification	Deloitte will perform a DSD review to validate that our design is in line with the business requirements, systems requirements, and general system design produced by the other Lot vendors. The DSD is especially important because it is the final document in the evolution of requirements and design that will drive system development. Our previous success with DPW illustrates that we have the knowledge and experience necessary to effectively perform review and clarification of the DSD.
Systems Test Plans and alignment with SAT tests planning initiatives	As a Lot #7 Vendor, Deloitte's role will be pivotal in successful SAT testing. Having developed the system, we will be the right team to assist in determining the data requirements SAT testing. We also have broad experience with the DPW program offices and are familiar with the end users and subject matter experts. Having worked with these user groups, we are also aware of what areas of testing are most important to the end user. Deloitte will collaborate with the other Lot vendors to prepare a systems test plan.
Systems and Technology Integrations, implementations, and testing	Deloitte understands the intricacies of the complex DPW Enterprise Systems. To meet the needs of expanding agency requirements, integrating with this complex system will require a vast understanding of the systems. To integrate new technology with the existing framework, our approach will be as follows: • Verify the requirements with Lot 1-6 Vendor. • Perform impact analysis of system integration requirements on existing system architecture • Translate GSD components into DSD documentation • Create detailed designs of the system modifications • Implement and test the system modifications Deloitte will also work with DPW to identify potential impacts on your infrastructure and system software. We understand the importance to DPW of planning ahead and identifying capacity, security, and infrastructure impacts so they can be planned for and managed.



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Lot 7 Activity	Deloitte's Approach Results in Successful Execution of Lot 7 Activities
Update initial systems capacity estimates and planning	Deloitte understands capacity planning as the process to estimate infrastructure and hardware resources required to support an application. Environment capacity plans estimate or measure expected resource impact on the server, network, database and other parts of the infrastructure which support the business processes. This information is then used to determine the infrastructure and hardware requirements necessary to support anticipated transaction volume. Using those requirements, DPW can strategically plan for infrastructure needs and future growth. Deloitte is cognizant of DPW's requirements to support maximum re-use capability and facilitate rapid deployment supporting future functional or technical platforms changes. Our proposal utilizes existing infrastructure, standards, personnel knowledge and standard components wherever possible. These system attributes will also require significant underpinnings of security, configurability, and extensibility.
Systems Architecture Blueprints	Deloitte can help DPW create a scalable, flexible and adaptable Enterprise architecture but also help build an enterprise architecture Maturity Model that provides a path for architecture and procedural improvements within an organization. As the architecture matures, predictability, process controls and effectiveness also increase. Development of the Enterprise Architecture Framework is critical because it provides the rules and definition necessary for the integration of information and services at the design level across agency boundaries.
EA-SOA Blueprint Input to Lot # 6 Offeror	Given that DPW is moving towards enterprise architecture with an increased emphasis on SOA, it is imperative that the SOA reference architectures align with the overall enterprise architecture blueprint. Just as the object-oriented approach requires analysis and design methods, we bring to DPW similar methods to support solution modeling that are consistent with the enterprise architecture. For SOA, we have methods that facilitate building solutions that conform to the SOA reference architectures (and therefore embody the SOA principles), and are able to address business and technology aspects of the solution.



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Lot 7 Activity	Deloitte's Approach Results in Successful Execution of Lot 7 Activities
Application modifications/enhancements and maintenance	Application maintenance consists of much more than just the identification, prioritization, and implementation of PCR's. Application Maintenance also consists of those applications, operation, and technical functions that are necessary for day-to-day system operation. Key ingredients that lead to a successful maintenance life cycle include: • Knowledge of DPW's Diverse Technology Platforms and Products • Understanding of Cross-system Impacts • Experienced Staff • DPW Specific System and Business Knowledge • Vast Knowledge of Program Office and BIS IT Needs Deloitte's comprehension of application modifications and enhancements, in tandem with our hands-on experience with the five major DPW systems and its enterprise architecture, offers us an edge in teaming with DPW that can smooth the process of designing and implementing large system changes. As Lot 7 vendor, Deloitte will coordinate with the Lot 6 vendor to understand and synthesize the general system requirements into detailed designs that will drive the development of the modifications. Our understanding of these and other DPW initiatives allows us to develop a bird's eye view of DPW's projects that is used to coordinate efforts and resources across the enterprise. It is this understanding that will empower us to facilitate stakeholder agreement, gain user buy-in, and develop an enterprise-wide collection of systems design with which to progress forward.
Application operational and production support activities	Given the mission critical nature of DPW's Strategic Business Systems, it is essential for the applications to be available during their designated operational windows. Deloitte will strive to gain and implement efficiencies with maintaining the code base and implementing streamlined operational efficiencies by using our CMMi Level 3 certified processes and ITIL methodologies. We will leverage the IT shared service model and a standardized and integrated application maintenance shared services component that would enable Deloitte to be more while performing maintenance activities across applications and would remove redundant resources and processes, leading to increased productivity and efficiency and decreased maintenance costs for the Department.



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Lot 7 Activity	Deloitte's Approach Results in Successful Execution of Lot 7 Activities
Data conversions and validations	Deloitte will deliver an automated conversion solution that maximizes the value of existing data and focuses on minimizing manual conversion through our iterative conversion methodology. Our Iterative Data Conversion Approach includes broad conversion planning and preparation, carefully developed conversion programs and manual data cleansing procedures when automated conversion is not possible, and an iterative process to continually refine the conversion process. Deloitte understands that accurate conversion is important for DPW to maintain the historical data in the new systems. Our conversion efforts include requirements gathering, data mapping, data cleansing, data purifications, and performance tuning. We will work jointly with the DPW staff to verify that vital data for the program office is effectively converted and is usable and reportable through the system.
Release Management and Version Control	Effective software change management, as supported by our technical services team, is divided into two fundamental areas – version control and release management. Deloitte has been instrumental in developing the Pennsylvania Automated Tracking System that helps in application release management process at DPW. Version control is handled by Microsoft VSTS (Team Foundation Server) which allows check out/check in capability, release labeling, and software branching for parallel development. Deloitte understands that systems and requirements change over time and it is important to have robust version control mechanism.
Defect Management and reporting throughout SDLC phases	It is important to have a single defect management process across the enterprise so that consolidation and reporting at the enterprise level will be efficient and consistent. We have implemented a defect management process which includes, indentifying the defect, analyzing the impact, remediating the defect and incorporating lessons learned as a feedback mechanism. In addition to this, monthly management summary reports will be developed for high level review of project status. This will increase awareness and reporting on defects providing analysis over time of open versus closed defects giving the health of the project. This view will provide insights into whether process changes are positively impacting the project over time.



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Lot 7 Activity	Deloitte's Approach Results in Successful Execution of Lot 7 Activities
Implementation Support	We understand that DPW's goal is to achieve core business outcomes through the use of technology enablers. By including the system adoption and implementation support tasks in Lot #7, DPW recognizes the need to have a consistent voice helping manage the process across multiple vendors for these technology services, and is looking to reduce the inherent risk associated with that transition. Our collaborative approach to providing implementation support assistance to the selected Lots #1-5 vendors is designed to maximize the involvement of the stakeholders including multiple vendors, program offices, end users and BIS. This approach draws from successful implementations involving multiple stakeholders and vendors for recent, statewide implementations involving significant business process changes for end users. A coordinated implementation approach is critical to end user adoption and finally achieving the business outcomes for the maintenance and modifications implemented through the new contract.
Business Rules Integration, Implementation, and Testing	Deloitte is capable to bring the relevant integrated rule management skillset and experience to implement rules based solutions based on the DPW standard product, Corticon. A Business Rules Management System (Rules Engine) enables organizations to streamline the automation of business logic and simplifies the process of managing and implementing ongoing changes. Deloitte provides a single business rule platform for your business rules integration needs. Built to accelerate rules integration, it lets you create reusable services from your valuable rules functionality. The separation of business rules from data and application layers should facilitate change, promote reuse, minimize redundancy and permit heterogeneity and scalability of the technical architecture.
Provide application adoption and technical operations training as required	Our overall approach builds on the concepts and principles outlined in The Heart of Change, co-authored by Dr. John P. Kotter (Harvard Business School) and Dan S. Cohen (Principal, Deloitte Consulting LLP). Organized around an eight-step change process, these principles and concepts focus on success factors aligned with creating a climate for change, engaging and enabling the organization, and implementing and sustaining the change. Deloitte believes that a project's success depends substantially on the quality and experience of the people involved. In our view-imperative to the organization is the staffing of personnel who possess the proper knowledge, experience, and capabilities for their assigned roles.



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Lot 7 Activity	Deloitte's Approach Results in Successful Execution of Lot 7 Activities
Conduct Systems Security Vulnerability Assessments and load & Performance Testing	Deloitte understand that a small group of individuals testing and using a system in a non-production environment is not a true depiction of a real-life environment. While testing helps validated that functional and business requirements are satisfied, we need to also validate that the system will be able to perform optimally in a production environment with the anticipated load of users. Deloitte will work to gather relevant data on how many users are expected to use the system, how many transactions will occur in a given time period etc, and implement performance testing scenarios to verify that the system is truly ready once it goes live.
Assist in Custom, COTS, SaaS, and Transfer Technology solution options assessments and integrations	For modifications and other initiatives as agreed upon, Deloitte will analyze technology offerings, i.e. custom, COTS, SaaS, or Transfer Technology solutions to confirm: • Reusable, Extensible, Scalable, and Secure Properties • Justification • Aligns with DPW's Enterprise Blueprint Deloitte will recommend and implement new technologies that meet DPW's long term vision to continue refine and expand their EA Blueprint. Deloitte understands that as each COTS product & company differs in their offerings and corporate presence, DPW needs to ascertain specific pursuits where it may make sense for them to team with these COTS vendors. Sometimes COTS technology's can look similar to the requirements identified, but when looking at the details, most customers realize that there is a lot of customization needed to make the COTS software meet the business requirements. We will work with DPW to identify any COTS or new technology organizations that can bring value to DPW's current goals and determine that the technology is well-integrated into DPW's strategic goal and vision of an enterprise architecture solution. Our assessment methodology includes assessing multiple data points across various domains to compare different technologies. We have a tool to report the gathered data at a high-level so accurate decisions can be made from which a solution can be implemented or integrated.



✓ Deloitte Currently Performs with DPW

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Lot 7 Activity	Deloitte's Approach Results in Successful Execution of Lot 7 Activities
Technology proof of concepts and pilots as required	Deloitte will work with DPW to implement proof of concepts or pilots as assessed and required. Any new pilot or technology proof of concept will follow a four step process; evaluate, establish, define, develop. Proof of concept would be evaluated and requirements and business case established across four different domains: • Business or Program intent or objective • Organizational viability • Operational viability (Timeline, resources etc.) • Financial viability (TCO, ROI etc) Benefits, Risks, Impact and Practicality (Compatibility and Conformance to DPW's enterprise architecture) will be factored in before any recommendation is made to the stakeholders with regards to the viability of the technology or the concept. Our strategy and work plan also includes: • Developing an understanding of a problem (or opportunity) in terms of its effect on the agency's mission and programs • Developing an understanding of the organizational, managerial, and technical environment within which a response to the problem or opportunity will be implemented • Establishing programmatic and administrative objectives against which possible responses will be evaluated • Preparing concise functional requirements of an acceptable response • Identifying and evaluating possible alternative responses with respect to the established objectives • Preparing an economic analysis for each alternative that meets the established objectives and functional requirements • Selecting the alternative that is the leading response to the problem or opportunity • Preparing a management plan for implementation of the proposed response • Documenting the results of the study in the form of a Feasibility Study Report (FSR)



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✓ Deloitte Has Performed with DPW in the Last 10 Years

Lot 7 Activity	Deloitte's Approach Results in Successful Execution of Lot 7 Activities
Sub-Project Plans	Deloitte has provided overall project management and Project Management Office (PMO) support to many of the in-scope DPW applications for anywhere from 5 to 15 years. This experience provides us with a different perspective on the requirements for project management coordination across the application teams, and will provide a strong baseline for helping DPW to integrate multiple vendors in the execution of this important project. Deloitte's uses leading project management methodologies, tools, practices, and approaches as the basis for our approach. Deloitte's approach is to use your SDM and project management methodologies for project management and couple it with our experience and leading practices in project management. Deloitte's ePMM4 methodology is based on the Project Management Body of Knowledge (PMBOK).
Traceability Matrix Updates	Deloitte understands that the Requirements Traceability Matrix (RTM) is the back bone of any SDLC. It is one of the core artifacts of the SDLC that tracks requirements. It is very important to consistently maintain and update the RTM on a timely manner. Deloitte staff will work collaboratively with DPW stakeholders to accomplish the following: • Analyze DPW system requirements reviewing the design, implementation and lessons learned • Analyze, and assess business and technical requirements including functional, scalability, security, and performance requirements • Assess the completeness of the requirements, and conduct formal reviews • Document the requirements, including process flows, create use cases, business process flows, reporting specifications to support the system design phase of the project



✓ Deloitte Currently Performs with DPW	
✓ Deloitte Has Performed with DPW in the Last 10 Years	
Lot 7 Activity	Deloitte's Approach Results in Successful Execution of Lot 7 Activities
Business solution development and delivery process improvements	Continuous Process improvement is a pathway to business excellence. Process quality can be determined by Process-specific metrics and Process Maturity across the PM processes. Deloitte offers DPW a large range of process improvement related solutions that covers the leading process/quality models and applied proven methodology and practices. Deloitte can assist DPW to move to new levels of business excellence through incremental process improvements that are either benchmarked against established models (ISO/CMM/Prince2) or focused on specific process areas of improvement. Incremental and breakthrough process improvements can be achieved through appropriate use CMMi and ITIL frameworks and methodologies. Deloitte through its PIM (Project Integration Management) capability brings the resources and experience needed to help our clients establish program management capabilities that are empowered to lead the delivery of its goals and objectives. Our approach is centered on the idea that the effective program and project management must be measured against the delivery of the outcomes and benefits it is build to deliver.

Figure 6.3-34. Deloitte's Approach Results in Successful Execution of Lot 7 Activities.

Deloitte has been a trusted team member working with DPW for over 30 years. We will work collaboratively to assess and implement application support services activities and facilitate coordination amongst other selected offerors to form one cohesive team. Throughout our relationship with DPW, we have proven that we can work effectively in each area highlighted in Lot 7 and produce measurable results. System support services are comprised of various domains that need to be addressed with effective processes and feedback mechanisms in order to provide support to DPW and its users. As highlighted with our overall approach above, in each area of system support, Deloitte provides a methodology for system support services across the DPW applications.

In addition to the items you have identified in bullets A-X in the Required Activities/Tasks, this section also includes additional requirements from the RFP narrative on pages 333 thru 337 in the Required Activities/Tasks section. These items are addressed in the remainder of this section and are organized as follows:

- System Support Areas
- Warranty Timeframes
- Justifying Technology Approach – Evaluation of New Technology, Custom, SaaS, and Transfer Technology Solution Options
- Recommending New Technologies and Software Utilities
- Open Technologies and Perpetual Licensing
- Coordination Across Lot #6 and Lot #7 for GSD Translation and DSD Validation
- System Test Planning and Reporting
- Systems Acceptance Test Scenarios, Plans and Reports
- Qualified Personnel
- Collaboration with Other Contractors

As the leading HHS systems integration organization nationally, we have supported several million PA citizens in receiving HHS benefits and services annually.

- PELICAN: 150,000 receive child care services
- iCIS: 2.5 million citizens serviced
- HCSIS: 80,000 Aging and Disabled customers
- PACSES – 1.2 million cases



System Support Areas

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The selected Offeror for Lot #7 is expected to complete activities related to the system in the following general areas: enhancements, modification(s), versioning or control software and utilities, as well as software technical training, software maintenance, technical support, transition and documentation updates throughout all detailed systems design, development, testing, and implementation activities, detailed system design (DSD); programming; testing; other ARB and technical evaluation documentation; installation; systems configurations, technology integrations, data conversions and validations, application migrations, application deployment support (if needed); defect management, conducting technology proof of concepts and pilots as required, systems architecture blueprints component and project management documentation updates, and provide technical training as required for modifications and enhancements to components of the in-scope systems.

Deloitte shares the Department's vision of continuing strategic initiatives to provide new cost efficient solutions, support business processes, conduct operational activities, and identify innovative approaches to meeting DPW's challenges for today and the future. We bring the right resources and skills to meetings DPW's strategic priorities and initiatives.

"Deloitte's team is highly respected here and works as a seamless part of our MaineCare team"

Anthony Marple, Director
Maine Care Services

The execution of System Support Services is critical to our vision of supporting the agencies in aligning technical strategies with business needs and improving citizen services.

System Activities	Deloitte's Approach to Implementation
System Enhancements and Modification(s)	- Deloitte's approach to modification and enhancements is driven by four key components: - SDM/SDM Rapid - ePPM4 - CMMi - SOA/EA Methodology - These methodologies, coupled with an approach with the sole aim focused on continuous improvement throughout the life of the project, will help Deloitte in delivering enhancements and modifications that are critical to the success of DPW. - Key results derived from our approach center around: - Increased Transparency - Migration towards services - Consistency and Standardization - Improved Quality - Decisions based on SDLC Metrics



System Activities	Deloitte's Approach to Implementation
Versioning or Control Software and Utilities	• We believe that version control is critical to effective software change management and our team has a rich history with BIS in accurately and efficiently managing software versioning as well as actual code deployments. Our focus will be to continue using software that allows for check out/check in capability, release labeling, and software branching for parallel development. As part of our leading practice in maintaining and tracking changes and code on a consistent basis we would use processes and tools that have check out/check in capability, release labeling, and software branching for parallel development.
Software Technical Training	• Collaborate with Lot #6 to provide necessary documentation including reviewing the organizational impacts of the general systems design and corresponding requirements and also understanding the skill set and training required for the various users and stakeholders of the system. This would eventually be required for creating training materials for modification and enhancements
Software Maintenance	• Deloitte's approach to maintaining DPW's business systems comprise of the following key ingredients: - Knowledge of DPW's Diverse Technology Platforms and Products - Understanding of Cross-system Impacts - Experienced Staff - DPW Specific System and Business Knowledge - Vast Knowledge of Program Office and BIS IT Needs • With the overall objective and primary focus to have a systems that continue to meet DPW's strategic vision from a program and IT standpoint and most importantly keeping the applications available and stable resulting in a productive environment
Technical Support	• A key underpinning methodology of our support approach for strategy and planning, application support services, and, systems architecture services, and technical services includes the use of the ITIL (IT Infrastructure Library) set of leading practices for IT Service Management. ITIL promotes the philosophy of managing IT through value-driven services versus by technology capabilities and technology platforms In order to address DPW's Direct Technical Support Services requirements • Deloitte's team has developed an IT Shared Services Delivery Framework. This framework is a set of processes, tasks and coordination activities tailored to meet the requirements of DPW stakeholders in each of the department's technical and business domains. Our approach has been carefully developed based upon the standards and timelines set forth by both the DPW Software Development Methodology (SDM), the standards of each technical domain, and our knowledge of the processes that the Department uses to complete each software release



System Activities	Deloitte's Approach to Implementation
Transition and Documentation Updates	• Deloitte's approach to the development and completion of system documentation in each phase of the SDLC incorporates the guidelines for deliverables defined in the Software Development Methodology (SDM) • We understand that the Commonwealth of Pennsylvania's Department of Public Welfare plans to provide a single point of access to its information through the Enterprise Knowledge Management Section group (EKMS) • Shared resources will bring an intimate, detailed knowledge of new application initiatives while providing proactive infrastructure and architectural support to BIS • Shared resources will mentor BIS resources with the latest application design changes providing almost real time transition
Technology Integrations	• To meet the need of expanding agency requirements, integrating with this complex system will require a vast understanding of the system for which Deloitte is the ideal candidate. Our overall approach to integrate new technology with the existing framework, would encompass some of the following: - Verify the requirements with Lot 1-6 Vendor. - Perform a feasibility analysis of the business requirements. - Perform an impact analysis on the existing system. - Translate business requirements into technical design and conceptualize solution. - Understand overall impact of the solutions to DPW's long term vision and strategy - Align new tools and technologies to Enterprise IT vision and conformance to Enterprise Architecture - Continue to evaluate tools and technologies against the basic principles of reuse and recycle
Data Conversions and Validations	• Create a conversion plan which details the necessary data conversion activities, including data mapping and conversion rules. This plan will be discussed and verified with Commonwealth staff prior to the execution of the conversion activities in any of the DPW environments
Application Deployment Support	• Follow the Department-established change management process to help reduce system errors for release rollouts. Preparation and execution of deployment activities to the TFP environment are essential activities to identifying and fixing deployment issues. Our Technical team will work closely with BIS to prepare the deployment playbook and make updates based on TFP deployment outcome

System Activities	Deloitte's Approach to Implementation
Defect Management	- One of the most important functions of any development is to properly manage and control the system defects that arise as part of system maintenance and modifications. This is just not about updating code structures, but it involves an all-encompassing and structured methodology which spans defect/change prioritization to the implementation of that defect/change in the production environment. - Our approach consists of the following stages: - Change Identification - Change Categorization and Prioritization - Change Preliminary Documentation - Change Impact Analysis - Change Approval - Unit Construction and Testing - Quality Assurance Code Review - Integration and Acceptance Testing - Final Documentation Updates - Lot Implementation Approval - Implementation
Conducting technology proof of concepts and pilots	- Deloitte will work with DPW to implement proof of concepts or pilots as assessed and required. - Any new pilot or technology proof of concept will follow a four step process; evaluate, establish, define, develop. Proof of concept would be evaluated and requirements and business case established across four different domains: - Business or Program intent or objective - Organizational viability - Operational viability (Timeline, resources etc.) - Financial viability (TCO, ROI etc)
Systems Architecture blueprints and project management documentation updates	Deloitte's approach to documentation is driven by with the primary objective of efficiently sharing and managing information and history to facilitate standards, transparency and consistency. Any changes to the systems architecture and project management documentation would go through a rigorous process of review and due diligence before being submitted to approvals. Careful consideration will be taken to be diligent in each aspect of changes and updates made to these documents or any deliverables
Provide Technical Training	Deloitte has broad experience in training various DPW user groups. There several opportunities of technical training both from a technology standpoint (.Net 3.5, Adobe LiveCycle, ECS) and Health and Human services training such as (HHS 101: Introduction to United States Health and Human Services Over the past 10 years , we have trained over 10,000 users across 5 major applications and numerous systems. We will create a training plan that will provide guidance necessary to have the Commonwealth's Staff Development team present and train system modifications to identified personnel

Figure 6.3-35. Deloitte's Approach to Implementation For System Activities.

Deloitte has a history of success and knowhow of working with state, local and federal agencies across the country. With the Commonwealth, Deloitte has collaborated with DPW and implemented systems in compliance with the Commonwealth's policies and



standards and are accustomed to working within the procedural guidelines of the individual agencies.

With the help of proven methodologies and leading practices that align with DPW's standards and processes, we are committed to continue our use of the SDM and other methodologies that have been cornerstone of structure, functional and controls on systems development and work with the Commonwealth to evaluate where these or other methodologies can be tuned to be more effective.

Warranty Timeframes

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RFP Reference: 1.2 Lot #7 Offeror Required activities/tasks for Systems Support Services

Warranty timeframes will be flexible and will be determined on a case-by-case basis during the High Level Estimates (HLE) process. Unless otherwise agreed to between the selected Offeror and the DPW Contract Administrator, the selected Offeror should assume a 90-day warranty period from the time the application is physically deployed into live production environments.

We design, develop, and test our applications keeping in mind that any interruption to providing these benefits can lead to a direct hardship for a client. With just the most recent eight releases, across 6 major DPW business systems have supported 500+ new or changed business requirements and required 2000+ program object changes resulting in no interruption to business operations.

Deloitte understands DPW's preference for a 90-day warranty period from the time the application is physically developed into a live production environment. If appropriate, Deloitte will work with DPW to determine a shortened warranty time period. It is expected that this shortened time period could be applied for smaller releases to help reduce the overall cost of the initiative and will be included in the HLE and work order.

Justifying Technology Approach – Evaluation of New Technology, Custom, SaaS, and Transfer Technology Solution Options

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RFP Reference: 1.2 Lot #7 Offeror Required activities/tasks for Systems Support Services

Before the Department will approve any Change Request, Change Request equivalent, or Work Order that involves custom development and/or new technologies, the Offeror will be required to provide written documentation that justifies why this approach is recommended over a solution that incorporates reusable service component(s), leveraging existing technology platforms and infrastructures, or a COTS (COTS) product.

Deloitte has a legacy of bringing fresh, innovative ideas and proven COTS product concepts when beneficial to our clients. Before the Department will approve any Change Request, Change Request equivalent, or Work Order that involves custom development and/or new technologies, Deloitte understands that we will be required to provide written documentation justifying why this approach is recommended over a solution that incorporates reusable service component(s), existing technology platforms and infrastructures, or a COTS product.

Deloitte understands that new technologies for DPW will require documented rationale for justification and alignment with your EA footprint (e.g., a standard for platforms, new



technologies will align with existing platform or augment platform). In assessing the needs for DPW, it is important that the analysis underscores key factors to justify DPW's investment, these may include:

- Consistent approach to technology (EA Framework and IT) and aligns with overall vision for DPW
- Low costs but not compromising on agency's demand to meet requirements
- Value in this investment going forward not only from a TCO standpoint but also from futuristic perspective of reuse and recycle

As the Lot 7 vendor, we will:

- Review the requirements and do a mapping to the process and the technology solutions in the marketplace that may address requirements; we are technology-agnostic and can offer DPW an objective assessment of the potential solutions.
- Identify upfront what the critical requirements are and differentiate between "nice to have" and "must have" requirements
- Make sure there is mandatory compliance with must have requirements and reasonable compliance with nice to have requirements
- Drive the discussion through an impact and the resulting recommendation and or business case to include any industry insight leveraging leading practices of use of similar technologies listing relevant successes and failures
- Perform a COTS analysis against pre-determined criteria.

As part of the COTS analysis, we will assess the technology against key questions, including DPW's COTS criterion to:

- Determine if the solution adequately satisfies critical business requirements
- Determine if the solution adequately satisfies critical technical requirements
- Fully and reliably support the day-to-day business operations
- Determine if the solution requires customization in order for it to successfully function in our environment
- Determine if the solution requires business process re-engineering to be utilized successfully in our environment

**Have you
heard?**

Deloitte's CalWORKs Information Network (CalWIN) project has been recognized with a 2007 Best of California award from the Center for Digital Government, a national research and advisory institute on information technology policies and best practices in state and local government. The project won in the category of "Best Application Serving Multiple Jurisdictions." June 2008



- Determine if the vendor successfully demonstrated the scalability and capabilities of this solution operating in similar environments (e.g., technologies, scope, size, and complexity)
- Determine if the system be adequately supported and maintained using external and/or internal resources
- Determine the total cost of ownership (TCO) reasonable and realize value added business outcomes and services
- Determine if the vendor has a solid position in the industry with a centric end-user and future strategic product focus
- Maintenance agreement and licensing model meet Commonwealth legal requirements exist
- Determine how extensive is the level of effort required to fully implement this solution (e.g., stand-up, configure, BPR, training, and fully operationalize)
- Determine if the vendor is financially viable and will be able to support this product for the future

There are a number of benefits DPW will realize with the Deloitte approach to the COTS selection process, including:

- Time
- Cost
- Minimal impact to existing business and system processes
- Refining and expansion of DPW's EA Framework.

Recommending New Technologies and Software Utilities

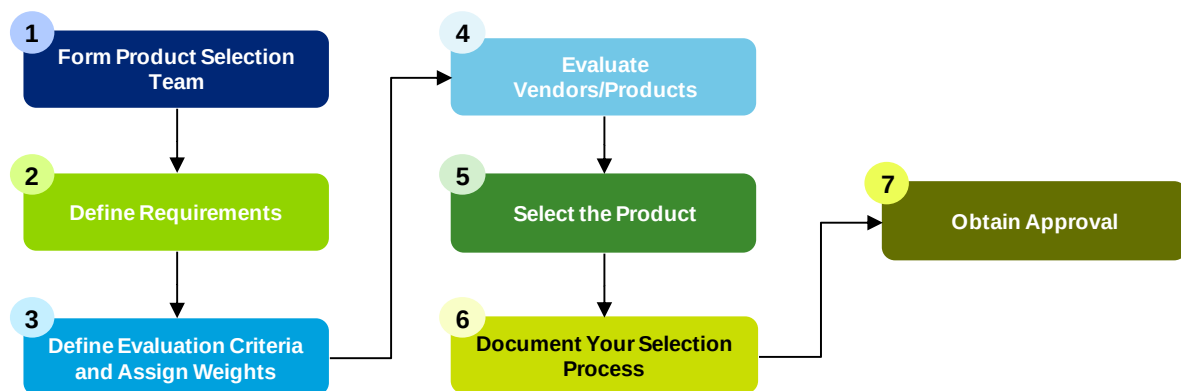
IV	Page IV-334	RFP Reference: 1.2 Lot #7 Offeror Required activities/tasks for Systems Support Services
The selected Offeror of Lot #7 may recommend new technologies and software utilities during the contract period to support SOA initiatives and improve solution design, development, and delivery processes. The selected Offeror of Lot #7 must justify the need, value proposition, impacts to project resources and timelines, and total cost of ownership to the DPW Contract Administrator. To accomplish this, the Offeror must formally present their recommendation(s) and secure an endorsement through the Technical Review Board and/or Architecture Review Board process prior to submission of a Work Order requesting procurement requiring DPW Contract Administrator approval. Should the DPW Contract Administrator request the selected Offeror of Lot #7 lead or assist in a pilot or proof of concept for a specific technology or software, the Offeror must provide a Pilot or Proof of Concept document that provides the level of detail, but is not limited to, the information outlined in the Pilot/POC Guideline provided in Appendix FFF. The selected Offeror of Lot #7 will be required to design, construct, and implement sound cost-effective technical solutions. Hence, the selected Offeror of Lot #7 could conceivably propose a viable solution alternative verses custom built components to meet the systems requirements and design specifications during the detailed design phase or correcting a critical deficiency discovered during testing. To accomplish this, the selected Offeror of Lot #7 must justify the need, value proposition, impacts to project resources and timelines, and total cost of ownership to the DPW Contract Administrator. To accomplish this, the Offeror must present their recommendation(s) and secure formal endorsement through the Technical Review Board and/or the Architecture Review Board (ARB 3) process prior to submission of a Work Order requesting procurement requiring Contract Administrator review and approval. Depending on the criticality and impact assessment, further reviews and endorsements will be required through the change control and executive steering teams with final authorization and approval from the DPW Contract Administrator. Should the DPW Contract Administrator request the selected Offeror of Lot #7 lead or assist in a pilot or proof of concept for a specific technology or software, the Offeror must provide a Pilot or Proof of Concept document that provides the level of detail, but is not limited to, the information outlined in the Pilot/POC Guideline provided in Appendix FFF.		

Deloitte understands that our recommendations must improve their business operations, design, development and delivery. We clearly identify the deliverables that illustrate the value proposition and impacts to project resources and timelines to DPW. We will comply with the DPW's process to demonstrate the value proposition of our recommendations.

DPW's current suite of applications provides opportunities to evaluate potential new technologies that can be implemented on an existing system or leveraged as a new system. New technology can be in the form of a COTS product, reporting software, new technology platform, or a transfer solution system. This section provides an overall process that we believe will help DPW with the evaluation of any new technology.

It is important to address new requirements (e.g., mandates, guidelines) in instances where current systems does not support them while maintaining a consistent approach to the DPW EA Blueprint, overall vision for DPW.

We will work closely with DPW's Technical Review Team (TRT) to confirm the required components of our analysis. Based on our experience with you, we understand that the key steps in your process, includes the following components as depicted below.



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Figure 6.3-36. DPW Product Evaluation Process.

Product evaluation requires analyzing the product and the vendor against competing alternatives. Deloitte is committed to assisting DPW find the leading value during the product selection process.

COTS Evaluation Steps	Deloitte Activities Assist DPW in COTS Evaluation
Form Product Selection Team	Establish a multidisciplinary evaluation team. Identify key participants including SME, Users, DPW Executives that involves the key stakeholders (e.g., Business Partner/Vendor, Technical, Program Office) while leveraging the existing Architecture Review Board (ARB) processes. who will review and make final recommendations on product to be selected.
Define Requirements	Clearly define and document the business and technical requirements. Program defines business needs and works with BIS Portfolio managers to outline high level requirements, business case, establish priority, funding, and then develop a Charter.



COTS Evaluation Steps	Deloitte Activities Assist DPW in COTS Evaluation
Define Evaluation Criteria and Assign Weights	Establish the detailed evaluation worksheets to be used by the BTR evaluation team based on the approved weighted matrix. This worksheet will be used to assist the evaluation team members in qualifying vendors determining that they satisfy or meet/exceed the key/critical business and technical requirements during the vendor product demonstrations.
Evaluate Vendor and Products	Establish vendor demonstration meeting schedule based on vendor and BTR evaluation team and resource availability. BTR team evaluates vendor demonstrations for each vendor to identify the leading potential solution. Perform a detailed review and assessment for each solution alternatives using the predefined worksheets and weighted matrix while participating in formal structured product demonstrations with the vendors. During the demonstrations, each evaluation team member shall assess, score, and document vendor responses (for their respective areas of experience) using the evaluation worksheet documents for each vendor. Solicit further clarifying information from vendor if required.
Select the Product	Select the product Finalize this document for executive management and ARB review and approval.
Document Your Selection Process	Perform the comparative analysis, summarize results, and rank vendors. Record final results, outcomes, and recommendations in an Executive Summary Document for next phase.
Obtain Approval	Present final Executive Summary Document to program sponsors/executive management and legal for their review and approval to move forward with final recommendations); this phase leverages ARB process.

Figure 6.3-37. Deloitte's Product Evaluation Process.

The process was developed to provide a structured approach to research and conduct a detailed evaluation of enterprise level commercial software products as well as transfer technologies solution alternatives. In addition, this process assumes a holistic approach to take into account many critical business and technical perspectives to determine the leading solution.

DPW, Deloitte, and the Lot 1-6 vendor will together implement this process to determine the final selection is the most effective and leading value added solution from both business and technical perspectives.

In addition, we will complete pilot or proof of concept of our recommended solutions. Based on our experience with you, we have conducted several pilots or proof of concept for projects, such as Corticon. We know the value of doing pilots, especially if the technologies are new and to meet DPWs process expectations and protocols.

Additional details regarding our processes for recommending new technologies can be found in both *Section 6.5, Application Modifications/Enhancements*, and *Section 6.9, ITSS and DTSS*.

Open Technologies and Perpetual Licensing

Key Staff Spotlight **Mark Murphy**



“With Child Support Enforcement, we introduced Adobe Live Cycle to the PACSES system to improve the user experience and maintainability of the application.”



IV

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RFP Reference: 1.2 Lot #7 Offeror Required activities/tasks for Systems Support Services

The selected Offeror of **Lot #7** may propose any software, tools, techniques, or technologies required to support this contract. The selected **Lot # 7** vendor's software, tools, and technologies must be OPEN or if proprietary, the Offeror must make the licenses available to the Commonwealth of Pennsylvania. The licenses must be perpetual licenses and not licenses limited to the life of the contract. Reference **Appendix A, Section A-5.2.2**. The selected Offeror must allocate sufficient time during the transition period to fully implement and educate and train DPW business and technical staff regarding the proposed software, tools, technologies, and processes (if required) to support operations.

It is imperative that the Detailed Systems Design and General Systems Design documents align and the design interpretations correctly address all functional and nonfunctional requirements as well as align with EA models and service-oriented architecture frameworks, systems requirements, applicable standards, and technology life cycle roadmaps.

Deloitte understands that DPW will allow the Lot 7 vendor to propose various software, tools, techniques, technologies required to support this contract. However, the selected Lot 7 vendor's software, tools, and technologies must be open or, if proprietary, the Offeror must make the licenses available to the Commonwealth of Pennsylvania.

The licenses must be perpetual licenses and not licenses limited to the life of the contract. (Reference Appendix A, Section A-5.2.2.) In addition, the selected Offeror must allocate sufficient time during the transition period to fully implement and educate and train DPW business and technical staff regarding the proposed software, tools, technologies, and processes (if required) to support operations. For example, for DPW, we would assess open source technologies using these criteria.

Wisconsin's eligibility
systems' vendor for the last
16 years.

“Don't believe that the
amount of innovation we've
been able to achieve would
be possible without Deloitte”

**Jim Jones, Deputy Administrator,
Division of Health Care Access
and Accountability, Department
of Health Services; Madison WI**
Departments of Workforce Development and
Health and Family Services (DHFS)

We understand the need to be transparent, consistent and accurate, especially given the multiple handoffs between multiple vendors. Given the complex nature of the environment and importance of design in the life cycle of the project, Deloitte follows a very structured and transparent approach to GSD review and translation and development of the DSD. Each requirement and corresponding technology component will undergo a series of checks and balances against enterprise architecture, checking for conformance and compliance where applicable. Before submitting our DSD to DPW, our team:

- Validates that the GSD and DSD documents align through meetings with the Lot 6 vendor
- Validates the design meets and correctly interprets the functional and non-functional requirements
- Validates the design conforms to DPW's EA Model
- Validates the design fits within DPW's SOA Framework
- Validates that the design follows DPW standards

- Validates that the design follows DPW's technology life cycle roadmaps.

In addition, new requirements are fully vetted with the ARB before services are built to fulfill program, functional, or non-functional requirements. This vetting process involves domain area SMEs and other key stakeholders validates that any ensuing outcomes, changes, deliverables align with enterprise vision, from a program as well as a technology standpoint.

Coordination Across Lot #6 and Lot #7 for GSD Translation and DSD Validation

IV	Page IV-335	RFP Reference: 1.2 Lot #7 Offeror Required activities/tasks for Systems Support Services
		The selected Offerors for both Lot #6 and Lot #7 will coordinate to validate the DSD document for correct interpretation and translation of the GSD prior to formal artifact submission to DPW. Once the DSD has been vetted through the Architecture Review Board (ARB) process and formally approved by DPW Contract Administrator, the DSD then becomes the final blueprint for the Offeror of Lot # 7 to build the business application solution. Deviations from the approved DSD in the build phase must be reviewed by the ARB. Variances to the DSD must be evaluated relative to criticality and overall impact to end product standards conformance, capabilities, and reliability as well as overall impact to project schedule, budget, and performance. Changes that exceed predefined project thresholds will require formal review through the Change Control Board and executive steering team with final authorizations and approval from the DPW Contract Administrator.

The GSD provides the details around how the system will fulfill the business requirements. Having a reliable design is a great first step towards a successful implementation, but it needs to be tracked and managed appropriately to determine that what is documented is finally implemented and delivered. We understand what it takes to create a sound design and our successful implementations with DPW in the past speak to that fact. We will draw on this experience and knowledge when working with the Lot 6 vendor to review the GSD and confirm our translation.

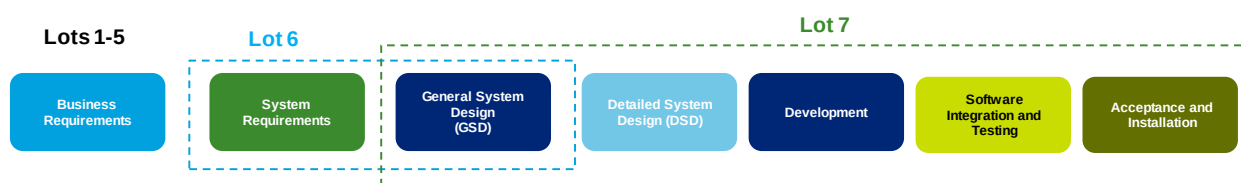


Figure 6.3-38. The critical handoff between Lot 6 and Lot 7.

Deloitte approach to this handoff is Coordinated, Collaborative, and Cyclical.

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The GSD Review and Translation process involves analyzing the GSD produced by the Lot 6 vendor and verifying that our interpretation of the document and that of the Lot 6 vendor are in sync. Deloitte follows a defined deliverable review process for implementing reviews of project work products, both formal and informal. Reviews are the single most important quality control technique that can be used to improve deliverable quality and confirm understanding. Since design is a vital component of the SDLC and the GSD provides a basis for the further detailed designs that feed the development of the system, it is extremely important to confirm that the GSD is a high quality document and is fully understood for translation purposes. Since the GSD is produced by the Lot 6 vendor, it is essential that we closely review and understand what is contained in the GSD before proceeding with the next steps in the SDLC.



If we are selected as the Lot 6 vendor, as well as the Lot 7 vendor, we envision the steps between GSD and DSD translation will be handled by Deloitte. This would discard the need for a GSD to DSD translation phase between vendors. If we are not selected as the Lot 6 vendor we envision the time to review the BRD, SRD, and GSD and conduct meetings with Lot 1-5 and Lot 6 vendors to be performed on a time and materials basis until sufficient information is collected, and the Lot 7 vendor has a full understanding of the requirements and designs performed by other vendors. At this time the Lot 7 vendor can provide a reliable fixed price cost proposal to complete the DSD thru Integration Testing phases of the SDLC.

Deloitte understands the importance of continuous communication and collaboration between various stakeholders at each phase of the SDLC. Deloitte is uncommonly positioned to manage coordination between GSD and DSD because we know DPW's business, systems and protocols. We are familiar with the SDM guidelines and, as the Lot #7 vendor, will determine that documentation created during the DSD and GSD phase adheres to the guidelines specified in the SDM. Our past experience in developing this documentation has helped us refine our style to be tailored to the user expectations. We therefore expect a smooth transition from Lot #6 GSD to Lot #7 DSD phase with no information being lost between the phases.

Communication and Coordination between stakeholders is critical to the success of a project. During GSD and DSD phase, the primary stakeholders will include representatives from the Program Office, BIS, Lot #6, and Lot #7. Communication can help achieve the following:

- Validate the correctness and completeness of business requirements gathered during the requirements phase.
- Validate our assumptions about business requirements. For example in reporting and analytics, assumptions about data loading strategy can deliver very varied results.
- Determine that no business requirement is lost between phases via continuous communication between Lot #6 and Lot #7.
- Facilitate design discussions and validate design with end user to avoid any surprises during UAT.
- Minimize issues and risks by communicating concerns.

We will develop a communications strategy to coordinate with Lot 6 vendor, the program office, and BIS. The GSD deliverables will be used as starting points for these discussions and the group will be given a walkthrough of the GSD documentation. Action Items, Issues and Assumptions from these sessions will be documented and shared with the group. DSD documentation developed by Deloitte will be compared against GSD documentation to confirm if a linear relationship exists. As outlined in the phases and tasks below the translation from GSD to DSD in a multi-vendor environment requires additional steps and reviews to allow sufficient time for each Lot vendor to perform their responsibilities defined under the new lot structure. These critical steps for accurate GSD translation could add an additional 18 to 35 days to the SDLC timeline.

	Translation	Review	Validation
Lot 6	Tasks - Conduct Walkthrough of GSD documentation (3 – 5 days) Deliverables - Submit GSD documentation to Lot 7	Tasks - Review the accuracy of the translation of GSD into DSD (5 – 10 days) - Identify concerns, gaps and issues Deliverables - Action Items - Parking Lot Issues	Tasks - Validate assumptions made in DSD documentation (5 – 10 days) - Validate accuracy of DSD details Deliverables - Action Items
Lot 7	Tasks - Take notes of walkthrough during session - Create draft DSD Documentation Deliverables - Meeting minutes and notes - Issue and Risk Action Item logs	Tasks - Review the accuracy of the translation from GSD to DSD - Confirm requirements with Lots 1 – 6 vendor Deliverables - Meeting minutes and notes - Issue and Risk Action Item logs	Tasks - Finalize requirements with Lots 1-6 vendor (5 – 10 days) and Program offices - Resolve disputes - Submit deliverables to the Review board Deliverables - DSD document - Issue and Risk Action Item logs

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Figure 6.3-39. Lots 6 and 7 Coordination.

Deloitte's approach includes a clear breakdown of task and deliverable responsibilities for Lot 6 and 7 during the GSD translation, review, and validation handoff.

Standards Alignment

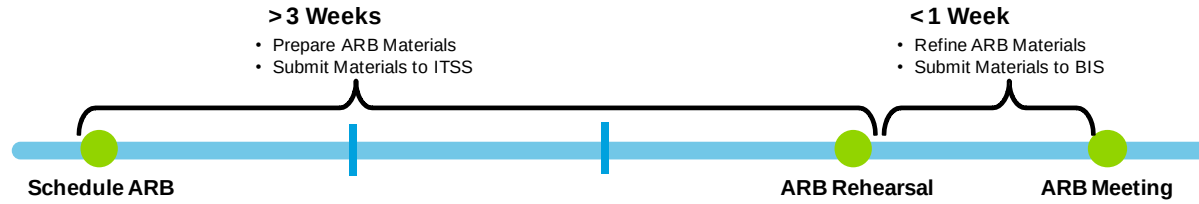
Adherence to DPW and OA/OIT standards is essential to the quality and consistency of the software delivered to DPW. Deloitte will adhere to the DPW and Commonwealth standards applicable to software development and follow several standard DPW processes to provide the appropriate review and control points to DPW during the SDLC.

The processes Deloitte will use to maintain standards alignment are outlined in the figure below.

Standards Alignment Process	Frequency
DPW Architecture Review Board (ARB). DPW's standard process for conducting periodic architectural reviews throughout the SDLC.	As Specified in RFP Appendix S
Deloitte Application Architecture Review Board (DAARB). Deloitte's internal review board to analyze practices and confirm consistency across Deloitte managed DPW development work.	Meets Weekly
Application Life cycle Management (ALM). A report on technologies used across applications to manage consistency of DPW standard technologies and to measure compliance with technology deprecation and upgrades across the enterprise. Complies with the format specified in appendix RR of the RFP.	Dashboard Submitted Monthly, Baseline Updated Bi-Annually
Standards Change Impact Assessment. An assessment of the impact of new or modified DPW or OA/OIT standards that are released during the contract period on the scope of work. This includes one-time accommodations and changes that need to be made to incorporate the new standard.	As New Standards are Released

Figure 6.3-40. DPW Standards Alignment Processes.

Deloitte will facilitate the end-to-end involvement of the application teams in the ARB process specified in appendix S of the RFP. We understand the importance of coordination in the ARB process to maximize the effectiveness of the process and will provide detailed guidance to the application teams on how to prepare for and execute an ARB review with DPW. In addition to this guidance, Deloitte will coordinate a whole set of review activities leading up to an ARB. In practice, we have found that these preparation practices result in the most preferred use of DPW stakeholder time during the 1 or 1.5 hour timeslots available for the ARB reviews. The activities and general time frame we will follow for ARB preparation is shown below.



Activity	Timeline	Responsible
Enter ITSS tracker ticket requesting scheduling of ARB meeting	4+ weeks before ARB date	Application Team
Request ARB date be placed on DPW ARB calendar	4+ weeks before ARB date	ITSS
Add ARB to DPW ARB calendar	4+ weeks before ARB date	DPW
Schedule ARB meeting and ARB rehearsal	4+ weeks before ARB date	ITSS
Forward ARB meeting invite to portfolio and project managers as well as program office staff.	4+ weeks before ARB date	Application Team
Prepare ARB materials and submit to ITSS for internal ARB review	Before ARB rehearsal	Application Team
Conduct ARB rehearsal	1 week before ARB date	ITSS, Application Team
Update ARB materials based upon rehearsal notes	1 week before ARB date	Application Team
Submit final ARB materials to ITSS	3 – 4 days before ARB date	Application Team
Submit final ARB materials to DPW	3 – 4 days before ARB date	ITSS
Send ARB materials to ARB invitees	2 – 3 days before ARB date	DPW
Conduct ARB	ARB Meeting	DPW, Application Team, ITSS
Send out meeting minutes from ARB	1 – 2 days after ARB date	DPW
As applicable, follow up on ARB action items from meeting minutes	1 - 3 weeks after ARB date	DPW, ITSS, Application Team

PA_DPW-556

Figure 6.3-41. ARB Preparation Timeline and Activities.

Deloitte's internal approach to preparing for ARBs incorporates lessons learned and internal controls to maximize the use of DPW's stakeholders' time.

GSD to DSD Hand Off & Translation

Deloitte strongly believes that our vast understanding of Systems Development processes, strengthened through years of experience on hundreds of Systems Development projects, will prove invaluable to the effective completion of the GSD review and translation phase of your projects.

In any system development effort, requirements constantly undergo change and variations. Since the requirements phase is one of the initial SDLC phases, the changes have a cascading effect as the impact is felt through the other SDLC phases. Since the GSD is the front runner that dictates what is put forth to the building and testing phase, it is imperative that any requirements changes are reflected in the GSD. Deloitte values tracking and management to the core and have embedded controls and processes in our SDLC methodology.

Finally, Deloitte's existing cross sub-system, cross system and cross application knowledge provides us with the broad level of understanding that is relevant to DPW's objectives and the cross system impact of design decisions.

We are confident that the team we will bring to this engagement will have an advanced understanding of DPW's in-house systems and business processes, such as DPW's SDM, as well as the functional knowledge that would position us to perform the most broad review and successful translation of the GSD. Given the multi-faceted nature of this RFP, communication, coordination, collaboration and understanding of DPW's needs is mission critical to any review and translation processes.

System Test Planning and Reporting

IV	Page IV-335	RFP Reference: 1.2 Lot #7 Offeror Required activities/tasks for Systems Support Services

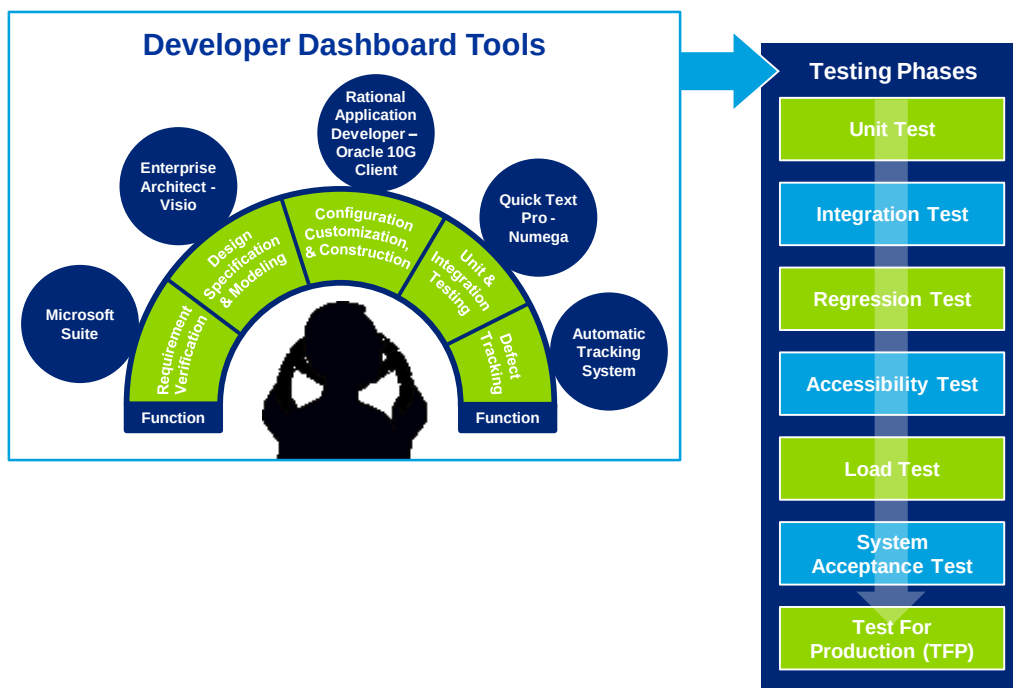
The selected Offeror of **Lot #7** will be required to develop systems test plans and test summary reports for each software release. The systems test plan should outline various parameters, resources, methods, and criteria to fully test the system throughout the SDLC phases. Please reference the Testing Plan Guideline document provided in **Appendix ZZ**. The test summary reporting methodology process must formally and concisely provide the data required to assess execution progress of predefined test plan, operational readiness, and to facilitate ongoing process improvement activities. This methodology should at a minimum contain but is not limited to, the following information: 1) Overall test completion percentage for all systems tests, 2) Number of tests that passed, failed, or were unable to progress because of blocking defects, 3) Operational readiness profile based on: a) System's functional capabilities, reliability, performance (overall and by module/component), and requirements fulfillment and validation, b) Number of outstanding defects (by severity and by module/component), c) Resolution of all fatal and major defects with revalidation and certification of proper functionality.

Deloitte will assist the Commonwealth in supporting the System Test Planning and Reporting by adhering to the guidelines denoted in Appendix ZZ. These guidelines include:

- Identify and describe the test phases to be executed during the SDLC and their respective ownership (i.e., roles and responsibilities)
- Describe the methodology for each test phase including testing types to be executed and the elements of testing to be used to determine correctness of the system (i.e., functions, features, performance) or system component
- Identify the general test scope, objectives, test types, test scenarios, data-sets, environment, and logistics
- Identify the inherent interdependencies of executing and validating complex integrated functional tests, systems components, and interfaces
- Identify the entry, suspension, and exit criteria for each test and overall test phase
- Define test cycles and durations with mappings to testing resources and schedule allowing time for break-fix-retest iterations (i.e., systems regression testing and revalidation cycle times)
- Define test coverage specifications by aligning test ID, requirement ID, associated software systems modules/components, and corresponding functionality or attributes.
- Define expected outcomes and specific test pass/fail criteria
- Define testing staff and their required knowledge and skill-sets to execute tests, identify and document anomalies, and accurately assess operational readiness
- Outline governance for evaluating, confirming, and documenting anomalies and defects

- Define defect limits, thresholds and tolerances for rework and/or mitigation
- Define systems acceptance (Go or No-Go) criteria based on defect types and severity as well as evaluation of test results relative to overall systems functionality, integrity, performance, and capability to successfully support business operations.
- Define the schedule of test activities, deliverables, and milestones
- Define the monitoring activities and milestones required to evaluate actual progress to plan
- Define the reports that will be produced to communicate the progress of test execution and test results
- Manage test preparation and execution
- Test Plans and documents should be linked to a specific software version or product release cycle

DPW IT Methodology used by Deloitte defines the testing process into multiple testing phases with clear responsibility and tasks for each phase, and our processes provide our team with appropriate tools to facilitate these tasks.



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Figure 6.3-42. Key Tools support the various Testing Phases.

Our methodology divides the testing process into distinct phases, each of which are supported by tools to maximize the efficiency of the testing process.

Unit Test

We understand the need for and importance of unit testing. Following the completion of software development or modification, the developer is responsible for testing the individual software “units” or groups of related units. Depending on the nature of the application (mainframe/middleware/server), we have developed detailed checklists that expedite the validation of application characteristics. Using the unit test checklist, the developer will evaluate how well the “unit” meets predefined functional and technical requirements. The developer will also use the checklist to cross reference software functionality to detailed design specifications and/or defined requirements. This includes an analysis of actual results vs. expected results. If, during this process, the developer identifies a software discrepancy, s/he is responsible for documenting, resolving, and retesting the “unit” until expected results are achieved.

As part of our ongoing quality assurance process, we will conduct a developer “peer review” of a sample of completed unit test checklists. This will assist in validating that the software adheres to the SDM standards and methodologies. Significant noncompliance issues will be addressed before the software is migrated to integration testing, the second testing phase of the SDM. Recently, as part of the Change Center project with the Philadelphia CAO, our unit testing formed a strong basis for integration and systems acceptance test. Testing in these higher regions found very few system “bugs.”

Integration Test

The purpose of integration testing is to evaluate that the software “units”, when integrated with the rest of the application, perform as expected. The integration test effort will focus on verifying the interface of discrete software modules with one another. This will be performed by the application team. In other words, the integration test will validate that different software modules and interfaces “talk” to each other as expected.

In an enterprise system environment such as DPW, integration testing is the first phase to validate the various software modules that may exist across server, middleware, and mainframe platforms. For example, processing an OMR Base consumer claim involves data setup and business integration between CIS, PROMISe, MPI, MCI and HCSIS systems.

We have developed a standard Integration Test Plan and currently use them on our projects. As part of our release strategy, we will evaluate if this Plan needs to be modified. If so, and especially for large releases, we will create or update the Integration Test Plan. This Plan will include:

- Identification and description of test scenarios to be executed
- Documentation of expected results
- Identification of test data
- Identification of integration test team



In addition to the Integration Test Plan, we will complete several other activities, including:

- Communication of integration testing schedule and timeline
- Validation of software deployment to integration test environment
- Execution of test scenarios
- Documentation of actual test results.
- Identification, documentation, and resolution of software discrepancies

Typically, staff not involved in day-to-day unit testing will be responsible for the execution of integration test scenarios, providing a “fresh set of eyes” to validate system functionality. If discrepancies are identified during the integration test effort, we will use ATS (Automated Tracking System) to create Program Change Requests (PCRs). PCRs will be used to track the identification and resolution of discrepancies.

For large initiatives or initiatives that require interfacing to systems that are not available in the integration test environment, Deloitte has introduced the concept of a Pre-SAT phase, which is viewed as an extension of the Integration phase. The Pre-SAT is utilized to validate the stability of the environment and the existence of interface connections. Integration test phase scenarios are utilized to test for this phase. A limited amount of testing by Commonwealth employees is available during this phase.

Regression Testing

In addition to the execution of scenarios that test the new or modified functionality, Commonwealth and end user staff will be responsible for the development, prioritization, execution, modification (as appropriate), and approval of regression testing scenarios. These scenarios are also housed in ATS, grouped into Regression Testing Deliverables. They validate the introduction of new or modified software has not adversely impacted existing functionality. This will include the validation and approval of available software modules and interfaces. ATS will be used to create PCRs when discrepancies are identified.

Accessibility Testing

During SAT we will perform accessibility testing including Bobby, ADA, and browser compatibility tests as appropriate for areas of the application that are browser-based as well as those that require unique self-service access needs.

Load Testing

The methodology described in the figure below provides a high-level view of our approach to load testing. While presented linearly, many of these steps overlap with each other, and it is an iterative cycle as the application evolves across the various releases



PA_DPW-907

Figure 6.3-43. Stress/Performance Testing Approach.

Depending on the test drivers, Deloitte develops a load/stress test plan to achieve the test objectives.

As part of the Acceptance and Installation phase, we will also execute automated testing and load testing as appropriate. Our Technology Support Services team and the Department team will coordinate the execution of automated testing and load testing scripts. Load testing is an integral step to each major release, and we will work closely with DTE to validate capacity estimates.

More specifically, our team will support each project by participating in the creation, execution, and maintenance of automated testing scripts for tools such as LoadRunner. This will provide additional validation of system design and performance by emulating production-like conditions.

Our detailed work in load testing is evident throughout our applications. As one example, we spent considerable amount of time load testing the network and server capacities so that the Philadelphia Imaging pilot would allow real-time retrieval of stored images.

System Acceptance Test (SAT)

System acceptance testing (SAT) focuses on validating the functionality that passed unit and integration testing will perform correctly when subjected to user perspective. SAT focuses on validating end-to-end business scenarios that are critical to the successful completion of the program. This is the first testing phase in which end-users (subject matter experts) are introduced to validate that business, policy, functional, and usability requirements have been incorporated into the functional behavior of the application. The success and quality of the final deployment depends on the extent and thoroughness of system acceptance testing by minimizing the number of production issues and achieving expected business results and meeting overall business requirements.

Key to our success with HCSIS system testing, where Program staff, county staff, and consumer and provider advocates were enlisted to act as subject matter experts for testing. Having these types of testers allows for the testing to extend beyond the system itself and to take into account workflow and other operation changes that the system may be impacting.

The overall management of the SAT effort has been, and will continue to be, a critical component of the overall testing effort. Team Deloitte will work closely with the appropriate Program Office staff to manage and coordinate the SAT effort. Similar to the integration test effort, when needed, we will work with the Department to prepare an SAT Plan, based on the size of the software release. The Plan will identify roles and

responsibilities, objective and goals of the SAT effort, and associated timeframes. The plan will also include details similar to that of the Integration Test Plan.

Test for Production (TFP)

Test for Production (TFP) is the final component of the Acceptance and Installation phase prior to the production implementation. TFP provides an opportunity to deploy the software in an environment that closely mimics production and provides a final rehearsal of the migration activities. It is used as the basis for the final migration instructions/plans developed for the production implementation. Lastly, the TFP phase is used to satisfy the requirements of successful co-existence with other DPW IT applications.

We understand the need to adhere to rigorous and independent testing processes within the TFP effort. Therefore, we will work with the Commonwealth to identify key TFP testers who will perform a final validation of software components before advising that the software is ready to be migrated to production.

Similar to the integration test and SAT phases, the TFP phase will include:

- Validation of software deployment to TFP environment
- Identification, development, prioritization, and execution of representative test scenarios
- Documentation of test results
- Preparation and submission of Application QA Request

It is important to note that after we validate the software deployment to the TFP environment, we will execute a representative set of test scenarios to validate the software. Based on Commonwealth staff input, this representative set will include those scenarios designated as “most common” and “high priority.”

Deloitte will execute the identified test scenarios and analyze the actual results vs. expected results. If a discrepancy is found, we will use ATS to create the PCR. They will be used to track the discrepancy as it is resolved, tested, and migrated through the lower environments.

Upon successful execution and approval of the TFP testing effort, our Technology Support Services team will prepare and submit the Application QA Request. The request will include modified source code scheduled to be migrated and specification documentation. The request will be submitted in accordance with predetermined QA timeframes.

The critical success factors for the Test phase include:

- Development of a detailed system test plan, test cases and test scripts

- Allow sufficient time to train the test execution resources, especially when new resources are being added to the testing team, so that test processes are followed
- Confirm that external entities and agencies, which will vary depending on the phase, are ready and prepared to support integration cycles
- Triage perceived defects quickly and separate out change requests from defects
- Any accepted change requests at this time will almost certainly impact schedule and budget; therefore, changes should not be accepted except when mandated by law or some other external entity.

Deloitte's approach meets each of the testing requirements through various phases. A mapping of which phase meets each requirement is provided below.

Testing Requirement	Where Requirement Met?
1a). System's functional capabilities, reliability, performance (overall and by module/component), and requirements fulfillment and validation	Integration Test Load Test Availability Test
1b). Number of outstanding defects (by severity and by module/component),	Defect management and Test Phases
1c). Resolution of all fatal and major defects with revalidation and certification of proper functionality.	Integration Test System Acceptance Test Test for Production (TFP)

Figure 6.3-44. Deloitte Meets DPW's Testing Requirements throughout the Testing Phases.

Systems Acceptance Test Scenarios, Plans and Reports

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Please note that the selected Offeror of **Lots #1-5** will be required to develop the Systems Acceptance Test (SAT): test scenarios, test plans, and test summary reports for each software release. The Selected **Lot #7** Offeror is expected to coordinate and work with **Lots #1-5** Offerors to align test plans, strategies, systems environments, and resources to effectively test the system as well as record, track, and resolve defects.

As the Lot 7 Vendor, Deloitte's role will be pivotal in successful SAT testing. As the original developer of the systems, we are the right team to determine the data requirements and environment for SAT testing. We also have vast experience with the various program offices within DPW and are familiar with the end users and subject matter experts. This prior knowledge will help us identify which user groups will be most pertinent in testing a system component. Having worked with these user groups, we are also aware of what areas of testing are most important to the end user. Using this knowledge, we would communicate to the Lot 1-5

Have you
heard?

ATS currently houses over 9,247 SAT Scenarios, including:

- 2,447 for PELICAN
- 3,002 for HCSIS
- 3,734 for eCIS



Vendor to assign sufficient time to them to complete Ad Hoc and predefined SAT testing.

Deloitte collaborates with Lot 1-6 to perform SAT testing by participating in the following tasks:

Tasks	Description
Identify Acceptance Test Environment Requirements/.NET Preparedness	Identify any system set-up requirements for migrating the modified software. These requirements should be very close to the ones identified for Systems Integration. Any requirements found during that phase will be incorporated into the deployment playbook.
Identify Acceptance Test Data Requirements	Identify any data set-up requirements for migrating the modified software.
Migrate Application to SAT Environment	Deploy the application software to the Acceptance Test environment.
Collaborate with Lots 1-5 Vendor to Identify SAT Scenarios	Collaborate with Lots 1-5 Vendor to create test scenarios for acceptance testing to satisfy the requirements identified in the requirements phase. The Program Office will identify the testing resources, which will often includes end-users such as county or supports coordination entity staff.
Load Testing	Test the application for peak load usage. When needed, load testing will usually consist of a number of silo tests where only the system participates, and also one Integrated Load Test where other project systems that share servers will participate.
Identify SAT Testers	Identify the individuals from the user group to execute SAT test scenarios.

Figure 6.3-45. Our Approach Includes Collaboration with the Lots 1-6 Vendors to Successfully Perform SAT Testing.

System acceptance testing (SAT) focuses on validating the functionality that passed unit and integration testing to see if it will perform correctly when subjected to user perspective. SAT focuses on validating end-to-end business scenarios that are critical to the successful completion of the program. This is the first testing phase in which end-users (subject matter experts) are introduced to validate that business, policy, functional, and usability requirements have been incorporated into the functional behavior of the application. The success and quality of the final deployment depends on the extent and thoroughness of system acceptance testing by minimizing the number of production issues and achieving expected business results and meeting overall business requirements.



Qualified Personnel

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RFP Reference: 1.2 Lot #7 Offeror Required activities/tasks for Systems Support Services

DPW requires that the selected **Lot # 7** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

As indicated through the table in *Section 6.3.2.1*, where we list detailed information about the experience of our staff, we have the ability to exclusively deliver 400+ highly skilled individuals, with current DPW experience, to provide information technology services to DPW. In *Tab 8.0, Personnel*, we provide resumes and skill summaries of our staff.

Deloitte realizes that unplanned situations occur, where immediate action is required to fill positions. This is not an unusual situation for our organization; as our client's business needs have evolved, we have had to deal with this issue many times. Our response to these situations has been to exercise a rapid deployment strategy. This strategy effectively increases the overall population for resources by broadening the subcontractor pool. When coupled with our internal network and existing contractor base, this reduces the overall time to market of potential candidates.

The ability to allocate the right resources is fundamental to the success of any business. The right resources often are those that have specific skills which are in high demand and sometimes difficult to locate. Deloitte's services are routinely categorized as those in high demand, and we are proficient at the locating and allocating of these specialized resources. When a skill is identified as being something that will be in strong demand for our clients, we label this as a 'hot' skill and execute a campaign to focus on the attracting and hiring of those skill sets through our internal recruiting and staffing network of over 200 practitioners. Alternatively, we can also turn to our supplier network to provide those skills for us. It is a credit to our organization that because of the types of services and projects we perform, Deloitte attracts individuals with critical skills, even when market competition is difficult.

We recently helped stand up a technology solution to support Pennsylvania Fair Care by quickly pulling together a cross-functional team and deploying within three weeks of the project start. At the same time, we led an effort with the federal government to establish a technology solution for the high risk pool; that effort involved forming a 50 person team in two weeks and deploying in less than three months. We intend to leverage our rapid deployment strategy as part of the staffing strategy approach for DPW. As a result, we have the ability to scale up and scale down rapidly to address changes in DPW's information technology needs.

We understand that demands for staff needs can vary throughout the life-cycle of projects and also at times can place great demands on the ability of providers to allocate sufficient resources. Through our own qualified internal resource pool, internal recruiting capabilities and an expansive subcontractor network, Deloitte is well suited to

meet the resource needs of the Commonwealth of Pennsylvania, particularly to meet peak demand periods.

Collaboration with Other Contractors

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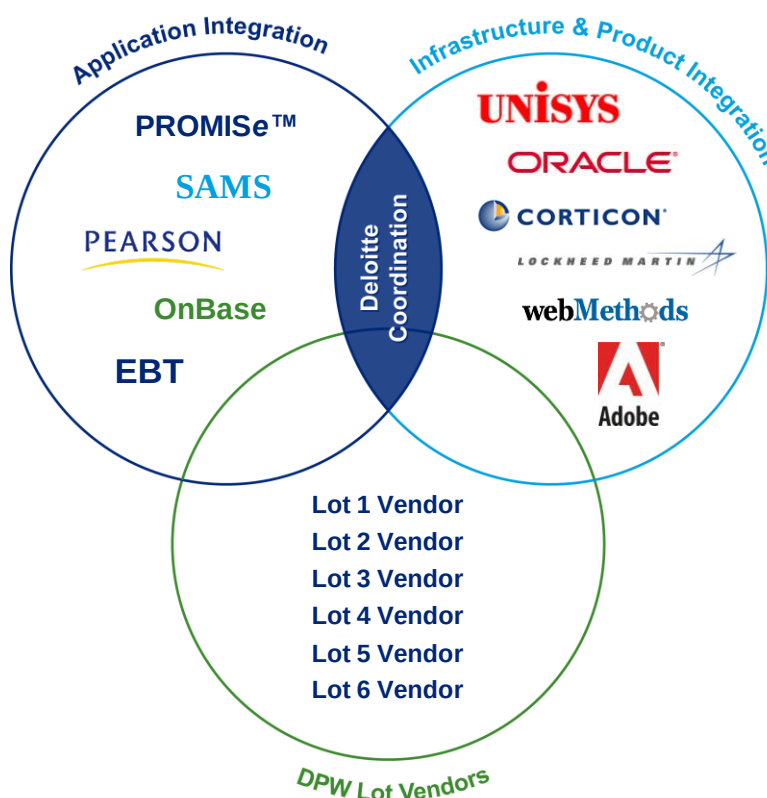
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RFP Reference: 1.2 Lot #7 Offeror Required activities/tasks for Systems Support Services

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

The nature of any complex organization with mature information technology systems is that it requires collaboration with multiple vendors across multiple systems. Our more than 30 years of experience with DPW has given us the opportunity to demonstrate our ability to work with other vendors in delivering results for the Commonwealth.

The graphic below illustrates the collaboration required with vendors of other applications and the role we support in this coordinated effort.



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Figure 6.3-46. Collaboration with Other Vendors.

Maintenance of DPW applications requires coordination with a number of other vendors who manage infrastructure, applications, and operational activities that interact with the in-scope applications.

In just the last 12 months, our team has demonstrated our ability to successfully implement modifications that impacted each of these systems managed by other vendors. Given DPW's Enterprise Services vision, we fully expect that as we move

forward together, the ability to assist in impact assessment around other systems, as well as to collaborate with other vendors, will be critical to DPW's ongoing success.

Effective Defect Management

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The Selected **Lot #7** Offeror, must describe how they will ensure that DPW have an effective defect management with accurate, detailed analysis, and reporting of defect information per software release to assist management with risk management, process improvement, project management, and Go or No-Go operational readiness decisions.

As the Lot 7 vendor, our team brings an unusual combination of business and technology experience in each of the 6 business applications which allow us to efficiently run the defect management process while other vendors would have to spend many months learning the environment. The goal of the teams involved throughout the SDLC is to prevent defects, but, when one does occur, we will follow a rigorous process to manage defects and take steps to prevent defects from happening in the future.

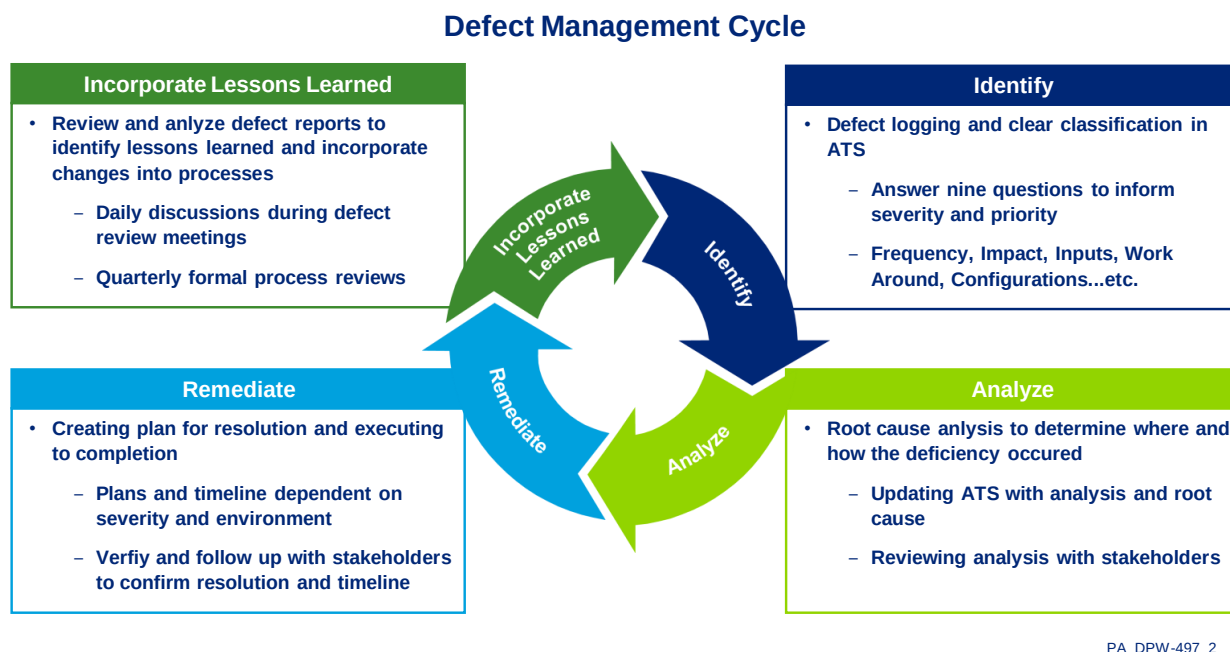


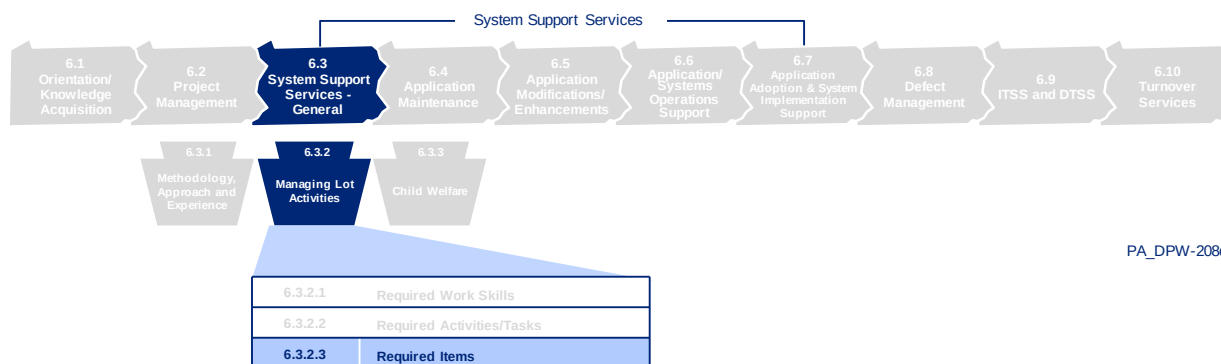
Figure 6.3-47. Defect Management Cycle.

With our vast system and business knowledge at DPW Deloitte as the Lot 7 vendor will be positioned for providing clear and detailed analysis and resolution paths to correct defects in a timely manner and incorporate the lessons learned into the processes for the future.



Deloitte understands that defects directly impact each aspect of the project and impact the project cost. It is important to have a single defect management process across the enterprise so that consolidation and reporting at the enterprise level will be effective and consistent. The key is to make sure that teams adhere to a strict process of providing detailed analysis of the defects which are properly documented so that the information can feed into the decision making process of the management team as well as be used in the future for lessons learned and defect prevention.

6.3.2.3 Required Items



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Meeting Goals and Expectations through Working with Designated DPW Stakeholders and Third Party Vendors

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RFP Reference: System Support Services Overview Required Items

The Selected Offeror for **Lot #7** must describe in detail how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Lead and assist DPW in achieving the overarching goal and stated objectives; 2) Accomplish the stated expectations.

Deloitte builds on our jointly established, mature operational framework and brings innovation and execution towards DPW's stated objectives and expectations. We tailor our procedures, assets and tools to better support a multi-vendor, multi-system operating model. Our approach enables DPW to achieve its overarching goals within DPW's timeframes while migrating towards a new operating model.

We highlight the key features of our approach to Systems Support Services Required Items in the table below.

Features	Benefits
Brings the full resources of the leading Public Sector HHS organization to further DPW's vision, overarching goals, and stated objectives and expectations - Proposes staff that understand DPW's business and DPW's EA/SOA goals and expectations - Brings new technologies, software utilities and leading practices from Deloitte's national HHS client and project base - Proposes an advisory panel that includes Deloitte's national leaders in SOA and Enterprise Architecture	- Improves our performance towards achieving DPW's goals with each project's implementation "Innovation in-sourcing" to DPW improves our effectiveness and DPW's ROI
Uses DPW's IT Methodology that includes processes, tools and methodologies that we jointly developed with DPW to provide and manage System Support Services	Established methodology better facilitates multi-vendor, multi-system model and introduction of new vendors
Extends DPW's IT Methodology with tailored procedures,	Reduces transition risk

Features	Benefits
artifacts and tools to better support a multi-vendor, multi-system operating model • Incorporates collaboration points • Develops a robust communications plan jointly with DPW • Develops a work plan that tracks and coordinates across systems	• Reduces schedule, budget and performance risks
Provides early and consistent cooperation and communication with DPW BIS, program offices, and other stakeholders, as well as other Lot vendors throughout a project's life cycle	• Better service to DPW program offices and system users • Reduces transition risk

Figure 6.3-48. Key Features and Benefits of Our Approach to Required Items.

As the Lot 7 provider, Deloitte uses a highly collaborative approach and supports DPW goals, objectives, and expectations by both leading and providing direct accomplishment of efforts. We use our distinct knowledge of the DPW business, applications and systems, and broader HHS experience to mentor the other vendors in the accomplishment of specific efforts. Deloitte and DPW have a strong, established history of working together for the well being of the citizens of Pennsylvania which we propose to extend and enhance under the new multi-vendor operating model.

Lead and Assist to Achieve Goals and Objectives

The table below highlights our view of leadership (L) or assistance (A) roles in support of DPW's overarching goals and stated objectives.

DPW Goal/Objective	Deloitte Lot 7	DPW Stakeholders	3 rd Party Vendors	Lot 6	Lots 1-5
Refine/expand EA Architecture Reference Models	L	L	A	L	A
Build and Align Solution that Align with EA Frameworks	L	L	A	A	A
Achieve Greater Flexibility, e.g. simplify changes, business rule and model changes etc	L	L	A	A	A
Create end-to-end business process software services	L	A	A	A	A
Transform and/or design maintainable, extensible, scalable, reusable, secure technology solutions	L	L	A	L	A
Use SOA frameworks, ESB and web technologies	L	L	A	L	A
Achieve greater economies of scale, scope, at lower total cost of ownership	L	L	A	L	A

L= Lead A= Assist

Figure 6.3-49. Proposed Roles in Supporting DPW Goals.



As a full-service system integrator and Lot 7 vendor, Deloitte uses a collaborative approach and brings an established capability of supporting DPW goals and objectives.

Accomplish Stated Expectations

Deloitte uses several core methods to accomplish DPW expectations in a multi-vendor model comprised of DPW stakeholders, third party vendors, and other Lot vendors, as highlighted in the table below.

DPW Expectation	Coordinate with DPW Stakeholders	Leverage Our Team's Experience/ Organization Knowledge	Leverage Our Organization's Experience/ Assets	Mature to Next Level	Collaborate/ Mentor Lot Vendors
Provide SOA application solution designs and quality end products	X	X	X	X	X
Use an IT Shared Services Model for Technical Support Services	X	X	X	X	X
Manage solution quality through SDM, implementation and support	X	X	X	X	
Manage Master Project Plan	X	X	X	X	X
Facilitate faultless and effective communication in support of DPW business operations	X	X	X	X	X
Continued maturation of CMMi and ITIL frameworks	X	X	X	X	

Figure 6.3-50. Accomplishing DPW Expectations.

As an organization with 40 years of public and private sector system integration experience, we use a variety of methods to accomplish DPW expectations in a multi-vendor model.

We discuss each of these approaches in detail in the context of their respective work statement effort in *Section 6.4, Application Maintenance*, *6.5, Application Modifications/Enhancements*, *6.6, Applications/Systems Operations Support*, *Section 6.7, Application Adoption and System Implementation Support*, *Section 6.8, Defect Management*, *Section 6.9, ITSS/DTSS*, and *Section 6.10, Turnover Services*.

Delivering Projects On-Time, On Budget, and which Meet Objectives

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RFP Reference: System Support Services Overview Required Items

The Selected Offerors for **Lot # 7** must propose the tools, processes, and methodology that demonstrates how they will effectively manage, coordinate, and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Ensure individual-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes; and 2) Ensure multi-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes.

DPW's IT Methodology defines the formal structure that supports the development and implementation of new system functionality, the ongoing maintenance of the current software environments, and the project management processes used to govern the project activities. We will leverage the key project management processes to manage, coordinate, and work with DPW stakeholders, third party vendors, and other selected Offerors.

Successful development of large system initiatives requires a methodical approach be employed by the Commonwealth, the proposed Deloitte team, and other potential selected Offerors to support the success of the Department's initiatives. The structure and discipline that our proposed methodology provides is crucial for the success of initiatives in a single or multi-vendor environment. In this section, we will focus on the following processes, methodologies, and tools which are critical to delivering initiatives on time, within budget, and meet predefined objectives and outcomes

- Governance
- Communication
- Risks and Issues
- Managing Change
- Quality
- Work Plan
- Organization and Resources
- Project Coordination Activities
- Project Management Tools

Governance

During our work with DPW, we helped define an operational project governance structure that has become the foundation to facilitate communication across various stakeholders. The governance structure includes the Executive, Program, and Project Management. Executive Management acts as the formal sponsor for the project and confirms that the established programs align with the strategic objectives of the Department. Program Management is in turn responsible for the monitoring and control of the projects within the respective programs. Project management is responsible for the day to day execution, monitoring, and control of the individual projects and the

escalation of risks and issues. Project governance is the critical component that promotes overall project success by managing and coordinating project activities.

Communication

We understand effective communication promotes commitment for DPW initiatives. This is accomplished by:

- Raising awareness of communication events to keep stakeholders informed
- Providing stakeholders with relevant information concerning progress issues and schedule of project activities
- Supplying stakeholders with the “who, what, when, why, and how” of relevant and critical issues
- Encouraging stakeholders to accept and promote project decisions and activities
- Acknowledging and celebrating project achievements throughout the implementation process

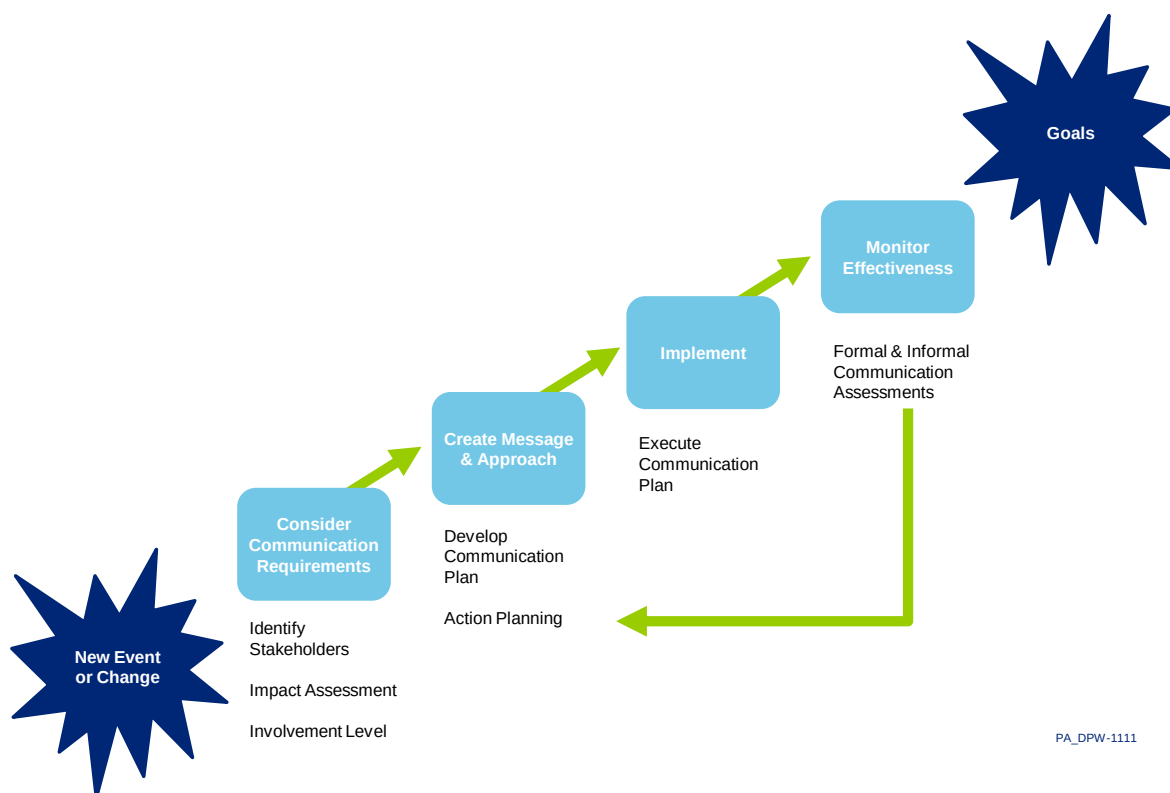


Figure 6.3-51. Communication Management Methodology.

Our Communications Management Methodology is an established approach to facilitate stakeholder communication and promote commitment for the various DPW initiatives.

In collaboration with DPW, we employ our established Communications Management Methodology to support project communications. Our Communications Management Methodology is based on the realization that communication is a necessary, vital

component of effective project management and is critical to effective change management. Our methodology follows the process highlighted in the graphic above.

Our Communication Management Methodology includes the following:

- **Consider Communication Requirements.** In this step we identify stakeholders, assess the impact of the stakeholder group on the project, and determine the group's level of involvement of the project
- **Create Message & Approach.** In this step we develop the communication plan that documents the types and frequency of communications for each stakeholder group. The plan also identifies the party responsible for developing the communication
- **Implement.** In this step, communications identified in the plan are developed and distributed
- **Monitor Effectiveness.** In this step the plan is monitored to analyze effectiveness of plan communications. To monitor the effectiveness we request feedback from stakeholder groups, both formally and informally

Risks and Issues

We take a proactive approach to issue and risk management. Identifying an issue or risk before it impacts the project increases the amount of time available to identify a resolution and the resolution options available. Our approach to issue and risk tracking, escalation, and resolution is built on project management standards supported by the current DPW IT Methodology and has been tailored to incorporate the institutional tools and processes that are familiar to the Department. We anticipate tracking issues and risks using the PMC tool.

Managing Change

The software change process is instrumental in supporting a solution that can be adapted to meet the changing needs of the Department. The software change process helps focus ongoing development efforts on the software changes that will have the most impact. An effective software change process that is strictly followed will be of even greater importance as the potential for multiple offerors become involved in the department's initiatives. Therefore, each change request must be reviewed and prioritized in order to promote software releases with the most positive impact on the largest number of stakeholders. We continue to use the existing software change process in place on the DPW projects for evaluating and addressing change requests. The current work prioritization meeting schedules and communication mechanisms are familiar to the DPW stakeholders and reflect a process that effectively meets the needs of the project. Additionally, we continue to enhance the software change processes to meet the evolving needs of the project. We work to incorporate lessons learned, tools and methodologies made available through our organization, and leading practices from our colleagues and industry.

Quality

To manage quality assurance of DPW application initiatives, the Project Manager regularly reviews project status, metrics, actions items, and deliverables and develops and implements corrective action plans to resolve issues that could negatively impact the quality or timely delivery of work products. In addition, to promote quality, the DPW Project Partners conduct regular quality reviews, report findings and guide the quality process in regard to policies and leading practices. Below is our response to managing quality assurance for architecture, design, and components.

Architecture

Managing architecture quality involves measuring performance of the various aspects of the technical platform. The platforms used to host the DPW applications will be monitored by the Department. Our ITSS staff evaluates the architecture performance and recommends corrective actions as appropriate.

Design

Managing design quality assurance is accomplished by reviewing the design to determine that business requirements are supported and the design adheres to DPW technical and application standards. The application track manager is responsible for reviewing a random sample of design specifications for accuracy and completeness.

Components

Managing the quality of application components like code modules, configuration files, and web pages is accomplished by performing several levels of review and test activities. Code walkthroughs are conducted by the track manager on a sample of each developer's application source code to promote compliance with coding standards. Unit testing is conducted by the developer to document that the code is performing as designed. As needed "Buddy-testing" is performed by peer developers to confirm the unit test.

Work Plan

The project manager has overall responsibility for monitoring project schedule and promoting the timely completion of tasks defined in project work plan. Work plan monitoring includes processes to develop the project schedule, monitor task completion, measure variances, and develop any required corrective actions.

Step	Description
Develop Project Schedule	To develop the project schedule, we estimate the level of effort required to complete the tasks included in the work plan. Tasks are categorized as Simple, Moderate, or Complex to determine level of effort. Available project resources are then allocated to each task to determine the project timeline. We develop detailed work plan for the tasks we perform throughout the project. The hours assigned to work plan tasks are developed through our standardized estimation methods that leverage our experiences from numerous Health and Human Services projects of similar scope. An additional step in our estimation process checks our estimates of tasks against actual hours from previous initiatives. These steps are taken so that the Department can be confident of the work plan.
Monitor Task Completion	To monitor task completion, the project manager meets weekly with track leads to review progress, and identify potential delays. The tasks, sub-tasks, activities or sub-activities are measured in person hours of effort and duration. We update our Work Plan on a regular basis to show the project's progress. As tasks are completed, the Project Manager updates the percent finished designator for each task.
Measure Work Plan Variance	Variance is measured by comparing our estimates to actual completion of work plan activities.
Develop and Implement Corrective Actions	Work plan variances are incorporated into this project schedule. If corrective actions are required, they may include things like reallocation of resources and working with DPW to remove barriers.

Figure 6.3-52. Our Work Plan Steps Are Designed to Monitor Project Schedule and Promote Timely Completion of Tasks.

Project Management Center (PMC) is used to develop, maintain, and make necessary adjustments to project work plans. We review the project's schedule and progress weekly, as well as summarize the key issues and risks that need to be addressed in order to keep the project on schedule. If new activities are identified, a level of effort is performed. The relevant DPW Project Manager and Portfolio Manager are informed if the new activity impacts the current project timeline. In addition to these tasks, we establish, track and monitor performance metrics for each phase of the project. During the design phase we track the number of program specifications that are written or modified by type. In development, we track the completion of programs that must be coded, and during the testing phase we track the total number of scenarios by function that must be tested. We understand the importance of managing the project schedule to deliver a quality product on-time which meets the needs of the Department.

Organization and Resources

Deloitte already deploys talented and experienced resources to maintain and support DPW. Our proposed team is composed of staff that are already on the ground. Because of our long experience with DPW and HHS systems in the US, we have a large bench of resources to choose from that have previous DPW experience or have worked on similar systems in their careers. We manage project resources that maintain and enhance the various DPW system including both vendor and Department staff. To manage the DPW systems, we identify functional area track leads that are responsible for assigning, prioritizing, and monitoring the work of individual application developers, evaluating their performance, and identifying and escalating staff related issues to



project management. Roles and responsibilities are documented in a responsibility matrix that clearly defines expectations for each position on the project team. Staff changes and productivity are reviewed in monthly project and steering team meetings.

As the project evolves, resources are realigned to meet emerging needs. If additional Deloitte staff or a change in skill set is required based on project needs, we leverage our internal staffing process to identify available resource with the appropriate skill set.

Project Coordination Activities

Our definition of project coordination is the process of managing the activities required to implement the scope of the DPW initiatives across the project teams and stakeholders. Deloitte is excited about the opportunity to continue our relationship with DPW. During the past ten years, years, we believe that we have established our commitment to excellence and are looking forward to a continued spirit of collaboration and commitment. We continue to work with you to refine and improve our processes and procedures, improve our delivery capabilities, and together we help make the Departments initiatives successful. Our approach to project management includes a strong emphasis on collaboration between the Deloitte and DPW, as well as external contractors and the stakeholder community. We believe that in order to promote a successful project, communications between teams and each stakeholder group must be carefully planned and managed. Additionally, tasks must be planned and integrated so that multiple teams can perform as one. The specific mechanisms used for project coordination are further addressed in the Application Maintenance and Modifications sections respectively.

Project Tracking Tools

We use the Automated Tracking System (ATS) and Project Management Center (PMC) to plan, monitor, coordinate, and report project activities.

Automated Tracking System (ATS) – Tracking Tool

We continue to use the DPW standard ATS to support the various Departmental initiatives. ATS is a browser-based tool developed by Deloitte to facilitate project management.

ATS is used on many of our Health and Human Services (HHS) projects and has been refined over time to better support project activities. Currently, ATS is used to track issues, program change requests, and testing results. In addition, ATS supplies data for management reporting. These reports include the required Software Changes and Status Report and the Software Testing and Migrations Report. ATS also captures staff hours and provides the information to calculate the variance between actual and estimated staff usage.

Figure 6.3-53. Automated Tracking System (ATS).
ATS is core to DPW's tracking of key project metrics.

Project Management Center (PMC) – Management Tool

Project Management Center (PMC) that will be used to develop, maintain, and make necessary adjustments to project work plans. In addition, PMC will be used to track initiative progress, monitor budgets and establish and report variances against initiative timelines

Using the DPW work plan standard, we develop the work plan contents to map our tasks to the standard phases and milestones. We also work with the Department to establish key project tracking measures. Each measure can be specific to a particular project. Review of these project performance measures provides insight into the effectiveness of the application software and guides project management to make decisions on the future of the project.

Creating Collaborative Culture for Success

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RFP Reference: System Support Services Overview Required Items

For each of the major Systems Support Service areas outlined in Systems Support Services General, **Section D 1** (where applicable), the Selected Offeror for **Lot #7** must propose a tools, processes, and methodologies that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors to: 1) Provide and manage all Systems Support Services tasks/activities; 2) Effectively manage multiple concurrent Systems Support Services project initiatives ensuring objectives are met relative to schedule, budget, and performance; 3) Facilitate a corporate culture and resolve differences of opinions with other selected Offerors; and 4) A consolidated resource plan and organizational chart.

When reviewing the structure of the assignments in this RFP, we understand the Department's intent that the Lot 7 vendor is the overall technology provide and innovator. However, this vendor must know both the business and technology of DPW given the breadth of activities this vendor will undertake. There is no vendor better



positioned than Deloitte to support the future success of DPW, as demonstrated by our approach to meeting DPW's requirements in the table below.

Key Activities	Deloitte's Approach to Meeting DPW's Requirements
Provide and manage the Systems Support Services tasks/activities	Deloitte has a long history of providing quality Application Maintenance, Application Modifications/Enhancements, and Application/Systems Adoption and Operational Support. Our people come with broad knowledge and experience with your business and technology.
Effectively manage multiple concurrent Systems Support Services project initiatives determining that objectives are met relative to schedule, budget, and performance	To effectively manage multiple concurrent project initiatives there are three combined metrics which will be tracked. These metrics are schedule, budget and performance. An experienced team is needed to plot the correct course of each initiative so that schedules, budgets and performance goals are met. Secondly, technical support services needs to support the concurrent initiatives. This means that a team must be knowledgeable and capable of supporting multiple concurrent initiatives.
Facilitate a corporative culture and resolve differences of opinions with other selected Offerors	Collaboration and cooperation between not only the offerors but also the stakeholders is critical to the success of any initiative. As an extension of our company culture, we create an environment which allows ideas and differences of opinion can be freely shared amongst stakeholders. The relationship between the Department and Deloitte has grown into a partnership. Going forward, Deloitte will extend this relationship with the Department to include the vendors of other lots.
A consolidated resource plan and organizational chart	The consolidated resource plan and organizational chart is a dashboard view of the resources across the organization. This serves as the primary function to be able to map resources to individual systems. Deloitte will use this dashboard view to communicate the allocation of resources, as well as depict the accountability of individual(s) across each of the Department's systems.

Figure 6.3-54. Deloitte's Approach Results in Successful Completion of Lot 7's Key Activities

The involvement of multiple vendors in a single initiative adds layers of management, communication and coordination that do not exist today. There are many hand-off points and deliverables/work products that need to be reviewed and effectively communicated by both DPW and the vendors. Deloitte is committed to working with DPW and the other Lot vendors to make this new lot structure a success. The graphic below shows the handoff points for the Lot 7 vendor with the Lot 6 vendor.

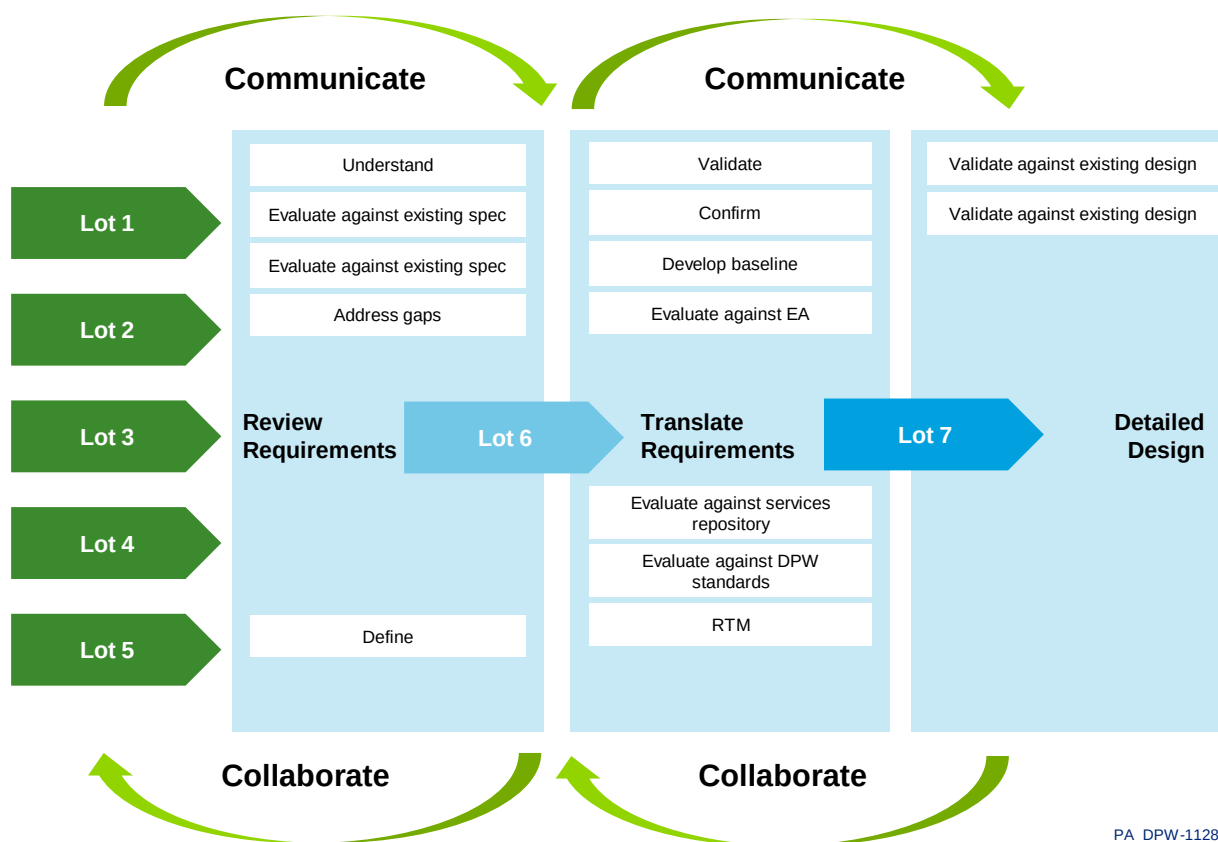


Figure 6.3-55. Deloitte's Communication and Collaboration as the Lot 7 Vendor.

The complexities of communicating and collaborating between the various lot vendors requires a team member who knows your business.

As the figure above depicts, there are clearly defined touch points for general system design handoff from the Lot 6 vendor and Deloitte. The complexity of the deliverable transfer and related activities can only be managed effectively if there is a consistent approach to execution. Effective communication and coordination are key to the successful hand off of deliverables between the Offerors. While we described our communication methodology above to facilitate communication and buy-in from stakeholders, tangible collaboration between the offerors and stakeholders will also be key to success. Developing strong collaboration amongst each project participant, leveraging the strength and talent of a joint team, and managing with transparency is the approach Deloitte will deploy.

There are several key themes to the collaboration that Deloitte will allow to make the teams the most productive.

... This success is attributable to a strong staff and project management/system life cycle methodology that enabled the collective team to be productive, mitigate risk and deliver on target.

The delivery of ongoing maintenance and enhancements projects has consistently met New Hampshire DFA expectations. Collaborative project planning and coordination is one of the core strengths of our partnership.

Laurie Snow, Project Manager
New Hampshire Division of Family Assistance



- **Trust.** The teams must work together and trust they can rely on the other team members.
- **Transparency.** Open and honest communication to make sure that information is known by the team members.
- **Negotiating effective solutions.** Positive discussions with disagreement but without disruptive arguments. Everyone working towards a win-win solution.
- **Listening.** Everyone should be heard no matter their role on the project and their opinions.
- **Clear goals and objectives.** The teams must understand and be on the same page when it comes to the goals not only of the project but of the meetings and facilitation points.
- **Clear roles and responsibilities.** Team members must know their role and responsibility within each process and discussion.
- **Facilitation.** Shared leadership which facilitates the objectives and is not suppressive.

Beyond the collaboration across stakeholders, as the Lot 7 vendor, Deloitte will leverage our strong understanding of the applications and technical environment because so we can deliver the design of the Lot 6 vendor. Our approach provides DPW confidence, knowing that Deloitte establishes the right process rigor to successfully manage and deliver the project.

Evaluate, Propose, and Recommend Technologies and Software

IV

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IV-337

RFP Reference: System Support Services Overview Required Items

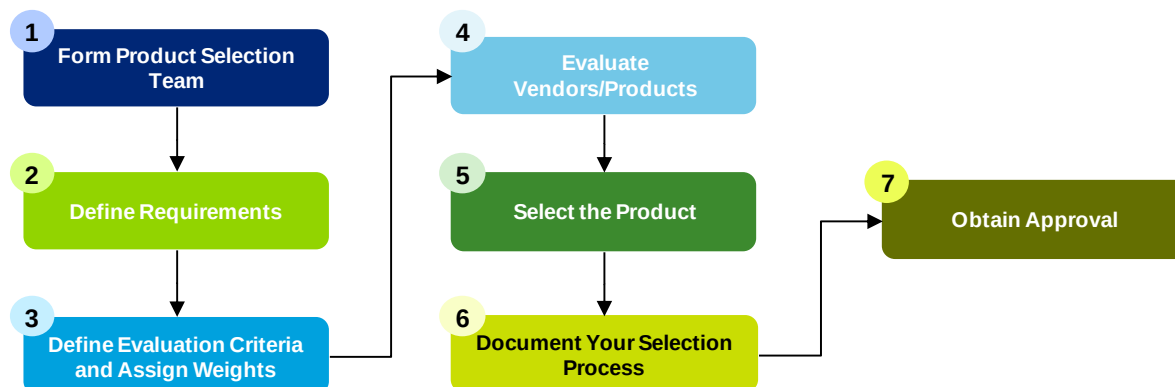
The Offerors for **Lot #7** must propose a methodology that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Evaluate and propose new technologies and/or software utilities to support EA-SOA initiatives, improve solution design, development, and delivery processes, and 2) Evaluate and recommend buy verses custom built component alternatives to meet the systems requirements and design specifications.

Deloitte has a legacy of bringing fresh, innovative ideas and proven COTS products when beneficial to our clients. Before the Department will approve any Change Request, Change Request equivalent, or Work Order that involves custom development and/or new technologies, Deloitte understands that we will be required to provide written documentation that justifies why this approach is recommended over a solution that incorporates reusable service component(s), existing technology platforms and infrastructures, or a COTS (COTS) product. This “make vs. buy” evaluation will help DPW validate that the approach aligns with the interests of DPW.

DPW’s current suite of applications provides it with plenty of opportunities to evaluate potential new technologies that can be implemented on an existing system or leveraged as a new system. New technology can be required to support EA-SOA and SDLC initiatives, as well as to improve business operations or solution design, development, and delivery processes. This section provides an overall process that we believe will help DPW with the evaluation of any new technology.

It is important to address new requirements (e.g., mandates, guidelines) in instances where current systems does not support them while maintaining a consistent approach to the DPW EA Blueprint, overall vision for DPW.

We will work closely with the Technical Review Team (TRT) to confirm the required components of our analysis. Based on our experience with you, we understand that the key steps in your process, includes the following components as depicted below.



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Figure 6.3-56. DPW's Product Evaluation Process.

Product evaluation requires analyzing the product and the vendor against competing alternatives. Deloitte is committed to assisting DPW find the leading value during the product selection process.

Process Components	Description
Form Product Selection Team	Establish a multidisciplinary evaluation team. Identify key participants including SME, Users, DPW Executives that involves the key stakeholders (e.g., Business Partner/Vendor, Technical, Program Office) while leveraging the existing Architecture Review Board (ARB) processes. who will review and make final recommendations on product to be selected
Define Requirements	Clearly define and document the business and technical requirements. Program defines business needs and works with BIS Portfolio managers to outline high level requirements, business case, establish priority, funding, and then develop a Charter.
Define Evaluation Criteria and Assign Weights	Establish the detailed evaluation worksheets to be used by the BTR evaluation team based on the approved weighted matrix. This worksheet will be used to assist the evaluation team members in qualifying vendors determining that they fully satisfy or meet/exceed the key/critical business and technical requirements during the vendor product demonstrations.
Evaluate Vendor and Products	Establish vendor demonstration meeting schedule based on vendor and BTR evaluation team and resource availability. BTR team evaluates vendor demonstrations for each vendor to identify the most preferred solution. Perform a detailed review and assessment for each solution alternatives using the predefined worksheets and weighted matrix while participating in formal structured product demonstrations with the vendors. During the demonstrations, each evaluation team member shall assess, score,

Process Components	Description
	and document vendor responses (for their respective areas of knowledge) using the evaluation worksheet documents for each vendor. Solicit further clarifying information from vendor if required.
Select the Product	Select the product Finalize this document for executive management and ARB review and approval.
Document Your Selection Process	Perform the comparative analysis, summarize results, and rank vendors. Record final results, outcomes, and recommendations in an Executive Summary Document for next phase.
Obtain Approval	Present final Executive Summary Document to program sponsors/executive management and legal for their review and approval to move forward with final recommendations); this phase leverages ARB process

Figure 6.3-57. Deloitte's Product Evaluation Process.

The process was developed to provide a structured approach to research and conduct a detailed evaluation of enterprise level commercial software products as well as transfer technologies solution alternatives. In addition, this process assumes a holistic approach to take into account many critical business and technical perspectives to determine the leading solution.

DPW, Deloitte, and the Lot 1-6 vendors will jointly implement this process to determine the final selection is the most effective and leading value added solution from both business and technical perspectives.

In addition, we will complete pilot or proof of concept of our recommended solutions. Based on our experience with you, we have conducted several pilots or proof of concept for projects, such as Corticon. We know the value of doing pilots, especially if the technologies are new and to meet DPWs process expectations and protocols.

Additional details regarding our processes for recommending new technologies can be found in both *Section 6.5, Application Modifications/Enhancements*, and *Section 6.9, ITSS and DTSS*.

Effective Defect Management

IV	Page IV-332	RFP Reference: Systems Support Services Overview Required Items
The Selected Lot #7 Offeror, must describe how they will ensure that DPW have an effective defect management with accurate, detailed analysis, and reporting of defect information per software release to assist management with risk management, process improvement, project management, and Go or No-Go operational readiness decisions.		

As the Lot 7 vendor, our team brings an unusual combination of business and technology experience in each of the 6 business applications which allows us to efficiently run the defect management process while other vendors would have to spend many months learning the environment. The goal of each of the teams involved throughout the SDLC is to prevent any defect and when one does occur we will follow a

rigorous process to manage defects and take steps to prevent defects from happening in the future.

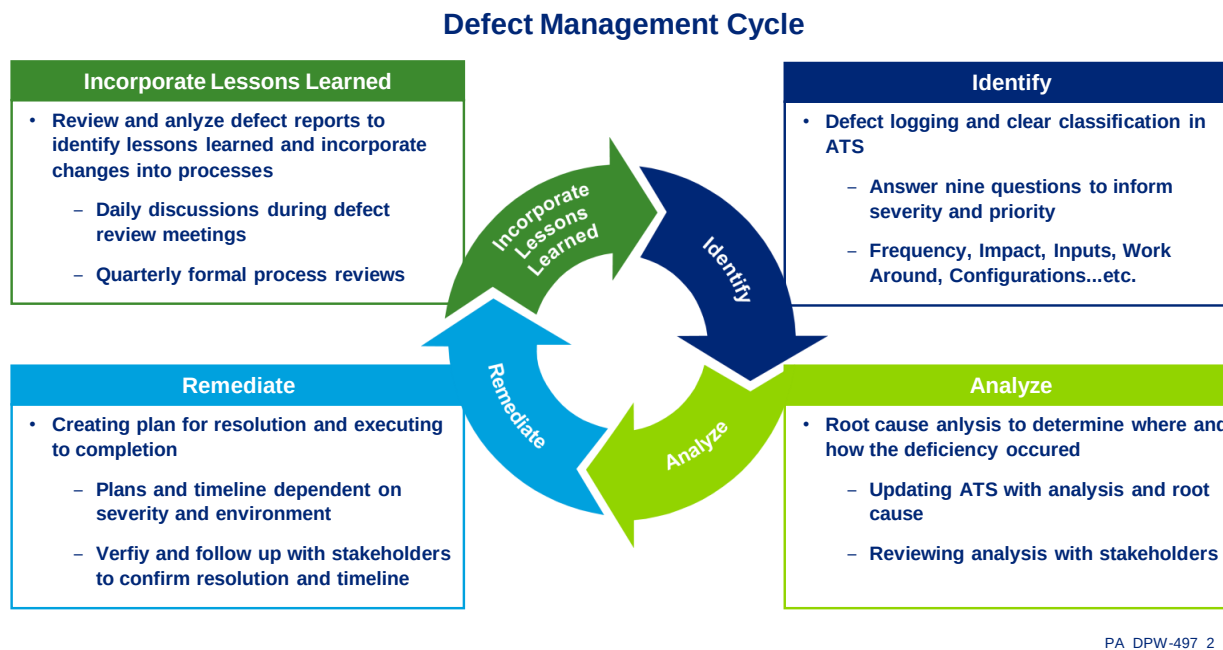


Figure 6.3-58. Defect Management Cycle.

With our vast system and business knowledge at DPW Deloitte as the Lot 7 vendor will be well positioned for providing clear and detailed analysis and resolution paths to correct defects in a timely manner and incorporate the lessons learned into the processes for the future.

Deloitte understands that defects directly impact each aspect of the project and most of all impact the project cost. It is important to have a single defect management process across the enterprise so that consolidation and reporting at the enterprise level will be efficient and consistent. The key is to make sure each of the teams adhere to a strict process of providing detailed analysis of defects which are properly documented so that the information can feed into the decision making process of the management team as well as be used in the future for lessons learned and defect prevention.

Identify

Clear identification and recording of a defect is the first step in the defect management process. The recording will continue to be done in ATS which is a mature tool being used across DPW which limits impacts for training and migration to a new system. During the identification the team will ask the following questions to properly log the detail of the defect and determine severity and priority with DPW:

- Does the system allow me to work even after defect occurs?
- Does the system recover from the defect by any means?
- If the defect is recoverable, does the system do this on its own or any external effort is needed to recover from the defect?

- Did I check whether the same defect is reflected in each of the other related sections (or entire system)?
- Can I be able to repeat the defect in some other system having same configuration (O/S, Browsers etc.) as that of the system where I found the defect?
- Can I be able to repeat the defect in other configurations also?
- Does the defect affect only a particular category of users or all?
- How frequently the defect occurs?

Deloitte will hold regular weekly defect triage meetings to confirm the severity and priority of each defect. This information is used to determine the work load and priority for the development team resources.

Analyze

Once assigned a defect the development team resource will conduct a root cause analysis to determine the source of the deficiency. The most important part of this process will be making sure that the ATS tool is updated and accurate with defect analysis information. ATS can be expanded to include additional reporting capabilities so that detailed reports can be generated per release such as:

- Number of defects opened and closed per day, by test phase and test cycle.
- Number of defects remaining open per day, by severity, test phase, and test cycle.
- Average number of days defects are open.
- Average number of phases defects are open (defect age).

The information included in the reports will include trend analysis and metrics which will feed into risk management, process improvement, project management, and Go or No-Go operational readiness decisions.

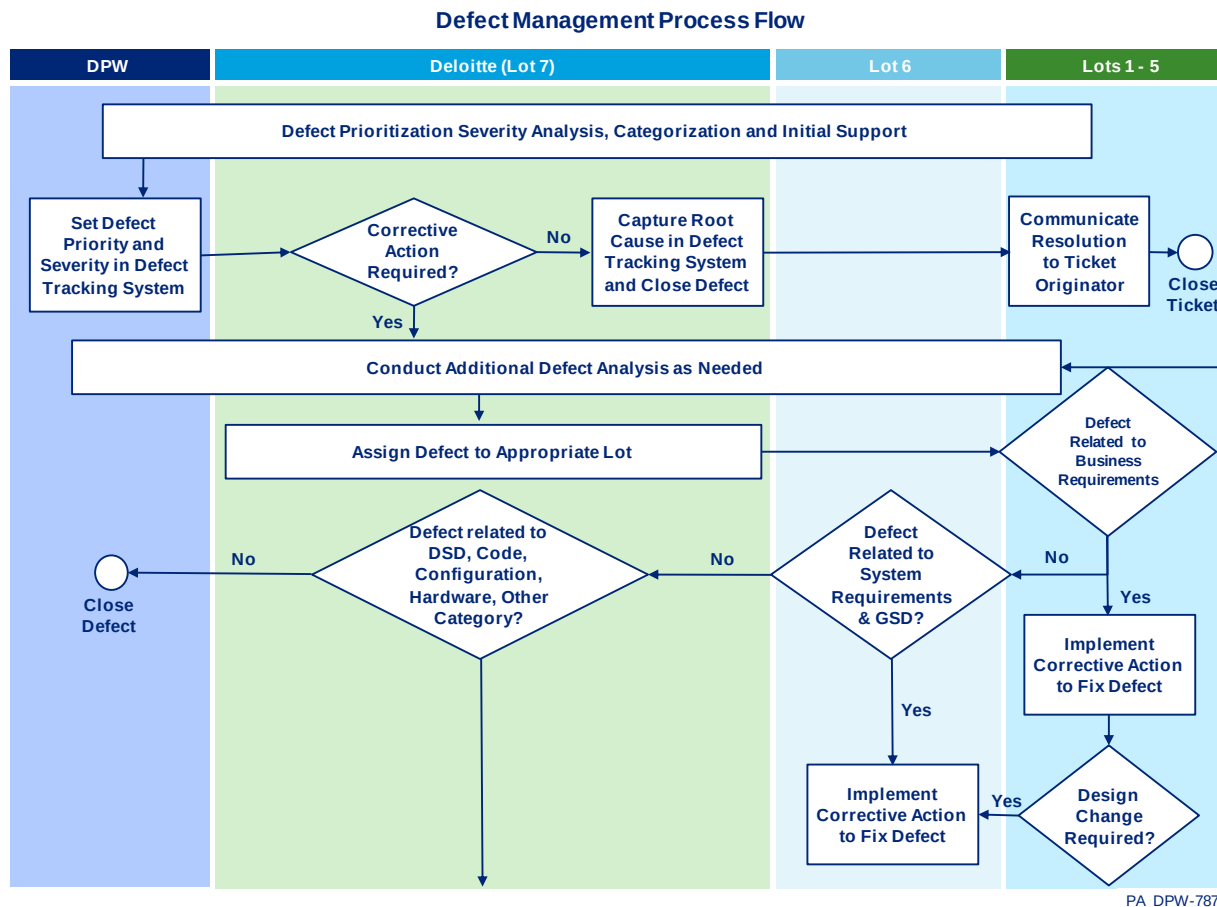


Figure 6.3-59. Defect Management Process Flow – Classification Phase.

Once issues are created in Defect Tracking System they are assigned for classification which includes categorizing, prioritizing, conducting an impact analysis and determining whether or not corrective action is necessary. If defects are determined necessary to be corrected they are assigned to the Application Team for resolution.

Once analysis is complete the defect will be reviewed again during the weekly meeting to confirm again the priority and to share the research results with the project stakeholders. In certain cases meetings may need to occur on an emergency basis depending on findings and defect severity. We will raise issues and risks promptly to project management if analysis determines a defect is more severe than initially categorized.

Remediate

Once the defect is prioritized for resolution the development team will come up with the resolution plan based on input from the project stakeholders. The plan will then be put into place and the defect will be resolved. This could involve an emergency patch which must be escalated to production or could just be a normal defect build as part of an existing release depending on severity and the environment the defect was found.

Incorporate Lessons Learned

Incorporating lessons learned for process improvement will be an on-going function of the defect management life cycle. Each of the stakeholders will provide input based on



the trends seen in defects as to whether parts of the cycle should be modified. One example would be if additional code reviews should be put in place for code changes to specific modules within the system that may be more complex than others. This may include adding a step to have a senior architect review each of the interface changes.

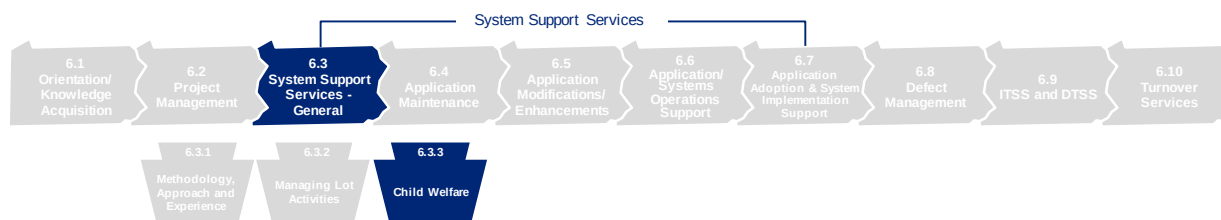
Monthly management summary reports will be developed for high level review of project status. This will increase awareness and reporting on defects providing analysis over time of open versus closed defects giving the health of the project. This view will provide insights into whether process changes are positively impacting the project over time.

Additional in-depth analysis of defects by the team leads may focus on the resource assigned to the initial development or testing of the area which was found to be deficient. This would be an opportunity to evaluate team resources to determine if the right people are working on the right tasks. It may be necessary in some circumstances to switch or replace resources based on the defect reporting.

Lastly, Go or No-Go decisions can be fed by many factors of the defect management process. The simplest would be the total number of open defects and their severity for a release. If certain quality levels are not met for a release then the decision would be a No Go until defects are resolved and quality levels are returned to acceptable standards.

For more information on Defect Management you can also review *Section 6.4, Application Maintenance*, of our response.

6.3.3 Child Welfare Data Repository



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IV

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RFP Reference: Lot#4, Child Welfare IT Consulting Services

Child Welfare Central Repository DSD through Implementation, Lot #7

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

In addition to supporting the current DPW systems, Deloitte will assist the state with designing and developing an automated Child Welfare solution as envisioned by Pennsylvania based on a broad human services enterprise system using a SOA strategy. We understand that DPW has decided on a non-SACWIS, hybrid approach as its long-term solution for Child Welfare and that this approach will be planned and implemented over a five year period, evolving the state to a fully integrated solution for Child Welfare encompassing sustainable county case management systems, state-level services and architecture, and interfaces with DPW systems.

As part of the overall approach, it is understood that DPW will implement an interim plan to consolidate and support county case management needs and federal reporting requirements by implementing a Child Welfare Central Data Repository (CWCDR)) that serves as an operational data store within the first two years in order to provide DPW with the information needed to meet federal reporting requirements. As Lot 7 systems integrator, we will apply our DPW IT Methodology to deliver the Child Welfare Central Data Repository Detailed System Design (DSD).

Child Welfare Data Repository Detailed System Design (DSD)

We understand the necessity and criticality of creating a Child Welfare Central Data Repository to define and standardize data from several sources enabling a high degree of interoperability and data exchange to develop a broad data structure to support current and future reporting and data analysis needs.

We will work collaboratively with Lot 4 and Lot 6 vendors as the hand-off between business and system requirements and general system design is critical. Upon receipt

of the finalized and approved business requirements and BRD documents developed by Lot 4 vendor, along with the finalized and approved SRD, GSD and Child Welfare Data Reference Model developed by Lot 6 vendor as the preliminary blueprint for the data repository, we will develop the DSD. The components of the DSD are detailed below.

DSD Components	Component Description
DSD	This document contains information regarding the anticipated scope, expected business outcomes, current and proposed processes, assumptions, and dependencies for this initiative.
Physical Data Model	Provides the physical data model which includes the tables, columns and relationships for the CWCDR. This physical data model is separated into subject areas consistent with CWCDR requirements.
Data Dictionary	This document is a detailed listing of the database tables, fields, and reference tables as well as business descriptions. Provides details of the additions, changes, and deletions of tables and fields at the database level.
Interface Specifications	The data exchange file layout (schema) using the NIEM standard will be produced that will be used by the various system to feed data in to the central data repository.
Application Blueprint	This document illustrates any changes to the architectural diagram at the in-scope system level and the DPW Enterprise level because of the modification initiative.
Program Specifications (Mainframe) or Class & Sequence Diagrams (Open Systems)	These documents detail the program specifications for new and modified class and sequence diagrams added/updated for the modification initiative. In case of a Mainframe system the technical specification through a Program Specification document.
Final Capacity Plan	Deloitte will refine the capacity plan submitted during the General System Design phase to add more detail which is generally available during the DSD phase.
ECSA (Electronic Commerce Security Assessment)	This document outlines security assessment for the in-scope systems pertaining to the modification initiative.
Updated Key Considerations	This document will highlight areas of the modification initiative's Detailed 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. This will essentially refine the Key Considerations documented during the GSD phase.
Updated Traceability Matrix	This document maps requirements in scope for initiative to DSD traceability items.
Updated Work Plan	The proposed work schedule for the Development

DSD Components	Component Description
	phase of the initiative will be outlined in the updates to the Work Plan document.
Updated Implementation Plan (if applicable)	This planning document will be updated based on the DSD to address specific implementation needs for the CWDR.
Data Acquisition Plan (if applicable)	This document outlines the data migration process from the source systems to the CWCDR.
Metadata Management Plan (if applicable)	This planning document will be updated based on the DSD to address specific metadata management needs for the CWDR.
Backup and Recovery Plan (if applicable)	This planning document will be updated based on the DSD to address specific backup and recovery needs for the CWDR.

Figure 6.3-60. DSD Deliverable Components.

Our approach to delivering a high quality DSD deliverable is rooted in our design experience as system integrators and our ability to bring forward leading practices on designing information management solutions similar to the Pennsylvania Child Welfare Data Repository. As part of DSD, we will leverage current DPW assets such as the enterprise architecture and services, programming standards, data exchange formats (e.g. XML) and database standards to produce an efficient DSD. Our approach is further detailed in **Section 6.5.4, Child Welfare**.

By developing the Child Welfare Central Data Repository DSD, Deloitte will provide DPW with the physical layout and detailed instructions for implementing the Child Welfare Central Data Repository, bringing DPW closer to the envisioned final state of Pennsylvania's Child Welfare System.



6.4 Application Maintenance



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

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

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

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

Application Maintenance: maintenance of all the in-scope production systems to ensure that all in-scope systems defined in this RFP are properly maintained to support business operations, technology and operating efficiently and effectively to serve its ever-growing user and customer community

Additional RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7, Page IV-337

We use a mature operational approach that is flexible yet tailored to the respective system maintenance and operational needs. Our approach supports the migration of maintenance towards DPW's vision of an integrated shared services enterprise model while driving continuous improvement to enhance quality, lower costs, and meet the unique needs of each program.

Introduction

Deloitte, a leading national **Health and Human Services systems integrator**, has collaborated with DPW for 30 years, and we are uniquely positioned to propose a maintenance approach that meets DPW's vision for maintaining ongoing operations of its core business systems with the most qualified pool of resources available to the Department. Furthermore, we understand the intricacies of DPW's 6 applications, 27 business systems and more than 200 subsystems, and our approach incorporates the unique requirements of the program offices in providing for the maintenance of the in-scope systems.

Unique and Distinguishing Factors



Deloitte's application maintenance approach and proposed staff with knowledge of DPW's business and procedures

- Proactive approach to system maintenance
- Impact analysis enriched by deep system understanding
- Coordination of maintenance releases across programs and stakeholders

We highlight the key features of our approach in Figure 6.4-1 below, and the benefits to DPW.

Features	Benefits
Uses a mature operational framework that includes DPW's established SDM methodology • CMMI Level 3 certified processes • Jointly established with DPW the procedures, artifacts, templates and tools • Facilitates collaboration and communication with DPW, program offices, and other vendors	• Continues to produce a stable and supportable system • Decreases schedule, cost and performance risks • Provides continuity in benefits and services to its constituents
Proposes staff that bring a deep understanding of DPW's business processes and systems environment • Understands the unique features and complexities of iCIS, HCSIS, PACSES, Child Welfare and PELICAN, and their more than 200 sub-systems • Understands the needs, vision and trends within respective programs and the program offices that support them	• Better supports the project's migration towards DPW's enterprise architecture and shared services vision within a multi-system, multi-vendor operating model • Reduces system performance risk and outside impact to systems • High-level of service to stakeholders and users
Includes a continuous improvement program consistent with CMMI based on project metrics and lessons learned from DPW and Deloitte's national HHS client and project base	• Our maintenance approach and processes are well defined, proven and based on ITIL leading practices and industry standards • Improves quality by reducing defect density and improving function points over time
Contains a history of success with DPW and many of your peer organizations across the country	• The Department maintains a proven, dependable application maintenance vendor whom has demonstrated an ability to work side-by-side with DPW stakeholders and deliver high-quality results

Figure 6.4-1. Key Features and Benefits of Deloitte's Maintenance Approach.

DPW Strategic Business Systems support more than 4 million of the Commonwealth's most vulnerable and needy people. These systems are the core to determining and delivering the Department's key benefits and services. Maintenance of these mission critical operations confirms that the Commonwealth's people are receiving the benefits and services that they need to feed their families, pay their rent, place their children in a safe and educational environment while they go to work or train for work placement, and support our elderly and developmentally disadvantaged so that they are safely cared for.



In our response, we demonstrate our understanding of DPW's vision and operating model, as well as the business and systems landscape that includes interdependent systems and strategic business systems that feature their own unique attributes and intricacies. We incorporate this understanding into our proposed approach for maintenance to better meet the diverse needs of program offices while reducing the specific risks that these aforementioned items introduce within a multi-vendor, multi-system operating model.

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

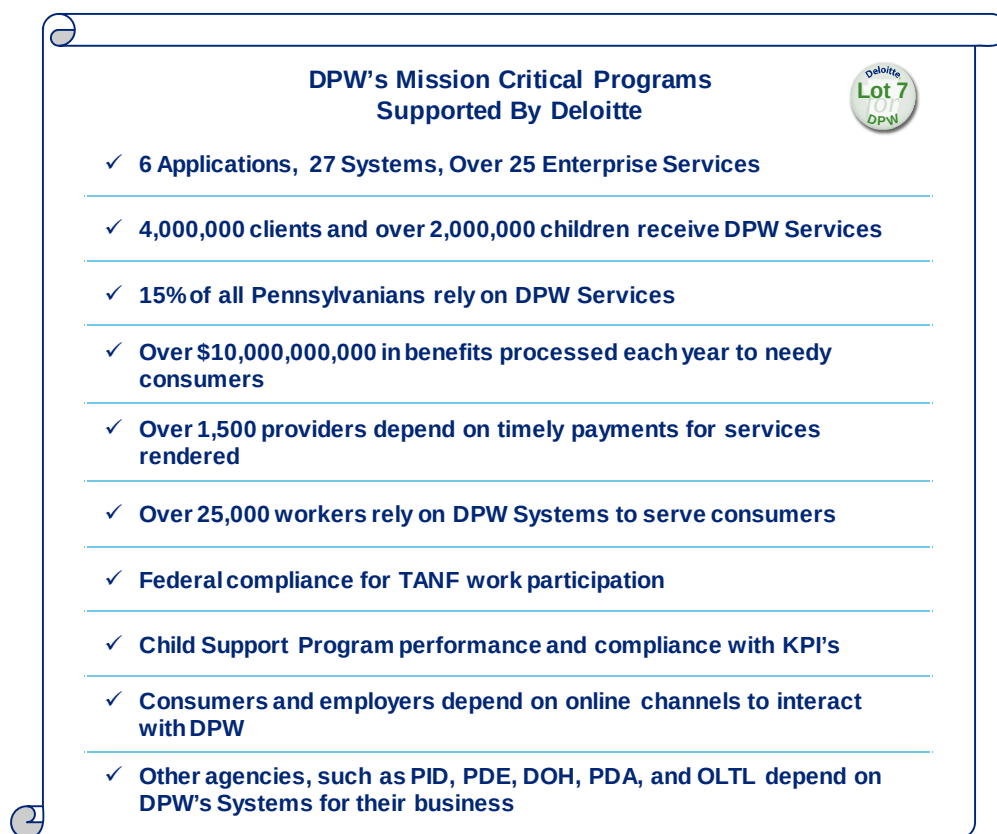


Figure 6.4-2. Deloitte brings reliable operational experience to DPW's mission critical enterprise.

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DPW needs a system integrator that is experienced in the ins scope applications in order to preserve service and program delivery and to advance efficiency through innovation.

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



STATE OF WEST VIRGINIA
DEPARTMENT OF HEALTH AND HUMAN RESOURCES

Joe Manchin III
Governor

Office of Management Information Services
RAPIDS Project
1012 Kanawha Boulevard, East
Charleston, West Virginia 25301-2840
Telephone: (304) 348-0840 Fax: (304) 348-0875

Patsy A. Hardy, FACHE, MSN, MBA
Cabinet Secretary

July 28, 2010

To Whom It May Concern:

Deloitte has been a technology and business vendor with the West Virginia Department of Health and Human Resources (DHHR) for the past 16 years. In 1994, the state of West Virginia contracted with Deloitte Consulting to develop the state-wide Recipient Automated Payment and Information Data System (RAPIDS) for administering TANF, Medicaid, Children's Health Insurance Program (CHIP), SNAP, and other state programs such as Emergency Assistance and Low Income Energy Assistance Program (LIEAP). Since implementation of RAPIDS in 1996, Deloitte has managed all aspects of the system's development lifecycle supporting maintenance and major enhancements to the system and supplementary applications like the INROADS self service portal and RAFT Data Warehouse.

In more recent years, the WVDHHR has engaged Deloitte to provide a strategy and implementation plan for transforming the mainframe-based eligibility system to a web based system using J2EE technologies. In January 2007, the State of West Virginia deployed the first release of its incremental renewal initiative, known as eRAPIDS. Two additional major releases have been deployed to production since then providing enhanced usability and efficiency to county office workers. With respect to defining and executing the incremental renewal strategy for the mainframe system, Deloitte has shared best practices and lessons learned from other states like Pennsylvania and Wisconsin. Deloitte has delivered the enhancements within the existing RAPIDS maintenance budget, and has also lowered risk as small increments are easier to manage. Further, the DHHR incremental renewal solution outlined by Deloitte minimizes a training and implementation burden on state staff--often a common challenge with the alternative "big bang" approach.

Deloitte has been a reliable partner over the past fifteen years. WVDHHR and Deloitte have collaboratively worked on numerous initiatives which have continually improved case management and eligibility processes while positively impacting worker productivity and customer service. Deloitte brings the right people and a "team approach" in order to implement innovative business and technology solutions.

If you have any additional questions regarding RAPIDS, our programs, or the role of Deloitte in supporting WVDHHR, please feel free to reach me at 304-348-0880 or email me at Cecilia.A.Matheny@wv.gov.

Sincerely,

Cecilia Matheny
Director, RAPIDS Project

CM/rk

PA_DPW-1308

Our Understanding – DPW’s Vision and Operating Model

Today’s DPW Strategic Business Systems maintenance environment consists of multiple application and systems across different platforms. These systems typically perform maintenance functions, using consistent processes and coordination across teams while using system specific knowledge and expertise to meet the respective system needs. The following illustration depicts these areas of organization and shows how today’s maintenance environment is structured.

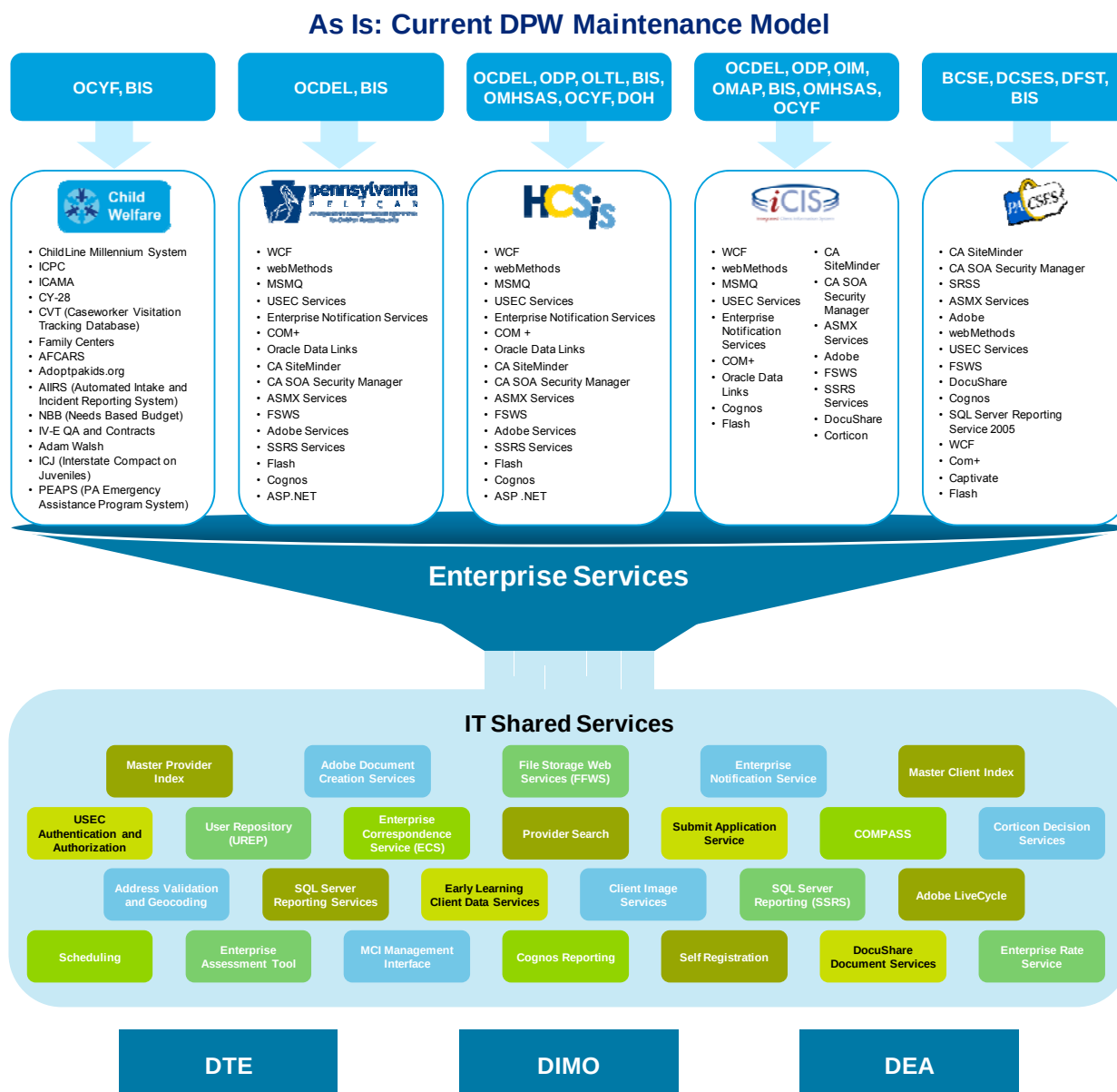


Figure 6.4-3. Today’s Operating Model.

Today’s operating environment has met DPW’s needs on the current contract and has provided a system and organizational foundation from which to migrate to DPW’s new operating model

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As illustrated above, numerous technologies and products are maintained and supported independently across application team threads. This operating model has developed over the last 10 years, and was effective as the DPW IT organization grew and matured with the applications.

Today the scale of the applications that support DPW's programs has grown to encompass **more than 30 million lines of code across 4 different programming languages**, supporting **over 12.5 million transactions daily**. These applications use over **50 products** and are used by almost **40,000 agency workers, providers, and numerous clients** every day. These **award winning and nationally recognized applications** use integrated databases, are linked through **enterprise applications**, and share users and program areas. Successful performance and operation of the in scope applications **secures hundreds of millions of dollars in federal funding for Pennsylvania every year**.

What this means is that effective maintenance of these systems, within the services defined for Lot 7 maintenance, now requires:

- **Heterogeneous environments** to maintain the various applications, platforms, SDLC environmental needs
- **Diverse skills** of the team to monitor, trouble shoot, code and test
- **Application of many different tools** to support efficient maintenance activities across integrated applications like environment monitoring, version control tools, testing tools, defect and issue tracking tools, scheduling, planning and monitoring tools.
- **Robust testing** planning, scenario development and regression testing
- **Automated migration** processes to remove human error
- **Customized and targeted health checks** for all applications

One area where Deloitte has worked with DPW to successfully integrate services and operational processes is in the IT Shared Services component. During the course of the past 5 years, Deloitte has worked with the Department to institute a shared services model to provide support activities to both the application teams and DPW's IT departments.

Similar to the IT Shared Services model, a standardized and integrated application maintenance shared services resource pool would further enable maintenance efficiencies. While we fully expect a significant portion of the resources to have a primary full time project assignment required to serve the ongoing needs of a specific program office, there are other resources that can be utilized across the DPW enterprise systems. The following graphic demonstrates Deloitte's proposed operational model, which expands the IT Shared Services concept and fosters more sharing across the enterprise while preserving the program office focus for your enterprise systems.

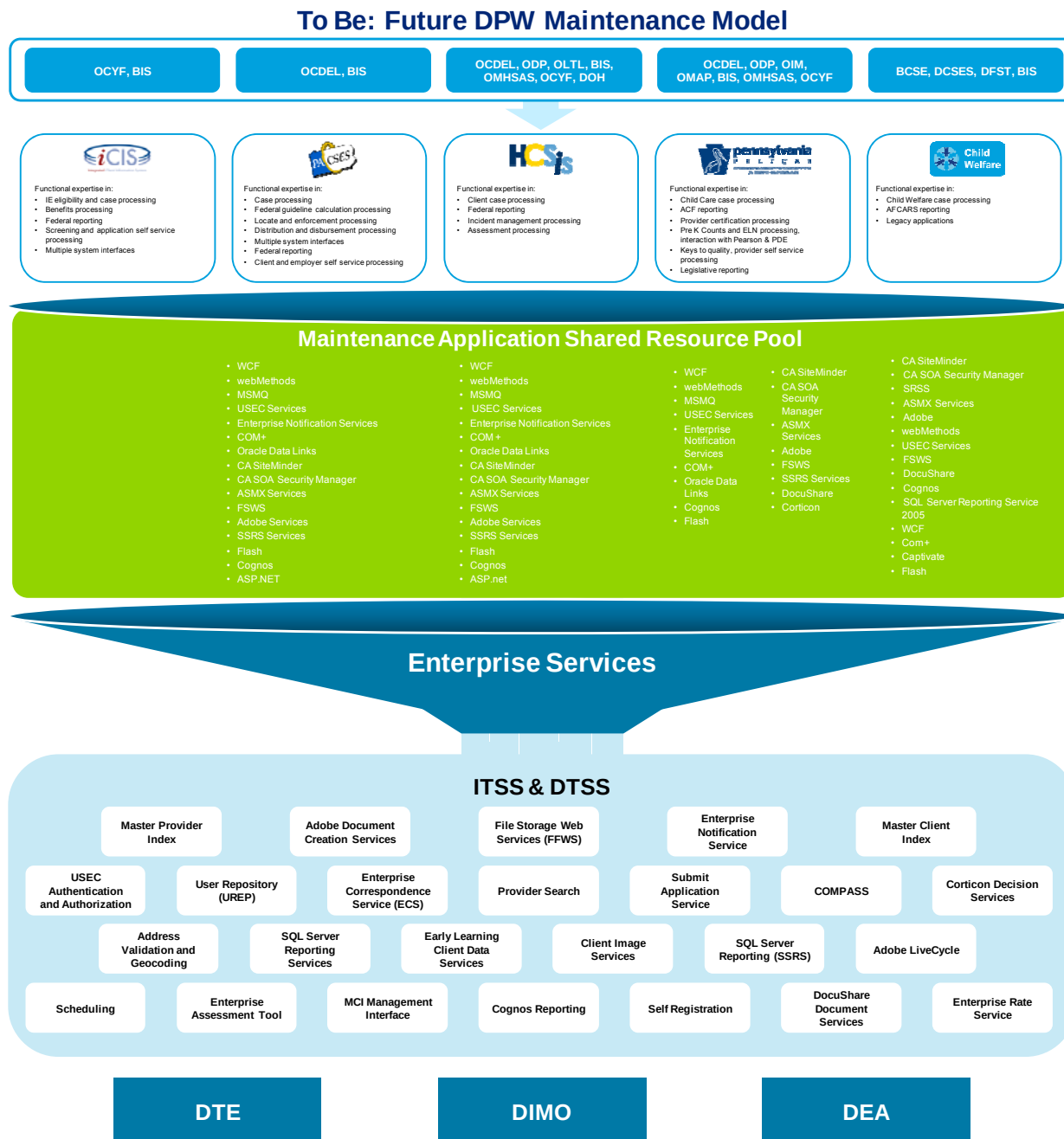


Figure 6.4-4. DPW's Proposed New Operation Model.
Deloitte is uniquely positioned to migrate DPW to additional shared services

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A shared services approach to application maintenance allows us to take advantage of resource prioritization and distribution of infrastructure, people, tools, and knowledge. The ability to shift and share resources across multiple applications provides economies of scale, while retaining system and functionality specific knowledge. Shared services in the technical and application support arenas allows our people to be shared and efficiently utilized across multiple projects, in an organized fashion, eliminating the peaks and valleys in staffing significant initiatives.

Perhaps the largest value to the Commonwealth of this approach is the sharing of knowledge across the projects. Currently, our teams work collectively to work through complex problems and solutions on the projects. A shared services solution brings the power of these project teams to each and every Commonwealth system in an organized fashion. This type of model allows DPW and Deloitte more flexibility and increased productivity to maintain and deliver the critical services of the Department.

Our Understanding –DPW’s Strategic Interdependent Business Systems

DPW Strategic Business Systems represents the collection of systems that are core to DPW's client facing service delivery. These systems are utilized by more than 20,000 end users spread across numerous program offices within DPW - OIM, OMAP, DFST, DCSES, BCSE, OMHSAS, OLTL, ODP, OCDEL, and OCYF. In addition, other departments such as Aging, Insurance, Education and Health rely on these systems for their service delivery needs. Citizens, community partners and providers access the self service and public facing components of these systems to support client needs. Therefore, the Department needs a vendor with the experience, capabilities, and dependability to facilitate the effective maintenance of these systems.

Deloitte has worked with DPW to deliver consistently for over 14 years. Given our experience maintaining the over 200 DPW application subsystems, Deloitte is better qualified than any other vendor to meet the needs of the Department. Deloitte creates systematic and timely defect/issue assessments, leverages an unmatched and highly experienced Commonwealth of Pennsylvania team to effectively manage development and implementation timelines through a combination of technical and managerial tasks, and uses a structured and repeatable process that has enabled successes and demonstrated stability and efficiency in migrating effective code to the production environment.

Key Staff Spotlight Brian Holwig



“Effectively maintaining DPW’s strategic business systems is critical to meeting the daily needs of more than 6 million Commonwealth recipients served by more than 25,000 staff.”



Whereas many vendors may only focus maintenance services on an approach that manages to 'numbers', we believe this is only one component of the required maintenance approach. To meet DPW's vision the migration toward the new operating model requires the following:

- **Mature operational framework**, that uses CMMI mature processes and includes a framework for continuous improvement
- **Comprehensive metric and performance tracking** of defects and operational issues
- **Staff with an in-depth knowledge of DPW's business** and the unique needs of program offices and intricacies of the diverse strategic business systems
- **National network of HHS clients** and projects of similar size, scope and complexity from which to bring "innovation in-sourcing" including assets, best practices, and lessons learned to improve maintenance service, system stability and system availability

To assist in meeting DPW's vision of a more streamlined, shared service based approach to application maintenance, Deloitte, like no other vendor, can provide a deep resource pool of functional and technical expertise in the in-scope applications to the DPW project. Deloitte, working with DPW, will use this strong resource pool to create overall operational efficiencies and streamline the deployment of resources across DPW's Strategic Business Systems while maintaining our breadth and depth of functional subject matter experts across each of the applications.

The resources, coupled with a well established operational model, and the experience working with a significant number of HHS clients nationwide, and locally have experience working with the Department and program which provides a unique effectiveness to continuing to provide high levels of service to the citizens of Pennsylvania.

Interdependent Business Systems Require Enterprise Level Expertise

Deloitte understands the complexities and interdependencies of the Department's mission critical production systems. We bring more than 10 years of hands-on experience with troubleshooting, resolving, and maintaining these systems and we fully comprehend the critical nature and urgency required in dealing with any production system impacts or outages.

Deloitte, through our experience with DPW, also understands the inner and outer-system dependencies associated with each of the Department's Strategic Business Systems within the scope of this RFP. These dependencies are critical to understand and maintain in order to support the end-to-end service delivery and benefit distribution to the citizens of the Commonwealth whom rely on the Department's services on a day-to-day basis. For example, understanding the interdependencies between HCSIS, MCI, and CIS and potentially other DPW systems, like PROMISE, for mental health and early intervention services is critical to delivering and maintaining the Department's vital services to these individuals.

Deloitte brings this type of functional and cross-system understanding that drives tangible benefits to DPW including reduced downstream risk and re-works, better collaboration between program offices and project teams, and utilization of resources. These systems, their interdependencies and complexities, take years of experience to understand and efficiently maintain without compromising the end user interaction and the service deliver to the constituents.

We depict in Figure 6.4-5 the critical system touch points related to each of the DPW Strategic Business Systems within the scope of this RFP:



Deloitte, the only system integrator who has intimate knowledge of this topology spanning 6 applications, 27 systems and over 50 products, brings this expertise to DPW.



The DPW IT systems topology diagram depicts the key cross-application, cross-platform integration points between systems and enterprise services. Each of these connection points highlights the unique nature of each application and the combinations of these interdependencies demonstrates the need for a deep application maintenance resource pool with hands-on knowledge and experience in order to efficiently and effectively maintain DPW's critical business systems. There are more than 30million lines of code across these systems that a vendor would need to understand to support operations without jeopardizing services to the most vulnerable people of Pennsylvania.

The following table provides a summary of the combined scope and scale of the business systems that are covered by our maintenance service approach:

Scope of Maintenance	Estimated System Statistics
Lines of Code	20 Million
Database Tables	3,500
Database Columns	65,500+
External Data Exchanges	67
Screens	250+ Mainframe 1,500+ Open Systems
Interfaces	75+
Reports	500+

Figure 6.4-6. Scale of DPW Strategic Business Systems.

Unique Features and Intricacies of DPW's Strategic Business Systems

Our experience and understanding of DPW's Strategic Business Systems also includes the unique features and intricacies of the respective systems. We extend our mature operational framework and methodologies with procedures, templates, tools that have been tailored to incorporate the differences of the diverse systems in order to accurately deliver the DSD through deployment and operations activities defined for Lot 7 maintenance. Further, we propose staff with this understanding, as well as the potential impact to DPW throughout the maintenance life cycle. We believe this approach is critical to system stability and availability, especially within a multi-vendor, multi-system operating model.

The diagram below provides an overview of the systems and subsystems that comprise the Strategic Business Systems and are covered by our proposed maintenance approach.

DPW Mission Critical Application And Systems Enterprise

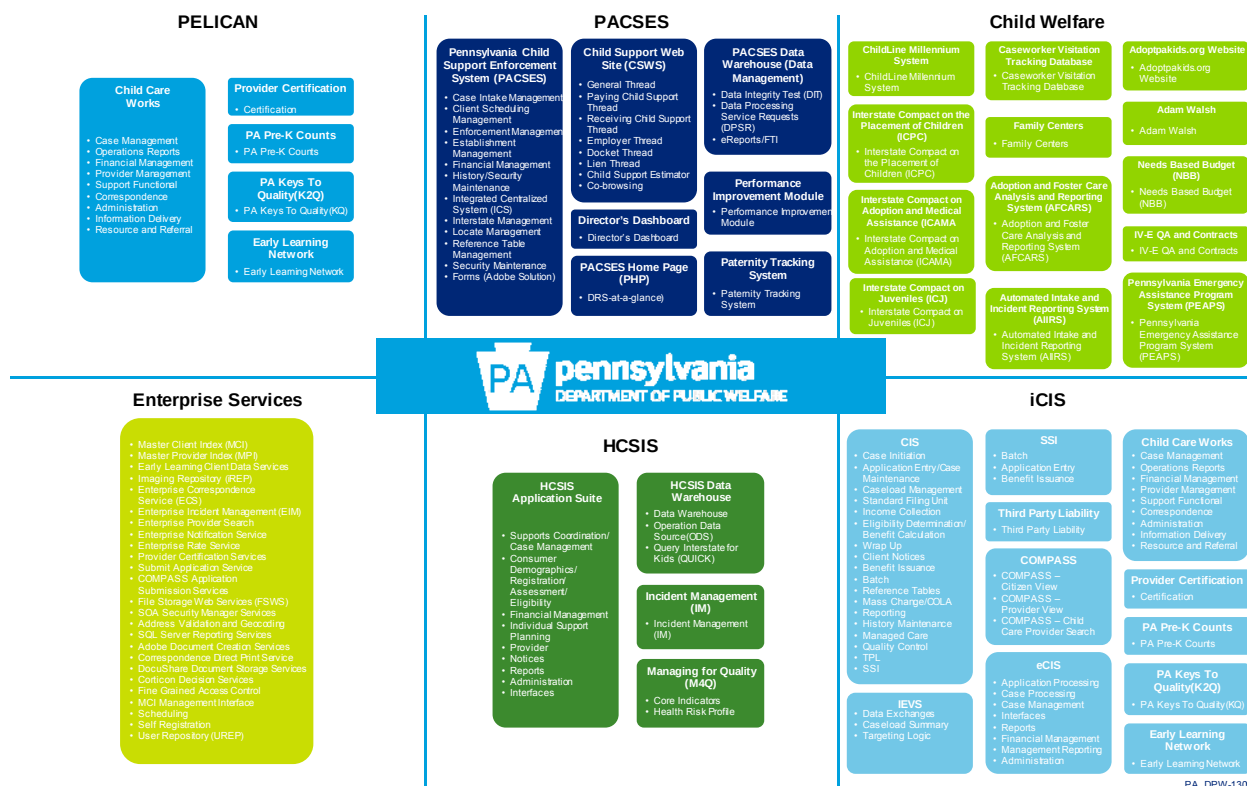


Figure 6.4-7. DPW's Mission Critical Application and Systems Enterprise.

Understanding the intricacies of the 6 applications and 27 systems is critical to effectively maintaining these applications. No other vendor has the breadth and depth of understanding that Deloitte does.

In the narrative and tables that follow, we demonstrate our understanding of the unique features and intricacies of DPW's Strategic Business Systems, the potential maintenance related impact to DPW and how our maintenance approach incorporates these items.



The iCIS suite of applications supports 4 critical DPW programs (Medical Assistance, SNAP, Cash Assistance, and LIHEAP Assistance) and supports the daily lives of more than 3.9 million Commonwealth citizens. \$13.7 billion of benefits are authorized and issued out of the iCIS system on a yearly basis. In addition, iCIS supports more than 7,000 caseworkers across 104 DPW county assistance offices statewide.

Unique Features and Intricacy of Systems

Client Notice Redesign logic contains complex, roll-up and consolidation rules to determine the appropriate "end of day" notice that should be mailed to clients

Potential Impact to DPW and Constituents

- Notices received by clients may contain inaccurate or confusing information resulting in additional calls to CAO offices.

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
The LIHEAP functionality within eCIS automates tasks related to eligibility determination, benefit calculation and notice generation for the LIHEAP Cash and Crisis programs	Client may receive inaccurate eligibility information resulting in incorrect client benefits and notices. This may in turn result in additional appeals to the Department & more calls to the CAO.
The Work Load Dashboard within eCIS interfaces with a majority of the sub-systems within eCIS and utilizes complex algorithms to determine activity allocations to users. The algorithms select users based on workload capacity, caseload ownership and numerous other criteria.	Lack of integration between Sub-systems and Work Load Dashboard may result in the inappropriate allocation of activities or even a complete failure to create activities for staff. This can result in worker timeliness and workload issues.
eCIS has critical batch operations with specific execution times and dependencies that share information with CIS to support dozens of business processes.	Any disruptions in the order the batch runs or in the timing of the batches may affect the synchronization of data between eCIS and CIS.
The Cash Assistance, SNAP, and Medical Assistance eligibility rules within CIS involves a complex design with considerable intricacies.	Modifications to eligibility rules within CIS without a strong understanding of the underlying policies and programs will severely affect the timely issuance of benefits.
The standard filing unit rules to determine Medical Assistance categories (benefit packages) within CIS use elaborate hierarchical and sequential data processing rules.	Improper adjustment to SFU rules would result in the generation of incorrect Medical categories in the system.

Figure 6.4-8. Unique features of iCIS.

We recognize that the iCIS suite of applications forms the **core component** of OIM's client facing service delivery. Deloitte is intimately familiar with the working of the application, its interactions with other applications in the DPW landscape and the goals for modernization in the near future. We are aware that as DPW moves towards its goal of advancement of its eligibility systems, it values the prudent and optimal reuse of existing software and hardware resources to deal with the increasing client population and caseloads.

We take pride in our efforts to effectively and efficiently maintain the iCIS application over the past 10 years. Our proposed team to maintain iCIS has deep experience with every subsystem within the iCIS application and its interaction with other DPW applications. Our team will leverage their deep knowledge of the in-scope systems to maintain application stability and performance. We will collaborate with the Offerors of Lot #1 and #6 and DPW-BIS teams to perform adaptive and preventive maintenance activities to confirm that the application meets its performance requirements. Our approach is based on tightly integrated maintenance efforts across the iCIS suite of applications and platforms focused on the special needs of every application. This approach allows us to establish standardized maintenance activities as we leverage functional and technical expertise across applications, sub-systems, and platforms.



PACES supports more than 4 million citizens across the Commonwealth. \$1.6 billion of child support collections are processed through the system on a yearly basis. In addition, PACES supports more than 4,000 caseworkers in 87 offices across the 67 counties within Pennsylvania. In 2009, PACES was recognized as the first and only state within the country to achieve over 80 percent on all Federal Performance Measurements.

Key Staff Spotlight Mike Metzger



Senior Developer/Analyst

"I started on PACES back in 1996 and can say that my most rewarding experiences have been being able to work side by side with DPW to solve complex business issues which have resulted in one of the top performing states in the country in Child Support. I look forward to continuing our collaborative approach together."

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
Vital PACES Support Layer controls access to all data stored within PACES.	PACES Mainframe screens may display incorrect information or be completely unable to display data hindering common business process.
PACES Giant Activity Matrix (GAM) utilizes a set of complex business rules to control all workflow within PACES.	Mainframe users may end up performing daily business actions in an incorrect sequence resulting in inconsistencies in benefits results and distorted Audit trails.
PACES PACFORM gathers all the data displayed on PACES forms.	Malfunction in the PACFORM subsystem may result in incorrect or lack of any data on displayed resulting in discrepancies in delivery of Legal court documents to clients.
PACES Distribution and Disbursement rules controls sensitive financial information exchanges with the Child Support System.	Payees may receive incorrect or no payments amounts with incorrect payment information reflected in the Child Support Web site.

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
PACSES Scheduling module utilizes a set of intricate rules to schedule client conferences based on program office guidelines.	Duplicate or incorrect invitations notices sent out to clients will confuse clients regarding conferences resulting in no-shows or poor attendance.

Figure 6.4-9. Unique features of PACSES.

The PACSES suite of applications forms a vital component in DPW's eligibility and benefit delivery portfolio. We recognize that PACSES has evolved significantly since its inception to not only meets the Federal, State and end-user needs but to also improve performance and business capabilities. The Pennsylvania Child Support Program has been able to receive \$158 million in federal performance bonus money. It is critical to maintain the level of support, maintenance, and operations of the system to continue to receive the maximum amount of federal incentives.

We are also familiar with DPW's goals to incrementally advance the PACSES application to continue to provide automation support to the Child Support Enforcement program. Therefore, we offer DPW a maintenance approach that keeps the future vision at the forefront and a knowledge base to help DPW assess their maintenance activities in alignment with DPW's future goal in mind.

Our proposed staff is intimately experienced in the intricacies of the PACSES system including its subsystems, screens, forms, reports and data exchanges with other DPW applications. We will collaborate with the Offerors of Lot #5 and #6 while performing application maintenance services to confirm operational capability and compliance with DPW program requirements.



HCSIS supports 17 key State programs and supports the daily lives of more than 221,600 Commonwealth citizens. \$2.37 billion of services are approved by the HCSIS system on a yearly basis. Additionally, HCSIS supports over 22,400 application users and 2,300 service providers across the Commonwealth.

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
Varying sets of business rules and functionality for each program office to perform Incident Management modules of HCSIS (HCSIS, PWIN) (Offices served for incident management include OODP, OMHSAS, OCYF and OCDEL)	Failure of Incident management modules precludes the generation of Incident reports adversely affecting Incident Data entry, review, and investigation of incidents. This will result in non-compliance with prescribed CMS guidelines.
Crucial interface with Early Learning Network to exchange of demographic and services information related to Infant Toddler and Pre-school children	Problems with this exchange of information can result in incorrect population of certain screens rendering them unusable by the users hindering day-to-day business of capturing case management details.

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
Provisional to Real Contract conversions use multiple rate methodologies and rules across the different program offices	• Untimely or inaccurate conversion of provisional to real contracts affects availability and integrity of service plans severely impacting service delivery.
Eligibility determined for certified individuals needs to be exchanged with the CIS application so that the PROMISE application can verify eligibility before settling claims	• Vendors may receive inaccurate or no payment at all for the services they already provided to individuals. Dissatisfaction amongst vendors may result in them not wanting to provide services through HCSIS.

Figure 6.4-10. Unique features of HCSIS.

Deloitte recognizes that the HCSIS application serves as the foundation for centralized, Web-enabled data-collection for program management at the state level. It serves critical purpose in delivering Home and Community based services for citizens of the Commonwealth.

We propose an experienced team that is thoroughly knowledgeable of the inter-dependencies and interfaces with other DPW applications. Our integrated application maintenance team will collaborate with Offerors of Lot #3 and #6 to confirm application stability and performance as enhancements advance system functionality. Our team will perform standardized application maintenance activities while focusing on the specific needs of the HCSIS application to establish consistency and quality. We will work closely with the application modification team to understand enhancements made to the application with each release to facilitate ease of ongoing maintenance activities. Our approach of an integrated application maintenance team enables us to leverage economies of scale and allows DPW to optimize the use of its resources.



The PELICAN system supports 5 key State programs, which in turn supports the daily lives of more than 230,000 children and 14,300 providers across the Commonwealth. \$700 million of child care services are approved by PELICAN on a yearly basis. Additionally, PELICAN supports over 5,500 child development users across the 67 counties within the Commonwealth.

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
The Childcare eligibility rules to determine subsidy benefits use elaborate hierarchical and sequential data processing rules.	• Inappropriate adjustment to these rules would result in the incorrect computation of subsidy benefits affecting client services.
Critical external interfaces such as those with CCIS for payment files rely on batch based data exchanges	• Lack of awareness of interdependencies with other DPW applications' batch schedules (iCIS batches) will result in conflict with payment file generation. This may further delay payments to providers and services to Pennsylvania receiving subsidy benefit.

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
Internal interfaces such as those with MPI, MCI, CIS and HCSIS are complex real-time batch exchanges that are critical to maintaining enterprise level referential integrity across DPW applications	Data synchronization problems resulting from inappropriate data exchanges will require extensive coordination with program offices, testing efforts and potential application down time before resolution significantly impacting end user efficiencies.
The Financial Management module within the PA Pre-K count application provides features that are essential for provider funds and grants management	Malfunctions in the financial management module will preclude providers from setting up grant structures, applying for continuation grants or budget tracking making it virtually impossible for them to track budgets and expenses.
Provider Self Service and Certification (PPCS) allows over 7800 regulated providers to maintain their own profiles; Certification for Over 36,000 neighborhood and relative providers and 7800 regulated providers by tracking provider licensing compliance	Critical defects in the Enterprise Provider Certification module may severely affect the quality of service providers and the child care services they deliver to citizens of Pennsylvania.

Figure 6.4-11. Unique features of PELICAN.

The PELICAN application consists of several critical modules that focus on the different aspects of provider management to meet the OCDEL's objectives of providing quality early education for the more children. Our approach to application maintenance proposes a team with immense experience in the components of the PELICAN application, its integration with the other in-scope applications and DPW's Enterprise Vision.

We are intimately aware of the critical external interfaces such as the one with Pearson for performance assessment monitoring of early learning for children. Our integrated application maintenance and operations team will collaborate with the Offerors of Lot #1 and #6 to perform adaptive and corrective application maintenance to confirm application performance meets DPW requirements. We will leverage the extensive experience of our staff to identify critical interdependencies with the other in-scope applications while performing application maintenance for the online and batch components. Our integrated team will also facilitate standardized application maintenance activities while tailoring them to meet the specific needs of the PELICAN application.

Some of the examples of our tailored maintenance approach include the Fiscal Year Rollover (FYRO) and the Market Rate Survey/Provider Rate Update.



The child welfare systems support over 20,800 children in the foster care program and more than 4,000 abused and neglected children. Approximately \$1.6 billion is spent annually, through federal, state and local expenditures to support child welfare programs across 67 counties within the Commonwealth.

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
Significant manual effort required to merge data from disparate ChildLine County applications through several FTP and merge programs.	Improper sequencing of data merging programs will result in data inconsistencies between the Main Childline Application and supporting local county applications resulting in disbursement of duplicate or erroneous benefits.
Each of the 67 Counties provides DPW with separate Foster Care Children Adoption reports requiring DPW to verify accuracy and consolidate them. Current consolidation process of these reports is intense and requires significant manual intervention.	Untimely and inaccurate reporting of Foster Care and Adoption for AFCARS is a direct non-compliance of Federal mandates and may result in Federal penalties on DPW.
Counties in Pennsylvania use different case management systems that do not follow standardized data collection or data exchanges	Maintenance of distinct case management systems hampers generation of standardized reports. This may result in non-compliance with Federal Reporting standards.

Figure 6.4-12. Unique features of Child Welfare.

We recognize that currently, there are several distinct components within the child welfare system in Pennsylvania and that these systems do not integrate very well with each other. We fully support DPW's long-term initiative to move to a Hybrid approach by leveraging the existing assets and evolving them into a comprehensive human services enterprise system using a services oriented architecture (SOA) strategy. By having experience with DPW enterprise systems and services, we offer DPW a unique ability to help DPW transition the child welfare system into the enterprise framework.

Our approach provides continuous maintenance support to stabilize the operations of the existing Child Welfare Applications as DPW transitions towards a hybrid solution. We propose staff that not only understand the current landscape but also understand DPW's anticipated Child Welfare system. This understanding allows us to present recommendations for the optimal use of DPW's resources, and facilitates close collaboration with the Offerors for Lot 4 and 6 as we identify and perform preventive application maintenance.

These DPW and Deloitte collaborative efforts have resulted in the creation and execution of sound and dependable application maintenance activities to effectively support the business systems.



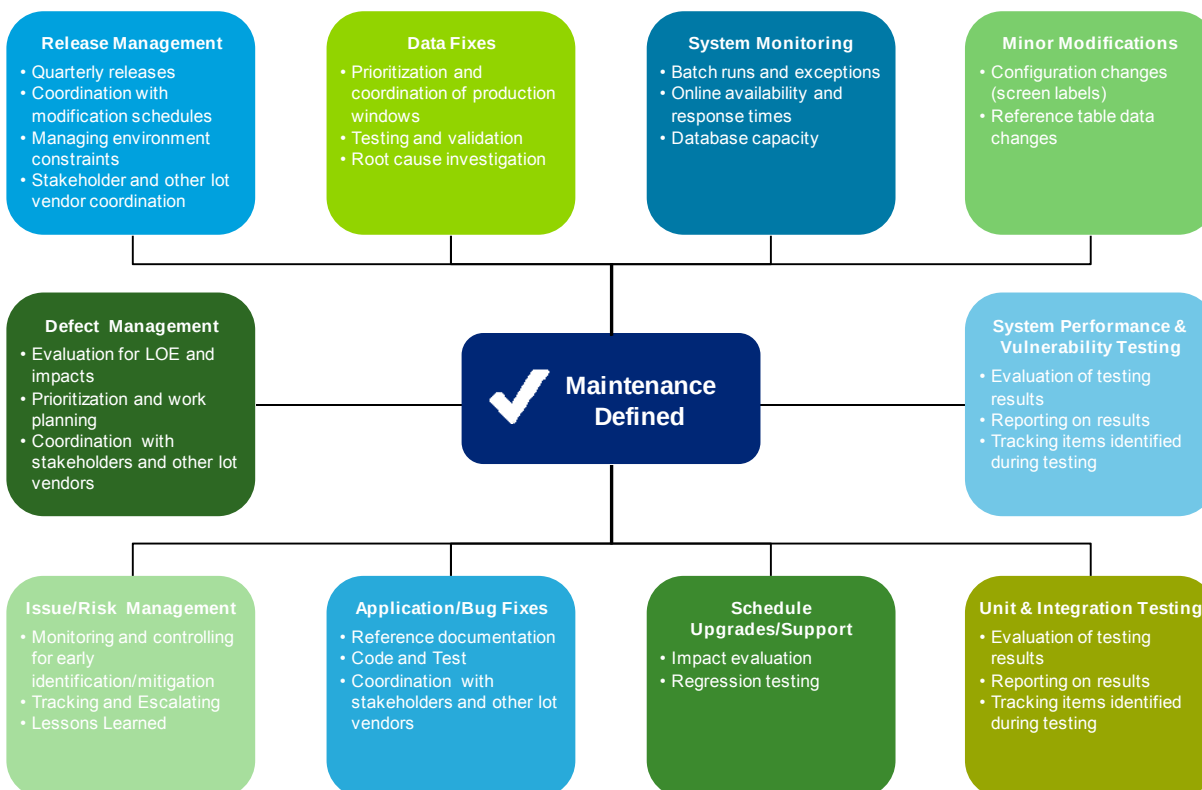
Through our intimate understanding of the DPW systems and application of our integrated maintenance approach and collaborative maintenance team, Deloitte provides effective and efficient maintenance of these systems to enable DPW is able to deliver the public service they were enacted to do and provide for the population of citizens that rely on the Department for support. These systems have developed over the years to support the Department's strategic, complex business goals and have evolved much like the business requirements they are based upon. As such, the cycle of application maintenance needs to be properly planned and executed to achieve as much efficiency, accuracy, and stability as possible.

Our Understanding of "Maintenance" as Defined in the RFP

A clear definition of maintenance is critical to the overall management of this engagement and has specific impacts to the overall defect management process. Deloitte understands the importance of performing corrective, adaptive and preventive software maintenance across each of the component parts of the in-scope systems. The scope of services defined for Lot 7 maintenance not only includes application "bug", or defect, fixes, but also includes activities such as, performance monitoring and tuning, source code changes for minor screen modifications, and the addition, deletion, or modification of data elements incorporated within the source code or within system reference tables. As your Lot 7 system integrator we perform these activities following the system development life cycle phases, as applicable, from detailed system design through post deployment monitoring and operations.

The following graphic demonstrates the scope of maintenance activities across the application, data and operations as outlined for Lot 7 within the RFP.

Application Maintenance Services Defined



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Figure 6.4-13. DPW Application Maintenance Activities.

Deloitte will work with DPW to focus maintenance activities as defined under the new contract.

As highlighted in the graphic above, the scope of application maintenance services is defined more specific to the activities focused on maintenance and operations. The list of tasks for maintenance decreased from what is supported today under the current contract.

To accurately estimate the resources needed to support the defined maintenance activities for these systems, we evaluated the following estimation factors:

- **Maintenance tasks and activities.** As outline 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



While function point estimation is effective and appropriate to estimate the effort for system modifications, we know that it is not as accurate for maintenance effort estimation. Using the information outlined above provides for a much more accurate estimation result to better plan for resource levels and throughput volumes.

We considered the defects and data fixes, as listed in the system Change Request Lists provided with your RFP, as part of our maintenance effort estimation and resource planning.

Deloitte is poised to continue providing DPW with the key ingredients required to make DPW maintenance and operations activities a success.

Key Ingredients to DPW Strategic Business Systems Maintenance

The following five key points have been identified by DPW in the RFP as having significant relevance to the future state maintenance model and the vendor's ability to deliver services:

- **Understanding of Cross-system Impacts.** DPW's business applications are tightly co-mingled both internally and externally with numerous business partner systems. It is critical that the DPW maintenance vendor have a strong understanding of these critical touch points to provide effective production support and cross system impact analysis across the 200 plus DPW business subsystems, something Deloitte has been doing for the last 10 years.
- **Knowledge of DPW's Diverse Technology Platforms and Products.** Deloitte possesses a thorough knowledge of DPW's diverse set of more than 55 technology products and supports complex mainframe and open systems infrastructure upgrades and troubleshooting.
- **Experienced Staff.** Deloitte provides experienced maintenance and production support staff, experienced in DPW's SDM, in the ITIL framework and in managing IT work in accordance with CMMI Level 3 assessment standards, to quickly turn around production defects and address performance related issues to meet the demands of over 10,000 field workers.
- **DPW Specific System and Business Knowledge.** To better meet your needs and the needs of the various Program Offices, Deloitte provides the Department with key enterprise and system specific knowledge, including an understanding of release bundling and rollout schedules and the intricacies associated with system functions.
- **Thorough Knowledge of Program Office and BIS IT Needs.** Deloitte understands the business needs and goals of your Program Office user base, and has worked hand-in-hand with the user community, gaining front line understanding of the program objectives and how technology can enable meeting these objectives.

Deloitte will provide the Department with a seamless resumption of the defined maintenance activities for the key Strategic Business Systems starting day 1. Significant transition periods and knowledge acquisition to adequately support the backbone of

DPW's business will not be a needed. This will enable the Department to promptly continue focusing on the future and the continuation of developing and implementing your strategic IT vision.

Application Availability + Stability = Productivity

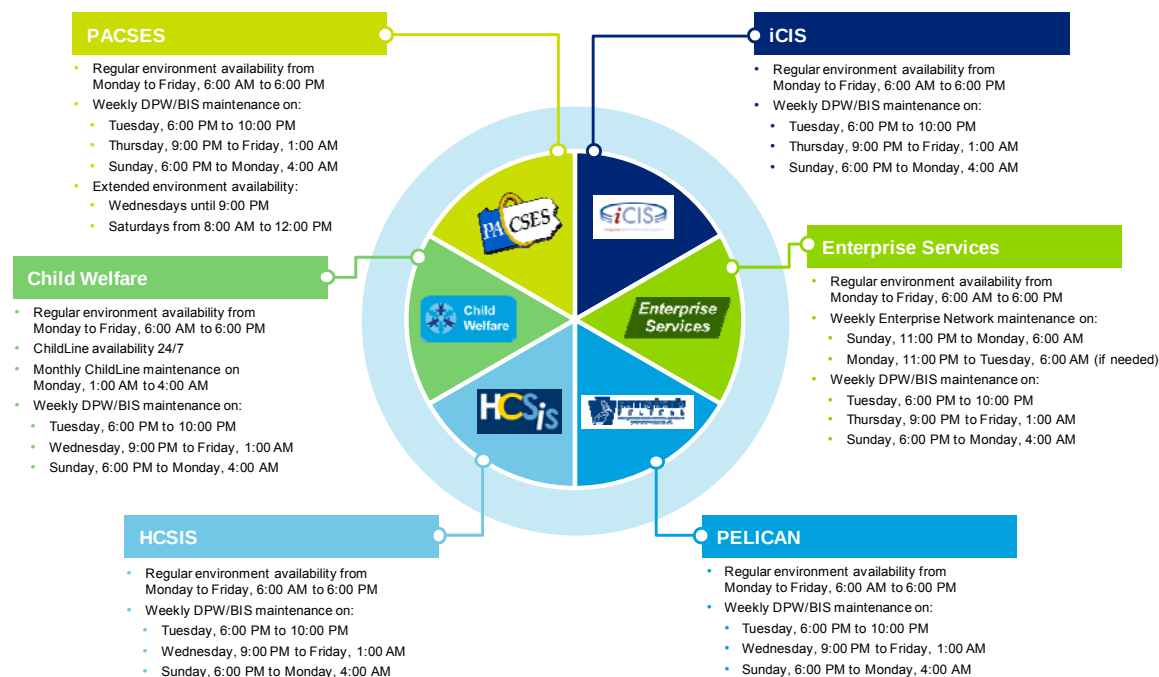
Given the mission critical nature of DPW's Strategic Business Systems, it is essential for the applications to be available and up and running during their designated operational windows. Deloitte has collaborated with DPW staff to maintain a 99 percent system up-time for these strategic business systems during their targeted operating windows. We also have the ability to be flexible; in addition to the traditional 6 a.m. to 6 p.m. system availability windows on workdays (excluding holidays), to provide extended windows of availability to support key business operations. For instance Deloitte has worked with the Department to adhere to the requirement for the PACSES production environment to be available until 9 p.m. on Wednesday nights.

"The strategic evolution of DPW's maintenance operations over the course of the past 10 years has the Department poised to gain additional economies of scale by migrating towards a more integrated systems support operational model."

Nathan Shaner

Deloitte Maintenance Manager— DPW Strategic Business Systems

The following graphic illustrates Deloitte's understanding of DPW's system availability requirements.



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Figure 6.4-14. System Availability Requirements.

Effectively supporting system uptime windows involves balancing standardized availability requirements with unique availability needs of the system users so that they can effectively conduct business and deliver services.



Deloitte has worked diligently with DPW to promote and adhere to the Department's established maintenance and stability windows. We understand the criticality of establishing these types of windows to provide dedicated windows for preventive and adaptive maintenance activities. Deloitte has consistently worked with the Department to plan activities around and adhere to the established network and system maintenance windows.

Application stability is also a key factor to maintaining critical business systems. Deloitte recognizes this need for application stability and has consistently worked with the Department to adhere to the established summer and winter production environment stability windows. In the event that emergency production implementations are necessary during these maintenance and stability windows, Deloitte will conduct additional coordination activities with the Department to adequately plan for these implementations.

Our systems in Pennsylvania (DPW Suite), Wisconsin (CARES), California (ISAWS), New Hampshire (HEIGHTS), and Texas (TIERS) all exceed their SLA availability requirements, with an average of 99.99 percent system availability.

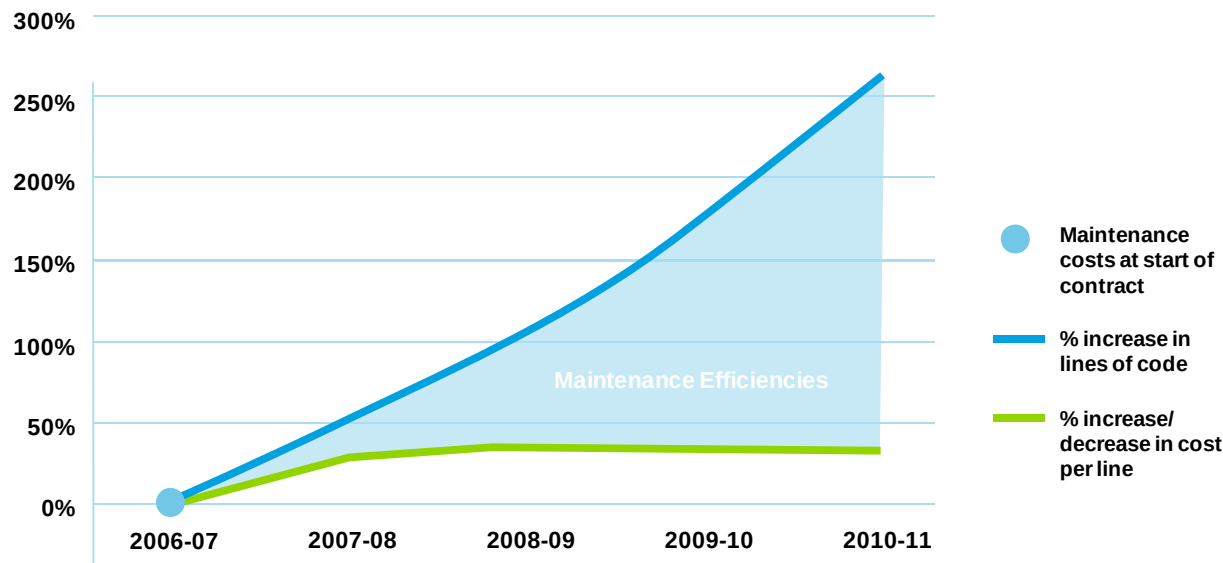
CARES boasts life-to-date system availability of 99.83 percent, dating back to June, 1994.

A Shared Maintenance Operational Model Brings Increased Efficiency

Deloitte understands that DPW is seeking an integrator who shares their desire to establish and maintain high standards of project performance, and an overall commitment to quality. We understand the Department is making a long-term investment in the selection of maintenance and operations IT services with this procurement and that a solid record of quality is of most importance. Further, we recognize that DPW is focused on overall program quality and reliable production systems for service delivery.

Deloitte has worked side-by-side with the Department for over 10 years, building and maintaining your core business systems. No other vendor can bring the depth and breadth of technical and functional experience and expertise that Deloitte will bring to this project. We have functional knowledge experts who specialize in the Health and Human Services industry and who have specialized in DPW specific business and technical implementations. We work alongside the Department's Program Offices. We work directly with the Department's technical IT staff and we assist with bridging the gap between these organizations to help the Department achieve their business goals.

Controlling Maintenance Costs while Lines of Code Increase



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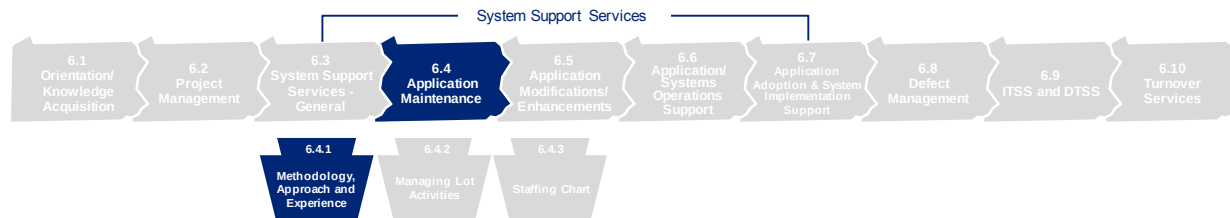
Figure 6.4-15. Cost of Maintenance Per Line of Code.

Deloitte's approach has resulted in a decrease in cost for maintenance per line of code by almost 50 percent, while the number of lines of code has increased by over 500 percent.

As illustrated in the above graph, the integrated DPW and Deloitte teams have been able to effectively maintain the overall maintenance cost at or slightly above where the contract started even though over the past 5 years the code base has significantly increased. Deloitte will continue to strive to gain and implement efficiencies with maintaining an ever increasing cross-application code base and implementing streamlined operational efficiencies by using our CMMI Level 3 certified processes and following the ITIL service delivery framework. Our maintenance methodology utilizes a combination of processes, tools, and resources to continue this model to increase efficiencies, which will benefit the Department by decreasing overall maintenance costs per lines of code throughout the course of the project.

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

6.4.1 Methodology, Approach and Experience



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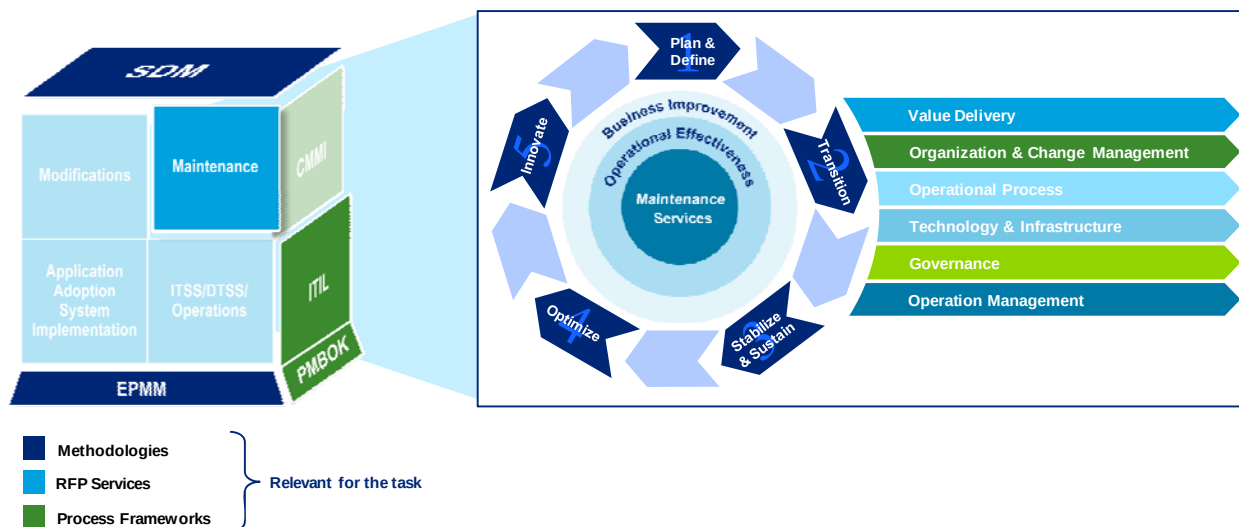
RFP Reference: II-3 Work Plan

Where possible, the Offeror should provide specific examples of methodologies or approaches that will be used to fulfill the various requirements, how these methodologies will be adapted for this contract and implemented, and examples of the Offeror's similar experience and approach on comparable projects.

Methodology

We approach application maintenance not as a single stand alone task, but as an iterative form of our overall system development methodology. Maintenance incorporates the phases of the SDM, typically repeated in an abbreviated form at some agreed upon interval in the form of maintenance releases. For application maintenance of the DPW in scope systems we use DPW's System Development Methodology (SDM) that is consistent with Deloitte's internal SDLC methodology that we have used on more than 2,000 Public Sector IT projects. It is based on a detailed set of processes, tools, and artifacts to support a structured approach to application maintenance. For Lot 7, the SDM phases start with DSD validation/reference and then move directly to development and testing. Based on what is defined in the RFP we understand minor enhancements applicable to the maintenance activities as being only those prioritized system enhancements that encompass configuration or reference table changes. As such these minor modifications may, in some cases, involve updates to the DSD documentation. Other, larger enhancements, that would more likely require more design level discussions and documentation updates, will be processed through the application modification process.

We have achieved CMMI Level 3 assessment following the DPW SDM and have incorporated the processes and controls in place today to continue to guide us in improving quality and efficiency in overall delivery. Infusing practices from ITIL's Service Delivery and Service Options components will support us in continuing to evolve our application maintenance services. These processes extend the SDM with management controls that provides visibility into our processes from which to perform the necessary improvement actions, as well as establish communications processes that support a multi-vendor, multi-system operating model. We depict the DPW SDM methodology and how it fits within our integrated DPW operational framework in Figure 6.4-17.



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Figure 6.4-16. Integrated SDM and DPW IT Methodology.

We use DPW's structured SDM and extend with industry process frameworks and Deloitte's national best practices and lessons learned to implement maintenance releases on-schedule and within budget.

Our application maintenance methodology follows the DPW System Development Methodology (SDM) and infuses ITIL framework concepts and practices and CMMI processes and controls to not only govern standardization and efficiency but to incorporate continual monitoring and improvement.

- **ITIL.** The IT Infrastructure Library (ITIL) version 3 (and version 4 on its release) will provide application management focus and will be used to guide the implementation of standard IT services to be provided to the maintenance team. This methodology will be used to guide maintenance activities throughout the complete service life cycle, focusing on the Service Operation area that is most applicable to application maintenance services.
- **CMMI.** The Capability Maturity Model Integrated (CMMI), from Carnegie Mellon's Software Engineering Institute will provide application development quality and improvement focus and will be used to guide the development activities associated with the ongoing maintenance of existing software.
- **Deloitte Application Maintenance Methodology (AMM).** Our AMM the methodology used in the majority of our large application maintenance and operations projects and the hallmark of this methodology is the flexibility it provides for organizations that are in the process of transforming their maintenance operation model. Deloitte fully understands the importance of the maintenance function and how it drives business innovation. Our AMM methodology accomplishes this by placing a primary focus on continuous IT improvement and business outcome enablement. We will bring this experience and expertise to the table and work with DPW to suggest and employ best practices as we work together to continue the IT evolution towards your primary maintenance organization objectives.



We are very familiar with the DPW SDM, having not only worked with it since its inception but because we collaborated with DPW in the creation of the SDM methodology. We have shared Deloitte intellectual property assets around our system development methodologies with DPW in the creation of the SDM. We continue to share new ideas and suggest improvements to the SDM, which upon the Department's acceptance, can continue to enhance the standard methodology utilized for maintenance of these in scope systems. Sharing best practices from our AMM, as described above, is an example of how we bring new ideas for continued efficiency. And it is an example of how DPW benefits from working with Deloitte, a national leader in systems integration.

We tailor the SDM to meet the needs of specific releases. While the full SDM process includes a detailed set of procedures, deliverables, reviews and layered approvals, using a subset of this methodology for maintenance releases that do not include significant system changes is a more efficient use of budget and DPW resources. We work jointly with DPW to establish project thresholds and appropriate DPW approvals to be followed as part of SDM for application maintenance.

We propose an SDM that includes a framework for continuous improvement that is consistent with CMMI principles to support our ability to continue to produce stable DPW strategic business systems while lowering overall maintenance life cycle costs. It includes Level 3 mature processes that incorporate the collection of process and performance metrics from which our project and quality management teams infuse metrics driven process improvements in alignment with SDM process areas and DPW goals and objectives.

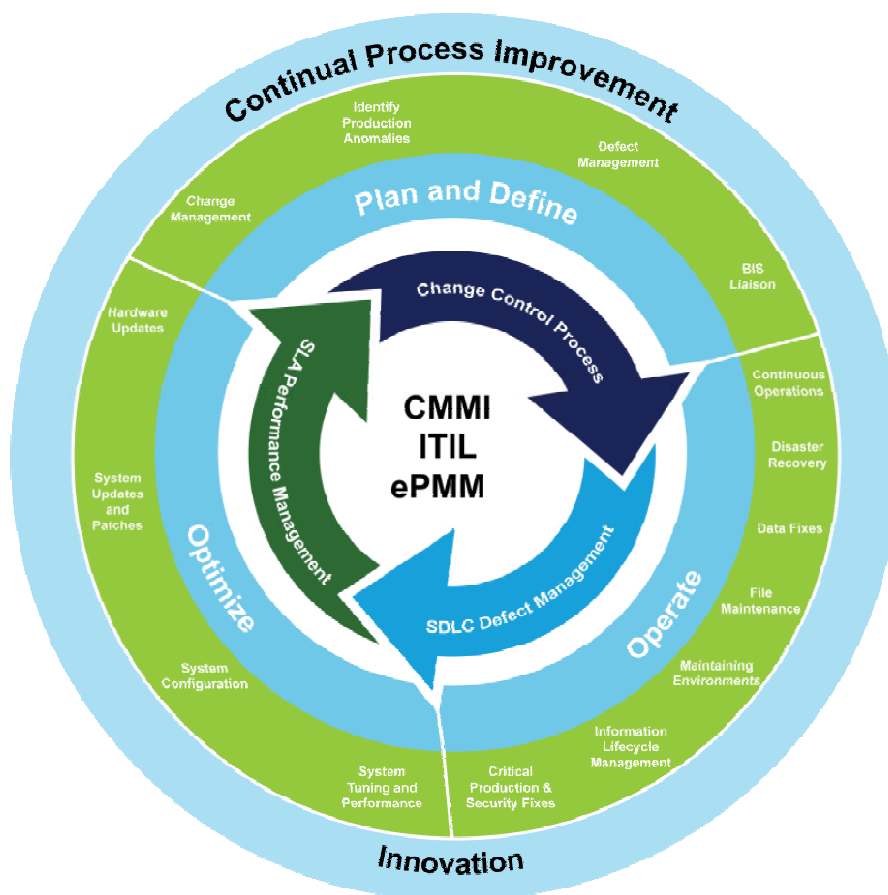
Supporting our application maintenance activities is our Project Management methodology and approach, DPW's EPMM. In particular, risk and issue management, monitoring quality and schedule, and measuring performance are key components of our project management approach that support our application maintenance delivery.

Approach

We understand that while the intent of application maintenance is to always be ready to serve your clients, it is also critical to employ a methodology that allows you to reduce operational costs for in an environment of dynamic change. Looking to the manufacturing industry we can formulate an analogy to a factory line that is focused on repetitive tasks, done as efficiently as possible, with built in quality checks and balances. IT maintenance and operations is not very different. And as such application maintenance requires an approach that focuses on the repetitive maintenance activities and tasks, defines repeatable and standardized processes, has built in quality assurance controls, and governs the activities with regular monitoring and compliance control.

Our maintenance approach uses the DPW SDM within an integrated operational framework that includes continuous improvement and supports a multi-vendor, multi-system operating model. As we depict in Figure 6.4-18, we plan and define, operate and

optimize DPW's Strategic Business Systems working within and across DPW's program offices using a structured approach to implementing corrective, adaptive, and preventative maintenance activities.



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Figure 6.4-17. Deloitte's Maintenance Approach.

An approach based on continuous improvement is the basis for DPW's CMMI Level 5 organizational goals.

As the above diagram depicts, the primary components of our approach to application maintenance is divided into the following 3 iterative phases:

Plan and Define. This phase covers our approach to addressing the activities associated with work analysis, work planning and resource management. It is applicable to corrective, preventative, and adaptive maintenance approaches.

The tasks that we complete under this phase of maintenance include:

- Evaluating level of effort and impact analysis
- Prioritization of defects
- Planning releases
- Scheduling of bundles/releases
- Coordination with CCB (as applicable, not a common maintenance process)



- Planning necessary stakeholder coordination (BIS, the program offices, and the other Lot vendors)
- Identifying resource skills/needs and acquiring resources
- Allocation of resources
- Planning for quality, risk, and service level monitoring activities

Basic maintenance resource allocation is established for analyzing the work for defect management, production monitoring, and analysis of production anomalies. Once impacts and efforts are understood, planning for coordination with stakeholders is completed and resource allocation is planned for prioritized and scheduled work.

Operate. This area covers the core maintenance activities from an execution perspective. The development, testing and deployment of defects, production system monitoring and environment maintenance activities are executed within this phase.

The operate phase is focused on the activities specific to corrective and preventative maintenance and include the following:

- Completing defect management or break fixing
- Monitoring and controlling for quality and risk
- Conducting stakeholder coordination
- Maintaining documentation
- Testing and regressing testing
- Coordination of deployments
- Maintaining environments
- Monitoring system performance
- Monitoring batch runs
- Escalating risks and issues and executing resolution steps

Optimize. Within this phase of our approach we manage those activities that are related to adaptive maintenance. This is the phase that is focused on system tuning, system upgrades, and evaluation of minor system modifications.

The tasks that are included within this phase of application maintenance cover the following:

- Evaluating lessons learned and establishing improvement plans
- Conducting system performance tuning activities
- Supporting software upgrades (unless determined to require application modifications which are supported through the application modifications processes)
- Installing patches
- Evaluating minor modifications

For application maintenance our approach uses these distinct phases in combination and in unison. These activities are not conducted sequentially but simultaneously based on all of the application related activities. So it is a iterative process designed to drive continual process of improvement.

We summarize in Figure 6.4-19 our approach to addressing your key maintenance activities or sub-component service offerings as you have defined in your RFP.

Key Service Offerings	Deloitte's Approach to Your Maintenance Activities
Incident Management/Issues Tracking	• Tracking tool (ATS) for the collection of incident or issue items; supports the standardization of the collection of information related to an incident/issue for investigation. • Collection of detailed information related to the incident or issue so that it can be directed to the appropriate Lot/team for further investigation. • Robust reporting on incidents including information such as type, category, severity, date entered, and system impacted. • Trend evaluation, the turnaround time of incident investigation, and the nature of incidents to identify opportunities for process improvements.
Defect Management	• ATS supports defect management as a common centralized repository for defect information and tracking • Incidents and issues determined to be system defects are addressed through the application maintenance process based on severity and prioritization. • Defects are scoped into release bundles so that other necessary SDM phase activities can be coordinated. • Follow the SDM process to address defects through the applicable system development life cycle phases. • Defined communication processes to work with the Department and other lot vendors. • Usage of detailed reporting on defect information from ATS and from work plan information to manage to agreed upon service levels.



Key Service Offerings	Deloitte's Approach to Your Maintenance Activities
Fault Investigation	- Performing rigorous investigation of incidents and engaging the Department and/or other lot vendors as required - Collaborate with the Department to establish and facilitate meetings with the other lot vendors to establish fault and define next steps. - We own responsibility for managing items determined to be system defects and follow your defined defect management process and the established SDM to address these items.
Workaround Provisions	- Proactively identifying workarounds as needed and provide options to the Department and other lot vendors to facilitate the ability of users to access and use the applications - Use a defined communications process to inform the user community of established work around provisions.
Application Bug Fixes	- Adherence to the SDM to complete the application changes based on agreed upon priorities and release schedules. - Coordinate with the Department and other lot vendors to establish the fix to be made, testing needs and release schedules - Incidents are appropriately categorized and prioritized so that those that have the largest impacts are be addressed as timely as possible.
Scheduled Upgrades	- Actively support scheduled upgrades. - Work with the Department to evaluate upgrades to identify if modification activities need to be initiated. - Use the ATS system to capture upgrade activities and impacts. - Leverage our defined project management work planning process to define the scheduled and to manage the activities. - Use our defined risks/issues process to manage risks or issues associated with upgrades.
Unit and Integration Testing	- Perform unit or module testing based upon SDM processes and using checklists and conformation/validation activities - Consistent with CMMI level 3 quality controls, we perform quality assurance checks on unit testing activities. - Perform integration testing on all code changes that involves end to end testing of the code changes in relation to the business process. - Use ATS to capture testing scenarios used during integration testing. - Consistent with ITIL and CMMI frameworks, we capture defect information identified during these testing phases, using the centralized ATS repository, so that corrections can be tracked and managed and so that analysis can be performed on defect identification levels.
Performance and Vulnerability Testing	- Complete performance and vulnerability testing as needed. - Perform performance related load testing and security related vulnerability to establish that the code change to address the defect has not negatively impacted the performance or security of the system. - Plan for and manage to these activities as part of the overall maintenance release work plans.

Key Service Offerings	Deloitte's Approach to Your Maintenance Activities
Regression Testing and UAT	• Perform regression testing to validate that the code change has not negatively impacted any other area of system functionality. • As part of the release work planning efforts, establish dedicated testing time to validate the code change from a regression testing perspective. • 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	• Follow the established DPW procedures for release numbering. • Collaborate on the prioritization of the work for inclusion in the established release windows and continue to define releases in ATS as release bundles • Establish the final resource plans needed to complete the prioritized work. • Execute established communications processes for informing systems stakeholders of upcoming release deployments. • Manage releases from prioritization and planning through deployment using a detailed release work plan. • Use reporting features from our Project Management Center (PMC) tool to monitor and evaluate progress and to identify areas for process or performance improvements going forward. • Capture lessons learned information for continuous process improvements.

Figure 6.4-18. Our Approach to Your Key Maintenance Service Offerings.

Incident Management/Issues Tracking

To support comprehensive management and tracking of incidents and issues we use a combination of a tracking tool and a management tool.

For our tracking tool we use a centralized repository for the collection and reporting of incident or issue items. ATS, the Department's Automated Tracking System, is used to capture and track information related to application incidents. This tool supports the standardization of the collection of information related to an incident for investigation. We use this repository to support the collection of detailed information related to the issue, system impacted, date reported, etc and it provides the ability to capture the severity and category of the reported item so that it can be directed to the appropriate Lot/team for further investigation and appropriate next steps. We also use this tool to collect investigation details and next steps.

ATS provides for reporting on incidents based on a large number of factors such as type, category, severity, date entered, and system impacted. We use these reports to manage overall incident/issue activity and management of the items to resolution. We use reporting features of the ATS tool to evaluate the trends on incidents reported, the turnaround time of incident investigation, and the nature of incidents to identify opportunities for process improvements.



Our PMC, or Project Management Center, is the management tool that we use to capture and track maintenance related issues. This tool tracks issues based on type, owner, resolution target date, and other important data points that support issue management and resolution.

Defect Management

We use the ATS tool to support the primary activities associated with defect management. Incidents and issues determined to be system defects are addressed through the application maintenance process based on severity and prioritization. Information related to business impacts resulting from the defect, system impacts to address the defect, and options on potential work around solutions are captured in ATS and used to discuss with the Department to define the schedule for correction.

Based on agreed upon schedules, defects are scoped into release bundles so that deployment activities can be defined, release windows can be established, and testing needs scoped and scheduled. We follow the SDM process to address defects through the applicable system development life cycle phases. Our defined Project Management process is used to establish the work plan for completing the scoped defects, monitor completion of those defects, and to identify and escalate any risks or issues related to the defect release plans.

We follow our communication processes to work with the Department and other lot vendors to inform the stakeholder community of the defect release schedule and to coordinate testing for defect releases. Finally, our team provides detailed reporting on defect information from ATS and from work plan information to manage to agreed upon schedules, to understand defect density and rate, and to continually improve the overall defect management process.

Fault Investigation

Based on the information provided on the reported incident/issue we perform an initial investigation of the fault. Based on the information gathered, we engage the Department and/or the other Lot vendors as appropriate to complete the investigation and establish root cause information. Fault investigation involves close coordination between the Department and other lots vendors the majority of the time and as such we plan to use the ATS tool to drive that activity. This tool provides for the assignment of incidents to defined parties for follow up and we use the reporting features to monitor current assignments and status of follow up activities.

We work with the Department to establish and facilitate meetings with the other lot vendors to review incidents on a regular basis so that fault investigation is completed timely and next steps are appropriately assigned.

Associated with Lot 7 maintenance activities and responsibilities, as you have defined in your RFP, we own responsibility for managing items determined to be system defects and follow your defined defect management process and follow the established SDM to

address these items. We use the reporting mentioned above to further analyze incidents reported and to identify opportunities for improvement in the overall communication and coordination of activities necessary to establish a root cause.

Workaround Provisions

As mentioned above, part of the incident investigation process involves identifying potential work around options or provisions. We work with the Department and the other lot vendors to review options and to establish work around processes when necessary. Information related to workaround options and final workaround steps are captured in the notes within ATS with the incident/defect for reference and tracking.

We follow our defined communications process to inform the user community of established work around provisions.

Application Bug Fixes

We follow the SDM to complete the application changes needed to address defined bug fixes based on agreed upon priorities and release schedules. Based on the nature of the application bug or defect, we may need to coordinate with the Department and other lot vendors to establish the fix to be made. Once the application change to address the defect has been established, we coordinate testing needs and release schedules as appropriate.

We understand that bugs will be identified in production systems. And it will be critical to the continued success of the application maintenance process that bugs are appropriately categorized and prioritized so that those that are most problematic to the users, have the largest business impacts, and/or result in the most application maintenance support activities be addressed as timely as possible. We use ATS to capture information related to impact to support effective prioritization discussions with DPW.

Scheduled Upgrades

We understand that part of the application maintenance process, as defined in the RFP, includes supporting scheduled upgrades. We work with the Department to evaluate upgrades for system impacts in order to identify if modification activities need to be initiated as part of the upgrade process or if maintenance level testing and regression testing will support as needed. We understand that if the evaluation determines that code changes are needed to support the upgrade, that effort will be considered in the application modification process. Maintenance, as you have defined it, covers the analysis and regression testing activities to support upgrades.

We use the ATS system to capture upgrade activities and impacts. Reporting features from ATS are used to drive the necessary discussions with the Department and other lot vendors as needed to discuss impacts, determine testing needs, and to establish agreed upon schedules.



Our project management work planning process is leveraged to define the scheduled activities for the upgrades and to manage to the completion of those activities. As part of overall risk management, we execute a risks/issues process to identify and escalate any risks or issues associated with scheduled or planned upgrades.

Unit and Integration Testing

DPW's SDM is the guideline we will use for the completion of application maintenance items. The SDM includes specific phases for unit or module testing and integration testing and we adhere to the standards set forth by the SDM.

Unit or module testing involves testing the code change functionality as well as the existing functionality at the unit or module level. We have an established unit testing checklist that we complete for unit testing activity, and this checklist is used to confirm that the business rules are validated, all database interactions are validated, edits and alerts are validated, etc.

Consistent with CMMI level 3 quality controls, we perform quality assurance checks on unit testing activities which involve track lead and/or peer reviews of the checklist testing prior to making code available for the next level of testing, integration testing.

We perform integration testing on the code changes that involves end to end testing of the code changes in relation to the business process and technical coordination of individual units or modules with the larger system.

ATS is used to capture testing scenarios used during integration testing. This information is valuable to the further testing phases for the individual deployment but also for future testing efforts for related code changes in the same system area. In this way we build a testing scenario test bed that allows us to continue to be more efficient in our testing efforts for application maintenance testing efforts going forward.

As provided by the ITIL and CMMI frameworks, we also use ATS to capture defect information identified during these testing phases so that corrections can be tracked and managed and so that analysis can be performed on defect identification levels. This information can be reported on and used to further process improvements going forward.

Performance and Vulnerability Testing

Once unit and integration testing is completed, we complete performance and vulnerability testing as needed. Application maintenance code changes, as defined in your RFP, will more often than not be localized code fixes that should not have any impact to performance or vulnerability. We expect that these activities are more often performed as part of the application modification activity. However, when application, as determined in the initial evaluation of the defect and code change needed and as defined in the release scoping and work plan, this level of testing is completed.



As applicable, we perform performance related load testing and security related vulnerability to establish that the code change to address the defect has not negatively impacted the performance or security of the system. We plan for and manage to these activities as part of the overall maintenance release work plans, as agreed to and established for the defects being managed through the maintenance releases.

Regression Testing and UAT

We understand that each phase of testing is critical and that they build on each other. The final testing phases include regression and user acceptance testing. These phases rely on effective testing in previous phases and are the final validation steps to establish readiness for deployment.

Regression testing is intended to validate that the code change has not negatively impacted any other area of system functionality. As part of the release work planning efforts we establish dedicated testing time to validate the code change from a regression test perspective. We use the test bed of existing testing scenarios to validate the code change and its function within the larger system process. We update applicable testing scenarios to account for this code change and store those within ATS for future testing efforts.

User Acceptance Testing or UAT is the testing phase dedicated to having the end user validate the change. We define the specific UAT testing needs as part of the defect management process and detail the testing time frame in the release work plans to allow for sufficient UAT validation.

During UAT, should defects be identified we address the defects and process them through the SDM phases to ready the updated code for final UAT validation. We use ATS to track UAT testing scenarios and Department testing signoff.

Defects reporting provides a way to monitor defects identified as part of UAT and to identify possible improvements to the overall testing efforts so that we can further minimize defects identified during UAT, catching those defects earlier in the testing process.

We work with the Department and the other lot vendors to establish regular testing checkpoint calls so that issues can be quickly identified and addressed and to establish final testing signoff.

Release Management

We follow the established DPW procedures for release numbering.

As part of the overall defect management process we work with the Department to prioritize work for established release windows or determine if additional release windows are needed. Defined releases are tracked in ATS as 'release bundles' so that defined work can be tracked based on established release windows. Once work is

defined into a release bundle we work to establish the final resource plans needed to complete the prioritized work.

We follow our defined work planning process to establish release timelines and follow our established communications processes for informing systems stakeholders of upcoming release deployments. Releases are managed from prioritization and planning through deployment and the associated tasks are covered in the release work plan.

We use our reporting features from our Project Management Center or PMC tool to monitor progress against plan and to evaluate actual against estimates in order to identify areas for process or performance improvements going forward.

Should risks or issues arise related to release planning or scheduled release activities, we use our defined risk/issue management process to capture and track the items from identification, through escalation, assignment and resolution. After deployment of each release we evaluate any lessons learned and evaluate this information to make immediate process adjustments or for further process improvements discussions.

Experience and Examples

We worked in close collaboration with DPW to jointly establish the current DPW IT Methodology that includes the SDM, and procedures, artifacts, templates and tools that support the effective implementation of the methodology. The SDM is based on industry standards such as CMMI and ITIL, and is also consistent with Deloitte's internal SDLC and application maintenance methods. We use these methodologies to support more than 1,000 public and private sector projects. Of those, we have selected the four most relevant experience and examples to DPW and the maintenance of its strategic business systems. We summarize these projects in Figure 6.4-20 below.

Deloitte Experience Footprint	Example	Deloitte Role in Providing Services Similar to DPW Requirements
Commonwealth of Pennsylvania 	DPW Strategic Business Systems	We have performed maintenance services according to DPW requirements for 10 years across DPW's strategic business systems including iCIS, HCSIS, PACSES and PELICAN, and the more than 200 subsystems within. Application support services including corrective maintenance, adaptive maintenance and perfective maintenance and the sub-components within. Deloitte has been successful in partnering with DPW to establish a project organization with CMMI Level 3 mature processes and continuous improvement framework.



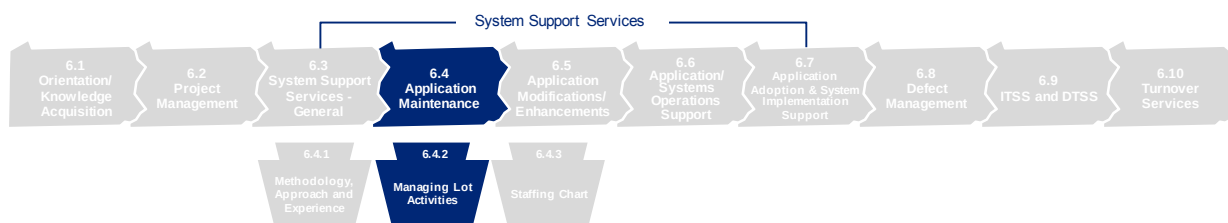
Deloitte Experience Footprint	Example	Deloitte Role in Providing Services Similar to DPW Requirements
State of Colorado 	Colorado Benefits Management System (CBMS)	Deloitte is currently providing integrated eligibility application maintenance services similar to those required by DPW for the Colorado CBMS case management system. Deloitte was identified as the vendor of choice in Colorado to replace the incumbent vendor and has successfully transitioned and has assumed full responsibility for the application maintenance of CBMS. We use a Colorado tailored version of Deloitte's SDLC and Application Maintenance methodologies that are consistent with the DPW SDM. We integrate these methodologies within the overall Colorado CBMS Playbook operational framework which is CMMI and ITIL enabled.
State of Texas 	Texas Integrated Eligibility Redesign System (TIERS)	After the State removed another prime vendor, the State contracted with Deloitte through a sole source procurement to maintain and support business operations for their large, statewide integrated eligibility system, TIERS. When Deloitte first received the system from Accenture, it contained 685 defects, 594 open PSRs, 36 active CPMs. We implemented Deloitte's SDLC methodology, which is consistent with the DPW SDM, and extended with Deloitte's Application Maintenance Methods to a mature project organization that was independently assessed at CMMI Level 3 maturity. Within 2 years, we reduced defect density by 45% to 0.36 and improved function points by 86%.
State of Florida 	State of Florida Department of Children and Families	Deloitte transitioned from another in order to maintain and enhance the statewide integrated eligibility system that supports 7,000 workers and administers \$200 million benefits each month (FLORIDA) which is similar in size and complexity to iCIS We demonstrated experience sharing knowledge across states relative to their new self service system and modernization initiative Deloitte has experience with a system transformation initiative to construct an innovative case management solution that replaces the legacy system currently supporting Florida's CSE program (CAMS) We brought innovation through the use of SAP to automate the various aspects of the business processes supporting child support enforcement including, rule- and case-based decisions, knowledge management, document management, automated and manual population of case data from external sources, workload management, automated scheduling, and reporting

Deloitte Experience Footprint	Example	Deloitte Role in Providing Services Similar to DPW Requirements
State of West Virginia 	State of West Virginia Department of Health and Human Resources	We maintain and enhance the integrated eligibility system for SNAP, TANF, MA, and Energy Assistance, which parallels the programs available through iCIS Deloitte is successfully assisting WVDHHR with the modernization of their eligibility system to newer technologies, just like many of the DPW business applications Deloitte has demonstrated longstanding client relationship – over 16 years partnership working together to refine and expand WVDHHR programs and technologies

Figure 6.4-19. Relevant Experience Demonstrating Success with Application Maintenance Methods.

6.4.2 Managing Lot Activities

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II

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II-3

RFP Reference: II-3. Work Plan

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

DPW will continue to need to address, complex changes to DPW's business requirements. Policies become more intertwined leading to a myriad of business variations which are difficult to predict. The systems have developed over the years to support these business scenarios and evolve much like the business requirements they are based upon. As such, the cycle of application maintenance needs to be properly planned and executed to achieve as much efficiency and accuracy as possible. Deloitte and DPW have a long standing relationship and together we have implemented and maintained these mission critical systems for over 10 years. As a result we know your systems and more importantly we know the business that these systems support.

We understand that these systems will continue to change in reaction to business needs, and new enhancements will be added through the application modification process. This emphasizes the criticality of providing maintenance processes which allow for these enhancements to be implemented without disrupting the day to day operations of the user base of these systems. We have performed this activity in the past and we will continue to use our proven processes while continuously monitoring them for improvements.

The success of maintaining these systems can be attributed to our people, processes and tools that are used consistently and repeatedly. Over the years we have developed, implemented, and continue to refine our methodologies and best practices that have resulted from supporting DPW initiatives for the past 10 years.

In this section of our proposal, we outline our processes and tools for managing maintenance activities for DPW's systems.

Issues, Risks and Proposed Solutions

II

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II-3

RFP Reference: II-3. Work Plan

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

Risks and issues are a fact of life on any large-scale systems maintenance effort. Identifying known risks as part of initial planning, mitigating risks in a timely manner to avoid having a risk become an issue, and resolving issues are critical in system maintenance.

Managing risks and issues also includes maximizing the results of positive events and minimizing the consequences of adverse events through risk analysis and risk management control. While the above can be addressed by implementing sound processes for issues and risk management, we would like to highlight that having a *team with the depth and the breadth of the knowledge of the systems that are being maintained* is of prime advantage. This particular aspect of issues and risk management cannot be earned by any set of processes and is only achieved by experience.

Deloitte has been working collaboratively with the Department for many years and as a result have built a wealth of knowledge of the systems and are ready to manage risks and issues right from day one. As a testament to that longevity, we have been able to work together to establish a robust issue/risk resolution mechanism and thereby have reduced their overall impacts to you, the end user and the Commonwealth constituency. While our people on the job use these standard set of processes for issues and risk management which are highlighted in *Section 6.2, Project Management*, it is their deep understanding of your systems that make them well equipped to deftly handle issues and risks.

Based on this understanding, as well as the lessons learned from our national HHS client and project base that includes those of similar size, scope and complexity to DPW, we provide a list of the most critical issues and risks regarding the application maintenance services on this new contract. More importantly, we propose solutions that reduce or avoid these issues and risks and have incorporated them into our project management approach. We provide a full list of issues, risks and proposed solutions in our *Tab 4, Section 4.3, Issues and Risks* narrative response.



Maintenance and Modification Services

Issue/Risk	Deloitte's Mitigation Strategies
Ability to Respond to Production Issues The complexities and interdependence of DPW systems make issues and the impacts intricate and there exists significant potential to develop downstream affects.	- The Deloitte team has the collective experience from 10 plus years working with DPW to quickly assess the impacts of and the fixes to production issues that may arise. - Since we understand the complexities and interdependencies between these systems, especially since the Department is moving towards more SOA based applications, we can quickly correct the problem and minimize any negative downstream affects. - We do not wait until performance problems arise in production. We proactively load test our applications to minimize these risks.
Increased level of effort for maintenance and modifications efforts Significant resources will be required to first learn the application and what it does before it can be repaired. Testing will take significantly longer as a new resource has to determine how to regression test the system to make sure the system is not impaired.	Deloitte has worked closely with DPW to establish estimation procedures that have provided transparency to DPW and incrementally built trust. We will continue to build on these efforts.
Meeting Critical Milestones Directly Before and After Transition There are certain program requirements for DPW that must occur timely and at specific points during the year (e.g. COLA mass change, LIHEAP, etc).	- We have been side by side with you through many business cycles of these activities and fully understand the critical timelines associated with meeting these milestones. With Deloitte, you can feel confident that these deadlines are understood and will continue be proactively planned for so you can provide the needed services to your constituency. - By choosing the Deloitte Team, time can be spent on providing the solution rather than attempting to understand the problem and then constructing a solution.
Lack of Understanding of the Enterprise Applications - At the critical juncture of maturity of the DPW SOA based architecture, a failure in a component due to lack of understanding would have cross program impacts. - Also lack of understanding increases the probability of solutions not aligning with the DPW EA.	- As the DPW environment becomes more reliant on enterprise level services, it is essential that you have a vendor that fully understands their scope and also embraces your desire to create more business focused services. - For example, each of the core applications within DPW has an "intake" module. The Deloitte Team can help you evolve an enterprise level service that provides that functionality across your enterprise. This kind of service can have a significant return on investment as you save time and money not having to reinvent the wheel for each of these applications. You fix/change the service one time – and you are done!



Issue/Risk	Deloitte's Mitigation Strategies
Breadth and Depth of Technology Resources The DPW technical environment requires not only deep, but broad technology skills that are not all readily available in the market.	- Deloitte has proven our ability to bring to the table the technical skill sets required to maintain and enhance your systems. We will continue to draw from our national Technology practice to provide you with the most current technology skills. - Not only the breadth and depth of the skills that we bring to the table, but the collective number of years we have using them.
Deep HHS program experience to support all the program areas served by your enterprise systems 35 years of knowledge of HHS programs, policies, operations, lessons learned and best practices, cannot be replaced during a 6 month transition period	- We have a history of HHS success across numerous states, to include: Massachusetts, California, Colorado, Wisconsin, West Virginia, Alabama, New Hampshire, Delaware, Texas, and Florida. - We have the track record and the data to back it up.
Reduction in National Status for Advanced Technology Thinking and Performance DPW has enjoyed this status and has been nominated for and has achieved many national awards.	- We have access to nationally recognized practitioners that have deep program knowledge and currently assist other states and the federal government with establishing and crystallizing new policies and initiatives. We have proven the invaluable insight and knowledge reservoir that we bring to the engagement with a wealth of nationally recognized practitioners such as Wade Horn, Margot Bean, Harry Radegue, and Dr. Paul Keckley. - We have published and presented extensively across the nation on many innovative programs and IT trends that may affect not only DPW but also the other states. - Because of our access to these resources we are able to provide insights into how these new or changed initiatives will impact you thus keeping you “ahead of the curve” and can help maintain your stature as both a program and IT leader.

Figure 4.2-20. Maintenance and Modification Issue/Risks and Mitigation Strategies.

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

Processes, Tools and Reports

II

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RFP Reference: II-3. Work Plan

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

Aligning to standard and proven processes removes the unpredictability from performing day to day maintenance activities for systems that support critical business functions of the Department. We have used these processes, tools and reports in the past with DPW and have refined them over time to adapt to the changing needs and growing infrastructure landscape of DPW. Below we highlight the high level processes, tools and reports that are used to manage the three key maintenance activities as requested in the application maintenance services.

Corrective Maintenance – Resolving the Problems

We have processes, tools and resources with the knowledge of maintenance operations and tools to manage smooth operations of DPW's systems. However, it is equally important to acknowledge that with such large and complex systems, any incident that causes disruption to the end users or the business of DPW needs to be addressed with a sense of urgency to resolve the issue or identify workarounds. Corrective maintenance is a form of system maintenance which is performed after a fault or problem emerges in a system, with the goal of restoring operability to the system as soon as possible.

Process	Tools	Reports
Service Level Management	ATS	Incident Notices
	Microsoft Office Tools	Incident Reports
	Sightline	Daily Batch Report
	PMC	Health Check report
Defect Management	ATS	Defect Management Summary Report
	Microsoft Office Tools	
	Microsoft Visual Studio.NET 2008	
	Project Management Center	
	FxCop	
	Benthic	

Figure 6.4-21. Corrective Maintenance Processes, Tools and Reports.

We use processes which have been used effectively in the past to address incident notification, investigation and defect resolution.

Corrective Maintenance Processes

Service Level Management. As part of the service level management process we perform activities to monitor issues that impact systems in production which might cause interruptions to the end user. These activities include but are not limited to: incident reporting, fault investigations and resolution, providing workaround solutions if required.

Defect Management. Defects identified as a result of an incident or user reported errors, are tracked using the Automated Tracking System. These defects then get prioritized for a maintenance release by working with the identified group of stakeholders for each of the systems. Once prioritized, the defects are fixed using our standard development tools listed in the figure below. The figure also displays the tools used in these processes and the reports generated.

Corrective Maintenance Reports

Incident Notices. Incident Notices are sent to the application team and any other pre-identified group of individuals to communicate events which affect the test or production environments, and the impact to the application. This includes environment outages, scheduled or unscheduled maintenance, and also the resolution and root causes of the issues when they are identified. A sample incident notice email is displayed in the Figure 6.4-23.



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Figure 6.4-22. Incident Notices.

An email communication which alerts the identified stakeholders about an incident.

Incident Report. The Incident Report is a monthly distribution of the Incident Notices sent in the preceding month. This summary contains incidents for test and production environments, the time the incidents rendered the applications unavailable and the business impact of the incidents. This report is distributed to the application teams, clients and to BIS. A sample of the incident report is displayed in Figure 6.4-24.

Monthly Interruption Log - Production Web/App Servers - February 2010							
Start Time	Duration	End Time	Description	Resolution	Domain Affected	Applications Affected	Business Impact
2/2/2010 13:00	0:15	2/2/2010 13:15	Users accessing the Pelican application were observing slow response or time out errors.	BIS performed an application pool recycle on the web servers to resolve the issue.	Web Server	Pelican	Users were unable to access the application during the outage.
2/5/2010 8:00	3:38	2/5/2010 11:38	Users were unable to access the applications.	There was a network outage which made all the applications unavailable.	Network	CIS, eCIS, PACSES, HCSIS, COMPASS, CAPS and PELICAN	Users were unable to access the application during the outage. Batch processing updates for the night were delayed by few hrs.

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Figure 6.4-23. Incident Report.

This monthly report provides a list of systems related incidents that caused an impact to the Department's business.

Daily Batch Report. The Daily Batch Report is a daily summary of production batch jobs that reported an error or did not complete successfully during the execution window. The report includes the start and end time of each job, and the status the job reported back to the Opcon batch scheduler. A sample batch report is displayed in Figure 6.4-25.

Daily Production Batch Exceptions Detail Report					
Reporting on Production jobs not Finished OK for the 24-hour period ending 8/6/2010 6:00:00 AM					
Project / Job	Schedule Name / Description	Run Time	Start Time	End Time	Status
CIS	ADIPAYDAY				
ABXXER		- 58,170,521	8/6/2010 4:41:10 AM		Job Running
ADI-HCSFILES		3	8/5/2010 6:57:50 PM	8/5/2010 7:00:59 PM	Skipped
ATU06D1930ST		0	8/5/2010 10:30:00 AM		Cancelled
COM145		- 58,170,585	8/6/2010 5:45:03 AM		Job Running
COM450		- 58,170,585	8/6/2010 5:45:03 AM		Job Running
COM509		- 58,170,585	8/6/2010 5:45:03 AM		Job Running
COMPAC		- 58,170,585	8/6/2010 5:45:03 AM		Job Running
COMPAC2		- 58,170,585	8/6/2010 5:45:03 AM		Job Running

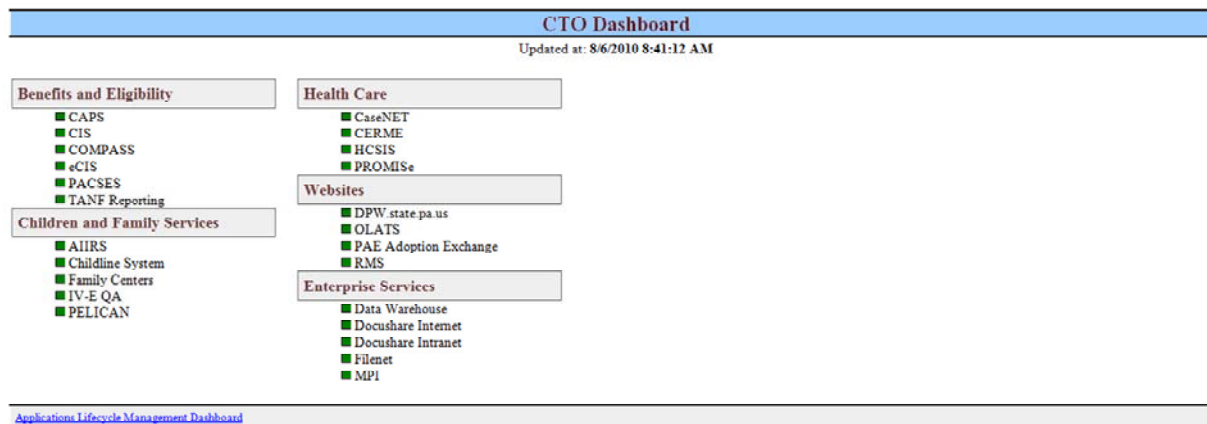
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Figure 6.4-24. Daily Batch Report.

The report provides a summary of the exceptions and the latest status of the batch jobs in production.

Health Check Report. The Health Check Report is produced each business day. This report is a summary of the Application and Infrastructure health checks, which test for the successful completion of application test scenarios and the availability of infrastructure systems and components which support the production environment. In case of any of these test scenarios fail complete successfully, we conduct the fault identification and resolution activities to mitigate any business interruptions.

Status is updated for one or more Applications/Modules at 8/6/2010 8:41:12 AM by CWOPA\gbarbjr. Visit [Dashboard](#) for updates.



Please do not reply to this email. Status updates will be provided as soon as they are available. For more information, or to receive dashboard notifications, please email: [BIS_Problem_Report](#).

PA_DPW-802

Figure 6.4-25. Health Check Report.

The report provides a summary of the system availability of applications supported by BIS.

Defect Management (DM) Summary Report. The monthly Defect Management Summary Report displays defects identified in the reporting month and the defects that were prioritized and implemented in production. ATS has the ability to generate further detailed reports to display details of the defects by priority. A sample of the monthly change control summary report is displayed in Figure 6.4-27.

Defect Management Summary – July 2010

Category	Application Defects	Operations/ Maintenance Defects	Total
Total Current Outstanding Defects, including as of 06/30/2010	187	392	579
In Progress/ Scheduled for a Release	38	133	171
Not Currently Scheduled	149	259	408

July 2010 Activity

New Production Defects	14	1016	1030
Implemented in Production	4	990	994
Cancelled / Withdrawn	2	38	40

As of July 31, 2010

Total Current Outstanding Defects, including as of 07/31/2010	195	380	575
In Progress/Scheduled for a Release	39	110	149
Not Currently Scheduled	156	270	426

Figure 6.4-26. Defect Management Summary Report.

The report provides an overview of defects that were identified, ranked and resolved.

PA_DPW-1334

Additionally we have the ability to track defects to each system for production defect management, and to each application modification initiative for defects identified during initiative Integration testing, UAT, Production, and warranty. There are a variety of reports to provide this information that are available today and we work with DPW to refine the reports provided to address questions pertaining to a particular time frame or system.

We monitor these reports regularly to identify trends and workload in order to refine resource planning going forward and to escalate prioritization conversations with DPW as needed.

Adaptive Maintenance – Adapting to Changes in the Environment

Adaptive maintenance consists of processes to keep a software system usable in a changed or changing environment. Various processes contribute towards adaptive maintenance. A list of these processes, the tools used and the reports generated are listed in the figure below.

Process	Tools	Reports
Performance Management	HP Performance Center Sightline	Load Testing Analysis Report
Release Management	ATS Microsoft Office Tools Microsoft Visual Studio.NET 2008 Microsoft Team Foundation Server Microsoft Visual Source Safe FxCop Benthic	Scenario and PCR Tracking Report Integration and Acceptance Testing Completion Report Production Readiness Report
Configuration Management	ATS ATMS Microsoft Visual Studio.NET 2008 Microsoft Visual Source Safe Microsoft Team Foundation Server Microsoft Office Tools Benthic	Production Deployment Schedule
Software Upgrade/Patch Management	ATS Microsoft Office Tools Microsoft Visual Studio.NET 2008 Microsoft Team Foundation Server Microsoft Visual Source Safe FxCop Benthic	Same as Release Management

Figure 6.4-27. Adaptive Maintenance Processes, Tools and Reports.

A combination of processes, tools and reports to maintain the usability of an ever changing system environment.

Adaptive Maintenance Processes

Performance Management. In this process we conduct activities related to performance testing. We understand that the DPW systems cater to a large and ever growing user base and supporting that the systems perform gracefully is critical. We have the experience of designing, conducting and analyzing load tests on large and complex enterprise systems including the ones addressed in this proposal. We develop scripts, conduct load tests and analyze results to understand areas for improvement on performance. Based on the analysis of the results, we implement corrective actions if required to address any performance issues highlighted in the test results.



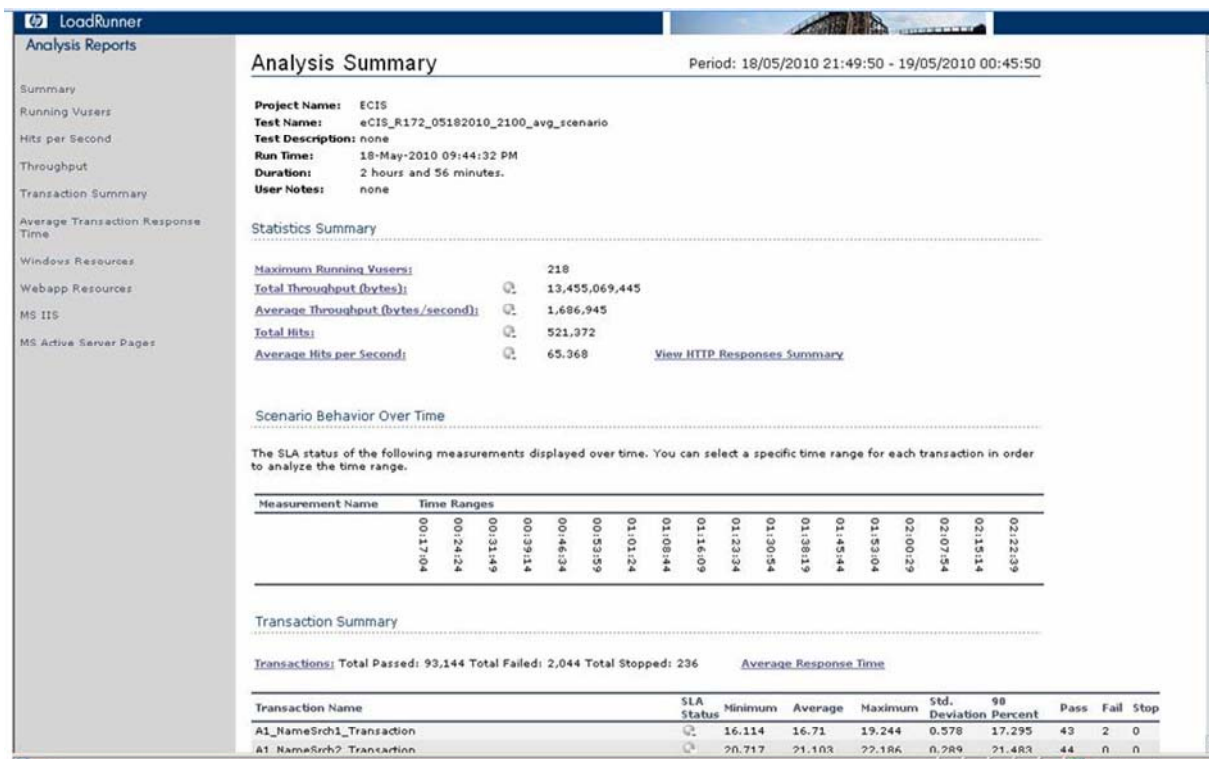
Release Management. In this process we perform the activities related to managing a maintenance release from development through deployment. It follows our standard software development methodology, the DPW SDM. Once the defects are prioritized, we will use ATS to bundle them for a maintenance release. Thereafter, the release will be tracked through development, unit testing, integration testing, user acceptance testing and the eventual production deployment. We will use our standard development and testing tools such as Microsoft Visual Studio 2008 and Benthic tools to develop and unit test the code. We will provide a test completion and production readiness reports as part of these activities.

Configuration Management. Configuration management is a structured process to track code changes, who made the changes, why were the changes made, and when to promote the changes to the various environments. This process is critical in an application with thousands of code components in a distributed environment. We adopt a fully release oriented configuration management model that compile/build the source code once based on the latest source code available at a given point of time and deploy the same to the various servers and/or environments. Activities for configuration management are collaborative in nature and we will work BIS resources to schedule deployments of software defect corrections to the production environment.

Software Upgrade/Patch Management. DPW applications are designed and based on a combination of a number of different software and other system components. As a result it is imperative that version upgrades and any manufacturer issued patches for these software products be applied on a timely basis to determine that the products operate as expected. These changes are driven by a variety of sources, including upgrades to COTS (COTS) products, upgrades and patches to the operating systems, or hardware platform changes. As changes occur in the technical landscape, Deloitte works with DPW to mitigate impacts to the applications. This may include testing support, feasibility studies and other prioritized work, depending on the size and scope of the version upgrade. Once a patch or version upgrade has been approved for deployment, we will follow the standard release management and configuration management processes for deployment. If during annual planning the software upgrade creates a significant demand for resources it may have to be prioritized as an application modification.

Adaptive Maintenance Reports

Load Test Analysis Reports. The Load Test Analysis Report is the output of the load testing tool. This report is produced after each application load test and displays the response time of each tested business scenario, and various server metrics during the load test, including .NET performance counters, server CPU utilization, and memory usage.



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Figure 6.4-28. Load Test Analysis Reports.

The report provides results of performance testing to proactively identify performance related issues.

Scenario and PCR Tracking Report. The Scenario and PCR Tracking Report provides a summary of the test scenarios and defects related to a particular maintenance release bundle. The figure below displays a sample of this report.

Daily Scenario Tracking Report

ICIS FY10-11 WO Cumulative Scenario Status: INT Testing Status - Summary														
#	Deliverable Description	Test Start Date	Test End Date	Total Days	Total Available Days	# of Testers allocated	Required Scenario Completion Rate/Day per tester (Actual)	Average Scenario complexity (Weight)	Required Scenario Completion Rate/Day per tester (Weighted)	Overall Status				
1	R17.3 WO-381 LIHEAP Priority Changes (Dlvr: 164)	7/19/2010	8/13/2010	20	6	2	1.17	1.00	1.17	G				
2	R17.3 WO-381 CNR Priority Changes (Dlvr: 314, R16.1)	7/19/2010	8/13/2010	20	6	2	0.00	1.00	0.00	X				
3	WO-274 MCI Service Expansion for OCYF (Dlvr: 167)	7/27/2010	8/13/2010	14	6	1	4.67	0.50	2.33	G				
ICIS FY10-11 WO Cumulative Scenario Status: INT Testing Status - Details														
#	Deliverable Description	Total Scenarios	Total scenarios Approved		Total Remaining		Total Tested		Approved		Problem Report		Work in Progress	
		#	#	%	#	%	#	%	#	%	#	%	#	%
1	R17.3 WO-381 LIHEAP Priority Changes (Dlvr: 164)	161	147	91.30%	14	8.70%	150	93.17%	147	98.00%	3	2.00%	0	0.00%
2	R17.3 WO-381 CNR Priority Changes (Dlvr: 314, R16.1)	62	62	100.00%	0	0.00%	62	100.00%	62	100.00%	0	0.00%	0	0.00%
3	WO-274 MCI Service Expansion for OCYF (Dlvr: 167)	191	163	85.34%	28	14.66%	164	85.86%	163	99.39%	0	0.00%	1	0.61%
ICIS FY10-11 Cumulative PCR Statistics Status: Summary														
#	Bundle Description	App Team			INT Team		Pending	Policy	Ready for Training	Review	SAT Team		Approved	Closed
		Not Started	REJECTED	Other	Work in Progress	Complete					Work in Progress	Complete		
1	Bundle #369: CIS Maintenance Release 16.1	2	0	3	1	8	0	0	0	0	0	3	0	0
2	Bundle #549: LIHEAP 2010-11 Priority Mod - Sep Release	1	0	2	7	27	0	0	0	1	0	0	1	1
3	Bundle #552: eCIS Maint Release - Maint Program Change Requests	1	0	15	16	11	0	0	0	1	0	0	0	0
4	Bundle #563: eCIS R17.3 LIHEAP Maintenance PCRs	1	0	3	1	6	0	0	0	0	0	0	0	0
5	Bundle #565: eCIS R17.3 LIHEAP INT TESTING	1	0	5	0	0	0	0	0	0	0	0	14	1

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Figure 6.4-29. Scenario and PCR Tracking Report.

The report provides summary of the testing status of a maintenance release bundle.

Integration and Acceptance Testing Completion Report. These Testing Completion reports provide the completion approval of integration and acceptance testing phases to transition to the next phase of the maintenance release.

Integration Test Complete Report

07/30/2010 Print Mode : Landscape									
Deliverable Component Scenario List									
Component Type: FNC									
Status: All									
Priority: All									
Test Location: All									
21120	R16.1-PCR 16884-AE 13 to 15 day Adv	Integration	Pelayo, J	Approved	High	07/29/2010	Nagar, R		
Action Changes for Cash Indiv Delete									
21121	R16.1-PCR 16884-AE 13 to 15 day Adv	Integration	Pelayo, J	Approved	High	07/29/2010	Nagar, R		
Action Changes for Cash Eligibility Status									
21127	R16.1-PCR 16884-AE 13 to 15 day Adv	Integration	Pelayo, J	Approved	High	07/29/2010	Nagar, R		
Action Changes for MA Closing									
21129	R16.1-PCR 16884-AE 13 to 15 day Adv	Integration	Pelayo, J	Approved	High	07/29/2010	Nagar, R		
Action Changes for MA Category Change									
21133	R16.1-PCR 16884-AE 13 to 15 day Adv	Integration	Pelayo, J	Approved	High	07/29/2010	Nagar, R		
Action Changes for MA Indiv Delete									
21136	R16.1-PCR 16884-AE 13 to 15 day Adv	Integration	Pelayo, J	Approved	High	07/29/2010	Nagar, R		
Action Changes for FS Closing									
21166	R16.1-PCR 16884-AE 13 to 15 day Adv	Integration	Pelayo, J	Approved	High	07/29/2010	Nagar, R		
Action Changes for Cash/FS Closing at REAP									
21167	R16.1-PCR 16884-AE 13 to 15 day Adv	Integration	Pelayo, J	Approved	High	07/29/2010	Nagar, R		
Action Changes for Non-Fin HCBS Closing									
21168	R16.1-PCR 16884-AE 13 to 15 day Adv	Integration	Pelayo, J	Approved	High	07/29/2010	Nagar, R		
Action Changes for PSF/Special Car Closing									
21030	R16.1 - PCR 16486 - CNR - Newborn	Integration	Postlethwait, C	Approved	High	07/22/2010	Srinivasan, K		
Add									
21031	R16.1-PCR 16263-CNR-Summary	Integration	Postlethwait, C	Approved	High	07/26/2010	Postlethwait, C		
Template for TD55 Eligible									
21032	R16.1-PCR 16263-CNR-Summary	Integration	Postlethwait, C	Approved	High	07/22/2010	Postlethwait, C		
Template for PCF Eligible									

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Figure 6.4-30. Integration Testing Completion Report.

The report provides the details of the completion of integration testing. A similar report is generated after the completion of acceptance testing.

Production Readiness Report. The Production Readiness Report is a document presented to the BIS Change Management Board along with an Application Implementation Request (AIR). The document contains an overview of the AIR's approval, the number of web, batch and database objects to be deployed. This report is used by the BIS QA team to support the approval of the AIR for the release to be deployed into production.

Production Deployment Report: eCIS 17.0.0 Release					
Business Impact					
eCIS Release 17.0.0 Deployment					
Dependencies					
MCI.NET 1.0.4 Release with AIR 3700					
TFP Deployment					
TFP Deployment complete? Yes			TFP Date: 10/08/09		
Quality Assurance (QA) Review					
QA Request(s) filed? Yes			QA Request Number: 3699		
Program Office Approval: Yes					
Program Office Approver(s): Eric Graves					
Target Implementation Date: 10/10/2009					
Target Implementation Time: 7:00 AM – 4:00 PM					
Scope Overview:					
QA Objects					
Total Number of DB Objects:					
Scripts	Packages	Functions/Stored Procs	Views	A/C/D's	
122	136	0/0	5	12	
Total Number of Web Objects:					
ASP/ASPX/ASCX/ASMX	HTM/PDF/MDF/IFD	BAT/INI	XML/XSD/DLL	CSS/JS/CONFIG	
0/121/37/6	5/9/5/5	84/0	39/30/22	17/25/117	
Impacted Servers:					
Servers			Deployment Impact		
PWISPRDWEB30/31/32/33/34/35/36/37/38/39/50			Yes		
PWISPRDRPT30			Yes		
PWISPRDAPP30			Yes		
PWISHBGORC37/38			Yes		
PWISPRDSOA30/31			Yes		
Estimated time for Implementation: 120 Minutes					
Web Deployment: 90 Minutes					
Database Deployment: 3 hrs					
Middleware Deployment: Yes					
Batch (OPCON): N/A					
Batch (Manual): Maintenance					
Prepared by: Hari Chengal Phone: 655-5809					

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Figure 6.4-31. Production Readiness Report.

The report provides details of the scope of the maintenance release prior to deploying it to production.

Production Deployment Schedule. The Production Deployment Schedule Report is a document displays all upcoming production deployments per application along with the groups participating in the deployment. These include Deloitte and BIS teams.

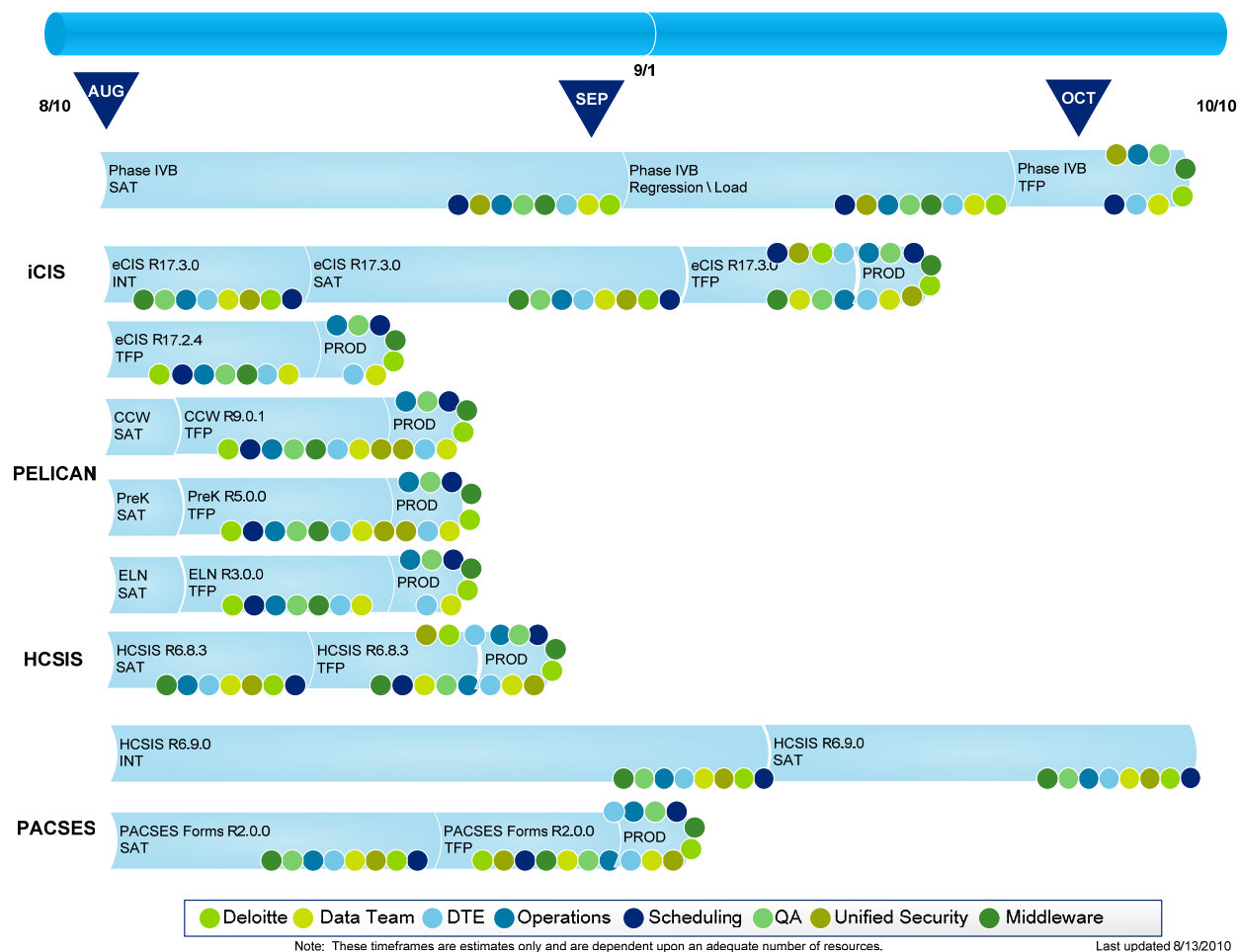


Figure 6.4-32. Sample Production Deployment Schedule.
This schedule displays all the upcoming deployments along with the participating teams.

PA_DPW-1206

Preventative Maintenance – Avoiding Problems

Preventative maintenance consists of activities related to proactively monitoring the system behavior and the software products used to take timely actions before an incident occurs. A few examples of the processes involved in preventative maintenance are listed in the figure below.

Process	Tools	Reports
Security Vulnerability Testing	HP WebInspect Microsoft Office Tools	Security Vulnerability Testing Report
Performance Monitoring and Tuning	HP Performance Center Oracle Diagnostics Pack	Database Utilization Report

Figure 6.4-34. Preventative Maintenance Processes, Tools and Reports.

A combination of processes tools and reports to proactively monitor performance and proactively identify potential issues

Preventative Maintenance Processes

Security Vulnerability Testing. Enterprise web applications worldwide are susceptible to malicious attacks and it is extremely critical that any security vulnerabilities be identified and fixed so that sensitive data is not compromised. We have been conducting security vulnerability studies on DPW's systems in the past and will continue to do so as part of our maintenance activities. We use the tools identified above identify and fix any potential security holes. We will conduct security vulnerability testing during the integration testing phase of a release to determine that the software meets DPW Security Vulnerability Scanning Standard (STD-ENSS020) and Commonwealth Information Technology Bulletin (ITB), ITB-SEC005 – Commonwealth Application Certification and Accreditation, CA(2), policy.

Performance Monitoring and Tuning. We actively monitor the performance of the database to identify any memory utilization or disk space capacity limits before they become an issue which might bring interruptions in the regular operations of the system. Database administrators report any performance issues and resolve them before they become disruptive to the application performance.

Preventative Maintenance Reports

Security Vulnerability Testing Report. This Security Vulnerability Testing Report describes the identified security vulnerability, vulnerability location(s), number of instances where identified and vulnerability severity (high, medium and low). It also provides the suggested vulnerability mitigation upon analyzing the root cause. A sample of the vulnerability testing report is displayed in Figure 6.4-35.

Web Application Vulnerability Testing Summary – Sample Application R10.0

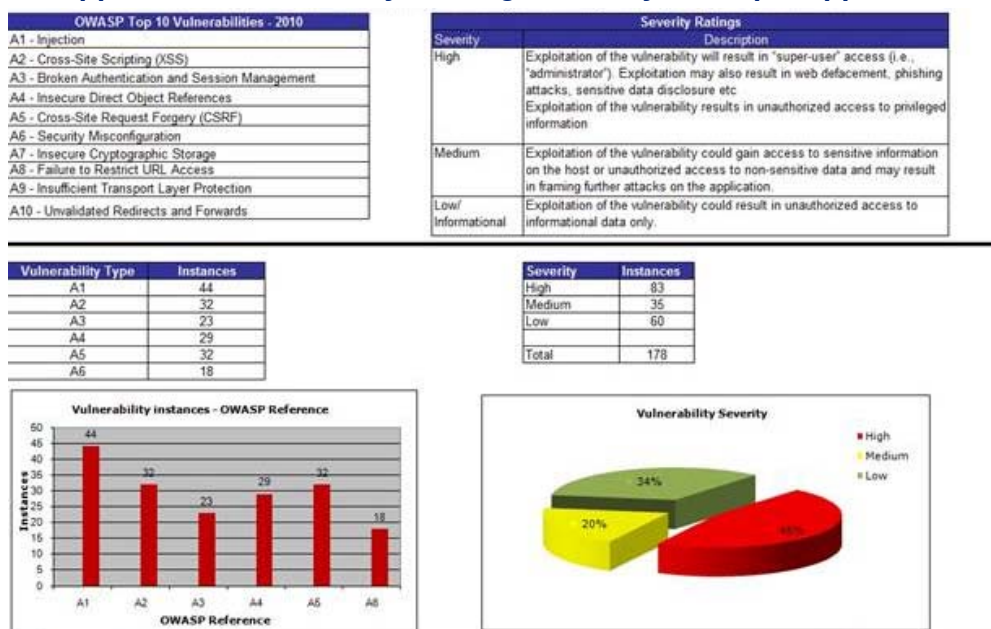


Figure 6.4-34. Security Vulnerability Testing Report.

The report provides a single view of the vulnerabilities identified per application release.

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Database Utilization Report. The Database Utilization Report provides the disk capacity and storage space consumed, and is used to both monitor the system utilization, and to plan for needed capacity increases.

Instance	Owner	Segment	Type	Tablespace	Bytes
MCIP	WLM	T_WI_CAT_ACTV_TRANS	TABLE	WLM_DATA	1409286144
MCIP	WLM	T_WI_CAT_TRANS	TABLE	WLM_DATA	768606208
MCIP	WLM	T_WI_CAT_NOTES_TRANS	TABLE	WLM_DATA	338690048
MCIP	WLM	T_WI_CAT_ACTV_ASGMT_TRANS	TABLE	WLM_DATA	1026555904
MCIP	WLM	T_STAFF	TABLE	WLM_DATA	1048576
MCIP	WLM	PK_T_WI_CAT_NOTES_TRANS	INDEX	WLM_IDX	54525952
MCIP	WLM	PK_T_WI_CAT_TRANS	INDEX	WLM_IDX	126877696
MCIP	WLM	PK_T_WI_CAT_ACTV_TRANS	INDEX	WLM_IDX	499122176
MCIP	WLM	PK_T_WI_CAT_ACTV_ASGMT_TRANS	INDEX	WLM_IDX	255852544
MCIP	WLM	PK_T_STAFF	INDEX	WLM_IDX	1048576

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Figure 6.4-35. Database Utilization Report.
The report provides details of database disk space utilization.

Management Controls, Communication, and Evaluation

II

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RFP Reference: II-3. Work Plan

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

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

The following figure focuses on the management controls that are typically found on a project: Planning, Organizing, Staffing, Directing, Communicating and Evaluating:

Management Control Process	Deloitte Approach
Plan	- Establish defect priorities - Identify resource needs - Determine Release Schedule - Plan for Emergency Fixes



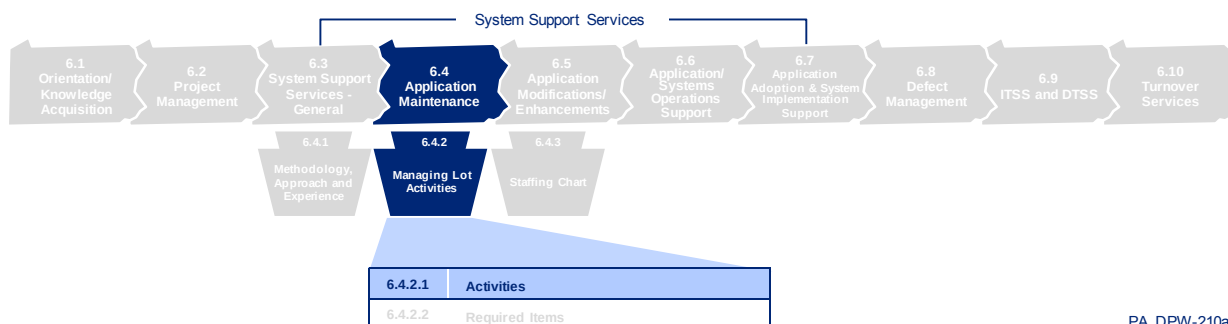
Management Control Process	Deloitte Approach
Organize	• Define logical bundles of Defects • Allocate work to teams • Define roles and responsibilities
Staff	• Acquire resources from shared services pool • Identify maintenance release lead(s) for accountability • Identify client and DTS resources
Direct	• Conduct weekly team meetings • Review status of tasks and activities • Take corrective action as required
Communicate	• Attend PFM/PM meetings • Engage program offices through governance meetings • Facilitate user/stakeholder communication
Evaluate	• Review actual vs. estimated • Evaluate and adjust resource plan • Assess and refine SLAs

Figure 6.4-36. Management Control Processes used on our DPW projects.

Maintenance of large enterprise systems such as the applications managed by DPW require continuous communication between the involved staff members. The formal communication plan is formulated and approved at the onset and we continue to refine the plan as needed. The following figure provides an example of our approach to implementing management control, communication and evaluation during the various maintenance processes for each of the DPW systems. Our approach is rooted in clear reporting relationships vertically and horizontally across team members.

However, we also recognize that within an organization as large as DPW and project teams of the scale we provide, there is ample opportunity for development of informal communications channels. Informal communications allow for the development of relationships between staff members, DPW resources, and program teams and serve as vehicles for disseminating information in an efficient and timely fashion. That being said, it is important that the project management team understands the lines of informal communications and manages them appropriately, to maintain the appropriate relationships and to facilitate accurate, complete information sharing across the organization.

6.4.2.1 Activities



PA_DPW-210a_4

General Maintenance Activities

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RFP Reference: 2.3.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror for the in-scope applications include:

Application maintenance functions provide a wide variety of foundational support for mission critical DPW strategic business systems. With over 27 systems that require high availability to provide critical services for the citizens of Pennsylvania, effectively managing application maintenance activities is essential. General maintenance activities provide the foundation by which the effective operation and growth of applications can be supported. It is important to engage an experienced systems integrator who both understands your applications and provides a solid approach to completion of maintenance tasks.

Our approach to general maintenance tasks is integrated within our overall blended methodology, with the foundational concepts of CMMI, ITIL and ePMM at the center, with a focus on operating and optimizing in scope applications. In the sections that follow, we document our approach for meeting DPW requirements for supporting general maintenance activities.



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RFP Reference: 2.3.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror for the in-scope applications include:

- Activities necessary to provide for continuous effective and efficient operation of the system to keep it ready and able to meet program requirements including all performance criteria and SLAs (also known as “keeping the lights on”)

We Provide Continuous Effective and Efficient Operation of DPW Systems

Performing application maintenance to keep a system effective and efficient involves a number of key activities including:

- Monitoring system performance
- Identifying and resolving system defects
- Maintaining system documentation
- Reviewing application maintenance operation activities
- Reviewing performance logs
- Performance tuning and more

These activities are focused on making sure DPW is “open for business” and your enterprise systems are operational as the key responsibility of the maintenance team. Our Application Maintenance Methodology provides a number of activities that support the major tasks of supporting DPW’s in scope systems:

Maintenance Task	Deloitte Activities Addressing DPW Maintenance Requirements
Maintain System Performance	• Review system performance from Conchord, webTrends, Siteline reports. Correct deficiencies found that do not meet BIS standards for application performance. • Review exception logs for problems and correct issues found.
Application Related Load Testing Support	• Load Testing support for software fixes. Plan for and conduct load testing for planned software fixes. Doing so helps Deloitte meet DPW performance requirements.
Data Integrity Support	• Perform Routine Data Integrity Checks. • Review Exception Logs for Data Constraint Violations. • Correct Data Integrity Problems. • Helps Deloitte meet database stability requirements.
Database Support	• Review and perform needed database software upgrades. • Monitor Database usage reports and identify problem performance areas. • Tune Database queries using database reports. • Archive and Purge data as needed. • Helps Deloitte meet database stability and performance requirements.



Maintenance Task	Deloitte Activities Addressing DPW Maintenance Requirements
Product Upgrade Support	• Support BIS for Hardware and Software Upgrades. • Provide technical expertise for product evaluation and selection for DPW environments. • Helps Deloitte meet System Uptime SLAs.
System Reference Table Management	• Refresh Reference Tables and Configurable Files as needed. This helps BIS update their systems more quickly and efficiently.
Capacity Planning	• Provide quarterly capacity plans, which show system resource consumption trends and forecasts, to BIS and the Program Office. Doing so has allowed BIS to accurately plan hardware upgrades to avoid system failures as the result of inadequate hardware.
Environment Availability Monitoring	• Our team employs checks to validate that our environments are available after migrations. This has been very valuable in maintaining the 7:00 a.m. to 7:00 p.m. SLA for acceptance testing environment availability. • Daily Operational Stats Follow up. Collect and distribute a daily summary of application behavior and use that includes a count of critical business metrics such as number of cases, providers, and payment records. Additionally, system metrics such as average CPU utilization are collected as well. Address any anomalies noticed in this data analysis. • Daily Batch Follow up. Address batch issues based on the daily summary of batch processing. This includes a summary listing processing exceptions. Review batch run times and identify areas of improvement. • Application Health Checks Follow up. Create and maintain application health checks to be used on a daily basis by DIMO or after migrations to verify application availability.

Figure 6.4-38. Addressing DPW Maintenance Requirements.

The above activities address the needs of the system operations and support by maintaining the applications in a state of readiness that allows our team to meet the performance criteria and SLAs set forth in Appendix K.

Specific Maintenance Activity Considerations for DPW Applications

Through our years of experience maintaining the DPW suite of applications, we have identified a number of maintenance considerations that are application specific and must be addressed during this activity:

DPW Application	Maintenance Considerations For In Scope Applications Demonstrating Size, Scope, Complexity and Uniqueness of Meeting Program Office Needs
iCIS	• The iCIS suite of system supports five Departments which includes 5 program offices within DPW. This broad and diverse stakeholder base requires a high performing Defect Management Process to be in place to establish and manage maintenance software release schedules. • COMPASS, as the common HHS entry point, must remain up-to-date as FPIG income levels are adjusted, managed care plan providers change, and CHIP and adultBasic providers expand or change. • CIS provides core case management, eligibility determination and benefit issuance for over 1,000,000 families in Pennsylvania. Proactive maintenance and ongoing system monitor is a critical component to be sure these families are receiving payments each month when they expect and have the health care for which these are eligible. Identifying improvements in the batch execution timing is in important part of smooth operations. • Batch processing support, troubleshooting, and validation helps determine that time-sensitive client correspondence, such as renewal packets, semi-annual reporting, late incomplete notices, and eligibility notices are successfully generated and transferred to the printing vendor. • Supporting the annually adjustment of FPIG levels and corresponding adjustments made to benefit amount recalculation through Mass Change processes. This includes providing planning, execution, and support for SNAP Mass Changes, Long Term Living Cost of Care Adjustments, and Cost of Living Adjustments (COLAs). Support for these critical and complex functions is extremely important to provide accurate benefit levels for the citizens you serve. • Maintain and monitor interfaces with external systems that are fundamental to HHS benefit issuance. These interfaces include matches with SSA for the Enumeration and Validation of individuals that are cleared through MCI. The intricacies and interdependencies are extremely important to understand as this information is stored in MCI, the individual clearing house of DPW and PID, and is utilized across the enterprise. • Proactive monitoring, data analysis, and validation for more than 20 data matches with state and federal exchanges to collect information about the people requesting assistance • iCIS uses a broad suite of COTS products to provide a feature rich solution, including Adobe Flex, Adobe Central Pro, Corticon, OpenTI, WebMethods, Informatica, Cognos, and SSRS. These COTS solutions require ongoing support from monitoring, tuning, troubleshoot, and remaining current with patch releases of the products. • To help keep the iCIS suite of applications performing up to expectations, several data archival and purging strategies are execute on a scheduled bases including, data in CIS, Imaging, Narratives, WebAP, eCIS Case Processing, COMPASS applications, and notices.



DPW Application	Maintenance Considerations For In Scope Applications Demonstrating Size, Scope, Complexity and Uniqueness of Meeting Program Office Needs
PACSES	• Online applications (PIM, CSWS, webPACSES, PTS, etc.) have complex interactions with the PACSES Mainframe and Data Warehouse. • Over 1000+ PACSES Mainframe batch jobs and 150+ Open System batch jobs that run nightly. • Complex and time sensitive distribution rules for making payments to payees. • Critical client correspondence to employers, payees, payors and attorneys. • Complex interaction between PIM, Mainframe and Data Warehouse to support federal performance improvements. • Critical batch jobs to support federal reporting on federal performance metrics out of the Data Warehouse.
HCSIS	• Services 5 separate program offices each of which have different sets of functionality and different business rules making the system almost 5 systems in 1. Application maintenance activities require an in-depth understanding of the business needs of each Program Office. • Application is an open system based on a COM+/.NET foundation requires the use of Visual Studio 2008 and Visual Studio 6 for application maintenance activities. • Uses various third party solutions used by DPW, including Oracle, Microsoft, Adobe, Mercury Interactive, FileNET (suite), etc. and maintenance activities requires a thorough understanding of these solutions and the overall architecture of DPW based systems.
PELICAN	• Consists of 5 separate applications (Child Care Works, Provider Certification, Provider Self Service, PA Pre-K Counts and Early Learning Network) each of which have different sets of functionality and different business rules making the system almost 5 systems in 1. Application maintenance activities require an in-depth understanding of the business needs of each application. • Application is an open system based on a COM+/.NET foundation requires the use of Visual Studio 2008 and Visual Studio 6 for application maintenance activities. • Uses various third party solutions used by DPW, including Oracle, Microsoft, Adobe, Mercury Interactive, FileNET (suite), etc. and maintenance activities requires a thorough understanding of these solutions and the overall architecture of DPW based systems. • Proactive daily review of system error logs across the PELICAN suite of applications is critical for the timely issuance of subsidy benefits. • Nightly monitoring to confirm critical, time-sensitive client correspondence, such as subsidy notices, late incomplete notices, and eligibility notices are successfully generated and transferred to the printing vendor

DPW Application	Maintenance Considerations For In Scope Applications Demonstrating Size, Scope, Complexity and Uniqueness of Meeting Program Office Needs
Child Welfare	- The overall solution suite includes various systems including but not limited to ChildLine Millennium, Interstate Compact on the Placement of Children (ICPC), Interstate Compact on Adoption and Medical Assistance (ICAMA), Caseworker Visitation Tracking (CVT), Family Centers, Adoption and Foster Care Analysis and Reporting System (AFCARS), AdoptPAkids.org, Automated Intake and Incident Reporting System (AIIRS), Interstate Compact on Juveniles (ICJ) and Pennsylvania Emergency Assistance Program System (PEAPS). Application maintenance activities require an in-depth understanding of each of these systems and how they interact with each other and other external systems. - The solution suite is based on diverse technologies such as .NET, COM, Oracle Apex, SQL Server, Oracle Databases, Microsoft Access Database, PROGRESS v8, Lotus Approach 97, Mapper Mainframe and DBase III. In addition to the business knowledge of each of the systems, application maintenance activities require knowledge of the diverse technologies in use.
Enterprise Services	- Complex coordination between all enterprise services and DPW systems. - Critical capacity planning tasks to determine that enterprise services are large enough to support program office business requirements.

Figure 6.4-39. Maintenance Considerations for In Scope Applications.

Our proposal takes these application specific activities under consideration with planning, defining, operating and optimizing the maintenance of the DPW suite of applications. We fully understand the unique requirements of the DPW applications and have established a maintenance model that takes those needs into consideration.

Maintaining Test Environments, Software Versions and System Documentation

IV	Page IV-346	RFP Reference: 2.3.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror for the in-scope applications include:

- Activities necessary to modify the system to meet ongoing DPW requirements including maintaining test environments, control over application software versions, and maintenance of system documentation.

Maintaining the Test Environments

In the complex DPW environment, applications are hosted in several environments to support different testing requirements. The needs for each application can vary based upon the phase of testing that they presently reside in. Also, not all testing phases have associated hardware. For example, although there are five testing phases, there are only three OPCON testing batch schedules. Understanding specifics of the DPW infrastructure is important in effectively maintaining these environments. Having intimate knowledge of this type of information drives how we create release schedules; we fully understand the resource constraints that are specific to DPW and plan accordingly. The following are some of the resource considerations we consider when maintaining our environments:

- Mainframe environments



- Open System Application, Database and Batch Servers
- OPCON schedules
- Data Warehouse environments
- Enterprise Service testing environments
- Data links between each environment

Using this information, we create release and environment maintenance playbooks to support testing and document the activities and steps taken to complete testing activities. We manage configuration files, batch schedules, database environments, and other attributes as needed to support testing. Further, effectively maintaining data and security in these environments requires consideration of what the testing in that phase is trying to accomplish and what the desired output should be. The following figure outlines our understanding of this requirement:

Testing Phase	How Deloitte Maintains Environments
Development/Unit Test	• Before the onset of any development/unit testing phase, the team collaborates by working with each other to either find existing data or create data needed to support the completion of unit test scenarios. • Unit test data is created specifically to test the module and its edits and validations, error messages and data updates. As such, the most efficient way to maintain this test data is to add it as needed at the time of the unit testing activities.
Integration	• Before the Integration phase, the team works to create appropriate security accounts that allow AccVerify and WebInspect to validate the accessibility and security vulnerabilities of the application. Per OA standards, this account is also used to do JAWS accessibility testing manually. • For integration testing, the team works with outside vendors and internal staff as required to obtain and create integration data that appropriately links across enterprise services, interfaces, appropriate mainframe systems, etc. Based on the goals of integration testing using a combination of test data copied from production and specifically created test data meets the testing need. • Integration scenarios are maintained as code changes are made and used in future testing efforts to validate existing functionality. This supports the critical regression testing aspect to overall integration testing.
SAT/UAT	• First encrypt or change PII data from Production before loading it into this environment. Data that does not currently exist in Production or does not meet a “worse case” scenario is generated by the team. We work to maintain this environment in a way that the data in this environment is functionally accurate to help validate that the application meets each of the business requirements. • SAT/UAT scenarios are captured in a centralized repository and maintained for future use so that testing efficiencies can be realized and greater testing quality can be achieved.



Testing Phase	How Deloitte Maintains Environments
LOAD	Start with a test data bed populated with production data. PII scrambling is a standard for dealing with production data and we will continue to comply with this standard.
TFP	Provide instructions, such as deployment guides, on how to migrate code to this environment and provide data to properly validate this environment.

Figure 6.4-40. How Data and Security is Maintained in Testing Environments.

Application and database migrations to these servers are maintained via automated build processes. We plan to continue with our current support of twice daily migrations to the integration test environment and a daily migration to the SAT environment.

Specific Testing Considerations for DPW Applications

Although the above activities are common across the applications, there are a number of considerations that are unique to each of the business applications. Deloitte brings this level of unique understanding to DPW's maintenance team to meet the requirements to maintain the operational environment.

DPW Application	Deloitte Bringing Depth and Understanding of Inter-related Testing Complexities
iCIS	- Depending on the programs that have been applied for, testing must be conducted to determine that the applications in COPMASS are being routed to the appropriate systems. - Screen and process flows within eCIS to support application processing must be tested to determine that there will be no interruption to daily case worker business processes. - Validation of real-time interface calls between COMPASS, eCIS and CIS that support daily case worker business processes such as case initiation and case opening. - Coordination with print and inserting vendor to determine that barcode placement meets specifications outlined by printing and inserting hardware. - Testing to determine that document sets images are properly received by scanning hardware and rendering within the imaging module in eCIS. - Validation of eCIS workload dashboard case worker items such as day to day activities, assignments, and alerts are displaying accurately. - Testing of MCI must be performed to verify that individual clearance processes are working correctly. - Coordination with other systems to validate that updated individual information in MCI is routed and shared with all subscribing systems appropriately
PACSES	- Mainframe Development testing requires the use of the Retest and Test Machine. The Retest environment must be reserved for the testing of Open System Real Time access in the Development and Load Testing environments. - PACSES has over 20 Interfaces with outside agencies that might require testing coordination if changed. - Special coordination is required between a limited set of Data Warehouse environments and PIM, to coordinate PIM testing efforts.



DPW Application	Deloitte Bringing Depth and Understanding of Inter-related Testing Complexities
HCSIS	• SAT environment links to the PROMISE Model Office Environment and enables testing of claims functionality across the two systems. This activity requires identification and setup of Service Definitions, Consumers and Providers which match across SAT and Model Office Environments. • LOAD, TFP and Training Environments link to custom PROMISE environments which house test data for Enterprise Rate Services. These require identification and setup of matching service definitions, rate methodologies and providers.
PELICAN	• Online components are performance-tested using Load Runner and require the full suite of applications (which include Child Care Works, Provider Certification, Pre-K Counts, Keys To Quality, Client Self Service and Provider Self Service) to be run simultaneously in order to simulate production load when each of the components are live. • Utilizes several interfaces with other systems, such as COMPASS, MCI, MPI and ELN. Load testing of these components requires synchronized code base and overall coordination. • Web-services are tested differently than online components. Apart from testing the service along with the online components, they are also tested in isolation based on anticipated capacity as well as stress tested. This helps establish the point at which the service fails and helps give architects and developers information to determine if the current design is suitable for the intended capacity.
Child Welfare	• SAT, TFP, and Production environments exist for ChildLine, ICAMA, other Oracle Apex apps. ChildLine and ICAMA also have an Integration environment • Testing of the Child Welfare apps for the most part is done internally without interfacing with external systems. Counties send sample files for testing (e.g. CY28) to be done at DPW. • All .NET and Oracle Apex apps follow the full testing life cycle.
Enterprise Services	• Updates to this software require coordinate testing efforts on all affected applications.

Figure 6.4-41. Complexities of Maintaining Test Environments.

Testing is a critical phase in the SDM, and having an understanding of the unique requirements of the DPW applications is a key factor in being able to have confidence in the fact that system changes, incident resolutions, patches and other changes will not introduce issues into the Production environment. Our Deloitte team brings this understanding to the testing process and can fully support the efficient testing of the applications.



Controlling Application Software Versions

In order to verify that software objects are migrated appropriately, rigorous version control processes have been established to manage change throughout the development life cycle. Although different tools are used between the mainframe and open system, the underlying principles are the same.

Open System Version Control

Open system version control is managed with Microsoft's Visual Source Safe (VSS) and Team Foundation Server (TFS). These tools allow for check in/check out capability, release labeling, software branching for parallel development, etc. In addition to actively using VSS, our team was instrumental in the initial set up and configuration of the tool for use in our present contract. As the deployment of the tool and the size of the repository grows, our team has devised solutions that allow for continued growth, ease of maintenance, reduction of code dependencies and secure recoverability of VSS/TFS.

Mainframe Version Control

Mainframe version control is supported by a custom-built solution called the "BIS Workbench." The workbench was designed using the basic features of Microsoft's Visual Source Safe as a model, and runs on the Clearpath mainframe. It interfaces directly with BIS software libraries providing check in/check out capability which maintains the integrity of assigned version numbers. In addition, the Workbench creates executable objects from input supplied by the developer/migration coordinator.

The Workbench provides development leads and teams with a greater degree of version control as well as a single BIS approved means of program compilation. Over the years, Deloitte has participated in the design and development of the Workbench, uniquely positioning us to maintain the integrity of software builds using this customized and effective tool.

Software Migration Frequency

In order to maintain the integrity of the software versions, it is important to manage migration frequencies. This balances the amount of change introduced with a release. We use automated tools such as NANT for version and migration control so that more complex development and release schedules can be accommodated. Multiple versions can be controlled through this suite of automated tools in a way that was not possible for BIS when purely manual means were utilized. Thus, aggressive release schedules may be planned without unduly increasing the risk of incorrect versioning or migration. We continue to plan regularly scheduled releases in addition to emergency release as needed.



Specific Version Control Considerations for DPW Applications

With the diversity of applications that make up the DPW suite, there are a number of unique requirements that we recognize as being essential to effectively performing this task:

DPW Application	Deloitte Brings A Structured Version Control Process to DPW
iCIS	- Parallel development of multiple releases must maintain reference table information for each eCIS release. - Parallel development of multiple eCIS releases (e.g. Release 17.2, R17.3 and R18 etc.) must follow version control processes to maintain release specific version of application source code and configuration. - Application releases must maintain the environment specific configuration and changes to database objects using version control processes - Merging of eCIS source code between releases must be carefully planned and executed to determine that no adverse impact on application. - In order to facilitate problem investigation, the eCIS build management process must generate two versions of the application binaries, meaning the release version for production deployment and corresponding debug version for problem investigation. - Build process must execute and report compliance checks (e.g. unit test execution, FxCop rule enforcement and dependency analysis) for overnight builds. Issues reported from the compliance check process must be investigated and rectified.
PACSES	- Version control is used extensively to maintain concurrent development efforts on large programs like PACFORM and PACGAM. - Due to the complexity of Mainframe migrations, a migration coordinator performs all migrations at PACSES. - Migrations are tracked through the use of the Configuration Package tool. - With a shared database and batch architecture, version control between CSWS, Employer Search and PIM releases is especially important.
HCSIS	- Multiple code branches are needed to account for different releases and version control processes must be followed to maintain appropriate code versions across the various branches. - Multiple code branches including HCSIS.NET, COM, PWIM and Common Framework, and multiple branches within each of those to account for different releases. - Utilizes a single machine to perform full builds on a nightly basis for each of these branches. The full build includes code compilation, automated unit tests, compliance checks and help generation and takes approximately between 1 and 2 hours per branch.

DPW Application	Deloitte Brings A Structured Version Control Process to DPW
PELICAN	- Multiple code branches are needed to account for different releases and version control processes must be followed to maintain appropriate code versions across the various branches. - Has multiple code branches for each of the PELICAN suite of applications. It further has branches for PELICAN.NET, Common Framework, and multiple branches within each of those to account for different releases. - Utilizes a single machine to perform full builds on a nightly basis for each of these branches. The full build includes code compilation, automated unit tests, compliance checks and help generation and takes approximately between ½ hour and 2 hours per branch.
Child Welfare	- VSS is the predominant tool used for the Child Welfare applications. - Access apps are placed on file servers and those file servers are backed up on a regular basis

Figure 6.4-42. Application Specific Considerations for Version Control.

Maintenance of System Documentation

As part of the application maintenance, the Deloitte team reviews and updates the appropriate system documentation before making a change; in general, this is completed in the design phase. Updates to this documentation are used by code reviewers and by the testing team to appropriately review the application being maintained. Because the amount of system documentation is significant and changes frequently, we employ technologies such as NDOC to keep system documentation accurate and up to date. NDOC is a tool that automatically scans comments in .NET objects and extracts them into system documentation.

Specific System Document Maintenance Considerations for DPW Applications

The following factors must be considered when updating System Documentation:

DPW Application	System Document Maintenance Considerations
iCIS	- Automated Renewals packet composition documentation which outlines which required and optional forms are included in each of the fifteen packet types. - Client Notice Redesign document ID mappings which define the content of nearly one hundred “virtual templates” across SNAP, Cash Assistance, and Medical Assistance notices. - ECIS and MCI batch operations manual which describes all the batch processes, dependencies, and escalation procedures for all batch programs within eCIS. - ECIS Security matrix which outlines all the unified security roles and profiles and their specific access privileges for every page within eCIS. - SVES and Enumeration file format specification documents, which describe outgoing and incoming file formats for SSA communication

DPW Application	System Document Maintenance Considerations
PACSES	Has perhaps the most extensive system documentation of any DPW project. Because the footprint of system documentation is larger than most, navigating through it and updating it quickly requires knowledge of this existing documentation and how it links into applications that help users navigate through the documentation.
HCSIS	Serves 5 different Program Offices and often the same screens serve more than one Program Office. System design documents must clearly outline the design areas such as business rules that are common across Program Offices and also the areas that are Program Office specific.
PELICAN	Serves 4 different program office bureaus and often the same screens/processes serve more than one bureau. System design documents must clearly outline the design areas such as business rules that are common across the bureaus and also the areas that are bureau specific.
Child Welfare	Serves 2 different program office bureaus and often the same screens/processes serve more than one bureau. System design documents must clearly outline the design areas such as business rules that are common across the bureaus and also the areas that are bureau specific.

Figure 6.4-43. System Documentation Considerations.

Confirm Data, Files and Programs are Current

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The various types of general maintenance support expected to be performed by the Offeror of Lot #7 for the in-scope applications include: Activities necessary to ensure that all data, files, and programs are current and that errors are corrected		

Maintaining Data, Files and Programs

Due to the number of business applications at DPW and the workers and recipients that rely on them, we understand the importance of maintaining current and stable data, files and programs. Failure to do this could potentially result in incorrect business decisions being made or erroneous information being reported. With the ever increasing connectivity between DPW applications, enterprise services and outside interfaces, keeping data, files and programs current and accurate is a significant challenge and a paramount priority. The DPW Topology chart included earlier in this section highlights the complex nature of the existing DPW infrastructure. Deloitte and its team members have acquired the deep experience needed to keep your applications current through architecting and integrating these business solutions over the last 10 years.

With the level of interoperability and complexity of the DPW suite of applications, there is a risk of data inaccuracies if proper maintenance activities are not adhered to.

Addressing Data, File and Program Corrections

Given the mix of legacy and open systems applications, as well as interfaces with outside systems and products, there may occasionally be a need to correct data anomalies in production to support data quality and reliability requests. We work with you to test data fixes in lower environments and upon successful validation, migrate them upstream to higher environments. Whenever possible we use your automated data fix deployment process to perform data fixes, otherwise we deploy these fixes during the normally scheduled deployment windows. Most problems that exist in interface/batch files are the result of incorrect data; however, in situations in which files may be impacted via an interface/batch, our batch support team works to correct the issue as soon as possible by working with DIMO and UNISYS scheduling operators. Errors in configuration files are corrected per the defect management process to verify that they undergo proper testing before being migrated. Finally, errors in programs are resolved using the Defect Management Process.

The following table illustrates the key activities Deloitte has worked in collaboration with Department staff on to keep data, files, and programs current and also identifies corrective actions taken to provide stability.

Component	Component Examples	Maintaining Currency	Corrective Actions
Data	- Databases - Interface Data	✓ Data archiving policies	✓ Data cleansing
		✓ Data purging policies	✓ Data fixes
		✓ Monitoring and Reporting	✓ Data reconciliation
Files	- Batch files - Interface files - Log files - Configuration files	✓ Consistent file naming standards	✓ File regeneration
		✓ File archiving policies	✓ Manual transfer
		✓ File purging policies	
		✓ Automated transfer process	
		✓ Monitoring and Reporting	
Programs	- ASP - Stored Procedure - OpenTI - Driver - Sub-routine - Etc.	✓ Version control	✓ Defect software updates
		✓ Change Control Board	
		✓ Routine software updates	✓ Program recompilation
		✓ Monitoring and Reporting	

Figure 6.4-44. Key activities Deloitte has worked in collaboration with Department staff.



Specific Data, Files and Programs Considerations for DPW Applications

The figure shown below provides a broad listing of various different files created as well as processed by the DPW applications that Deloitte supports for overall system integrity:

DPW Application	Deloitte Supports DPW System Integrity		
	Type of File	Direction	File Sent To
iCIS	- TANF Benefit Information - State-funded base (MRX, EIX, etc) consumers - MCI/SSA File Exchange - Merged/Unmerged Individual Information - Correspondence Data (Renewal Packets, SAR/LIN, Eligibility Notices)	- Outbound - Inbound - Bi-directional - Outbound - Outbound	- PELICAN - HCSIS - SSA - PROMISe - Printing Vendor
PACSES	- Financial Institution Data Match - Interstate Case Registry - Unemployment Compensation - New Hire Information - Interstate Case Data Exchange - Professional Licenses - Obligor Submissions & Lien Matches - State Tax Collections & Submissions - Child Support Case Data – FCR - Federal Tax Collections & Submissions - Driver's License Suspension - Recreational License Suspension - Recreational License Suspension - Credit Bureau Reporting - Financial Data - Prison Data - Bench Warrants - Welfare Data - Third Party Liability (TPL) - Children Health Insurance (CHIP)	- Bi-Directional - Bi-Directional - Bi-Directional - Incoming - Incoming - Incoming - Bi-Directional - Bi-Directional - Bi-Directional - Bi-Directional - Bi-Directional - Outgoing - Bi-Directional - Incoming - Bi-Directional - Bi-Directional - Bi-Directional - Outgoing	- IDEC-FIDM (Informatix) - Child Support Enforcement Network - Department of Labor & Industry - Department of Labor & Industry - Interstate Case Registry (ICR) - Department of State - Child Support Lien Network (CSLN) - Department of Revenue (DOR) - Office of Child Support Enforcement - Office of Child Support Enforcement - PennDOT - PA Game Commission - PA Fish & Boat Commission - Innovis, TransUnion, Experian, Equifax - Statewide Collection & Disbursement Unit - Department of Corrections



Deloitte Supports DPW System Integrity			
DPW Application	Type of File	Direction	File Sent To
			• The Justice Network (JNET) • DPW Client Information System (CIS) • Third Party Liability (TPL) • Children Health Insurance (CHIP)
HCSIS	• County Payment Files • Targeted Service Management Files • Plan of Care for Long –Term Living Consumers • State-funded base (MRX, EIX, etc) consumers • Newly created incidents • SIS Assessments	• Outbound • Bi-Directional • Inbound • Outbound • Outbound • Outbound	• County MH/MR Offices • PROMISE • SAMS • CIS • DOH • AAIDD
PELICAN	• Early Learning Assessments • Children Enrollments • Newly created Teachers • New created Children • Payment Files • TANF Benefit Information	• Inbound • Outbound • Outbound • Outbound • Outbound • Inbound	• Pearson • Pearson • PDE • PDE • CCIS • CIS
Child Welfare	• Childline County information (CY 28, CY 47) – Excel sheets • AFCARS – text files	• Inbound • Inbound	• DPW • DPW

Figure 6.4-45. Deloitte Supports DPW System Integrity.

Maintaining stable, efficient applications requires a standardized methodology and approach and the proper checks and balances. Deloitte has worked diligently with the Department for the past 10 years to provide consistent monitoring and swift corrective action, when required, to maintain the integrity of DPW data, files and programs.



Information Life Cycle Management

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RFP Reference: 2.3.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror of Lot #7 for the in-scope applications include:

- Application controls related to Information Life Cycle Management and tier storage, restoring, archiving, tuning, partitioning, and expanding files and databases

Supporting Information Life Cycle Management

Deloitte understands the importance of maintenance activities to support information life cycle management (ILM) efforts. We are experienced with the Department's standard and recognize that it supplements the standards contained in the Governor's Office of Administration/Office of Information Technology (OA/OIT) Information Technology Bulletins. Deloitte also recognizes that each DPW program office may have different regulatory standards for archiving and purging as well as federal standards that could supersede the agency's policy. In order to support this, the Department has created the Application Information Life Cycle Approach that is unique to each DPW application.

Supporting Tier Storage

An ILM strategy takes advantage of a centralized, tiered enterprise-wide data storage environment. An ILM framework should include several storage tiers to identify the appropriate access and usage requirements of various data classifications. To support this, DPW uses three tiers of disk storage to house data on a disk type most appropriate for the anticipated access frequency, duration and response time expectation. Tiered data storage provides varying levels of data storage based on business criticality, cost, performance, and other key factors associated with data classification. Once data is classified, it is then aligned to an appropriate storage tier based on the mapping represented in a storage services catalog (SSC).

The SSC is used as part of an ILM strategic framework to describe an organization's storage tier structure. Attributes of each storage tier, including protection, performance, availability, recoverability, scalability, and application profile are outlined in the SSC. The SSC is a customizable, requirements driven framework for defining storage services.

We assist in the creation and maintenance of an SSC as application initiatives progress through the SDLC. A typical SSC contains four key service areas, which are outlined in the figure below.

ILM Area	Deloitte Approach Implements ILM Requirements
Primary Storage	• Principle application data storage service platform
Archival Management	• Inactive, primarily unchanged data, is compressed and placed on alternative storage platforms based on policy or a pre-determined criteria for long term retention
Operational Recovery	• Application data storage for recovery of systems/data in case of a data



ILM Area	Deloitte Approach Implements ILM Requirements
	corruption/deletion or hardware failure
Disaster Recovery	• Application data version storage services for recovery of systems/data in case of a catastrophic natural or human induced disaster

Figure 6.4-46. Storage Services Catalog Service Areas.

An example of a SSC is depicted in the following figure. In the diagram, each tier of storage contains different attributes that distinguish it from another storage tier. Deloitte uses the SSC to determine the tier of primary, operational, disaster recovery, and archival management storage for data. As an example, to determine the primary storage for specific application data, an organization would compare application data requirements to each of the 5 tiers of primary storage within the organization's storage environment. This comparison assists in determining the storage tier that meets the minimum storage requirements of the application data.

Alignment Schemes: Application attributes that need to be defined to align to service tiers		Alignment Specifications: Metric by which application attributes must be defined to align to defined tiers		Service Tier Metrics: Service-level attributes supported by IT and offered to customers			
	Alignment Attributes		Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
	Scheme	Specification					
Primary Storage Principal application-data storage service platform for normal business processes	Guaranteed Performance	Performance Throughput per Port (10PS)	5,000+	Up to 5,000	Up to 3,500	Up to 1,500	Up to 500
		Response time (ms)	< 8 ms	7-14 ms	12-30 ms	2-30 ms	Up to 50 ms
	Availability	Maximum Unplanned Downtime/Year (Mins.)	< 26.5 min./yr 99.995%	< 26.5 min./yr 99.995%	Up to < 52.6 min./yr 99.99%	Up to 264 min./yr 95.000%	> 526 min./yr
	Volume Sharing	Volume Refresh Rate	Highest – Up to 600 MB/s	High – Up to 480 MB/s	Medium – Up to 200 MB/s	Low – Up to 100 MB/s	Host-dependent
		Full Volume Copies	Nondisruptive	Nondisruptive	Disruptive	Disruptive	Disruptive
Operational Recovery Application-data version storage service for recovery of systems/data in case of catastrophic server/application failure or data corruption/deletion	Operational Recovery-Point Objective (ORPO)	Amount of Data Loss	< 1 hour	< 12 hours	1 day	3 days	7 days
	Operational Recovery-Time Objective (ORTO)	Time Required for Recovery	< 30 minutes	< 30 minutes	< 4 hours	< 24 hours	< 24 hours
Disaster Recovery Application-data version storage service for recovery of systems/data in case of a catastrophic data center failure	Disaster Recovery-Point Objective (DRPO)	Amount of Data Loss	0 minutes	< 1 hour	24 hours	> 48 hours	
	Disaster Recovery-Time Objective (DRTTO)	Time Required to Restore Data (Hours)	< 6 hours	< 6 hours	< 12 hours	< 40 hours	
Archival Management Inactive, primarily unchanged data, compressed and placed on alternative storage platform-based on policy or pre-determined criteria	Accessibility	Annual Read/Access Frequency	Daily	Monthly			
	Data Integrity	Guarantee of Authenticity	Yes	No			
	Retention and Disposition	Retention Period	Up to 11 years	Up to 3 years			
	Performance	Response Time (Variable Measure)	< 1 Minute	< 24 hours			
Access Mechanism of connecting hosts to storage infrastructure	Performance	Throughput (MB/s)	Up to 90 MB/s	Up to 30 MB/s			
	Distance	Maximum Connection Distance	100K or 66 miles	Unlimited			
	Association	File Share (Yes, No)	No	Yes			

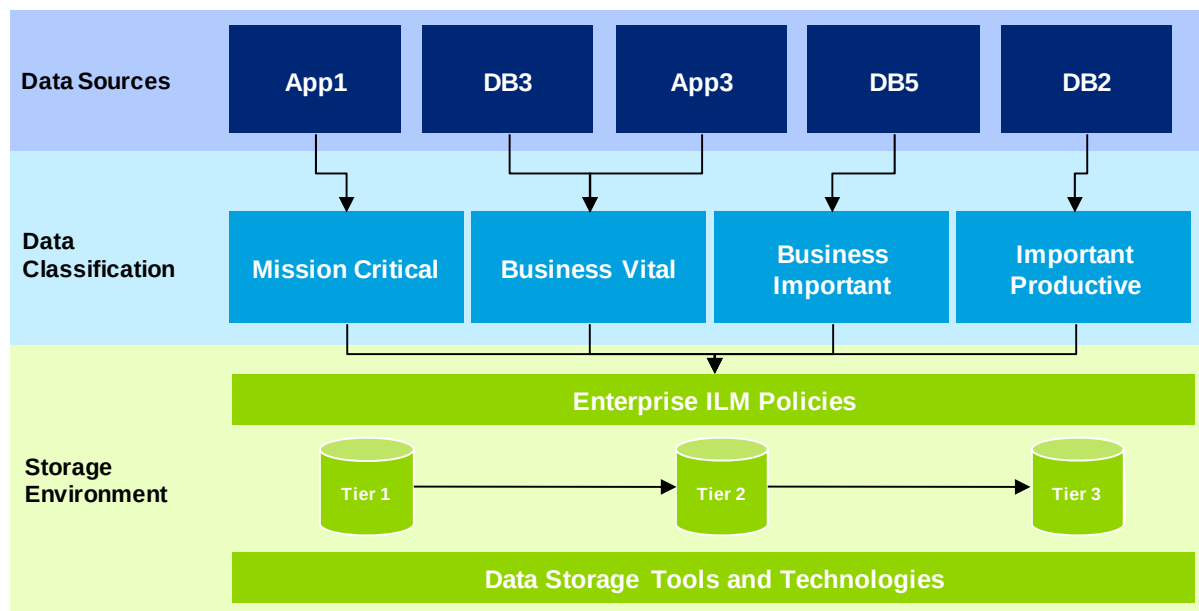
PA_DPW-679

Figure 6.4-47. Sample Storage Services Catalog.

We are currently working to make your data storage more cost-effective by working to maintain a robust ILM strategy with you.

The following represents a high-level example of how we classify storage options.

- Tier 1 storage is used for critical applications with frequently accessed data.
- Tier 2 storage is higher cost and higher performance from a protection, speed, availability, recoverability, and scalability standpoint. Tier 2 data storage should support important, but less critical applications that have lower performance requirements. Tier 2 data storage typically provides more data density and lower retrieval times than Tier 1 at a lower cost.
- Tier 3 data storage is high-density, lower cost and performance storage that is used for low value data.



PA_DPW-675

Figure 6.4-48. Data and Storage Tier Alignment.

Deloitte's has experience looking at your applications and helping provide you with recommendations for forming your ILM strategy in a cost-effective way.

Restoring Data

While certain ILM activities can be executed per a defined schedule, there are also events that would need to be executed on an ad hoc basis. While any ILM activity could be requested to have an ad hoc execution, data restoration is an activity that is most likely needed outside of a scheduled execution. OPTIM is used to support DPW's ILM approach for archived data. We work with the Department, specifically the Division of Enterprise Architecture and the Database Design Unit, to support any development or testing activities of the archival/restoration of data for each application. Once these activities have been developed and validated in lower environments we work with the department to have these promoted and executed in Production.

Archiving Data

Due to an expanding population served and growth in the functional capabilities of the applications, storage requirements measured in multiple gigabytes years ago now require multiple terabytes to support. To help facilitate ILM, the program offices prioritize the collection of business data archive and purge requirements for their specific applications while the Department procured the Optim tool to support the automated transition of data to an archived, more cost-effective, storage location. We work with you to continue maturing the open system and mainframe ILM strategy within DPW so as to effectively manage the growing needs of the infrastructure.



Tuning, Partitioning and Expanding Files and Databases

As the amount of data organizations must manage continues to grow, organizations need to more efficiently and effectively tune and partition data. Establishing a data classification policy is a fundamental part of determining the value of enterprise data and developing an enterprise-wide ILM strategy and framework. The appropriate classification of data provides organizations with a greater understanding of the value of their data, as well as a higher level of assurance that valuable data is properly managed.

DPW applications continue to grow with increases in functionality and user base of these applications; as a result, the databases which support these applications are expected to expand. As databases increase in size, they pose a concern related to performance and response times for data retrieval operations, driving the need for a rigorous data tuning and partitioning plan. These two processes allow for improved performance as the database size changes, and this has been a critical maintenance activity our team has performed in the past and will continue to do so as the databases grow in the coming years.

One of the key aspects of a sound ILM strategy is preparing and planning for this growth in advance. Doing so avoids space problems with expanding files and database data. We use capacity planning for each of DPW's applications to plan, prepare and take necessary actions for anticipated growth of its file and database systems. A capacity plan is required to be updated on a quarterly basis and when any new functional enhancement is undertaken. A sample of our capacity plan is displayed below:

Capacity Plan				
Application: eCIS		Report Period: Q3 2010		
OLTP Database (All Environments)				
Area	Description	Current Size	Expected Increase for Report Period	Estimated Total Size
		Integration Test		
		eCIS – 32.0 GB	5.00 GB	37.0 GB
		IV-B – 37.5 GB	5.00 GB	42.5 GB
		System Acceptance Test		
		eCIS – 78.0 GB	10.0 GB	88.0 GB
		IV-B – 62.0 GB	10.0 GB	72.0 GB
		Load Test		
		eCIS – 191 GB	10.0 GB	201 GB
		IV-B – 215 GB	20.0 GB	235 GB
		Test for Production		
		328 GB	75.0 GB	403 GB
		Training		
		15.0 GB	2.00 GB	17.0 GB
		Production		
1.87 TB	450 GB	2.32 TB		
Data Warehouse Database (All Environments)				
Area	Description	Current Size	Expected Increase for Report Period	Estimated Total Size
Data Warehouse Database	Will there be any growth to the current size of the data warehouse database?	Development		
		188 GB	1.00 GB	189 GB
		Integration Test		
		N/A		
		System Acceptance Test		
		230 GB	50.0 GB	280 GB
		Load Test		
		N/A		
		Test for Production		
		7.00 GB	0.00 GB	7.00 GB
		Training		
		N/A		
		Production		
		228 GB	50.0 GB	278 GB

PA_DPW-893

Figure 6.4-49. Sample Capacity Plan.

Allows for planning for expanding database and files to avoid problems with expanding files and data in Production.

Specific ILM Considerations for DPW Applications

In our experience in maintaining DPW applications we have identified specific ILM activities and approaches that must be taken into consideration for each of the DPW applications:

Applications	Deloitte Brings Significant Experiences in ILM
iCIS	- Given the legal obligations to retain certain types of data and documentation for a period of years depending on the type, multiple considerations are given to various modules within eCIS. - Eligibility notices, in the form of PDFs, are archived within the FSWS archive. - Data such as document imaging is archived to slower access drives once it has reached a specified age. - Temporary data, such as that used to populate reports or eligibility notices prior to PDF conversion are purged based upon a criteria determined by DPW. - MCI.NET has an archival process to archive update requests, SSA requests, and subscribing systems notification data in Tier 2 storage after 7 days and permanently remove data after 60 days



Applications	Deloitte Brings Significant Experiences in ILM
PACSES	• Has been working to transition archived data from the mainframe to the open system platform as mainframe storage capacity is limited. These open system repositories have created new Web-based functional opportunities for the PACSES user base. We continue to enhance this offering as the future vision of PACSES processing matures. • PACSES follows a yearly archive and purge process of both Mainframe and Open System applications.
HCSIS	• Archival requirements need to be aligned with the external systems such as PROMISe and DOH to prevent discrepancies and data mismatches. • Purging requirements need to be aligned with business needs such as purging of blank incident reports. • FSWS is used to manage reports repository and purges reports on a predefined basis.
PELICAN	• Purge the following: - Application session data from the database after 24 hours - Outdated error logging table data on a regular basis - Outdated staging table data transferred from CIS and COMPASS on a regular basis - Historical provider certification application data on a regular basis - Reports and correspondence, 30 days from their requests • For applications that interface with external vendors (e.g. Pearson or PDE), ILM needs are aligned to avoid data conflicts
Child Welfare	• ChildLine application has specific rules for various areas such as purging Unfounded, Substantiated, Void and GPS cases.

Figure 6.4-50. How ILM is Currently Helping DPW Be More Cost-effective.

Deloitte's capability and understanding of the ILM needs of the DPW applications means that there will be no 'learning curve' required to implement the benefits of an effective ILM policy.



File Maintenance

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RFP Reference: 2.3.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror of Lot #7 for the in-scope applications include:

- File maintenance activities for updates to all files

Supporting File Maintenance Activities

The prior section related to “Activities necessary to confirm that the data, files, and programs are current and that errors are corrected” explains our approach to maintaining files that are up-to-date and accurate. In addition to maintaining these interfaces files, we work with you to archive/purge any files that might be stored in places like FSWS, Docushare, FileNET and Oracle. If updates are required to these files, we use appropriate application utilities to make required changes.

These activities are planned for and included in application maintenance work plans so that the necessary resources are allocated for the activities. Completion of the activities is tracked and results incorporated into lessons learned as needed to further improve the overall process of file maintenance.

System Tuning and Performance Management

IV

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IV-347

RFP Reference: 2.3.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror of Lot #7 for the in-scope applications include:

- Schedule ongoing tasks to ensure system tuning, performance, response time, database stability, and processing

As the in scope systems continue to grow, their databases continue expand to accommodate more information on more clients. As this occurs, performance becomes an ever greater challenge and as such drives several critical maintenance activities. Performance issues can not only disrupt user activity but in some cases can actually prevent users from completing their work. So our approach to system tuning and performance monitoring is based on processes that incorporate regular monitoring and proactive identification of potential performance issues.

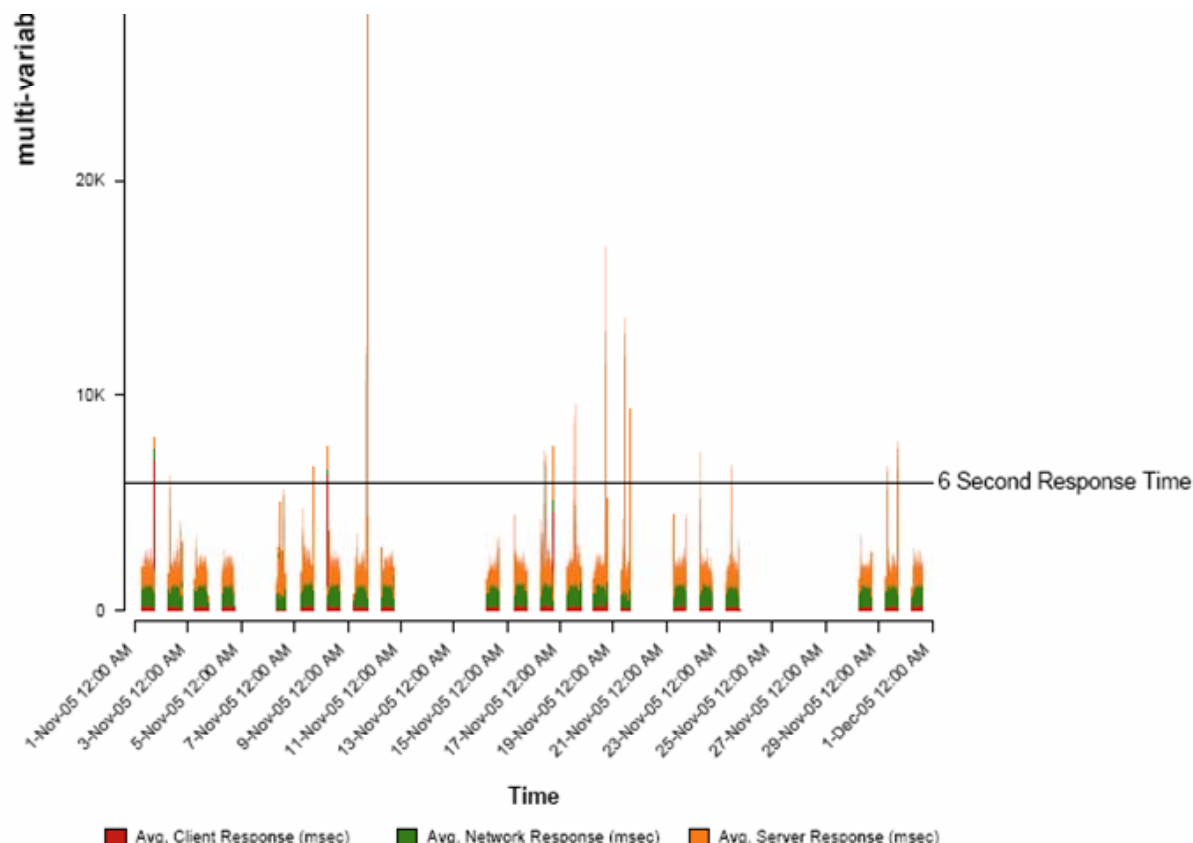
Scheduling and Performing Monitoring Tasks to Improve System Performance and Stability

DPW provides a number of tools that assist in the monitoring of applications currently in production. These include Concord reports, webTrends, and TIP transaction reports. The Deloitte team continues to use the provided tools such as Concord to understand application response time at the business transaction level. This information can be used to identify potentially problematic areas.

We review these reports on a regular basis and identify any application or portion of an application that is not meeting DPW standards of an average response time of 6

seconds or better. If a portion of an application is found not to be meeting this standard, we file a defect for prioritization to further investigate and address the issue.

Concord provides near real time data on application usage and responsiveness. In addition to near time data, a historical repository of response time information and transaction counts are kept for analysis. Concord data is collected for applications used on a workstation with the Concord client (agents) installed. Our team works with BIS to plan and manage the deployment of Concord agents to a representative cross section of the user community



PA_DPW-547

Figure 6.4-51. Concord Report Monitoring Response Time.

The figure above graphically represents the number of business transactions that are above the BIS requirement.

Other reports are available for use when identifying performance issues. A list of the top “ten” queries that consume the most database and open system resources including “buffer gets”, high hard parsing ratios, high CPU cycle consumption, high I/O rates, extended execution time, etc., is available to us. Our DBAs collect this information on a weekly basis and share it with BIS during weekly meetings. After initial review, DBAs make the necessary suggestions to the application team on how to address the problem so a defect can be filed.

We also monitor self created and OPGON Scheduler batch run-time reports. These reports measure the run times of batch programs. We review these reports on a regular



basis and identify batch jobs that appear to be running longer than expected. If there is, a defect is filed to investigate and address any run time discrepancy.

From a preventative maintenance standpoint, releases with significant code changes are load tested to validate performance and stability prior to deployment to Production.

Finally, there are tools available to monitor applications for performance and stability. For example, DPW provides access to the Sitrine tools. This tool is reviewed to understand how much CPU, memory and how many database connections are being used by an application. If this utilization is determined to be too high, a defect is filed for further investigation. Our Oracle DBAs currently have access to reports within Oracle that monitor the stability of the database.

System Improvements

If a defect is identified and is related to an application tuning activity, the tool of choice for correcting this problem is ANTS and NCOVER. ANTS helps a developer identify and correct sections of code that might have a memory or connection leak. NCOVER reports, which are currently part of our development build process, document the complexity of the code. The higher the complexity of the code, the less efficient it is and the more it is suggested that refactoring of that code be considered to improve efficiency.

Additionally, our team uses automated tools such as Numega, FxCop, etc. to exercise code. These tools help identify inefficient code configuration, excessive memory usage and I/O wait times. If issues are found, the code is quickly routed back to the developer for immediate attention.

Response time is typically most dramatically improved through the improvement of database queries. This is done through code analysis conducted by our DBAs and the use of an “explain plan” that can be produced in either the Benthic or TOAD tool. Explain Plans document the memory, processor and disk utilization of a query. It also indicates when full table scans are being performed, highlighting areas in which query performance can be improved by changing joins, adding indexes, etc.

Specific System Tuning and Performance Management Considerations for DPW Applications

Although System Tuning and Performance Management are done consistently across applications, there are a number of differences that have been recognized over the years that must be addressed with this activity:

DPW Application	Deloitte Approach Bring Sound System Tuning and Performance Management Approach to DPW
iCIS	- For a given release, iCIS application code should be profiled for database as well as application performance to identify and tune business critical functionality. - iCIS integrates with external system in real time and utilizes distributed transaction management capabilities to confirm data integrity. These transactions must be load tested and tuned to meet DPW SLAs. - iCIS performance tuning process should consider all systems/services that participate in a transaction (e.g. USEC authentication and authorization, WebMethod, OpenTI, CIS and SOA services.). These touch points should be assessed, tuned and validated. - Load test results should be analyzed from business as well as technology standpoint. Business perspective determines that eCIS application response time meets business needs. Technology perspective determines that eCIS production infrastructure is capable of supporting the business needs. - iCIS load test activities should be coordinated with external systems
PACSES	- Works with the Lockheed team to monitor the performance of applications that reside on the PHP server. - With two dedicated Open Systems and one dedicated Mainframe DBA, database tuning and stability is a full time job for several resources.
HCSIS	- Uses Individual connections and this requires that Load Tests must have the appropriate number of unique user ids in addition to the virtual users to perform a load test which is representative of the actual business usage. - Uses web gardens and this aspect also needs to be taken into account when creating load tests and analyzing the results.
PELICAN	- Implement non-functional PCRs for tuning of long-running database procedures. - Monitor batches for completion by the end of the nightly window.
Child Welfare	Load tests and Performance tests are not currently done for the applications included in the Child Welfare solution suite.
Enterprise Services	Performance Monitoring done by application team that owns Enterprise Service.

Figure 6.4-52. Our System Tuning and Performance Management Approach.



Configuration and Management of Reports

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RFP Reference: 2.3.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror of Lot #7 for the in-scope applications include:

- Changes to the system parameters and configuration related to the frequency, number, format, and media of reports

Deloitte has worked extensively with the Department during the past 10 years to design, develop, produce, and review data reports to support the critical business needs of the program offices. While planning for and producing these reports, we have consistently considered the confidentiality aspects of this data. We realize the sensitive nature of the data maintained by the Department and the fact that a portion of the data is considered Personally Identifiable Information (PII). This information must be kept secure and controls in place to only allow the data to be viewed by the intended, verified party.

Report Parameters and Configuration Changes

DPW applications provide extensive reporting functionality to meet various management, statutory and operational reporting requirements. These reports support multiple areas including, but not limited to, finances/expenditures, providers, clients, caseloads, federal reports, and administrative functions (budget forecasting, utilization, legislative inquiries, performance measures, etc.). Additionally, the DPW applications also generate forms required to successfully administer programs. For example, notices of decision, enrollment/service authorization certificates, provider invoices, and attendance sheets. It also provides rich functionality to view, manage and process these forms.

Changing Frequency, Number and Format of Reports - Ability to Auto-generate Reports

Reports can be generated in both online and batch formats. Reports involving intensive data processing are generated in batch, such as statutory reports like ACF-800 and ACF-801. Operational reports required to support day-to-day program administration are generated online to allow case workers and supervisors to effectively serve clients and providers. For example, the PUNS report for HCSIS and the Referral report for R&R services in PELICAN. We continue to work with you to identify the reports you need generated and build, modify or configure such reports.

Several of the reports we support are built with a set of parameters that a user can choose before requesting the report, such as date ranges, statuses, county, and/or office. This allows different user groups to customize the report to their specific requirements. Both online and batch reports require the user to choose the report parameters before the report is requested.



Format and Media of Reports - Ability to Generate Raw Data Files

Raw data files are sometimes more useful than canned reports since they allow data manipulation and view customization. We provide the generation of certain reports as .CSV files that can be directly imported into excel for further data analysis. We continue to work with you and program offices to identify the reports you need generated as data extracts.

Report Access Parameters

Reports provide an exhaustive security feature that allows configuration of the list of authorized users for each report. Whenever a report is requested, the system checks if the person requesting the report is authorized to view the report. If the person has access to the report, the system generates or queues the report. If the person does not have access to the report, the system displays the appropriate error message to the user. We use the security authorization feature of our application to allow the public to view the list of reports identified by program offices. Because this access list is housed in a reference table, it can be quickly modified.

The figure shown below provides a sample listing of various types of reports created by the DPW applications and our understanding of these critical report formats.

DPW Application	Deloitte's Thorough Understanding Of Critical Report Formats		
	Approximate Number of Online/Offline Reports	Approximate Monthly Volume of Reports Generated	Type of Reports
HCSIS	• 120	• 70,000	• Registration Reports • Waiver Enrollment Reports • Service Coordination Reports • Financial Management Reports • Incident Management Reports • Individual Support Plan Reports
PELICAN	• 110	• 10,000	• Provider and Location Summary Reports • Assessment Information Reports • Child Benefit Reports • Financial Management Reports • Registration Reports • Statistical reports • Federal Reports • Remittance Advice Report for providers



Deloitte's Thorough Understanding Of Critical Report Formats			
DPW Application	Approximate Number of Online/Offline Reports	Approximate Monthly Volume of Reports Generated	Type of Reports
iCIS	• 205	• 18,000	• Remittance Advice Report for providers • Accounts Receivable Report • Weatherization Report • LIHEAP Benefit Charts for counties • Cancelled Authorization for counties • Cash and Crisis within 30 Day for counties • LIHEAP Cash Crisis Recipient • County Payment Summary Report • Statewide Provider Pay Summary For Cash and Crisis • Treasury Payment Summary Report (STD 125) • Unidentified Refund List Report • Voucher Client Payments Report • Weekly CAO LIHEAP Voucher Report • Weekly Exception Payment Report • Weekly Extraordinary Payment Activity Report • Weekly LIHEAP Activity Report (LLTRAK) • Weekly Provider County Wise Report • MCI Data Integrity Report • Case Narratives Report • Imaging - Pending Document Search Report • Dashboard Information Analysis Reports • Statistical reports • Federal Reports • Business Partner Reports
PACSES	• 130	• 8,000	• Federal Performance Metrics Reports • Usage Reports
Child Welfare	• 25	• 100	• Annual reports • Aggregate reports. Childline uses STAT tables in the Childline database. These are currently present in Childline database. • Family centers has Data warehousing solution

Figure 6.4-53. Deloitte's Through Understanding of Reporting Requirements.

Over a period of time, the reports format specifications, frequency of the report or the media for report generation (e.g. PDF, excel, etc) may undergo a change or improvement to accommodate defect fixes or technical needs. When such a defect is encountered we support that code change by following the DPW maintenance process. Once this defect is approved through the process, it is validated and tested with the interfacing agency, Lot 1-5 vendor, and/or DPW staff and then implemented into the production environment.

We found that over our present tenure with DPW, which spans 30 years, these systems have evolved, and this has enabled us to introduce the following features with respect to the application reporting functionality:

Specific Report Considerations for DPW Applications

DPW Application	Deloitte Approach Addresses Broad Reporting Requirements Across Large Scope of Applications
iCIS	- With the different technology foundations that form iCIS, the overall reporting solution uses multiple technologies, including mainframe batch jobs, SSRS reports, online data query capability, Cognos front end into the operational data store, and Cognos as part of the enterprise data warehouse. Providing support for these areas requires a strong understanding of the data structures as well as the technologies used to turn the data into information - There are monthly reports generated that rely on data from multiple sources to be create, such as data from eCIS and CIS to produce the monthly CAP reports. - The level of ad hoc reporting varies significantly by program and the time of year, particularly for LIHEAP. It is important to be able to anticipate and plan for these activities rather than being reactionary.
PACSES	- Data Warehouse Reports are vital to meeting Federal Performance Reporting requirements. - Usage reports also available in the Data Warehouse. - Allows for the generation of both static and ad hoc reports through the use of the E-Reports tool. - Operational reports are generated out of SSRS.
HCSIS	- Information in the HCSIS Data Warehouse uses sources other than HCSIS such as PROMISe claims data and CIS client eligibility data. - About 20 HCSIS SSRS reports use a custom connection report to support unique security requirements using Oracle's fine grain access. This allows the report to dynamically enforce data level security based on user. - Quarterly IM4Q reports are created using Cognos Business Intelligence. These PDF files are then moved from the Cognos server and made accessible to providers through their HCSIS Reports inbox. This is a custom process that is not available as core Cognos functionality.
PELICAN	- Monitor nightly reports and correspondence batches for successful completion - Confirm successful transfer of CCW centrally-printed correspondence files to DGS for printing each business day - Confirm monthly attendance invoice batches successfully generate invoice correspondences

DPW Application	Deloitte Approach Addresses Broad Reporting Requirements Across Large Scope of Applications
Child Welfare	• Reports are delivered via various technologies such as CRYSTAL reports, SQL reporting services and Data warehouse.

Figure 6.4-54. Report Considerations.

Validation of Software and Hardware System Operations

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The various types of general maintenance support expected to be performed by the Offeror of Lot #7 for the in-scope applications include: • Validating systems operations associated with updates to software, operating systems or other system components requiring version updates, manufacturer 'patches' and other routine manufactures□ updates to software • Validating systems operations associated with updates to hardware including maintenance, replacement, conversion, and upgrades		

Validation of Software and Hardware System Operations

DPW applications are designed using a combination of a number of different software and other system components. As a result, it is imperative that version upgrades and any manufacturer issued patches for these software products be applied on a timely basis to facilitate products operating as expected. These changes are driven by a variety of sources, including:

- Upgrades to COTS (COTS) products
- Upgrades and patches to the operating systems
- Architectural decisions that drive hardware and software changes
- Hardware platform changes.

As these events cause changes to occur in the technical landscape, Deloitte works with DPW to mitigate impacts to the applications through activities such as testing support, feasibility studies and other prioritized work. Depending on the size and scope of an infrastructure change, Deloitte defines a process for support system upgrades, and maintaining the appropriate versions of these software products also determines that versions with discontinued technical support are not being used in the software systems.

Major Systems Upgrades

Figure 6.4-55 describes Deloitte's process for supporting major system upgrades, such as operating systems changes, mainframe upgrades, or vendor software upgrades:

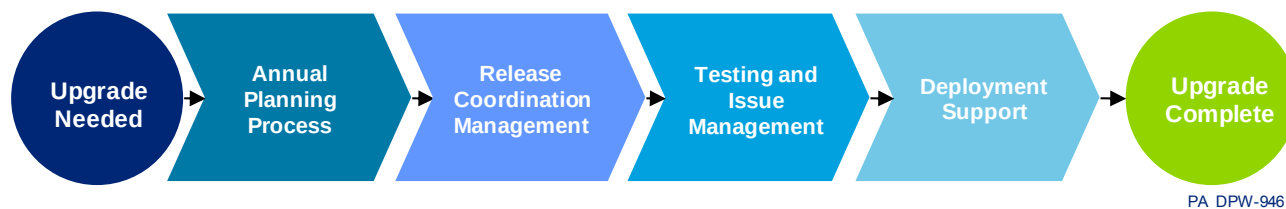


Figure 6.4-55. Infrastructure Upgrade Support Process.

Deloitte's process for supporting major system upgrades involves coordinated scheduling, testing, and implementation support.

Annual Planning Process. Each year, DPW conducts an annual planning process. Any major infrastructure upgrades are prioritized along with application modifications and maintenance activities. Deloitte participates in the annual planning process and support DPW in scoping and estimating the required effort to test the applications in support of the change.

Release Coordination Management. Once DPW prioritizes a major upgrade, we review each application's release schedule and attempt to coordinate the upgrade timeline to a release, so that full regression testing can be performed simultaneously for both the software changes and infrastructure changes. Deloitte assists DPW with building a plan and testing of operating system upgrades within each application test environment. Our support includes facilitating recurring meetings with application architects and developers to review and coordinate necessary testing activities, and to review technical issues identified with stakeholders in DPW technical domains.

Testing and Issue Management. Although some changes are transparent to the operations of your applications, our experience has shown us that all changes to underlying infrastructure require testing and validation to verify and potentially mitigate the impact of the change. Regression testing scenarios for validating system changes are identified with the support of the application domain. During testing, Deloitte works with DPW to validate the infrastructure change by creating a list of applicable test scenarios which will cover a material portion of the application functionality. Regression testing using these scenarios is performed, and any issues identified that require code modifications are tracked using the standard non-functional ATS PCR process.

Implementation Support. Once validated in the lower environments, Deloitte coordinates with representatives from the program offices owning the applications, and works with them to gain an approval sign-off to allow the progression of a major infrastructure upgrade into the production environment. If application changes are required, Deloitte coordinates with DPW through the application modification process to define the schedule and resources needed to support the implementation of these changes in coordination with a prioritized release. In addition, we provide analysis and details of each issue found to assist you in working with vendors to close issues that arise from a COTS product perspective.

Minor Systems Upgrades

Figure 6.4-56 describes Deloitte's process for supporting minor infrastructure changes, such as software patches and hardware maintenance:



Figure 6.4-56. Infrastructure Maintenance Support Process.

Deloitte's process for supporting infrastructure maintenance activities involves coordinated planning, scheduling, and implementation support.

Maintenance Planning Process. To sustain hardware performance and keep software up to date, DPW conducts regular infrastructure maintenance. While many of these activities can be planned well in advance, upgrades to patch critical software security vulnerabilities and address hardware component failures require immediate action. Deloitte participates in planning and analyzing the impact of maintenance activities.

Activity Coordination Management. Depending on the scope of a maintenance activity, certain systems may need to have access temporarily suspended for end users and/or batch processing held. Deloitte coordinates with DPW and the application teams to identify the necessary steps to minimize the impacts on the normal course of business.

Implementation Support. After the completion of maintenance activities, Deloitte supports DPW by validating that all affected business functionality and batch processes resume normal functionality.

As changes occur, we expect that these upgrades, enhancements, and patches are applied to both the open systems environment as well as the mainframe environment. As required changes are identified, our team communicates with the technical domains at DPW and the DPH for the PACSES mainframe responsible for those infrastructure components, and works with you to track issues identified using the standard non-functional PCR process within ATS. Our team utilizes the same processes to manage the defects and mitigate risks independent of the supporting infrastructure.

Our experience in supporting software upgrades and system operations

In 2008, we successfully upgraded the Oracle Client versions for HCSIS, iCIS, PACSES and PELICAN applications from Oracle 9i to Oracle 10g. ITSS DBA's worked with the BIS database administration group in planning and coordinating this upgrade with the application teams. Application teams were involved in testing the impact of the version upgrade. ITSS DBA's prepared a migration schedule for all environments and presented the same to BIS. Upon approval, the version upgrades were implemented in production. Similar success was recently demonstrated with the upgrading of DPW database hardware. These are significant examples of where we have collaborated with DPW to effectively implement upgrades/operations while mitigating the impact upon existing

operations; we will continue to follow this method of collaboration to support software and hardware upgrades and manufacturer recommended patches in the future.

Specific Software and Hardware Systems Operations Considerations for DPW Applications

The figure below displays examples of some key considerations for software and hardware systems operations for the DPW applications

DPW Application	Deloitte's Approach Addresses Software and Hardware System Operation Needs
iCIS	- Oracle database patches and version upgrades including ODP.NET - SOA services to implement business critical functionality. These services consist of in-house (e.g. MPI, MCI and FSWS etc.) and COTS components (e.g. Corticon, USEC and Adobe etc.). The service component upgrades must be validated for backward compatibility and load tested for performance tuning needs.
PACSES	- Using the latest version of Enterprise Library and ODP.NET listed in the ALM Dashboard. - Make updates to DPW libraries to make Enterprise Library more compatible with ODP.NET. - Has already installed Oracle 11g in lower environments to support the eventual upgrade of this software.
HCSIS	- Database software for backward compatibility with FGAC rules. - Updates to ODP.NET components for supporting individual connections. - Operating system updates continue to support the use of web gardens.
PELICAN	- ODP.NET components for supporting individual connections. - Operating system updates continue to support the application functionality. - Third Party Controls from Infragistics, and any upgrades needs to be regression and load tested.
Enterprise Services	Hardware and Software upgrades require coordination of testing efforts with all affected applications.

Figure 6.4-57. Addressing Software and Hardware Needs.

Fixing Production and Security Issues

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The various types of general maintenance support expected to be performed by the Offeror of Lot #7 for the in-scope applications include:

- Immediate fixes to critical production and security vulnerability issues

Providing Fixes to Critical Production Issues

In addition to the normal, planned maintenance activities, there may be instances when immediate turnaround is required to alleviate a production emergency. Level 1 (Fatal) and Level 2 (Major) defects are high impact issues that require prompt attention. In order to give these issues the attention that they require we have deployed an emergency problem triage procedure to accelerate the triage and response process.



We allocate the appropriate resources to analyze and resolve the defect. We also communicate the issue to DPW and other Lot vendors and provide updates until the problem is resolved. The resolution may consist of both a short-term solution to facilitate a temporary fix or workaround in Production and long-term solution in order to fully address the problem. In addition, if approved by DPW, the workaround may change the severity level of the defect.

Once the resolution has been finalized, Deloitte tests and migrates code changes to the Production environment. In emergency situations, the migration process is compressed to account for the criticality of the resolution.

As evidenced over the course of the past 10 years, the Deloitte team is able to readily respond to emergency fixes and we are experienced with working with the key DPW teams on critical production issues. We know who to go to and you know who to go to on our team.

Note: *Section 6.8, Defect Management*, of our response includes detailed information on Deloitte's defect management methodology, process, tools, and reports. Deloitte adheres to the processes outlined in *Section 6.8, Defect Management*, in the execution of Maintenance Activities.

Providing Fixes to Security Vulnerability Issues

We recognize the increased attention that security has been getting in recent years. In fact, it was Deloitte that proposed the use of security vulnerability testing in lower environments, before moving code into Production. Currently, DPW security vulnerability teams review code in the INT and UAT phase.

The security vulnerability team uses both automated and manual testing processes to identify issues. For example, this team uses tools such as DevInspect and WebInspect to review the security integrity of the application being tested. Using these tools the team generates a security report documenting any issue they may have found.

The maintenance team is then responsible for addressing the issues itemized in this report in either the current release or in a future release. In some cases, it might be appropriate for the application team to obtain an exception to a security policy (ex. When displaying a full SSN is an unavoidable business requirement).

If a critical security vulnerability issue is found in Production, it is treated as a critical production issue and corrected in the manner described in the section above.

Specific Production and Security Issue Management Considerations for DPW Applications

The figure below documents special production and security issue considerations for DPW applications.

DPW Application	Deloitte Approach Supports DPW's Production and Security Issues
iCIS	• Critical defects within eCIS can have a range of adverse affects on worker efficiency with the most severe ultimately resulting in impacts to case creation and case maintenance activities. While some defects of this nature can be solved by emergency data fixes or reference table updates, others may require .NET code changes or database package re-compilations. In either case, the application team would coordinate with DPW personnel to get a resolution in place in a timely manner. • Defect management considerations for COMPASS include confirming that the data being collected by clients using the self-service portions are being captured in the database correctly and the application information is being routed properly to the correct systems. Much like eCIS, any defects that cannot be resolved with a data fix or reference table update can be corrected with a new code deployment to production.
PACSES	• Critical defects could have a large range of adverse affect include impacts to payments being received by payors, income attachments starting with employers and more • Holds a large amount of PII data that could be useful to attackers including prison, income, demographic, and employment information. • Holds a large amount of Federal Tax Information from the IRS for the purposes of the FTROP remedy program. This information must be handled with special care.
HCSIS	• Defect management activities related to claims processing, enterprise rate services and billable supports coordination requires coordination with PROMISE. • Coordination is also required with SAMS for defects related to plan of care data for Aging waiver claims, and SAIS for DOH reportable incidents. • HCSIS uses web gardens and this aspect also needs to be taken into account when resolving defects.
PELICAN	• Defect management activities related to assessment processing, requires coordination with Pearson. Coordination is also required with PDE for defects related to PPID and PA Secure ID information. • Critical defects within PELICAN can have a range of affects on CCISs with the most severe ultimately resulting in impacts to case payments and case maintenance activities. While some defects of this nature can be solved by emergency data fixes or reference table updates, others may require .NET code changes or database package re-compilations. In either case, the application team would coordinate with DPW personnel to get a resolution in place in a timely manner.
Child Welfare	• Mostly defects are sent by the users to IT managers of the different applications. Typically the application manager maintains the consolidated list in word or Excel format.



DPW Application	Deloitte Approach Supports DPW's Production and Security Issues
Enterprise Service	• Production Issues must be communicated to all applications that use the affected service. • Hold central repository of PII data used by many other application, so security is important.

Figure 6.4-58. Production Issues and Security Vulnerability Considerations.

Management of Reference Tables

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The various types of general maintenance support expected to be performed by the Offeror of Lot #7 for the in-scope applications include: • Addition of new values and changes to existing system tables and conversion of prior records, as necessary		

Managing Reference Tables and Configuration Files

DPW applications include reference tables and configuration files that drive application functionality. These reference tables and configuration files fall broadly under the following business areas:

- **Reference Tables and Configuration Files for On-Screen Dropdowns.** Mostly related to user selection on screens and drive business processes (e.g. reference tables such as consumer diagnosis, etc)
- **Reference Tables and Configuration Files for Application Security.** Drive application security and control how various types of users can see the screens and information within the application.
- **Reference Tables for Business Policies.** Control the business rules managed in the application and control how the application responds to specific user selections in the application.

We update and add reference tables in two main ways. First, we perform annual refreshes of reference tables as part of our archive and purge process. Second, if a new application requires new reference tables or updates to reference tables, we migrate these changes as part of the scheduled maintenance release. Finally, if a reference table can be updated while avoiding a major release, we provide screens that allow users to change this reference table data. Configuration files must be updated through the application code migration process.

Across each of the applications, we maintain over 3000+ reference tables and more than 300+ configuration files which provides DPW with configuration features but requires coordination across systems and users before changes can be applied. As part of maintenance, we plan and coordinate activities across applications on an ongoing basis. Updates to reference tables and configuration files are done either by authorized end users (e.g. headquarter users) or by the application maintenance team. For example, reference tables that drive application security are maintained by the



maintenance team to make sure the impact areas driven by the change are addressed. Authorized end users typically maintain reference tables that relate to on-screen validations and display.

Frequent and regular interaction between maintenance team and DPW staff for troubleshooting and planned changes, system testing, and user acceptance testing is an important factor for successful reference table maintenance and change deployment. We have found the following key considerations instrumental to successfully maintaining our tables and configuration files:

- **Managing Change to Reference Tables and Configuration files.** We have developed reference tables and Configuration Files in such a way that changes in those tables minimize the potential ripple effects of changes during system maintenance.
- **Using Broad, Negative, Test Data.** Reference tables and Configuration files are extremely data sensitive. Whenever reference table changes have taken place due to defects or system enhancements, we have identified test data that covers true business scenarios.
- **Managing Conversion with respect to Reference Tables.** During maintenance of reference tables, where a conversion is involved with respect to change in values, we perform testing by taking exhaustive samples of data. This is coordinated with DPW staff so that appropriate end-user communication can be established. We have found that these processes are critical to timely changes in the reference tables to facilitate minimal interruption of service to end users.
- **Defining Security and Audit Controls.** Our reference tables have safeguards to protect against unauthorized access to data in order to reduce erroneous or fraudulent activities and confirm that the privacy rights of individuals are protected against unauthorized disclosure of confidential information.

Conversion of Prior Records

Although large conversions are uncommon with maintenance releases, there are instances where a conversion is required. In these infrequent instances, we convert prior records as required to satisfy the completion of a PCR as part of the overall PCR work and tracking. As with all conversions, a determination is made to either create an automated script for testing the conversion or convert the records manually. We also test the conversion in lower environments before migrating it. If the data conversion effort is significant because of the impact to historical data and number of systems the conversions effort may need to be addressed through annual planning and application modifications.

Specific Reference Table Considerations for DPW Applications

The figure shown below provides a broad listing of various different reference tables related to the DPW applications. This demonstrates the level of complexity and understanding needed to manage the DPW environment.

DPW Application	Deloitte Approach Helps DPW Maintain its Production Sensitive Reference Tables	
	Types of Reference Tables	Count of Tables
HCSIS	- On-Screen Dropdowns - Business Policies	1652
PELICAN	- On-Screen Dropdowns - Error code descriptions - Software configurations - Business Policies	775
iCIS	- On-Screen Dropdowns - Error code descriptions - Software configurations	267 (CIS) 364 (COMPASS) 676 (eCIS)
PACSES	- Error code descriptions - Software Configurations - On-Screen Dropdowns	155
Child Welfare	On-Screen Dropdowns	- Child line Approx (120) Most of them are STAT tables. 30 tables used by applications - ICAMA has around 10-15 tables - Family Centers around 30 tables

Figure 6.4-59. Types and Amount of Reference Tables to Manage.

Production Troubleshooting and Resolving Problems

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RFP Reference: 2.3.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror of Lot #7 for the in-scope applications include:

- Provide assistance regarding production anomalies with scheduling jobs including quality checking, verifying outputs, troubleshooting, and resolving production problems

Production Troubleshooting and Problem Resolution

In addition to the normal, planned maintenance activities, we plan to be proactive in monitoring, tracking, troubleshooting batch operations, issues and resolving them. There may be instances when immediate turnaround is required to alleviate a production batch job. We follow the established DPW governance model to prioritize change.

Providing Assistance in Production Batch Anomalies

Typically, a batch anomaly occurs when a process that is scheduled to finish does not execute properly which can cause issues with the loading of files, data problems, or abnormal batch job terminations. We understand the importance of identifying and resolving these anomalies and reacting in an efficient and appropriate manner. To support this, our current application teams have an on-call batch support team that performs the operations mentioned in this section of the RFP. Mission critical anomalies are promptly fixed with the help of operations by the support team and problems that are not considered to be mission critical are addressed via a PCR.

Quality Checking and Verifying Output

Our DPW batch framework incorporates quality processes within its realm. These routines can identify a number of items for the batch support team including:

- Comparison of the number of records loaded into the system to determine if there is a difference from the mainframe header file
- Failing a batch job if the number of records loaded is outside a pre-set threshold
- Determine if data that the system attempted to load does not meet database constraints
- Determine if data integrity checks were not met, especially when importing and exporting data

Our batch support team reviews a central folder on a daily basis to monitor if data loaded into the system is correct. In the case of batches that load data from the mainframe, if data is incorrectly extracted from the mainframe, then a PCR is created to do an appropriate fix on the mainframe. If a problem is found with Open System batch code, a defect is logged to address the issue.

Finally, our maintenance team works with BIS to employ, where possible, data integrity checks that run on a daily basis. These checks scan the database for business rule violations. These reports are viewed by the project team and addressed as necessary.

Troubleshooting and Resolving Production Batch Problems

Batch problems are first identified by either the DIMO or UNISYS batch operators. If a problem is identified, our Batch Support Team promptly begins working on troubleshooting and resolving the issue. Our team uses the tools at their disposal including batch exception logs, access to the database and OPCON Viewer to troubleshoot the problem. Using our batch operations manual, once our batch support team has figured out what the problem is, they appropriately resolve the issue. Some issues can be resolved by having the batch team directly call batch operators. Others require escalation to application team management before resolution.

We believe that none of the batch failures that may happen are trivial. In order to allocate adequate and appropriate resources to mitigate the problem at hand, we

categorize batch failures into three levels of criticality. The categorization of the batch jobs is done with input from the various project stakeholders:

- **Tier 1.** The batch issue must be fixed before continuing with the rest of the batch cycle and the resolution is necessary in order for the online system to be brought back up
- **Tier 2.** An attempt is first made to fix the batch error. If a fix is not easily found, the job may be skipped in order for the remaining batch cycles to be processed
- **Tier 3.** The batch job can be skipped and the cause of the issue researched the following day

Bypassing the batch job is an option in tier 2 or tier 3 situations, which would result in the records from these jobs being processed during the next available batch cycle.

We communicate the status of the batch performance from prior evening. On a daily basis, our batch support team produces a summary of the previous night's batch activity. This management summary is distributed to the application team and to the program office to validate batch completed successfully, or if there were issues, what corrective action was taken.

Specific Troubleshooting Considerations for DPW Applications

Each DPW application has slightly different considerations when thinking about how to resolve batch problems. The figure below documents some of these considerations.

DPW Application	Deloitte Approach to Production Anomaly Troubleshooting
iCIS	• Troubleshooting production issues within eCIS, COMPASS, and CIS often involves replicating the same scenario in a lower test environment. Often, in order to accurately reproduce the same scenario, the exact data that is in production must be migrated to the lower environment. Over the years, data migration tools have been created and utilized to copy data down within the mainframe and MCI to help troubleshoot issues. • Open System related troubleshooting activities include but are not limited to, validation of MCI service logs, execution of Microsoft's log parser to group different errors together for a specific period, validation of availability of webMethods as well as the eCIS services and OpenTI components.
PACSES	• Requires an understanding of the coordination of batch jobs between the PACSES Mainframe, the OPEN Systems database and the Data Warehouse. • Correction of batch anomalies often requires coordination with the batch schedule operator.
HCSIS	• Coordination is also required with SAMS for investigating anomalies related to plan of care data for Aging waiver claims, and SAIS for DOH reportable incidents. • Uses web gardens to increase system availability and performance and this aspect must be taken into account when investigating anomalies. Troubleshooting activities must take into account the garden nodes and multiple memory pools may need to be investigated. • Uses Fine Grained Access Control (FGAC) and these may need to be investigated when troubleshooting anomalies.

DPW Application	Deloitte Approach to Production Anomaly Troubleshooting
PELICAN	- Anomalies related to claims processing, enterprise rate services and billable supports coordination requires coordination with PROMISE. - Investigation of anomalies requires an in-depth understanding of the business rules across the 5 Program Offices.
Child Welfare	Significant troubleshooting activities are required to troubleshoot data issues arising from the consolidation of data from the various county systems.
Enterprise Services	Troubleshooting requires coordination with all application teams that use the enterprise service.

Figure 6.4-60.

Liaison with BIS

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The various types of general maintenance support expected to be performed by the Offeror of Lot #7 for the in-scope applications include:

- Ongoing liaison with BIS on technical issues, interfaces, upgrades and changes, and standards and procedures

Deloitte has a strong understanding of DPW systems and the functional and technical components of each, as well as how the domains within BIS support the information, business functionality, and technical architecture for the suite of DPW applications. As part of ongoing liaison activities between Deloitte and BIS, we provide technical liaison(s) to each of the BIS domains to serve as a point of contact.

Liaison With BIS on Complex Technical Issues

As we have done in the past, when complex technical issues arise, we form SWAT teams to work with you in resolving these issues. These SWAT teams are assembled using our technical resources to look at the problem and provide recommendations for solving it. These teams provide recommendations to BIS for when it might be appropriate to involve outside vendors into the conversation for resolving these issues. These SWAT teams work with you and application teams to resolve issues as quickly as possible.

Liaison With BIS on Interfaces

When we work on external interfaces with outside agencies, we setup an interface liaison to work with appropriate BIS personnel. We do not contact these agencies without your involvement. For coordinating work on internal interfaces we work with each other to work on these interfaces. Our liaison involves BIS in regularly scheduled meetings and during application development so that you are included in the construction and use of these interfaces. We also schedule other meetings with you to discuss internal interfaces as needed.



Liaison With BIS on Upgrades and Changes

In the course of our maintenance activities, we monitor the technologies used by the DPW systems, and whether they are currently in support or not. If a technology we are using falls out of support, we notify BIS of this through a liaison.

BIS requires the support of our maintenance teams to validate hardware and software upgrades. This includes, but is not limited to, OS upgrades and patches, server decommissioning, and routine manufacture upgrades. We agree to support these types of changes and communicate progress through the use of a liaison.

Liaison With BIS on Architecture Changes

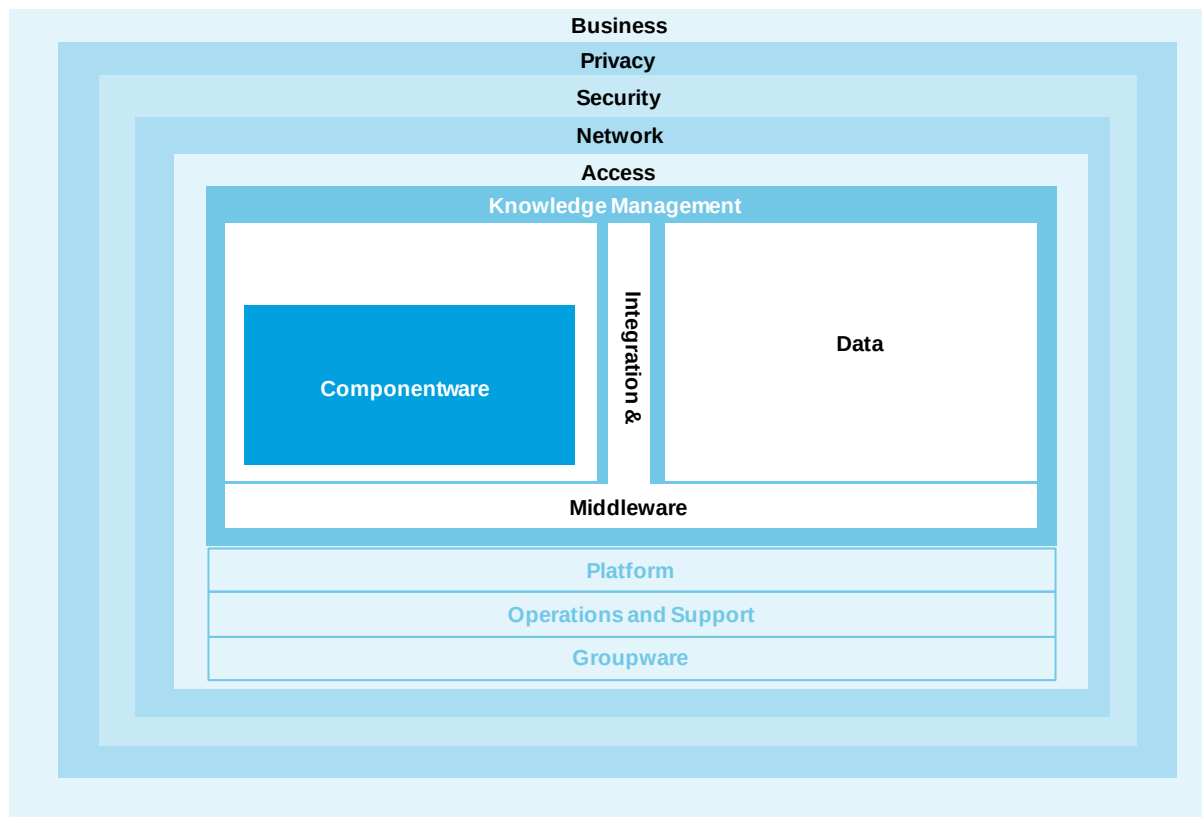
We understand from the RFP that it is the role of the Lot 6 vendor to review application architectures and suggests improvements. We currently provide a technical liaison to BIS to attend meetings on architecture improvement assessments. This liaison is also responsible for providing an impact analysis on the scope of architecture changes. If an architecture change is implemented, this liaison reports on the status of the architecture upgrade.

Liaison With BIS on Standards and Procedures

We currently provide a liaison for Standards and Procedures. We realize that changes to the ALM Dashboard and other standards do occur, and our liaison monitors and reports on these changes, and articulate plans for closing gaps between standards and applications.

Liaison Considerations for DPW Applications

In addition to standard coordination items that are typical for our DPW application maintenance teams we recognize that each application has unique needs and requires additional coordination in order to support these activities. The figure below documents all of the DPW Domains that we currently work with on a daily basis. We provide liaisons to each one of these domains.



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Figure 6.4-61. BIS Liaison.

To most efficiently work with you, we currently provide liaisons to all domains within your organization.

Our understanding of the systems, our knowledge of the maintenance activities and our experience with coordinating maintenance activities with BIS has made us successful in coordinating complex technical issues, interfaces, technologies, architecture changes, and standards and procedures and is our foundation for ongoing success in this area.

Disaster Recovery Activities

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RFP Reference: 2.3.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror of Lot #7 for the in-scope applications include:

- Perform and support disaster recovery activities

DPW applications support critical business processes that are depended upon by the citizens of the Commonwealth for services and benefits. While it is difficult to imagine a scenario where the technology that supports these applications is not operational, Deloitte understands the importance of preparing for such a scenario and having the processes in place to perform and support disaster recovery (DR) activities. Doing so creates as little an interruption as possible to DPW's business processes and the citizens of the Commonwealth that rely on these applications.

Performing Disaster Recovery Activities



Unisys is currently performing significant DR activities for the PACSES and CIS mainframe. By understanding the components and information that the Unisys DR scripts are accessing, we can communicate any maintenance related changes that would impact the Unisys scripts. We team with Unisys to specify assets which need to be saved onto DR tapes and subsequently loaded in the DR location. Unisys then modifies the scripts needed to save these assets if a change does occur. These assets include mainframe data files, program libraries, database files, support files. In short, they include necessary components that are needed to run PACSES and CIS should an actual disaster occur. As part of this process we work with the Department on validating and testing updates to these scripts across environments and DPW systems.

Supporting Disaster Recovery Activities

Whenever an application is deployed into Production, maintenance teams are required to provide a detailed deployment guide(s) for installing the application. This document include IIS settings, configuration options required on the application server, dependent software, how to install the program on the database, etc. When this information is provided as part of an application deployment, this information is also stored in a larger disaster recovery document which contains information about how to install applications from scratch. During maintenance we agree to continue to update this disaster recovery document as well as identify impacts to the document that might not be handled by a normal deployment guide.

DR activities are designed to support mission critical functionality and data for applications by leveraging offsite storage. We understand that the Department has a DR plan and executes regular activities in support of this plan. We work with the Department to support these disaster recovery activities and share guidance based on our DR experiences. DR testing activities is a critical component of the DR process. During DR testing activities we relocate members of our staff to the DR site to support and perform DR testing activities including restoring the applications and validating the applications are functioning correctly.

Specific Disaster Recovery Considerations for DPW Applications

The figure below describes the proposed plan for doing disaster recovery by DPW application.

DPW Application	Deloitte Approach Supports DPW Implementing Application Disaster Recovery
iCIS	- iCIS Application software recovery encompasses recovery of synchronized/compatible versions of all participating systems components (e.g. CIS, COMPASS, WebMethod, OpenTI and SOA Services etc.). - iCIS Data recovery encompasses recovery of synchronized version of data belonging to the participating systems (e.g. databases related to eCIS, COMPASS, WebMethod and CIS etc.) - iCIS Infrastructure recovery encompasses recovery of correct versions of infrastructure components (network, OS, middleware and databases etc) and production comparable processing capacity (e.g. eCIS cluster, SOA/SM cluster, WebMethod cluster and CIS etc.) - iCIS application is designed to store case narratives and images in the Character/Binary Large Objects (CLOBs/BLOBs). These objects take a significantly large portion of the disk space allocated to the eCIS database. In case of disaster recovery, these objects may not need to be restored. The existing application is designed to support this business scenario and it should continue to do this in future.
PACSES	- PACSES Mainframe currently supported by UNISYS. - PACSES Open System application covered by disaster recovery document.
HCSIS	Disaster recovery activities must encompass external systems which interact with HCSIS such as PROMISe, SAIS and SAMS.
PELICAN	Disaster recovery activities must encompass external systems which interact with PELICAN such as Pearson, and PDE.
Child Welfare	- ChildLine and Abuse Registry has a detailed emergency plan to not only preserve essential program records, but also to coordinate services, remain in communication with counties and share critical information with counties and other states. - There are various levels of disaster planning arranged for the ChildLine operation. On-site disasters that require relocation place a return to operations at approximately two hours if the program is moved to its nearby secondary site. If moved to the alternate distant site, the return to operations is approximately four hours.
Enterprise Services	PACSES Open System application covered by disaster recovery document.

Figure 6.4-62. Supporting Application Disaster Recovery.



Sufficient Staff

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RFP Reference: 2.3.2 General Maintenance Activities

DPW requires that the selected **Lot # 7** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

In determining the number of staff required to support systems maintenance, we considered both DPW's goal to reduce the overall cost of system maintenance and operations and our past experience with DPW's systems and user base. Our proposed team for maintenance draws on team members who are supporting these critical applications today and can provide significant stability throughout the contract start-up phase.

Staff available for this engagement, including those that work for Deloitte and those who are part of our team through a subcontracting arrangement, have significant specialized skills. With access to a large resource pool through our subcontractor network and the ability to draw on local resources as well as national talent, Deloitte is confident that we can bring the right people to the job.

Deloitte has a broad-base of highly structured processes for obtaining these resources. There are two integral stages in the prequalification process for potential contractor resources:

- Deloitte's Vendor and Candidate Selection Process
- Deloitte's Candidate Screening Process.

Deloitte's Vendor and Candidate Selection Processes

Deloitte has adopted a strategic sourcing model for acquiring contractor resources through third-party vendors. Vendors chosen for Deloitte's subcontracting supply chain are carefully screened and are evaluated regularly against a series of standard Key Performance Indicators. Signed Subcontractor Agreements between Deloitte and each vendor are mandatory, protecting both Deloitte and our clients. Vendors are expected to consistently provide quality resources, and those who do not perform are removed from the supply chain.

Deloitte has high expectations of its vendors, and, before presenting a candidate to Deloitte, the vendor must do the following:

- Confirm the candidate possesses the required skill set/experience, including training, and/or certification in the recommended software solution products (per DPW's requirements).
- Request a criminal background check from the Pennsylvania State Police.



- Talk directly to the candidate to gauge communication skills and professional demeanor.
- Document the candidate's immigration status, if applicable.
- Compare the candidate's availability to project timelines.
- Confirm that the candidate will sign Deloitte's standard Nondisclosure Agreement (NDA), which binds the contractor to confidentiality on behalf of both Deloitte and its client.
- Check references thoroughly.

Deloitte's Candidate Screening Process

Before presenting candidates to the Deloitte project management, the Deloitte Subcontracting Group staff performs the following prequalification tasks:

- Confirm candidate's availability.
- Establish that the candidate has the required years of experience for each skill set requested.
- Establish that vendors have checked references and that contact information is available for references if needed.
- Look for potential problem indicators, such as unexplained gaps in employment.
- If applicable, confirm availability of candidate's visa status, visa approval date and country of citizenship.

Despite these rigorous prequalification tasks, the entire screening process takes than 24 hours from the time the request for a resource is submitted.

Assembling Our Team—Delivering the Right Skills

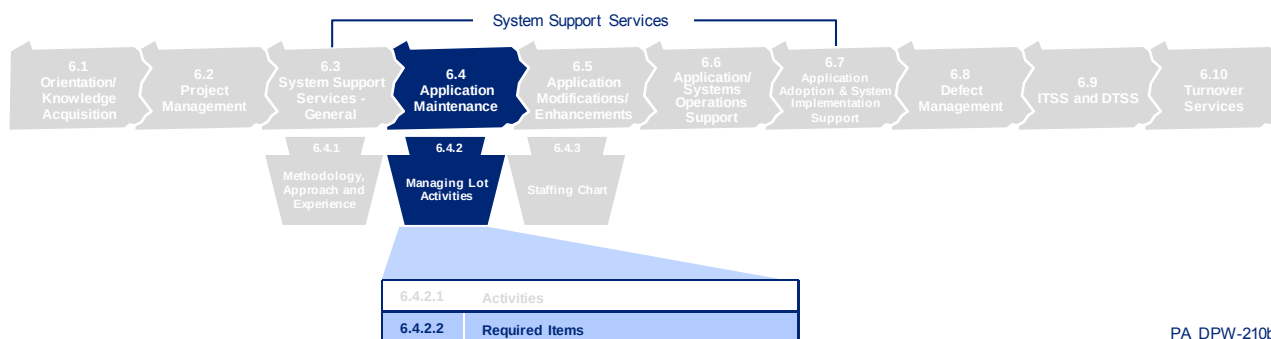
Deloitte understands that needs can change, sometimes quickly, and so we will work with DPW to confirm the staffing model represented in the RFP and the adjustments that may be needed at project commencement. We will not reserve positions for certain vendors. This type of parochial mentality limits the talent available. In addition, we believe that analyzing staffing needs is a continual process. Deloitte will implement processes to work with DPW management to assess needs, evaluate resource performance and identify new positions. This staffing process generates excitement and renewed energy throughout the team.

Our employees and subcontractors are integrated within teams and work as one unit. They plan, will estimate and implement solutions together with DPW management and staff. Deloitte does not draw lines in the sand between resources or levels. Everyone is on the same team working for the same goal. While our team resources will be sourced from different firms, Deloitte will be the systems integrator and will be DPW's single point of accountability and responsibility for our team.



Additionally, our approach to sourcing and staffing, and our available pool of internal Deloitte resources and subcontractor relationships, is such that we can rapidly scale up or scale down to support a system issue. In our 10 years of designing, deploying, and maintaining DPW's enterprise systems, Deloitte has not experienced a single situation where we could not scale our capacity to meet the priorities of the Department.

6.4.2.2 Required Items



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RFP Reference: Application Maintenance Services Environment and Windows Required Items

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

As we have done in the past, we continue to coordinate with BIS and the program office stakeholders to assess, prioritize, and schedule application maintenance defects. We coordinate with BIS to provide application maintenance system monitoring and support. For troubleshooting and scheduling activities associated with COTS products or external data exchanges, we include outside vendors in the analysis and resolution processes. Going forward we recognize that our existing coordination processes, those that BIS and the program stakeholders and comfortable with and have proven to be effective, will expand to include coordination with other lot vendors.

While maintaining strategic business applications, it's critical to not only support your core business functions on a daily basis, but to also utilize best-of-breed methodologies to further reduce operating costs throughout an environment of dynamic change.

In the following section we address your specific required items and how we will support them. We also identify the processes that we will use to cover the expanded coordination needs based on the application maintenance activities for Lot 7, as defined in your RFP.



Life Cycle Management Support Activities

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RFP Reference: Application Maintenance Services Environment and Windows Required Items

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

1) Provide and manage all application maintenance and critical life cycle management support activities of both legacy and open systems application platforms supporting DPW's mission mindful of the environmental constraints and adherence to the predefined stability and maintenance windows;

We bring a DPW-proven approach to application maintenance and critical life cycle management support activities that we extend with industry standards, and best practices gained from Deloitte's internal investment and from large, complex HHS systems of similar size, scope and complexity to DPW. Our approach continues to improve our performance -throughout the life cycle, while adhering to the predefined stability and maintenance windows.

Similar to the manufacturing industry, we can formulate an analogy to a factory line that is focused on repetitive tasks, done as efficiently as possible, with built in quality checks and balances. IT maintenance and operations are not very different: application maintenance requires a methodology that focuses on the repetitive maintenance activities and tasks, defines repeatable and standardized processes, has built in quality assurance controls, and governs all activities with regular monitoring and compliance control.

Our maintenance approach uses the DPW SDM within an integrated operational framework that includes continuous improvement and supports a multi-vendor, multi-system operating model. We plan, operate and optimize DPW's strategic business systems working both within and across DPW's program offices, using a structured approach to implementing preventative, corrective and adaptive maintenance activities

As an advisor to DPW for 30 years, we have the experience and capabilities to propose a maintenance approach that meets DPW's vision for maintaining ongoing operations of its core business systems. This is driven by the most qualified pool of resources available to the Department and a comprehensive understanding of the intricacies of DPW's 6 business applications, 27 business systems and more than 200 subsystems. Further, our approach incorporates the unique requirements of the program offices in providing for the maintenance of the in-scope systems and understanding the dependencies across multiple systems.

Maintenance and Life Cycle Support Activities

We summarize in Figure 6.4-63 our approach to addressing your key maintenance activities and sub-component service offerings.

Key Service Offerings	Deloitte Approach to Maintenance Activities Supports Collaboration
Incident Management/Issues Tracking	• Centralized repository (ATS) for the collection of incident or issue items; supports the standardization of the collection of information related to an incident/issue for investigation and facilitates communication and collaboration across stakeholders and vendors. • Collection of detailed information related to the issue, system impacted, date reported, etc and provides the ability to assess the severity and category of the reported item so that it can be directed to the appropriate Lot/team for further investigation and appropriate next steps. • Robust reporting on incidents including information such as type, category, severity, date entered, and system impacted to provide a large group of stakeholders and vendors with consistent information on progress/status. • Trend evaluation, the turnaround time of incident investigation, and the nature of incidents to identify opportunities for process improvements.
Defect Management	• Incidents and issues determined to be system defects will be addressed through the application maintenance process based on severity and prioritization. Information related to the defect will be captured in ATS and used to discuss with the Department and other lot vendors, as applicable, to define the schedule for correction. • Defects will be scoped into release bundles so that deployment activities can be defined, release windows can be established, and testing needs scoped and scheduled. The process for scheduling quarterly release bundles will incorporate collaboration with BIS, program stakeholders and other lot vendors so that environment constraints and stakeholder resource plans can be considered and planned for. • We follow the SDM process to address defects through the applicable system development life cycle phases. • Defined communication processes to work with the Department and other lot vendors to inform the stakeholder community of the defect release schedule and to coordinate testing for all defect releases. • Usage of detailed reporting on defect information from ATS and from work plan information to manage to agreed upon schedules, to understand defect density and rate, and to continually improve the overall defect management process.
Fault Investigation	• Performing rigorous investigation of incidents and engage the Department and/or other lot vendors as required. Engaging a SWAT team comprised of stakeholders from the Department and across lots as needed. • We collaborate with the Department to establish and facilitate meetings with the other lot vendors to review incidents on a regular basis so that fault investigation is completed timely and next steps are appropriately assigned. • We own responsibility for managing items determined to be system defects and will follow your defined defect management process and follow the established SDM to address these items.



Key Service Offerings	Deloitte Approach to Maintenance Activities Supports Collaboration
Workaround Provisions	• Proactively identifying workarounds as needed and provide options to the Department and other lot vendors to facilitate the ability of users to access and use the applications • Use a defined communications process to inform the user community of established work around provisions.
Application Bug Fixes	• Adherence to the SDM to complete the application corrections needed to address defined bug fixes based on agreed upon priorities and release schedules. • Coordinate with the Department and other lot vendors to establish the fix to be made. Once the application code fix has been established, determine testing needs and release schedules as appropriate. • Incidents are appropriately categorized and prioritized so that those that are most problematic to the users, have the largest business impacts, and/or result in the most application maintenance support activities be addressed as timely as possible.
Scheduled Upgrades	• Actively support scheduled upgrades. • Work with the Department to evaluate upgrades for system impacts in order to identify if modification activities need to be initiated as part of the upgrade process or if maintenance level testing/regressing testing will support as needed. • Use the ATS system to capture upgrade activities and impacts. • Leverage our defined project management work planning process to define the scheduled activities for the upgrade and to manage to the completion of those activities. • Use our defined risks/issues process to indentify and escalate any risks or issues associated with scheduled or planned upgrades. • Use a defined communications process to inform the stakeholders of established upgrade schedules and impacts.
Unit and Integration Testing	• Perform unit or module testing based upon SDM processes and using checklists and conformation/validation activities • Consistent with CMMI level 3 quality controls, we perform quality assurance checks on unit testing activities which involve track lead and/or peer reviews of the checklist testing prior to making code available for the next level of testing • We perform integration testing on all code changes that involves end to end testing of the code changes in relation to the business process and technical coordination of individual units or modules with the larger system. • Use ATS to capture testing scenarios used during integration testing. • Consistent with ITIL and CMMI frameworks, we capture defect information identified during these testing phases, using the centralized ATS repository, so that corrections can be tracked and managed and so that analysis can be performed on defect identification levels.



Key Service Offerings	Deloitte Approach to Maintenance Activities Supports Collaboration
Performance and Vulnerability Testing	• Complete performance and vulnerability testing as needed. • Perform performance related load testing and security related vulnerability to establish that the code change to address the defect has not negatively impacted the performance or security of the system. • Plan for and manage to these activities as part of the overall maintenance release work plans, as agreed to and established for the defects being managed through the maintenance releases.
Regression Testing and UAT	• Perform regression testing to validate that the code change has not negatively impacted any other area of system functionality. • As part of the release work planning efforts, establish dedicated testing time to validate the code change from a regression testing perspective. • Define the specific UAT testing needs as part of the defect management process and work with program stakeholders and other lot vendors to detail the testing time frame in the release work plans to allow for sufficient UAT validation. • Manage defects that arise as a result of UAT and track through ATS. Work with the Department and the other lot vendors to prioritize and categorize defects. • Perform communications activities around testing that includes regular checkpoint calls to address issues and obtain sign offs. These regular calls will include the Department stakeholders and other lot vendors, and outside vendors as applicable.
Release Management	• Follow the established DPW procedures for release numbering. • Collaborate on the prioritization of the work for inclusion in the established release windows and continue to define releases in ATS as release bundles • Establish the final resource plans needed to complete the prioritized work. • Follow defined work planning process to establish release timelines and execute established communications processes for informing systems stakeholders of upcoming release deployments. • Manage releases from prioritization and planning through deployment and include all associated tasks in the release work plan. • Use our reporting features from our Project Management Center (PMC) tool to monitor progress against plan and to evaluate actual against estimates in order to identify areas for process or performance improvements going forward.

Figure 6.4-63. Our Approach to Your Key Maintenance Service Offerings.

Application Life Cycle Management Activities

Deloitte understands that Application Life Cycle Management (ALM) focuses well beyond the SDLC and views the application through a long-term lens to understand the future growth and currency of the technology used. ALM basically has three components to it: the overall management and governance, the development cycle and the on-going maintenance and support of the application.



It is our understanding that the management of the ALM is the responsibility of our Information Technology Shared Services (ITSS) group supporting BIS, while the development will fall under the purview of the modifications team. Once the application is developed, tested and implemented, our maintenance team assists in the coordination of ALM activities that relate to the ongoing support of the application.

Communications and coordination with other stakeholders, vendors and offerors is achieved through the use of the overall ALM dashboard. The dashboard represents how an application's technology stack aligns with the technologies in the ALM baseline and the present status of the various changes and upgrades to the application. This baseline represents the collection of application technologies approved for use across DPW applications, and there will be one ALM dashboard for each of the applications maintained by Deloitte, and will be used in release planning, alignment with standards, and prioritization of maintenance activities.

Environmental Constraints and Stability Windows

Effectively maintaining applications requires an ability to understand and manage across multiple environments and facilitate software and data integrity as a maintenance task is performed. It is further complicated by the multiple environments that are used to support the systems. Furthermore, each of the environments being used have differing requirements for maintenance and stability, and the team needs to fully understand these constraints while planning and executing upon their maintenance activities.

We understand that the Department has established summer and winter production environment stability windows and will manage our maintenance activities to these constraints. Furthermore, in the event that emergency production implementations are necessary during these maintenance and stability windows, Deloitte will conduct additional coordination activities with the Department and other Vendors to adequately plan for these implementations. Deloitte has consistently worked with the Department to plan activities around and adhere to the established network and system maintenance windows.

Environmental constraints impact maintenance and activities and we are cognizant of the need to adhere to the stability windows as we plan releases across multiple systems. As part of the release planning activity we will coordinate with DPW and other vendors to take into account the composition of the release, dependency between systems, and timing of the release to minimize the environmental constraints and version control issues.



Assess Maintenance Workload Priorities and Coordinate with CCB

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RFP Reference: Application Maintenance Services Environment and Windows Required Items

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

2) Assess maintenance workload priorities and coordinate with the Change Control Board;

Assessing Maintenance Workload Priorities

Effective deployment and use of maintenance resources must take into consideration the tasks that represent the entire spectrum of activities performed by the team. Furthermore, it is important to be able to effectively communicate the team's activities to DPW stakeholders and other interested parties so that sound decisions concerning deployment of the team's resources can be collaboratively arrived at.

Our team is structured to support the RFP maintenance tasks, however, developing the priorities for the team requires a collaborative effort between DPW, the program offices and the Deloitte team to best leverage the skills and talents available. Considerations for prioritization of our activities include:

- Routine maintenance task that must be performed
- Maintenance release schedules
- Critical and non-critical incidents being addressed
- Program support needs
- Open maintenance request back log
- Open minor modifications request back log

Deloitte has overall responsibility for the allocation of resources to the daily maintenance activities and for forecasting maintenance needs and capacity in the future. Our maintenance team works with DPW to rank the maintenance requests to determine the impact upon the applications and the labor required to resolve the request. We work closely with DPW to balance the maintenance requests and incidents with the daily operational tasks the team must perform; when there is a trade-off required due to capacity constraints, the project manager will work with the Department to realign priorities and resources to meet the requirements.

Deloitte reports on workload priorities during regular scheduled status meetings, and works directly with the Department to deploy maintenance resources to higher priority activity, with the understanding that basic maintenance of the system must continue to be performed.



Coordination with the Change Control Board

Should a request come to the maintenance team that requires use of the change control board, Deloitte follows the process outlined in Appendix U of this RFP, highlighted in Figure 6.4-64 below. There are number of key communications and coordination points we see as being required:

- **Assignment of the Change Lead.** We understand from the RFP that this individual is to be named by the project team; given the lot structure defined by DPW it is our assumption that this role could be played by any one of the lot vendors. The maintenance team will communicate with this individual to facilitate our understanding of the request, the support required from the team, and the longer-term maintenance needs that come as a result of the change.
- **PCR Evaluation.** It is imperative that the maintenance team be kept informed of the progress of the decisions concerning the PCR as it is being evaluated in the first step of the change control process. The maintenance track leads will participate in, and at times facilitate, the PCR review meetings to better understand what the request is and the present status in the process.
- **PCR Quick Assessment.** As the assessment phase is being executed, the maintenance team will make its resources available to the Quick Assessment Su Team for consultation if required. Furthermore, the team also can support discussions, from a maintenance perspective, that occur at the Architecture Control Board Review.
- **Impact Analysis.** As the impact analysis takes into consideration the cost-benefits of the proposed change, the maintenance team will provide insight into the overall costs of maintaining the change, specifically non-recurring, recurring and summary costs. We work with the change lead and the sub teams to assist in this process.
- **CCB Decision.** Once a decision has been reached on implementing the PCR, and there are maintenance impacts, the maintenance track lead works directly with the Change Lead, the modifications project manager, DPW, and additional lot vendors as required to support the implementations and prepare for the eventual maintenance needs of the change.

We expect our maintenance team leadership to be supporting participants in the Change Control process. Overall, Deloitte's experience in working with the CCB within DPW, as well as understanding the requirements of the architectural review board, positions us in such a way that we will immediately be able to work within the CCB framework from the initiation of the new contract.

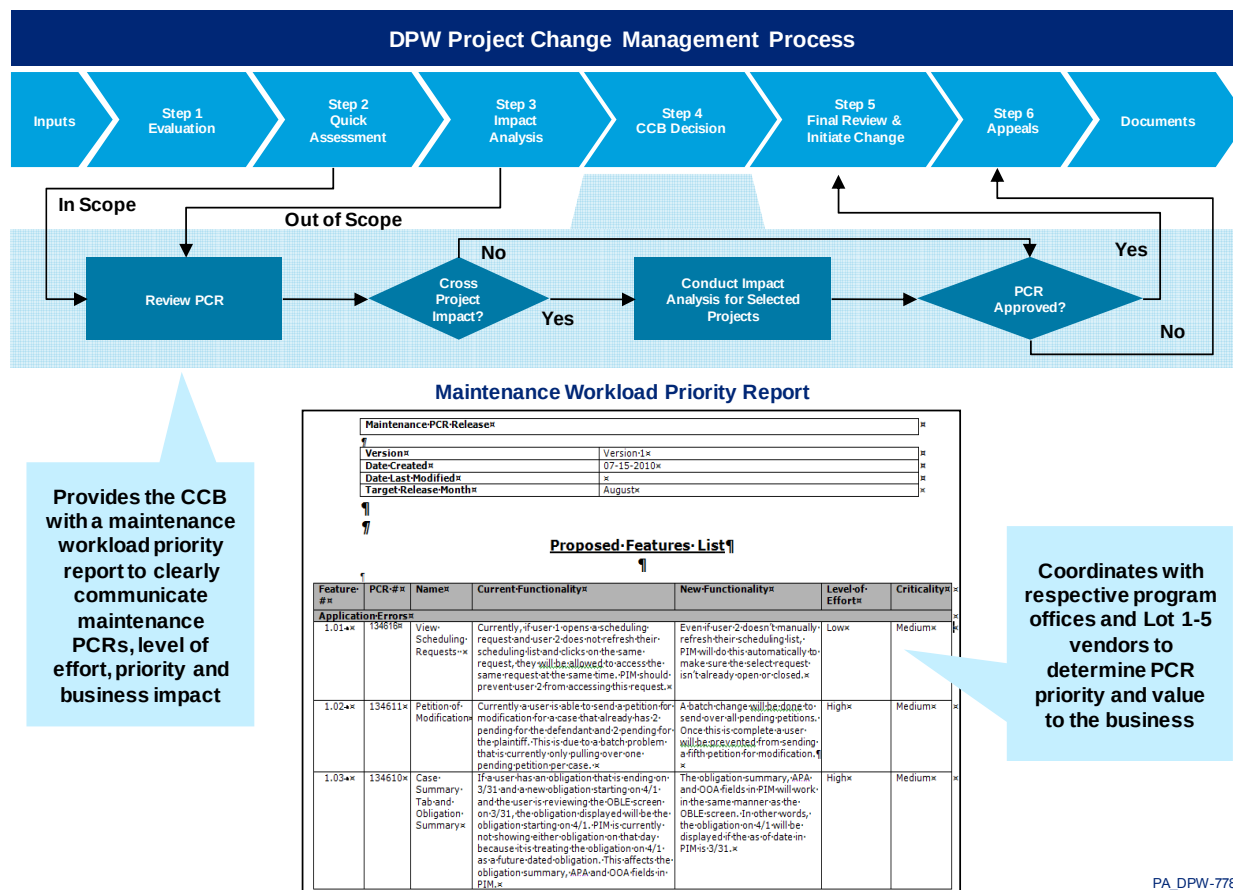


Figure 6.4-64. Assessment of Maintenance Workload and Coordinate with CCB.

We coordinate with the CCB and Lot 1-5 vendors to prepare an assessment of maintenance workload from which to better help CCB prioritize releases.

SDLC Management Activities

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RFP Reference: Application Maintenance Services Environment and Windows Required Items

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

- 3) Perform systems maintenance activities relative to the SDLC phases, software release management, and validating proper systems operations;

We perform systems maintenance activities using DPW's SDM and EPMM to create a structured approach to software release management and the validation of proper systems operations. Our approach to application maintenance is that it is not a single stand alone task, but as an iterative form of the overall system development methodology. Maintenance incorporates the phases of the SDM, typically repeated at some agreed upon interval in the form of maintenance releases, which allows for the implementation of a SDM discipline combined with the use of the ITIL framework.

Have you heard?



Deloitte has integrated its CMMI Level 3 assessed processes into the Department's SDM to further increase the quality and consistency of work products and deliverables being produced.



In order to maintain process consistency, the SDM phases are to be followed whether the application is built using mainframe, web, or other technologies. In addition, the methodology is also tailored for emergency fixes that may require immediate attention and then completed through the remaining SDLC phases at a later date. In this way, we resolve the immediate issue, and then complete the required items in relation to the remaining SDLC phases including Detailed System Design (DSD), and additional Development and testing (if required). Our ultimate goal is to return the application to operating condition, but we do not lose sight of the fact that the fixes incorporated must be documented and potentially have additional testing performed. Depending on the complexity of individual maintenance requests, some of the SDLC phases may be expedited, with the prior approval of the Department.

Systems Maintenance Activities

For maintenance tasks, we leverage the SDM activities as outlined in the following figure:

Phase	Task	Deloitte's Approach to Maintenance Tasks Supports Collaboration
Development Phase	Write/Create Application Objects	Develop/modify the application objects/components using the development standards set by BIS. Application objects will be constructed using object-oriented design to facilitate reusability. New functionality will be coded in the .NET architecture.
	Conduct Unit Test	Conduct unit test on each component using the project standard Unit testing checklist and make necessary updates for non-compliant components. Unit test checklists are maintained for COM+, .NET, and mainframe code.
	Complete Unit Test Checklist	Document results of unit testing in the project standard Unit Test Checklist. The Unit Test Checklists are maintained in VSS for web code and FileNET for mainframe code, per BIS standards and to support collaborative access by the Department.
	Documentation of Unit test Complete	Verify completion of Unit Testing for the impacted components.



Phase	Task	Deloitte's Approach to Maintenance Tasks Supports Collaboration
System Integration and Testing Phase	Identify System Test Environment Requirements	Identify any system set-up requirements to migrate the modified software. This set-up may include environment configuration on the servers or within certain software packages. For example, web systems often require web.config setting changes. We coordinate with BIS to communicate the needs and identify how to support given environmental constraints
	Identify System Test Data Requirements	Identify any data set-up requirements to migrate the modified software. Data requirements may include conversion of data from other sources or other environments.
	Establish System Test (INT) Environment	Set-up the System test environment based on the observations in the previous two steps. BIS will complete the configuration steps per the deployment playbook.
	Migrate Application to INT environment	Deploy the application software to the System Test environment. The software will generally consist of both database and application code.
	Identify/Create INT Scenarios	Create test scenarios for integration testing to satisfy the requirements identified in the requirements phase. Scenarios will be stored in ATS. These scenarios are then available to the Department, their testing designees and other lot vendors for reference during UAT scenario creation and testing.
	Conduct Regression Testing	Conduct regression testing to validate the existing functionality of the application. The extent of this testing will vary greatly depending on the nature of the release.
	Conduct System Test	Conduct system testing using the scenarios created in the prior steps. Scenarios will be marked as "Approved" in ATS after being tested. Any discrepancies will be logged in ATS as INT PCRs.
	Documentation of System Test Complete	Advise completion of system testing after the scenarios have been successfully tested.
Acceptance and Installation Phase	Identify Acceptance Test Environment Requirements/.NET Preparedness	Identify any system set-up requirements to migrate the modified software. These requirements should be very close to the ones identified for Systems Integration. Any requirements found during that phase will be incorporated into the deployment playbook. The playbook review meetings facilitate collaboration and communication across Department stakeholders and other lot vendors so that involved parties are clear on their role to support acceptance and installation activities. The deployment playbook is the plan that all involved parties follow going forward so that activities are coordinated.
	Identify Acceptance Test Data Requirements	Identify any data set-up requirements to migrate the modified software.



Phase	Task	Deloitte's Approach to Maintenance Tasks Supports Collaboration
	Establish Acceptance Test (SAT) Environment	Set-up the Acceptance Test environment based on the observations in the previous two steps. The deployment playbook will be followed.
	Migrate Application to SAT Environment	Deploy the application software to the Acceptance Test environment.
	Identify/Review/Create SAT Scenarios	Work with program stakeholders, and users as applicable, and the other lot vendors to identify/review and if necessary create test scenarios for acceptance testing to satisfy the requirements identified in the requirements phase. The Program Office will identify the testing resources, which will often include end-users, such as county staff or providers.
	Load Testing	Test the application for peak load usage. When needed, load testing will usually consist of a number of silo tests where only the applicable, and also one Integrated Load Test where other systems that share servers will participate. Load testing results are reviewed with the Department to confirm performance.
	• Create/Update Load Runner Scripts • Schedule Load Test with DIMO • Conduct Load Test	Create load testing scripts to test the modifications for peak loads. Schedule load tests on the load testing calendar and conduct load testing. Analyze load testing results and fine tune the system if required for improved performance.
	Identify SAT Testers	Coordinate with the Department and other lot vendors to confirm that testing resources have been identified to execute SAT test scenarios.
	Support System Acceptance Test	Support SAT testing with the testers identified in the prior step, incorporate any fixes if needed. Any test discrepancies will be recorded in ATS as PCRs. This support involves analyzing the PCRs recorded during UAT to identify those that are defects and working with the Department and other lot vendors to correctly categorize and prioritize defects.
	Documentation of Acceptance Test Complete	Create Acceptance test completion certification after the SAT scenarios have been tested successfully
	Establish TFP Environment	Set-up the Test for Production environment for testing the application deployment process. BIS will follow the deployment playbook steps.

Figure 6.4-65. Application Maintenance – SDLC Based Activity Matrix.



Software Release Management

Consistent with the RFP requirements we plan to provide two types of maintenance releases: emergency (defect resolution) releases and planned maintenance releases. The former type is executed when the defect (or defects) requires immediate promotion into a production environment. After identifying and resolving the incident, our team coordinates with the program stakeholders and other lot vendors impacted by the incident to test and approve the developed resolution. Concurrently, our team works with BIS to develop an awareness of the need for an emergency release and to prepare the environments for promotion of the code fixes. Emergency release timing is dependent upon the urgency of the resolution and the availability of the key stakeholders for appropriate testing, approvals and migrations.

Planned maintenance releases are performed on a quarterly basis and typically consist of the following:

- Defect and incident fixes
- Maintenance Requests
- Minor Enhancements
- System Performance fixes

Deloitte and the Department work together to identify the composition of each release, taking into consideration defect prioritization, program needs, and system health requirements. Once the composition of a release has been determined, our team coordinates with the Department and other lot vendors on the scheduling of testing and migrations for the maintenance release.

In addition to business impacts, managing code dependencies is a challenging and important part of the release management. It takes an in-depth knowledge of DPW migration procedures and process along with a solid understanding of how code integrates with other applications to derive the most value and efficiency from of a migration. For example, if a defect exists in a section of code, and a priority change request exists in the same section of code, efficiencies can be gained by grouping these two requests together to reduce the overall testing effort and the migration of that code.

Deloitte manages this process in collaboration with stakeholders from across the other lots and DPW. Based on the timelines required to complete each phase of the maintenance release, the application affected by the defect, and other application modifications and maintenance efforts that are in the pipeline, the team works to determine an appropriate set of application modification changes and maintenance fixes to bundle for a release along with a target production release date.



Validating Systems Operations

A critical function of the maintenance team is to validate that the applications are performing effectively and that they continue to provide business capabilities to the end-users at a performance level that allows the user to do their jobs. Managing the day-to-day operations is a complex task, and Deloitte has successfully performed validation operations under the current contract for 10 years. These years of experience in each of the domains of operational activities allows us to assist in the management of operations and drives efficiency throughout the organization. We will bring that knowledge and experience to this procurement to provide you continuity of operations and same quality of support that you are accustomed to.

System operation validation activities to be performed by the maintenance team include:

- Batch monitoring
- Performance tuning
- Database activities
- Security vulnerability testing
- Platform upgrades
- Supporting new versions of the operating system and third party products.

The application team performs the system operation validation similar to the approach we use for validating the maintenance releases. For example, we perform regression testing to validate platform upgrades in the lower environments. We use the Enterprise Defect Management system to document the defects, and testing results; the extent of this testing will vary greatly depending on the nature of the system operation activity. We use our ITSS group as a key component of our validation strategy, and their activities are outlined in *Section 6.6, Application System Operation Support*.

Track and Manage Maintenance Activities on Multiple Systems

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RFP Reference: Application Maintenance Services Environment and Windows Required Items

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

- 4) Effectively track and manage all maintenance activities on multiple systems;

Due to the complex nature of the in-scope applications and the multiple program offices involved, this activity requires significant coordination across several stakeholders and vendors. We use the DPW IT Methodology, including the structured SDM and EPPM methodologies, as the basis for effectively tracking and managing maintenance activities on multiple systems. Further, we propose a staffing approach that establishes leads to interface with the program offices to integrate their requirements into the maintenance discussion. This is an important component of managing maintenance in the new operating model because of the need to increase communication and collaboration within a centralized model.

Under the current contract, we use these methodologies to effectively manage the project teams; however, we extend the methodologies to better support a multi-vendor, multi-system operating model. The following illustration highlights the benefits of our approach and the key coordination points with DPW stakeholders, third party vendors and other offerors:

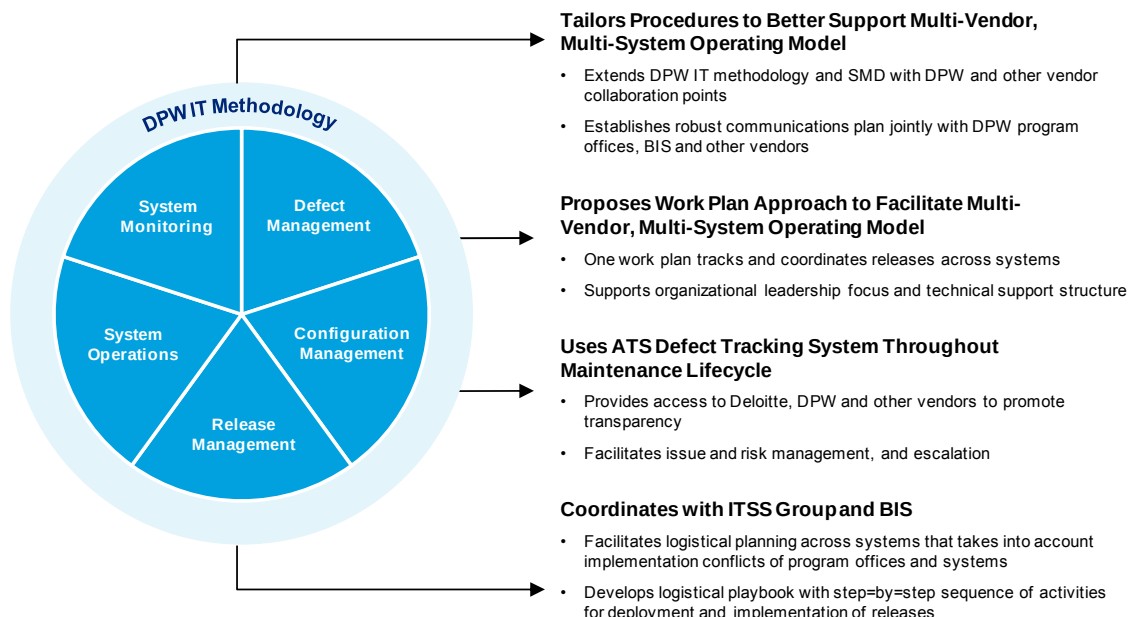


Figure 6.4-66. Deloitte Extends DPW's IT Methodology.

We extend DPW's IT Methodology with procedures and tools to effectively plan, coordinate and communicate in a multi-vendor, multi-system operating model.

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Work Plan Approach

Today's DPW Strategic Business Systems maintenance environment consists of multiple application and enterprise system; this was a natural outgrowth of the systems as they matured following the Hnet guidelines. Going forward, an integrated shared services approach to application maintenance allows us to take advantage of resource prioritization and distribution of infrastructure, people, tools, and knowledge. The ability to shift and share resources across multiple applications should provide resource efficiencies to the Department.



Defect Tracking

One of the critical success factors to effectively manage maintenance activities across systems is to provide access to all defects and promote transparency within DPW and all involved Vendors. We use the ATS tool to support the primary activities associated with defect tracking and management. This tool supports the standardization of the collection of information related to an incident/issue for investigation. We use this repository to support the collection of detailed information related to the issue, system impacted, date reported, etc and provides the ability to assess the severity and category of the reported item so that it can be directed to the appropriate Lot/team for further investigation and appropriate next steps. We also use this tool to collect investigation details and next steps. Incidents and issues determined to be system defects are addressed through the application maintenance process based on severity and prioritization.

Using ATS allows for interested parties to access to the information on incidents and maintenance activities, as well as providing source information for reporting out on Service Level Agreements and general systems maintenance activities.

ITSS and BIS Coordination

Each system maintenance lead plans the maintenance migration activities with the ITSS team; they in turn coordinate with the DPW BIS team and are responsible for the release and configuration management. As the maintenance releases progress through the testing phases, the maintenance team is in close coordination with ITSS in order to adhere to standards for the migration of changes through the DPW environments.

The ITSS lead coordinates the activities with the designated sub-team for the lower environments and with BIS for the higher environments. As part of this function, they provide regular statuses and escalate issues and risks to BIS on the release, as well as monitor system performance post-go live.

As the Lot 7 maintenance vendor, we understand that we have the primary ownership and responsibility for managing and coordinating all aspects of maintenance activities across multiple systems. We work together with other vendors to effectively plan, define, manage and execute maintenance activities across multiple systems to provide the required services to the Department.



Addressing Emergency and Non-Emergency Defects

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RFP Reference: Application Maintenance Services Environment and Windows Required Items

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

5) Investigate, evaluate, and provide timely assistance and support in the isolation, resolution, and corrective action plan formulation regarding emergency and non-emergency defects;

A key component in the overall success and acceptance of any DPW system is the successful management of system defects. We realize that in order to provide timely assistance to the citizens of the Commonwealth, it is critical that the DPW systems are available and functioning accurately each and every day. Deloitte is committed to collaborating with both DPW and the other Lot vendors to effectively manage emergency and non-emergency defects.

Deloitte knows what it takes to support the DPW systems on a day-to-day basis. Our team has a deep understanding of not only the systems and applications, but of the core business processes as well. This knowledge allows our team to effectively investigate, evaluate and support the isolation, resolution and formulation of a corrective action plan for the identified defects. While resolving defects it is important to understand the cross system impacts before addressing the problem. Addressing defects without adversely impacting other systems requires deep understanding and cross system knowledge. For example, resolving an issue in the provider creation process in PELICAN could impact the Master Provider Index (MPI) and HCSIS systems.

Additionally, our deep understanding of the systems and business allow us to fully understand the intent of a PCR rather than having to rely on it for 'face value'. In other words, the problem and correction defined by the user who entered the defect, may not be the correct approach or if implemented as requested may have detrimental downstream impacts. We use our knowledge of the business to identify defects that will need deeper discussion, providing recommended approaches to meet the same end goal.

Our Defect Management methodology establishes the processes and procedures used to facilitate, monitor and control the activities associated with addressing emergency and non emergency defects. This methodology is described in detail in *Section 6.8, Defect Management*. Defect management is a subcomponent of overall software quality and as such the methodology that we follow is embedded within the larger SDM methodology and enhanced following the principals of CMMI and the ITIL process framework.



We approach overall defect management by incorporating it into all phases of software maintenance and by following the fundamentals:

- Plan and Define
- Classify
- Resolve
- Monitor

Effective communication is also a critical component when providing timely assistance and support for defect triage and resolution. We will communicate and coordinate with DPW as well as the Lot 1-5 and Lot 6 vendors on a regular basis as potential system defects are identified.

For application maintenance specific defect management activities that are determined to be Lot 7 responsibilities to resolve, there are three key steps that we will follow to effectively manage defects:

- Analyze the problem
- Performing a root cause analysis
- Implement and follow through with a Corrective Action Plan for resolving defects

The new DPW IT systems organization structure enables the “one tool, one process” approach for defect management. We use our Automated Tracking System (ATS) tool for all steps in the defect management process. When a new system defect is identified, a PCR is created within ATS to log the problem. Once created, the PCR is assigned to the appropriate subsystem and functional track for triage. The PCR serves as the single point to track the defect from the point of identification through resolution.

Once assigned, the triage on the PCR begins. The Deloitte team completes an impact analysis based on the details logged in the PCR, considering also details not logged but pertinent to the business and system area. This impact analysis utilizes the knowledge of individuals with experience within the impacted subsystem. By leveraging individuals with experience, Deloitte prepares realistic and accurate impact analysis. We also involve key stakeholders and other Lot vendors as necessary when performing this task, to establish an accurate understanding of both the issue and business impacts.

Based on the performed analysis, all defects logged in ATS are classified and assigned a severity level according to the standards outlined in Appendix BBB of the RFP. These severity levels help drive how we support, respond and coordinate the resolution of the defect.



Defect Severity	Characteristics and Action Required
Severity 1	• Fatal Defects. Defects that result in the complete failure of a system, sub-system or unit so that no work can be completed. • These defects will be addressed immediately as an emergency and will take top priority over all other activities until resolved. • We will lead the emergency triage meeting with DPW and other Lot vendors to initiate the activities and action plan to correct the issue within the timeframes agreed upon with DPW.
Severity 2	• Major Defects. Defects that result in the failure of a system or sub-system, but workarounds or processing alternatives exist, allowing for continued work within the system. • These defects will also be treated with top priority. • We will work with the business owners and other lot vendors to determine if the work-around process is acceptable, or if the work-around is too time consuming to conduct business. We will lead this process to determine corrective action and resolution.
Severity 3	• Minor Defects. Defects that do not result in system failure, but do result in incomplete or inaccurate system results or processing. These often cause minor disruptions that can be worked around until a solution is released into production. • These defects will be triaged with DPW and other Lot vendors. • We will lead the triage discussions to discuss the root cause and business impacts of the defect. We will work with DPW to develop an action plan and timeline for resolution.
Severity 4	• Cosmetic Defects. Defects that are small errors that do not prevent or hinder system functionality. These are trivial defects that cause no negative consequences to the system. • These defects will be negotiated with impacted personnel. • We will include these defects in the defect triage process. Based on other system activities and priorities, we will work with DPW to develop an action plan and timeline for resolution.

Figure 6.4-67. Defect Severity, Characteristics, and Action Required.

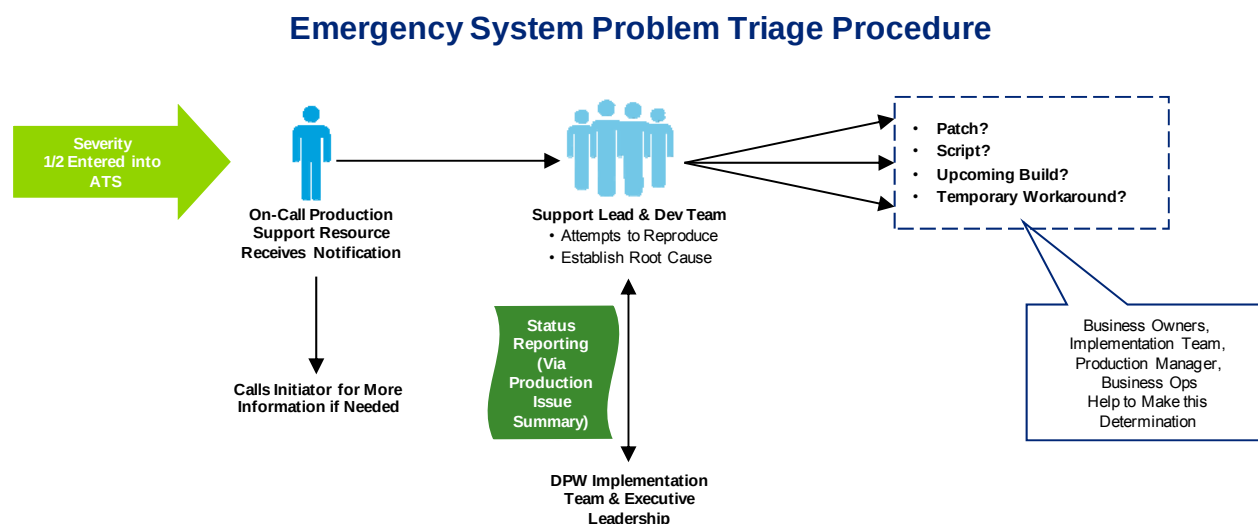
Addressing Emergency Defects

A quick, effective triage and resolution of Severity 1 and Severity 2 defects is critical to supporting the ongoing business of DPW. In order to give these issues the prompt attention that they require, we use an emergency system problem triage procedure to accelerate the triage and response process. By addressing these issues promptly and thoroughly, DPW maintains the high level of user satisfaction with their applications.

When a Severity 1 or 2 level defect is reported, we review the defect, and if necessary, gather additional information from the initiator. The appropriate maintenance team resources are contacted, and they attempt to reproduce the issue and establish the root cause. We understand that DPW wishes to have a Corrective Action Plan within twenty four hours. Deloitte will provide a CAP that articulates its understanding of the problem,

either a diagnosis of the problem or a description of the activities being undertaken to diagnose the problem, and an estimated time to resolve the issue.

We provide this status report to the BIS Executive Leadership and update it regularly until the problem is resolved. The resolution may consist of both a short-term solution to work around the issue in production and long-term solution in order to fully address the problem.



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Figure 6.5-68. Emergency System Problem Triage Procedure.

Using a special procedure for Severity 1 and 2 production problems will make sure that these problems are the top priority for investigation and resolution.

Should a system patch or script update be established as a resolution path, the steps associated with non-emergency defects, as described below, are followed however in an expedited fashion that involves validation of the patch in the testing environments and deployment of the patch in production. Documentation is captured for the patch and incorporated into the system changes with the next deployment build.

Fixing the defect is just the first step in correcting the problem. It is our responsibility to consider measures that can be taken to prevent the situation that caused the defect in the first place, to reduce likelihood of the situation happening again. We agree to provide you with information from the root-cause analysis within five days of the identification of the defect. We document this root-cause analysis in a lessons learned document so that it can be shared across the enterprise. We also generate appropriate action items from this lessons learned document.

Simply documenting lessons learned and action items is not enough. If the defect is the result of processes that we control, we resolve all documented action items assigned to us within 30 working days or within the agreed upon time frame. For action items to resolve causes for defects out of our control, we follow up with other vendors to monitor that the action items are completed. If any action items are not completed within 30 working days, we escalate these items to DPW. If any data corrections are required as

the result of a defect, we reconcile this problem within 30 days or within the agreed upon timeframes.

We recognize that the correction of defects involves coordination with several teams and stakeholders and timeframes must consider available resources to support validation of approach, testing, and deployment activities. As such, we work with DPW to consider these dependencies when establishing the agreed upon resolution timeframes and document these timeframes as part of the corrective action plan.

Addressing Non-Emergency Defects

All Severity 3 and Severity 4 defects logged in ATS are discussed as part of the regular defect triage meetings that will be conducted with key stakeholders and other Lot vendors. At this meeting, the details of each defect in the defect log are discussed with business owners from each agency and the lots 1-5 and lot 6 vendors, the severity is adjusted (as needed), and the defect is prioritized into a future deployment. The process flow below depicts how this process is used to document system problems, triage and route these system problems to facilitate timely resolution.

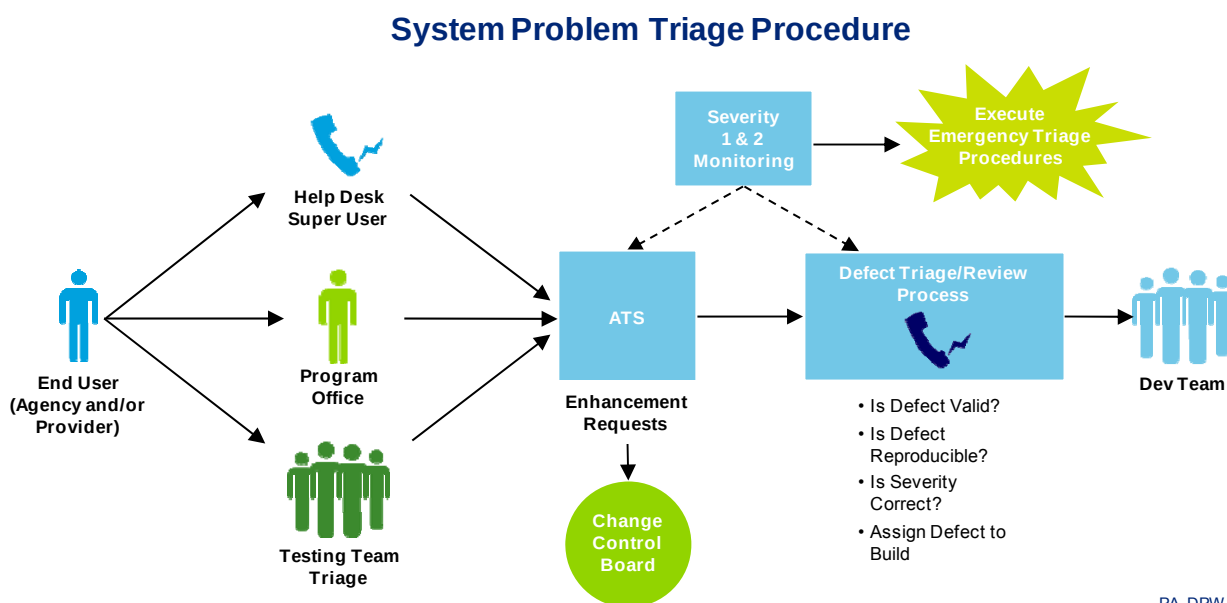


Figure 6.4-69. System Problem Triage Procedure.

When system problems are identified, DPW needs a procedure that promptly triages and prioritizes them.

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For nonemergency defects (Severity 3 & 4) we understand that DPW requires a CAP within three working days for your consideration and approval. We agree to work with the appropriate program office(s) and DPW to discuss and provide input to the corrective action plan. Once agreement has been reached on the plan for correcting a nonemergency defect and when it will be migrated, we agree to correct the defects within five working days from CAP approval unless otherwise agreed to by appropriate DPW staff.

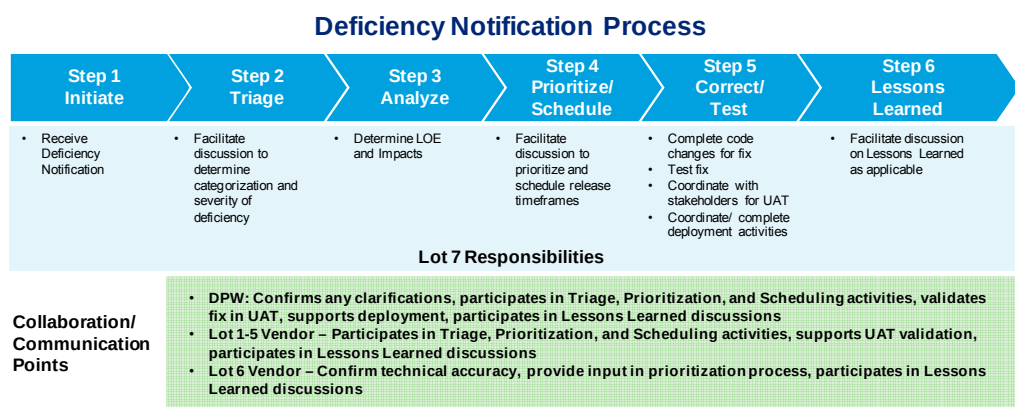
We understand that DPW wishes to have any such issues reconciled within 30 working days. We work with DPW to establish appropriate timeframes for resolution based on available resources and predefined software schedules. As with emergency defects, we agree to document as part of a lessons learned document the reasons that caused the defect. We generate appropriate action items, follow up and escalate them within 30 working days of the identification of the defect. If more time is required to correctly fix these deficiencies, we work with you to obtain approval for an extension of this timeline with appropriate DPW staff.

The Lot 7 system integrator plays a critical role in addressing both emergency and non-emergency defects. We are committed to working with DPW and key stakeholders, as well as the Lot 1-5 and Lot 6 vendors to provide timely identification, triage and resolution action plans for all defects identified in production. Please refer to *Section 6.8, Defect Management*, of our response for further detailed information on how we plan to coordinate with DPW and Lot Vendors when executing our Defect Management plan. Deloitte will adhere to the processes outlined in *Section 6.8, Defect Management*, in the execution of Maintenance Activities.

Deficiency Notification Management

IV	Page IV-348	RFP Reference: Application Maintenance Services Environment and Windows Required Items
The Offeror for Lot #7 must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 6) Respond in the event of receiving a deficiency notification from the Department.		

In the event that DPW issues a deficiency notification regarding an application issue, we use the defect management process to process the deficiency through the necessary steps. The figure below describes the process that is followed from initiation through lessons learned evaluation. Based on the nature of the deficiency and the severity that is established during initial triage, this process may be followed in an expedited way, or may follow the normal established process timeframes.



PA_DPW-1333

Figure 6.4-70. Deficiency Notification Process.

We use the Defect Management process and extend with collaboration and communication points when responding to deficiency notifications to develop an actionable plan and schedule that meets DPW needs.



To support the Initiation process, we provide points of contact for each of the systems. These individuals are knowledgeable on the system and responsible for engaging escalation procedures and next steps. The next steps include initiating coordination with DPW and the other lot vendors to establish communication and understand severity.

The Triage process includes validating the deficiency, evaluating the impacts that the deficiency is causing, and establishing the severity and categorization information for the deficiency. Deloitte coordinates these discussions with the Department stakeholders, other lot vendors and third party vendors as needed. This information establishes the escalation for the remaining activities and is used to identify the key stakeholders for continued coordination going forward.

During the Analyze phase we complete the evaluation of the deficiency to identify options for correction, establish the level of effort and associated impacts for the identified options, identify work around options and consider time frame constraints. We coordinate with DPW and the other lot vendors to validate understanding and confirm constraints.

Next we coordinate discussions with DPW and the stakeholders to finalize approach based on the options, prioritize and schedule the work to be completed. Based on the nature of the deficiency this may involve significant coordination across systems, lot vendors and stakeholder groups to support a complete and accurate resolution. Or the resolution may be addressed through a more isolated code fix. These are the items that are established during the Prioritize and Schedule phase.

Based on the activities defined for the Lot 7 Maintenance team, the next phase, Correct and Test, will primarily involve completion of the code fixes and associated testing activities. During this time we coordinate with the stakeholders to plan for testing validation and deployment activities.

Once a deficiency has been addressed and validated, the final phase is to identify and document lessons learned. We take the lead on facilitating lessons learned discussions and documentation for deficiencies that required system fixes. We pull together the available background information on the deficiency to understand root cause. This information combined with the information on the resolution option and steps is used to identify opportunities for process improvements. We coordinate meetings and discussions with DPW and the other lot vendors to gather input into this lessons learned process and to review findings. Implementation of process improvements may also require varying levels of coordination with DPW and other vendors.

Information related to the deficiency, the resolution, and final lessons learned documentation are included in our defect management level reporting. This reporting provides for final communication and coordination across DPW and the other lot vendors.

Help Desk Required Items

Q&A	Addendum 5 Line 12	Q: Appendix L Size and Scope - Base Application Support includes a line item for Help Desk support from the Lot 7 Offeror. What type of support (i.e. Level 1, Level 2 or Level 3) is needed from the Lot 7 offeror? We assume that this is Level 2 or Level 3 support, but would like to validate that assumption. Additionally, can DPW further explain why this support is only required for HCSIS and PACSES? A: Yes, it is level 2 or 3. These services are provided by other contracts, state staff, or there is not a help desk function.

We understand the need for an integrated help desk framework to facilitate the flow of issues, incidents and requests for rapid and effective resolution. Through our extensive work on HCSIS and PACSES we comprehend the functionality of the help desk and its' role in providing a foundation for the overall support framework, and we will integrate with the selected vendors providing this capability.

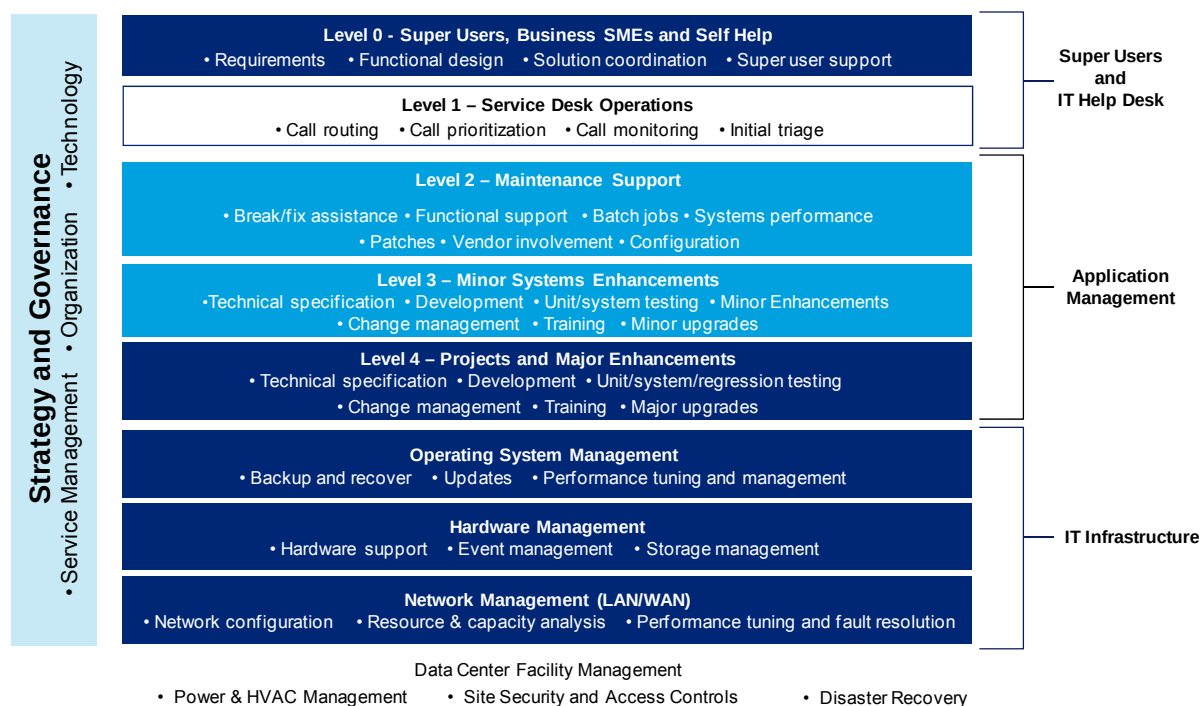


Figure 6.4-71. Help Desk Support Framework.

Deloitte has experience implementing and operating the help desk support requested for within this RFP.

PA_DPW-1002

Deloitte views the integrated help desk capability as a 'stack' of services that come together to provide end to end support for our clients. The first line of entry into the process is generally through the use of 'super users' and subject matter experts (SMEs) for the respective systems. On PACSES, for example, the county offices will typically contact one of our Deloitte SMEs in an effort to resolve an issue or answer a system related question before opening a formal incident request. Resolving issues and incidents at this level allows many of the 'how to' questions and minor known problems to be resolved immediately, which promotes efficient use of resources at the other levels and avoids overloading priorities of the modifications and maintenance teams.



Another entry point into the support process is through the Level One Service Desk. At this level, provided by the lot 3 and 5 vendors, resources will receive calls from users, attempt to resolve issues, open tickets, perform triage, and route issues to the appropriate teams. Should a problem not be resolved at Level One, the Service Desk will escalate the ticket to the appropriate maintenance team for further action.

Levels 2 and 3 are under the purview of the maintenance team within Lot 7. At Level 2, break-fix activities, batch resolutions, functional support, resolution of systems performance issues and other problem tickets are addressed. The team performs the activities outlined in *Section 6.8, Defect Resolution*, while also escalating any incidents that are modifications to the next level.

Level 3 focuses on the development of minor modifications; these are defined as those changes to the system that will not require performance under the full SDM. Examples of these include reference table changes, minor database updates, and minimal changes to screens. These enhancements do not require significant commitment of hours on the part of the maintenance team and do not materially impact the prioritization of issue resolution.

Should an enhancement request be considered a project, it will be the responsibility of the modifications team, operating in the Level 4 'stack' to prioritize the enhancement with the other modification-related requests that are within its queue. The process for indentifying, designing, developing and implementing major enhancements are described in detail within *Section 6.5, Modifications*.

The remainder of the 'stack' focuses on infrastructure operations that are outside of the scope of the maintenance team. However, since this is an integrated model, the team must be aware of changes made to the infrastructure and work closely with the Department and other vendors responsible for the maintenance of these activities.

IVR Support

Q&A	Addendum 5 Line 131	Q: System Overview - PACSES includes an IVR component. Are the Offerors expected to include the IVR component in the support to be proposed? If so, can DPW provide the technical details and systems specifications for the IVR system? A: The Offeror is expected to provide application/programming support necessary to maintain IVR interaction with the application. They will not be providing direct IVR product support

Deloitte has worked in collaboration with the Department and the Lockheed Martin team since the IVR system went live 4 years ago. We provide support for this system in three key ways. First, Deloitte DBAs work with Lockheed to make sure that the IVR system can appropriately connect to the PACSES Open System database. This includes database monitoring and support. This also includes ongoing database capacity planning in relation to IVR usage. Second, when IVR enhancements arise, changes to the PACSES Open System database and batch are often required. For example, new batch jobs were recently written to support IVR outbound calling. This was done because additional information was required from the PACSES mainframe to enact



outbound calling. Finally, the PACSES testing team has supported the testing of IVR enhancements. This included the creation, execution and submission of IVR testing scripts.

Deloitte will continue to work with the Department to provide this critical application and programming support for the PACSES IVR system, as we have done over the past 4 years. We will provide key staff with subject matter expertise to perform these activities and to work collectively with the stakeholders involved.

Resources Required to Support Application Maintenance and Organization Chart

IV	Page IV-348	RFP Reference: Application Maintenance Services Environment and Windows Required Items

The Selected **Lot #7** Offeror must describe in detail: 1) The resources required to support Application Maintenance tasks including skill sets and experience, and 2) The associated organizational chart

The resources required to support Application Maintenance are provided in the following section: Staffing Chart. Skill sets and experience are listed by role in *Section 8.4, Staffing Narrative*.

The organization chart for the Application Maintenance team is provided below. The team is organized by application in order to foster deep knowledge of the supported applications; however, as it becomes the team will encourage mobility of resources – and share resources across teams - as needed in order to recognize economies of scale and efficiencies in operations.



Lot 7 Proposed Maintenance Team

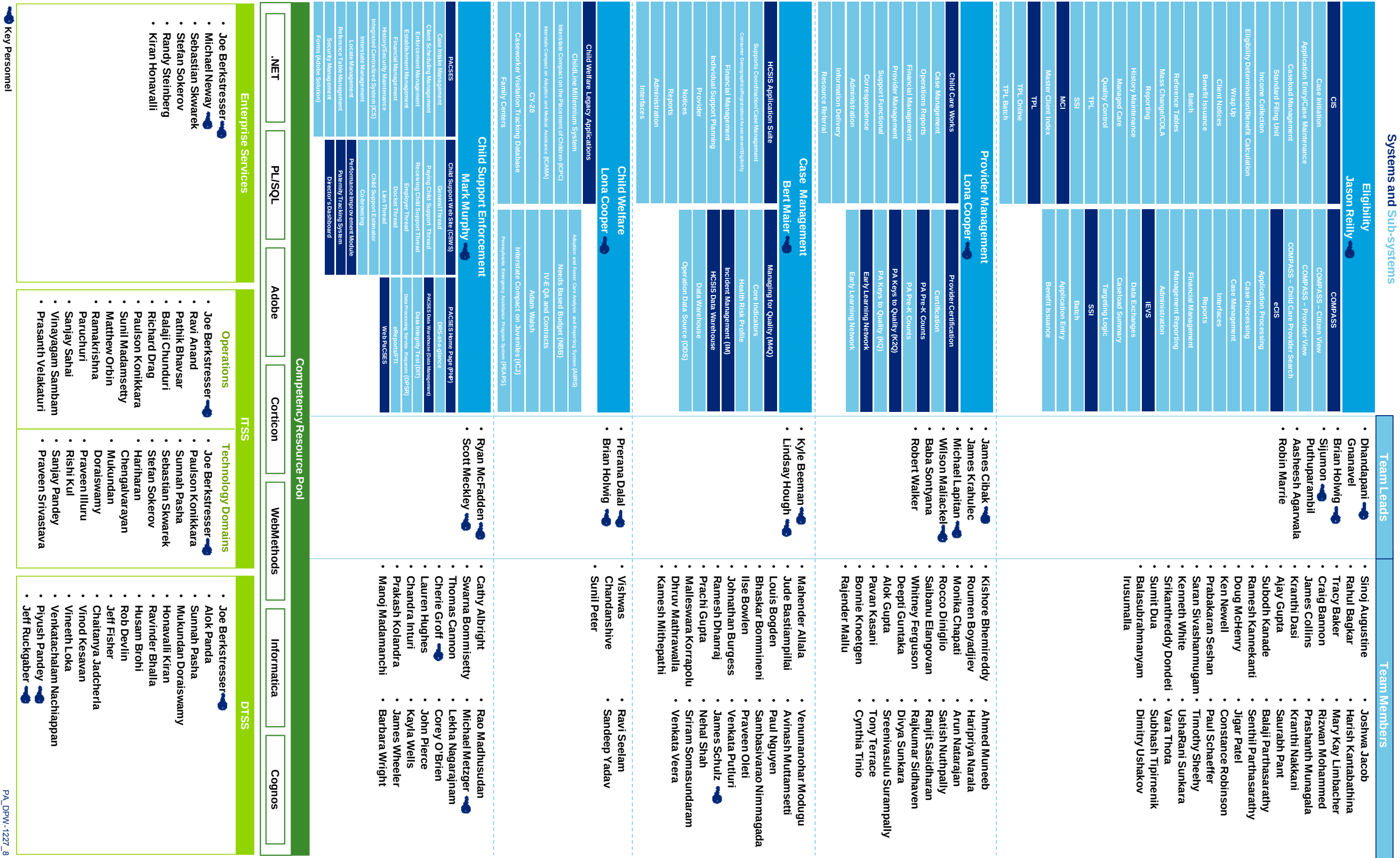


Figure 6.4-72. Application Maintenance Organization Chart.
The Application Maintenance team includes a focus on the support applications with support from the Enterprise Services, ITSS, and DTSS teams.



Collaboration with Other Contractors

IV

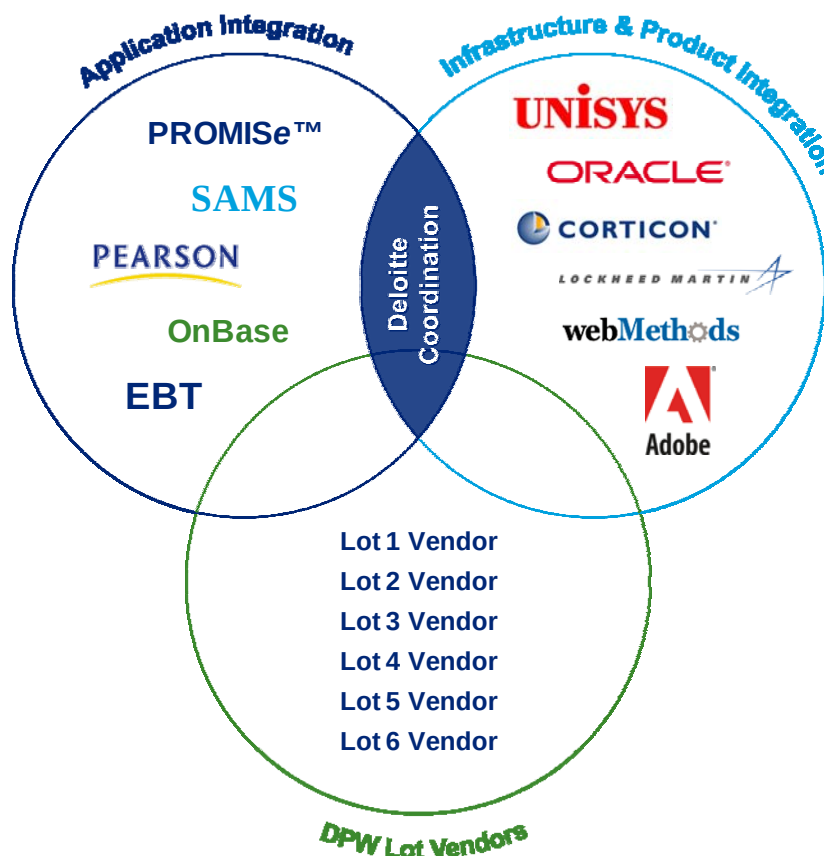
Page
IV-348

RFP Reference: Application Maintenance Services Environment and Windows Required Items

The selected Offeror will assist in assessing the impact on other applications for any modifications to the in-scope systems. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

The nature of any complex organization with mature information technology systems is that it requires collaboration with multiple vendors across multiple systems. Our more than 30 years of experience with DPW has given us the opportunity to demonstrate our ability to work with other vendors in delivering results for the Commonwealth.

The graphic below illustrates the collaboration required with vendors of other applications and the role we support in this coordinated effort.



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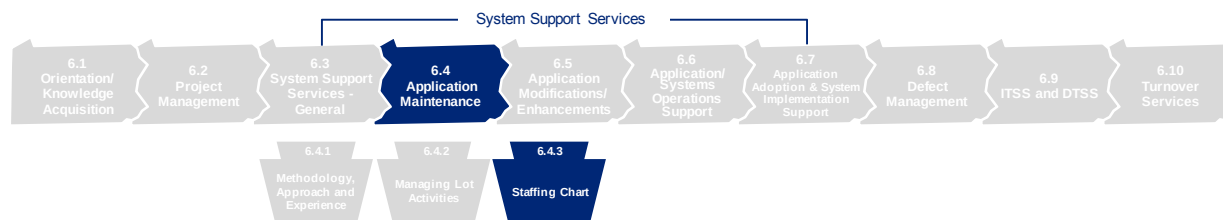
Figure 6.4-73. Collaboration with Other Vendors.

Maintenance of DPW applications requires coordination with a number of other vendors who manage infrastructure, applications, and operational activities that interact with the in-scope applications.



In just the last 12 months, our team has demonstrated our ability to successfully implement modifications that impacted all of these systems managed by other vendors. Given DPW's Enterprise Services vision, we fully expect that as we move forward together, the ability to assist in impact assessment around other systems, as well as to collaborate with other vendors, will be critical to DPW's ongoing success.

6.4.3 Staffing Chart



PA_DPW-204c_4

II-3

Page
II-4

RFP Reference: II-3. Work Plan

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

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

The resources currently identified for Application Maintenance are listed in the following figure. More information about each one of these individuals, including resumes, can be found in *Tab 8.0*.

iCIS

Proposed Staff	Labor Category/Job Function
Reilly, Jason A	Portfolio Coordinator
Agarwala, Aasheesh	Application Team Lead
Robinson, Constance	Project Administrator
Baker, Tracy Lynn	Project Control Analyst
Gnanavel, Dhandapani	Application Team Lead
Holwig, Brian E	Application Team Lead
Marrie, Robin	Application Team Lead
Puthuparambil, Sijumon	Application Team Lead
Augustine, Sinoj	Sr. Developer/Analyst
Bagkar, Rahul Rajanikant	Sr. Developer/Analyst
Bannon, Craig	Sr. Developer/Analyst
Gupta, Ajay	Sr. Developer/Analyst
Irusumalla, Balasubrahmanyam	Sr. Developer/Analyst
Jacob, Joshwa	Sr. Developer/Analyst
Kanade, Subodh L	Sr. Developer/Analyst
Kannekanti, Ramesh	Sr. Developer/Analyst
Kantabathina, Harish	Sr. Developer/Analyst
Limbacher, Mary Kay	Sr. Developer/Analyst



Proposed Staff	Labor Category/Job Function
McHenry, Doug	Sr. Developer/Analyst
Munagala, Prashanth	Sr. Developer/Analyst
Pant, Saurabh	Sr. Developer/Analyst
Parthasarathy, Balaji	Sr. Developer/Analyst
Parthasarathy, Senthil Kumaran	Sr. Developer/Analyst
Schaeffer, Paul	Sr. Developer/Analyst
Seshan, Prabakaran	Sr. Developer/Analyst
Sivashanmugam, Saran	Sr. Developer/Analyst
Sunkara, UshaRani	Sr. Developer/Analyst
Thota, Vara Prasad	Sr. Developer/Analyst
Tipirnenik, Subhash	Sr. Developer/Analyst
Ushakov, Dmitry	Sr. Developer/Analyst
White, Kenneth	Sr. Developer/Analyst
Collins, James	Application Developer
Dasi, Kranthi	Application Developer
Dondeti, Srikanthreddy	Application Developer
Dua, Sumit	Application Developer
Mohammed, Rizwan	Application Developer
Nakkani, Kranthi Kiran	Application Developer
Newell, Ken	Application Developer
Patel, Jigar	Application Developer
Sheehy, Timothy	Application Developer

Figure 6.4-74. Staffing Chart for Application Maintenance - iCIS.

PELICAN

Proposed Staff	Labor Category/Job Function
Brown, Neil R.	Project Executive
Cooper, Lona B	Portfolio Coordinator
Knoetgen, Bonnie Mossor	Project Control Analyst
Whitbread, Sheila	Project Administrator
Cibak, James Edward	Application Team Lead
Krahulec, James Thomas	Application Team Lead
Lapitan, Michael Allen Reyes	Application Team Lead
Maliackel, Wilson Joseph	Application Team Lead
Sontyana , Baba	Application Team Lead

Proposed Staff	Labor Category/Job Function
Walker, Robert Irvine	Application Team Lead
Chapati, Monika	Sr. Developer/Analyst
Diniglio, Rocco	Sr. Developer/Analyst
Elangovan , Saibanu	Sr. Developer/Analyst
Ferguson, Marilyn	Sr. Developer/Analyst
Guntaka, Deepti	Sr. Developer/Analyst
Gupta, Alok	Sr. Developer/Analyst
Mallu, Rajender	Sr. Developer/Analyst
Natarajan , Arun	Sr. Developer/Analyst
Sunkara, Divya	Sr. Developer/Analyst
Tinio, Cynthia May	Sr. Developer/Analyst
Bhemireddy , Kishore Reddy	Application Developer
Boyadjiev , Roumen	Application Developer
Kasani, Pavan, Syed	Application Developer
Muneeb , Ahmed	Application Developer
Narala, Haripriya	Application Developer
Nuthpally, Satish	Application Developer
Sasidharan , Ranjit	Application Developer
Sidhavan , Rajkumar	Application Developer
Surampally, Sreenivasulu	Application Developer
Terrace, Tony	Application Developer

Figure 6.4-75. Staffing Chart for Application Maintenance - PELICAN.

HCSIS

Proposed Staff	Labor Category/Job Function
Howard, Patrick J	Project Executive
Maier, Bert	Portfolio Coordinator
Bowlen, Ilse	Project Control Analyst
Wickizer, Deanna	Project Control Analyst
Beeman, Kyle	Application Team Lead
Hough, Lindsay	Application Adoption Team Lead
Gupta, Prachi	Sr. Developer/Analyst
Mithpathi, Kamesh	Sr. Developer/Analyst
Nguyen, Paul Khoa D	Sr. Developer/Analyst
Schulz, James	Sr. Developer/Analyst



Proposed Staff	Labor Category/Job Function
Shah, Nehal	Sr. Developer/Analyst
Allala, Mahender	Application Developer
Bastiampillai, Jude	Application Developer
Bommineni, Bhaskar	Application Developer
Dhanraj, Ramesh	Application Developer
Korrapolu, Malleswara Rao	Application Developer
Mathrawala, Dhruv	Application Developer
Modugu, Venumanohar Reddy	Application Developer
Muttamsetti, Avinash	Application Developer
Nimmagadda, Sambasivarao	Application Developer
Oleti, Praveen Kumar Reddy	Application Developer
Putluri, Venkata Krishna	Application Developer
Somasundaram, Sriram	Application Developer
Veera, Venkata	Application Developer
Bogden, Louis	Implementation Specialist
Burgess, Jonathan N	Implementation Specialist
Petty, Joanne	Implementation Specialist

Figure 6.4-76. Staffing Chart for Application Maintenance - HCSIS.

Child Welfare

Proposed Staff	Labor Category/Job Function
Lona Cooper	Portfolio Coordinator
Dalal, Prerana	Application Team Lead
Chandanshive, Vishwar	Sr. Developer/Analyst
Peter, Sunil	Sr. Developer/Analyst
Developer Lot 6 -1	Application Developer
Fisher, Jeff - CW	Application Developer
Pattu, Saravanan	Application Developer
Seelam, Ravi	Application Developer
Yadav, Sandeep	Application Developer

Figure 6.4-77. Staffing Chart for Application Maintenance - Child Welfare.

Child Support Enforcement

Proposed Staff	Labor Category/Job Function
White, John	Project Executive
Murphy, Mark	Portfolio Coordinator
Wells, Kayla	Project Control Analyst
Wright, Barbara	Project Control Analyst
Albright, Cathy	Project Administrator
McFadden, Ryan	Application Team Lead
Meckley, Scott	Application Team Lead
Bommisetty, Swarna	Sr. Developer/Analyst
Hughes, Lauren	Sr. Developer/Analyst
Metzger, Michael	Sr. Developer/Analyst
Nagarajnam, Lekha	Sr. Developer/Analyst
Vanungare, Shrinivas	Sr. Developer/Analyst
Pfaff, Jeff	Sr. Developer/Analyst
Cannon, Thomas	Application Developer
Inturi, Chandra	Application Developer
Kolandra, Prakash	Application Developer
Madamanchi, Manoj	Application Developer
Madhusudan, Rao Koka	Application Developer
O'Brien, Corey	Application Developer
Pierce, John	Application Developer
Wheeler, James	Application Developer
Groff, Sherri	Implementation Specialist

Figure 6.4-78. Staffing Chart for Application Maintenance - Child Support Enforcement.

Enterprise Services, ITSS, and DTSS

Proposed Staff	Labor Category/Job Function
Subramanian, Srinivasan R	Project Executive
Berkstresser, Joe L	Shared Services Manager
Ruckgaber, Jeffrey	Quality Manager Software Process Engineer
Kiran, Honavalli	Quality Manager Software Process Engineer
Steinberg, Randy Alan	Quality Manager Software Process Engineer
Neway, Michael R.	ESB/Middleware Architect
Doraiswamy, Mukundan	Chief Database Architect
Pandey, Piyush	Chief Security Architect



Proposed Staff	Labor Category/Job Function
Devlin, Rob	Software Quality Assurance Specialist
Kesavan, Vinod K	Systems Architects
Skwarek, Sebastian	Systems Architects
Chengalvarayan, Hariharan	Systems Configuration Specialists
Orbin, Matthew Douglas	Systems Configuration Specialists
Brohi, Husam Ali	Security Specialist
Illuru, Praveen Kumar	Security Specialist
Kul, Rishi	Security Specialist
Panda, Alok Kumar	Security Specialist
Srivastava, Praveen	Security Specialist
Singh, Akshay	Security Specialist
Jadcherla, Chaitanya	Sr. Application Developers
Loka, Vineeth	Sr. Application Developers
Nachiappan, Venkatachalam	Sr. Application Developers
Pasha, Sunnah	Sr. Application Developers
Salmon, Rocio	Sr. Application Developers
Fisher , Jeff	Sr. Developers Legacy
Bhalla, Ravinder	Database Administrators
Pandey, Sanjay	Database Administrators
Anand, Ravi K.	ITSS and DTSS Team Member
Bhavsar, Pathik	ITSS and DTSS Team Member
Chunduri, Balaji	ITSS and DTSS Team Member
Drag , Richard	ITSS and DTSS Team Member
Konikkara, Paulson	ITSS and DTSS Team Member
Madamsetty, Sunil	ITSS and DTSS Team Member
Paruchuri, Ramakrishna	ITSS and DTSS Team Member
Sahai, Sanjay	ITSS and DTSS Team Member
Sambam, Vinayagam	ITSS and DTSS Team Member
Sokerov, Stefan Hristov	ITSS and DTSS Team Member
Velakaturi, Prasanth	ITSS and DTSS Team Member

Figure 6.4-79. Staffing Chart for Application Maintenance - Enterprise Services, ITSS, and DTSS.

6.5 Application Modifications/Enhancements



PA_DPW-200e

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

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

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

Systems Support Services – The selected Offerors for **Lot # 6** and **Lot #7** will be responsible for providing following services for all the in-scope systems identified in this RFP:

- Application Modifications/Enhancements: assist in the planning and prioritization of modifications and to complete all approved modifications based on DPW’s System Development Methodology (SDM).

Additional RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7, Page IV-348

Deloitte is a trusted and experienced collaborator that will continue to align and deliver system modifications and enhancements to achieve DPW’s enterprise and program vision. Our approach meets the needs of the diverse program offices, supports BIS’ enterprise vision and embraces the multi-vendor, multi-system operating model.

Unique and Distinguishing Factors

- Expands Enterprise Architecture framework and SOA with each enhancement experience in SOA technologies and principles
- Proposes a DPW-proven approach – staff, methodologies and tools – with the capability and business knowledge to deliver Lot 7 services
- Enables “innovation in-sourcing” based on Deloitte’s HHS client and project network

Introduction

DPW exists in the dynamic and challenging world of Health and Human Services, where technology plays a critical role in the execution of the Department's core missions, the cost-effectiveness of program administration, and the delivery of vital services to the Commonwealth's citizens. It is with these aims and the ever-constant forces of change—innovative technologies, evolving business models and transformative state and government policies, that Deloitte proposes a world class team and approach for the modification and enhancement of DPW's mission-critical systems. As the need for DPW's business applications, system users, and citizens to share and coordinate information grows, the architecture components and services available to each application are extended accordingly. Deloitte proposes a collaborative, yet structured approach to working with DPW and the other Lot vendors to develop system designs and deliver enhancements that align and contribute to DPW's vision. We highlight the key features of our approach and the benefits to the Commonwealth in Figure 6.5-1 below:

Features	Benefits
Provides skilled resources that: • Understand DPW's business and the systems that enable the businesses • Bring experience in SOA technologies and services thinking • Understand both national technology trends and DPW's technology direction that assist in the development of the roadmap for future enhancement of its systems	• Better supports DPW's stated objectives and expectations • Improves efficiency of enterprise systems based on effective identification and development of common services by staff that understand your business • Reduces schedule, budget and performance risks during implementation
Proposed staff and advisors include policy, business and technology practitioners that deliver a broad understanding of impending policy changes and their direct impact to the Commonwealth and its strategic business systems	• Jump starts enhancements based on understanding what these sweeping policy changes mean to its systems • Delivers enhancements in compliance with state and federal policy
Facilitates communication and collaboration with DPW program offices, BIS, stakeholders and users, as well as respective Lot vendors	• Better supports the needs of diverse stakeholders within the new operating model • Improves our performance and service to DPW
Includes a continuous improvement program consistent with CMMI based on project metrics and lessons learned from DPW and Deloitte's national HHS client and project base	• Improves quality • Reduces life cycle costs

Figure 6.5-1. Key Features and Benefits of Deloitte's Modification and Enhancement Approach.

The remainder of this introduction to the Application Modifications and Enhancements section is organized in the following manner:

- Our Understanding of Modifications and Enhancements
- Our Understanding of the Allocation of Hours