Program/Project or Previous Employer:	DPW – iCIS WLD Management Reporting Initiative Individual Eligibility Verification System (IEVS) Targeting Logic Initiative Workload Dashboard 2.0 Initiative	**Date**	05/2009 – 03/2010
Role:	Track Lead		

Shawn managed three concurrent work orders; Workload Dashboard Management Reporting, Individual Eligibility Verification System (IEVS) Targeting Logic, and Workload Dashboard 2.0 as the track lead. He participated in the upfront work planning and formal Work Order initiation process, and on-boarded new team members for each of the initiatives. Shawn provided oversight and day to day management as the initiatives progressed through the SDLC, leveraging his functional and technical knowledge of the underlying application to enable successful execution of the initiatives as they advanced and were implemented in 2009.

Program/Project or Previous Employer:	DPW – iCIS Workload Dashboard	**Date**	08/2007 – 05/2009
Role:	Application Lead		

Shawn managed the development team to complete development activities and facilitated bi-weekly development status meetings. He also managed and tracked development activities and issues throughout the development phase. Shawn's responsibilities included reviewing and providing feedback on test scenarios created by QA/Test team. He developed and executed Integration test scenarios and helped coordinate UAT testing. Shawn tracked defects and enhancements throughout all testing phases as well as assisted in prioritizing system enhancements with the client. Other responsibilities included coordinating and leading environment migration and database activities across six teams, using a "build" based migration and deployment approach as well as providing pre-implementation support. Additionally, Shawn coordinated Production deployment activities, including detailed playbook reviews for initiative-specific tasks and supporting validation activities throughout the two-day go-live weekend. During pilot phase as this initiative, Shawn worked with DPW and end-users providing on-site support. He continued to tracked Production maintenance issues, defects, and enhancements.

Shawn also had the opportunity to lead the successful rollout of the Workload Dashboard application to over 96 County Assistance offices across the Commonwealth of Pennsylvania, completing the 15 month phased rollout to over 7,000 users. As the Workload Dashboard application transitioned to the maintenance focused phase, he on-boarded new members, providing mentorship on firm practices and policies as well as project specific knowledge as he transitioned out of the application track lead role.

Program/Project or Previous Employer:	DPW – iCIS QA/Testing Team	**Date**	03/2007 – 08/2007
Role:	QA/Test Team Lead		

In this role, Shawn developed and executed Integration and User Acceptance Testing scenarios for multiple initiatives. He coordinated with application teams to track defects and facilitate User Acceptance Testing. Shawn managed testing team for three months and led daily testing status meetings.

Program/Project or Previous Employer:	Pennsylvania Army National Guard	Date	01/2000 – 01/2008
Role:	SGT – Combat Medic		

Shawn served as combat medic specialist in PA Army National Guard, beginning in January, 2000. He was deployed for service in Operation Iraqi Freedom III, 2004-2006. He served as lead field medic providing support for a company of combat engineers, and scout reconnaissance team. Shawn participated in more than 400 combat missions, in addition to training fellow soldiers in battlefield medicine. He utilized his leadership skills and training to make life-or-death decisions regarding combat maneuvers and patient triage.

Neil Brown, Project Executive

Number of Years with Deloitte:	11	Number of Years Serving DPW:	6	Similar Experience:	MA, PA

Responsibilities	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	21

As a member of Deloitte's Application Management Services (AMS) practice, Neil is focused on delivery of services in both a development and maintenance environment. Neil has served some of the firm's largest AMS clients and has managed support teams of over 150 staff members. He has also had the opportunity to lead large development and implementation projects covering a number of diverse technologies including mainframe, open systems, and COTS packages.

Experience in Health and Human Services Program Management	5

Neil has 4 years within child support enforcement leading with the PA PACSES project. For the past 9 months, Neil has been working with the PA PELICAN project.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	18

Neil has significant experience in design and development. Neil began his career as a developer and had the opportunity to experience all levels of the systems development life cycle; he also has held a number of management roles that have allowed him to participate in implementation of COBOL, .NET and COTS systems. Neil has provided leadership for several support engagements and also is experienced in operations and infrastructure support. His work with our AMS practice has given Neil deep experience in the overall maintenance and operations of systems, including managing globally deployed support teams responsible to over 5000 users.

Education, Qualifications and Training:

- Bachelor of Arts in Political Science, Loyola College of Maryland, Baltimore, MD, 1984
- Master of Business Administration in International Management, University of Dallas, Dallas, TX, 1995
- PMP certified, credential #1335125

Detailed Experience:			
Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare – PELICAN	Date	1/20/10 – Present
Role:	Project Director for the PA PELICAN project.		

Responsible for oversight of the project, quality, risk and resource management.

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Program/Project or Previous Employer:	PA New Hire	Date	5/1/08 – Present
Role:	Project Director of the PA New Hire project for the Department of Labor and Industry.		

PA New Hire provides support for the Commonwealth through the gathering of information related to employment of the citizens for PA. The data that new hire gathers is key the PA Child Support Enforcement System, as well as providing a rich source of information for Labor and Industry. Neil is responsible for overall management of the team performing New Hire data entry for the Commonwealth, including the acquisition of resource, resolution of issues, and support of the underlying New Hire System.

Program/Project or Previous Employer:	Massachusetts CSE Technology Roadmap	Date	4/2008 – 10/2008
Role:	Project Director responsible for leading a team of technologists designing an incremental renewal strategy for the Commonwealth of Massachusetts Department of Revenue Child Support Enforcement group.		

The DOR hire Deloitte as a provider to create a comprehensive strategy to migrate from their existing COBOL based mainframe system to a .NET architecture. The team developed the strategy, evaluated software vendors, and provide a basis for the issuance of RFPs for systems integrators. Neil managed the team that performed these tasks, and also provided industry insight to the client.

Program/Project or Previous Employer:	PA Department of Public Welfare – PACSES	Date	9/2005 – 2/2008
Role:	Project Manager and Project Director for the PACSES project.		

Joined the team in 2005 as the Application Manager and oversaw the maintenance, testing and implementation of new development activities for the tracks supporting the application. In 2007 became the overall Deloitte Project Director, where Neil had responsibility for the resource management, risk and quality management, and overall performance of the Deloitte team.

Program/Project or Previous Employer:	Agilent Project Independence	Date	11/2004 – 8/2005
Role:	Project Manager of a multi-country delivery team providing support for Agilent's global Oracle and Siebel implementation.		

Responsible for management of the team supporting break-fix, maintenance and new development activities. Directly responsible for over 125 people in a 24 x 7 "follow the sun" support environment that interfaced with 5000 users.

Program/Project or Previous Employer:	Ionex Telecommunications	Date	5/2002 – 5/2004
Role:	Project Manager of an implementation of a complete back office solution for a local telecom provider.		

Responsible for the daily activities of the team of over 50 Deloitte and Client personnel. Managed the overall program and provided IT strategy work to the client

Program/Project or Previous Employer:	Sprint	**Date**	6/2001 – 5/2002
Role:	Project manager of a team designing a business case to support spin off Internet services company.		

Helped design the IT infrastructure for the client as well as creating the RFP for bidders on the work. Validated the project and gained funding for $60mm of work.

Program/Project or Previous Employer:	GTE	**Date**	4/2000 – 8/2000
Role:	Responsible for the development of an access-based prediction and scenario model that the client was able to use during negotiations with the various CLECs.		

Managed the project team during the design, development, testing, and roll out of the project.

Program/Project or Previous Employer:	Toshiba American Medical Systems	**Date**	3/1998 – 12/1999
Role:	Managed the team		

Managed the team implementing a CRM system for a provider of medical equipment. Also developed a software solution for field sales and service.

Program/Project or Previous Employer:	Accenture	**Date**	1997 – 1998
Role:	Consultant		

Consultant in the telecommunications practice of a major consulting firm

Program/Project or Previous Employer:	PegaSystems	**Date**	1995 – 1997
Role:	Consultant		

Consultant for a workflow management software company

Program/Project or Previous Employer:	EDS	**Date**	1989 -1995
Role:	COBOL developer, team lead, project manager.		

COBOL developer, team lead, project manager.

Program/Project or Previous Employer:	United States Army	**Date**	1984 – 1989
Role:	Air Defense Artillery Officer		

Air Defense Artillery Officer based in Europe.

Marty Carreras, PMP

Number of Years with Deloitte:	**12 years**	Number of Years Serving DPW:	**5.5 years**	Similar Experience:	**PA, WI**
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	**12 years**

Marty brings a wealth of Information Technology Support Services that directly match with DPW's requirements. For 12 years he has provided full system development life cycle management and delivery for large-scale and complex custom development projects that span multiple technology stacks including .NET, legacy mainframe, Adobe Flex, and COTS product integration. Marty brings extensive project management, application maintenance, production operations support, and application modifications experience to DPW. Most recently he is working with DPW to continue the transformation of Commonwealth's service delivery portal, COMPASS, into a nationally recognized, trend-setting solution.

Experience in Health and Human Services Program Management	**12 years**

Marty has focused his career providing technology solutions to improve the efficiency, effectiveness, and accuracy of core Health and Human Service programs, including SNAP, TANF, Medicaid, Long Term Care, Children's Health Insurance Program (CHIP), adultBasic and Child Care. Marty has extensive knowledge of the business and operational models in place in Pennsylvania as well as in Wisconsin and brings insights into national HHS trends. In Wisconsin, Marty was the application development manager for the first incremental transformation of an Integrated Eligibility solution in the country, WI CARES Worker Web. He currently also serves as Deloitte's Health and Human Services Advisor with the Deloitte/Adobe alliance.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**12 years**

Marty has extensive experience providing system design, transfer, modification, development, implementation and operations support. He successfully managed the design, development, testing and implementation of a number of scale HHS projects including the original implementation of PA CAPS, the testing, implementation, and rollout of several critical PA OIM initiatives including the award-winning OIM Workload Dashboard, and the design, development, and testing of the award-winning next-generation self service human services portal, PA COMPASS. Additionally, Marty has led the implementation of technology solutions to support several healthcare improvement initiatives in other states, such as Wisconsin's BadgerCare, Medicaid Purchase Plan, FamilyCare, and Senior Care programs.

Education, Qualifications and Training:

- Bachelors of Science, Computer Science & Engineering, Pennsylvania State University, State College, PA, 1998
- Project Management Professional (PMP) 2007

Detailed Experience:			
Program/Project or Previous Employer:	Commonwealth of Pennsylvania Department of Public Welfare Integrated Client Information System (iCIS)	**Date**	06/2010 – Present
Role:	COMPASS Senior Project Manager		

Marty, as the COMPASS Senior Project Manager provides leadership across all maintenance and modifications related to the COMPASS solution, spanning project management, application maintenance, application modifications, and application support. In this role, he oversees approximately 30 staff and provides executive level communication and support for the planning and delivery of this cross-agency enterprise solution. His primary responsibilities related to COMPASS include:

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

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

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

Program/Project or Previous Employer:	Commonwealth of Pennsylvania Department of Public Welfare Integrated Client Information System (iCIS)	**Date**	10/2005-06/2010
Role:	Deputy Project Manager		

As the iCIS Deputy Project Manager, provided leadership across all of the threads of the iCIS project, spanning project management, application maintenance, application modifications, and application support. In this role, he oversaw as many as approximately 150 staff and provided executive level communication and support for the planning and delivery of complex technology solutions to improve HHS benefit delivery efficiency. His primary responsibilities included:

- Working with DPW leadership to facilitate governance meetings, including Steering Team and Project Team meetings
- Identifying/managing project resource allocation and identifying resources with appropriate skills sets
- Managing project level issues and risks
- Maintaining and expanding executive level program office and technology stakeholders relationships across departments and agencies
- Managing high level work estimation and work order planning
- Helping to establish and execute Service Orient Architecture designs aligning with Department's vision
- Leading the identification, assessment, and adoption of COTS products, such as Corticon, that align with DPW's vision

- Managing application maintenance and production support
- Finalizing change resolution and implementation schedule
- Leading the CMMI Level 3 assessment from a project perspective and monitoring ongoing compliance
- Escalating unresolved issues to the Project Manager

Throughout his tenure in this role, Marty was directly responsible for the application development activities that lead to the Commonwealth's realization of the following initiatives from inception to statewide implementation:

- OIM Workload Dashboard (Nationally recognized, award winning solution)
- OIM Data Exchange Modernization
- COMPASS.NET (Nationally recognized, award winning solution adopted by the Federal Government to support the Pre-existing Condition Insurance Plan)

Program/Project or Previous Employer:	United States Department of Agriculture National Finance Center Pre-Existing Condition Insurance Plan	Date	06/2010 (Ongoing)
Role	Senior Technology Advisor		

Marty, as the Senior Technology Advisor for the Pre-existing Condition Insurance Plan (PCIP) oversees and guides the application development team through the transfer of the PA COMPASS and PA CAPS solutions to the National Finance Center. Recently completed, this transfer, executed in 8 weeks from inception to Production, represents the first time that a State self-service and health and human service related asset was successfully delivered.

Program/Project or Previous Employer:	Commonwealth of Pennsylvania, Insurance Department – CHIP and adultBasic Processing System (CAPS)	Date	10/2002 – 10/2003
Role:	Application Manager		

Marty was a key staff member of the initial team responsible for the knowledge transition from CIBER (the incumbent vendor), design, and development of the PA CAPS solution. He was responsible for leading his team in partnership with the Pennsylvania Insurance Department and seven health insurance contractors through the execution of this solution development in a record-setting 10 month time frame. Deloitte succeeded where two previous vendors fell short in delivering a standardized, statewide eligibility determination and case management system for the CHIP and adultBasic programs.

Program/Project or Previous Employer:	State of Wisconsin, Department of Health and Family Services and Department of Workforce Development WI CARES, CARES Worker Web, and ACCESS	Date	08/1998 – 10/2002 10/2003 – 10/2005
Role:	Application Manager (10/2003 – 10/2005) Developer through Track Manager (08/1998 – 10/2002)		

Marty was responsible for the management and execution of the first statewide Web-based Integrated Eligibility solution incrementally transformed from legacy COBOL technologies to an enterprise scale J2EE browser-based architecture and solution referred to as CARES Worker Web

Rama P Chagantipati, Application Team Lead

Number of Years with Deloitte:	12 years	Number of Years Serving DPW:	12 years	Similar Experience:	PA and DE
Responsibilities	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	15 years

Ram is an accomplished, results-oriented project management and strategy consultant with extensive project management and business analysis experience. He has over 15 years of IT experience in Application Software Development, Maintenance, Testing, Product evaluation, and Quality Assurance in large-scale Mainframe and Web (Cross platform) applications.

Experience in Health and Human Services Program Management	12 years

Ram is thoroughly experienced, reliable and knowledgeable in handling Department of Public Welfare applications and successfully implementing the complex, business critical and large-scale IT projects in Commonwealth of Pennsylvania and State of Delaware. These projects include automation of Cash, SNAP, Medicaid and Heating Assistance benefits.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	15 years

In his roles as Initiative and Project lead, Ram has led multiple teams responsible for design, development, testing and implementation of large-scale IT projects across public sector and automotive fields. He possesses exceptional leadership skills in collaborating successfully to direct cross-functional, onsite and offshore project teams through the software development life cycle. Ram is very experienced in facilitating JAD sessions with various project management teams to gather, analyze, define and document the business requirements.

Education, Qualifications and Training:

- Master of Business Administration in Systems & Marketing Management, Andhra University, India, September 1995
- Bachelor of Engineering in Electronics & Communications Engineering, Andhra University, India, June 1992

Detailed Experience:

Program/Project or Previous Employer:	LIHEAP/eCIS Integration/iCIS; Commonwealth of Pennsylvania	Date	09/2008 – Present
Role:	LIHEAP Initiative Lead, eCIS Maintenance Lead		

As an Initiative lead, Ram is responsible for the successful integration of the LIHEAP application into the existing eCIS system. He effectively managed a team of 25 personnel to complete this integration on time and within budget. He has been continuously involved in preparing and presenting LIHEAP business and technical concepts to multiple DPW management groups. In these roles, he had established a strong and trusted relationship with business users by demonstrating the timely responsiveness to system issues and through understanding their needs to provide comparable solutions in timely manner.

Program/Project or Previous Employer:	Single Order Filter/FORD Corporation	Date	07/2007 – 08/2008
Role:	SOF Phase 1 Project Lead, SOF Maintenance Lead		

As a Project Lead, Ram is responsible for the successful implementation of SOF Phase 1 project on time while collaborating with three different teams located across different geographical locations. Upon successful completion, this project helped in attaining enormous cost savings for Ford Corporation with improved operational and inventory reports generated at timely intervals. He effectively managed clients as well as multiple application teams across cross functional teams to work toward the set objectives. He was instrumental in coaching and mentoring various key team members and responsible for their individual, as well as project growth. In his role, he oversaw the completion of the technical architecture, application architecture, documentation, coding standards, program skeletons, and procedures for the SOF system.

Program/Project or Previous Employer:	GCS VinDriven Conversion, Chrysler Corporation	Date	07/2006 – 06/2007
Role:	Project Lead		

As a Project Lead, Ram was responsible for the successful completion of the GCS VinDriven Conversion project while managing a team of 25 developers (both onsite and Offshore). He successfully coordinated with multiple development teams simultaneously working on different enhancement initiatives at Chrysler during that time. He was responsible for creating and maintaining the implementation plan, test plan, communication plan, risk mitigation and external dependency documents. He was actively involved in development and review of project deliverables adhering to SOX compliance. Ram effectively managed his resources to complete the system documentation and Knowledge Transfer activities to ongoing maintenance team upon successful completion of the project.

Program/Project or Previous Employer:	MEDA/CIS, Commonwealth of Pennsylvania	Date	07/2000 – 06/2006
Role:	Track Lead		

As a Track Lead, Ram was responsible for gathering, analyzing, documenting, reviewing and finalizing the business requirements regarding automation of Medicaid eligibility with multiple project management teams through numerous JAD sessions. He successfully led a team of 15 developers to design, develop and test the system changes for a couple of critical modules within the CIS application. In his role, Ram actively participated in effort estimation, resource planning to accommodate any new enhancements and change orders. He was involved in generating periodic reports to evaluate system performance in the areas of database growth, transaction volume analysis and capacity planning.

Program/Project or Previous Employer:	DCIS II/State of Delaware	Date	07/1997 – 06/2000
Role:	Track Lead, Senior Programmer Analyst		

Ram served the Delaware Client Information System (DCIS-II), a large-scale automated public assistance system, in multiple capacities. He was an integral part of a team, responsible for the statewide rollout of the DCIS II application. As the Track Lead, Ram led a team of 10 analysts and developers, who were responsible for design, development of Eligibility, Mass changes and Authorization process in the DCIS II system. He also provided guidance to the technical and production support teams. Ram also designed and developed critical eligibility, SFU components in DCIS II and was involved in the development of Child Support interface interfaces with the IV-A System.

Program/Project or Previous Employer:	Production Planning & Control Visakhapatnam Steel Plant, INDIA	Date	05/1995 – 06/1997
Role:	Programmer Analyst		

As a Programmer Analyst, Ram was responsible for the creation of multiple design documents to support development and testing activities. He was actively involved in various development and Unit Testing for various key modules. He was also given additional responsibilities to perform regression testing of the application and provide various levels of Production Support Activities during Maintenance. Ram was also actively involved in providing detailed orientation to new project members on the application and technical aspects of the project

James Cibak

Number of Years with Deloitte:	3 years	Number of Years Serving DPW:	5 months	Similar Experience:	PA

Responsibilities	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	21 years

Directed system maintenance and support efforts of application environments varying in size and complexity in support of a diverse set of business operations. Deep experience managing end-to-end system support services using industry standard defect management and change control processes and procedures. Strong and well-rounded technical background in application and database management has supported my success in a variety of support services roles across a wide-range of technology platforms.

Experience in Health and Human Services Program Management	5 months

Jim held a leadership position on a large project team providing application maintenance and development support for the PELICAN project at the PA Department of Public Welfare. His team supported the operational and analytical needs of the Office of Child Development and Early Learning through development and implementation of major application modification projects and day-to-day technical and functional support.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	21 years

Jim managed multiple teams in the implementation and support of large-scale systems to support a variety of business processes and functions that spanned diverse industries (State Government, Federal Government, Manufacturing, Higher Education, and Telecommunications). These experiences represent a depth of experience in implementing COTS and custom developed technical solutions using a variety of technologies and platforms

Education, Qualifications and Training:

- Master of Business Administration, University of Pittsburgh **(Pittsburgh, PA – December 1995)**
- Bachelor of Science in Computer Science, Indiana University of Pennsylvania **(Indiana PA – December, 1988)**
- Project Management Professional Certification, Project management Institute **(April, 2009)**

Detailed Experience:

Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare – PELICAN Project	Date	04/2010 – 08/2010

Role:	Application Modifications Manager/Deputy Project Manager

As Application Modifications Manager/Deputy Project Manager, Jim has managed and led multiple concurrent major application modification work orders that span the major system modules of PELICAN – Child Care Works (CCW), Early Learning Network (ELN), Pre-K Counts, and Provider Certification. Jim has served as the liaison with key client contacts to confirm that requirements are properly defined and application changes are consistent with the work order

Program/Project or Previous Employer:	Nextel International (NII) – Data Warehouse Assessment Project	**Date**	09/2009 – 12/2009
Role:	Project Manager		

As Project Manager, Jim provided support for a team of 5 functional and technical analysts in the assessment of the current DW architecture, BI reporting capabilities, future functional and technical requirements, and organizational/operational infrastructure supporting each location's Data Warehouse environment. He coordinated a maturity assessment of current data governance practices in each office, and the assessment results were used to provide recommendations for future organizational and operational improvements to support a more comprehensive and integrated BI/DW solution for NII (headquarters) and its subsidiaries.

Program/Project or Previous Employer:	PA Department of Labor and Industry Commonwealth Workforce Development System	**Date**	02/2009 – 08/2009
Role:	Deputy Project Manager		

As Deputy Project Manager, Jim co-led a team of 46+ business analysts, application developers, database administrators, technical architects, and testing/training specialists responsible for the design, development, testing and implementation of a 14-month enhancement release of the CWDS system for DLI. His full life-cycle project management responsibilities included proposal development and acceptance, project planning and execution, resource hiring and allocation, client communication and project close-out on this $8.5M project. He Led identification and analysis of enhancements to CWDS in support of ARRA driven directives for DLI. He also coordinated and managed a separate $1M project stream in parallel with the larger 14-month enhancement release.

Program/Project or Previous Employer:	Pennsylvania Department of Transportation – PENNDOT Project	**Date**	08/2008 – 02/2009
Role:	Project Manager		

As Project Manager, Jim led a team of 18 practitioners that included functional analysts, application developers, database administrators and technical architects responsible for primary production support and the design, development, testing and implementation of three successive maintenance releases of the .*centric* system for PennDOT. His full life-cycle project management responsibilities included project planning and administration, resource allocation, creation of project deliverables and work products, client communication and project close-out on this $650K project. As the primary on-site client liaison, Jim was responsible for establishing, executing and managing a comprehensive knowledge transition plan for turnover of all system support and maintenance responsibilities to PennDOT staff. This effort included transition of knowledge for hardware/software monitoring and administration, database administration, security administration and help desk management.

Program/Project or Previous Employer:	Pennsylvania Department of Transportation – PENNDOT Project	Date	12/2007 – 08/2008
Role:	Conversion and Interfaces Manager		

As Conversion and Interfaces Manager, Jim managed a team of 9 functional analysts and technical developers in the conversion and loading of legacy system (TOPICS) data for the development and implementation of a new Inventory Management (*.centric*) system. His responsibilities also included the design, development, testing and implementation of various real-time interfaces between *.centric* and various legacy systems for sustained business operations. He oversaw multiple project phases, including project planning and administration, resource acquisition and allocation, requirements validation, process design and development, test planning and execution, client communication, go-live planning and post-implementation support.

Program/Project or Previous Employer:	Tyco Electronics – IT Department Manager, Business and Engineering Information Systems	Date	12/2000 – 10/2007
Role:	Account Manager		

Jim served as the account manager for Corporate Finance department within the Global IT division with a $4 million annual budget. He managed a team of business analysts and technical developers in the development, implementation and support of various intranet-based applications supporting corporate and business unit level functions across the global company. In this role, he implemented and supported over 12 corporate-wide systems that supported functional areas including finance, manufacturing, engineering, procurement, human resources and facilities management.

Program/Project or Previous Employer:	Tyco Electronics – Team Leader, Data Integration Services	Date	04/1996 – 11/2000
Role:	Team Lead		

Jim led a team of data analysts and Oracle database developers in support of numerous client-server based applications and in the development of a regional data warehouse. The applications encompassed various operational and functional areas of the organization including finance, human resources, engineering, manufacturing and logistics.

Program/Project or Previous Employer:	University of Pittsburgh – Team Leader/Systems Analyst	Date	07/1990 – 03/1996
Role:	Project Lead		

On this project with the University of Pittsburgh, Jim acted as a project lead with responsibility for project planning, scoping, testing and implementation as well as coordination with end users. He led a team of developers in the implementation and support of various student systems supporting course registration, payment and loan processing.

Program/Project or Previous Employer:	Applied Management Systems – Application Developer	Date	1/1989 – 06/1990
Role:	Developer		

Jim developed and supported COBOL and CICS application programs for the USIA Commitment Accounting system. His additional responsibilities included analyzing user requirements, performing detail system design, documentation, training and deployment.

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Lona Cooper, Portfolio Coordinator

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	10 years	Number of Years Serving DPW:	16.5 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	16.5 years

Lona has a variety of application development and application maintenance project experience, having functioned across various project roles that include project manager, application manager, implementation support, design lead, testing lead, system conversion liaison, and QA lead.

Experience in Health and Human Services Program Management	16.5 years

Lona has over sixteen years of health and human services experience, specifically in child support enforcement, child care and early childhood development programs. Over her career she has worked with Program Directors/Administrators and with program delivery field staff.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	16.5 years

As a Project and Application Manager, Lona has worked to create project plans, manage the application development work, monitor progress, resolve application issues, coordinate all application activities, and provide status on application activities. She is responsible for software requirements, design, and development activities, the maintenance of the software release process, design and execution of software testing scripts, evaluation of test results, managing incident research and resolution, and conducting validation presentations for the client.

Education, Qualifications and Training:

- BA in Human Resource Management, Business Administration, Pennsylvania State University, University Park, PA, May 1993
- E-business Certification, 2001
- Project Management Professional, 2005
- CMMI Level 3
- Deloitte's Women's Initiative (WIN) Forward Track Leadership Program, 2005-2006

Detailed Experience:

Program/Project:	Pennsylvania Department of Public Welfare Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN)	Date	01/2005 – Current

Role:	Project Manager

As the Project Manager, Lona oversees all aspects of the project to confirm that the Application Management, Technical Services, and Implementation and Training teams are all working in a coordinated fashion to achieve project goals. She coordinates project initiatives while balancing the priorities of the Program Office and the Department's Bureau of Information Systems. Lona is also responsible for overseeing the quality assurance of all PELICAN project deliverables. She facilitates the adoption of project management control procedures in compliance with the Deloitte System Development Playbook and confirms that they are followed by all project teams. Recently, Lona led the project to successful CMMI Level 3 designation.

Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania's Child Support Enforcement (PACSES)	Date:	01/2002-10/2004
Role:	Deputy Project Manager and Application Manager		

Lona oversaw all areas of the application and all aspects of the system development life cycle. She functioned as the liaison for both the Commonwealth Application Manager and the Commonwealth Financial Program Manager. Her responsibilities included managing compliance with the contract, establishing the strategy for meeting contractual goals, leading the team in those efforts and managing the Application Design team of approximately forty staff.

Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania's Child Support Enforcement (PACSES)	Date:	07/2000 – 12/2002
Role:	Application Manager		

Lona was responsible for PACSES application management and quality assurance services, implementation/user support services, and innovation services. She assisted the client with all aspects of application management and defined the application development strategy for successful completion of all certification reviews and approvals.

Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania's Child Support Enforcement (PACSES)	Date:	12/1999 – 07/2000
Role:	Deputy Project Manager		

In this role, Lona was responsible for planning, scheduling, coordinating, supporting, and reporting on all aspects of the application including system support activities, system defect resolution, change order completion, design issues, and client support. She managed a team of fifteen, resolved staff issues, coordinated staff assignments, provided staff development support, set performance expectations, and conducted performance reviews.

Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania's Child Support Enforcement (PACSES)	Date:	06/1997 – 11/1999
Role:	Application Change Order Manager		

Lona researched the validity of change requests, provided scope justification documentation and software change cost estimates, analyzed application impact, coordinated joint design sessions with all involved parties, addressed design issues, reviewed and approved all design documents, created project plans, managed resources, resolved scheduling problems, and managed within the budget.

Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania's Child Support Enforcement (PACSES)	Date:	04/1996 – 05/1997
Role:	Application Incident Resolution Manager		

As the Application Incident Resolution Manager, Lona coordinated the resolution of routine incidents (system defects), critical incidents, and emergency incidents, reviewed all application incidents, researched and resolved incidents, assigned incidents to the appropriate team members, addressed design issues, and organized any other necessary system changes/upgrades.

Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania's Child Support Enforcement (PACSES)	Date:	11/1995 – 03/1996
Role:	Application Subject Matter Expert		

Lona worked with application development, system conversion, implementation, post-implementation and system enhancements as a Subject Matter Expert and was responsible for ten large functional areas of the PACSES system.

Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania's Child Support Enforcement (PACSES)	Date:	07/1995 – 11/1995
Role:	On-Site Implementation Support		

Lona provided on-site application training and support to system users, instructed the system users in all areas of the application, addressed user questions, researched and resolved application and data issues. In addition, she developed a process for communicating daily system updates and 'tips' to the users.

Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania's Child Support Enforcement (PACSES)	Date:	12/1994 – 06/1995
Role:	Application Change Order Designer and Tester		

As the Application Change Order Designer and Tester, Lona investigated change requests and their effects on the existing application. Also, she conducted design sessions with the client, developed general and detailed design documents, resolved design and development issues, and tested the completed software to confirm accuracy.

Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania's Child Support Enforcement (PACSES)	Date:	07/1994 – 11/1994
Role:	Conversion Analyst		

Lona assisted the data conversion team by providing application specific knowledge. She also designed and developed Data Analysis documents, presented application walkthroughs for the team, and researched and resolved all application related conversion issues.

Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania's Child Support Enforcement (PACSES)	Date:	03/1994 – 07/1994
Role:	Integration and System Testing Team Analyst		

Lona was integral in the organization of the initial integration testing team and processes. She was responsible for the maintenance of the software release process, designed and executed software testing scripts, created test data, evaluated test results, tracked incident research and resolution, and conducted validation presentations for the client.

Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania's Child Support Enforcement (PACSES)	Date:	10/1993 – 03/1994
Role:	Quality Assurance Lead		

Lona orchestrated all quality assurance activities involved in the production of the general system design and detailed system design deliverables.

Dana N. Crowe, Sr. Implementation Specialist

Number of Years with Deloitte:	5 years	Number of Years Serving DPW:	8 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	8 years

Dana's user support responsibilities included responding to user inquiries and evaluating system application usage. Dana's documentation responsibilities include developing and delivering workshop sessions and course curriculum for the PA Child Support Enforcement Training Institute, creating Intranet and Online help documents and issuing daily production reports. Dana's technical assistance responsibilities include participating in system design sessions, reviewing, prioritizing and processing application incidents, reconciling system data problems through data clean up initiatives, reviewing requirements, functional and technical design documents, test scripts, test plans, and test results and performing impact analysis on system enhancements.

Experience in Health and Human Services Program Management	19 years

Dana's management responsibilities included interviewing, hiring, training, administering discipline and evaluating staff, developing and implementing conduct policies, operational procedures and training programs, and conducting monthly Unit training meetings. Dana was responsible for managing and coordinating the duties of the Subject Matter Expert team including – Test For Production (TFP) test review and approval, completion of user and online help documents, assisting with work orders throughout the System Design Life Cycle (SDLC), providing support to end users within county offices, and assisting in the preparation of project management reports by providing summary level descriptions of team accomplishments.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	8 years

Dana's implementation support responsibilities included quality assurance review of test script and result, creation of communications to the user community for releases, and creation of user documentation for work order and maintenance releases. Additionally, Dana provided support to user communities by responding to inquiries and processing incidents submitted, and provided assistance with any requested on-site or remote training.

Education, Qualifications and Training:

Bachelor of Science in Business Administration and Management and Marketing, Millersville University, Millersville, PA

Detailed Experience:			
Program/Project or Previous Employer:	PA Department of Public Welfare, PACSES	Date	09/2005 – Present

Role:	Subject Matter Expert Team Lead

- Responsible for managing and coordinating the duties of the Subject Matter Expert team including – Test For Production (TFP) test review and approval, completion of user and online help documents, assisting with change controls throughout the System Design Life Cycle (SDLC), providing Level II support to end users within county DRS offices, BCSE and SCDU.

- Coordinates attendance of SME team members to various Project work group meetings
- Assisting development staff to understand the business process that the system is attempting to mimic through automation
- Assist in the preparation of project management reports by providing summary level descriptions of SME team's accomplishments, upcoming tasks and statistics for the number of phone calls, emails and PSR processed by each member per month.
- Responsible for managing quality assurance of application support related tasks
- Works closely with BCSE, program office assisting them with identifying system changes that may be necessary when policy, law or regulations are changed.
- Coordinating and managing the efforts for the SME team to complete review of course curriculum developed by Pennsylvania Child Support Enforcement Training Institution (PACSETI) to confirm system functionality is correctly documented
- Gathers end user feedback in the usage of the system and provides to the project and DPW program area for further prioritization of system changes
- Create and update Management Control Procedures regarding proper processes to be followed by PACSES Project staff
- Interviewed perspective candidates for open positions on the SME team, provided feedback on their qualifications and make recommendations for hiring
- Participated in writing of PACSES Proposal submitted March 2007, Kentucky Document Management Proposal submitted in 2010

Program/Project or Previous Employer:	PA Department of Public Welfare, PACSES/ACS, Inc	Date	03/2002-09/2005
Role:	Subject Matter Expert		

- User Support responsibilities include responding to County Domestic Relations and Bureau of Child Support user inquiries; providing quality assurance review of application meeting minutes; participating in County Domestic Relations Section site visits to evaluate their use of the application and identifying solutions to documenting issues.
- Documentation responsibilities include developing and delivering workshop sessions; development of course curriculum for the PA Child Support Enforcement Training Institute facilitated by Penn State University; creating Intranet and Online help documents; developing user tips and impacts relating to system modifications; and issuing daily production reports and developing post implementation evaluation documentation to gage the success of system modifications.
- Technical assistance responsibilities include participating in system design; reviewing, prioritizing and processing application incidents; reconciling system data problems through data clean up initiatives; reviewing requirements, functional and technical design documents, test scripts, test plans, and test results; performing impact analysis on system enhancements and communicating this to key management and development personnel; providing guidance for user acceptance testing; assisting in developing of Great Activity Matrix (GAM) modifications and providing input to system modifications.
- Data management responsibilities include reviewing federally mandated reporting requirements for OCSE Child Support Enforcement Reports 157, 34A and Self Assessment; assisting data warehouse technicians to identify required data elements within the database to create the federal reports; validating the data contained within the federal report to confirm compliancy with requirements; identifying data integrity issues within application to produce case listing for user correction; comparing application generated reports with data integrity lists and data warehouse reports to produce a unduplicated and single source of cases for user correction and assisting database administrator in producing ad hoc reports based on specific county requests.

Program/Project or Previous Employer:	County of Lancaster	**Date**	03/1990 – 03/2002
Role:	Conference Unit Supervisor		

- September 1999 – March 2002 Lancaster County Domestic Relations Section Lancaster, PA
- Conference Unit Supervisor
- Supervisory responsibilities include interviewing, hiring, training, administering discipline and evaluating a staff of 9 professional and 5 clerical staff.
- Developing and implementing conduct policies, operational procedures and training programs.
- Conducting monthly Unit training meetings.
- Caseload responsibilities include preparing all cases for Support Appeal and Contempt Court Hearings and presenting case history into permanent court record during Support Appeal Hearings.
- Possess thorough knowledge and comprehensive understanding of the application of PA Rules of Civil Procedure sections 1910 through 1930, Title 23 of Pennsylvania Statutes, and Title 45 of Code of Federal Regulations.
- March 1998 – September 1999 Lancaster County Domestic Relations Section Lancaster, PA
- Senior Conference Officer
- Conducting fact finding conferences with custodial parent or person with the non-custodial parent(s) and their respective attorneys to obtain information necessary to apply Pennsylvania Support Guidelines to determine support amount.
- Preparing of Summary of Fact, Agreed and Recommended Orders for the Courts review, approval and signature.
- Mentoring Conference Officers with lesser experience to confirm the proper processing of Court Orders and completion of all work in an accurate and timely manner.
- Caseload responsibilities include responding to phone calls; walk-in and mail-in client inquiries and inquiries from other child support agencies.
- February 1992 – March 1998 Lancaster County Domestic Relations Section Lancaster, PA
- Conference Officer
- March 1990 – May 1991 Lancaster County Domestic Relations Section Lancaster, PA
- Account Clerk
- May 1991– February 1992 Lancaster County Fiscal Affairs Lancaster, PA
- Senior Account Clerk
- Assisting in preparation of Annual County Budget.
- Continual comparison and adjustment of budget account balances against real spending accounts for the entire general fund.
- Administering and auditing Commissioner's Grant applicants and fund accounts.

Prerana Dalal

Number of Years with Deloitte:	**2 years**	Number of Years Serving DPW:	**0 years**	Similar Experience:	
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	**2 years**

A part of the Decision Support and Reporting Team at Allegheny County Department of Human Services providing business users with new ways to access and evaluate data that is being collected to help make more data driven decisions, using reports, dashboards, etc. This includes ad hoc reporting from the data warehouse and creating a new reporting system for the transactional Child Welfare application.

Experience in Health and Human Services Program Management	**2 years**

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

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**.5 years**

Worked within the system development life cycle for KIDS, Allegheny County's Child Welfare Case Management system for the Office of Children, Youth, Families

Education, Qualifications and Training:

- B.S. in Information Sciences and Technology from The Pennsylvania State University, State College, PA, May 2008

Detailed Experience:			
Program/Project or Previous Employer:	Allegheny County, Department of Human Services	**Date**	03/2010 – Present
Role:	The goal of the Allegheny County KIDS application is to incorporate the disparate and manual processes of the Office of Children, Youth, and Families into one county-wide Child Welfare Case Management system. I work with a team through requirements, design, development, and testing phases for Concrete Goods, Managed Care Unit, and Criminal Investigation Unit functionality for KIDS. In addition, I lead the implementation and maintenance for Concrete Goods.		

Program/Project or Previous Employer:	Allegheny County, Department of Human Services	Date	06/2009 – Present
Role:	Work as the track lead for all reporting and data warehousing tasks through the Office of Information Management at the Department of Human Services. Manage a team of 8 developers to coordinate all reporting needs: data warehouse maintenance, ad hoc reporting, monthly Fiscal reports, and supporting application reports. Lead the report requirements, development, implementation, and maintenance for KIDS Release 3 and 4 which includes forms, letters, and management reports for Referral, Case, Independent Living, CANS, Provider Case Management, TANF, and Concrete Goods.		
	Co-leading a new reporting effort within KIDS to bring a statistical, compliance, and administrative management reporting dashboard to the KIDS user. Included researching and implementing new methodology, such as outcome measurement and predictive modeling, for the client to help improve their overall understanding of the organization on an enterprise level and ultimately provide better service to their consumers. Develop an understanding of high level CYF business processes to better facilitate requirements and design sessions for KIDS Management Reports.		
	Overall, work with several program offices within the Department of Human Services, understanding business process to meet their reporting needs – includes Office of Community Services (e.g. Hunger and Housing), Intellectual Disabilities, Behavioral Health, and Children, Youth, and Families.		
Program/Project or Previous Employer:	Allegheny County, Department of Human Services	Date	08/2008 – 06/2009
Role:	Analyst for the Decision Support and Reporting Team to maintain and develop new reports for the Department of Human Services across various Program Offices such as Mental Retardation, Hunger and Housing Services, and Children, Youth, and Families. Point-person for all ad hoc reporting from the data warehouse and management of the monthly reporting cycle supported by Cognos, which includes report distribution and issue resolution on reports for HMIS, MR, ALDA, Fiscal, etc. Also coordinated report bug-fixes for KIDS Release 1 maintenance builds and worked on KIDS reporting for Release 2 by designing, developing, and standardizing formatting across all reports and completing development testing in Cognos 8.		

Current PA DPW
EXPERIENCE

Doug D'Ambra, System Analyst

Number of Years with Deloitte:	3 years	Number of Years Serving DPW:	2.5 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	3 years

Doug has spent time within the field aiding in the support of the Early Intervention Preschool Statewide Rollout. During this time Doug assisted end users with their questions that ranged from general Internet connectivity and browsing to detailed PELICAN EI application usability.

Experience in Health and Human Services Program Management	2 years

Doug has worked as both a cross track resource and an initiative lead during his time on HCSIS. Over the course of the initiatives Doug was responsible for leading development teams as well as delivering status updates back to his client and management team.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	2 years

Doug has over two years experience in the System Development Life Cycle (SDLC) of large-scale Public Sector systems implementations within DPW. Doug has experience leading all phases of the SDLC including requirements, design, development, and testing.

Education, Qualifications and Training:

- Bachelor of Science in Management Information Systems, Villanova University, Villanova, PA, 2007

Detailed Experience:			
Program/Project or Previous Employer:	MCI .Net Service Enablement	Date	05/2010 – Present
Role:	Initiative Lead		

Doug has over two years experience in the System Development Life Cycle (SDLC) of large-scale Public Sector systems implementations within DPW. Doug has experience leading all phases of the SDLC including requirements, design, development, and testing.

Program/Project or Previous Employer:	Early Intervention Preschool	Date	10/2008 – 04/2010
Role:	Cross Track Resource		

Doug spent time working on both private and public sector projects prior to working on DPW. The time spent was split between a technical upgrade for a major transportation company and testing the incentive compensation system built for a major telecommunications company.

Andy Demchak

Number of Years with Deloitte:	6.5 years	Number of Years Serving DPW:	6.5 years	Similar Experience:	

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	6.5 years

Andy has experience in over five distinct initiatives that have encompassed all phases of the system development life cycle with a focus on requirements gathering, design, development and system testing. Specific areas of expertise include design and development of cross platform system interfaces and system integration.

Experience in Health and Human Services Program Management	6.5 years

Andy has over six and a half years of experience across numerous facets of Health and Human Services within the State Government Public Sector practice - Commonwealth of Pennsylvania account. His extensive business knowledge and subject matter expertise includes TANF, Food Stamps, Medicaid, Child Care, SSI/SSP, and additional state and federally administered benefits.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	6.5 years

His wide range of technical experience stretches from design and development of online and batch programs on the Unisys mainframe to .Net 3.5 Web-based solutions and Informatica batch ETL solutions. Andy's focus on design and modifications requiring system integration with legacy systems – specifically Unisys 2200 platforms, giving him extensive experience in these areas.

Education, Qualifications and Training:

- Bachelor of Science, University of Pittsburgh, Pittsburgh, PA, December 2003
- Project Management Professional (PMP), Project Management Institution (PMI), April 2010

Detailed Experience:			
Program/Project or Previous Employer:	iCIS – Incremental Renewal Phase IV-B	Date	06/2008 – Present
Role:	Team Lead		

Incremental Renewal Phase IV-B focuses on realizing significant business process improvements and moving toward the technical objectives of the Department. Front and back office functions performed by clerical and case workers on a day-to-day basis will be simplified by moving *Application Entry* and related *Case Maintenance* activities from CIS to eCIS. Significant improvement in worker efficiency will be realized with the enhanced user interface functionality, ease of use and simplified navigation paradigms. Streamlined business processes will integrate more efficient workflows by reducing redundant tasks in authorizing benefits and ongoing case maintenance. The transfer of core case processing and ongoing case maintenance activities from CIS to eCIS will reduce the number of transactions performed on mainframe by about 2.5 million daily, and allow for the decommissioning of approximately 300 mainframe screens. Andy is currently the team lead for the iCIS IV-B application team and has been in this role since early in the business requirements phase. In this role, Andy is responsible for leading requirements sessions with a large stakeholder group across a number of program offices and county assistance workers. He continued as a lead throughout General and Detailed System Design.

This involved many design sessions with a core group of headquarters stakeholders. Through the development and integration test phase, Andy managed development and integration testing for all three core modules (Case Processing, Eligibility, and System Integration). Currently, in the SAT phase, the team is working closely with the System Acceptance test team to develop and execute scenarios. In parallel to the System Acceptance Testing, Andy is overseeing the conversion and load testing phases of the project.

Program/Project or Previous Employer:	iCIS – Data Exchanges	Date	11/2006 – 05/2008
Role:	Track Lead – User Interface		

As part of the Department's overall Incremental Renewal strategy, the IEVS online module was migrated from the mainframe to a Web-based solution. The successful implementation of the Data Exchanges initiative has simplified the caseworkers' daily review of information provided by over 20 interfacing agencies. Taking advantage of a user friendly interface, the worker's dependency on understanding hundreds of codes from the interfacing agencies was reduced significantly. Although the core business process was not redesigned with this initiative, users benefit from much more flexible search and navigation functions quickly find and verify client information. Additional real estate available on the web pages allows for display of full descriptions of information that was once limited to just one or two characters – reducing frequent trips to the user manuals understand specifics about the various source information. As the lead for the User Interface team, Andy planned and lead General System and Detailed System Design sessions with the stakeholder group. This involved developing a new look and feel and navigation paradigm that had not yet been utilized in eCIS. The development phase involved managing both open systems resources and mainframe resources in order to develop the integrated solution. In addition, Andy supported the System Acceptance Testing phase through the implementation. He also supported the statewide rollout of the Data Exchanges module and worked closely with the county assistance users.

Program/Project or Previous Employer:	iCIS – Child Care (Release 4)	Date	08/2005 – 10/2006
Role:	Test Support Lead		

The MEDA (Medicaid Eligibility Determination Automation) project focused on automating the most complex eligibility determinations for caseworkers. This led to improved accuracy of the benefits provided to the Commonwealth's most needy citizens and reduced the amount of time caseworkers spent making manual determinations. Release 4 involved the development of an SFU (Standard Filing Unit) to build the appropriate benefit composition based on the household's circumstances and aligning with policy.

As Test Lead of the initial rollout software releases, Andy served as the Lead for testing the changes for Long Term Living enhancements. This involved planning for scenario development and execution with resources from county offices as well as many from the program offices. In addition to Long Term Living enhancements, the testing effort also included a number of additional enhancements identified throughout the rollout process.

Program/Project or Previous Employer:	iCIS – MEDA	**Date**	04/2005 – 07/2005

Role:	Analyst, Testing Lead

The MEDA (Medicaid Eligibility Determination Automation) project focused on automating the most complex eligibility determinations for caseworkers. This led to improved accuracy of the benefits provided to the Commonwealth's most needy citizens and reduced the amount of time that caseworkers spent making manual determinations. This involved the development of an SFU (Standard Filing Unit) to build the appropriate benefit composition based on the household's circumstances and aligning with policy. As test lead of the initial rollout releases, Andy was the Lead for testing the changes for Long Term Living enhancements. This involved planning for scenario development and execution with resources from county offices as well as many from the program offices. In addition to Long Term Living enhancements, the testing effort also included a number of additional enhancements identified throughout the rollout process.

Program/Project or Previous Employer:	iCIS – SSI/SSP	**Date**	02/2004 – 03/2005

Role:	Analyst, Testing Lead

The Commonwealth of Pennsylvania provides qualified elderly and disabled clients a State Supplementary Payment (SSP) to Federal Supplemental Security Income (SSI). These benefits were previously disbursed by Social Security Administration on behalf of the Commonwealth. A sharp increase in fees charged to DPW by SSA for disbursing each benefit has driven the need to handle the disbursement internally. As of January 2005, DPW began issuing SSI/SSP benefits directly to SSP recipients on a monthly basis. This initiative will result in an annual savings of approximately $30 million through the elimination of the SSA administration fee.

Enhancements to the Commonwealth's existing information systems included the State Data Exchange (SDX) as well as the Client Information System (CIS). These changes were necessary to capture and process the information provided by SSA. A customized Web-based application was developed for printing and tracking of benefits for each issuance.

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

Terry Fry, Application Team Lead

Number of Years with Deloitte:	3 years	Number of Years Serving DPW:	25 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	24 years

Terry has supported DPW application design and development efforts as a Unisys Applications Architect continuously since January 1986. Terry has provided consulting, project management, systems and database design, testing, and development services to the department for the Client Information System and the Income Eligibility Verification System. Accomplishment highlights include: FAMIS certification of CIS AFDC and Food Stamp programs, Welfare Reform Act implementation, Y2K Enhancements, Child Care Assistance implementation, Introduction of the Standard Filing Unit (SFU) process with the Medicaid Eligibility Determination Automation (MEDA) project, State SSI supplemental payments implementation, and Incremental Renewal Project Phases III and IV-B

Experience in Health and Human Services Program Management	24 years

All of Terry's experience in providing information technology services has been in HHS, and as such he has significant applied knowledge of HHS programs and how they are supported by information technology.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	24 years

Terry has been involved in all aspects of the SDLC for 24 years.

Education, Qualifications, and Training:

- Harrisburg Area Community College, Harrisburg, PA, AB Data Processing 1974
- Bachelor of Science in Computer Systems, Bloomsburg University, Bloomsburg, PA, 1993
- DMS 1100 PHYSICAL D.B. DESIGN, Unisys University, 1979
- DMS 1100 INTERNAL DESIGN, Unisys University, 1980
- BASIC PROJECT MANAGEMENT, Unisys University, 1980
- 2200/1100 RELATIONAL, Unisys University, 1982
- RDMS 1100 RDML PROGRAMMING, Unisys University, 1983
- 2200 TransIT Open/OLTP Application Development, Unisys University, 1999
- OOAD with the UML: Rational Rose, Unisys University, 2000
- Project Management Estimating, Unisys University, 2001
- Introduction to Business Blueprinting, Unisys University, 2003
- Parametric Cost Estimating using Cost Xpert, Unisys University, 2003
- Function Point Analysis and Emerging Business Technologies for Managers, Unisys University, 2004
- Principles of Software TESTING FOR TESTERS, Unisys University, 2005
- Mastering the Management of Iterative Development, Unisys University, 2006
- Microsoft .NET for IT Professionals, Unisys University, 2007

Detailed Experience:			
Program/Project:	IR Phase IV-B	**Date**	07/2008 – Present
Role:	Team Lead Mainframe Middleware Services		

- Serving as the team lead of the mainframe services development group. This group was formed to design, develop, test, and deploy all services that will be housed on the Unisys Clearpath Enterprise Server platform.
- The primary focus of this group's development efforts is to support the incremental renewal initiative. This initiative is designed to incrementally migrate all automated systems used by CAO staff to an open systems architecture. Phase IV-B is one of a total of eight phases. This phase will migrate online processes used by County Assistance staff from the mainframe to open systems.

Program/Project:	IR Phase III	**Date:**	04/2005 – 07/2008
Role:	Team Lead – Mainframe Data Exchange Group		

Performing in role as team lead of the Data Exchange development group responsible for exchanges with Federal and State agencies. Implementations included:

- Social Security Administration (SSA)
- Major enhancement project implemented in February 2007 in association with revisions made by SSA to the BENDEX exchange program.
- Centers for Medicare and Medicaid Services (CMS)
- Medium scale enhancement project deployed in January 2008 to record Medicare Part D and Medicare Advantage Plan resources for clients receiving Medicaid benefits
- Major enhancement deployed in the spring of 2008 to migrate the exchanges user interface to web pages using an Oracle data store and mainframe synchronization for exchange data alerts.

Program/Project:	Medicaid Eligibility Determination Automation	**Date:**	06/2002 – 04/2005
Role:	Co Lead – Standard Filing Unit, and Unisys Design Architect		

- Participated in Joint Application Development Design sessions for the Medicaid Eligibility Determination Automation (MEDA) Project.
- Assisted with the preparation of the General and Detail Design Documents for the Application Entry Case Management and Standard Filing Unit Subsystems.
- Responsible for the technical design of new mission critical high volume transaction processes used to automate the formation of Medicaid Applicant Groups and review group eligibility.

Program/Project:	TANF Eligibility Enhancements	**Date:**	02/2000 – 06/2002
Role:	Team Lead – Mainframe online transaction development		

- Worked with Office of Income Maintenance, Operations and Policy groups to define and document project requirements definition.
- Designed prototype of new online session scripts to be used by County Assistance Workers to modify TANF eligibility information to allow suspension of tracking.
- Designed, developed and tested new processes to track TANF eligibility at the point of benefit issuance and to allow manual adjustments.

Program/Project:	Child Care Assistance	**Date:**	02/1999 – 02/2000
Role:	Lead Design Architect – Mainframe online transaction development		

- Lead design architect for the development of a new CIS subsystem used to issue payments to child care providers.
- Coordinated design sessions with User and Policy groups.

- Designed workflow, online session scripts, database revisions, and implementation strategy.
- Responsible for developing user acceptance testing plan.

Program/Project:	CIS Enhancements	Date:	04/1992 – 02/1999
Role:	Lead development Architect		

- Lead development architect for the Application Entry Case Maintenance subsystem.
- Responsible for ongoing maintenance of numerous online transaction services used by County Assistance Office (CAO) staff.
- Assisted with the development and implementation of a plan used to upgrade the CIS software and database to be Y2K compliant.

Program/Project:	CIS Phase XI and XII	Date:	01/1986 – 04/1992
Role:	Lead Design Analyst		

- Participated in phase XI and XII of the Client Information System project to implement fully automated cash and food stamp eligibility determination and history maintenance. As a result of this project, CIS became FAMIS certified by the Federal Government in 1992.
- Assisted with the creation of the logical database design.
- Prepared impact study documents to support new online transaction detail system design.
- Coded, unit tested, and integration tested approximately 60 new online transaction services to be used by CAO staff.

Program/Project:	Bloomsburg University Applications Development	Date:	06/1978 – 01/1986
Role:	Programmer/Database Analyst/Applications Manager		

- Served in progressively more responsible roles starting as a programmer in 1978, becoming the Database Administrator in 1980 and the Systems and Programming Manager in 1986.
- As the Systems and Programming Manager, directed the efforts of a twenty member group of analysts and programmers responsible for the ongoing maintenance of the Student Information and Administrative Systems.
- Lead Architect responsible for implementation of major enhancements to the University departmental purchase order system, online course scheduling, accounting, and alumni association systems.

Program/Project:	PA Auditor General Office Audits	Date:	06/1975 – 06/1978
Role:	EDP Auditor		

- Member of a team of auditors responsible for audits of various departments and agencies of the Commonwealth of Pennsylvania.
- Conducted internal audit reviews of Data Processing Organizations
- Prepared audit findings to be included in official reports submitted by the Auditor General's Office

Program/Project:	City of Harrisburg Applications Development	Date:	01/1975 – 06/1975
Role:	Programmer/Operator		

- Developed and tested programs written in RPG II and COBOL for administrative systems used by the City of Harrisburg.

GiVi, Dhandapani Gnanavel, Application Team Lead

Number of Years with Deloitte:	10 years	Number of Years Serving DPW:	1 year	Similar Experience:	PA, WV

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	13 years

GiVi is a technology practitioner with thirteen years of experience in the development of custom solutions, process improvement, operation efficiency, and cost reduction initiatives. He has a proven track record of delivering value-add IT strategies and solutions to the Public Sector practice. GiVi has gained project experience through the execution of entire Systems Development Life Cycle processes (from conception through implementation) and also provided operations support. He has experience managing diverse teams to successfully execute and implement streamlined business processes.

Experience in Health and Human Services Program Management	7 years

GiVi has served as a functional manager for critical subsystems like Standard Filing Unit (SFU), Mass Change (MC), and Eligibility Determination & Benefit Calculation (ED/BC). He has lead major system changes such as Welfare Reform Changes, Children's Health Insurance Program (CHIP) and Qualified Individuals (QI), School Clothing Allowance (SCA), Continuously Eligible Medical Categories (CME), Client Notices Changes Phase 1 (CNP1), and CHIP Pass Date functionality.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	7 years

GiVi has led major system design changes such as Welfare Reform Changes, Children's Health Insurance Program (CHIP), Qualified Individuals (QI), School Clothing Allowance (SCA), Continuously Eligible Medical Categories (CME), Client Notices Changes Phase 1 (CNP1), and CHIP Pass Date functionality. He was responsible for such changes from the design phases through the implementation. GiVi also supported maintenance operations of the changes.

Education, Qualifications and Training:

- Master of Computer Applications, Madras University, India, May 1996
- Bachelor of Physics, Bharathiar University, India, May 1993

Detailed Experience:

Program/Project or Previous Employer:	Department of Public Welfare - Office of Children, Youth and Families, Pennsylvania	Date	03/2010 – Present

Role:	Test Manager & Application Track Manager

Test Manager- GiVi currently manages the Integration testing with a team of 10 testers for all non IV-B initiatives. Other than the functional integration testing, testing activities such as regression testing and load testing is also included for all the initiatives.

Application Track Manager: GiVi manages the MCI Service Expansion for OCYF/CCYA initiative. The implementation of MCI Service Expansion will provide search and clearance functionality for the OCYF county staff across all 67 counties and 4 regional offices. The implementation is slated for October 2010.

Program/Project or Previous Employer:	West Virginia Department of Health and Human Resources (DHHR)	Date	07/2008 – 03/2010
Role:	Technical Manager		

As a technical manager for the WEB Initiatives, GiVi was responsible for the following:

- Management of day to day technical environments to confirm maximum availability for the different web initiatives listed above
- Maintenance of the technical environment by applying the appropriate upgrades, updates, security patches etc.,
- Coordination of application deployment activities for the different initiatives
- Support as a liaison between the application team and the technical team comprised of external agencies such as Management Information Services and Office of Technology in facilitating application deployment and maintenance activities.
- Analyze and estimate hardware and software requirements as needed
- Work with the appropriate vendors as needed for the project initiatives in the setup of an optimal environment as well as tool selection for newer initiatives.

Program/Project or Previous Employer:	West Virginia Department of Health and Human Resources (DHHR), West Virginia	Date	04/2000 – 07/2008
Role:	Functional Track Manager		

As a functional lead GiVi has managed several critical functional subsystems such as Standard Filing Unit, Application Entry, Periodic Reporting, Eligibility Determination & Benefit Calculation, Mass Change, Caseload Management, Client Notices, Client Registration and Client Scheduling.

- GiVi directly managed a team of 10+ programmers and coordinated the delivery of the projects to the Client.
- Managed day to day functional business needs and also managed interactions between the Client, and end-users.
- GiVi has achieved distinction by delivering defect free delivery of system enhancements.
- GiVi has also created a trend by maintaining all these critical functional subsystems to a 'defect free' maintenance state.
- He has implemented several functional change orders such as:
  - Children's Health Insurance Program (CHIP)
  - Qualified Individuals (QI)
  - School Clothing Allowance (SCA)
  - Continuous Eligibility for CHIP
  - Continuous Eligibility for Medical Assistance
  - CHIP Pass-date
- He has automated several system processes with enhanced functional aspects such as:
  - Automation of Reference Table Migrations
  - Automation of Help Screen Migrations and
- Automation of System Mass Change and Mass Mailings

Program/Project or Previous Employer:	West Virginia Department of Health and Human Resources (DHHR), West Virginia	**Date**	04/2000 – 07/2008
Role:	Technical Support Lead		

Managed day-to-day batch operations and technical environment.

- Led the effort of seamless transition from Windows 95 to Windows XP including the transition of applications that supported the PC development environment.
- Managed the upgrades, release and allocation of application development tools such as: Mainframe Express, TELON, COOLBiz, RAPIDS User Utilities (a PowerBuilder custom developed application used for migration of the COBOL codes to the mainframe), and RAPIDS Project Management Reports (a PowerBuilder custom developed application used for tracking defects and other system changes)
- GiVi implemented several performance improvement processes, addressing critical batch operations and implemented the critical eligibility data archival processes that yielded considerable cost and performance efficiencies.

Program/Project or Previous Employer:	West Virginia Department of Health and Human Resources (DHHR), West Virginia	**Date**	10/1996 – 04/2000
Role:	Senior Programmer Analyst		

Played a key role in the coding of Welfare Reform Releases and Diversionary Cash Allowance system changes.

- Worked with the Clients in getting the business requirements and translated them into technical specifications for coding.
- Provided innovative ways to thoroughly test the changes for user acceptance testing phase of the deliverables and played a lead analyst role in getting the user requirements coded into program models.

Program/Project or Previous Employer:	Integrated Inland Revenue System (IRIS) for the Internal Revenue Authority of Singapore (IRAS), Singapore	**Date**	03/1995 – 10/1996
Role:	Programmer Analyst		

- Was responsible for analyzing, designing, coding and testing of several modules in Property Tax Valuation and Personal Income Tax Modules.
- Worked with the Client to gather requirements and assisted in the user acceptance testing and was as recognized for outstanding achievement in the analyst roles and excellent Client service.

Program/Project or Previous Employer:	Sakthi Finance Limited, India	**Date**	02/1995 – 03/1996
Role:	Programmer		

- Was involved in the coding and maintenance of Loan System Module.
- Worked directly with the Users and the Clients to understand the business requirements and technical requirements and was nominated by the team to install the batch data transfer system across branches.

William Gordon

# of years DPW Experience	1.5 years	# of years with the following DPW system:	0.5 years – ICIS 1 year - HCSIS	# of years IT experience	6 years
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	2 years

Bill has worked on two DPW application teams since February 2009, ICIS and HCSIS. Has worked exclusively with BI/DW efforts over that time in supporting four different program offices (OIM, OLTL, ODP, and OCDEL). Has worked on an initiative directly supporting the Enterprise Knowledge Management Section of BIS related to Cognos design practices.

Experience in Health and Human Services Program Management	5 years

Bill has spent the past 5 years working on HHS projects in the state of Pennsylvania with a primary focus of BI/DW. From August 2005 to February 2009 working in Allegheny County for the Department of Human Services and from February 2009 to present within DPW.

Education, Qualifications and Training:

- Bachelor of Science, Information Sciences and Technology, Pennsylvania State University, Collegeville PA, 2005
- ReportNet Authoring and Modeling, Cognos, September 2005
- Cognos8 BI, IBM-Cognos, June 2009

Detailed Experience:

Program/Project:	DPW - HCSIS	Date	10/2009 – Present
Role:	Data Warehouse/Reporting Lead		

Responsible for Data Warehouse (DW) and Reporting efforts including maintenance requests. Built and maintained Cognos cubes, reports, dashboards and packages. Oversaw the operations of the monthly refresh of the DW and daily refresh of the ODS. This data and reports supported multiple program offices including the, Office of Developmental Programs, Office of Long Term Living, and the Office of Child Development and Early Learning.

Program/Project:	DPW - ICIS	Date:	02/2009 – 10/2009
Role:	DW/Reporting Lead		

Responsible for a BI/DW effort focusing on the creation of management reports and dashboards that monitor completed and pending tasks for County Assistance Offices

Program/Project:	Allegheny County – Department of Human Services	Date:	08/2005 – 02/2009
Role:	Reporting Lead		

Responsible for reporting operations for the Office of Information. This included ad hoc report requests (both internal and external), Cognos cubes and reports, financial reporting cycles, provider reports, operational reports, and data exchanges with state systems including PROMIS*e*™ and HCSIS.
These reports supported multiple program offices focusing on Mental Retardation, Mental Health, Children Youth and Families, Drug and Alcohol, and Early Intervention.

Damien Graeff, Application Team Lead

Number of Years with Deloitte:	6	Number of Years Serving DPW:	6	Similar Experience:	PA
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	13 years

Damien has 15 years of experience in application software design, development and implementation. The majority of which has been with the design and development of Microsoft based systems.

Experience in Health and Human Services Program Management	3 years

Damien has been the lead application architect for the HCSIS application since July of 2007. Prior to this he was the lead application architect on the DTC and MCI application teams.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	15 years

As a lead application architect, Damien is well versed in systems design, transfer, modification, development, implementation, and operations. He has spent the majority of his career as an application developer and architect on either new development projects or maintenance projects.

Education, Qualifications and Training:

- BMC Appsight Training, 2010
- MCSD, 2002
- MCP, 2002

Detailed Experience:			
Program/Project:	Pennsylvania Department of Public Welfare – HCSIS	Date	07/2007 – Present
Role:	Lead Application Architect		

Responsible for leading the technical team in the development and maintenance of core application components, frameworks, prototypes, and tools that support the various project initiatives. Devising Architectural Strategies. Providing technical and design guidance and oversight to the entire application team.

Program/Project:	PA OA/OIT BSCoE	**Date:**	07/2005 – 07/2007
Role:	Software Engineer		

As the Software Engineer for BSCoE, Damien was responsible for the technical implementation and support of application frameworks in Java and Microsoft.Net, as well as a Commonwealth-wide Software Engineering Process. He was also responsible for conducting a variety of mentoring and training sessions to Commonwealth Agency developers and managerial staff on topics ranging from implementing Service-Oriented Architectures, designing for service orientation, implementing a continuous integration environment, domain object design in both Microsoft.Net and Java, and on understanding the BSCoE.NET Framework. Damien also led the development of reference applications implemented using Microsoft.Net 1.1, Microsoft.Net 2.0, and Java 1.5 to demonstrate the usage of their respective BSCoE Frameworks.

Program/Project:	PA Department of Public Welfare – DTC (now ITSS)	Date:	07/2004 – 07/2005
Role:	Lead Application Architect		

Lead Application Architect in support of multiple DPW engagements. Responsible for assisting application teams in technical requirements definition, and creation of application design documentation. Devising architectural strategies. Development of prototypes to test design decisions in order to determine production feasibility. Performing design and code reviews to confirm project compliance with both DPW and internal standards. Responsible for instructing and mentoring project teams on Microsoft.Net architecture, Object Oriented Analysis and Design, and application development.

Program/Project:	PA Department of Public Welfare – MCI	Date:	09/2002 – 07/2004
Role:	Application Architect, Developer		

Responsible for confirming the technical quality of the MCI application. Performing code reviews and confirming that MCI adheres to both internal and DPW standards. Responsible for creation and maintenance of technical, interface, and batch architecture documents, performance and capacity plans. Development responsibilities include: development and maintenance of ASP pages, Visual C++ and Visual Basic Com+ components, Visual Basic.Net and Visual C++ windows services, and PL/SQL procedures.

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Cherie Groff, Implementation Specialist

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	3 years	Number of Years Serving DPW:	15 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	6 years

Cherie has provided technology support and services to the Commonwealth of Pennsylvania for 6 years while working on the PACSES project. Cherie is knowledgeable of the Systems Development Life Cycle and participates in Work Order Requirements, General System Design, and Detailed System Design discussions providing functional and business input into system enhancements that will improve business processes for end users while at the same time improve federal performance measures for the State of Pennsylvania Bureau of Child Support Enforcement.

Experience in Health and Human Services Program Management	9 years

Cherie worked in various roles in the Domestic Relations Section during her 9 years of services. Cherie's duties included providing child support services to plaintiffs and defendants involved in child support actions to include the filing of complaints for support, establishment and enforcement of child support orders. Responsibilities also included management of the 3 Case Management Teams and the Interstate Unit which 28 staff members who were responsible for confirming child support cases were initiated properly, paternity and support obligations were processed appropriately and all non-compliant support orders were enforced in accordance with state and federal regulations.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	6 years

Cherie provides implementation support for the implementation of all work orders and maintenance requests. She is responsible for developing user documentation and providing support to end users on current PACSES functionality as well as newly implemented initiatives. Cherie was also a key player in the design, development, and implementation of the Performance Improvement Module which received the Federal OCSE Award for Innovative User of Technology. Cherie has also developed and presented training material to PACSES Project Staff, Commonwealth Staff, County Directors, and end users.

Education, Qualifications and Training:

Deloitte ELearning 2007 – 2009

Applying Leading Customer Service Management Practices to the Public Sector

Planning and Managing Effective Meetings

Playbook 3.0 Quality Assurance

Making a Presentation – Harvard HMM

Detailed Experience:			
Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare - PACSES	**Date**	12/2007 – Present 03/2002 – 05/2005
Role:	Subject Matter Expert		

- As a Subject Matter Expert, Cherie maintains thorough knowledge of PACSES system functionality and PACSES auxiliary applications. She troubleshoots applications issues and provides support relating to system functionality and business processes to the Client, County users, and PACSES staff. Cherie develops user documentation and participates in requirements and general system design sessions. Cherie is responsible for Test For Production (TFP) test review and approval, completion of user and online help documents, assisting with work orders through the System Design Life Cycle (SDLC), providing support to end users within County DRS offices, BCSE and SCDU.

- Attend various project work group meetings and county subsystem workgroup meetings.

- Assist development staff to understand the business process that the system is attempting to mimic through automation.

- Assist development staff with the creation of database mapping documentation.

- Work closely with BCSE, program office assisting them with identifying system changes that may be necessary when policy, law or regulations are changed.

- Review of course curriculum developed by the Pennsylvania Child Support Enforcement Training Institution (PACSETI) to confirm system functionality is correctly documented.

- Gather end user feedback in the usage of the system and provide to the project and DPW program area for further prioritization of system changes.

- User Support responsibilities include responding to County Domestic Relations and Bureau of Child Support user inquiries; providing quality assurance review of application meeting minutes; participating in County Domestic Relations Section site visits to evaluate their use of the application and identifying solutions to documented issues.

- Documentation responsibilities include developing and delivering workshop sessions; development of course curriculum for the PA Child Support Enforcement Training Institute facilitated by Penn State University; creating Intranet and Online help documents; developing user tips and impacts relating to system modifications; issuing daily production reports; and developing business outcome slides to gage the success of system modifications.

- Technical assistance responsibilities include participating in system design; reviewing, prioritizing and processing application incidents; reconciling system data problems through data clean up initiatives; reviewing requirements, functional and technical design documents, test scripts, test plans, and test results; performing impact analyses on system enhancements and communicating this to key management and development personnel; providing guidance for user acceptance testing; assisting in the development of the Great Activity Matrix (GAM) modifications and providing input to system modifications.

- Data management responsibilities include reviewing federally mandated reporting requirements for OCSE Child Support Enforcement Reports 157, 34A and Self Assessment; assisting data warehouse technicians to identify required data elements within the database to create the federal reports; validating the data contained within the federal report to confirm compliance with requirements; identifying data integrity issues within application to produce case listing for user correction; comparing application generated reports with data integrity lists and data warehouse reports to produce a unduplicated and single source of cases for user correction and assisting database administrator in producing ad hoc reports based on specific county requests.

- Assisted with the implementation of a statewide automated case closure project and several projects to assist Philadelphia County improve Federal Performance measures.

Program/Project or Previous Employer:	Dauphin County Domestic Relations	**Date**	05/2005 – 12/2007 10/1995 – 03/2002
Role:	Operations Manager		

- Direct and effective management of twenty-seven employees consisting of supervisory, professional and non-professional staff to confirm maximum productivity and performance.
- Indirect management of twenty-four employees assigned to three case management teams consisting of supervisory, professional and non-professional staff.
- Responsible for the oversight of all aspects of case management by interpreting for staff the federal, state and local court rules in addition to office policy and procedure.
- Develop and recommend new procedures to increase percentage of federal performance measures.
- Identify potential problems and provide suggestions for improvement.
- Field questions and investigate complaints from clients, attorneys and agencies regarding the handling of support cases.
- Administer the Pennsylvania Child Support Enforcement System in the Dauphin County Domestic Relations Section.
- Perform a wide variety of assignments, many of which have an effect on departmental policy, including: administrative operations, developing and installing work procedures, conducting independent research and performing various liaison duties, all of which are carried out with initiative and independence.
- Knowledgeable in tasks performed in each department within the Domestic Relations Office in order to assist department in decisions relating to PACSES changes to improve performance.
- Develop and deliver training materials for new employees on the PACSES system, Windows and Microsoft software and monitor that all PACSES procedures are being carried out appropriately.
- Prepare and conduct monthly training sessions with all departments in the Domestic Relations Office and management to convey new practices and procedures in order to comply with State and Federal regulations in addition to improving performance measures. Notify staff of new software recently implemented and inform of the effects it may have on the department as a whole as well as to each individual section.
- Manage employee security in the PACSES system as well as the management of tables that result in county specific scheduling, form and report generation.
- Maintain accurate record of Dauphin County Domestic Relations statistics for the annual report submitted to the President Judge.
- Assure that software is loaded correctly and that all users have the software necessary to carry out job functions as well as monitor that non-approved software is not loaded on any state owned computer workstation.

Brian Holwig, Application Team Lead

Number of Years with Deloitte:	6 years	Number of Years Serving DPW:	6 years	Similar Experience:	PA
Responsibilities	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	10 years

Brian has worked as the Application Manager for four DPW systems (CIS, eCIS, MCI and COMPASS) and has been the point of contact to Policy, Program Office, and IT bureaus for maintenance activities. In this role, Brian coordinates the day-to-day production support activities across the iCIS suite of applications. He assists program offices with prioritizing maintenance activities, communicates status on a weekly and monthly basis, provides support by developing impact analyses for program and policy changes, as well as facilitating meetings with stakeholders.

Experience in Health and Human Services Program Management	6 years

Brian has worked extensively with the Commonwealth of Pennsylvania Access to Social Services (COMPASS), the Department of Public Welfare's Web-based application providing PA citizens with self-service access to Health and Human Services programs. He was the track lead for this system for 7 months before transitioning to the track lead and Application Manager roles with the Integrated Client Information System (iCIS) supporting Medicaid, Temporary Assistance for Needy Families (TANF) and Food Stamps programs. Additionally, Brian has become the Production Support Application Manager across the entire suite of iCIS applications.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	10 years

Brian has expertise in managing requirements gathering, design, development, testing and implementation for numerous system projects. He has planned and coordinated testing efforts for a logon and transactional processing government eCommerce Web Application. Additionally, Brian performed activities from creating and running system, integration, and CAT test scripts to working with system developers to remedy issues found during testing. In another instance, Brian implemented an Identity and Access Management solution involving Oblix NetPoint and Microsoft Active Directory frameworks.

Education, Qualifications and Training:

- Bachelor of Business Administration, Information Technology, College of William and Mary, Williamsburg, VA, May 2000
- PMP Certification
- CMMi Training

Detailed Experience:			
Program/Project:	Pennsylvania Department of Public Welfare Integrated Client Information System (*i*CIS)	**Date**	02/2009 – Present
Role:	Application Manager		

Brian, as the Application Manager for the Integrated Client Information System (*i*CIS), currently manages all aspects of the system development life cycle regarding all maintenance activities across the open systems applications and the mainframe platform. The iCIS open systems applications provide client and community partner self service (COMPASS), County Assistance Office tools (eCIS and Master Client Index), and application and issuance of heating assistance (LIHEAP). In this role, Brian leads a team of over 50 track leads, developers and analysts and his primary responsibilities include managing all aspects of application development and maintenance. He serves as the point of contact to Policy, Program Office, and IT bureaus for maintenance activities. Brian facilitates business process visioning and long term prioritization sessions. Additionally, Brian leads business requirements, design, development, testing, and implementation of system maintenance activities and assists in overall issue solution. He develops impact analyses as a result of program and policy changes and performs resource estimation for prioritized maintenance activities.

Program/Project:	Pennsylvania Department of Public Welfare Integrated Client Information System (*i*CIS)	**Date:**	01/2007 – 01/2009
Role:	Application Manager		

In this Application Manager position, Brian managed all aspects of the system development life cycle, including requirements gathering, design, development, testing, deployment, and maintenance to the Department's core eligibility system – CIS. In this role, Brian led a team of over 30 track leads, sub-system leads, developers and analysts and his primary responsibilities included managing all aspects of application maintenance and development, system enhancements, from scoping/estimation to final deployment. He served as the point of contact to Policy, Program Office, and IT bureaus. Brian also led business requirements, design, development, testing and implementation of the system.

Program/Project:	Pennsylvania Department of Public Welfare Integrated Client Information System (*i*CIS)	**Date:**	12/2004 – 12/2006
Role:	Track Lead		

As the Track Lead for the Eligibility Determination/Benefit Calculation (ED/BC) and Standard Filing Unit (SFU) sub-systems, Brian prioritized and managed the day-to-day activities of the teams. He was responsible for issue analysis and resolution, system performance monitoring, and leading, prioritizing, and designing maintenance and enhancement work across the tracks. Brian led a team of 8 sub-system leads, developers and analysts and his primary responsibilities included planning and managing day to day production support activities (online monitoring, batch monitoring, daily operations, etc). He prioritized maintenance and enhancement modifications and planned coordinated and managed application releases. Brian facilitated meetings with stakeholders, including OIM policy, operations, DAPS, and various external stakeholders. In this role, Brian managed requirements gathering, design, development, testing, deployment of software modifications and enhancements. He also managed and monitored software change control processes, including scope control.

Program/Project:	Pennsylvania Department of Public Welfare	Date:	04/2004 – 11/2004
	Commonwealth of Pennsylvania Access to Social Services (COMPASS)		

Role:	Track Lead

In his role as the Track Lead on the COMPASS project, Brian led requirements, design, development testing and implementation activities of the MyCOMPASS Account functionality. He prioritized maintenance and enhancement modifications, as well as coordinated application releases. His responsibilities also included Facilitating meetings with stakeholders, including OIM policy, operations, DAPS, and various external stakeholders. He managed requirements gathering, design, development, testing, deployment of software modifications and enhancements

Program/Project or Previous Employer:	Federal Government Based Technology Consultant	Date	10/2000 – 04/2004

Role:	Senior Consultant

As a Senior Consultant Brian was involved with various aspects of developing, testing, and deploying e-Business Web Applications. He provided technical support and expertise during the migration of a world-class government data and transactional processing system. Additionally, Brian interacted heavily with top-level client management to provide new ideas and report project status. In his role as a Senior Consultant, Brian had several key accomplishments. Among them were his projects to redesign the front-end user interface of the United States Postal Service's "Postal Store" Web Application using HTML and JavaScript skills and the design and documentation of the technical architecture for the migration of all USPS e-Business applications.

Craig Hoover

Number of Years with Deloitte:	7 years	Number of Years Serving DPW:	4 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	7 years

Craig brings extensive experience providing Information Technology Support Services in line with DPW's requirements. For 7 years he has provided full system development life cycle management and delivery for large-scale and complex application development and integration efforts. This includes activities to support IT project management, application initial development and maintenance, and production and operations support.

Experience in Health and Human Services Program Management	6 years

Craig has focused the majority of his career providing technology solutions to improve the efficiency and effectiveness of Health and Human Service programs in both the federal and state realms. This includes managing multiple phases in the development of an application to support CDC oversight and management of agency-funded HIV/AIDS prevention efforts, leading application testing for the Comprehensive Workforce Development System (CWDS; a joint department effort between Pennsylvania's Department of Labor and Industry and Department of Public Welfare), and managing application development and delivery for Pennsylvania's system supporting subsidized child care (PELICAN Child Care Works). He provides tailored suggestions and recommendations to DPW-based lessons learned stemming from his previous experience with Pennsylvania DPW, DPW's organizational vision, and experience from previous HHS and government projects.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	7 years

For 7 years, Craig has been actively involved in the management and delivery of large-scale, custom-developed applications supporting a variety of clients, including 6 years supporting multiple state and federal HHS systems. This includes executing each stage in the system development life cycle from requirements gathering through system implementation as well as managing across the entire life cycle for multiple application releases. He has led requirements gathering and system design efforts for applications supporting activities ranging from federal disease prevention monitoring (PEMS) and state management of unemployment compensation (UCMS) to state management and delivery of subsidized child care services (PELICAN CCW). He has executed and managed testing activities for PEMS, Pennsylvania's workforce system (CWDS), and system integration between XM Radio and Toyota. Most recently, he has managed the full range of development activities and production support for PELICAN CCW.

Education, Qualifications and Training:

- Georgia Institute of Technology **(Atlanta, GA)** - Bachelor of Science, Business Management; Certificates in Information Systems, Finance, and Marketing
- University of Georgia **(Athens, GA)** – Master of Internet Technology

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Detailed Experience:			
Program/Project or Previous Employer:	Commonwealth of Pennsylvania Department of Public Welfare Pennsylvania's Enterprise to Link Information for Children Across Networks	**Date**	06/2008 – Ongoing
Role:	Application Manager		

As the Child Care Works (CCW) Application Manager, Craig manages all aspects of the system development life cycle, including requirements gathering, design, development, testing, deployment, and maintenance of DPW's system to support the management and oversight of Pennsylvania subsidized child care and provision of its child care referral program. Additionally, this includes activities to enhance DPW's IT services to expand the scope of child care and early learning providers that citizens can search for in a self-service manner, and to integrate PELICAN with DPW's enhanced Master Client Index (MCI) services. In this role, Craig works collaboratively with DPW and other stakeholders to successfully lead a team of over 25 developers, analysts, and track leads. His primary responsibilities include:

- Managing all aspects of application modification, application maintenance, and production support
- Serving as the point contact to Policy, Program Office, and IT bureaus
- Leading business requirements, design, development, testing, and implementation of system modifications and assisting in overall issue resolution
- Managing creation and acceptance of all application related deliverables
- Validating impact analysis as a result of program and policy changes
- Performing resource estimation for modifications
- Finalizing change resolution and implementation schedule
- Escalating unresolved issues to the Project Manager
- Preparing executive level status reports of team's activities, issues, and status of changes
- Leading the deployment of large-scale system changes including MCI.NET (PELICAN), Provider Search Expansion, and Online Attendance Tracking

Program/Project or Previous Employer:	Commonwealth of Pennsylvania Department of Labor and Industry Unemployment Compensation Management System (UCMS)	**Date**	01/2008 – 06/2008
Role:	Iteration Manager		

Craig, as a Release 3 Iteration Manager, led requirements and design for the non-monetary compensation iteration of a custom-built unemployment compensation system. His responsibilities in this role included:

- Managing a 6 person team responsible for gathering requirements and developing the functional design for non-monetary UI eligibility and imaging/correspondences
- Coordinating and overseeing activities for all of the teams (e.g. functional design, technical architecture, UI design) responsible for delivering the iteration's detailed design
- Developing the iteration's work plan and schedule
- Representing the iteration in project leadership meetings

Program/Project or Previous Employer:	Commonwealth of Pennsylvania Departments of Labor and Industry and Public Welfare	Date	10/2006 – 11/2007
Role	Systems Integration Testing Lead and Data Management Lead		

As the System Integration Testing Lead, Craig managed a team of 6 - 9 internal testers and client coordination for the facilitation of user acceptance testing. Additionally, as the data management lead, he confirmed proper data availability for the client's 25 person group of testers. Additionally, his responsibilities included:

- Authoring, monitoring, and maintaining testing strategy and work plan documents
- Directing system testing preparation and execution to meet the objectives and timelines set out in the testing strategy and work plan
- Managing daily activities of four person testing team
- Coordinating user acceptance testing (UAT) planning and preparation activities with client counterparts
- Creating UAT data management approach
- Overseeing UAT data identification, mining, creation, and assignment for 25 user acceptance testers

Program/Project or Previous Employer:	XM Radio – Partner Integration	Date	04/2006 – 9/2006
Role:	Partner Integration Test Coordinator		

In this role, Craig was responsible for overseeing and coordinating XM's integration testing of system interfaces established between XM and one of its newest partners at the time (Toyota). His responsibilities in this role included:

- Collaborating with the partner's test lead and, as necessary, other partner personnel to confirm that both side's testing efforts resulted in cohesive and comprehensive testing of complete systems integration
- Creating test strategy document and corresponding work plan
- Directing the client's testing efforts and resource's time allocation to meet the test schedule
- Collaborating with client and partner resources to create, review, and establish acceptance criteria for test cases
- Tracking and coordinating the test execution and defect resolution processes
- Tracking and reporting testing status to both client and partner leadership
- Escalating both testing and general partner integration issues to leadership
- Serving as the client's liaison to the partner for testing-related matters

Program/Project or Previous Employer:	Centers for Disease Control and Prevention (CDC) Program Evaluation and Monitoring System (PEMS)	Date	8/2003 – 03/2006
Role:	Release Track Lead, Functional Design Analyst, Testing Lead, Training and Implementation Analyst		

Craig held several roles on the PEMS project, ranging from serving as a training and implementation analyst, functional design analyst, testing lead, and finally to a release track lead.

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Lindsay Hough, Application Team Lead

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	6 years	Number of Years Serving DPW:	5 years	Similar Experience:	PA, NY
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	6 years

Lindsay has developed training and implementation support as the Application Support Services Manager for HCSIS and PELICAN. She specifically worked on technology aspects for rollout and go-live. She also coordinated the technology and process training as the Deployment Manager for the Pennsylvania Office of the Budget Finance Transformation project. Her areas of expertise include organizational performance management and performance measurement initiatives, technology deployments, end user training, process design, communication and change management.

Experience in Health and Human Services Program Management	5 years

Lindsay has worked with the Pennsylvania Department of Public Welfare on the HCSIS project as the Implementation and User Education Team Manager and the Application Support Services Manager. Lindsay was responsible for training 350 users for the Office of Long Term Living. She currently works with the Office of Developmental Programs Bureau of Autism Services and the Office of Child Development and Early Learning. Lindsay works with the client to meet the unique needs of each program office.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	6 years

Lindsay led the implementation team for the Office of Developmental Program's business process change. She coordinated with 50 administrative entities to complete the transition and support the new process. Lindsay managed the organizational design and knowledge transfer activities for Pennsylvania Office of the Budget during the implementation of technology enhancements including process redesign.

Education, Qualifications and Training:

- Master of Public Administration, Concentration in Public Policy, American University, Washington, DC, 2000
- Bachelor of Arts in Psychology and Music, Gettysburg College, Gettysburg, PA, 1998
- Certified Government Financial Manager (CGFM)
- Project Management Professional (PMP)
- Member, Association of Government Accountants
- Member, National Association of Public Administration
- Reviewer, Association of Government Accountants (AGA) "Certificate of Excellence in Accountability Reporting – CEAR"
- Organizational Design, 2007
- Project Management, 2006
- Effective Communications, Novations, 2006
- Management Information Systems (audit), American University Kogod School of Business, 2003
- Certified Government Financial Manager Review Courses, 2002
- Essentials of Quality Assurance, 2001
- Facilitation Skills, 2000
- Balanced Scorecard, 2001

Detailed Experience:			
Program/Project:	Pennsylvania Department of Public Welfare	**Date**	07/2009 – Present
Role:	Application Support Services Manager		

Lindsay re-joined the HCSIS Project in July 2009 as the implementation lead for the Office of Developmental Programs which was undergoing a significant business process shift as they transitioned to a fee-for-service model for home and community services. Lindsay coordinates the implementation of HCSIS in fifty different administrative entities (counties) with over 10,000 users. She is also the HCSIS implementation lead for the DPW Bureau of Autism Services and supported the initial rollout of the system to support two new programs to serve adults with autism. Recently, Lindsay has also taken on the role of implementation manager for the rollout of PELICAN Early Intervention to all of Pennsylvania's Early Intervention Preschool Programs.

Program/Project:	Pennsylvania Office of the Budget Finance Transformation project	**Date**	09/2008 – 07/2009
Role:	Organization and Change Management Lead and Deployment Manager		

Lindsay joined the team to manage the organizational design for the Office of Comptroller Operations and manage communication, training (Train-the-Trainer), change management, and knowledge transfer activities for the engagement. After the completion of the first phase of the organizational redesign, Lindsay also took on the role of Deployment Manager, where she coordinated the technology, process, training, and organizational changes to support a successful implementation in May 2009.

Program/Project:	Pennsylvania Department of Transportation	**Date**	01/2008 – 08/2008
Role:	Project Management Office Manager and Implementation Manager		

As the Project Management Office lead, Lindsay managed project reporting, staffing, and deliverable submission. She also coordinated daily and weekly meetings of client and project staff to monitor progress against plan. Additionally, as the Implementation lead, Lindsay had responsibility for training efforts related to the .centric application. Training responsibilities include material creation and execution of Train-the-Trainer.

Program/Project:	Pennsylvania Department of State	**Date**	08/2004 – 12/2004
Role:	Communication Lead		

In this role, Lindsay developed communication materials clarifying State and Federal election law to share with election directors and county commissioners statewide. She worked to complex election law more understandable in an effort to confirm county readiness for the 2004 General Election. Additionally, Lindsay conducted training for county election workers.

Program/Project:	Pennsylvania Department of Public Welfare	**Date**	12/2004 – 12/2007
Role:	Implementation and User Education Team Manager		

Lindsay joined the HCSIS Project in November 2004 as the implementation lead for the Office of Long-Term Living. As the lead for this effort, Lindsay coordinated the roll-out of HCSIS to 30 provider agencies in three months.

Program/Project:	New York State Department of Labor	Date	05/2004 – 08/2004
Role:	Change and Communication Lead		

As the Change and Communication Lead, Lindsay developed a communications plan for the New York State Department of Labor Unemployment Insurance Systems Modernization effort.

Program/Project:	United States Capitol Police	Date	01/2004 – 05/2004
Role:	Project Manager		

Lindsay facilitated meetings and assisted the leadership team in the creation of a Strategic Plan for Information Technology at USCP. Lindsay researched and deployed best practices in IT strategy and measures.

Program/Project:	United States Capitol Police	Date	01/2004 – 05/2004
Role:	Project Manager		

As the Project Manager, Lindsay guided USCP through the process of revising their Strategic Plan and developing their first Performance Plan.

Program/Project:	Transportation Security Administration (TSA) Office of Information Technology (OIT)	Date	09/2003 – 05/2004
Role:	Performance Measure Lead		

Lindsay researched relevant measures for information technology performance and developed their IT performance workbook of performance measures.

Program/Project:	Architect of the United States Capitol (AOC)	Date	07/2003 – 12/2003
Role:	Performance Measure Lead		

Lindsay assisted the Architect of the Capitol in the creation of its first annual performance plan and a revised strategic plan.

Program/Project:	Federal Aviation Administration (FAA)	Date	01/2003 – 06/2003
Role:	Senior Consultant		

As a Senior Consultant, Lindsay assisted the FAA with a number of initiatives to improve understanding and implementation of FAA's corporate goals at all levels of the organization.

Program/Project:	Pennsylvania Department of Transportation (PENNDOT)	Date	09/2002 – 12/2002
Role:	Facilitator		

Lindsay co-facilitated PENNDOT's Center for Performance Excellence and four project teams focused on improving various PENNDOT processes including the right-of-way appraisal process and the roadway improvement program. .

Program/Project:	Federal Aviation Administration	Date	06/2000 – 09/2002
Role:	Senior Consultant		

Lindsay assisted the FAA in the development and implementation of a cost and performance management (C/PM) program used throughout the organization.

Pat Howard, Project Executive

Number of Years with Deloitte:	14 years	Number of Years Serving DPW:	10 years	Similar Experience:	MA, PA, DE

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	20 years

Pat has 20 years in active engagement and project management of large-scale IT systems integration based systems development and maintenance experience. He has served projects in key leadership roles overseeing the activities of maintenance and modification of systems, and integrating multiple information technology systems.

Experience in Health and Human Services Program Management	14 years

Pat has national level experience with Medicaid and Health and Human Services programs. He is a frequent speaker at national forums including: HCBS conference, MMIS Conference, CMS Forums, American Public Human Services Association, and The National Association of State Directors of Developmental Disabilities Services Annual Conference. Pat is currently the Deloitte Consulting State Health Care leader.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	20 years

In his roles as Project Manager and Project Principal, Pat has led the teams responsible for the design, development, construction and implementation of the systems. He has participated in the initial requirement sessions with key stakeholders from all program offices. Pat has also led implementation teams, coordinating design and implementation of system wide changes.

Education, Qualifications and Training:

- Master of Science in Industrial Administration (MBA), Carnegie Mellon University, Pittsburgh, PA, June 1996
- Bachelor of Arts, Lafayette College, Easton, PA, December 1989

Detailed Experience:			
Program/Project:	Pennsylvania Department of Public Welfare Implementation of Home and Community Services Information System (HCSIS)	**Date**	07/2000 – Present
Role:	Project Principal, Project Manager, Deputy Project Manager		

As the Project Principal, Pat works closely with key stakeholders throughout Commonwealth including the Department of Public Welfare, County staff, and providers to understand their needs. Pat's responsibilities are to lead the team responsible for the design, development, construction and implementation of the initial HCSIS application. In his role, Oversaw the initial creation of the technical architecture, application architecture, documentation, coding standards, program skeletons, and procedures for the HCSIS system. During his 10 years working on the HCSIS project, Pat has overseen the implementation of 17 HCBS programs and Waivers into the HCSIS system

Commonwealth of Pennsylvania
RFP #16-09, Lot 7

Lot 7
for
DPW

Deloitte.

Program/Project:	Pennsylvania Department of Health NEDSS Project	**Date:**	06/2009 – Present
Role:	Project Principal		

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

Program/Project:	Pennsylvania Department of Public Welfare Early Learning Network	**Date:**	07/2007 – 01/2010
Role:	Project Principal		

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

Program/Project:	MA Department of Developmental Services	**Date:**	07/2004 – Present
Role:	Project Principal		

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

Program/Project:	Pennsylvania Department of Public Welfare Pennsylvania Master Provider Index	**Date:**	05/2001 – 06/2004
Role:	Project Advisor, Project Manager		

The Pennsylvania Master Provider Index project was the creation of business rules and technology solution to support a single provider identifier for all Department of Public Welfare providers. As the Project Advisor and Project Manager, Pat was responsible for assisting in facilitating the original visioning sessions with key department executives. He participated in the initial requirement sessions with key stakeholders from all program offices which created the structure on which MPI was constructed. Pat served as the Project manager for the implementation of MPI Release 1, responsible for overseeing the design validation, construction, testing and acceptance of the first release of MPI. Additionally, he was a member of the MPI steering committee.

Program/Project:	Delaware Department of Health and Social Services	Date:	06/1996 – 07/2010
	Delaware Client Information System (DCIS-II)		
Role:	Project Principal, Project Director and Track Manager, Deputy Project Manager		

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

Michele (Mick) Keller

Number of Years with Deloitte:	10 years	Number of Years Serving DPW:	10 years	Similar Experience:	PA, MN

Responsibilities	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	24 years

Mick is a Director in Deloitte's Pennsylvania Public Sector practice and has over 24 years experience working with Pennsylvania clients. Her experience is focused in Information Technology and addressing business needs of the Commonwealth. Prior to joining Deloitte where she works with Commonwealth agencies on technology implementations and change management, and leadership activities, she owned a Pennsylvania-based Woman Owned Business (WBE). Her company provided a staff of technical resources to many agencies within the Commonwealth. Her experience prior to owning her business consisted of providing technical and consulting services to Pennsylvania as an IBM employee

Experience in Health and Human Services Program Management	10 years

Mick has been a part of the Deloitte DPW team for the past 10 years most recently as the Project Manager on the integrated Client Information System (iCIS). She has over 20 years of experience in Public Sector consulting, project management, technical, sales and business experience developing solutions to meet the needs of the Commonwealth of Pennsylvania agencies. Mick has extensive knowledge of the business and operational models in place in Pennsylvania as well as in other states. While serving DPW Mick has gained hands on experience and knowledge in the implementation of OIM administered eligibility programs – Cash, TANF, Food Stamps, Medicaid and Long Term Care.ied Project Management Professional (PMP).

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	10 years

Mick recruited and managed team of consultants to plan and execute system acceptance testing effort and develop and execute training and implementation strategy for CCMIS. Created Acceptance Test Plan, developed training materials, conducted training and manage client staff through development and execution of approximately 1200 test scenarios. Conducted business process analysis to identify impact areas to 59 county agencies who administer child care in Pennsylvania. Analyzed alternative training approaches to develop a strategy that would best meet client requirements given budget restrictions. Developed eLearning/ILT training strategy and a phased implementation rollout strategy for approximately 1200 staff.

Education, Qualifications and Training:

- Bachelor of Science, Business Administration- Shippensburg University, Shippensburg PA, 1983
- Project Management Professional (PMP)

Detailed Experience:			
Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare, integrated Client Information System	**Date**	04/2001 – Present
Role:	Manager System Enhancement and related system initiatives; Testing & Implementation Manager		

Recruit and manage resources that develop, test and implement major system enhancements that will enhance the existing Client Information System (CIS), eCIS, and COMPASS.

Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare, Child Care Management Information System (CCMIS)	**Date**	1/2003-11/2003
Role:	Testing & Implementation Manager		

Recruited and managed team of consultants to plan and execute system acceptance testing effort and develop and execute training and implementation strategy for CCMIS. Created Acceptance Test Plan, developed training materials, conducted training and manage client staff through development and execution of approximately 1200 test scenarios. Conducted business process analysis to identify impact areas to 59 county agencies who administer child care in Pennsylvania. Analyzed alternative training approaches to develop a strategy that would best meet client requirements given budget restrictions. Developed eLearning/ILT training strategy and a phased implementation rollout strategy for approximately 1200 staff.

Program/Project or Previous Employer:	Early and Periodic Screening, Diagnosis and Treatment – EPSDT (PA's Children's Healthcare Program)	**Date**	11/2000 – 3/2001
Role:	Strategy Consultant		

Created a strategy to improve the Children's Healthcare program for Pennsylvania children. Analyzed current business processes, organizational design and tools and developed strategy that recommended five distinct projects to achieve short and long term objectives leading to improved health care for needy children in the Commonwealth. Worked with client and stakeholder groups to gain concurrence and approval to implement the proposed projects. Completed EPSDT form redesign project and initiated business process redesign project.

Program/Project or Previous Employer:	Financial Institution Data Match (FIDM) Program	**Date**	7/2000 – 10/2000
Role:	Outreach Consultant		

Developed communication and training materials and conducted outreach activities to financial institutions to support Pennsylvania's Financial Institution Data Match program. FIDM was a new initiative to identify delinquent child support payers and capture unpaid child support payments.

Program/Project or Previous Employer:	Information Technology, CompuSpirit, Inc	Date	6/1996 – 5/2000
Role:	Business Owner		

Managed a Pennsylvania business that provided technical design and infrastructure support services primarily to the Pennsylvania Commonwealth agencies. Set overall company direction and policies. Determined company financial strategy, profit objectives and marketing strategy. Made personnel hiring and termination decisions. Developed, designed and implemented solutions to meet client requirements for LAN/WAN environments. Managed staff that provided ongoing installation support services for network hubs, routers, telecommunication connectivity, servers and user workstations to multiple offices across the Commonwealth of Pennsylvania.

Program/Project or Previous Employer:	IBM	Date	11/1983 – 5/1996
Role:	Systems Engineer, Marketing Representative, Consultant		

Developed and presented personal computer hardware, software and networking solutions to largest IBM customers. Developed and maintained customer relationships resulting in high customer satisfaction ratings. Organized and presented quarterly customer seminars. Led IBM technical team and subcontractors as Project Architect to successfully complete implementation of multi-location wide/local area networks for Commonwealth of Pennsylvania clients. Provided technical support for customers in central PA on personal computer hardware, software and local area networks. Trained over 400 customers on IBM software and networking products. Responsible for development and implementation of a business systems plan to automate the IBM Mechanicsburg Publications Distribution process.

Ravikiran Kosuri, Application Team Lead

Number of Years with Deloitte:	**7 years**	Number of Years Serving DPW:	**7 years**	Similar Experience:	**N/A**
Responsibilities	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	**10 years**

Ravi has a total of 10 years experience in information technology consulting experience in development, migration, enhancement and maintenance of legacy applications spanning Public Sector, Finance and Telecom functional domains. Areas of specialty include: team management, estimation, design and documentation, problem solving, test planning, software packaging and, deployment planning.

Experience in Health and Human Services Program Management	**7 years**

Ravi's Health and Human Services experience is primarily with DPW, PA. During the 7 years of experience, Ravi has played various roles on the CIS project as a SFU team Lead, AE team lead, SelectPlan for Women initiative lead, and as a test manager on Incremental Renewal Phase IV-B.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**10 years**

During the 10 years of Information Technology experience, Ravi has mainly worked on the Legacy systems comprising of Unisys, IBM, and Bull Mainframes. Ravi was actively involved in JAD sessions with the clients, system design, development, testing, and deployment activities. Ravi also worked on platform migration projects involving decommissioning of the Legacy systems.

Education, Qualifications and Training:

- Bachelor of Engineering, Birla Institute of Technology and Sciences, Pilani, India, 2000
- Certification: Harvard Management Essentials program
- Training:
  - Training on Unisys Mainframes
  - Training on Causal Analysis Tools
  - Training on Presentation skills

Detailed Experience:

Program/Project or Previous Employer:	DPW/iCIS	Date	07/2009 – Present
Role:	Test Manager		

As Incremental Renewal Phase IV-B test manager, Ravi is responsible for managing all the Integration test related items like scenario development, scenario execution, and PCR testing. Ravi coordinates the SAT testing support activities like conducting the PCR meetings, reporting the SAT testing progress, providing support in the test lab, and furnishing the necessary test data.

Program/Project or Previous Employer:	DPW/CIS	**Date:**	12/2007 – 06/2009
Role:	Application Entry Team Lead		

As team Lead for application entry sub-system, Ravi was primarily responsible for the maintenance activities related to the sub-system and worked closely with client in requirement capturing, and JAD sessions. Ravi also coordinated the CIS-CWDS data reconciliation activities.

Program/Project or Previous Employer:	DPW/CIS	**Date:**	07/2006 – 11/2007
Role:	Initiative Lead		

Ravi has leaded the SelectPlan for Women initiative starting requirements to implementation. Ravi worked closely with DPW in requirement capturing, and General and Detailed system design sessions. The initiative was to add a new benefit program Family Planning Waiver to the DPW programs and had changes to COMPASS, eCIS and CIS modules of iCIS suite of applications.

Program/Project or Previous Employer:	DPW/MEDA	**Date:**	11/2003 – 06/2006
Role:	CIS/SFU sub-system lead		

As sub-system team lead for SFU, Ravi was involved in development activities as part of the MEDA development and deployment. activities related to the sub-system and worked closely with client in requirement capturing, and JAD sessions. He also was involved in gathering data for the SFU overrides and TIPRER error monitoring.

Program/Project or Previous Employer:	Fidelity Investments	**Date:**	07/2003 – 10/2003
Role:	Senior Analyst		

Fidelity Investments is an international provider of financial services and investment resources that help individuals and institutions meet their financial objectives. Fidelity Brokerage and Technology Company needed to consolidate the two existing systems (Customer Accounts and FBSI Name & Address) into an Integrated Customer System (ICS). This process involved migration of the database from IDMS to DB2 and also included certain new business validations. The Project also involved changing the existing online CICS code to support the B2B views (front end).

Ravi was involved in analysis of existing system, preparing technical specification documents, reviewing technical specification, preparing test plans, execution of test plans and, Coding Batch and Online Programs.

Technical Environment: DIBM S/390 Mainframe, JCL, COBOL II, DB2, IDMS, CICS

Program/Project or Previous Employer:	Department of Licensing, Washington	**Date:**	06/2003 – 07/2003
Role:	Senior Analyst		

Ravi worked for The State of Washington – Department of Licensing in transforming and replatforming Unisys 2200 Mainframe systems to Microsoft Windows with Microsoft SQL Server as Database. Existing code was analyzed applying reverse engineering methodology Additionally, Ravi prepared technical specification documents which were used as input for the development of the .Net application.

Ravi was the technical expert involved in the formatting of the mapping rules document for COBOL conversion, analyzing and documenting all the procedures involved in the applications, Scripting the Data type mapping document and testing the application for integration issues.

Technical Environment: Unisys 2200 Mainframe, OS/ 2200, Cobol, DMS 2200, ECL

Program/Project or Previous Employer:	GE Medical Systems	**Date:**	07/2002 – 05/2003
Role:	Project Leader		

Offshore Project Leader involved in Project Management activities and other activities like Feasibility and impact analysis, estimation, design, coding, test case scripting, reviewing and testing

Technical Environment: COBOL,JCL,SQL, DB2,IMS DB/DC, MVS, /ISPF,QMF,SDF-II,INTERTEST,FILE-AID,DB2-IMS Expert

Program/Project or Previous Employer:	GE Transportation Systems (GETS)	**Date:**	03/2002 – 06/2002
Role:	Module Leader		

Module Leader for Batch JCL Migration, involved in scripting Migration strategy document, status reporting, issue tacking and technical activities like design, development and testing.

Technical Environment: Honeywell BULL Mainframe, IBM Mainframe, COBOL, JCL, ADS/Online, Gen-A-Screen, IDMS/R,IDS II, GCOS 8, MVS, FILE-AID, LOUIS, Culprit ,DMLO, OLQ and ADSALIVE

Program/Project or Previous Employer:	British Telecom/ COSMOSS	**Date:**	06/2000 – 08/2001
Role:	Software Engineer		

Customer Oriented System for Management of Special Services (COSMOSS) is a national order handling and provisioning system targeted at business customers and at the provision of private services in particular. The system is divided into two main parts, Front Office Support And Back Office Support. Responsibility of the project team is to support all these systems. Ravi was part of the core team and was involved in the analysis of requirements, design of internal design document, program coding, reviewing, framing the unit test plans and executing the unit test plans. System tester (VV&T Team) was involved in scripting of system test plan, executing them during the system testing phase and in Fault testing.

Technical Environment: IBM Mainframe, COBOL, CICS, Middleware, XCALL, Web Browser, DB2, IDMS, MVS, Xpeditor,QMF,SDF,CA7 Scheduler

Michael Lapitan, Application Team Lead

Number of Years with Deloitte:	3 years	Number of Years Serving DPW:	6 years	Similar Experience:	PA, NY

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	17 years

Mike has broad software Testing and Quality Assurance experience in managing and planning all aspects of functional and performance testing. He has managed groups of Test Leads and Test Engineers and has extensive experience in planning and facilitating client User Acceptance Testing efforts. Mike has a deep technical background and has previously worked on application teams as a developer and systems analyst across multiple platforms and architectures.

Experience in Health and Human Services Program Management	<1 year

Mike has been managing testing initiatives of the PELICAN project for the past 3 years. He is currently the Testing Manager and his team is responsible for delivering all of the project initiative's functional and load test deliverables.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	7 years

Mike has extensive Software Design and Development experience across multiple platforms. He has worked with mainframe as well as web applications in languages including C, Java, Visual Basic, SQL and COBOL.

Education, Qualifications and Training:

- Bachelor of Science in Computer Science, University of the Philippines, Manila, Philippines, 1993
- Certified Programmer – Java 2 Platform 1.4, Sun Microsystems, 2003
- IBM Certified Specialist, DB2 UDB V6.1/7.1 User (000-512), IBM, 2003

Detailed Experience:			
Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare – PELICAN	Date	01/2009 – Present

Role:	Test Manager

- Oversees all aspects of test planning and preparation for all initiatives and maintenance releases, estimation of testing effort and assuring timelines and testing resources align with the release scope.
- Coordinates the testing strategy with clients and management staff.
- Confirms that any risks associated with the agreed test strategy and the system test plan is escalated.
- Provides authoritative advice and guidance on all aspect of testing, including training for clients, testers, developers and leads where appropriate.
- Works with management team to plan long term testing schedules and budget testing hours.
- Identifies and implements process improvements by working with his team and project management

Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare – PELICAN	Date	01/2007 – 01/2009
Role:	Test Lead		

- Managed internal testing for CCMIS releases by making sure testing resources were aligned with expected timelines and scope of work. Evaluated tester needs and confirmed availability of environments and application assistance necessary for completion.
- Coordinated with System Acceptance Testing Manager on a regular basis in providing necessary support for client testers.
- Provided training for users as needed to make sure that they were familiar with the tools and procedures being used to perform scenario writing and testing
- Managed the development of automated regression scripts using Quicktest Pro.
- Assured that all documentation, scenarios, automated test scripts, and similar test assets were updated and cataloged for future use.
- Provided status updates to management on testing effort and progress.
- Worked with the QA Manager and IT Shared Services personnel to coordinate load tests and make sure that scripts are validated and updated properly for load testing efforts
- Updated procedures and processes in support of CMMi efforts.

Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare – PELICAN	Date	03/2004 – 12/2007
Role:	Senior Tester		

- Helped manage and supervise a team of four functional test engineers
- Analyzed requirements and system design in coordination with analysts, developers and trainers to help assure product compliance with business objectives and standards. Participated in requirements discussions prior to code development to help confirm requirements testability.
- Developed and executed test scenarios and test plans based on detailed study of the application under test. Tracked issues and problems through defect/issue management tools and escalated critical issues when necessary.
- Led role in the design and implementation of automated regression scripts using QuickTest Pro. Assured that scripts were developed using accepted coding standards with the use of data and framework-driven testing when necessary.
- Helped manage testing timelines during test case development and test execution.

Program/Project or Previous Employer:	New York Department of Education - GALAXY Project	Date	04/2001 – 03/2004
Role:	QA/Test Lead		

- Improved the test management and code migration process with the implementation of Process Turn-over Documents and delta comparison procedures for source codes and stored procedures.
- Coded, designed, executed and maintained automated regression test scripts using WinRunner. Developed custom DLLs using Visual C. Implemented advanced data driven scripts for GUI tests using EMOS framework.
- Automated the environment backups using batched BCP (MSSQL Batch Copy Program) calls, using MSAccess/VBA to help maintain and create scripts.
- Enhanced and maintained Galaxy Watch, a Web-based application used for defect management.
- Consistently delivered production releases and testing timelines for over two years, which includes test plans, test scripts, and test analysis for functional testing. Confirmed application stability and functionality prior to deployment using manual and automated tests. Worked closely with developers and technical architects to understand requirement changes.

Program/Project or Previous Employer:	New York City Board of Education - SMARTCARD Project	Date	02/2000 – 03/2001
Role:	Systems Analyst/Programmer		

- Coded and designed communications and file transfer routines for a Visual Basic client program that was deployed on over 1,400 school stations.
- Wrote Visual Basic modules that use PComm HLLAPIs to program the 3270 emulator and perform file transfers to and from an enhanced version of IND$FILE.
- Wrote COBOL/DB2 programs which automatically posts upload data on the mainframe.

Program/Project or Previous Employer:	Keyspan Energy	Date	07/1998 – 02/2000
Role:	Systems Analyst/Programmer		

- Confirmed Y2K compliance of important mainframe systems namely the Asset Information Management (AIM), Employee Information System (EIS) and Fixed Asset System. Modules were written in COBOL, SAS, MARK IV/VISION: Builder & DB2.
- Performed extensive modifications on JCLs and non-compliant programs.
- Confirmed application functionality with extensive unit and regression testing.

Program/Project or Previous Employer:	Motorola Semiconductor Products Sector	Date	01/1995 – 05/1998
Role:	Systems Analyst/Programmer		

- Designed and developed a wide variety of Tandem systems for the Europe Receiving Project. Managed application requirements in coordination with European counterparts during analysis, design and development.
- Played a major part in analysis activities for the Year 2000/D43 mainframe OS upgrade project for Motorola's Lot-Tracking system (TRAK).
- Programmed extensive socket communications modules using Java for various teamware applications.

Susan Long, Sr. Implementation Specialist

Number of Years with Deloitte:	9 years	Number of Years Serving DPW:	9 years	Similar Experience:	CA, MD, NE, PA
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	33 years

Ms. Long has an extensive background in strategic management, business development, information system design, development and implementation, consulting and project management. Sue possesses strong skills in strategic client relationship management, business consulting, technical writing, communication, facilitation, success building, and maintaining strong relationships with clients. Paramount to building and maintaining strong client relationships is her solid end-user, on-site training and implementation support experience.

Experience in Health and Human Services Program Management	9 years

Working on the HCSIS project for ODP-MR, Ms. Long provided on-site implementation support, troubleshooting, post-implementation support, and consultation through using strong instructional, analytical, customer service oriented, and interpersonal skills. She has conducted instructor-led and Internet Live Meeting end-user training and developed training contents and supporting materials. She developed numerous documents to communicate HCSIS information to DPW (BIS, ODP-MR, OLTL OMAP, ODP-BAS, OCYF, EI), Administrative Entity (AE), and Supports Coordination Organization (SCO) system users. She has participated in requirements gathering sessions, weekly/biweekly client meetings, and provided quality assurance reviews of documents created by team members.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	23 years

Responsibilities in previous positions include designing and developing applications, managing quality assurance activities, software development and production activities, determining company information requirements, establishing standards, designing and managing the development of an application to transmit claims to DPW's claims processing system (MAMIS, converted to PROMISe^{TM} in 2004), providing management reports, testing all software created to support an Internet back-end financial transaction processing application, and tested applications (which encompassed current release functionality and regression testing to support multiple clients using all current operating systems and browsers.) Began as a Systems Analyst and was progressively promoted to Application Group Manager.

Education, Qualifications and Training:

- Bachelor of Arts in English, Pennsylvania State University, University Park, PA, 1965
- Attended 1000+ workshop hours in technical and managerial areas including: team building, Total Quality Management (TQM), project management, leadership development, LANs, Windows, programming, and systems analysis

Detailed Experience:			
Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare – HCSIS	**Date**	07/2001 – Present
Role:	Application Services Support Team Member		

Program/Project or Previous Employer:	Software Risk Analysis Project Strategic Management Group, Inc.	**Date**	06/2001 – 07/2001
Role:	Senior Consultant for Momentum, Inc.		

Program/Project or Previous Employer:	Payment Technologies, Inc.	**Date**	05/2000 – 05/2001
Role:	Quality Assurance Manager		

Program/Project or Previous Employer:	Youth Advocate Programs, Inc.	**Date**	08/1996 – 05/2000
Role:	Assistant Vice President – MIS and Program Services		

Program/Project or Previous Employer:	TSR, Inc.	**Date**	02/1996 – 08/1996
Role:	Project Manager		

Program/Project or Previous Employer:	Solution Technologies, Inc.	**Date**	01/1995 – 02/1996
Role:	Technical Recruiter		

Program/Project or Previous Employer:	PA Medical Society Liability Insurance Company	**Date**	11/1990 – 08/1993
Role:	Vice President and Director, MIS		

Program/Project or Previous Employer:	CACI, Inc. Federal	**Date**	06/1981 – 11/1990
Role:	Principal Associate		

Program/Project or Previous Employer:	Omaha National Bank, Omaha, NE	Date	1969 - 1972
Role:	Senior Programmer		

Program/Project or Previous Employer:	RAND Corporation, Santa Monica, CA	Date	1968 - 1969
Role:	Programmer		

Program/Project or Previous Employer:	National Security Agency, Ft. Meade, MD	Date	1966 - 1968
Role:	Programmer		

Bert Maier, Portfolio Coordinator

Number of Years with Deloitte:	**7 years**	Number of Years Serving DPW:	**4 years**	Similar Experience:	**PA, MA, NH, NV, NE, MI, RI, DE**
Responsibilities:		See 8.4 for responsibilities by role			

Experience Providing Information Technology Support and Services	**15 years**

Bert has 15 years of state public sector information systems consulting experience. In his roles as Project Manager, Bert has been responsible for the overall delivery and quality for system enhancements, maintenance and implementation.

Experience in Health and Human Services Program Management	**15 years**

Bert has experience with both the Health and Human Services and Public Pension industries, and he served six projects as Project Manager. Bert has worked with not only the Pennsylvania Department of Public Welfare, but also the New Hampshire Department of Health and Human Services and Delaware Division of Social Services. Additionally, as the Project Manager for the Massachusetts Virtual Gateway project, an Internet portal providing online access to health and human services information, Bert oversaw the addition and implementation of a new online invoicing application.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**15 years**

As a project manager, Bert has successfully managed all phases of the systems development life cycle. He has worked with client server, web and mainframe applications during his 15 years of information systems consulting. Bert has also worked as an Application Manager and in this role was responsible for requirements, design, development, and testing.

Education, Qualifications and Training:

- Bachelor of Science in Environmental Engineering, Rensselaer Polytechnic Institute, Troy, NY, 1995
- Project Management Professional (PMP), June 2004

Detailed Experience:

Program/Project:	The State of Delaware DCSIS II Integrated Eligibility System	**Date**	10/2009 – Present
Role:	Project Manager		

The State of Delaware DCSIS II integrated eligibility system processes nearly $21 million in combined monthly Cash, Supplemental Nutrition Assistance Program and Child Care benefits and is also responsible for determining Medicaid eligibility.

Program/Project:	Pennsylvania Department of Public Welfare - Home and Community Services Information System (HCSIS)	**Date**	2008 – Present
Role:	Project Manager		

As the Project Manager, Bert's responsibilities include managing staff to deliver business requirements, design, development, testing, release management support, PMO support, agency implantation, provider implementation, communications, and business operations services. Bert develops and maintains project plans and monitors project status and progress. He recommends corrective actions plans and facilitates issue and risk resolution.

Program/Project:	Commonwealth of Massachusetts - Massachusetts Virtual Gateway; EIM/ESM Implementation	Date:	11/2006 – 11/2008
Role:	Project Manager		

Bert served as the project manager for the implementation of EIM/ESM, an online invoicing application for Purchase of Service (POS) Providers to the Massachusetts Virtual Gateway Internet portal for health and human services information. In that role, Bert managed a staff of 19 to deliver business requirements, business scenarios, release management support, PMO support, agency implementation provider implementation, communications, and business operations services.

Program/Project:	New Hampshire Department of Health and Human Services - New HEIGHTS	Date:	05/2005 – 10/2006
Role:	Project Manager		

The New HEIGHTS project determines eligibility for approximately $48 million in cash benefits, $51 million in Food Stamps benefits, $23 million in Child Care benefits, and $700 million in Medicaid benefits for the state of New Hampshire. In his role as Project Manager, Bert was responsible for the overall delivery and quality of the maintenance and enhancement of New HEIGHTS.

Program/Project:	Pennsylvania Department of Public Welfare - Enterprise Wide Application Systems (EWAS)	Date:	03/2004 – 06/2005
Role:	Project Manager		

Bert served as the Project Manager for both the Master Provider Index (MPI) and Master Client Index (MCI) segments of the overall EWAS project providing maintenance and enhancements to MPI and MCI. In this capacity, Bert was responsible for the overall delivery and quality of both applications for the maintenance and enhancement releases. He implemented consistent policies and procedures across both teams including planning, tracking, communication, and issue resolution.

Program/Project:	Pennsylvania Department of Public Welfare - Master Provider Index (MPI)	Date:	05/2003 – 02/2004
Role:	Project Manager		

As Project Manager, Bert led the team to successfully test the application and support the integrations with several other applications. He worked with each integrating application to resolve issues and fix bugs. Bert guided the user education activities and worked with the client to help meet their objectives. Additionally, he guided the user acceptance testing and training efforts.

Program/Project:	Pennsylvania Department of Public Welfare Release 1.1 of the Master Provider Index	Date:	02/2003 – 04/2003
Role:	Application Manager		

As the Application Manager, Bert was responsible for the requirements, design, development and testing of the R1.1 components. He worked with the team and client to resolve outstanding issues. In his role, Bert confirmed all components were thoroughly united tested and documented.

Program/Project:	Pennsylvania Department of Public Welfare Release 2 of the Master Provider Index	Date:	11/2002 – 01/2003
Role:	Design Track Manager		

Bert was responsible for the following design deliverables: business logic descriptions, data model, data dictionary, interface mock-ups, and report mock-ups. He provided quality assurance on all deliverable and assured that the project proceeded according to schedule. Bert reviewed prior phase deliverables and provided feedback as appropriate. He raised and resolved issues as appropriate.

Program/Project:	Public Employees Retirement System Solution Set	Date:	04/2002 – 10/2002
Role:	Quality Assurance Lead		

As the Quality Assurance Lead, Bert mentored functional team members of retirement rules and regulations including but not limited to wage and contribution, refunds, purchase of service, counseling, defined contribution plans, and deferred retirement option plans.

Program/Project:	Nebraska Public Employees Retirement System (NPERS) Information Systems Project	Date:	12/2001 – 02/2002
Role:	Business Transition Manager		

Bert served as the liaison between the GAP Requirements team and Retirement System to confirm the successful integration of the retirement framework.

Program/Project:	Michigan Office of Retirement Services (ORS) Retirement System	Date:	09/2001 – 11/2001
Role:	Business Transition Manager		

On the Michigan Office Retirement Services project, Bert worked with the Retirement System Business Process Owner (BPO) to successfully define the requirements for the custom build of the Wage and Contribution reporting system.

Program/Project:	Employees' Retirement System of Rhode Island	Date:	01/2001 – 08/2001
Role:	Project Manager		

As the Project Manager, Bert was responsible for the planning, executing, and controlling task of the Public Retirement system web implementation. He supervised a staff of ten.

Program/Project:	Employees' Retirement System of Rhode Island GAP Analysis for Implementation	Date:	01/2000 – 12/2000
Role:	Phase Manager		

Bert was responsible for planning, executing, and controlling tasks during the Current System Analysis and GAP Analysis Phases of the implementation at the Employees Retirement System.

Program/Project:	City of Nashville PeopleSoft Pension Module Implementation	Date:	09/1999 – 12/1999
Role:	Functional Architect		

As the Functional Architect, Bert performed the initial configuration of the HR Foundation Tables and supporting records in the Pension module.

Commonwealth of Pennsylvania
RFP #16-09, Lot 7

Lot 7
for
DPW
Deloitte

Wilson Maliackel, Application Team Lead

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	3.5 years	Number of Years Serving DPW:	3.5 years	Similar Experience:	WI (4.5 years)
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	18 years

Wilson is a manager who knows how to meld technical understanding, business acumen and ethics, as well as how to work with suppliers, customers and team members. Wilson has over eighteen years of progressive experience in project management, application architecture, development and implementation of large-scale information systems. Wilson's experience includes all phases of software development life cycle – working directly with clients to define requirements, project work planning & management, design, development, testing and successful implementation of applications on time and within budget.

Experience in Health and Human Services Program Management	8 years

Since February, 2007 Wilson has worked on the PELICAN project. During his time on the project he has worked on several modification initiatives such as the Client Self Service which integrated the PA COMPASS system to the CCMIS system to provide the citizens to application for Child Care online and the Provider Self Service initiative which has allowed Child Care provider access to the services within the PELICAN suite of applications. In addition to the modifications initiatives, he has been instrumental in the successful implementation of several maintenance releases for both the Certification and the Keys to Quality initiative. He was responsible for the implementation of the Keys to Quality system, Regulation Enhancement initiative, and the Certification Usability initiative.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	18 years

For his entire career Wilson has been in the Information Technology arena designing, transferring, developing, implementing, and providing support for various systems in both the public and the private sectors. These included implementing COTS solutions to custom development of systems in various technologies.

Education, Qualifications and Training:

- Bachelor of Science and Technology (Computer Technology), Mumbai University, Mumbai, India, August 1992
- Bachelor of Science (Physics), Mumbai University, Mumbai, India, August 1989

Detailed Experience:			
Program/Project or Previous Employer:	PA Department of Public Welfare – PELICAN Certification	**Date**	03/2008 – Present
Role:	Manager		

PELICAN Certification system accepts applications for Certifications, evaluates the applicants, and makes the final decision as to issue or refuse Certificates to operate Child Care Facilities within the Commonwealth of Pennsylvania.

Program/Project or Previous Employer:	PA Department of Public Welfare – PELICAN Keys to Quality	**Date**	10/2008 – Present
Role:	Team Lead		

Wilson led the team since the DSD phase of the Phase 1 of the Keys to Quality system. Since the successful deployment in June 2009, he has been leading the Phase 2 of the Keys to Quality system which is going to add the STARS Technical Assistance functionality to the system and implement other prioritized system enhancements.

Program/Project or Previous Employer:	PA Department of Public Welfare – PELICAN Client & Provider Self-Service initiatives	**Date**	02/2007 –03/2008
Role:	Team Lead		

Wilson led the Child Care Client Self Service initiative which involved the integration of 'Child Care Services' to the PA COMPASS system which is a gateway for the citizens to services provided by the Commonwealth of Pennsylvania.

Program/Project or Previous Employer:	Entigo – Product Development	**Date**	04/2006 –06/2006
Role:	Architect and Warranty Chain Management - Subject Matter Expert		

Wilson served as an Architect and Warranty Chain Management - Subject matter expert. Wilson designed and developed a Java Connector Architecture (JCA) based resource adaptor to WebSphere MQ using JMS for Entigo Server.

Program/Project or Previous Employer:	Warranty Online Network - Carrier	**Date**	11/2004 – 03/2006
Role:	Developer		

Wilson participated in JAD sessions with the clients to discover and subsequently define the business requirements. Wilson was responsible for the design, and construction of the system. Wilson was also involved in the design of various interfaces that were part of the system.

Program/Project or Previous Employer:	eBuy – Eyefinity	**Date**	01/2005 – 02/2005
Role:	Developer/Architect		

Wilson was responsible for providing architectural guidance based on functional requirements, tasking java developers; participate in design & code reviews and mentoring junior members on the team.

Program/Project or Previous Employer:	Wablink – Wabtec	**Date**	11/1998 – 12/2002
Role:	Team Lead		

Wilson supervised a team of five Java developers and was responsible for assigning and tracking the work they performed. Wilson participated in JAD sessions with the clients to discover and subsequently define the business requirements

Program/Project or Previous Employer:	Bendix/King Order System- Honeywell	**Date**	09/1998 –10/1998
Role:	Developer		

Wilson advised and helped out the developers on the team. Wilson was responsible for the implementation of SSL on the system.

Program/Project or Previous Employer:	Project Tracking System – WI CARES	**Date**	05/1998 – 08/1998
Role:	Architect		

Wilson identified the technologies to develop and deploy the system. Wilson was responsible for assigning and tracking the work done by each analyst. Wilson managed the project through all the phases of SDLC including requirements, design, construction, testing, and implementation.

Program/Project or Previous Employer:	Child Care Automation System – WI CARES	**Date**	01/1998 – 04/1998
Role:	Developer		

In addition to the project tracking system on the Wisconsin CARES project, Wilson also worked on certain working prototype modules as proof of concepts to the subsequent porting of the CARES mainframe based system to the web.

Program/Project or Previous Employer:	Time Tracking System – WI CARES	**Date**	09/1995 – 12/1997
Role:	Developer		

Wilson was responsible for design and development of this application and deploying. In addition to that Wilson was also responsible for providing application support for end users.

Program/Project or Previous Employer:	Research Information System - WHO	**Date**	06/1995 – 08/1995
Role:	Developer		

Wilson's responsibilities included mentoring the junior programmers on the team, making architectural decisions, design and data analysis/mapping of the existing system to the new system.

Program/Project or Previous Employer:	Vehicle Inspection System – SAE Ltd.	**Date**	08/1994 – 05/1995
Role:	Developer		

Wilson was the PowerBuilder expert on the team for junior developers.

Matthew C. Mardorff, TBD

Number of Years with Deloitte:	5 years	Number of Years Serving DPW:	7 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	9 years

Matthew has 9 years of information technology experience in multiple roles including leading the planning, implementation, testing, and training on both public sector and financial industry projects. Matthew has especially deep expertise in Data Warehousing and reporting focusing on business analytics. He is currently the analytics team lead for the HCSIS project.

Experience in Health and Human Services Program Management	7 years

Matthew has served on the HCSIS project as a trusted business advisor to multiple programs within the DPW for the past 7 years. During this time he has assisted multiple program offices as they implemented the system and has led several identities focusing on using information to better manage their programs. Matthew has also acted as a subject matter expert on HCSIS system changes because of his deep understanding of both Medicaid Waivers and the HCSIS system.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	9 years

Matthew has spent the last 9 years focusing on System Design, Transfer, Development, Implementation and Operations for large multiple program/department systems. Some of the roles Matthew has held relating in this area include Implementation Lead on a large financial services transformation project, Testing Manager on the HCSIS Project, and Data Warehouse Business Lead on the HCSIS project.

Education, Qualifications and Training:

- Bachelor of Science in Business Administration, MIS and Marketing, University of Pittsburgh, Pittsburgh PA, 12/2001
- Cognos 8 Report Studio, Analysis Studio, Mertics Studio Feb. 2005

Detailed Experience:

Program/Project or Previous Employer:	DPW HCSIS	Date	07/2009 – Present
Role:	HCSIS Analytics Team Lead		

In his role as HCSIS Analytics Team Lead Matthew is responsible for supporting client requests for ad hoc reporting and analytics, producing project reporting relating to system metrics and implementation performance, working with and providing insight to the data warehouse team, and developing strategic reports to help the program offices develop overall analytics and information delivery strategies. In this role, he is responsible for overseeing a team of three analysts and consultants plus one development resource.

Program/Project or Previous Employer:	DPW HCSIS	**Date**	08/2008 – 07/2009
Role:	HCSIS System Subject Matter Expert		

In his role as a HCSIS System Subject Matter expert, Matthew was responsible for providing guidance to the application development and implementation teams in all phases of the SDLC; in particular requirements and general system design phases. He was responsible for attending requirements and GSD sessions and providing insight on past lessons learned and for reviewing and providing comments on documentation relating to the SDLC.

Program/Project or Previous Employer:	DPW HCSIS	**Date**	07/2007 – 08/2008
Role:	HCSIS Testing Manager		

In his role as HCSIS Testing Manager, Matthew was responsible for managing all integration, user acceptance, regression, and load testing for the HCSIS application. In addition, he managed a team of six to twelve testing resources and analyzed requirements, general and detailed system design documents, and reviewed and validated test scenarios created by the testing team based on these documents. He also oversaw the conversion of all HCSIS regression testing scripts from WinRunner to OTP (Quick Test Pro) and was the HCSIS quality lead for CMMI (Capability Maturity Model® Integration) Level 3 Certification.

Program/Project or Previous Employer:	HCSIS DPW	**Date**	07/2006 – 07/2007
Role:	HCSIS Data Warehouse Business Lead		

In this role, Matthew managed the requirements process, implementation, end-user training, training materials development, and testing for the HCSIS Data Warehouse. He also worked closely with the client to develop key program metrics and assist them in using these metrics to define Data Warehouse business requirements and acted as an advisor to project management and program office executives on reporting and program metrics. In addition, he led the HCSIS Data Issue Resolution Team (DIRT) in identifying and correcting HCSIS data issues that result in accurate reporting.

Program/Project or Previous Employer:	HCSIS DPW	**Date**	08/2005 – 07/2006
Role:	HCSIS Data Warehouse Implementation Specialist		

In this role, Matthew assisted OSP and OMAP in determining requirements for HCSIS enhancements, monitored and reported on OSP claim payment statistics, assisted OSP in business process redesign, provided second level support to OSP and OMAP related to claim processing issues, oversaw the development and enhancement of OLTL HCSIS training documents, and oversaw the requirements gathering process for HCSIS Data Warehouse release 4.0.

Program/Project or Previous Employer:	HCSIS DPW	Date	09/2003 – 08/2005
Role:	HCSIS Implementation Specialist		

While in this role, Matthew managed a team of OSP data entry personal during the data load of approximately 5,000 consumer records and 14,000 provider contracts into the HCSIS system, created a database used during data load to enter data as well as track data entry progress, assisted OSP in determining requirements for HCSIS enhancements, monitored and report on OSP claim payment statistics, oversaw the OSP HCSIS pilot phase two roll out, trained OSP staff in claims resolution, created and revised the OSP HCSIS implementation plan, created add hock queries against the PROMISe data warehouse to determine OSP claim issues, researched OSP claim issues and determined HCSIS related claim resolution procedures, created an Access Database used by the PA Office of Social Programs to communicate HCSIS related claim issues with providers, and was personally responsible for training approximately 200 OSP HCSIS users as part of HCSIS statewide rollout.

Program/Project or Previous Employer:	Mellon Financial Corp. TCOP Project	Date	07/2001 – 05/2003
Role:	Implementation Team Lead		

In this role, Matthew managed an installation team during nightly migrations, assisted in scheduling and resource allocation for migrations, supervised actual migration of over 3,000 PCs, acted as technical support for any problems during migrations, reviewed information for each group prior to migrations, facilitated the completion of any uncompleted tasks, met with the business unit on the day of migration and answered any outstanding technical questions, supervised the installation of over 1,000 different applications, assisted in creation of project plan for the overall project as well as a project plan template that was used for each business unit's migration, coordinated all migration activities for approximately 1,200 end-users to Mellon's new Customer Service Desk, acted as the central point of contact between business units that were being migrated and TCOP (Total Cost of Ownership) project team, prepared groups to be migrated by, ran BindView reports to find space and rights assignments in Novell, reviewed applications used by each business unit to be migrated, and worked with scripting software testing and the scripting lab to check for Windows XP compatibility, prepared information for the installation team to make sure correct software and hardware components as well as user rights were reapplied to post migration, created documentation used to train data collectors on how to gather information needed for migrations of user's desktops, and managed a team of eight data collectors during the data collection portion of project.

John McCauley, Application Team Lead

Number of Years with Deloitte:	2 years	Number of Years Serving DPW:	2 years	Similar Experience:	None

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	2 years

John has worked with DPW for two years to provide information technology and support services to the Office of Child Development and Early Learning (OCDEL). More specifically, John has worked on the PA Pre-K Counts and Early Learning Network projects which fall under the PELICAN umbrella. John's project experience is related to application maintenance, new system design and development and testing.

Experience in Health and Human Services Program Management	2 years

John has served the Department of Public Welfare - Office of Child Development and Early Learning for two years. This experience is related to program management for child care services in the Commonwealth of Pennsylvania specifically in early child hood education.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	2 years

Over the past two years, John has worked of new system design and development as well as maintenance of existing DPW applications. John led the Early Learning Network –MPI ID initiative and played a significant role on both the PA Pre-K Counts Phase 3 and Phase 4 initiatives where we has gained value experience and insight to all phases of the system development life cycle. In addition, John has been involved in three complete maintenance release life cycles.

Education, Qualifications and Training:

- Bachelors of Arts in Economics, Gettysburg College, Gettysburg, PA, May 2008
- Bachelors of Arts in Management, Gettysburg College, Gettysburg, PA, May 2008

Detailed Experience:

Program/Project or Previous Employer:	PA Department of Public Welfare – PELICAN	Date	8/25/2008 – Present

Role:	System Design/Development

Currently John's role consists of all new system design/development as well as maintenance for the PA Pre-K Counts application. This has included work in all phases of the SDLC where John is the lead for the Early Learning Network Expansion- MPI ID Work Order. While on the PELICAN project John has also worked on PA Pre-K Counts Phase 3, PA Pre-K Counts Phase 4 and ELN Release 2 work orders. This role requires close coordination between the program office (OCDEL) and the internal Deloitte team. John meets weekly with the OCDEL Early Learning Network and PA Pre-K Counts teams to discuss ongoing system design, development and maintenance. This role has allowed John to directly manage a development team that has ranged from 3-7 resources. Maintenance activities have included daily system issue triage with the client, monthly issue and enhancement prioritization and the complete maintenance implementation life cycle.

Ryan McFadden, Application Team Lead

Number of Years with Deloitte:	7 years	Number of Years Serving DPW:	7 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	7 years

Ryan is an IT consultant with over 7 years of experience in major child support enforcement systems development and implementation projects, including the design, development, and testing of the Pennsylvania Department of Public Welfare's Child Support PACSES application, a federally certified child support enforcement system and the PACSES Data Warehouse reporting solution.

Experience in Health and Human Services Program Management	3 years

Ryan is the current Applications Financials track lead on the Pennsylvania Child Support Enforcement project leading a team of five members in the design and development of changes to the financials subsystem within the PACSES mainframe application. Ryan is also the track lead for the design and development of changes to the PACSES Home Page (PHP) intranet portal application that controls access to important user documentation and applications.

Previously, Ryan was the track lead for the PACSES Data Management suite of applications and responsible for leading a team of four developers in the design and development of all data management applications including the PACSES Data Warehouse, e-Reports, DIT and DPSR that support PACSES operations as well as the Office of Child Support Enforcement Data Reliability Audits.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	7 years

Ryan has been involved in the design, modification, development, implementation and operations with the Pennsylvania Child Support project for over seven years with the majority of the time spent supporting the application financials and data management operations. Ryan has been involved in all phases of the SDLC from gathering requirements, general and detailed system design, development, testing and implementation of large complex modifications to the system.

Education, Qualifications and Training:

- Bachelor of Science in Information Sciences and Technology, Pennsylvania State University, University Park, PA, May 2003

Detailed Experience:			
Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare/PACSES	**Date**	05/2009 – Present
Role:	Application Financials Track Lead		

- Responsible for providing consistency across deliverables on the PACSES Application Financials Team, and the development of high quality Business Requirements and Functional Designs which need to be completed on time and within budget and was responsible for maintaining and improving team productivity and efficiencies through various process improvement initiatives.
- Led implementation of changes to Pennsylvania distribution rules related to Deficit Reduction Act 2005 to remove pre-assistance arrears.

- Supervises policy support analysts aiding the client in evaluating federal and state legislation and program reforms into child support program policy. Supervises requirement definition analysts translating child support program and policy into business requirements. Supervised application design analysts assisting the functional leads in developing application design in support of the business policy.

Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare/PACSES	**Date**	04/2007 – 05/2009
Role:	Data Management Track Lead		

- Oversaw the design and development of the maintenance and enhancements to the Pennsylvania Child Support Data Management related applications, including the PACSES Data Warehouse, e-Reports, Data Integrity Lists, Data Processing Service Requests and the Directors' Dashboard.
- Responsible for maintaining and improving team productivity and efficiencies through various process improvement initiatives.
- As a track lead, Ryan's responsibility includes preliminary and detailed system design, development, testing and implementation of enhancements to the Pennsylvania Child Support Data Warehouse with focus on OCSE federal reporting.
- Led implementation of five OCSE 157 report submissions to OCSE on behalf of Pennsylvania from 2004 through 2008. Supported and passed all Data Reliability Audits from 2004 through 2009.
- Led implementation of twenty OCSE 34A report submissions to OCSE on behalf of Pennsylvania from 2004 through 2009.
- Led and coordinating the work efforts associated with the design, development and testing of data warehouse quarterly and annual releases.

Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare/PACSES	Date	07/2004 – 04/2007

Role:	Data Warehouse Analyst

- Member of Data Warehouse team engaged to assist state client with the maintenance and enhancement of an Enterprise Data Warehouse with focus on the child support program office
- Responsible for design, development and enhancement of the child support business intelligence reports and extraction, transformation and load processes to support federal reports
- Responsible for maintenance and support of Office of Child Support Enforcement federal reporting including the OCSE 157, OCSE 34A and Self Assessment for Pennsylvania that are submitted quarterly or annually to the federal government. These reports track the state's performance against other states and these reports are maintained within the Pennsylvania Department of Public Welfare Enterprise Data Warehouse.
- Served as implementation lead for submissions of all federal reports.

Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare/PACSES	Date	08/2003 – 07/2004

Role:	Application Tester

- Member of testing team engaged to assist the state client with the maintenance of a Child Support Enforcement System.
- Responsible for testing the Financial Subsystem as well as assisting in other areas of the application.
- Effectively indentified, documented, and managed system errors using testing tools.
- Efficiently worked with client to identify and resolve system errors and achieve UAT testing goals.

Scott Meckley, Application Team Lead

Number of Years with Deloitte:	2	Number of Years Serving DPW:	16	Similar Experience:	
Responsibilities	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	**29 Years**

I am a Senior Systems Analyst having over twenty-nine years experience on large-scale computer systems including both Unisys and IBM software/hardware. My recent experience includes the development of information systems in online, database environments and in applications ranging from U.S. Army Cost Management Systems to Child Support Enforcement Systems.

Experience in Health and Human Services Program Management	**2+ years**

I served as the Technical Services Team Lead for the PACSES mainframe system for over 2 years. I am currently serving as the application team lead of the PACSES IVA/Case Management Application Team.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**29 years**

My entire career has been spent performing system design, transfer, modification, development, implementation and operations. The key systems I have worked have included clients ranging from PA-DPW CIS, IRS Counsel and Appeals Tracking System, Army Operating and Support Management Information System, and PACSES. My experience includes Programming, System Analysis, Database Administration and Project Management.

Education, Qualifications and Training:

- Associate Degree in Business Data Processing, National Education Center (Thompson Institute of Harrisburg, PA), June 1980
- ITIL Foundation, Deloitte In-House, December 2009
- Model 204 Programming and Database Administration, Computer Corporation of America (1991)
- Various Unisys Technical Training 1981-1985

Detailed Experience:			
Program/Project or Previous Employer:	PACSES	**Date**	06/2010 – 08/2010
Role:	Application Track Lead of the IV-A/Case Management Team		

The team is responsible for supporting the legacy PACSES application subsystems that include case intake, ongoing case management, the interface with DPW's IV-A system, and the Paternity Tracking System, which is an open systems application used to support the assignment of paternity on PACSES cases. Responsibilities include the management of system Work Orders, coordinating artifact development and releases with the Program Maintenance Office (PMO), and coordinating the team's maintenance activities.

Program/Project or Previous Employer:	PACSES	**Date**	05/2008 – 06/2010
Role:	Mainframe Technical Services Team Lead		

This team is responsible for maintaining the PACSES Support Layer, administering the mainframe databases, migrating software, and maintaining other specialized software within the PACSES application. The TS Team is also responsible for administering the scheduling software that controls all PACSES batch processing. Other responsibilities include management of system Work Orders and coordinating documentation releases with the Program Maintenance Office (PMO). Also responsible for developing and supporting connectivity solutions to allow PACSES Open Systems applications access to the databases on the Unisys mainframe.

Program/Project or Previous Employer:	PACSES/Consultant	**Date**	01/2002 – 05/2008
Role:	Senior Database Administrator role for the PACSES mainframe system.		

Responsibilities on PACSES included the design, implementation and maintenance of multiple DMS and RDMS databases within a UNISYS Clearpath environment. Major tasks have included the development of the logical and physical database designs, the implementation and maintenance of the database within Development, System Test, Test for Production, Training and Production environments, and the development and implementation of a completely integrated backup and recovery system for all environments. Each database environment is implemented in its own UDS application group and is supported with the following tools: DDL, SDDL, SQL, ISQL, ESQL, DMU, IRU, UREP, and SUDS. Other tasks include the development of data-maintenance software using IQU and LOUIS II, development of database documentation in the support of the PACSES Detail System Design document, and the development of a customized PACSES data dictionary using Microsoft Access.

Program/Project or Previous Employer:	Applied Information Sciences (AIS)	**Date**	05/1994 – 12/2001
Role:	Senior Database Administrator role for the PACSES mainframe system.		

Responsibilities on PACSES included the design, implementation and maintenance of multiple DMS and RDMS databases within a UNISYS Clearpath environment. Major tasks have included the development of the logical and physical database designs, the implementation and maintenance of the database within Development, System Test, Test for Production, Training and Production environments, and the development and implementation of a completely integrated backup and recovery system for all environments. Each database environment is implemented in its own UDS application group and is supported with the following tools: DDL, SDDL, SQL, ISQL, ESQL, DMU, IRU, UREP, and SUDS. Other tasks include the development of data-maintenance software using IQU and LOUIS II, development of database documentation in the support of the PACSES Detail System Design document, and the development of a customized PACSES data dictionary using Microsoft Access.

Program/Project or Previous Employer:	Applied Information Sciences (AIS)	**Date**	09/1985 – 06/1997
Role:	Senior Systems Analyst/ Team Lead for the Operating and Support Management Information System (OSMIS) for the U.S. Army Cost and Economic Analysis Center (USACEAC).		

Technical Environment: Primary responsibilities included the overall management of system development, maintenance and execution. The OSMIS system was maintained within an IBM VM/ESA environment using COBOL II and the SQL/DS DBMS. Other primary tools used were REXX, ISQL, VM/TAPE, VM/BATCH and VM/SORT. Further responsibilities included development of program specifications for the development and maintenance of OSMIS programs in accordance with changing user requirements, the analysis of Army data input to OSMIS, and the development and maintenance of OSMIS technical documentation. Tasks also included estimating manpower requirements for new tasks, planning and assigning tasks to a staff of six, and providing technical expertise to junior staff members.

Program/Project or Previous Employer:	Viar & Co.	**Date**	01/1983 – 08/1985
Role:	Software Engineer/Programmer for the Counsel Automated Tracking System (CATS) for the U.S. Internal Revenue Service Office of Chief Counsel.		

Primary responsibilities included extensive interviews of users to determine accessing requirements, development of general and detailed design documentation, development of automated and manual procedures, development of program specifications for the development of the CATS software, design, maintenance and implementation of the CATS DMS 1100 database, and transaction programming using ANSI/ASCII COBOL and DPS 1100 in the TIP/CMS environment to access the database including creation, documentation and execution of testing procedures to verify the programming solution developed. All programming was performed in accordance with Federal programming standards and software development methodologies.

Program/Project or Previous Employer:	PA DPW (CIS)	**Date**	01/1981 – 12/1982
Role:	Programmer		

Primary responsibilities involved development of automated and manual procedures, developing structured programs using Unisys COBOL, Unisys DMS-1100 and TIP/CMS. Modules included both online and batch applications for data validation, storage and retrieval using the CIS database and Unisys ISAM files including creation, documentation and execution of testing procedures to verify the programming solution developed. Top down design and structured coding techniques were utilized during all phases of software development in accordance with the department's programming standards.

Michael Metzger, System Analyst

Number of Years with Deloitte:	<1 Year	Number of Years Serving DPW:	14 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	34 Years

Starting in 1974, I have been involved in operating and maintaining computer systems (Mainframes and PC) for the U.S. Navy (2 years), the U.S. Army (8 years), the Defense Logistics Agency (5 years), private companies and disabled users (5 years), and finally supporting DPW on the PACSES System (14 years). I specialize in data cleansing and conversion, database and software design and implementation planning as well as all sorts of user and technical documentation. Areas of focus are cross-platform issues, interfaces, and inter-Agency funds flows.

Experience in Health and Human Services Program Management	9 Years

Experience in various Income Maintenance sub-systems, such as Support Order Establishment and Enforcement, Collections, Distribution, Disbursements, Debt Aging, Welfare Reimbursements, Management reporting, Medical Support tracking, and Court documentation/workflows.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	20 Years

Assisted in system design and conversion for implementation of the U.S. Army/Defense Logistics Agency Eastern Distribution Center in New Cumberland, PA. As a key member of the PACSES Implementation team, I designed and installed the open Systems portions of the statewide forms delivery system. Since then, I have been involved in the design, implementation and conversion on a number of PACSES initiatives, including the Financial Archive, the Medical Support redesign and both phases of Deficit Reduction Act changes and 13 others.

Education, Qualifications and Training:

- B.A. Philosophy, Pennsylvania State University, 1988
- Advanced Electronics (computer maintenance) Training, 1974, U.S. Navy

Detailed Experience:			
Program/Project or Previous Employer:	PACSES	Date	06/2010 – Present
Role:	Business Analyst		

Provide briefings/analysis/documentation of software issues and solutions. Produce white papers and various research I reports in areas of client interest or concern. I gather requirements, create designs and prepare deliverables for Work Order SDLC. Provide some programming and data update support. Concentration on PACSES IV-D and IV-A Financials

Program/Project or Previous Employer:	PACSES	Date	05/2001 – 05/2010

Role:	Sr. System Analyst/System Design

Provide briefings/analysis/documentation of software issues and solutions. Produce white papers and various research reports in areas of client interest or concern. Gather requirements, create designs and prepare deliverables for Work Order SDLC. Provide some programming and data update support. Concentration on PACSES IV-D and IV-A Financials, Medical interfaces and Medical support, ICS interface, IV-A Interface, Support Order and Support Establishment, Archive and database Purge.

Program/Project or Previous Employer:	PACSES	Date	06/1996 – 04/2001

Role:	Technical Support Specialist

Designed, installed and maintained the Open Systems components of the PACSES statewide form delivery system. Provided implementation support to PACSES counties. Provided technical support on printing and domain server issues statewide as part of the WAN administration team. Developed the PACSES Help System. Developed custom document management/support order repository for Philadelphia county.

Program/Project or Previous Employer:	Rent-a-Nerd	Date	08/1994 – 10/1999

Role:	Sole Proprietor

Sole proprietor of a computer service and training business specializing in PC & Macintosh repair, upgrade, and software training. Over 100 clients include small businesses and individual users. Specialized in assistive/adaptive hardware and software for blind, low vision and elderly users. Expertise in PC and server configuration problems, data recovery, communications, Internet access and hosting in Microsoft, Novell, OS2, UNIX & MAC operating systems.

Program/Project or Previous Employer:	U.S. Defense Logistics Agency	Date	11/1989 – 05/1995

Role:	Information Management Specialist

Responsible for procurement of desktop and warehouse automated data processing equipment for both New Cumberland and Mechanicsburg military depots. GSA Certified Contracting Officer's Representative. Performed site surveys, requirement analysis, prepared purchase requests, projected budgetary requirements. Maintained and operated advanced satellite radio frequency tracking system and produced optical memory card documentation of freight containers in support of Somalia, Haiti and Saudi Arabia missions, using a wide area network incorporating IBM 3270, VAX, Unisys, and HP mainframes with IBM compatible and Macintosh work stations. Performed DB2 database maintenance (US Army Material Command) and performed testing and analysis of CICS2 and M&CS software (upgrade to Federal Standard Depot System software).

Subi Muniasamy, Application Team Lead

Number of Years with Deloitte:	6 years	Number of Years Serving DPW:	2 years	Similar Experience:	NH, PA
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	15 years

Subi is a dynamic leader with 15 years of extensive experience in consulting and enterprise transformation. He has extensive hands-on experience and knowledge in a variety of technologies from IBM mainframes to distributed web technologies in public sector systems integration and strategy projects.

Experience in Health and Human Services Program Management	15 years

Subi began his career as a senior analyst and track lead on the New HEIGHTS Project for the state of New Hampshire. New HEIGHTS is a large-scale, client/server, interactive welfare system for the state of New Hampshire. He was instrumental in the implementation of TANF Reauthorization and the Federal mandated SACWIS Projects, which saved millions of dollars for the State of New Hampshire. Subi came to Pennsylvania to become a lead for the critical and complex eligibility module within the Incremental Renewal IV-B project at DPW.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	15 years

Subi has demonstrated his ability by effectively leading business requirements and design sessions, lead development and testing of the eligibility module of the Phase IV-B initiative. On this project, Subi has worked closely with members of DPW from various departments including the Bureau of Policy, DAPS, Operations, and IT Bureau. He is responsible for analyzing the impact analysis of policy changes to the system.

Education, Qualifications and Training:

Education

- Master of Business Administration, Concentration in Leadership; Franklin Pierce University, Rindge, NH 2004
- Bachelor of Engineering, Concentration in Electronics and Communication; MK University, Madurai, India 1992

Certifications

- Project Management Professional (PMP®), PMI Jan 2005
- ITIL V3 Certified, EXIN Nov 2009

Training

- Practical Project Management, University of Massachusetts, Boston, USA 2004
- Active Server Pages, University of Massachusetts, Lowell, USA 2001
- IBM ES9000 Application Design and Development, India 1995
- Corticon Rules Engine, May 2009

Detailed Experience:			
Program/Project or Previous Employer:	eCIS, DPW, PA	**Date**	07/ 2008 – Present
Role:	Track Lead		

The Integrated Client Information System is a collection of Pennsylvania's large-scale systems that automate and support the three major public assistance programs administered by the Commonwealth: Medicaid, Temporary Assistance for Needy Families (TANF), and Food Stamps. These interactive systems provide citizen and community partner self-service, client registration, application entry, eligibility determination, benefit calculation, benefit issuance, and client notification for the Department's welfare programs and supports the information needs at the County Assistance Office and State Office levels. The systems support complex data exchanges with other Commonwealth and Federal agencies, as well as collect and communicate Third Party Liability information. CIS currently performs over five million transactions per day and is responsible for the eligibility calculations of over $8 billion of benefits annually.

Responsibilities:

- Lead for the eligibility sub-system of the Phase IV-B project
- Point of contact for Corticon Rules Engine related issues across all DPW projects
- Leading business requirements, design, development, testing, and implementation of system modifications and assisting in overall issue resolution
- Manages scope of the eligibility module by closely working Policy, DAPS, Operations and IT Bureau
- Responsible for impact analysis for program and/or policy changes
- Performing resource estimation for approved modifications
- Leading the phased migration of mainframe functionality to the open system platform
- Established the Service Orient Architecture (SOA) approach using the Corticon Rules Engine product
- Issue/conflict resolution
- Identifying and mitigating project risks
- Review and Approve Key Decisions

Program/Project or Previous Employer:	New HEIGHTS, DHHS, NH	**Date**	10/2005 – 06/2008
Role:	Track Lead		

New HEIGHTS is a large-scale, client/server, interactive welfare system for the state of New Hampshire that automates the following: Client Registration (CR), Application Entry (AE), Standard Filing Unit (SFU), Eligibility Determination and Benefit Calculation (EDBC), Benefit Issuance, Benefit Recovery, Caseload Management, Security Maintenance, Client Notices, Temporary Assistance for Needy Families (TANF), State Adult Cash Programs, Food Stamps, Child Care, Foster Care, Adoption Subsidy and Medical Assistance Programs. The system also interfaces with Child support, MMIS, Managed Care, Electronic Funds Transfer (EFT) and Federal Data exchanges. The system provides an automated facility for the administration of various public assistance programs and supports the information needs at the office and Commonwealth level.

Deloitte was contracted to design, develop and implement this application. Responsibilities:

- Confirm that the project activities meet the Service Level Agreements.
- For defect related issues, facilitated meetings with the client to understand the issue at a functional level and conducted meetings with project leads and analysts to develop the proper technical solution.
- Additionally, responsible for presenting the solution to application development staff, project management, and Commonwealth project management.

- Led the development and execution of functional design specifications, system modifications definition, detailed design specifications, testing plans, and implementation strategy through the phases of the SDLC. This included interfacing with various teams and clients involved in the change as well as following through to confirm that budget and time constraints were met.
- In charge of developing a detailed project management plan and reported on progress at weekly status meetings to project management.
- For complex changes, initiated and led Joint Application Design (JAD) sessions walking through both functional and technical changes with members of the State. Assessed team resources and evaluated them on a monthly basis.
- Identifying, managing, and mitigating the project risks
- Established the Quality Assurance Procedure

Program/Project or Previous Employer:	New HEIGHTS, DHHS, NH	Date	01/1997 – 09/2005
Role:	Senior Analyst		

Responsibilities:

- Responsible for analyzing and scoping complex enhancements initiated by changing legislation, regulatory information, and/or the client.
- For defect related issues, facilitated meetings with the client in coordination with the track manager to understand the issue at a functional level and conducted meetings with programmer analysts to develop the proper technical solution.
- Led the development and execution of functional design specifications, system modifications definition, design specifications, testing plans, and implementation strategy through the phases of the SDLC.
- Interfaced with various teams and clients involved in the change and followed through to confirm that time constraints were met.
- Developed batch and online programs in COBOL and PowerBuilder.

Mark Murphy, Project Manager

Number of Years with Deloitte:	9.5 years	Number of Years Serving DPW:	9.5 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services

Throughout his career, Mark has worked primarily with the Department of Public Welfare or with other departments that work directly with DPW. Mark is currently serving as the PACSES Application Manager responsible for the Open Systems and Data Management Applications. Mark has also served as the Application Manager for the Comprehensive Workforce Development Project which was joint venture between the Department of Public Welfare and the Department of Labor and Industry. Furthermore, Mark was a member of the original COMPASS Project team and lead the testing effort for Release 1 and performed extensive marketing and outreach for the COMPASS through Release 3. Mark has worked with the Pennsylvania Insurance Department (PID) for several years while building the CAPS Application, focusing on the many interfaces with DPW and external business partners and the CAPS Data Warehouse.

Experience in Health and Human Services Program Management

Mark has worked with the Department of Public Welfare on various Health and Human Services projects over the past nine and a half years. He is currently serving as the PACSES Application Manager. Prior to this, Mark served as the Application Manager for the Comprehensive Workforce Development Project and he was also a member of the COMPASS Project team and the CAPS Project team. Mark also worked with several agencies outside of the Commonwealth of PA including Nassau County, NY and the Commonwealth of Massachusetts. Mark helped Nassau County construct a Health and Human Services online screening application for over 35 county and state programs. In Massachusetts, worked played a role on the project management team assisting multiple projects with planning and requirements gathering.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations

Mark has extensive experience serving agencies in system design, transfer, modifications, development, implementation and operations activities. System design, modification, development, implementation, and operations have been a major part of all of the project listed below and Mark has been a key contributor to the complete software development life cycle. Mark has also participated in numerous transfer initiatives, most notably the Nassau County Screening application.

Education, Qualifications and Training:

- University of Pittsburgh, BS Economics, 2000
- University of Pittsburgh, BS Information Science, 2000
- Project Management Professional (PMP), 2008

Detailed Experience:			
Program/Project:	Pennsylvania Department of Public Welfare PACSES	**Date**	10/2007 – Present
Role:	Application Manager		

As the Application Manager and member of the Project Management Team, Mark leads the web application and data management teams, focusing on application maintenance and enhancements along with overall application support. His key day-to-day activities include: Application Issue Resolution, Application Defect Resolution, Risk Management, People Management, Application Resource Allocation, Review and Approve Key Application Decisions, Client Project Management Relationships, Application Scope Management, Application Requirements Gathering, Application Design Activities, and Application Development Activities.

Program/Project:	Pennsylvania Department of Labor and Industry CWDS	**Date:**	05/2006 – 09/2007
Role:	Application Manager		

As the Application Manager, Mark leads the 65 member application team, delivering the proposed integrated solution for workforce related service delivery for the Commonwealth of Pennsylvania. His key day-to-day activities included: Application Issue Resolution, Application Defect Resolution, Risk Management, People Management, Application Resource Allocation, Weekly/Monthly status reports for Executive Management, Review and Approve Key Application Decisions, Client Project Management Relationships, Application Scope Management, Application Requirements Gathering, Application Design Activities, Application Development Activities

Program/Project:	Commonwealth of Massachusetts EIM/ESM; Gateway	**Date:**	01/2006 – 03/2006
Role:	Project Management Team		

Mark assisted the project management team with project planning and tracking activities, along with assisting the application with gathering and developing application requirements.

Program/Project:	Pennsylvania Insurance Department CAPS	**Date:**	09/2002 – 12/2005
Role:	Data Warehouse Manager; Interface Lead		

Mark was a member of the CAPS project team from day one. He is participated in all aspects of the project including project management, transition for previous vendor, requirements, design, development, testing, implementation, and business process redesign.

Mark managed the day to day activities of the CAPS Data Warehouse. He was responsible for the requirements, design, development, testing, and implementation of the quality management initiative of the CAPS Data Warehouse Wave 2. Mark was able to leverage his experience as Interface Lead during Wave 2 of the data warehouse as the team prepares to accept an 837 HIPAA transaction file from the seven CHIP and adultBasic Contractors. Moreover, Mark was responsible for the maintaining the application and individual information that was developed as part of Wave 1 of the data warehouse

Program/Project:	Nassau County, NY PATHHS	**Date:**	05/2005 – 03/2006
Role:	Project Manager		

Mark managed the day to day activities of the PATHHS project. He was responsible for the overall requirements, design, development, testing, and implementation of the PATHHS Project. The application was successfully implemented on-time and has become a vital tool in the No Wrong Door Initiative.

Program/Project:	Pennsylvania Department of Public Welfare COMPASS	**Date:**	05/2001 – 09/2002
Role:	Testing Lead; Outreach Coordinator		

As an analyst, Mark was charged with task of coordinating the marketing and outreach activities for the many COMPASS stakeholders. This includes conducting presentations and demonstrations of the application to the Insurance Department, the County Assistance Offices, the Office of Income Maintenance, the Office of Mental Retardation, the Department of Health, and other government and provider entities. Additionally, Mark participated in the healthcare workflow analysis meetings facilitated by the PA Insurance Department. He was able to acquire a strong fundamental understanding of the numerous business processes associated with the Children's Health Insurance Program (CHIP). Mark was also involved with the Integration and Systems Acceptance Testing of Release 1 and Release 2 of COMPASS. Furthermore, Mark took an active role in the Joint Application Design (JAD) sessions for Release 2 and compiled the Design Deliverable for the clients to review. Mark also wrote a User's Manual for the COMPASS Administration Function. He also lead the design, development and testing for the Community Partner Dashboard enhancement. Furthermore, the Insurance Department presented the new adultBasic program to the Hospital Association of Pennsylvania at three statewide meetings and Mark was able to provide an overview of the COMPASS application at these statewide meetings demonstrating how citizens and business partners may apply online for adultBasic and CHIP.

Program/Project:	Pennsylvania Department of Public Welfare HSLIS	**Date:**	04/2001 – 05/2001
Role:	Project Analyst		

Mark participated in an in-depth analysis of As-Is licensing processes, including fee revenue management, best practices, and strategic vision in order to reengineer and define licensing throughout the State of Pennsylvania. Mark assisted in the compilation of the Best Practice Analysis of other local, state, and federal licensing operations. A complete To-Be process was also assembled as part of Phase 1 of the Human Services Licensing Information System. The To-Be process was developed through several iterations of the As-Is processes along with constant interaction and feedback from the client. Furthermore, Phase 1 concluded with the submission of a high-level implementation plan.

Michael Neway, ESB/Middleware Architect

Number of Years with Deloitte:	**4 years**	Number of Years Serving DPW:	**6 years**	Similar Experience:	**PA**
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	**10 years**

As an architect and technical lead for PID and operations specialist for DPW, I contributed in the following ways:

- Performed server software installation and configuration.
- Researched technologies and approaches critical to the application architecture.
- Technical support for conducting capacity/performance testing.
- Troubleshooting application, server and infrastructure issues which often included coordination with multiple agencies and business partners.

Experience in Health and Human Services Program Management	**0 years**

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**10 years**

As an architect and technical lead for PID and operations specialist for DPW, I contributed in the following ways:

- Developed and maintained automated build and deployment processes.
- Conducted application design reviews.
- Identified batch and process optimization opportunities.

Education, Qualifications and Training:

- ITIL V3 Foundation in IT Service Management.
- Computer Science - Rensselaer Polytechnic Institute (RPI); Troy, NY.

Detailed Experience:

Program/Project or Previous Employer:	CAPS	Date	11/2005 – 07/2010
Role:	Technical Lead		

- Researched technologies and approaches critical to the application architecture. Identified patterns that can be used to enhance portions of the application.
- Lead the evaluation and presentation of proposed solutions to senior Commonwealth of Pennsylvania IT management.
- Identified and/or developed tools that improved developer productivity and overall solution quality.
- Provided guidance to the development leads as development tasks were identified.
- Confirmed successful integration of all aspects of the solution which included an online web application, batch processing system, EDI system, and data warehouse system.
- Developed a continuous integration build process using several different open source and proprietary technologies that performed code analysis, generated reports, and packaged the application into several separate installable units.

Program/Project or Previous Employer:	Shared Services	Date	04/2004 – 11/2005

Role:	Operations Specialist

- Responsible for build and configuration management of six multi-tier enterprise applications consisting of .NET and Win32 technologies developed for the Commonwealth of Pennsylvania, Department of Public Welfare.
- Worked closely with application team leads to coordinate and meet defined release schedules.
- Generated QA materials for presentation to a Change Control Board.
- Scripted application deployments, which greatly improved reliability, reduced downtime, and reduced time required by Commonwealth operations staff.
- Worked closely with Commonwealth staff to confirm successful application implementations.
- Automated numerous operational tasks including reports that provided critical infrastructure statistics using Jscript, VBScript, Excel, and Word.
- Provided expert technical support for conducting capacity/performance testing.
- Provided quarterly capacity estimates for all six applications.
- Consulted with internal and external user groups to resolve issues affecting daily operations.

Program/Project or Previous Employer:	PI2 Inc.	Date	11/2000 – 02/2003

Role:	Software Engineer

- Responsible for the design, development, implementation, and maintenance of the Mac OS X client for an interoffice collaboration tool.
- Highlights included:
  – UML diagrams of class relationships, hierarchy, and Distributed Object connection.
  – Multi-threaded application using POSIX and Cocoa threads.
  – Distributed Objects (for synchronized message passing between threads).
  – Encrypted Peer-to-Peer service over TCP/IP using BSD sockets.
  – Implemented in Objective-C, C, and C++ with heavy use of Apple's Cocoa APIs.

Ruth Ann O'Hehir, Implementation Specialist

Number of Years with Deloitte:	**3 years**	Number of Years Serving DPW:	**2 years**	Similar Experience:	PA, TX
Responsibilities:	See 8.4 for responsibilities by role				
Experience Providing Information Technology Support and Services				**0 years**	
Experience in Health and Human Services Program Management				**0 years**	
Experience in System Design, Transfer, Modification, Development, Implementation and Operations				**3 years**	

Ruth has three years of experience in supporting major system implementations for Health and Human Services agencies. Her roles have included business process reengineering, organizational design, change management, strategic communications, implementation planning and project management, curriculum development and delivery, root cause analysis, and strategic planning.

Ruth worked with the Department of Public Welfare Office of Income Maintenance from February 2008 to September 2009 as part of the iCIS Application Support Team. During her time in Pennsylvania, she focused primarily on Modern Office Phase II, including implementation support for the Pilot (Dauphin and Philadelphia County) and Phase I offices (Allegheny County). She also supported a number of efforts related to COMPASS Community Partners, Workload Dashboard, Incremental Renewal Phase IV-B requirements gathering, and an effort to redesign the PA600.

Ruth worked with the Texas Health and Human Services Commission for nine months providing change management and curriculum development services to support successful statewide implementation of their integrated eligibility system.

Recently, Ruth has rejoined the iCIS Application Support team, focusing on Imagining Improvements and moving OIM towards Electronic Case Records.

Education, Qualifications and Training:

- Bachelor of Science in Applied Spanish (Applied Option in Engineering Science), Pennsylvania State University, University Park, PA, May 2007
- Lean/Six-Sigma (Yellow Belt), 2007
- Foundations of Business Process Redesign, 2009
- Deloitte IndustryPrint, 2009
- HHS Proficiency (HHS 101, HHS 201), 2010

Detailed Experience:

Program/Project:	Pennsylvania Department of Public Welfare	Date	07/2010 – Present
Role:	Electronic Case Record/Scanning and Imaging Improvements		

- Completed an Electronic Case Record Assessment to identify challenges and successes within the existing scanning and imaging processes and technology.
- Recommended solutions, spanning across communications, hardware, and software, to move OIM toward their goal of effective electronic case management.

- Partnered with OIM Operations to develop a Scanning and Imaging Playbook, including key information and references to support statewide consistency of scanning and imaging processes and procedures.
- Coordinated with OIM Operations, BIS, and DAPS to design system enhancements that support OIM's operational needs related to scanning and imaging processes.

Program/Project:	Texas Health and Human Services Commission	Date	03/2010 – 07/2010
Role:	Training and Change Management Team		

- Managed the development of end-user training materials for an integrated eligibility system.
- Through coordination with executive level clients and client counterparts, organized the delivery of a statewide webinar for the agency's change management infrastructure.
- Developed and delivered a statewide survey to measure the effectiveness of system rollout activities (communication, training, support.)
- Supported the development of multiple other change management work products related to statewide implementation of an integrated eligibility system.
- In preparation for the end of the Deloitte contract, managed the development of a tactical transition plan for the Curriculum Development and Train-the-Trainer teams.

Program/Project:	Texas Health and Human Services Commission	Date:	10/2009 – 02/2010
Role:	360 Degree Assessment Report		

- Identified root causes of decreased timeliness, accuracy, and system user proficiency through interviews, observations, and data analysis.
- Supported the development of a holistic report, outlining root causes and related solution options; the report was used in a legislative oversight committee in March 2010.
- Supported the development of an implementation plan, based on the level of impact and criticality of the recommended solution options.

Program/Project:	Pennsylvania Department of Public Welfare	Date:	08/2008 – 09/2009
Role:	Modern Office Phase II: Pilot and Phase I Implementation Support		

- Supported the implementation of critical recommendations related to improving customer service, increasing accuracy and timeliness, and "doing more with less" in four local offices (two piloted, two Phase I rollout); the implementation effort included change management, communications, and training activities.
- Continuously tracked the impact of recommendations on key performance indicators through a comprehensive business metrics dashboard.
- Transferred implementation methodology and project management tools to client counterparts, preparing them to complete the statewide rollout.

Program/Project:	Pennsylvania Department of Public Welfare	Date:	02/2008 – 08/2008
Role:	Modern Office Phase II		

- Facilitated "Deep-Dive" style sessions with executive-level clients to establish an agency vision and supporting components of a future business model.
- Related high-level vision to best practice recommendations, classified by organizational impact and time frame to implementation.
- Developed related business metrics (and tools for tracking and reporting metrics) to measure the impact of each recommendation.

Piyush Pandey, Chief Security Architect

Number of Years with Deloitte:	**5 years**	Number of Years Serving DPW:	**10 years**	Similar Experience:	**PA**
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	**13 years**

Piyush has over 10 years of experience in the field of information systems, with specialized experience in development and deployment of information security programs including secure architecture solutions, data privacy & compliance solutions, identity and access management solutions, information security assessments. Piyush has over 5 years of public sector experience in planning, deploying and supporting agency and statewide specific information security programs pertaining to security alignment with HIPPA Security, ISO-17799 Guidelines, SANS and NSA.

Experience in Health and Human Services Program Management	**4 years**

Piyush has over 4 years of experience in the field of Health and Human services program management as it related to information security, data privacy and compliance solutions.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**5 years**

Piyush has over 5 years of experience in the system design, transfer, modification, development, and implementation and operations with the specialized skill as it relates to security systems.

Education, Qualifications and Training:

- Bachelor of Engineering, with a concentration in Computer Technology - July'1997,Nagpur University, India
- Project Management Professional (PMP) (March 2009)
- Certified Information Systems Security Professional (CISSP) (March 2004)
- ITIL V3 Foundation (December 2009)
- Microsoft Certified Professional – Application Center, Load balancing & clustering (August 2003)
- Microsoft Certified Professional – Internet Security and Acceleration (ISA) Server (August 2003) Microsoft Certified Professional – Windows Server 2003 Network Infrastructure (June 2004)
- Microsoft Certified Professional – Windows Server 2003 OS Environment (March 2004)

Detailed Experience:

Program/Project or Previous Employer:	ITSS/DTSS	**Date**	07/2006 – Present
Role:	Security Team Manager		

As the security team manager, Piyush has been providing subject matter expertise on Directory and IDM solutions for the Department of public Welfare government enterprise solutions. Piyush is the advisor of the CISO of DPW Agency on long-term IDM strategy and provided architecture guidance to address current challenges and future growth forecasts, provide guidance on privacy strategies and developed privacy and data protection standard

Program/Project or Previous Employer:	ITSS	**Date**	11/2004 – 07/2006

Role:	Security Architect

As the security architect, Piyush designed and implemented security solutions i.e. Integration of Application with CA Siteminder to provide Access Control. He led the implementation of Identity Management with LDAP Active Directory using CA IdentityMinder tool and the implementation of Self Registration and Account management functionalities for Citizens of Commonwealth with two factor authentications. Pandey implemented Workflow based Identity management systems for Delegated Administration to the user's organization, enabling the organization to administer their own users, ability to grand and revoke access privileges including providing forgotten password services and managed the implementation of Audit Controls to record and examine the Authentication, Authorization, Administration, and Fine Grained Access activities

Program/Project or Previous Employer:	ITSS	Date	07/2003 – 11/2004
Role:	Infrastructure Architect		

As the infrastructure architect, Pandey lead the project to design solution to publish Web Applications to Internet community while securing the internal network layout (MS ISA Server with NAT technology).
He led the project to design scalable n-tier Web Servers Infrastructure on Unisys ES7000 NLB system. Defined Procedures and Guidelines to deploy Application, Server management and Administration on Clusters.

Program/Project or Previous Employer:	COMPASS	Date	04/2001 – 07/2003
Role:	System Configuration Architect		

Brief description of project: To web enable the paper applications that the general public uses today to apply for the social services. The project involves creating an Internet based application for the Medicaid application process, cash and food stamps, the Long Term Care programs. As the System Configuration Architect, Piyush designed and implemented the Technology Infrastructure to support the application. He managed the setting up of the development, test and production environments and performed the capacity planning activities.

Program/Project or Previous Employer:	Aetna Insurance, Middletown CT	Date	11/2000 – 03/2001
Role:	System Engineer		

Aetna Insurance has several In-house projects for serving need of various branches of Aetna. e-Procurement as name suggest is Web-based on line procurement system used by Aetna executives to purchase and order Office supplies, equipment etc. Eservice is self-service portal for Aetna employees whereas RES imaging is Document management system.

As the System Engineer, Piyush designed and deployed Windows2000/IIS Servers architecture and Configured Web Sites including :

- Performed IIS Tuning.
- Performed configuration and management Siteminder Web agent, policy server.
- Performed debugging of IIS applications
- Performed analysis and design of COM components using Visual Basic.
- Involved in Performance tuning of ASP.
- Crash Dump analysis
- Develop Windows Scripts using Vbscript for MTS installation and migration

- Responsible for Integration and Deployment of servers e.g. SQL Server/IIS Server/MSMQ Server/MTS/COM+/Windows2000

Program/Project or Previous Employer:	CVS.Com E-Business Development Center Online Pharmacy, Seattle WA.	Date	10/1999 – 10/2000
Role:	Ecommerce and BizTalk Developer		

CVS.COM provide a full suite of online E-Commerce shopping services including mail order, in-store pickup, and home delivery. The Web site will serve millions of users in a load balancing web farm environment. As the eCommerce and BizTalk Developer, Piyush was responsible for the following activities:

- Modifying Search Catalog, Developing Pipeline components, MSMQ Applications (Data bridge), COM+/COM/MTS Development, Web page modifications/ASP Development.
- Designing and deployment of Database that includes (Table design/Stored procedures /DTS packages etc) using SQL and T-SQL.
- Involved in Fixing the Production Bugs/Feature Enhancements.
- Involved in the Promoting Projects to other Environments (QA/Staging/ Production).
- Evaluated BizTalk Server to incorporate in the system.
- Involved in Documenting the Detailed System Design Specifications.
- Integration and Deployment of servers e.g. SQL Server/Search Server-Exchange Server/IIS Server/MSMQ Server/MTS/COM+/Windows2000.

Program/Project or Previous Employer:	STARS (Student Tracking System) - Pittsburgh Public Schools, Pittsburgh PA	Date	08/1999 – 09/1999
Role:	Web Developer		

The student Tracking System is to provide information to 93 Public schools regarding approximately 55,000 students. Functionality of system includes tracking student enrollment registration, transfers and withdrawals. As the Web Developer, Piyush was responsible for developing MTS object Incorporating Transactions, Business logics. Modifying DB Design, Writing Stored Procedures, and Triggers using SQL and Transact SQL.

Program/Project or Previous Employer:	System Bandag - Bandag Inc., Muscatine IOWA	Date	05/1999 – 07/1999
Role:	Visual Basic Developer		

Bandag, Inc. is the world's largest provider of commercial truck tire retread materials and equipment. It has established a network of hundreds of independent franchised dealers worldwide. SystemBandag is targeted for dealers and fleets and provides the ability to track the tire through the entire business process from pick-up through shop floor manufacturing until delivery to customer. It has various modules like Work Order Entry, Tire Retread Manufacturing, Tire Disposition, Dealer Delivery Documents, National Accounts Processing, Dealer Office, Reporting, Accounting System Interfaces and Messaging. As the Visual Basic developer, Piyush was responsible for the following activities:

- Analyze, Designs and Modification of the system.
- Developing COM objects for Database access, print engine., ActiveX objects Converting RDO to ADO. Enhancement of functionality by improving efficiency and utilization of system resources after reducing simultaneous connections to database using MTS (Designing components).
- Develop Stored Procedures, Triggers using SQL, T-SQL.

Lot 7 for DPW

Siju P Varghese (formerly Siju Puthuparambil), Application Team Lead

Current PA DPW EXPERIENCE

Number of Years with Deloitte:	5.5 years	Number of Years Serving DPW:	10 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	12 years

- Twelve years of strong software industrial experience in the Analysis, Design, and Development of Web Applications in N-tier architecture using Microsoft technologies.
- More than 3 years of experience in managing and leading teams to implement complex enterprise level software.

Experience in Health and Human Services Program Management	10 years

- Worked as a developer on the COMPASS project that allowed citizens to apply for various programs of assistance.
- Worked as a senior developer and lead to develop eligibility systems for CAPS (CHIP and adultBasic Processing System.)
- Working as a subsystem manager in Phase IV B and LIHEAP initiative.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	12 years

- Twelve years of strong software industrial experience in the Analysis, Design, and Development of Web Applications in N-tier architecture using Microsoft technologies.
- More than 3 years of experience in managing and leading teams to implement complex enterprise level software.
- 7 years of experience in building applications on .Net Framework using Visual Basic.Net, ASP.Net, and ADO.Net.
- 6 years of experience in UML and hands-on experience in modeling using Enterprise Architect.
- Very good understanding of EDI transactions and experienced with BizTalk2000.
- Strong working experience in RDBMS like Oracle 8i/9i, SQL Server and MS Access with ADO, ADO.Net, Visual Basic, and Visual Basic.Net.

Education, Qualifications and Training:

- Masters in Computer Science (MCA), Bharathiar University, Coimbatore, India
- Certified Project Management Professional (PMP®)
- Microsoft Certified Application Developer (MCAD)

Detailed Experience:

Program/Project:	Phase IV B	Date	12/2008 – Present
Role:			

- Developed and managed the Case Processing team of 16 members across multiple initiatives.
- Developed and maintained the project plan and risk register action items.
- Conducted requirement/GSD sessions to gather system requirements and design considerations.
- Accountable for GSD/DSD artifacts that related to the case processing subsystem.

Program/Project:	LIHEAP eCIS Integration	Date:	09/2008 – 12/2009
Role:			

- Developed and managed the Case Processing team of 16 members across multiple initiatives.
- Developed and maintained the project plan and risk register action items.
- Conducted requirement/GSD sessions to gather system requirements and design considerations.
- Accountable for GSD/DSD artifacts that related to the case processing subsystem.

Program/Project:	eCIS Maintenance/Configuration Management	Date:	01/2007 – 09/2008
Role:	Developed configuration management strategies for eCIS and the COMPASS project		

Program/Project:	CHIP adultBasic Processing System	Date:	10/2002 – 01/2007
Role:			

- Application architect of CAPS project.
- Planned and lead system requirement gathering process for various initiatives in CAPS.
- Architected and designed Program Monitoring subsystem for CAPS.
- Formulated and presented the plan to migrate CAPS from ASP/COM to .net architecture.
- Lead the initiative to model CAPS in UML using Enterprise Architect.
- Technical lead for various initiatives in CAPS, recently *Cover All Kids* initiative of the Governor.
- Formulated .net application build and migration process using Cruse Control .net.
- Team member: developed organization-wide reusable components (ITASCA).
- Developed strategy for converting remaining modules of CAPS to .Net.
- Designed, developed, and maintained eligibility determination system in accordance with the policies and procedures set forth by the Commonwealth of PA.
- Designed, developed, and maintained the letter disposition process which determined the X12 or LGF transaction to be communicated to the contractors.
- Designed, developed, and maintained the document upload and tracking system.
- Actively participated in designing/solving problems BizTalk related functionality.

Maintained Biz talk configurations/functionalities.

Program/Project:	COMPASS	Date:	12/2000 –10/2002
Role:			

- Designed and developed Income, Expense, and Additional Ways To Qualify modules.
- Designed and developed Administrative and Reporting Functionalities.
- Established the process of code migration and implementation through VSS.
- Designed and developed the Automated Tracking System (ATMS.)
- Designed and developed the general purpose Security component.
- Designed and developed the Audit trail component.
- Developed the driver component.
- Created Stored Procedure to handle the above functions.
- Implemented SSL for the site.

Researched on ADSI to implement security.

Program/Project:	Event Zero	**Date:**	08/2000 – 11/2000
Role:	Senior Developer		

Program/Project:	BuyAsOne	**Date:**	06/1998 – 07/2000
Role:			

- Development Manager of the project.
- Database design for BuyAsOne.
- Created stored procedures.
- Developed COM for Mailer Component, Smart Cycle Component, and Participation Component.
- Programmed the Smart Cycle and Participation modules.
- Integrated and provided overviews for different modules.
- Created and scheduled SQL Jobs to automate the Smart Cycle Start and Closure.
- Generated various reports using Microsoft Data Reports.
- Integrated with VeriSign to implement the SSL.

Implemented the news display using XML.

Commonwealth of Pennsylvania
RFP #16-09, Lot 7

Lot 7
for
DPW

Deloitte

Shahid Raza, Certification Lead

# of years DPW Experience	.1 years	# of years with the following DPW system:	.1 years Pelican Provider Certification	# of years IT experience	8 years

DPW Experience Summary:

Shahid Raza has recently joined the Pelican Provider Certification Team. Although, relatively new to the team, Shahid brings with him a wealth of Health and Human Services knowledge and experience. He has spent his career serving our Health and Human Services clients in multiple states. As a senior Health and Human Services and technology professional, Shahid is uniquely positioned to leverage his past knowledge and experience of child welfare systems to not only successfully manage the provider certification maintenance team but also lead the Enterprise Provider Certification work order.

Prior Experience Summary:

Shahid is a senior technology professional with eight years of Health and Human Services experience. He focuses his efforts on the development, maintenance and implementation activities of custom Web-based applications. He leverages his strong technology skills with his extensive HHS experience to learn the client's business quickly, along with his comprehensive understanding of the full system development life cycle, to support our client's successful implementation of mission critical information systems. Over the years, Shahid has served our HHS clients in the States of Indiana, Arizona, California, Tennessee, the District of Columbia, and most recently the Common Wealth of Pennsylvania.

Education Background:

- Bachelor of Science – Management Information Systems, Rensselaer Polytechnic Institute, Troy, NY June 2002

Detailed Experience:

Program/Project:	Pelican Provider Certification	Date	07/2010 – Present
Role:	Maintenance and Work Order Lead		

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

Program/Project:	HHS NextGen	Date:	12/2009 – 06/2010
Role:	Deputy Project Manager		

Shahid served the role of onsite deputy project manager for this development effort. In his role as the deputy project manager, Shahid lead a team of 5 designers and developers through multiple phases of System Development Life Cycle. Shahid played an instrumental role in performing and leading a functional analysis exercise of multiple SACWIS solutions and Integrated Eligibility solutions to effectively design the NextGen SACWIS solution. The successful delivery of this project required resource management, issues/risk management, schedule management, cost management, and tight coordination among multiple cross functional project teams and technology vendors.

Program/Project:	Tennessee Family and Child Tracking System	**Date:**	05/2008 – 11/2009
Role:	Deputy Project Manager		

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

Program/Project:	FACES.NET – District of Columbia	**Date:**	07/2007 – 04/2008
Role:	.NET 3.0 Upgrade Lead		

Shahid was the application lead for this development effort. In his role as the application lead, Shahid lead a team of 14 developers through all the phases of System Development Life Cycle to successfully deliver the upgrade project on time. The successful delivery of this project required project planning, resource management, tight coordination with the client and direction of onsite/offshore development teams.

Program/Project:	FACES.NET – District of Columbia	**Date:**	04/2006 – 06/2007
Role:	Application Lead		

Shahid was the application lead for the District of Columbia's SACWIS application – FACES.NET - maintenance and enhancement project. In his role as the application maintenance and enhancement lead, Shahid worked with a team of 10+ developers to deliver monthly application builds. Shahid's team was split between onsite and offshore.

In his role as the application maintenance and enhancement lead, Shahid worked with the client and end users to lead JAD sessions to gather requirements and prepare design documents. Using these design documents Shahid led application development and integration testing. Shahid also supported the client during the UAT and implementation phases of the project Summary of role on project.

Program/Project:	FACES.NET – District of Columbia	**Date:**	05/2005 – 03/2006
Role:	Team Lead		

Shahid was a team lead during initial development of the FACES.NET application. In his role as a team lead, Shahid was responsible for coordinating the development effort of approval functionality in the FACES.NET application. This involved the integration of a third party workflow engine (SKELTA) into the core application.

Shahid was responsible for leading the development team through all phases of the Systems Development Life Cycle to deliver the upgrade project on time. This additionally involved working with the client to support them during UAT.

Shahid also assumed the role of go-live lead. In this role he was responsible for working with the application team, the client management team, the client's technical team and District of Columbia's Office of the Chief Technology Officer to deploy and host the application for production use Summary of role on project.

Program/Project:	FACES.NET – District of Columbia	**Date:**	01/2005 – 05/2005
Role:	System Analyst		

Shahid was the systems analyst responsible for the evaluation of Service Oriented Architecture and it is applicability in a SACWIS application. Shahid worked with offshore development resources to create a proof of concept that was later incorporated into the parent FACES.NET application.

Program/Project:	One-e-App – California Health Care Foundation	**Date:**	12/2002 – 12/2004
Role:	System Analyst		

Shahid was a systems analyst involved in all phases of the Systems Development Life Cycle. Shahid was responsible for analyzing, designing, and leading the development team to deliver the project on time.

Shahid was also responsible for developing two interfaces for the application: a batch interface and a real time data transfer interface between State and County systems. Further, Shahid was responsible for providing production support for each of the three counties. Summary of role on project.

Program/Project:	Health-e-App - Arizona	**Date:**	02/2004 – 12/2004
Role:	Application Manager		

Shahid was the application manager in the customization of the Health-e-App system. Shahid assumed a lead role in the Rapid Application Design (RAD) sessions to design and validate all modifications required to meet the emerging business operations, policies and procedures in Arizona. Shahid led development efforts on enhancing Health-e-Arizona to include new county administered health care programs such as HealthCare Connect. Concurrently, Shahid was responsible for production support, system testing, knowledge transfer, and implementation.

Program/Project:	Health-e-App - Indiana	**Date:**	08/2002 – 12/2004
Role:	System Analyst - Application Manager		

Shahid was a systems analyst during the development phase of this project. In his role as an analyst he was responsible for designing, developing, and implementing the document management solution using Cardiff Teleforms (OCR fax software), and Castelle FaxPress Server. Shahid also took the lead role in developing management reports for the Ind-e-App application. Further, Shahid served the role of testing and QA lead during the User Acceptance Testing phase.

After implementation, Shahid was engaged as the application manager in the customization of the Ind-e-App system. In this role, Shahid lead Rapid Application Design (RAD) sessions to design and validate the new modifications required to meet the emerging business operations, policies and procedures in Indiana. Using these design documents Shahid led the development efforts on enhancing Ind-e-App to include disposition of programs such as Hoosier Healthwise (county administered health care program). Concurrently, Shahid was responsible for providing production support, and knowledge transfer.

Commonwealth of Pennsylvania
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Jason Reilly, Portfolio Coordinator

✓ Current PA DPW EXPERIENCE

Number of Years with Deloitte:	**10 years**	Number of Years Serving DPW:	**5.5 years**	Similar Experience:	**PA** **GA** **WV**
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	**10 years**

Jason brings a wealth of Information Technology Support Services that are directly matching with DPW's requirements. For 10 years he has provided full system development life cycle management and delivery for large-scale and complex custom development projects that span multiple technology stacks including .NET, legacy mainframe, and COTS product integration. Jason brings a wealth of project management, application maintenance, production operations support, and application modifications experience to DPW. Most recently is working with DPW to lead the incremental technology refresh for the critical backbone applications using an SOA approach.

Experience in Health and Human Services Program Management	**10 years**

Jason has focused his career providing technology solutions to improve the efficiency, effectiveness, and accuracy of core Health and Human Service programs, including SNAP, TANF, Medicaid, Long Term Care, Children's Health Insurance Program (CHIP), adultBasic and Child Care. Jason has extensive knowledge of the business and operational models in place in Pennsylvania, as well as in other states, and brings insights into national HHS trends. He provides tailored suggestions and recommendations to DPW based lessons learned from other states and DPW's organizational vision.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**10 years**

Jason has extensive experience providing system design, transfer, modification, development, implementation and operations support. He successfully lead the design, development, testing and implementation of a number scale HHS projects including the original implementation of PA CAPS, the testing, implementation, and rollout of PA MEDA, and the design, development, and testing of several SOA based efforts including the Master Client Index, Health Care Handshake, LIHEAP integration with eCIS, Client Notice Redesign, and Incremental Renewal. Additionally, Jason has lead and managed the ongoing maintenance of multiple Integrated Eligibility systems in West Virginia, PA CAPS, and PA iCIS suite of systems.

Education, Qualifications and Training:

- B.S Psychology; Certificate in Information Systems, Duquesne University, Pittsburgh, PA, 2000
- Project Management Professional (PMP)

Detailed Experience:			
Program/Project or Previous Employer:	Commonwealth of Pennsylvania Department of Public Welfare Integrated Client Information System (iCIS)	**Date**	06/2010 – Present
Role:	Deputy Project Manager		

Jason, as the iCIS Deputy Project Manager, provides leadership across all of the threads of the iCIS project, spanning project management, application maintenance, application modifications, and application support. In this role, he oversees approximately 130 staff and provides executive level

communication and support for the planning and delivery of complex technology solutions to improve HHS benefit delivery efficiency. His primary responsibilities include:

- Working with DPW leadership to facilitate governance meetings, including Steering Team and Project Team
- Identifying and managing project resource allocation and identifying resources with appropriate skills sets
- Managing project level issues and risks
- Maintaining and expanding executive level program office and technology stakeholders relationships across departments and agencies
- Managing high level work estimation and work order planning

Program/Project or Previous Employer:	Commonwealth of Pennsylvania Department of Public Welfare Integrated Client Information System (iCIS)	Date	02/2005-06/2010
Role:	Application Manager		

Jason, as the iCIS Application Manager, managed all aspects of the system development life cycle, including requirements gathering, design, development, testing, deployment, and maintenance of the Department's open systems applications that provide client and community partner self service (COMPASS), County Assistance Office tools (eCIS and Master Client Index), and processing and issuance of heating assistance (LIHEAP). Additionally, during this time Jason was responsible for the core case processing, eligibility determination and benefit issuance process functions that occur on the legacy mainframe system (CIS). In this role, Jason works collaboratively with DPW and other stakeholders to successfully lead a team of over 60 track leads, developers and analysts and his primary responsibilities include:

- Managing all aspects of application modification and maintenance
- Serving as the point contact to Policy, Program Office, and IT bureaus
- Facilitating business process visioning and long term prioritization sessions
- Leading business requirements, design, development, testing, and implementation of system modifications and assisting in overall issue resolution
- Managing creation and acceptance of all application related deliverables
- Validating impact analysis as a result of program and policy changes
- Performing resource estimation for modifications
- Leading the phased migration of mainframe functionality to the open system platform
- Helping to establish and execute Service Orient Architecture designs aligning with department's vision
- Leading the identification, assessment, and adoption of COTS products, such as Corticon, that align with DPW's vision
- Managing application maintenance and production support
- Finalizing change resolution and implementation schedule
- Leading the CMMI Level 3 assessment from a project perspective and monitoring ongoing compliance
- Escalating unresolved issues to the Project Manager
- Preparing executive level status reports of team's activities, issues, and status of changes
- Leading the implementation and statewide rollout of large-scale system changes including LIHEAP integration into eCIS, MCI.NET, Health Care Handshake, and Medicaid Eligibility Determination Automation (MEDA)

Program/Project or Previous Employer:	State of Georgia, Department of Department of Human Services Common Point of Access to Social Services (COMPASS)	Date	09/2009 (Ongoing)
Role	Project Director		

Jason, as the Georgia COMPASS Project Director, provides project level oversight, validation of service quality, and strategic direction for the project team. Jason shares HHS and self service best practices and provides suggestions regarding operational and technology improvements to streamlines citizens and community partner self service through a common HHS portal.

Program/Project or Previous Employer:	Commonwealth of Pennsylvania, Insurance Department CHIP and adultBasic Processing System (CAPS)	Date	02/2002 – 02/2005
Role:	Application Manager (02/2004 – 02/2005)		

Jason has been a member of the CAPS engagement since its inception and has experience in every aspect of the systems development life cycle, including requirements gathering, design, development, testing, deployment, data conversion, ongoing system maintenance, and system modification. Scheduling and managing subsequent maintenance and enhancement application releases.

Program/Project or Previous Employer:	State of West Virginia, Department of Health and Human Resources, Office of Family Support - Recipient Automated Payment and Information Data System (RAPIDS)	Date	09/2000 – 09/2002
Role:	Track Lead		

Jason has been responsible for the Eligibility Determination Benefit Calculation, Eligibility Confirmation, Mass Change, Quality Control, Periodic Reporting, and Client Scheduling subsystems. He was responsible for managing daily production maintenance as well as system enhancements, which were initiated at the client's request. This included identifying system problems, offering possible solutions, leading the change process, and managing the overall effort to advance system quality in collaboration with the State.

Lesley Rogers, Program Management Office Manager

Number of Years with Deloitte:	12 years	Number of Years Serving DPW:	9.5 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services

Lesley has over fifteen years experience in supporting information technology projects, including projects with the PA Department of Public Welfare, PA Insurance Department and the PA Department of Labor and Industry.

Experience in Health and Human Services Program Management

Lesley has over eleven years experience in Health and Human Services, specifically in the areas of System Implementation, Training, Testing, Requirements Gathering, and Post Implementation Support. Lesley's clients have included various offices within the Pennsylvania Department of Public Welfare as well as the Pennsylvania Department of Insurance

Experience in System Design, Transfer, Modification, Development, Implementation and Operations

Lesley has over fifteen years in supporting multiple projects throughout the software development life cycle including requirements collection and documentation, test case developments, integration testing, end user testing, training, and implementation support.

Education, Qualifications and Training:

- Master of Public Administration – University of Pittsburgh, 1995
- Bachelor of Arts, Political Science – Westminster College, 1992
- Project Management Professional (PMP), 2010

Detailed Experience:

Program/Project:	Pennsylvania Department of Public Welfare Program Management Office	Date	24 months
Role:	Program Management Office Manager		

Lesley has successfully managed the Program Management Office for the Department of Public Welfare portfolio of projects. The Program Management Office is responsible for the submission of the Software Development Life Cycle (SDLC) artifacts associated with Deloitte's four technology integration projects.

Program/Project:	Pennsylvania Department of Public Welfare CHIP and adultBasic Processing System	Date:	18 months
Role:	Customer Support Manager		

As the Customer Support Manager, Lesley was responsible for managing several key components of the CHIP and adultBasic Processing System project. She oversees the User Acceptance Testing process, the Customer Support Group, and the training activities for the CHIP and adultBasic processing system project.

Program/Project:	Pennsylvania Department of Public Welfare Pennsylvania Child Support Enforcement System	Date:	18 months
Role:	User Support Manager		

In her role as the User Support Manager for the Pennsylvania Child Support Enforcement System (PACSES) technology integration project, Lesley manages five teams that are responsible for providing user support, training, error reconciliation and request processing. Lesley assists the client with the establishment and implementation of a new governance structure by developing the materials which support 3500 users during periods of systems enhancements.

Program/Project:	Pennsylvania Department of Insurance CHIP and adultBasic Processing System	Date:	15 months
Role:	Customer Support Manager		

As the Customer Support Manager, Lesley developed the implementation strategy for a Deloitte custom-built application, which was to be utilized by the Pennsylvania Department of Insurance, as well as seven health insurance contractors. Lesley managed the User Acceptance Testing life cycle of the system, which included scenario development, testing, creation and resolution of problem reports and acceptance sign-off of the system. Lesley oversaw the development of the design materials and the delivery of customized training to the various clients. Lesley also managed the onsite implementation support at each contractor's site prior to and post-implementation, as well as the team that provides ongoing support via a Help Desk. Ongoing support includes updating and distributing training material and conducting monthly calls with each contractor.

Program/Project:	Pennsylvania Department of Public Welfare – Master Provider Index Project	Date:	6 months
Role:	Requirements Team Manager		

As the Requirements Team Manager, Lesley led the cross program office team in defining the requirements for Releases 2 and 3. Leslie combined the document requirements from Releases 1, 1A and 2 into a comprehensive document, the Process Model Narrative. In addition to these duties, Lesley facilitated enterprise wide sessions to resolve issues, and assisted in the development of Release 2: Business Logic Diagrams.

Program/Project:	Pennsylvania Department of Public Welfare – Human Service Network (H-Net)	Date:	24 months
Role:	Business Team Manager		

Lesley led business requirements sessions for two Department-wide projects: Enterprise Client and Provider Registration. Lesley was responsible for the resolution of business issues as well as the development of project work plans. Lesley conducted the assessment of existing integrated and coordinated service efforts. She facilitated in identifying common business processes and common data elements across DPW program offices. In addition to these duties, Lesley documented and distributed meeting minutes, research results and progress status to cross-program teams.

Program/Project:	Pennsylvania Department of Public Welfare – FIDM	Date:	6 months
Role:	User Support Lead		

Lesley was responsible for the development and implementation of outreach services to over 2700 financial institutions in Pennsylvania. She oversaw the design, production and distribution of printed informational materials. Lesley also participated in requirements and design meetings. As a member of the testing team, Lesley helped to confirm that the system met the design specifications.

Program/Project:	Pennsylvania Department of Public Welfare – Pennsylvania Child Support Enforcement System	Date:	8 months
Role:	Employer Maintenance Team Lead and Business Process Team member		

Lesley was responsible for overseeing the employer registration and maintenance process. Duties included: Adding new employers to the Pennsylvania Child Support Enforcement System (PACSES), maintaining employer address changes received via mail, the new hire process and/or county correspondence, and following up with employers to determine the appropriate address for mailing wage attachments and official correspondence.

Program/Project:	Pennsylvania Department of Public Welfare – State Collection and Disbursement Unit	Date:	6 months
Role:	Employer Outreach Lead		

As the Employer Outreach Lead, Lesley developed an outreach strategy and plan for providing employers with information regarding program changes. Lesley successfully provided the employers with this information by developing printed outreach materials for distribution to the employers with wage-attached employees. Lesley also presented this information at over 40 employer seminars over a nine week period throughout Pennsylvania. Leslie prepared weekly and monthly status reports in order to provide the status of the outreach plan.

Program/Project:	Pennsylvania Department of Public Welfare – Financial Institution Data Match (FIDM)	Date:	5 months
Role:	Requirements Lead		

As the Requirements Lead, Lesley led the project which identified the requirements for a Financial Institution Data Match, a federal mandate which resulted from the Welfare Reform Act of 1996

Jeff Ruckgaber, Quality Manager

Number of Years with Deloitte:	16 years	Number of Years Serving DPW:	14 years	Similar Experience:	MA, PA, NH, NY
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	33 years

Jeff has 33 years of IT experience, 28 of which were for large-scale public sector clients. Some of the roles that Jeff has had during his 33 years include programmer, systems analyst, senior system designer, database administrator, technical architect, technical manager, QA manager, and project manager. Jeff recently received his ITIL v3 Foundation certification.

Experience in Health and Human Services Program Management	24 years

Jeff has had several management roles in his tenure with Health and Human Services Program engagements. This experience includes roles for the State of NY, MA, NH, and PA. Currently, Jeff has been the Technical/QA Manager on the Pennsylvania Child Support System (PACSES) for nearly 10 years.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	28 years

Jeff was a lead designer on the New York City Welfare Management System (WMS). He also was the technical manager on the New Hampshire New HEIGHTS system. Jeff is currently the technical manager on the Pennsylvania Child Support System (PACSES).

Education, Qualifications and Training:

- BS Computer Science, Hofstra University, Hempstead, NY, 1977
- DMS Internals, Unisys Corporation, 1982
- ITIL v3 Foundation Certification, 2008

Detailed Experience:

Program/Project or Previous Employer:	PACSES	Date	01/01/2002 – Present
Role:	Technical Manager/QA Manager		

Jeff is the Technical Manager/QA Manager on PACSES in which Deloitte is the application modification and maintenance vendor supporting the mainframe and open systems components of the Child Support System (PACSES).

Program/Project or Previous Employer:	H-Net	Date	01/01/2000 – 12/31/2001
Role:	Process Lead		

Jeff was the Process Lead for H-Net in which Deloitte was helping the Department establish standards and best practices for all DPW IT projects.

Program/Project or Previous Employer:	New HEIGHTS	Date	01/01/1996 – 12/31/1999
Role:	Technical Manager		

Jeff was the Technical Manager for New Heights in which Deloitte was the implementation vendor developing a client/server based replacement welfare system.

Program/Project or Previous Employer:	PACSES	Date	03/01/1994 – 12/31/1995
Role:	QA Manager		

Jeff was the QA Manager for PACSES in which Deloitte was the Project Management Consultant (PMC) for the PACSES project. The team was responsible for providing ongoing review and analysis of project deliverables, schedule, budget and overall status. The team was also responsible for resolving all identified system design issues within their scope and for establishing project priorities for the logical, timely, and systematic completion of project deliverables

Program/Project or Previous Employer:	Lockheed Martin/MA Child Support Project	Date	7/1/1993 – 02/28/1994
Role:	Database Administrator/Technical Architect		

Jeff was the Database Administrator/Technical Architect for the MA Child Support Project which was the Commonwealth of Massachusetts' new Child Support Enforcement System.

Program/Project or Previous Employer:	Self Employed/MA ARIES System	Date	06/01/1992 – 06/30/1993
Role:	Senior Systems Designer		

Jeff was the Senior Systems Designer for the MA ARIES System. The ARIES project was designed to replace the manual employer reimbursement system. The WRS system was developed to provide a bridge between the Department of Revenue Tax System and the Department of Employment and Training Unemployment Benefit System for the Commonwealth of Massachusetts.

Program/Project or Previous Employer:	Mastech/PA CIS	Date	06/01/1991 – 05/30/1992
Role:	Systems Analyst		

Jeff was a Systems Analyst on PA CIS. The Pennsylvania Client Information System (PA CIS) is a FAMIS certified public assistance system which supports AFDC, Food Stamps, Medicaid, Refugee Assistance, and Employment and Training programs. Deloitte initially designed, developed, and implemented the PA CIS and obtained FAMIS certification. Our tasks included enhancing the system to include automated eligibility determination and benefit calculation; managing the entire FAMIS certification process; and analyzing the existing State Data Exchange system to determine how to improve the state's interfaces with other external agencies.

Program/Project or Previous Employer:	Grumman Data Systems/WMS Project	Date	06/01/1987 – 05/30/1991
Role:	Group Leader		

Jeff was a Group Leader on the WMS Project. The Welfare Management System (WMS - FAMIS) was designed to replace the existing New York City Welfare System. Jeffrey designed/developed the Daily Reporting and Wage Reporting Subsystems. This included test plans and procedures and the identification and implementation of backup and recovery procedures. In addition, Jeffrey was assigned to the Payroll department after WMS was implemented. This was an IBM environment and his responsibilities included the redesign of a flat file Payroll subsystem to IMS.

Luis Santiago

Number of Years with Deloitte:	**13 years**	Number of Years Serving DPW:	**2 years**	Similar Experience:	
Responsibilities:	See 8.4 for responsibilities by role				
Experience Providing Information Technology Support and Services				**13 years**	

Luis brings extensive experience providing Information Technology Support services. He has 13 years experience providing provided full system development life cycle management and delivery for large-scale and complex application development and integration efforts. This includes activities to support IT project management, application initial development and maintenance, and production and operations support.

Experience in Health and Human Services Program Management	**2 years**

Luis has worked providing technology solutions to Health and Human Services for the last 2 year. In particular, Luis has worked with the Office of Child Development and Early Learning (OCDEL) to gather requirements, design, develop, test and implement a financial module, in HCSIS, for their Infant Toddler and Preschool Programs.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**13 years**

For 13 years, Luis has been actively involved in the management and delivery of large-scale, custom-developed applications supporting a variety of clients. This includes executing each stage in the system development life cycle from requirements gathering through system implementation as well as managing across the whole life cycle for multiple application releases. He has lead requirements gathering and system design efforts for applications supporting activities ranging from workforce development (PRDOL) to managing the maintenance activities for a custom developed application for a state transportation department (.CENTRIC). Most recently he has managed the full System Development Life cycle for two initiatives for the HCSIS application.

Education, Qualifications and Training:

- Bachelor of Science in Computer Science, Universidad Interamericana de Puerto Rico

Detailed Experience:

Program/Project or Previous Employer:	Pennsylvania Department of Public Welfare/HCSIS	Date	02/2009 – Present
Role:	Initiative Lead		

Responsible for managing a 4-people technical team through the Software Development Life Cycle (SDLC) for a custom development initiative to redesign and enhance the financial management module for one of the program offices that utilized the HCSIS application. This required managing that activities and deliverable creation around the requirement gathering, general system design, detailed system design and testing phases.

Commonwealth of Pennsylvania
RFP #16-09, Lot 7

Lot 7
for
DPW

Deloitte

Program/Project or Previous Employer:	Pennsylvania Department of Transportation/.centric	Date	07/2008 – 01/2009
Role:	Application Maintenance Manager		

Responsible for the maintenance of the application, including, managing an 8 - people business and technical team that is in charge of planning, designing, developing, testing and deploying the *.centric* application. This required managing all the phases of the Software Design Life Cycle for all of the enhancements and defects that where included in every new release of the application.

Program/Project or Previous Employer:	Pennsylvania Department of Transportation/.centric	Date	11/2006 – 06/2008
Role:	Development Lead for Financial Management		

Responsible for managing a 5 – people technical team in charge of developing the financial administration module for the *.centric* application. This required administering the day to day activities of the development team as well as assigning work and tracking progress against the development plan.

Program/Project or Previous Employer:	Pennsylvania Department of Labor and Industry/CWDS	Date	05/2006 – 10/2006
Role:	Testing Manager		

Responsible for the development of the testing plan for the first release of the Commonwealth Workforce Development System.

Program/Project or Previous Employer:	Administrative Office of the Pennsylvania Courts	Date	04/2004 – 04/2006
Role:	Maintenance Lead		

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

Program/Project or Previous Employer:	Administrative Office of the Pennsylvania Courts	Date	04/2003 – 04/2004
Role:	Design and Development Lead		

Responsible for coordinating and leading the design and development teams. The design activities included leading and arranging functional and technical design meetings, preparing detailed design documentation, creating GUI designs and assisting in the database design. The development activities included leading the development team to complete the creation of the Accounting module that included a presentation, middle and backend tier, responsible for the integration, white box and black box testing

Program/Project or Previous Employer:	Administrative Office of the Pennsylvania Courts	**Date**	02/2002 – 03/2003
Role:	Design Analyst		

Responsible for preparing, participating and documenting requirements sessions. Capture requirements using Rational Rose. Also part of the design team. The design activities included participating and arranging functional and technical design meetings, preparing detailed design documentation, creating GUI designs and assisting in the database design.

Program/Project or Previous Employer:	Massachusetts Department of Correction	**Date**	04/2001 – 01/2002
Role:	Design and Development Lead		

Responsible for the leading the redesign and developing effort for the Intelligence System (INTEL). The design activities included leading requirement gathering and technical design meetings, and producing detailed design documentation. The development activities included leading the development team, responsible for the regression and integration testing and creating the user access to the application

Program/Project or Previous Employer:	Puerto Rico Department of Labor	**Date**	11/1996 – 12/2000
Role:	Design and Testing Analyst		

Responsible for the creation of help documentation including an online version. Part of the testing team responsible for the creation of testing scripts and their execution. Also was part of the application training team responsible for conducting user training. Part of the implementation team that was responsible for deployment of the roll-out of the application in the PRDOLHR offices across the Commonwealth.

Jim Schulz, System Analyst

Number of Years with Deloitte:	1 year	Number of Years Serving DPW:	1 year	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	14 years

Jim has provided IT services to federal and state clients during his career in consulting. He has served in both team member and leadership roles. His experience includes services in project/program management, software testing, knowledge transfer/transition, reporting, and release management.

Experience in Health and Human Services Program Management	1 year

Since joining the HCSIS project, Mr. Schulz has served as the testing team lead. In this capacity, he worked with the DPW program offices supported by HCSIS to schedule release user acceptance testing. Internally to the HCSIS team, he interacted with other track leads, project leadership, and other projects to facilitate the scheduling of testing activities.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	11 years

Mr. Schulz's experience with Commonwealth IT projects comprises all aspects of the software development life cycle. In his current capacity as test lead on the HCSIS project, Mr. Schulz is involved in the testing and implementation phases of the various project initiatives. On the ECMS and ECMS II projects, he was actively involved in user requirements sessions for project management software and Crystal Reports, as well as leading the teams through the implementation phases. On ECMS he served as the test lead, post-implementation support lead, and transition lead during the pre-implementation and post-implementation phases. On ECMS II his activities as test lead involved him in requirements through implementation, and he also served as the transition lead.

Education, Qualifications and Training:

- Master of Business Administration, International Business, Webster University, 1996
- Bachelor of Science, German, Pennsylvania State University, University Park PA, Webster Groves MO,1991

Certifications

- Project Management Professional (PMP®), Project Management Institute 2004

Training

- Advanced IBM Rational Functional Tester, 2007
- IBM Rational Functional Tester, 2007
- Essentials of IBM Rational Functional Tester, Java Scripting v6.1, 2005
- Open Plan Customization, 2003
- Crystal Reports 8.5 Level I and Level II, 2002
- Domino Designer, 2001
- Open Plan Advanced, 1999
- Open Plan Basic Training, 1999

Detailed Experience:			
Program/Project or Previous Employer:	Home and Community Services Information System (HCSIS), Department of Public Welfare, PA	**Date:**	10/2009 – Present
Role:	Test Lead		

As the test team lead, lead the testing team in the performance of the following activities: general testing (defect tracking, reporting, cross-project test coordination, test data creation); integration testing (scenario completion tracking and reporting, review of scenario to use case traceability); system acceptance testing (scenario status tracking and reporting); user acceptance testing (site scheduling, generic data creation, logistics handling, UAT communication, scenario status tracking and reporting); load testing (scheduling, script creation/modification, defect/tuning identification and follow-up); regression testing (planning, script creation/modification, execution); and production release validation (scheduling, program office communication, logistics). HCSIS is Web-based with a mixture of Active Server Pages and ASP.NET screens, batch programs, reporting tools (SSRS and Cognos) with real-time and archive data repositories, and Oracle as the back-end database. Testing tools used include HP Quick Test Professional and HP Load Runner.

Program/Project or Previous Employer:	Engineering and Construction Management System II – Rewrite, Department of Transportation, PA	**Date:**	01/2006 – 12/2008
Role:	Testing Team Lead		

Led a team of four in capturing 10,000 functional requirements and 15,000 security requirements for over 400 system screens. Developed standards for requirements capture, test case development, test script construction, and test execution. Led the system testing effort for both waves of ECMS II implementation. Organized both the development and client IT support teams into test groups and assigned each group test cases by functional area. Tracked system testing status throughout the effort. Developed parameter-based Crystal Reports to provide management with summary and detail testing status.

Program/Project or Previous Employer:	Engineering and Construction Management System II – Rewrite, Department of Transportation, PA	**Date:**	01/2006 – 12/2008
Role:	Transition Team Lead		

Developed a transition plan to identify key activities and milestones to implement an effective knowledge transfer process. Worked directly with the client IT project manager to develop a RACI matrix to define work responsibilities between the development and client IT support teams during system development. Prepared a skills matrix and conducted a readiness assessment of the client IT support team prior to each wave's implementation. Established the transition overview schedule and coordinated the overview sessions with the development team leads and the client IT support team. Both waves of the system were successfully taken over by the client IT support team, due mainly to integrating the client team into the development effort, and viewing transition as a continuous process from project commencement.

Program/Project or Previous Employer:	Engineering and Construction Management System, Department of Transportation, PA	**Date:**	07/2002 – 06/2005
Role:	Testing/Post-Implementation Team Lead		

Developed the release schedule and coordinated the testing and release management activities for each release. Prior to implementation, organized the knowledge transfer process of the construction management function, which comprised over 12 functional areas. Coordinated the system testing and user acceptance testing of the code fixes/enhancements for each release. Immediately after implementation, releases contained over 70 defects/enhancements; prior to project closeout, releases

averaged 10-15 fixes, which were mostly enhancements. Coordinated the meetings of 3 different user groups during the post-implementation period. The user groups prioritized and classified change requests. After classification, change requests were integrated into the release schedule based on priority and level of effort.

Program/Project or Previous Employer:	Engineering and Construction Management System, Department of Transportation, PA	Date:	10/2003 – 09/2004
Role:	Crystal Reports Implementation Lead		

Identified user requirements for report formats, content, and security. Led the development team through prototyping of reports, creation of database tables and views, and deploying reports to an enterprise Crystal Reports server. Developed a security model to provide front-end user security and back-end data security to prevent the release of protected information.

Program/Project or Previous Employer:	Engineering and Construction Management System, Department of Transportation, PA	Date:	05/1999 – 06/2002
Role:	Project Management Function Lead		

Worked with a joint application development team and developed ten project templates for the Open Plan software. Configured Open Plan project and auxiliary files (calendar file, resource file, work breakdown structure, organizational breakdown structure) for implementation to 11 district servers and over 300 workstations. Developed and executed test plans for the software configuration and implementation. Served as the primary technical contact for Open Plan at the client site. Supported two major upgrades of the Open Plan system, working with the client to develop an implementation schedule and preparing and executing implementation test plans in each hardware environment

Program/Project or Previous Employer:	Marine Corps Logistics Base, Albany, GA	Date:	01/1999 – 05/1999
Role:	Budget Reengineering Lead		

Interviewed client business subject matter experts within various agencies affecting the formulation of the budget for depot maintenance operations. Identified progress hand-offs, review durations, and lag times in the budgeting process. The final deliverable was an As-Is analysis with proposed recommendations.

Program/Project or Previous Employer:	Heavyweight Torpedo Program Office	Date:	09/1996 – 12/1998
Role:	Program Analyst		

Analyzed program trends against baseline metrics. Provided weekly and monthly spend reports by fund type. Led a team of 5 in the production of the Program Objectives Memorandum (POM) submission to the Program Executive Office in Washington, D.C. The final POM became baseline funds for the following fiscal year. Served as the engagement controller and monitored internal project execution during the fiscal year. Delivered and tracked invoices and payments, managed the contract financials internally, and advised client and partnership monthly regarding contract financial status. Assisted the client with the preparation of funds requests forms.

Sundhar Sekhar, Quality Assurance Partner

Number of Years with Deloitte:	14 years	Number of Years Serving DPW:	11 years	Similar Experience:	PA, MA, NH, WI
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services

Sundhar has over 15 years of experience in delivering large system development projects in the Public Sector; with a focus on providing self-service functionality to citizens.

Experience in Health and Human Services Program Management

Sundhar has over 15 years of experience in Health and Human Service (HHS) transformation within state government. He has worked and served in an advisory capacity in more than 10 states around the country. Currently, Sundhar leads the HHS Integrated Eligibility practice nationally and serves as the Lead Client Service Principal for the Department of Public Welfare in Pennsylvania. He is also the Engagement Principal for Integrated Eligibility related initiatives in the states of Massachusetts, New Hampshire, Kentucky, Minnesota and Georgia.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations

With over 15 years of experience, Sundhar is considered an expert in application design, development, and implementation. He has demonstrated system transfer skills in several states.

Education, Qualifications and Training:

- Master of Science in Science and Technology Development with specialization in Science, Policy, and R&D Management – Birla Institute of Technology and Science, India
- Software Development Life Cycle, Tata Consultancy Services
- Software Quality Control, IBM
- Case Tool Methodology, Deloitte
- Fundamental Consulting Skills, Deloitte
- Client Server Architecture and Methodology Boot Camp, Deloitte
- Data Warehousing Concepts, Deloitte
- Train for Results, Deloitte

Detailed Experience:			
Program/Project:	Pennsylvania Department of Public Welfare HHS IT System Suite	**Date**	7 years, 2 months
Role:	Lead Engagement Partner		

Sundhar oversees the delivery of the complex programs supported by these systems. Sundhar manages the overall contract, and is responsible for addressing issues, risks, and facilitating resolution on project issues and contract matters.

Program/Project:	Department of Public Welfare, Commonwealth of Pennsylvania Assess to Social Services (COMPASS)	Date:	1 year
Role:	Engagement Partner		

As the Engagement Partner, Sundhar was responsible for the overall client relationship, risk management, quality assurance, and monitoring overall delivery.

Program/Project:	Commonwealth of Massachusetts, Virtual Gateway for the Executive Office of Health and Human Services (EOHHS)	Date:	6 years, 5 months
Role:	Engagement Partner		

As the Engagement Partner, Sundhar was responsible for the overall client relationship, risk management, quality assurance, and monitoring overall delivery.

Program/Project:	State of West Virginia, inROADS Project	Date:	1 year, 6 months
Role:	Engagement Advisor		

Sundhar collaborated with the Delaware COMPASS team and assisted the client with the implementation process by leveraging best practices across the various COMPASS installations.

Program/Project:	State of New Hampshire, New HEIGHTS Project	Date:	7 years, 1 month
Role:	Engagement Partner		

As the Engagement Partner, Sundhar is responsible for the overall client relationship, facilitating project priorities, overall status reporting and quality assurance.

Program/Project:	Web-enabled Common Point of Access for Social Services (eCOMPASS)	Date:	4 years, 6 months
Role:	Engagement Advisor		

Sundhar was responsible for providing overall guidance in aligning eCOMPASS with the human service direction in the industry.

Program/Project:	Department of Public Welfare - Application for Social Services (COMPASS) Project	Date:	2 years, 10 months
Role:	Project Manager		

In his role as Project Manager, Sundhar was responsible for day-to-day client interaction, delivery management, scope management, work planning, monitoring quality and overall delivery.

Program/Project:	Web-enabled Common Point of Access for Social Services (eCOMPASS)	Date:	3 years, 6 months
Role:	Project Manager		

As the Project Manager, Sundhar was responsible for day-to-day client interaction, delivery management, scope management, work planning, monitoring quality and overall delivery.

Program/Project:	State of New Hampshire, New HEIGHTS Project	**Date:**	5 years, 2 months
Role:	Project Manager		

As the Project Manager, Sundhar was responsible for managing overall project staff, schedules, client interaction, and relationships.

Ram Narayan Seshadri, Application Team Lead

Number of Years with Deloitte:	2 years	Number of Years Serving DPW:	3 years	Similar Experience:	PA
Responsibilities	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	4 Years

Ram has more than 2 years experience with DPW projects. He has been involved in Phase IV-B initiative from the requirements phase. He started as Case Processing Co-Lead and then moved to Systems Integration Track Lead. Ram Seshadri modernized more than 200 mainframe transactions into open systems screens and also optimized improved many business processes of DPW. As system integration lead he designed 11 services which will be used extensively in the day to day CAO activities in refreshing mainframe data to open systems through real-time conversion.

Experience in Health and Human Services Program Management	3 Years

Ram has more than 3 years experience with Health and Human Services sector. He has worked in many areas like Unemployment Compensation, TANF, Medicaid and Food Stamps. His spread of knowledge in many public sector vertical areas like case management, appeals management, issue management and eligibility determinations are remarkable.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	3 Years

Ram has Ram was the co-lead lead for the core business system called Case Processing for integrated eligibility of DPW. He has experience with both technical design and business design. He has experience with system designed and has delivered the data model for the technical systems. He has deep understanding of the conversion process of cases and individual information from mainframe to open systems. He has experience developing use case specifications for architectural system design. He has produced business rules, tasks, interface specifications and correspondence specifications.

Education, Qualifications and Training:

- Masters in Information Technology specialization in Software Engineering, Carnegie Mellon University, May 2007
- Bachelors in Information Technology, Anna University (India), Apr 2005
- Introduction to CMMI, Dec 2006
- ATAM (Software Architecture) Evaluation, Jan 2007
- SEI Consulting Certification, Feb 2007

Detailed Experience:

Program/Project:	iCIS Phase IV-B	Date	11/2009 – Present
Role:	Systems Integration Track Lead		

Ram was the track lead for Systems Integration team which was responsible for making multiple systems in different technologies including mainframe to talk to each other. He has lead huge conversion process

- Designed of 11 services that can talk to many systems of different technologies including mainframe
- Led the conversion process of cases and individual information from mainframe to open systems.
- He has managed a team of 5 throughout from service designing to implementation

Program/Project:	iCIS Phase IV-B	Date:	07/2008 –11/2009
Role:	Case Processing Co-Lead		

Ram was the co-lead lead for the core business system called Case Processing for integrated eligibility of DPW.

- He has facilitated JAD sessions and client meetings to elicit requirements and design
- He facilitated both technical design and business design with Architects and Clients
- He has designed and delivered the data model for the whole system
- He modernized more than 200 mainframe transactions to open system screens
- He has managed a team of 8 throughout the whole development of Case Processing system to success

Program/Project:	PA UCMS (Unemployment Compensation)	Date:	07/2007 – 07/2008
Role:	Track Lead for Initial Claims, Multi-Claimant Appeals and		

Ram was responsible for delivering detailed system design for many tacks within the project.

- He has facilitated JAD sessions and client meetings to elicit requirements and design
- He facilitated the designs of wireframes/Screens for many tacks
- He has produced detailed use case specifications to architects for many tracks
- He has produced business rules, tasks, interface specifications and correspondence specifications for many tracks within the project

Program/Project:	Multi Model Conformance Management (HCL Technologies)	Date:	09/2005 – 12/2005
Role:	Requirements Analyst, MMCM Architect		

Quality Department in HCL Technologies was the client for this project. HCL Technologies is a CMMI Level 5 IT/Software company which has various verticals in Banking, Health Care etc. The Quality Department within HCL Technology is responsible for maintaining product and process quality.

The project was to develop a system called Multi Model Conformance Management System (MMCM) which can check for conformance between various standards and models like ISO and CMMI for a single project.

Took various roles in this project. The first role was to analyze the gap between CMMI and the organization specific processes of HCL.

Gathered requirements and was involved in architecting the MMCM system.

Program/Project:	Pittsburgh Lending Library	Date:	01/2007 – 03/2007
Role:	Consultant		

Played a technical and strategic consultant role. Conducted interviews, contextual inquiries to identify problems and bottlenecks in the business processes. Modeled the business processes of the organization and derived the requirements for solving the problems. Increased the efficiency and capacity of the organization by implementing solutions for the problems. Gave recommendations and analyzed the outcomes of the consulting work for sustaining the solution and technology in the organization.

Purvi Shah, Application Team Lead

Number of Years with Deloitte:	**5 years**	Number of Years Serving DPW:	**1 year**	Similar Experience:	Delaware Health and Social Services FSA Indiana Family & Social Services Administration

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	**5 years**

Purvi brings extensive experience providing Information Technology Support Services in line with DPW's requirements. For past 5 year, she has provided full system development life cycle management and delivery for large-scale and complex application development and integration efforts. This includes activities to support IT project management, application initial development and maintenance, and production and operations support.

Experience in Health and Human Services Program Management	**5 years**

Purvi has 5 years of experience working within the Health and Human Services realm. She has worked with numerous State agencies and has helped them implement major changes to their systems. Her experience also includes working closely with Office of Child Development and Early Learning in Pennsylvania on HCSIS.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**5 years**

For past 5 years, Purvi has been actively involved in the management and delivery of large-scale, custom-developed HHS applications supporting a variety of state systems. Her experience includes managing multiple initiatives for large and complex organizations. These projects have required her to execute entire Systems Development Life Cycle processes (lead and manage large-scale technology projects from conception through implementation) and provide operations support.

Education, Qualifications and Training:

- MBA, University of Texas at Austin, 2007
- BS, The Pennsylvania State University, 2003

Detailed Experience:			
Program/Project or Previous Employer:	HCSIS	Date	04/2009 – Present
Role:	Track Lead and Development Manager		

Managed multiple new initiatives and Individual and Supports Coordination track on HCSIS. Was responsible for all new Development (full SDLC) of a custom web application. Managed team of approximately 30 Deloitte resources and subcontractor resources. Worked closely with clients from 6 different client organizations, helping to manage risk and issues, monitor status, and manage multiple initiatives throughout all phases of the System Development Life cycle.

Program/Project or Previous Employer:	Indiana - ICES	**Date:**	07/2007 – 04/2009
Role:	Initiative Lead		

Led multiple new initiatives from inception to deployment with a team of 30 Deloitte resources and developers. Cultivated and maintained strong relationships with the client, as well as 5 3rd party vendors through a collaborative style and one-team approach. Supported implementation, go-live, and post-deployment activities

Program/Project or Previous Employer:	Delaware – DCIS II	**Date:**	08/2004 – 08/2005
Role:	Track Manager		

Managed a team of 17 consultants, developers, and client personnel to develop and deploy a new custom IT application, serving approximately 30,000 customers. Defined business requirements by conducting business process sessions with 30 cross-functional senior client leadership and 3rd party vendor staff. Coordinated testing: prepared test plans, executed scenarios, managed testing process, supported acceptance tests, and performed post-implementation validation activities.

Program/Project or Previous Employer:	Indiana - ICES	**Date:**	07/2003 – 07/2004
Role:	Testing Analyst		

Reviewed requirements and design documents for upcoming changes. Coordinated testing effort: prepared test plans, executed scenarios, managed testing process, supported acceptance tests, and performed post-implementation validation activities.

Nathan Shaner, Application Team Lead

Number of Years with Deloitte:	5 years	Number of Years Serving DPW:	4 – PACSES <1 – Compass <1 – ITSS	Similar Experience:	Pennsylvania
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	8 years

Nathan has over 8 years of technical service experience. This includes everything from developing applications early in his career to moving to a track lead role for multiple initiatives later in his career.

Experience in Health and Human Services Program Management	6 years

Nathan has over 4 years of experience working in Child Support on the PACSES project. Nathan also spent 1 year on the PA Unemployment Compensation project doing the detailed system design for the Initial Clams functional area. Finally, Nathan has a few months of experience on the Compass and WV inroads screening module.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	6 years

Nathan has experience in phases of the SDLC life cycle. He has worked on one major system transfer (PA UCMS), and has led the creation of 3 brand new applications include PIM, the Admin Module and Employer Search.

Education, Qualifications and Training:

- Bachelor of Science in Information Science, University of Pittsburgh, 2005
- IBM Business Process Modeling, IBM, 2005
- IBM WebSphere, IBM, 2005

Detailed Experience:

Program/Project or Previous Employer:	PACSES	Date	06/2010 – Present
Role:	Performance Improvement Module Track Lead and Web Systems Track Lead		

In this role, Nathan is responsible for the implementation of PIM Phase III, PIM Phase IV, Employer Search and CSWS Release 4.3.0 (UI upgrade). Nathan is also responsible for a number of maintenance releases with each of these applications. Nathan is in charge of estimating fixed price work orders, creating and executing work plans for multiple releases at the same time, leading the requirements, functional design, technical design, development, testing and implementation of multiple initiatives, documenting risks and issues, hiring developers and more.

| Program/Project or Previous Employer: | PACSES | Date | 06/2008 – 06/2010 |

| Role: | Performance Improvement Module Track Lead |

As the PIM Track Lead, Nathan was in charge of estimating fixed price work orders, creating and executing work plans for multiple releases at the same time, leading the requirements, functional design, technical design, development, testing and implementation of multiple initiatives, documenting risks and issues, hiring developers and more. In this role, Nathan lead his team to the successful and on time completion of two major releases and five minor releases of code currently being used by 3000 Child Support workers.

| Program/Project or Previous Employer: | PA Unemployment Compensation Modernization System | Date | 06/2007 – 06/2008 |

| Role: | Initial Clams Track Lead |

On the UCMS project, Nathan was responsible for the delivering the Detailed System Design of the Initial Claims functional area. The initial claims functional area includes registration into UCMS, a self service portal that allows users to file claim applications for benefits and a staff user interface to take and maintain claim applications for benefits. Nathan helped to oversee and produce Use Cases, Business Rules, Workflow templates, interface specifications, wireframe (screenshots) specifications, and correspondence specifications.

| Program/Project or Previous Employer: | PACSES | Date | 07/2005 – 06/2007 |

| Role: | Innovations Team Member/ PHP Track Lead |

On the PACSES project, Nathan served on the Innovations team, where he helped design develop and implement changes to the Child Support Web site (an online self service portal)Responsibilities as a Innovations team member included gathering client requirements, creating functional designs for system enhancements, creating technical designs in an n-tier architecture for system enhancements, developing code, overseeing developers, testing, implementation and training. Additionally, Nathan served as the PHP (PACSES Homepage) track lead on the PACSES project. In this role, Nathan was responsible for bundling bug fixes to 17 Intranet application, working with developers to solve problems, implement enhancements and troubleshoot technical problems.

| Program/Project or Previous Employer: | State of West Virginia, Department of Health and Human Services Information Network for Resident Online Access and Delivery of Services (inROADS) | Date | 06/2004 – 08/2004 |

| Role: | Intern |

On the inROADS project, Nathan helped create GSD and DSD documentation including build screenshots, creating business rules, attending and leading JAD sessions and more. During the development portion of this work order Nathan build and tested all the business rules for inROADs release.

Program/Project or Previous Employer:	COMPASS	Date	06/2003 – 07/2003

Role:	Intern

On the inROADS project, Nathan helped create GSD and DSD documentation including build screenshots, creating business rules, attending and leading JAD sessions.

Program/Project or Previous Employer:	ITSS	Date	08/2003 – 08/2003

Role:	Intern

While working with ITSS Nathan help plan release and migrate code, execute batch jobs, review migration requests and more.

Program/Project or Previous Employer:	PA .NET	Date	06/1999 – 08/2001

Role:	Customer Service Representative

In this role, Nathan answered technical service questions that assisted customers in getting connected to the Internet.

Srini Subramanian, Director, Security and Privacy Practice

Number of Years with Deloitte:	10 years	Number of Years Serving DPW:	10 years	Similar Experience:	PA, India

Responsibilities	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	23 years

Srini has been leading a team of more than 30 technology and security practitioners since 2006, to provide IT Shared Services (ITSS) for the DPW application development projects. The ITSS project provides common technology services in technology domains such as Enterprise Architecture, Database, Security, Middleware and Platform and configuration management. Srini has extensive knowledge and experience in implementing complex transformation projects at the Department of Public Welfare. Srini has been part of DPW's Enterprise Architecture transformation to a service enabled enterprise.

Srini specializes in IT Shared Services and leads Deloitte's Security and Privacy services in the State Government sector.

- Srini has 23 years of technology experience, has been part of the DPW's Enterprise Architecture transformation. Srini was the Project Manager of the Human Services Network (HNET) project from 2001 – 2005 that helped set the foundation for DPW's technology transformation to a services enabled enterprise. He has successfully delivered a number of engagements in the technology transformation, shared services, information security and innovation.
- Srini is known for his innovation projects and thought leadership in the information security space.
- Srini was the Project Manager of the Commonwealth of Pennsylvania's Business Solution Center of Excellence (BSCoE) that helped set the application development framework, methodology and standards for the PA agencies.
- Srini was featured in a Deloitte Insights Podcast with General Raduege on the topic of Cyber Savvy State Government

Experience in Health and Human Services Program Management	10 years

Srini was responsible for designing and implementing the Technology Infrastructure to support the application. He managed the setting up of the development, test and production environments and the capacity planning activities.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	10 years

- Solid Project Management skills and a track record of years of successful project delivery
- Extensive knowledge of the state sector Technology and Security governance, policy, process and technology experience.
- Solid understanding of the technology challenges of a large enterprises. Has assisted large enterprises implement significant technology changes and providing the necessary organizational change leadership insight.

Education, Qualifications and Training:

- Bachelor of Engineering Electronics and Telecommunication Engineering – A.C. College of Engineering & Technology, India
- Project Management Professional (PMP)
- Certified Information Security Manager (CISM)
- Certified Information Systems Security Professional (CISSP)
- ITIL V3 Foundation Level Certified

- Member – ISACA
- Member – NASCIO Security and Privacy Sub-committee
- ITIL V3 Foundation Training, December 2009

Detailed Experience:			
Program/Project:	IT Shared Services (ITSS) for the DPW application development projects	**Date**	2006 – Present
Role:	Technology Manager & Project Director		

Srini is leading a team of more than 30 technology and security practitioners who provides common technology services in technology domains such as Enterprise Architecture, Database, Security, Middleware and Platform and configuration management. He has been providing strategic technology advisory services in Enterprise Architecture, technology planning, Security and Privacy, and ITIL adoption. The project received the Computerworld Laureate recognition for IT Shared Services – Security Vulnerability testing in 2010. IT Shared Services also won the NASCIO Award on 2009.

Program/Project:	Business Solutions Center of Excellence (BSCoE) Phase 2, Pennsylvania's Office of Administration, Office for Information technology (OA/OIT)	**Date:**	2005 – 2007
Role:	Project Manager		

Srini led the establishment of the BSCOE for the Commonwealth. BSCOE established the process and technology frameworks for custom application development for the Commonwealth agencies. The project was recognized with the Computerworld Laureate recognition in 2006.

Program/Project:	Pennsylvania's Office of Administration, Office for Information technology (OA/OIT), IPAM Technical Architecture and Roadmap	**Date:**	2008 – 2008
Role:	Project Manager		

Srini led a team of specialists in various disciplines of Identity and Access Management, coordinated the requirements of various agency stakeholders and helped the Commonwealth enterprise with the target architecture and roadmap.

Program/Project:	Pennsylvania Department of Labor and industry (DLI), Enterprise Identity and Access Management	**Date:**	2006 – 2008
Role:	Project Manager		

Srini led the implementation of an enterprise-wide Identity and Access Management (IAM) solution expanding on the foundation architecture set by the DPW CA-Netegrity IAM solution. The project received the Computerworld Laureate recognition in 2007.

Program/Project:	PA – DPW - Human Services Network (H-Net)/Enterprise Process Coordination (EPC)		2001 – 2005
Role:	Technical Manager – 2001 – 2003 & Project Manager – 2003 – 2005		

The Human Service Network (H-Net) project is an initiative within the Commonwealth's Department of Public Welfare to assess the need for coordination and integration across all DPW program offices. H-Net teams facilitated an assessment effort focusing on common business practices, data management and technology & infrastructure. The charter of the T&I team is to bring about enterprise-wide change in the way technology and infrastructure support architecture is approached to help integrate the various applications.

As the Technical Manager for the T&I team, Srini managed five technology & infrastructure tracks namely the Unified Security Project, Messaging and Integration Broker, Performance Management Support, Technical Standards and Policies, and Componentware. In addition, Srini facilitated the cross project issue resolutions and assisted the Department in the selection of tools. During the first two years, as the T&I team manager, Srini assisted the Department in making significant strides towards developing and operationalizing enterprise-wide approach in areas including standards and policies definition, collection and adherence. He also assisted in building the infrastructure Messaging and integration broker, creating the infrastructure for unified security, providing infrastructure and configuration management support at an enterprise environment level and providing ad hoc support for enterprise batch schedules and overall enterprise load testing.

During the last 24 months, Srini worked as the Project Manager leading a team of Deloitte Consultants that assisted the client in operationalizing and institutionalizing the enterprise standards and approaches across the various tracks. During this time, Srini has assisted the client in instituting the technology governance and standards compliance processes such as the Configuration Management Board, Architecture Review Board.

Srini was instrumental in driving the significant technology change at the client enterprise as part of this project. Below are some of the highlights of the accomplishments:

- Sound Enterprise Architecture: A set of technology standards and policies, spread across 14 technical and business domains with an approval and publication process is in place.
- Implemented a set of reusable components that can assist kick-start application development efforts
- Identity and Access Management system, a web single-sign On (SSO) based on CA - Netegrity suite of COTS products is in place and continuing to grow, making the security implementation and management consistent across the enterprise. It is currently serving about twenty five applications and about 32,000 users
- Messaging and integration broker, based on webMethods, is in place
- Robust capacity planning and management process, including standards for load testing and production implementation is in place

Program/Project:	PA – DLI, Comprehensive Workforce Development Systems (CWDS)	Date:	2005 – 2008
Role:	Technical Manager		

Srini was responsible for implementing the technical infrastructure and application performance. Srini served as the technology manager for the L&I CWDS project, assisting in the implementation of various components of the DLI enterprise shared infrastructure. He served as the project manager of the L&I Enterprise Identity and Access Management (2006/2007) and the Services Oriented Architecture infrastructure Assessment and Road map project (2007). The L&I IAM project received the Computerworld Laureate recognition in 2007 and the Digital Gov Summit Agency Collaboration award in 2008.

Program/Project:	PA – DPW; Commonwealth of Pennsylvania Application for Social Services (COMPASS)	Date:	2000 – 2001
Role:	Technical Manager		

As the technical manager of the project, Srini was responsible for designing and implementing the Technology Infrastructure to support the application. He managed the set-up of the development, test and production environments and the capacity planning activities. In addition to his role of a technical architect in the COMPASS web design project, Srini was also working with the Office of Information Systems (OIS) of DPW, designing the systems and network infrastructure that will support this and other Internet based applications developed by DPW today and in the future. In addition, Srini provided consulting services to OIS on its Security and Server Infrastructure at an enterprise wide level.

Sundaravadivel Suguna

Number of Years with Deloitte:	8 years	Number of Years Serving DPW:	7 years	Similar Experience:	WI, VA, PA
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	17 years

Suguna brings an extensive Information Technology Support Services experience that directly matches with DPW's requirements. For 17 years he has provided full system development life cycle management and delivery for large-scale and complex custom development projects that span multiple technology stacks including .NET, legacy mainframe, and COTS product integration. Suguna also brings a wealth of project management, application maintenance, production operations support, and application modifications experience to DPW

Experience in Health and Human Services Program Management	13 years

Suguna has focused her career on providing technology solutions to improve the efficiency, effectiveness, and accuracy of core Health and Human Service programs, especially in Child Care and Early Learning programs. Suguna has extensive knowledge of the business and operational models in place in Pennsylvania as well as in other states and brings insights into national HHS trends.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	17 years

Suguna has extensive experience providing system design, transfer, modification, development, implementation and operations support. She successfully led the design, development, testing and implementation of a number scale HHS projects including the original implementation of multiple initiatives in PELICAN. Additionally, Suguna has lead and managed the ongoing maintenance of child care systems in Wisconsin and PELICAN.

Education, Qualifications and Training:

- Master of Business Administration
- Bachelor of Physics
- Project Management Professional (PMP)
- Mastering Web Application Development using MS Visual InterDev 6.0
- .NET frame work and application programming
- Java Programming Design and development

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Program/Project or Previous Employer:	PELICAN Child Care Works & PA Pre-K Counts Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN)	Date:	07/2010 – Present
Role:	Subject Matter Expert		

As a Subject matter Expert, Suguna is involved in providing guidance to the team members on program, policy and system solutions. She has a deep understanding and knowledge of both Federal and State regulations for child care and early childhood programs. In her role as a subject matter expert she helps to confirm that the project provides effective and efficient HHS that are client-focused and compliant with federal laws, regulations, and reporting requirements. Suguna works with program office to provide insights in Federal audits, policies and program to Office of Child Development and Early Learning.

Program/Project or Previous Employer:	Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN) – CCW and PA Pre-K Counts	Date:	03/2008 – 06/2010
Role:	Project Manager		

As Project Manager, Suguna leads a team of 30 consultants/analysts and is responsible for the management of multiple subsystems, including Enrollment, Funds and Case Management. Suguna's responsibilities as Deputy Project Manager include

- Coordinate and execute new processes and organizational structure associated with the new project
- Overall project coordination across program areas, IT and other stakeholders
- Overall communication across project stakeholders and implementing project governance and status reports – Steering Team, Project Team, Development team, Logistics team and User Education Team
- Identify, review, and resolve project risks. Escalate unresolved issues and risks to project partner and client steering teams
- Day to day management of project resources across the PELICAN application, monitor performance and recommend remedial actions. Work closely with DPW staff to manage day to day resource work
- Day to day project administration, planning work plans, estimations, timelines and overall schedules
- Establishes a structure for project deliverable and work product review. Helps confirm deliverable quality before submission to client
- Timely submission of deliverables, work products, timesheets, and project invoicing

Program/Project or Previous Employer:	Wisconsin Client Assistance for Re-Employment and Economic Support (CARES) System	**Date:**	01/2003 – 09/2003
Role:	Shared Services Project Manager and Web Architecture Manager		

As Project Manager, Suguna leads a team of 20 consultants/analysts, 5 team managers and is responsible for the management of multiple subsystems, including Registration, Screening & Referral, Data Collection, Data Exchange, Client Notices, Master Customer Index, Benefit Recovery, Workload Management, Child Care and Security Maintenance. Her responsibilities as the Project Manager for these subsystems include:

- Preparing project estimates
- Managing the projects within budgets
- Validating requirements with client staff
- Setting subsystem and functional area goals
- Supervising progress
- Preparing status reports to multiple levels of higher management
- Management of priorities between different business areas involve client communication, establishing work priorities, discussing business requirements and co-coordinating the system changes in the subsystems.

As Web Architecture manager, Suguna is responsible for driving the technological improvements of CARES and lead the innovative development the State decides to implement for the CARES application. She also works with the Web Architects, Graphic Designer, and Database Manager to help confirm that all established project standards are met and maintained. She has also led, designed and implemented several Web-based systems (in the Microsoft architecture). All the Web applications in CARES are developed in Microsoft DNA architecture. The security is based on active directory. The web applications use Oracle and DB2 as the database.

- Child Care Provider information and attendance entry (CCPI): Allows Childcare providers to view information on the Children authorized for care, payments etc in addition of the ability to enter attendance for children via the Internet. It has been implemented statewide and has over 2000 users at this time. This application uses the DB2 database on the mainframe as the primary database. It uses DB2 connect and DB2 stored procedures to facilitate the database access.
- Common Web architecture for CARES (CWA): Provides for the common frame work for web development in CARES. It also contains a host of modules like FAQs, Help, and Security that can be used by the web applications.
- Master Customer Index: Master Customer Index (MCI) is a central repository in which all customers will be entered and assigned a unique identification. The project involved development of DB2 stored procedures and web services to be used by the calling applications.

Meghan Sullivan, Application Manager

Number of Years with Deloitte:	11 years	Number of Years Serving DPW:	5 years	Similar Experience:	MA, DE, MI
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services

Meghan Sullivan is a Senior Manager with a Public Sector Technology focus, Meghan has 11 years of Information Technology experience, nine of which were spent working in the Health and Human Services sector. Meghan is extremely skilled in the areas of custom web application design, development, testing and maintenance. In addition, Meghan has managed and led large teams throughout all phases of the System Development Life cycle.

Experience in Health and Human Services Program Management

Meghan has nine years of Public Sector Health and Human Services experience; five of these years were spent working on the Home and Community Services Information System (HCSIS) for the Pennsylvania Department of Public Welfare. Meghan has supported the HCSIS project in a variety of roles including: Track Lead, Maintenance Lead and Application Manager. As an Application Manager, Meghan has successfully led teams throughout all phases of the System Development Life cycle.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations

Meghan has strong experience in custom web application design, development, testing, and maintenance. She has managed and led large teams throughout all phases of the System Development Life cycle, including system design, modification, and development for nine years. She has also helped successfully transfer the PA HCSIS Solution to Massachusetts. She has also led the implementation of a system, serving as a Pilot Manager.

Education, Qualifications and Training:

- Bachelor of Arts – University of Notre Dame, Notre Dame, IN, 1999
- Project Management Professional – Project Management Institute, 2010

Detailed Experience:

Program/Project:	Pennsylvania Department of Public Welfare Home and Community Services Information System (HCSIS)	Date	07/2008 – 06/2010
Role:	Application Manager		

As the Application Manager, Meghan managed the Application Team responsible for all new development (full SDLC) and maintenance of a custom web application and Data Warehouse. She managed a team of approximately 25 Deloitte resources and 40 subcontractor resources.

Program/Project:	Pennsylvania Department of Public Welfare Home and Community Services Information System (HCSIS)	Date:	05/2007 – 06/2008
Role:	Development Manager		

As the Development Manager, Meghan managed a team of approximately 13 Deloitte resources and 20 subcontractor resources.

Program/Project:	Commonwealth of Massachusetts Home and Community Services Information System (HCSIS)	Date:	05/2006 – 04/2007
Role:	Track Manager		

As the Track Manager, Meghan led requirements, general design, and testing phases for three modules within the application, two of which were entirely new modules (and one which was a transfer of HCSIS from Pennsylvania).

Program/Project:	Commonwealth of Massachusetts Home and Community Services Information System (HCSIS)	Date:	03/2006 – 04/2006
Role:	Pilot Manager		

In her role as Pilot Manager, Meghan oversaw the rollout of the HCSIS application to a select region of the state of Massachusetts, which consisted of approximately 700 users

Program/Project:	Commonwealth of Massachusetts Home and Community Services Information System (HCSIS)	Date:	05/2005 – 03/2006
Role:	Track Manager		

As a Track Manager, Meghan led the requirements, general design, and testing phases for three modules within the HCSIS application, two of which were entirely new modules, and one was a transfer from the Pennsylvania HCSIS program.

Program/Project:	Pennsylvania Department of Public Welfare Home and Community Services Information System (HCSIS)	Date:	01/2005 – 04/2005
Role:	Track Lead		

As the Track Lead, Meghan led requirements for the initial planning of the Shared Consumer Initiative. Meghan documented the system's existing functionality as well as the potential options for meeting requirements across multiple program offices.

Program/Project:	State of Delaware Delaware DCIS II, ARMS Initiative	Date:	08/2004 – 01/2005
Role:	Track Manager		

In her role as track manager, Meghan led both the requirements and design phases for the creation of the new application.

Program/Project:	Pennsylvania Department of Public Welfare	Date:	09/2002 – 07/2004
	Home and Community Services Information System (HCSIS)		
Role:	Track Lead		

As the Track Lead, Meghan led the requirements and design phases for redesign of the Incident Management Sub-system.

Program/Project:	State of Michigan	Date:	01/2002 – 08/2002
	Michigan Child Support Enforcement System (MiCSES)		
Role:	Technical Owner		

Meghan served as the Technical Owner on a large-scale technology integration project for a child support enforcement system. The MiCSES system was transferred from another state and redesigned and redeveloped to meet new business needs.

Program/Project:	State of Michigan	Date:	11/2001 – 01/2002
	Michigan Child Support Enforcement System (MiCSES)		
Role:	Functional Owner		

Meghan served as the Functional Owner on a large-scale technology integration project for a child support enforcement system. While working on the Michigan MiCSES project, Meghan completed functional design for an enforcement remedy.

Program/Project:	State of Michigan	Date:	09/2001 – 11/2001
	Michigan Child Support Enforcement System (MiCSES)		
Role:	UAT and Implementation Support Team Member		

In her role as UAT and Implementation Support Team Member, Meghan was one of the five floor team leads for implementation support. Meghan participated in the development of the User Acceptance Testing plans.

Program/Project:	Qwest Communications	Date:	08/2001 – 08/2001
	Qwest Communications Order Entry System		
Role:	Automated Integration Tester		

While working on the Qwest project, Meghan participated in the integration testing of a custom application. Meghan served as the Automated Integration Tester and contributed to the requirements and timeline planning of the application

Program/Project:	Bridgestone/ Firestone	Date:	01/2001 – 07/2001
	SAP Implementation		
Role:	Automated Integration Tester		

In her role as Automated Integration Tester, Meghan assisted in integration testing for a large-scale SAP implementation project.

Arivazhagan Sundarapandian, Application Team Lead

Number of Years with Deloitte:	4 years	Number of Years Serving DPW:	3 years	Similar Experience:	NV, HI, MI, US VI, OH, AR, CA, FL, PA
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	15 years

Managed various SDLC of projects in various environments including, IBM Mainframe, UNISYS Mainframe, Web-based and Client Server architecture for over 14 years. Performed multiple consulting roles including, but not limited to, Project Manager, Functional Manager, Technical Manager, Data Conversion Manager, Deployment Lead, Cutover (Implementation) Lead, Track Lead, Business Process Documentation Lead, Subject Matter Expert and Lead Business Analyst.

Experience in Health and Human Services Program Management	14 years

Specialized in the Public Sector Industry mainly on the State and Local Child Support Enforcement systems and Courts System business processes. Managed State Child Support Enforcement Systems development and maintenance for over fourteen (14) years for various US states and territories like Nevada, Hawaii, Michigan, Virgin Islands, Ohio, Arkansas, California, Florida and Pennsylvania.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	15 years

Managed the system design, modification, development, implementation and operations on various child support enforcement projects for various US states and territories like Nevada, Hawaii, Michigan, Virgin Islands, Ohio, Arkansas, California, Florida and Pennsylvania. Managed the system transfer efforts for the US Virgin Islands child support system from the State of Hawaii child support system.

Education, Qualifications and Training:

- B.S. Computer Science, PSG College of Technology, Bharathiyar University, India, June 1995
- Project Management Professional (PMP), Project Management Institute (PMI), December 2004
- MS Project Server 2003 Training
- Six Sigma Fundamentals Training

Detailed Experience:

Program/Project or Previous Employer:	Bureau of Child Support Enforcement, Commonwealth of Pennsylvania/PACSES	Date	04/2010 – Present
Role:	Track Lead		

As a Track Lead, managing the maintenance and enhancements of the data management team in design and development of federal reports, management reports, ETL strategies and mapping, data modeling, Data profiling and cleansing. In addition to this, managing the maintenance and enhancement activities of the JNet and QUICK Web-based applications. In addition, managing the maintenance and enhancement efforts of Interfaces functions of the PACSES application.

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Program/Project or Previous Employer:	Canadian Medical Association Holdings, Canada/CMAH II	Date	12/2009 – 03/2010
Role:	Manager		

As a Manager, managed the development effort for creating test scripts to perform automation testing. Responsible for test planning, test strategy, script development, unit testing effort for over 350 test scripts. Also, responsible for reviewing the developed test scripts and knowledge transition to the client team.

Program/Project or Previous Employer:	Department of Revenue, Child Support Agency, State of Florida/CAMS	Date	09/2009 – 11/2009
Role:	Manager		

As a Manager, managed the development effort associated with the interactive forms page to collect data from the user, perform validation of the data, generate and store the information along with pre-populated case details as a PDF document in the database. Also, managed the effort in developing a proof of concept to integrate the SAP database to a Web-based portal.

Program/Project or Previous Employer:	Ford Motors, USA/GOtD	Date	06/2009 – 08/2009
Role:	Track Lead		

As a Track Lead, responsible for understanding the current and target state of legacy mainframe based applications impact pertaining to the order to delivery process.

Program/Project or Previous Employer:	Bureau of Child Support Enforcement, Commonwealth of Pennsylvania/PACSES	Date	04/2007 – 05/2009
Role:	Track Lead		

As a Track Lead, managed the data warehouse team in design and development of federal reports, management reports, ETL strategies and mapping, data modeling, Data profiling and cleansing. In addition to this, managed the maintenance and enhancement activities of the webPACSES, JNet and QUICK Web-based applications.

Program/Project or Previous Employer:	Administrative Office of Courts, State of California/CCMS V3	Date	08/2006 – 03/2007
Role:	Deployment Lead		

As a Deployment Lead, managed the deployment efforts, production issue resolution of CCMS V3 Small Claims application for four (4) different court locations in Orange County. Also, led the manual conversion of calendared legacy cases from the old system to the CCMS V3 application.

Program/Project or Previous Employer:	Los Angeles County Child Support Services Department, State of California/CCSAS	Date	03/2005 – 07/2006
Role:	Lead, Functional Expert/Analyst		

Managed the Federal Certification activities like, but not limited to, planning, assigning and managing resources involved in the federal certification activities, status reporting to senior management, and coordinating with various stakeholders at the state level.

Program/Project or Previous Employer:	Office of Child Support Enforcement, State of Arkansas/ARCSIS	**Date**	04/2004 – 02/2005

Role:	Functional/Technical Manager, Business Process Documentation Lead

Managed the activities of requirements gathering from the users and designing a best approach to modify and enhance the system based on user requirements. Managed the preparation of system requirements documents, flowcharts, detailed system design documents and Technical Design documents. Managed different phases of SDLC processes.

Program/Project or Previous Employer:	Child Support Enforcement Agency, State of Ohio/SETS	**Date**	09/2002 – 03/2004

Role:	Functional Manager

Managed the reporting team in activities such as gathering various federal and management reporting requirements, designing and developing as per the requirements. Managed requirements gathering and design phases of a project to find a best approach to fix (correct) the federal findings regarding the PRWORA CERTIFICATION requirements and develop the federally mandated National Medical Support Notice.

Program/Project or Previous Employer:	Child Support Enforcement Agency, US Virgin Islands/CSTARS	**Date**	01/2001 – 08/2002

Role:	Functional Manager, Data Conversion Manager

As a Functional Manager, managed the design and development of federal reporting part of the OCSE-157, OCSE-34 and management reports for various performance measurements. Coordinated the activities for the territory to get federal certification, by preparing the federal certification requirements responses document about the Orders, Title IV-A interface and Enforcement subsystems.

Program/Project or Previous Employer:	Child Support Enforcement Agency, State of Michigan/HVA	**Date**	09/2000 – 12/2000

Role:	Functional Manager/Subject Matter Expert

Managed the requirements gathering effort of the Paternity and Support Establishment subsystems. Interacted with the users and the state business leads, read the policies and requirements document in gathering the requirements and designing the new system.

Program/Project or Previous Employer:	Child Support Enforcement Agency, State of Hawaii/KEIKI	**Date**	06/1997 – 08/2000

Role:	Functional Manager, Data Conversion Manager, Senior Programmer/Business Analyst

Managed Support Order Establishment, Review and Adjustment, Support Order Termination and Enforcement subsystems business processes in producing deliverables such as requirements document, general and detail design document and technical design document

Program/Project or Previous Employer:	Child Support Enforcement Agency, State of Nevada/NOMADS	**Date**	11/1995 – 05/1997

Role:	Programmer

Wrote COBOL and DB2 technical specifications for various subsystem modules.

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John B. White, Project Executive

Current PA DPW EXPERIENCE

Number of Years with Deloitte:	4 years	Number of Years Serving DPW:	4 years	Similar Experience:	OH, IN, MN,MA
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	**18 years**

John has held various information technology roles with increasing responsibility, size, and scope over the last 18 years. He has deep expertise in the design, development, delivery and management of complex private sector and public section information technology systems.

Experience in Health and Human Services Program Management	**10 years**

John has led or advised Child Support Enforcement projects in four states over the last 10 years. He has deep applied knowledge of federal child support enforcement requirements and how states can most effectively operate within those requirements. John has let two states through federal PRWORA certification and implemented systems maintenance and modifications for many federal and state legislation including National Medical Support, Automated Case Closure, County Unclaimed Funds, DRA Distribution, and implementation of 157 and 34a Federal Reports. Most recently, John has lead the PA Child Support Enforcement (PACSES) project, which serves over 4,000 users, supports 67 counties and consists of over 700,000 cases.

John actively participates in the National Child Support Enforcement Associate (NCSEA) as a Co-chair of the Systems Subcommittee and member of the Strategic Planning subcommittee.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**18 years**

As a project manager and project advisor for a number of child support enforcement projects, John has overseen and actively participated in all aspects of the system development life cycle for clients in four states. John has led states through the application technology assessment of the upgrade or replacement of their child support systems. John has led the systems design, transfer, modification, development, and implementation of three states including Ohio, Pennsylvania, and Indiana.

Education, Qualifications and Training:

- Bachelor of Science-Management Information Systems and Marketing /University of Maine/1991
- Project Management Professional – PMP
- Leadership Forum Training
- Anatomy of a Train Wreck – Risk and Quality Management
- Project Management for Success
- Curam Business Application Training – Curam Software Ltd.
- Schedule and Cost Control
- Project Leadership Management and Communications
- Contracting for Project Managers
- Revenue and Cost Recognition for Project Managers
- Object Oriented Analysis and Design
- PowerBuilder Development Certification, Powersoft Foundation Class
- Systems Engineering Development Program, Systems Development Life cycle

Detailed Experience:			
Program/Project:	Commonwealth of Pennsylvania – Department of Public Welfare, Bureau of Child Support Enforcement	**Date**	June 2006 – Present
Role:	Project Manager		

John serves as the Project Manager overseeing all aspects of the delivery of the PACSES project including Application Services and Support, Application Maintenance and Modification, Architecture and Infrastructure, and the Innovations teams. Provides support for contract management and budget management. Conducts vendor management activities and project staff HR issues. Supports project audits and risk reviews and acts as the project point of contact for all PACSES interactions and reporting requirements.

Program/Project:	State of Minnesota – Dept. of Human Services, Bureau of Child Support Enforcement	**Date:**	July 2008 – March 2009
Role:	Project Advisor/Technical Strategy Lead		

John's role was oversight, strategic direction, and technology advisor for the project which included working with key stakeholders to help define their technology direction toward incremental renewal of their Child Support system.

Program/Project:	Commonwealth of Massachusetts – Department of Revenue, Bureau of Child Support	**Date:**	April 2008 – July 2008
Role:	Project Advisor/Technical Strategy Leader		

John's role was oversight, strategic direction, and technology advisor for the project which included working with key stakeholders to help define their technology direction toward incremental renewal of their Child Support system.

Program/Project:	State of Indiana – Family Social Services Agency	**Date:**	June 2006 – September 2006
Role:	Business and Technology Strategy Leader		

John worked within the Child Support Agency to help define operational and system processes to support the software development processes and project management methodology for the Information Technology Division. John assessed the overall software development methodologies of the technology department and defined overall Business Requirements, Project Management, and Software Testing standards and processes.

Program/Project:	State of Maine – Office of the Secretary of State - Voter Registration	**Date:**	January 2006 – June 2006
Role:	Project Director		

John was responsible for the overall project management, development, and implementation of the new Voter Registration System for the Office of the Secretary of State. The project included the customization of a package solution, overall data conversion of over 800 municipalities, training, and implementation of the system.

Program/Project:	State of Ohio Job and Family Services	**Date:**	June 2001 – January 2006
Role:	Project Director		

Managed a sixty million dollar project to design, develop, maintain, and operate the statewide child support system. The Support Enforcement Tracking System has over 900,000 cases, 88 counties, has collected over $1 Billion dollars in child support, and distributes over $1 Million dollars every night in child support payments.

Led a team of one hundred-fifty (150) consultants in the implementation of over twenty (20) software releases to the statewide child support system. Developed and implemented the Risk Management process throughout the Office of Child Support and Management Information Systems.

Successfully helped the State of Ohio avoid $50 Million dollars in Federal sanctions by managing the FSA88 and PRWORA Certification. Led the development of the Federal Certification team to successfully respond and demonstrate the system compliance to the Federal Audit Review team. Directed the successful outcome for the State of Ohio in responding to three Independent Verification and Validation audits by the Federal government.

Program/Project:	Starwood Hotels	Date:	October 1999 June 2001
Role:	Engagement Manager		

Responsible for a forty person technical team, conducted risk management, change management, financial management, communication to senior and client executives, project management and resource allocation. The project included the analysis and re-design, development, and deployment of the six Starwood brand Web sites and the Starwood.com Web site. The project included the analysis and strategy of the backend hotel web booking engine and the front-end integration with major content providers such as America Online (AOL).

Program/Project:	National Basketball Association	Date:	October 1999 – June 2001
Role:	Senior Technical Manager		

John was responsible for the design and development of NBA.com and 29 men's league sites. Managed the development of business and functional requirements, managed the vendor selection for Content Management, Application Server, Hosting, Database Server, Streaming Media, Measurement, and Ad-Serving technologies, and managed the physical architecture for the hosting platform. Provided strategic and technical consulting for the NBA partners; America Online (AOL), Yahoo, and IBM.

Program/Project:	General Motors Corp	Date:	October 1999 – June 2001
Role:	Project Manager		

Managed the migration, design, development, and testing of the Customer Management System for General Motors loyalty, acquisition, and retention marketing programs for the Enterprise Customer Management group. Led a team of fifteen people to migrate the existing in market promotions into the Customer Management System. Developed and managed project timelines, budgets, resource planning, and client management.

Program/Project:	Sybase, Inc.	Date:	February 1998 – October 1999
Role:	Product Architect		

Provided technology and strategic direction for the design and development of the Sybase Warehouse Solution. Collected customer requirements through sales and consulting engagements and develop specifications for Sybase Data Warehouse products. Managed the integration of business and technical metadata within the Sybase Data Warehouse Product Architecture.

Program/Project:	Intellidex System LLC	Date:	February 1996 – July 1996
Role:	Principal		

Principal in a successful start-up focused on providing a leading edge metadata management solution for the Data Warehouse market. Sold the product to fortune 1000 accounts; opened four accounts in the first year.

Program/Project:	KPMG Peat Marwick	Date:	October 1991 – July 1996
Role:	Consultant - Project Lead		

Performed several consulting engagements for KPMG including development activities, data migration and team leadership.

Tim Wiest, Quality Assurance Partner

Number of Years with Deloitte:	24 years	Number of Years Serving DPW:	18 years	Similar Experience:	Delaware, Florida, New Hampshire, Wisconsin
Responsibilities:	See 8.4 for responsibilities by role				

Experience Providing Information Technology Support and Services	28 years

Tim has 28 years of technical service delivery and project management experience, including roles ranging from programmer and application architect to project manager and project director/partner.

Experience in Health and Human Services Program Management	25 years

Tim has over 25 years of experience in large-scale systems design, development and implementation in Health and Human Services. He has extensive project experience in automating public assistance programs including AFDC, TANF, Food Stamps, Foster Care, Medicaid, Energy Assistance, Transitional Child Care, General Relief, General Assistance, JOBS, and other state-specific programs.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	28 years

Tim has experience with mainframe and distributed information systems including the New Hampshire New HEIGHTS Project, Delaware Client Information (DCIS II) Project, and Pennsylvania Child Support Enforcement System (PACSES) Project. Additionally, through the Pennsylvania Child Support Enforcement System (PACSES), Wisconsin Client Assistance for Re-employment and Economic Support (CARES), Florida Online Recipient Integrated Data Access (FLORIDA) projects, Tim has expertise with the design, development, and implementation of welfare systems and internal controls.

Education, Qualifications and Training:

- Bachelor of Science, Computer Science - Indiana University of Pennsylvania, May 1982

Detailed Experience:

Program/Project:	Commonwealth of Pennsylvania, Department of Public Welfare – Pennsylvania Child Support Enforcement System (PACSES)	Date	10/1993 – Present
Role:	Project Director/Partner		

As Project Director/Partner, Tim is responsible for the project's overall client and contract management. This includes maintaining project quality, project resources, project time frames, client relationships and contract management. He oversees the Project Manager and monitors budget control, quality of the deliverables, project staffing, and overall performance of the project team.

Program/Project:	Commonwealth of Pennsylvania, Department of Public Welfare – Medicaid Eligibility Determination Automation (MEDA)	Date:	07/1999 – 12/2006
Role:	Project Director/Partner		

Tim served as the Project Director/Partner responsible for Deloitte's team successfully assisting DPW with validating Medicaid eligibility requirements by conducting joint application design sessions with

policy, CIS and systems staff, creating detailed system design specifications, conducting construction and integration testing, managing systems acceptance testing, supporting pilot and statewide implementation, evaluating the impact on CIS of automating Medicaid eligibility and planning CIS migration activities to support Medicaid automation.

Program/Project:	Commonwealth of Pennsylvania, Department of Public Welfare – Financial Institution Data Match (FIDM)	Date:	05/2000 – 06/2005
Role:	Project Director/Partner		

As the Director/Partner for this project, Tim has responsibility for the project's overall client and contract management.

Program/Project:	Common Pleas Criminal Case Management System Project – Administrative Office of Pennsylvania Courts (AOPC)	Date:	09/2001 – 08/2005
Role:	Quality Assurance Director/Partner		

As the Quality Assurance Director/Partner, Tim has responsibility for the project's overall client and contract management. This includes maintaining project quality, project resources, project time frames, client relationships and contract management. Tim oversaw the project management team, and monitored the budget, quality of the deliverables, project staffing, and overall performance of the project team.

Program/Project:	State of Delaware, Delaware Client Information System (DCIS II)	Date:	12/1995 – 12/2002
Role:	Project Director/Partner		

As the Project Director/Partner, Tim worked extensively with DHSS to implement the DCIS II system. Tim was responsible for maintaining project quality, resources, time frames, and client relationships. Tim managed the day-to-day activities of the project, including application architecture, system design, database and network design, development and quality of the deliverables, project staffing, issue resolution, and tracking performance of each project team. Deloitte was further retained as the maintenance vendor after successful implementation.

Program/Project:	State of Wisconsin, Client Assistance for Re-employment and Economic Support (CARES)	Date:	04/1994 – 12/2006
Role:	Project Director/Partner		

As Project Director/Partner, Tim is responsible for maintaining project quality, resources, time frames, and client relationships. Prior to serving as Project Director/Partner, Tim was the Project Manager for Wisconsin CARES from January 1992 through May 1994 and in that role he managed the day-to-day activities of the project, including project budgets, application architecture, system design, database and network design, development and quality of the deliverables, project staffing, issue resolution, and tracking performance of each project team.

Program/Project:	State of New Hampshire, Department of Health and Human Services – New Heights Project	Date:	10/1996 – 01/2000
Role:	Project Director/Partner		

As Project Director/Partner, Tim was responsible for the project's overall client and contract management. This included maintaining project quality, project resources, project time frames, client relationships and contract management. He oversaw the Project Manager and monitored budget control, technical design, development and quality of the deliverables, project staffing, and overall performance of the project team.

Program/Project:	New Zealand Income Support Service (NZISS)	Date:	10/1992 – 12/1992
Role:	Project Manager		

The Income Support Service provides benefits to over nearly one million clients in New Zealand. This project was commissioned to review the ways in which services were being delivered to clients.

The Deloitte team performed an operational review of the organization from a service delivery perspective. The findings were documented in a final report and presented to the senior management committee. The recommendations addressed each area where improvement was needed. The recommendations were categorized into immediate and long-term change.

Program/Project:	State of Florida, Florida Online Recipient Integrated Data Access (FLORIDA)	Date:	04/1989 – 11/1991
Role:	Project Manager		

Tim was project manager over an application transfer project consisting of three modules: Client Registration, Public Assistance Management Information, and Child Support Enforcement. The Client Registration and Public Assistance Management Information modules were transferred from the Ohio CRIS-E system, Ohio's IV-A system. The Child Support Enforcement module was transferred from the Support Enforcement Tracking System of Prince Georges County, Maryland.

Program/Project:	State of Ohio, Client Registry Information System – Enhanced (CRIS-E)	Date:	12/1986 – 03/1989
Role:	Senior Consultant		

Tim served as a senior consultant on this project responsible for managing a team of developers implement eligibility functions of the system

Program/Project:	Commonwealth of Pennsylvania, Department of Public Welfare	Date:	12/1984 – 11/1986
Role:	Systems Analyst		

Tim made major contributions to this online system project which integrated Pennsylvania's Cash Assistance, Medical Assistance, and Food Stamps programs into a single, comprehensive system supported by a common database structure. He supervised the transaction processing activities through the following phases: unit testing, system/acceptance testing, parallel testing, pilot site implementation, and statewide system implementation. Tim served as technical liaison between the systems and user staffs for online inquiry/update processes and introduced structured design methodologies and concepts. He also assisted with the batch Cash, Medical, and Food Stamp Issuance subsystems.

Jeff Zahorchak

Current PA DPW EXPERIENCE

Number of Years with Deloitte:	5 years	Number of Years Serving DPW:	5 years	Similar Experience:	PA

Responsibilities:	See 8.4 for responsibilities by role

Experience Providing Information Technology Support and Services	7 years

Jeff is a technology and business transformation consultant with significant experience in service oriented architecture (SOA), n-Tier application design and development, Windows, Linux and UNIX system administration, software engineering. He has significant project experience in implementing line of business applications using webMethods, Oracle, Microsoft .NET, WCF, and web services. Significant development experience in VB.NET, C#, PHP, SQL, Java/J2EE, BizTalk and webMethods Flow development and solutions architecture.

Experience in Health and Human Services Program Management	5 years

Jeff has provided support to the Commonwealth of Pennsylvania's DPW in supporting complex IT projects, including Eligibility Determination, Cash, SNAP, and TANF benefit distribution, Medicaid, Child Care management and Child Support Enforcement. His experience in requirements management, technical design and implementation draws from his experience in helping clients to achieve positive business outcomes in these areas.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	5 years

Jeff has provided 5 years of coordination between members of multiple project teams and DPW/BIS client staff. He has supported over 40 DPW initiatives in gathering technical and business requirements, providing architectural guidance to developers, leading design sessions and developing/troubleshooting technical issues within a complex, multi-application environment. In his tenure as part of DPW's Middleware team, Jeff has supported the department in implementing multiple enterprise services, including Correspondence, Notifications, Provider Search, and Application Submission/Routing.

Education, Qualifications and Training:

- Bachelor of Science, Management Information Systems, Penn State University, State College, PA, 2005
- ITIL Foundation Training, Deloitte, December 2009
- webMethods Fabric Architecture, webMethods, inc., August, 2005

Detailed Experience:			
Program/Project:	DPW IT Shared Services	**Date**	09/2008 – Present
Role:	Middleware/SOA Architect		

Coordinated the successful development, deployment and maintenance of services and interfaces supporting nine project teams with a single client IT/Technical services staff. Developed proof of concepts and functional code to support cross system communication including Mainframe/Open Systems and webMethods. Coordinated and supported deployment of application, middleware and database code into test and production environments. Supported DPW and application teams in the adoption of Service Oriented Architecture, the evolution of COM+ to .NET technology, and multiple technical environment upgrades.

Program/Project:	DPW IT Shared Services	**Date:**	08/2006 – 09/2008
Role:	Operations Lead		

Supported DPW in maintaining test and production batch schedules in the OpCon XPS scheduler to support the execution of over 900 batch processes each night. Coordinated, scheduled and executed load and stress testing for 9 project teams using HP LoadRunner. Prepared quarterly capacity plans and analyzed system, disk and database consumption Assisted in the development and deployment of middleware interfaces using webMethods and OpenTI. Performed analysis of system capacity and performance.

Program/Project:	DPW IT Shared Services	**Date:**	09/2005 – 08/2006
Role:	Configuration Management Staff		

Supported DPW/BIS in configuring, migrating, installing and coordinating deployments of software releases into the test and production environments. Coordinated the setup of file transfers, interfaces and page level security. Performed quality assurance functions, including difference reports, code QA and submission of Application Implementation Request (AIR) forms to DPW. Performed capacity planning, including transaction volumes, disk consumption, and analysis of anticipated growth due to new initiatives and business cycles.

8.5.3 Proposed Staff

PA_DPW-122c_6

| **II** | **Page II-6** | **RFP Reference: II-5. Personnel** |

Include the number of executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc., who will be engaged in the work…. include the employee's name and, through a resume or similar document, the Project personnel's education and experience in **providing information technology support and services**. Indicate the responsibilities each individual will have in this Project and how long each has been with your company

This section includes resumes for our **Proposed Staff**, which describes individuals whom we have included in the delivery for this project.
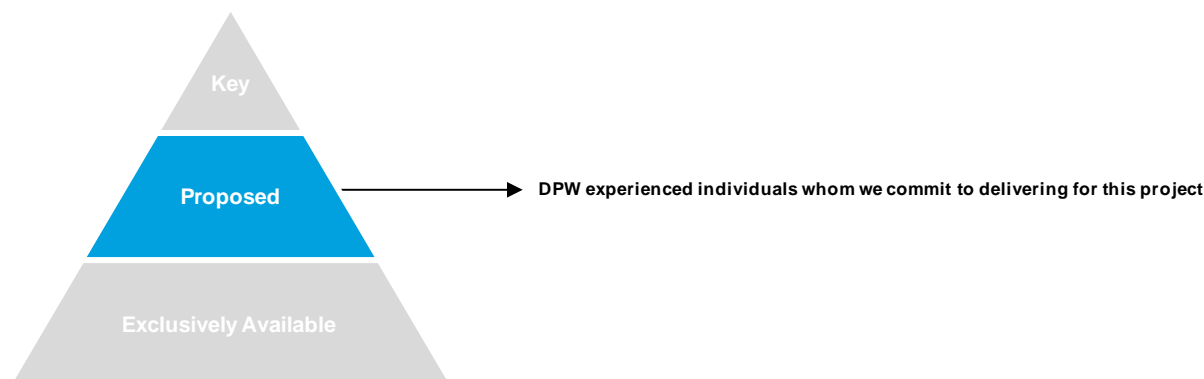
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Figure 8.5-12. Proposed Staff.

Our Proposed Staff are individuals who know DPW and lead system development activities on a daily basis.

Proposed Staff	**Project**		**Proposed Roll**
Agarwala, Aasheesh	iCIS		Application Team Lead
Ahmed, Anna	PELICAN		Sr. Developer/Analyst
Augustine, Sinoj	iCIS		Sr. Developer/Analyst
Bagkar, Rahul Rajanikant	iCIS		Sr. Developer/Analyst
Baker, Tracy Lynn	iCIS		Project Control Analyst
Bannon, Craig	iCIS		Sr. Developer/Analyst
Bathini, Ramesh	PACSES		Application Developer
Bhatti, Amjad	iCIS		Application Team Lead
Bommisetty, Swarna	PACSES		Sr. Developer/Analyst

Proposed Staff	Project		Proposed Roll
Brohi, Husam Ali	DTSS/ITSS		Security Specialist
Burgess, Jonathan N	HCSIS		Implementation Specialist
Cannon, Thomas	PACSES		Application Developer
Chandanshive, Vishwar	CW		Sr. Developer/Analyst
Chengalvarayan, Hariharan	DTSS/ITSS		Systems Configuration Specialists
Collins, James	iCIS		Application Developer
D'agostino, Deanna Lynn	PMO		Project Control Analyst
Dalal, Prerana	CW		Application Team Lead
Das, Jyotish	iCIS		Application Developer
Dasi, Kranthi	iCIS		Application Developer
Deimler, Mary Jean	iCIS		Sr. Developer/Analyst
Devlin, Rob	DTSS/ITSS		Software Quality Assurance Specialist
Dhuri, Vivek	PACSES		Application Developer
DiLeonardo, Alex	PELICAN		Sr. Developer/Analyst
Diniglio, Rocco	PELICAN		Sr. Developer/Analyst
Doraiswamy, Mukundan	DTSS/ITSS		Chief Database Architect
Evans, Peter J.	HCSIS		Sr. Developer/Analyst
Fisher, Jeff	DTSS/ITSS		Sr. Developers Legacy
Gnanadesikan, Prashanth	iCIS		Sr. Developer/Analyst
Gumbel, Laura	iCIS		Sr. Developer/Analyst
Gupta, Ajay	iCIS		Sr. Developer/Analyst
Gupta, Prachi	HCSIS		Sr. Developer/Analyst
Hughes, Lauren	PACSES		Sr. Developer/Analyst
Illuru, Praveen Kumar	DTSS/ITSS		Security Specialist
Inturi, Chandra	PACSES		Application Developer
Jadcherla, Chaitanya	DTSS/ITSS		Sr. Application Developers
James, Dennis	iCIS		Application Developer
Jenison, Brian	PMO		Project Administrator
Kamat, Sanket	iCIS		Sr. Developer/Analyst
Kanade, Subodh L	iCIS		Sr. Developer/Analyst
Kannekanti, Ramesh	iCIS		Sr. Developer/Analyst
Karchner, Benjamin	PACSES		Sr. Developer/Analyst
Kesavan, Vinod K	DTSS/ITSS		Systems Architects

Proposed Staff	Project		Proposed Roll
Knoetgen, Bonnie Mossor	PELICAN		Project Control Analyst
Kolandra, Prakash	PACSES		Application Developer
Kotaru, Ram Arvind	iCIS		Sr. Developer/Analyst
Krahulec, James Thomas	PELICAN		Application Team Lead
Kramer, Brad	PELICAN		Implementation Specialist
Kul, Rishi	DTSS/ITSS		Security Specialist
Kumar, Gopa	iCIS		Sr. Developer/Analyst
Madamanchi, Manoj	PACSES		Application Developer
Mandalia, Shashin	iCIS		Sr. Developer/Analyst
Matthews, Courtney	iCIS		Application Developer
Maurer, Andy Nathan	HCSIS		Sr. Developer/Analyst
McHenry, Doug	iCIS		Sr. Developer/Analyst
Meyer, Cheryl Ann	PELICAN		Application Adoption Lead
Mithepathi, Kamesh	HCSIS		Sr. Developer/Analyst
Nachiappan, Venkatachalam	DTSS/ITSS		Sr. Application Developers
Nagarajnam, Lekha	PACSES		Sr. Developer/Analyst
Newell, Ken	iCIS		Application Developer
Nguyen, Paul Khoa D	HCSIS		Sr. Developer/Analyst
O'Brien, Corey	PACSES		Application Developer
Orbin, Matthew Douglas	DTSS/ITSS		Systems Configuration Specialists
Panda, Alok Kumar	DTSS/ITSS		Security Specialist
Pant, Anoop	HCSIS		Application Team Lead
Panthulu, Pradeep	iCIS		Sr. Developer/Analyst
Pasha, Sunnah	DTSS/ITSS		Sr. Application Developers
Pattu, Saravanan	CW		Application Developer
Pegg, Diana Beth	PMO		PMO Team Member
Peng, Monica E.	PMO		PMO Team Member
Peter, Sunil	CW		Sr. Developer/Analyst
Pierce, John	PACSES		Application Developer
Rao, Satheesh	HCSIS		Application Team Lead
Repaka, Krishnaprasad	PACSES		Application Developer
Satyanarayana, Nisha	PELICAN		Implementation Specialist

Proposed Staff	Project		Proposed Roll
Schultz, Jordan Robert	HCSIS		Sr. Developer/Analyst
Seelam, Ravi	CW		Application Developer
Segal, Jeffrey David	HCSIS		Sr. Developer/Analyst
Seich, Kristen Leigh	PELICAN		Implementation Specialist
Seshan, Prabakaran	iCIS		Sr. Developer/Analyst
Shah, Chintan Nayaneshbhai	PELICAN		Sr. Developer/Analyst
Shahid Raza	CW - Deliverable		Application Team Lead
Sivashanmugam, Saran	iCIS		Sr. Developer/Analyst
SmithMyer, Kellie	PELICAN		Application Team Lead
Sokerov, Stefan Hristov	DTSS/ITSS		ITSS and DTSS Team Member
Sontyana, Baba	PELICAN		Application Team Lead
Srivastava, Praveen	DTSS/ITSS		Security Specialist
Sunil, Peter	N/A		Sr. Developer/Analyst
Terrace, Tony	PELICAN		Application Developer
Vanga, Prasad	iCIS		Sr. Developer/Analyst
Varshney, Anurag	PELICAN		Sr. Developer/Analyst
Walker, Robert Irvine	PELICAN		Application Team Lead
Wells, Kayla	PACSES		Project Control Analyst
Wheeler, James	PACSES		Application Developer
White, Kenneth	iCIS		Sr. Developer/Analyst
Whitman, Donna	CW - Deliverable		Portfolio Coordinator
Yadav, Sandeep	CW		Application Developer
Zarapkar, Rohan Jairam	iCIS		Sr. Developer/Analyst

Figure 8.5-13. Proposed Staff.

Aasheesh Agarwala, Track Lead

# of years DPW Experience	8	# of years with the following DPW system:	CIS (8 years)	# of years IT experience	13

DPW Experience Summary:

Aasheesh has eight years of experience in IT consulting for DPW Client information system (CIS). During this time, he worked in different roles including managing /leading teams for DPW initiatives and maintenance support, acting as a subject matter expert and programmer/analyst. His functional expertise includes case processing, Authorization, Managed care, TPL and client notices, and he has a good working knowledge of eligibility systems.

Prior Experience Summary:

Aasheesh has over thirteen years of experience in software consulting in the areas of Public Welfare, Child Support, and Airline Inventory Management, mainly involving team management and project co-ordination activities, software design and development. His experience further includes supply chain management consulting for service parts industry, and e-marketplaces.

Education Background:

Bachelor of Engineering in Electronics, Birla Engineering College, India, 09/1994

Master of Business Administration, University of Arizona; Tucson, Arizona, 05/2001

Detailed Experience:

Program/Project:	IT consulting for Client Information Systems (CIS) project at the Department of Public Welfare, Commonwealth of Pennsylvania, Harrisburg, PA.	Date	07/2006 – Present
Role:	Team Lead		

Responsible for:

- Leading analysis, design, development and implementation of three critical modules that authorize benefits to clients, determine what kind of correspondence notices need to be sent and determine the appropriate managed care plan for the clients
- Managing the technical team consisting of mainframe and .Net developers, and resolving issues with the client. Acted as a functional liaison in transforming the business processes from legacy to .Net platform
- Managing/Leading application entry and case processing team in mainframe for various enhancements and initiatives
- Leading two key initiatives from requirements to Deployment – CIS interface with Comprehensive Workforce Development System (CWDS) and Money Follows the Person (MFP)
- Applying Public Sector and Health and Human Services experience with domain knowledge in robust application processing for Food Stamps, Temporary Assistance for Needy Families (TANF), Medical Assistance, and Long Term Care eligibility determination

Program/Project:	IT consulting for Client Information Systems (CIS) project for MEDA initiative at the Department of Public Welfare, Commonwealth of Pennsylvania, Harrisburg, PA	Date:	05/2003 – 06/2006; 02/2002 – 08/2002
Role:	Subsystem Lead/Analyst Programmer		

Responsible for:

- Prioritizing issues, delegating tasks to team members, and providing technical consulting in resolving these issues
- Coordinating sub-system activities and leading teams for various project tasks including impact analysis, testing and quality assurance initiatives
- Design and analysis of different functional issues undertaken to modify the medical assistance eligibility
- Transaction Volume Analysis to assess the mainframe capacity before statewide implementation
- Leading the team for software packaging of various maintenance releases
- Software design and development of Cash/Food Stamps eligibility and benefit calculation system using COBOL and DMS on Unisys 2200 machines to meet the requirements of new functionality

Program/Project:	Commonwealth of Massachusetts Enforcement and Tracking System (COMETS) at Department of Revenue, Boston, MA	Date:	09/2002 – 04/2003
Role:	Consultant		

Responsible for:

- Design and development of programming specifications for the child support enforcement system according to new guidelines
- Modeling of business processes for the redesigned financial system

Program/Project:	I2 Technologies Supply chain Management	Date:	05/2001 – 01/2002
Role:	Consultant		

- Responsible for modeling clients' functional requirements to provide customized product solutions
- Recommending technical architecture solution to Southwest airlines that involved integration of both proprietary and third-party components
- Devising test cases for Bid and Auction module of myaircraft.com business to business (B2B) e-marketplace

Program/Project:	Offsite Y2k enhancement support for Texas Department of Human Services	Date:	11/1998 – 07/1999
Role:	Module Lead		

- Responsible for leading one logical unit of software upgrade
- Analysis of programs, recommending solutions to the client, and finally delegating work to the team. Over the duration of project, the work demanded continuous communication with the client

Program/Project:	Offshore Support and Development for Northwest Airlines at Tata Infotech Ltd., NEPZ, India	**Date:**	06/1997 – 10/1998
Role:	Module Lead		

- Responsible for the delegation of work consisting of code changes and developing new functionality. It involved communicating with the Northwest supervisor for the work-related queries
- Analysis of code changes and modification of source code according to design. The modifications involved changing DPS screens and transaction programs
- Testing of the modified or new code as per specifications provided by the customer. It involved preparing absolutes, creating change control forms (CCFs)
- Providing status report to on-site coordinator

Program/Project:	Support and development of the inventory system at QANTAS Information Technology, Melbourne, Australia	**Date:**	05/1995 – 06/1997
Role:	Programmer Analyst/Module Lead		

- Responsible for Analysis and development of series of critical batch programs, which perform the function of updating SUPPLY database daily
- Immediate software bugs fixing for production issues
- Development of new TIP transactions using DPS, COBOL, TIP, DMS on Unisys 2200 machines
- An interface between EMCOST (financial application on IBM 3090) and SUPPLY (on Unisys 2200) was implemented using LU6.2 protocol. As a member of the team, I wrote various COBOL/DMS batch and transaction programs (with DPS screens) that uses SNAPPC Packets and Calls
- Communicating with the Qantas IT Supervisors to confirm that work is meeting the specified requirements
- Imparting training related with Qantas Inventory System to the new members of offshore team

Anna Ahmed, Analyst – PELICAN Keys to Quality

# of years DPW Experience	1 years	# of years with the following DPW system:	PELICAN – 1	# of years IT experience	1 years

DPW Experience Summary:

As an analyst on the PELICAN Keys to Quality project Anna has been able to participate in several components of the System Development Life cycle. Starting with requirements gathering, through General System Design (GSD), Detailed System Design (DSD) phase, Scenario Writing and Development, Anna has been responsible for key sections of the deliverables at each stage of the project. Anna has participated in Client meetings, delivered presentations and has been in charge of several Client communications. The project includes maintenance of an earlier release, and in this capacity Anna has been responsible for tracking and researching several Program Change Requests (PCR's) for updates and modifications to the existing system.

Prior Experience Summary:

As an intern on the Allegheny County KIDS project, Anna was a part of the training and implementation team. Her main role was to develop a template to track training evaluation metrics and build training decks. Anna was also responsible for a monthly newsletter, giving project status reports to the Client. In addition to this, Anna aided other Deloitte consultants in writing the User Guide for the application, thereby gaining in-depth knowledge of the application built for the Client.

Education Background:

- BS in Biological Sciences with a minor in Business Administration, Carnegie Mellon University, 2009

Qualifications:

- N/A

Relevant Training:

- IBM Rational Suite(October 2nd-10th 2010), Adobe LiveCycle (November 24th-30th 2010)

Detailed Experience:

Program/Project:	PELICAN Keys to Quality	Date	11/2009 – Present
Role:	Analyst		

Responsible for key deliverables at each stage of the SDLC. Worked with Clients to gather requirements, through GSD sessions, scenario writing and testing. Supervised developers through the development phase of the project. Tracked PCR's through ATS and researched Client issues.

Program/Project:	Allegheny County	Date:	06/2008 – 08/2008
Role:	Intern		

Worked on Training and Implementation team to build a deck to track training metrics, write the user guide and build training decks

Sinoj Augustine, Senior Programmer/Analyst

# of years DPW Experience	8 years	# of years with the following DPW system:	CIS – 7 Years PACSES – 1 Year	# of years IT experience	12 years

DPW Experience Summary:

Sinoj has worked on analysis, design, development, testing, documentation, quality assurance and production support for the DPW systems including iCIS/MEDA (Integrated Client Information System with Medicaid Eligibility Determination & Automation system) which determines benefits for CASH, SNAP and Medical Assistance and PACSES (Child Support Enforcement System). He also has expertise in Unisys Mainframe software and tools.

Prior Experience Summary:

Sinoj has worked on research of change controls to develop design requirements, completed incident and change control software changes, developed/executed and maintained unit test scripts, documented change control and incident resolution, performed QA on other team members' work, developed/executed and maintained system test scripts, and provided non-production and production support for different projects in the child care, insurance and banking industries.

Education Background:

Bachelor's in Engineering (Electronics & Communication). University of Mangalore, India, (1993-1997).

Qualifications:

- IBM Mainframe Certification from Integral Microtek, Kerala, India.
- Microsoft Certified Professional in Visual Basic (MCP ID: 1364542).
- Brain bench Certification In HTML And ASP (Transcript ID: 1517289).
- Microsoft.Net Certification (Exam 070-305, Candidate ID: SR3291628).
- Expertise in Unisys 2200, IBM S/390,MVS/ESA, OS/390, COBOL 85,COBOL 370, ECL, IQU, QED, TIP, DPS, JCL, CICS, DB2, VSAM, TSO/ISPF, SQL, PL/SQL, RDMS, DMS, DB2, SQL Server, MS Access VB, C, HTML, ASP, MS Office, MS Project, Auto Hotkey, ASP.Net.

Relevant Training:

- Unisys Mainframe Training from United Healthcare, Minneapolis, MN, (07/2000)
- IBM Mainframe Training from Tata Consultancy Services, Bangalore, India. (06/1998)

Detailed Experience:

Program/Project:	iCIS/MEDA, DPW Pennsylvania	Date	12/2003 – Present
Role:	Senior Programmer/Analyst		

- Designed and created Program Specs from the defined requirements and rules.
- Designed and developed programs for online screens.
- Developed the code for the online transactions and screens based on the requirements using ACOB or UCOB,TIP, DPS and DMS 2200 (CDML).
- Completed unit testing in the development and integration environments.
- Involved in preparing defect management reports for the programs.
- Involved in creating test scenarios and reviewing test results.
- Created Auto Hotkey scripts for automated scenario Testing.
- Created various inquiry/update IQU scripts for data fixes.
- Currently involved in production support, data fixes and enhancement initiatives for iCIS project.

Program/Project:	CIS/AP, DPW Pennsylvania	**Date:**	03/2003 – 12/2003
Role:	Senior Programmer/Analyst		

- Responsible for analyzing the system to create different rules to identify duplicate recipients.
- Designed and created program specifications or the different rules.
- Developing different programs using COBOL, ECL, DMS, IQU and CDML. Created different reports of duplicate recipients, developed and executed unit test scripts, performing QA on own work and other team members' work, and developed and executed system test scripts.

Program/Project:	PACSES, DPW Pennsylvania	**Date:**	03/2002 – 02/2003
Role:	Programmer/Analyst		

- Responsible for researching of incidents to determine incident resolution and researching all change controls to develop requirements.
- Completed incident and change control programming changes.
- Developed, executed and maintained unit test scripts.
- Performed QA on own work and other team members' work.
- Developed, executed and maintained system test scripts.
- Non-production and production batch support.
- Member of Interface module.

Program/Project:	PSS Process improvement Project, United HealthCare, Minneapolis, MN.	**Date:**	02/2001 – 02/2002
Role:	Programmer/Analyst		

- Responsible for preparation of work plan and assigning work to team members
- Involved in analysis, functional design and writing program specifications
- Developed COBOL programs to extract data from RDMS database
- Transferred extracted data from mainframe to Sybase database
- Prepared ECL jobs for FTPying output files to UNIX system
- Created test plan
- Unit testing and system testing of batch programs
- Preparing documentation for the new programs

Program/Project:	COSMOS 2000 Project, United HealthCare, Minneapolis, MN.	**Date:**	06/2000 – 01/2001
Role:	Programmer/Analyst		

- Responsible for designing new screens for the new systems, preparing shells for all new programs
- Involved in design and development of online programs using COBOL and coded HIPAA compliant modules to submit EDI claims and Unit and System Testing of the COBOL programs
- Prepared and executed test cases using Test Director
- Added new data structures

Program/Project:	Amex ODC Cobol-370 migration, American Express Bank	**Date:**	07/1999 – 05/2000
Role:	Programmer/Analyst		

- Responsible for preparation of work plan and assigning work to team members and status reporting, conversion of OS/VS COBOL programs to achieve COBOL 370 compliance
- Compilation of programs using Cobol 370 compiler and correcting error
- Preparation of system test plans
- System testing of online and batch modules
- Involved in the quality analysis and preparing all QA reports and confirming quality of migration by doing all QA process before delivering the code

Program/Project:	Amex ODC Y2K, American Express Bank	**Date:**	05/1998 – 06/1999
Role:	Programmer/Analyst		

- Responsible for analysis of the non-compliance usage of date fields
- JCL and DBD analysis
- Conversion of impacted programs to achieve Y2K compliance
- Unit testing of Batch, IMS & CICS programs
- Prepared system test plans
- System testing of individual modules including date rolling of files and databases
- CMMi documentation

Rahul R. Bagkar, DPW – iCIS, CIS Technical Lead

# of years DPW Experience	7 years	# of years with the following DPW system:	iCIS – 7 years	# of years IT experience	10 years

DPW Experience Summary:

Rahul has worked with DPW on two major projects. CIS – MEDA and ICIS – Phase IV-B. He has been extensively involved in development of business applications and production support using Mainframe technology. Along with this, Rahul possesses excellent problem solving and communication skills. He also has multitasking capability and the ability to handle other responsibilities along with project work.

Prior Experience Summary:

Worked with Syntel for American Express

Education Background:

- Post Graduation Diploma in Business Management (Systems), Govt. of Maharashtra, Sydenham Institute of Management Studies – 2000
- Bachelor of Engineering (Electronics), University of Mumbai, India – 1998

Qualifications:

- HHS 101 – Introduction to US Health and Human Services Programs

Relevant Training:

- Mainframe technology
- Overview of CMMi and playbook
- DPW/PID CMMi workshop pretest
- CMMI L3: Blazing the Trail for process excellence
- Brightline Compliance – Preventing Workplace Harassment

Detailed Experience:

Program/Project:	Incremental Renewal Phase IV B	Date	12/2008 – Present
Role:	Sr. Analyst/Developer		

- Understand the business and new requirements
- -Analyze the existing functionality of the system
- Extract the business rules for refresh and commit data
- Extract the AE program logic to design the .NET components of sub-system by giving best possible solution
- Prepare design documents/specifications
- Create Data dictionaries and Logical Data models
- Data mapping for all the database fields as well as screen fields
- Documentation of code logic, rules, error/trap messages
- Develop mainframe services to send and receive data from open system
- Unit testing of developed mainframe services
- Migration co-ordination

Program/Project:	iCIS Maintenance - CIS	**Date:**	03/2008 – 12/2008
Role:	Subsystem Lead		

- Understand business functionality
- Analyze the existing functionality of the system
- Designing of components of sub-system by giving best possible solution
- Prepare design documents/specifications
  Tasks and resources planning
- Unit/integration testing of the codes
- Documentation of codes and sub systems
- Implementation support – Problem resolution, data fix
- Test script preparation for production software validation
- Application services – Software migration activities

Program/Project:	CIS – MEDA	**Date:**	02/2004 – 03/2008
Role:	Subsystem Lead		

- Understand the business requirements
- Analyze the existing functionality of the system
- Designing of components of sub-system by giving best possible solution
- Prepare design documents/specifications
- Tasks and resources planning
- Unit/integration testing of the codes
- Documentation of codes and sub systems
- Implementation support – Problem resolution, data fix
- Test script preparation for production software validation
- Application services – Software migration activities

Program/Project:	Kaiser Permanente – Billing Capture	**Date:**	10/2003 – 11/2003
Role:	Sr. Analyst		

- Understand business and system knowledge
- Analyze the code
- Extract the business functionality/rules
- Documentation of extracted business rules
- Consolidation of extracted rules to make the functional specification

Program/Project:	Fidelity Investments	**Date:**	07/2003 – 10/2003
Role:	Sr. Developer		

- Involved in understanding of existing system in IDMS
- Involved in writing functional and technical specifications for the programs
- Involved in coding and testing of new programs in COBOL/DB2
- Involved in reviewing of test results of programs.

Program/Project:	The State of Washington – Department of Licensing, USA	Date:	05/2003 – 07/2003
Role:	Sr. Developer		

- Involved in impact analysis, documentation
- Involved in documentation of programs for the batch jobs
- Create normalized data model
- Create mapping rules for the target database
- Involved in testing

Program/Project:	American Express – CRS Production Support	Date:	05/2001 – 05/2003
Role:	Team Lead		

- Understanding the business and markets
- Production support for USCRS, I/ECRS, PCR and CARP queues
- Provide business with permanent fixes and solutions
- Abend (Abnormal End) resolutions, PRC/SSR/CMR creation
- Changeman package creation
- Repository updating for jobs and their contact information
- Documentation of abend resolution and permanent fixes
- Technical guidance to the team
- Scheduling and allocation of the tasks to team members
- Timely updates/feedback to Project Manager
- Quality coordinator, DP coordinator and SQA Representative
- Preparation of Quality reports and metrics for onsite

Program/Project:	Syntel Information System	Date:	02/2001 – 05/2001
Role:	Team Lead		

- Technical guidance to the team
- Understanding the BSAR and DSAR of the Workgroups
- Analysis of the BSAR and DSAR of the Workgroups
- Preparation of BSAR – DSAR Discrepancy Report and DSAR Discrepancy Report
- Running the jobs for Validation Process
- Analyzing the results obtained from Validation Process and preparing the reports of the process

Program/Project:	American Express – Euro Conversion	Date:	05/2000 – 02/2001
Role:	Developer		

- Provide technical guidance to the team
- Understanding the BSAR and DSAR of the Workgroups
- Analysis of the BSAR and DSAR of the Workgroups
- Preparation of BSAR – DSAR Discrepancy Report and DSAR Discrepancy Report
- Running the jobs for Validation Process
- Analyzing the results obtained from Validation Process and preparing the reports of the process

Craig Bannon, Analyst/Developer

# of years DPW Experience	7 years	# of years with the following DPW system:	7 years w/ Unisys Mainframe (iCIS)	# of years IT experience	18 years

DPW Experience Summary:

Craig is the lead analyst for following DPW Batch processes: Batch Client Notices, Auto SSI, Auto DAC, and Batch Closing.

His responsibilities include:

- Analyzing, writing and testing COBOL programs and IQU programs on UNISYS mainframe using DMS II to support the Department of Welfare
- Creating and maintaining job streams using Executive Control Language (ECL)
- Redesigned and rewrote batch programs that created notices for welfare recipients
- Successfully changed output files to sort and merge by case number to improve efficiency in mailroom for delivery of welfare notices as part of Phase I – Pitney Bowes Project
- Member of MEDA Project team responsible for automating the eligibility determination process for Medicaid applicants
- Selected as Project Lead on Pitney Bowes Phase II project

Prior Experience Summary:

- Analyzed, wrote, tested, and maintained COBOL programs and IQU programs on a UNISYS A-Series and 2200 Series Mainframes using DPS, DMS, and RDMS
- Managed projects for Y2K compliance
- Estimated project cost quotes for customers
- Provided 24 hour technical support for Operations/Users (on site and on call duties)
- Traveled to off-site plant to train users and provided technical support for a plant conversion to different Production System
- Documented programs for reference
- Coordinated run schedules and procedures with Operations
- Helped users with report and special program requests
- Assisted in installation of software on Personal Computers

Education Background:

- Bachelor of Science, Human Resource Management, Juniata College; Huntingdon, PA
- Diploma, Computer Programming, National Education Center, Thompson Institute Campus; Harrisburg, PA

Detailed Experience:

Program/Project:	DPW/Deloitte	Date	01/2003 – Present
Role:	Analyst/Developer		

- Lead analyst for following DPW Batch processes: Batch Client Notices, Auto SSI, Auto DAC, and Batch Closing
- Analyze, write and test COBOL programs and IQU programs on UNISYS mainframe using DMS II to support the Department of Welfare
- Create and maintain job streams using Executive Control Language (ECL)

Program/Project:	EUR Data Center	**Date:**	12/1996 – 01/2003
Role:	Systems Analyst/Programmer		

Systems Analyst

- Analyzed, tested, and maintained COBOL programs on a UNISYS A-Series Mainframe
- Managed projects for Y2K compliance
- Estimated cost quotes for customers
- Provided customer support for Operations/Users

Programmer

- Wrote, tested, and maintained COBOL programs for UNISYS online group

Program/Project:	Masland Industries	**Date:**	08/1994 – 12/1996
Role:	Analyst/Programmer		

Programmer/Analyst

- Analyzed, wrote, tested, and maintained programs on a UNISYS 2200 Series Mainframe. Programs were written in COBOL using DPS, DMS and RDMS
- Provided technical support for Operations Analyst/Users
- Participated in rotation as on-call programmer for off-hours
- Trained users and provided technical support for conversion to new online System

Program/Project:	Harris Savings Bank	**Date:**	12/1992 – 08/1994
Role:	Programmer		

Programmer

- Analyzed, wrote, and tested COBOL programs on a UNISYS A-11 Mainframe
- Informed operations of run schedule and procedures
- Helped users with report and special program requests
- Assisted in installation of software on Personal Computers

Ramesh Bathini

# of years DPW Experience	12 Years	# of years with the following DPW system:	PACSES	# of years IT experience	15 Years

DPW Experience Summary:

Ramesh is an application developer with over 15 years of experience in analysis, design, development, coding and testing in a UNISYS 2200/400, CLEARPATH and DORADO mainframe and Client/Server environment. Ramesh has over 12 years of experience in Child Support Enforcement system with the specialized expertise on Pennsylvania Child Support Enforcement System (PACSES) and also has experience with the original New Hampshire Child Support System from which PACSES was transferred. Ramesh also has experience supporting both mainframe and open systems applications. Ramesh has over 10 years experience supporting the PACSES Application nightly batch processing.

Prior Experience Summary:

In addition to his experience with the Child Support Enforcement system, Ramesh has over 15 years of experience developing COBOL and .NET applications for other states including Texas, Massachusetts and New Hampshire.

Education Background:

- Master of Technology, Indian Institute of Technology, New Delhi, India, November 1996
- Bachelor of Technology, Jawaharlal Nehru Technological University, Hyderabad, India, April 1995

Relevant Training:

- VB.Net Certificate Course, Harrisburg Area Community College, September 2003
- Unisys Training Certificate courses on ECL, IPF, TIP, DPS, FORMGN, and SSG, August 1998

Detailed Experience:

Program/Project:	Pennsylvania Automated Child Support Enforcement System (PACSES)	Date	07/1999 – Present
Role:	Senior Programmer		

Ramesh has over 12 years experience developing, testing and implementing system applications for the PACSES project. Ramesh has had the following responsibilities on the PACSES project:

- Led detailed system design, development and testing of several PACSES mainframe work orders, such as Automated Case Closure, NOTE, Docket History, RDMS tables conversion, Security System, Name Search and Name Match
- Led detailed system design, development and testing of the PACSES open systems .NET application Paternity Tracking System (PTS)
- Supports PACSES Mainframe batch support for more than 10 years
- Maintains complete functional knowledge of the PACSES Case Initiation, Case Management, and Reporting, Interfaces, Paternity Tracking Systems, and having full exposure to the financial sub systems
- Maintains thorough understanding of Form and GAM subsystems
- Analysis and review of the conversion of DMS1100 tables into RDMS2200
- Maintains support of the support layer database IO modules
- Interacts with SME's in answering all case management, paternity tracking system, and IV-D/IV-A interface application questions

- Expertise with Session table handling, GAM and FORM processing
- Supports open systems development of .Net Framework upgrade, language conversion, ADA Compliance, SSRS Reports upgrades for the Paternity Tracking System

Has excellent understanding of COBOL, RDMS 2200, and DMS 1100, SSG, ECL, .NET,PL/SQL, HVTIP, QED, MFD, PMD, IPF, FAC, CFD, LOUIS, IQU, IPF SQL, DPS, CULL, AVAIL, SIMAN, SAM FORTRAN, C, C++

Program/Project:	Texas Department of Human Services (TDHS)	Date:	05/1998 – 06/1999
Role:	Programmer/Analyst		

In this role Ramesh was a developer who analyzed COBOL code and ECL's and prepared the bridge and conversion programs comparing the outputs of both to enable testing of application. Ramesh was also responsible for the following:

- Responsible for remediation, baseline testing, unit testing and system testing of ECLs
- Responsible for correction and testing of TIP screens, TIP programs with DMS1100 and RDMS2200
- Prepared production ECL, followed up with audit and scanning, wrote compare programs for all data files and reports
- Interacted with end users for TIP screens testing of Y1K and Y2K
- Assisted team members with challenges during their ECL testing process
- Responsible for the impact assessment of the programs, copy procs, subroutines
- Involved in automation of correction of the Y2K impacted code

Program/Project:	Massachusetts Department of Revenue	Date:	04/1997 – 05/1998
Role:	Software Engineer		

Ramesh was a developer responsible for pilot module consisting of both Project and Conversion Input Package (CIP) modules for this Y2K project for the State of Massachusetts' Department of Revenue. Ramesh was also responsible for the following:

- Conducted impact assessments of 40 programs, 50 copybooks, subroutines and DMS schemas, preparing seed list and unseed lists for marking impacted lines using COBMIAT
- Renovation of ECLs, SSGs, schemas and sub-schemas as well as impacted copy procs and programs (4,000 lines of code per program)
- Prepared standard documents for strategy preparations to include field expansion, base year and mixed strategies, combining field and base year

Program/Project:	New Hampshire Child Support System, Tata Infotech Limited	Date:	12/1996 – 03/1997
Role:	Software Engineer		

Ramesh was a developer responsible for design of child support enforcement subsystem modules and research of new child support modules which provided the basis for the PACSES application. Ramesh was also responsible for developing workflow models in LSAM.

Amjad Bhatti, Application Architecture Manager

# of years DPW Experience	2 years	# of years with the following DPW system:	Integrated Client Information System (iCIS): 2 years	# of years IT experience	20+ years

DPW Experience Summary:

As the Application Architecture Manager for iCIS, Amjad is leading a team of eight architects for last one and a half year. During this period, he has defined, streamlined and enforced application design, code quality assurance and release management processes to facilitate implementation of consistent application architecture across multiple initiatives. Amjad and his team are involved in all stages of initiative life cycle, ranging from General system design to production deployment. He also provides technical leadership and support in resolving critical production issues related to iCIS application and infrastructure.

Prior Experience Summary:

Amjad has 20+ years of experience in Information Systems Architecture/Design and, Project/Program Management using PMBOK. The twelve years of his technology experience, primarily focused in SOA, EAI, Application Architecture and project delivery. Amjad has worked as solution architect on several projects and has extensive experience in solutions architecture in areas of billing, health and human services and record management. He has lead multi functional team for large project and also collaborated with other teams within and outside his projects.

Education Background:

- Master in Business Administration, 1997, University of Canberra, Australia
- Graduate Diploma in Information System, 1987, University of Canberra, Australia
- Graduate Diploma in Computing Studies, 1986, University of Canberra, Australia
- Bachelor of Science (Engineering), 1982, University of Engineering and Technology, Lahore, Pakistan

Qualifications:

- N/A

Relevant Training:

- N/A

Detailed Experience:

Program/Project:	Integrated Client Information System (iCIS)	Date	02/2009 – Present
Role:	Application Architecture Manager		

As the application architecture Manager for iCIS, Amjad is responsible for 1) identification, design and implementation of functional and technical re-usable components within the project 2) providing guidance in implementing SOA within the project initiatives and 3) recommending and assisting in implementation of a consistent application and technical architecture for the project open system initiatives.

Program/Project:	Commonwealth of Massachusetts Virtual Gateway	Date:	01/2008 – 01/2009
Role:	Solution Architect and Application Manager		

As the solution Architect and Application Manager, Amjad lead the application the development team consisting of onshore/offshore resources. His responsibilities included: Plan, schedule, lead and conduct requirements gathering workshops for inception and elaboration, Review and validate use cases, system design and integration architecture, Recommend process improvements for business process optimization, Manage project scope, issues and risks, Liaison with EOHHS business, Quality Assurance, interfacing system's SMEs and the CTO office, Streamline processes/procedures for production operations and ongoing support and Report weekly status

Program/Project:	Commonwealth of Massachusetts Virtual Gateway	Date:	05/2005 – 12/2007
Role:	Business Requirement and Testing Manager		

In this role, Amjad and his team worked with five of the EOHHS largest agencies (DPH, DMR, DMH, DYS and DSS) to gather, document and validate business requirements. He also worked with the development vendor to confirm that the application works as per the business requirements.

Program/Project:	Commonwealth of Massachusetts Virtual Gateway	Date:	07/2004 – 05/2005
Role:	Integration Architect		

In this role Amjad was responsible for the design and Implementation of an online application to provide a single view of community support information by integrating multiple online directories trusted and authorized by EOHHS. The system utilized COTS software to collect real-time information from online directories and provided an integrated view of community support information. Amjad was assigned the responsibility to develop a strategic framework for Virtual Gateway Operations organization. He identified, analyzed and defined operation processes based on Information Technology Infrastructure Library (ITIL) methodology. He also defined the organization structure and setup to support these processes.

Program/Project:	Telstra, Australia – Infanet Billing	Date:	03/2003 – 06/2004
Role:	Integration Architect and Operations Team lead		

Amjad played a lead role in design and implementation of IFR phase 2. Quickly recognized for his ability to work under pressure, he was asked to lead Infrastructure team along with the development team.

Program/Project:	Telstra –Service Order Management Back End (SOMbe) and Broadband Ordering System (BOS)	Date:	04/2002 – 02/2003
Role:	Integration Architect and Operations Team Lead		

In this role Amjad was responsible to:

- Support SOMbe production operations for the application developed by a third part vendor
- Define, Develop and manage production support processes for business continuity
- Identify Architectural/Technical Issues and propose resolution approach
- Enforce production support processes and procedures to confirm data security and access control
- Manage daily production operations, analyze priorities and assign resources

Program/Project:	ADT Securities, Florida– EAI Architecture and Implementation	Date:	04/2002 – 03/2003
Role:	Integration Architect and Project Manager		

In this role Amjad was responsible for integration requirements definition, interface architecture design and development, and client management.

Program/Project:	Standard Chartered Bank B2BX project – Business to Business Exchange (B2BX)	Date:	02/2001 – 03/2002

Role:	Project manager

In this role Amjad was responsible for:

- Business requirement definition and signoff
- Liaison with business and technical teams
- Application design, interface definitions and deliverable sign off from key stakeholders
- Implementation and application deployment in Hong Kong
- Project management and coordination with seven key external vendors

Program/Project:	Missouri Medical Information System (MMIS)	**Date:**	10/1999 – 01/2001
Role:	Senior Business Analyst		

The MMIS consisted of seven sub projects, as a senior business analyst I was responsible for the 'Prior Authorization process improvement' project. It included automation of medical procedures requiring prior authorization from the State Government. I successfully designed the new business process, documented the functional and logical design, and obtained customer signoff. Additional responsibilities included:

- Preparation of the consolidated bid for next phase of all seven sub-projects
- Consolidation of business deliverables from requirement phase
- Consolidation of estimates
- Cost analysis and resource planning/requirements for the next phase of the project

Program/Project:	Ryder Year 2000	**Date:**	10/1997 – 09/2000
Role:	Testing Manager – Program Office		

Ryder Year 2000 project involved remediation of approximately 20 million lines of code. As part of the Program Management Office (PMO) lead by KPMG, I was responsible for assisting senior management in:

- Developing testing strategy for baseline and Y2K specific testing to avoid duplication of effort
- Defining and enforcing change control process for database expansion
- Monitoring and reporting project progress with respect to Y2K Testing

Program/Project:	DoD Australia, Oracle Database Replacement	**Date:**	06/1996 – 09/1997
Role:	Application Architect and Project Lead		

In this Amjad was responsible for design and implementation of a set of applications with proprietary database to provide RDBMS look-a-like capabilities. Amjad implemented the target system under MS/Windows and UNIX platforms using C, C++, MFC and sockets.

Program/Project:	AFP Technical Infrastructure Design	**Date:**	01/1995 – 05/1996
Role:	Technical Architect		

As a member of five person team for technical infrastructure design, Amjad detailed the requirements for conceptual, logical and physical design for the AFP.

Program/Project:	Hitachi Data Systems (HDS) – HiStore™ Client/Server Application	**Date:**	05/1992 – 12/1994
Role:	Technical Architect		

HiStore™ is IBM mainframes Storage Management software marketed by HDS. Primary function of the application is to assist management in estimation, enforcement and forecasting the DASD requirements. Amjad designed and implemented the client server application to integrate IBM mainframe and Windows PC using APPC/MVS, SAS/C, Windows/NT-SNA-Gateway, MFC and C++.

Swarna Bommisetty

# of years DPW Experience	2 years	# of years with the following DPW system:	PACSES	# of years IT experience	9 Years

DPW Experience Summary:

Swarna is currently a quality assurance tester on the Pennsylvania Child Support Enforcement (PACSES) project Swarna has tested many work orders and application enhancements including Performance Improvement Module (PIM) and the Paternity Tracking System (PTS). Swarna is currently the Testing Batch Coordinator on PACSES and handles the coordination and scheduling of test batches in the Integration and UAT test environments.

Prior Experience Summary:

Swarna previously worked as Sr. Health Care Specialist responsible for testing health care related applications and was involved in all phases of the Systems Development Life Cycle from functional requirements, design through implementation. Swarna's main responsibilities were as a functional tester of the application and preparation of test plans, scenarios and test cases per the approved design. Swarna also worked as Business Analyst in PHEAA/AES in Loan guaranty services department and developed the requirements documents and detailed system design documents for the skip tracer application.

Education Background:

- Master's Degree in Linguistics, Andhra University, Visakhapatnam India, 1996

Detailed Experience:

Program/Project:	Pennsylvania Automated Child Support Enforcement System (PACSES)	Date	02/2009 – Present
Role:	QA Functional Tester		

Swarna is currently part of the PACSES testing team responsible for testing application maintenance and modification releases as well as identifying defects with system functionality. Swarna also has the following responsibilities

- Maintains and schedules the test batches in Integration and UAT after coordinating other team members
- Tests mainframe and open systems releases and identifies defects and tracks them through the Automated Tracking System (ATS). Swarna has identified over 100 PCR's as a member of the PACSES testing team
- Uses Enterprise Architect for creating Testing Traceability matrix as part of PMO deliverable
- Has expertise in Case Initiation subsystem, Paternity Tracking System (PTS), Interfaces and Performance Improvement Module (PIM)

Program/Project:	LITES, DST Health Solutions	**Date:**	01/2003 – 02/2009
Role:	Sr. Health Care Specialist		

In this role, Swarna was a specialist and tester involved in all phases of the System Development Life Cycle. Swarna was also responsible for:

- Preparing Test plans, Test Scenarios and Test cases in Ms-Excel and MS Word
- Completing in Functional, Integration, Regression testing
- Conducting in project design reviews to confirm requirements are met and Interacted with all levels of staff for project planning, scheduling, Software Quality Assurance planning and testing status
- Creating Traceability Matrix between project requirements and test scenarios
- Executing test plans and test cases
- Reporting the defects through Defect Management using Remedy tracking tool
- Working closely with development staff to resolve defects
- Attending status review meetings regularly
- Reporting weekly testing status to the team lead
- Attending walkthroughs with the Business analysts, Technical analysts and Developers

Program/Project:	PHEAA, Harrisburg	**Date:**	03/2001 – 10/2002
Role:	Business Analyst		

Swarna worked in the loan guaranty services department as a Business analyst with the following responsibilities

- Conducted Requirement gathering sessions with the clients to understand and document the process
- Prepared Requirement Delivery Documents as deliverables to Clients
- Conducted walkthroughs with various stake holders.
- Created Traceability Matrix between project requirements and test scenarios
- Prepared General System Design documents and conducted walkthroughs

Husam Brohi, Project Manager – Risk Management

# of years DPW Experience	1 year	# of years with the following DPW system:	DTSS/ITSS: 1 year	# of years IT experience	7 years

DPW Experience Summary:

Currently assisting the DPW CISO in knowledge and skills transfer around risk management and supporting the department in evaluating an automated COTS solution for the supporting the initiative.

Prior Experience Summary:

Husam Brohi is an information security and privacy professional, with over six years of experience, specializing in strategic and operational projects for clients in the financial services and life sciences sector.

He is responsible for and involved in a wide range of assignments covering organizational transformation, security and privacy strategy, program management, organizational design and operational improvement efforts. His experience includes:

- Deploying information security and risk governance, regulatory compliance and privacy programs
- Strategic, operational and organizational management studies
- Benchmarking and performance measurements
- Project and program management

Husam represents Deloitte as a member of the Cyber Security Committee for the Financial Services Sector Coordinating Council (FSSCC). Husam is a Certified Information Systems Auditor (CISA), Certified Information Systems Security Professional (CISSP) and Certified in Public Health IT (CPHIT).

Education Background:

- Bachelors of Science, Information Science and Telecommunications, University of Pittsburgh, Pittsburgh, PA, 2003

Qualifications:

- Certified Information Systems Auditor (CISA)
- Certified Information Systems Security Professional (CISSP)
- Certified in Public Health IT(CPHIT)

Relevant Training:

- N/A

Detailed Experience:

Program/Project:	State HIE Planning	Date	05/2010 – 07/2010
Role:	Security and Privacy SME		

- Assisted the Wisconsin Department of Health Services (DHS) and the Wisconsin Relay of Electronic Data (WIRED) for Health in the satisfying the requirements set forth by the ONC's Funding Opportunity Announcement (FOA), through the development of the strategic and operational HIE plan.
- Specifically supported the Legal and Policy, Standards and Architecture and Communication, Education and Marketing committees develop their specific sections for the strategic and operational plans. Activities include drafting and presenting issue papers to the committees on specific security and privacy topics and coordinating position responses to be included in the final plans.

Program/Project:	Organization Assessment – Security Office	**Date:**	02/2010 – 04/2010
Role:	Project Manager		

- Led and conducted an organization study, for fortune 50 Retail and Pharmacy Benefit Manager (PBM), to evaluate the efficiency of the company's Information Security and Risk Management program (ISRM) including current operating model, organizational design and interactions with partners and key constituents across IT and the business. The study also included a benchmarking exercise of the company's ISRM program in relation to industry peers on several metrics (i.e., security spend, headcount, resource/staffing deployment, etc). The results of the study were used to develop various ISRM organizational design options (e.g., Distributed, Centralized, Hybrid) and business cases for adoption, based on cross-industry insights, representative industry experiences and functional views.

Program/Project:	Privacy Program Strategy and Design	**Date:**	12/2009 – 01/2010
Role:	Project Manager		

- Advised the General Counsel's Office (GCO), for a Global pharmaceutical business, in the development and implementation of a Privacy Office. Effort included a current-state organizational assessment; advice on implementing an operating model for a privacy function; recommendations to support the organization's leadership with its efforts in addressing immediate compliance needs; and strategic options to achieve the future state of their privacy program.
- Assisted the GCO with the post-merger analysis of privacy related, regulatory requirements for priority countries by preparing a baseline set of privacy and data protection requirements.

Program/Project:	Bank Holding Company Transformation - Risk Metrics and Reporting	**Date:**	05/2009 – 08/2009
Role:	Project Manager		

Assisted the technology subsidiary in the transformation to a commercial bank holding company (BHC). Planned, designed and delivered an organizational risk monitoring program by developing a solution for aggregating, analyzing and publishing operation risk and privacy reports to satisfy regulatory requirements and keep senior leadership informed of the organization's risk posture. Developed a strategy and roadmap to sustain and mature the program.

Program/Project:	Executive Dashboards and Reporting	**Date:**	02/2009 – 03/2009
Role:	Risk and Reporting Specialist		

- Assisted the operations and technology risk management group, for one of the world's largest financial services firm, in the design and development of a key risk monitoring system. This effort involved the education and awareness around key risks (KR) and key risk indicators (KRI); development of a KR and KRI repository, leveraging existing operational and privacy metrics; development of a proof of concept solution which leveraged Taylor's algorithm for composite indicators and fed into a dashboard intended for senior leadership.

Program/Project:	Risk and Controls Assessment	**Date:**	03/2008 – 07/2008
Role:	Risk Management Specialist		

- Defined a streamlined risk and control assessment process, for a large financial services and payment card firm, that enabled the IT Risk Governance Office to satisfy the myriad of laws, regulations, common practices and internal policies and standards while going to the shared IT services function to "ask once, answer many".
- Aligned the IT risk management processes with the ITIL program being executed by the technology infrastructure group and executed numerous risk assessments against the various applications, infrastructure platforms and services. Identified remediation activities to address legal and regulatory requirements; assisted management in establishing their risk tolerance and appetite; identified key risk metrics; and presented results of the assessment and actionable plans to the senior leadership team.

Program/Project:	GRC Tool Migration and Support	**Date:**	08/2008 – 12/2008
Role:	Risk Management Specialist		

- Assisted the technology subsidiary, of one of the world's largest global payments, network and travel company. In the migration from their Archer 3.2 platform to an automated, enterprise-wide Risk Management tool - OpenPages 5.5. This effort involved the development of functional requirements which captured processes and workflows; development of a proof-of-concept environment to gain alignment from key stake-holders, gather feedback and further refine requirements; and the facilitation between the vendor and the client's implementation team to address technical issues and concerns.

Program/Project:	Security Strategy and Planning	**Date:**	12/2008 – 01/2009
Role:	Information Security Strategist		

- Assisted the Chief Information Security Office in the development of an information security strategy and plan. Effort included the development of the strategy and plan hierarchy and documentation templates. Conducted workshops to socialize and educate the security organization.

Program/Project:	Risk Library	**Date:**	12/2007 – 02/2008
Role:	Risk Management Specialist		

- One of the world's largest global payments, network and travel company.
- Design and development of a risk and requirements library module derived from the various, laws, regulations, industry standards and internal requirements germane to the organization.
- Requirements included rationalization of the various country specific privacy laws in which the organization operated, as well as state specific security breach notification (SBN) laws to develop a set of integrated privacy requirements.
- Developed the customized risk and requirements library module for the Archer 3.3 platform. Defined processes and educated the client around administration and maintenance of the library and module.

Program/Project:	Security Policy Assessment and Refresh	**Date:**	10/2007 – 12/2007
Role:	Security Policy Specialist		

- One of the world's largest global payments, network and travel company.
- Assisted the Chief Information Security Office in the assessment of the organization's information security policies and standards against legal, regulatory requirements (e.g. FFIEC), common practices (e.g. ISO 27002) and financial peers; evaluated usability, accessibility and user friendliness of the policies and standards. The assessment highlighted key gaps, conflicts and redundancies and provided a roadmap for implementing high-level recommendations. Effort resulted in additional work on the development of a hierarchy for policies, standards and procedures and an enhanced template for documentation. Socialized and gained alignment from key stakeholders across the organization.

Jonathan Burgess

# of years DPW Experience	2 years	# of years with the following DPW system:	HCSIS	# of years IT experience	5 years

DPW Experience Summary:

Over 2 years experience working as the Help Desk Manager for the HCSIS Project, providing support to the client and user base. Monitoring calls, hiring and training Help Desk staff, providing additional support testing and researching functional problems.

Prior Experience Summary:

Senior Production Specialist for a Lead Gen Company where I was a supervisor of a small team. Responsible for assigning projects to staff, training new employees, developing and maintaining client offers, organizing and prioritizing projects. Contact point for clients to address any issues for the entire lifespan of an offer. Communicate to management on status updates along with issues that may occur during development and launching of client offers.

Education Background:

- Bachelor of Science in Software Engineering, Institute of Technology Carlow. Carlow, Ireland 2002
- National Diploma in Computing, Institute of Technology Carlow. Carlow, Ireland, 2001
- National Certificate in Computing /Commercial Programming, Institute of Technology Carlow. Carlow, Ireland, 2000

Qualifications:

Relevant Training:

Detailed Experience:

Program/Project:	HCSIS	Date	07/2008 – Present
Role:	HCSIS Help Desk Manager		

Over 2 years experience working as the Help Desk Manager for the HCSIS Project, providing support to the client and user base. As Manager I have:

- Managed up to 10 Help Desk Analysts supporting a software product for Pennsylvania's Department of Welfare via phone calls, faxes and email correspondents
- Complete a report in Microsoft Excel format that is sent weekly to project management and to the client to assist in trend analysis to identify areas where additional user training or communication is required
- Responsible for testing changes to the system before they are released into production
- Responsible for identifying training needs of the Help Desk and either delivering the training or making arrangements to have the training department deliver the training
- Determine level of severity of help desk calls, and respond to trouble calls and e-mails from end users
- Assist in user acceptance testing as necessary to gain understanding of the application
- Understand changes to the application so that the end users can be supported appropriately
- Identify help desk trends and reallocate resources as necessary
- Communication with application team regarding any code defects or needed enhancements and play a role in determining priorities based on end user impact

Thomas C. Cannon

# of years DPW Experience	1	# of years with the following DPW system:	PACSES	# of years IT experience	40

DPW Experience Summary:

Thomas is currently a programmer supporting the PACSES Support Layer.

Prior Experience Summary:

Thomas is a seasoned Project Manager, Technical Consultant and Programmer/Systems Analyst with over 40 years of experience in Real-Time Communications, Airlines, Government, Financial and Scientific Information Processing within multi-vendor mainframe and mini/micro systems environments, including Unisys (Sperry), Cray, IBM, Data General, ROLM, Digital and PC based platforms

Education Background:

- AAS Weather Forecasting, Community College of the Air Force, Maxwell AFB, AL 1976

Detailed Experience:

Program/Project:	Pennsylvania Automated Child Support Enforcement System (PACSES)	Date	06/03/10 – Present

Role:	Programmer/Systems Analyst

Thomas currently provides programming and analytical support for the PACSES Support Layer Technical Services Team using proven skills in Unisys OS-2200 systems by applying experience in Cobol, C, MASM, SSG, as well as OS-2200 specific utilities and functionalities.

Program/Project:	Unisys Corporation, Montgomery Systems Support Center, Montgomery, AL	Date:	04/29/2002 – 02/12/2010

Role:	Systems Analyst 2

In this role Thomas provided system testing, integration and support of the Tape Management software provided to the Defense Information Systems Agency (DISA). Additional responsibilities included:

- Generated, installed, maintained and documented the System for Tape Accountability and Reporting (STAR) software on the OS-2200 mainframes, the UNIX based Automated Cartridge Systems Library Software (ACSLS) for the UNIX servers controlling the SUN/STK Cartridge Library Robotic System and the Client Systems Component software on the OS-2200 mainframes that communicates between STAR and ACSLS. Responsible for the newly installed STAR Library Manager and the Dynamic Systems International (DSI) Virtual Tape Library (VTL) system to eventually replace all physical tape cartridge media.
- Maintained Unisys-based Virtual Tape Handler (VTH) software.
- Utilized knowledge and experience of COMUS, SSG, MASM, Cobol, Fortran, C and OS-2200 ECL on the Unisys 2200 and ClearPath platforms and SUN UNIX servers.
- Provided system integration and EXEC generation support for the Navy, Air Force, Army, DFAS and CAMS Unisys 2200 and ClearPath systems at the Unisys' Montgomery Service Center.
- Maintained operational integrity and availability of installed UNIX servers following specifications and guidelines in DOD's System Technical Information Guide (STIG) to comply with DOD Information Security policies. This was accomplished through use of provided STIG software or Windows OS Goldstar disks.
- Created and built master system boot/generation tapes using COMUS and other Unisys utilities to incorporate Program Change Requests and other files for client's particular ClearPath systems.

Program/Project:	Systems Oriented Solutions, Inc, Atlanta, GA; Miami, FL	Date:	2001 – 2002
Role:	President/Senior Technical Consultant		

In this role Thomas provided Unisys 2200 systems and applications consultation to Relativity Technologies, Inc. in their development of RescueWare™.

- Utilized knowledge of FORMGEN, DPS1100, TIP1100, RDMS/DMS1100, IPF1100, SSG, MASM, ECL and COBOL on the Unisys 2200 platforms and MS Office Suite (Excel, MS Word, MS Project, MS PowerPoint) under Windows XP.
- Developed, coded and tested Carnival Cruise Lines high-profile conversion of Sabre's reservation messaging system to an XML Web-based environment.

Program/Project:	Planned Systems International, Inc., Lexington Park, MD	Date:	1999 – 2001
Role:	Group Manager/Senior Programmer Analyst		

In this role Thomas supported the Defense Industrial Financial Management System (DIFMS), responsible for developing, maintaining and modifying complex financial programs, systems, subsystems and program specifications. Supervised 16 to 28 ADP employees.

Program/Project:	Systems Oriented Solutions, Inc, Atlanta, GA; Miami, FL	Date:	1993 – 1999
Role:	President/Senior Technical Consultant		

In this role Thomas was under contract to provide software solutions and maintenance to agencies which included SITA (Fortran, MASM, USAS, Cobol, SSG, HV/TIP, DMS1100, Formgen), the State of Georgia (Cobol, RDMS1100, DPS1100), and Lanier Corporation (Cobol, RDMS1100, DPS1100).

Program/Project:	Datronics Corporation, Atlanta, GA	Date:	1991 – 1993
Role:	Senior Programmer Analyst		

In this role Thomas provided leadership and guidance for a contract to SITA to design, develop, code, document and maintain Airline Tariff databases and transaction controls (Fortran, MASM, USAS, Cobol, SSG, HV/TIP, DMS1100, DPS1100).

Program/Project:	Unisys Corporation, Omaha, NE	Date:	1986 – 1991
Role:	Project/Site Manager – US West Corporation		

In this role Thomas provided customer support and satisfaction; system configuration, capacity planning, installation and stability; customer training; marketing technical support; software/hardware implementation management and problem identification and resolution.

Program/Project:	United States Air Force, Air Force Global Weather Center, Offutt AFB, Omaha, NE	Date:	January 1965 – October 1986
Role:	NCOIC Database Management Team; Senior Systems/Programmer Analyst; Weather Forecaster		

In this role Thomas provided meteorological programming and systems support for USAF's Air Force Global Weather Center using Sperry (Unisys) OS-1100/2200 mainframe systems, Cray X-MP, and other mainframe systems. Utilized Fortran, Cobol and MASM programming languages and Sperry related utility functions.

Vishwas Chandanshive

# of years DPW Experience	4 months	# of years with the following DPW system:	Bureau of Hearings & Appeals – 4 months	# of years IT experience	11 years

DPW Experience Summary:

As a Senior Application Developer, Mr. Chandanshive created batch jobs for the Bureau of Hearings & Appeals (BHA) Web-based application (Oracle Apex). In addition, he participated in several other application activities including:

- Resolution of defects identified within the front-end of the BHA application
- Reports conversion for BHA application using SSRS (stored procedures)
- Assisted DPW staff in development of .NET framework

Based on these activities, Mr. Chandanshive provided overall guidance and mentorship to DPW Application Development staff to help confirm their understanding of the process and activities to maintain the BHA application.

Prior Experience Summary:

Mr. Chandanshive has over 11 years of professional IT experience with a strong background in design and development of applications using Microsoft tools and technologies. Highlights of Mr. Chandanshive's technical skills include:

- Extensive experience in Web-based applications development using Microsoft ASP.NET, VB.NET, ADO.NET, XML and Web Services, SQL Server 2005/2000, and SQL Reporting Services
- Experience with SQL Server, designing and optimizing databases, constructing triggers, tables, user defined functions, views, indexes, complex stored procedures, relational database models, data dictionaries, and data integrity
- Hands-on experience in developing portal applications using BEA AquaLogic products

In addition to his experience within DPW, Mr. Chandanshive has over six years of experience with other Commonwealth agencies including Department of Health (DOH), PA Commission on Crime and Delinquency (PCCD), Department of Corrections (DOC), Department of Labor & Industry (DLI), and Department of Education (PDE).

Education Background:

Master of Technology, Indian Institute of Technology, January 1998

Bachelor of Technology, Walchand College of Engineering, July 1996

Qualifications:

N/A

Relevant Training:

N/A

Detailed Experience:			
Program/Project:	Department of Health, Emergency Registry System (EMSReg)	**Date**	07/2008 – 08/2008
Role:	Senior Developer		

As a Senior Developer, Mr. Chandanshive participated in requirements gathering and analysis, and created system requirements and design specifications documents. Other activities included:

- Implementation of modifications and enhancements to application screens and reports
- Identification and resolution of discrepancies discovered during testing
- Application deployment
- Post-implementation support

Program/Project:	Commission on Crime and Delinquency (PCCD), PCCD Portal Development	**Date:**	04/2008 – 06/2008
Role:	Senior Developer		

As a Senior Developer, Mr. Chandanshive conducted focus group sessions to gather requirements to gather feedback on system functionality and application security. He participated in portal design, development, knowledge transfer, training, testing, and post-implementation support.

Program/Project:	Department of Corrections, Act 97 Urinalysis Fees Collection	**Date:**	11/2007 – 03/2008
Role:	Senior Developer		

As a Senior Developer, Mr. Chandanshive participated in requirements gathering and analysis, which allowed him to define system requirements and design specifications. He also contributed to the design, development, and testing of application screens, reports, and data migration scripts.

Program/Project:	Department of Labor & Industry, Workers Compensation Appeals Board (WCAB)	**Date:**	05/2007 – 10/2007
Role:	Senior Developer		

As a Senior Developer, Mr. Chandanshive participated in the redesign efforts of the WCAB's application including the design, development, review, and testing of new reports and report screens.

Program/Project:	Department of Education	**Date:**	07/2003 – 04/2007
Role:	Lead Analyst		

As the Lead Analyst, Mr. Chandanshive was involved in more than six different initiatives including:

- Pennsylvania Adult and Postsecondary Student Attainment (PAAPSA)
- ACT 48 Appeal System (A48APPS)
- Career and Technical Education System (CATS)
- Performance Based Data Management Initiative (PBDMI)
- Pupil Transportation System (eTran)
- Private Licensed Schools (PLS)

His activities included requirements gathering, design, development, system and user acceptance testing, and application deployment. In addition, Mr. Chandanshive assisted with the development of the project plan and coordinated various project activities.

Hari Chengal, Configuration Team Lead

# of years DPW Experience	1 year	# of years with the following DPW system:	HCSIS (1) iCIS (1) PACSES (1) Pelican (1)	# of years IT experience	5 years

DPW Experience Summary:

- Manage configuration management team to support large-scale cross project applications for the Department of Public Welfare (DPW) for Commonwealth of Pennsylvania. Applications are high availability, public-facing applications that support citizens of PA and operations of DPW
- Manage multiple simultaneous deployments involving multiple application teams, client IT staff, cross project and cross functional resources
- Manage server infrastructure, coordinate patch and software upgrades, and perform quarterly capacity planning for IT infrastructure
- Oversee user account management and policies, optimize IT resources and benchmark infrastructure utilization
- Member of Change Management Board, involved in coordinating, planning and scheduling releases and changes
- Standardize build and deploy procedures, setup continuous integration environment
- Support design and development of ASP.NET based web application to improve day to day work process

Prior Experience Summary:

- Experience in designing, architecting, developing and deploying n-tier web applications and client/server applications, coupled with strong technical educational background
- Software release management, change management, project management
- Strong experience in all aspects of Software Development Life Cycle, Object Oriented Programming and Design Patterns
- Experience in database programming using PL/SQL, stored procedures, triggers and functions
- Extensive programming experience using JAVA, J2EE, C#, ASP.NET, SWING, AJAX, Servlets, Struts, JDBC, REST web services
- Experience with Microsoft technologies and administrating windows server platforms

Education Background:

- M.S. Computer Science, University of Alabama, Birmingham

Detailed Experience:

Program/Project:	Deloitte		Date	05/2009 – Present
Role:	Configuration Management			

- Manage configuration management team to support large-scale cross project applications for the Department of Public Welfare (DPW) for Commonwealth of Pennsylvania. Applications are high availability, public-facing applications that support citizens of PA and operations of DPW
- Manage multiple simultaneous deployments involving multiple application teams, client IT staff, cross project and cross functional resources
- Manage server infrastructure, coordinate patch and software upgrades, and perform quarterly capacity planning for IT infrastructure
- Oversee user account management and policies, optimize IT resources and benchmark infrastructure utilization

- Member of Change Management Board, involved in coordinating, planning and scheduling releases and changes
- Standardize build and deploy procedures, setup continuous integration environment

Program/Project:	Pittsburgh Logistics Services (PLS)	Date:	10/2008 – 04/2009
Role:	Java Developer		

- Involved in analyzing and understanding client requirements and preparing technical design document post client approval
- Worked on user CRUD operation. Upgraded the existing code to incorporate client new framework style
- Developed new state classes and machines and mapped actions to views using proprietary client framework
- Impact analysis, code change, code review, release document for each change request
- Developed JSP pages for rendering UI components using JSF core and HTML tag libraries
- Used Spring based lightweight transaction framework to avoid EJB CMT
- Design and implement the logging framework using Log4j
- Created SQL queries using iBATIS to fetch associated organizations, capabilities
- Used MiddleGen tool for generating POJOs matching JDBC ResultSet
- Wrote unit test cases with JUnit for "out-of-container" execution

Program/Project:	FedEx Innovation Team	Date:	09//2007 – 09/2008
Role:	Java Developer		

- Involved in the design and implementation of the next generation tracking system for monitoring high value packages
- Designed Web services calls using REST APIs for Java
- Developed prototype to integrate with FedEx Monitoring System (FMS) to serve as main DATA provider
- Designed applications on BlackBerry using RIM JDE and J2ME, to send GPS co-ordinates to track location of personnel
- Captured QR codes using BeeTag and sent the read URL/phone number via REST calls to the FLUX engine
- Created Java Sockets to receive Blackberry data and feed to the REST API
- Built and deployed earthquake monitoring system in key areas around the FedEx hub
- Designed interfaces and generated KML files to integrate with Google Earth
- Developed customizable software triggers to alert status of package
- Created several triggers for different applications written around the FMS project
- Added features and enhanced functionalities to existing tracking system JTRACK
- Created software triggers, notifications, and alerts for data inserted and updated in Oracle Database
- Designed and developed Web-based front end user interfaces using JSP and Java for interacting with the system
- Deployed the front end web interface on Apache Tomcat server
- Involved in setting up the team's Wiki

Program/Project:	The Walt Disney Company	**Date:**	03/2007 – 09/2007
Role:	Java Developer		

- Designed and developed Web-based applications using ASP.NET and Oracle to aid functional team to interface with third party LMS application
- Developed various modules for customization of LMS software, for enhancing and adding custom functionalities
- Designed and developed stored procedures, functions and triggers for the LMS Oracle database
- Created various time-saving utility programs in JAVA to automate and better manage various day-to-day activities
- Developed web stat reports and server stat reports using the Omniture Tool
- Involved in enhancing and maintaining various nightly, weekly batch process written in Korn batch shell scripts
- Responsible for decompiling various class files from EAR files and making enhancements and redeploying them
- Involved in handling helpdesk tickets and providing support for users having issues with the LMS tool, identifying the issues and working through SDLC cycle for creating fixes or enhancements
- Work extensively with Web Sphere Application server and IIS 6.0 servers
- Involved in providing guidance for transition from old email servers to new SMTP relays

Program/Project:	CFD Research Corporation	**Date:**	08/2005 – 03/2007
Role:	Java Developer		

- Designed and developed a Graphical User Interface for Hypersonic Combustion and Control Engine for the US Air Force. Also involved with gathering, analyzing, and documenting user requirements and translating them into system requirements
- Involved in preparing the Detailed Design document for the project. Designed the class diagrams and sequence diagrams
- Software developed using Java for platform independence. SWING APIs used to create User Interface. Third party API JGraph used to create graph structure for the software
- Work on Image processing and development of GUI and computer visualization software for Cancer Angiogenesis project with the National Cancer Institute (NCI). Worked on C++ and VTK visualization toolkit
- Worked on porting Multi-threading code using MPI and CORBA from Linux to Windows
- Redesign of the company Web site (www.cfdrc.com) and its databases. Improved template, the layout and structure of Web site with better CSS, Flash, and JavaScript menus. Used Dreamweaver to write code
- Used extensive JSP, HTML, JavaScript and SQL programming to develop applications using MVC architecture
- Developed EJBs components under J2EE and deployed on Production Server to run jobs for Grid Computing
- Generate financial reports for in house financial software Deltek FMS. Developed PL/SQL queries and stored procedures to extract data to create reports
- Actively participate in proposal and grant development for funding new projects

James Sanders Collins, ICIS Programmer

# of years DPW Experience	13 Years	# of years with the following DPW system:	CIS BATCH – 8 years MAMIS – 5 years	# of years IT experience	42 Years

DPW Experience Summary:					

James has worked in MAMIS for 5 years and has worked for 8 years in CIS batch

Prior Experience Summary:					

42 years of UNISYS hardware and software

Detailed Experience:					

Program/Project:	CIS Batch (ICIS)	Date	09/2002 – Present
Role:	Programmer on various projects (FS, SPT, COLA, HCSIS,TCA,WER,TANF, CBT)		

Program/Project:	MAMIS	Date:	09/1998 – 08/2003
Role:	Programmer on various projects		

Program/Project:	PA State Police	Date:	09/1997 – 09/1998
Role:	Y2K Conversion		

Program/Project:	Universal Furniture	Date:	07/1985 – 08/1997
Role:	Data processing manager/programmer. Main support for the companies processing needs		

DeAnna D'Agostino Sr. Project Controller

# of years DPW Experience	4 years	# of years with the following DPW system:	0 years	# of years IT experience	0 years

DPW Experience Summary:

As a project controller on the DPW contract, I am responsible for managing and submitting invoices, completing and preparing appointment and termination letters, monitoring and tracking subcontractors and the disadvantage business commitments, tracking and managing time reporting, assisting with contract management, tracking work orders and submissions and budgeting and financial information and well as assist with and prepare a weekly client deliverable.

Prior Experience Summary:

Throughout my career I have worked in the Public Accounting field for 8 years. I have prepared and completed corporate and personal tax returns, audits, financial statements, payroll forms and worked in many different accounting systems.

Education Background:

Bachelor of Science in Professional Accountancy, Pennsylvania State University, May 2001

Relevant Training:

- Excel Certified, 2007
- Power Point Certified, 2008
- Lean Six Sigma – Yellow Belt 2010

Detailed Experience:

Program/Project:	PMO Project	Date	04/2008 – Present
Role:	Sr. Project Controller		

Managing and submitting invoices, preparing and completing appointment and terminations letters, monitoring and tracking subcontractors and the disadvantage business commitments, tracking and managing time reporting, assist with contract management, budgeting and financial information as well as assist with and prepare a weekly client deliverable.

Program/Project:	ITSS Project	Date:	04/2008 – Present
Role:	Sr. Project Controller		

Managing and submitting invoices, monitoring and tracking subcontractors and the disadvantage business commitments, tracking and managing time reporting, assist with contract management, budgeting and financial information, and tracking work orders, submissions and time related to work orders.

Program/Project:	HCSIS Project	Date:	11/2006 – 04/2008
Role:	Project Controllers		

Managing dashboard updates, monthly status reporting, general project communication, project budgets, time and expense reporting, disadvantaged business entity tracking, subcontractor management, on-boarding new resources, managing and tracking work orders, submissions and project management.

Prerana Dalal

Number of Years with Deloitte:	2 years	Number of Years Serving DPW:	0 years	Similar Experience:	
Responsibilities:					
Experience Providing Information Technology Support and Services			2 years		

A part of the Decision Support and Reporting Team at Allegheny County Department of Human Services providing business users with new ways to access and evaluate data that is being collected to help make more data driven decisions, using reports, dashboards, etc. This includes ad hoc reporting from the data warehouse and creating a new reporting system for the transactional Child Welfare application.

Experience in Health and Human Services Program Management	3 years

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	.5 years

Worked within the system development life cycle for KIDS, Allegheny County's Child Welfare Case Management system for the Office of Children, Youth, Families

Education, Qualifications and Training:

- B.S. in Information Sciences and Technology from The Pennsylvania State University

Detailed Experience:

Program/Project or Previous Employer:	Allegheny County, Department of Human Services	Date	03/2010 – Present
Role:	Worked with a team through requirements, design, development, and testing phases		

The goal of the Allegheny County KIDS application is to incorporate the disparate and manual processes of the Office of Children, Youth, and Families into one county-wide Child Welfare Case Management system. Worked with a team through requirements, design, development, and testing phases for Concrete Goods, Managed Care Unit, and Criminal Investigation Unit functionality for KIDS. In addition, leading the implementation and maintenance for Concrete Goods.

Program/Project or Previous Employer:	Allegheny County, Department of Human Services	**Date**	06/2009 - Present
Role:	Track lead		

Working as the track lead for all reporting and data warehousing tasks through the Office of Information Management at the Department of Human Services. Manage a team of 8 developers to coordinate all reporting needs: data warehouse maintenance, ad hoc reporting, monthly Fiscal reports, and supporting application reports. Leading the report requirements, development, implementation, and maintenance for KIDS Release 3 and 4 which includes forms, letters, and management reports for Referral, Case, Independent Living, CANS, Provider Case Management, TANF, and Concrete Goods. Co-leading a new reporting effort within KIDS to bring a statistical, compliance, and administrative management reporting dashboard to the KIDS user. Included researching and implementing new methodology, such as outcome measurement and predictive modeling, for the client to help improve their overall understanding of the organization on an enterprise level and ultimately provide better service to their consumers. Developed an understanding of high level CYF business processes to better facilitate requirements and design sessions for KIDS Management Reports.

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

Program/Project or Previous Employer:	Allegheny County, Department of Human Services	**Date**	08/2008 – 06/2009
Role:	Analyst for the Decision Support and Reporting Team		

Analyst for the Decision Support and Reporting Team to maintain and develop new reports for the Department of Human Services across various Program Offices such as Mental Retardation, Hunger and Housing Services, and Children, Youth, and Families. Point-person for all ad hoc reporting from the data warehouse and management of the monthly reporting cycle supported by Cognos, which includes report distribution and issue resolution on reports for HMIS, MR, ALDA, Fiscal, etc. Also coordinated report bug-fixes for KIDS Release 1 maintenance builds and worked on KIDS reporting for Release 2 by designing, developing, and standardizing formatting across all reports and completing development testing in Cognos 8.

Jyotish Das, Programmer/Analyst

# of years DPW Experience	15 years	# of years with the following DPW system:	PACSES – 8 years CIS – 8 years	# of years IT experience	25 years

DPW Experience Summary:

Working with CIS eligibility group. Working on eligibility determination processes; specifically Medical, Cash, and Food-stamp benefits. Developed many utilities to help in debugging & testing during the MEDICAL eligibility implementation. Has thorough knowledge on Unisys 2200 DMS 1100, TIP, DPS, COBOL, SSG, IQU, PADS, OS1100, RDMS, SQL

Prior Experience Summary:

Worked on Airline, banking sectors before joining DPW

Education Background:

Bachelor in Technology

Qualifications:

B. Tech in Aeronautical Engineering, IIT Kharagpur India, 1983

Relevant Training:

Microsoft .NET in 2008, SAP XI in 2007

Detailed Experience:

Program/Project:	CIS		Date	01/2003 – Present
Role:	Programmer/analyst			

Assigned to Eligibility determination team. Coded, tested and supported in debugging MEDA project in DPW.

Program/Project:	PACSES		Date:	10/1994 – 12/2002
Role:	Programmer/Analyst			

Played a vital role in the design, development of the PACSES support layer system, which supports various software products (DPS, MASQ, DMS etc) between mainframe, client server and the PACSES application. One of the complex functions of the support layer is to support I/O between DMS database (which is Hierarchical in structure) and Application (which is based on Relational Tables). It also supports online screen-to-screen navigation process of the Application. Also, worked in the interface between CIS and PACSES.

Program/Project:	Unisys Hong Kong		Date:	02/1994 – 09/1994
Role:	Sr. Airline Software Analyst			

Unisys Airline Field Support Group for Passenger Reservation System at China Civil Aviation Authority (a group of 16 airlines). I was responsible for implementation, DBA support, and database conversion and implementation higher level Univac Standard Airline System

Program/Project:	In-house software development		Date:	09/1993 – 02/1994
Role:	System Analyst/DBA			

In-house development of an accounting and billing system for Springfield city, USA called city utility system.

Program/Project:		New banking system	**Date:**	10/1992 – 03/1993
Role:		Sr. Software Engineer		

I was responsible for online support of the production system and modification of the system according to the user's needs.

Program/Project:		Unisys Field support Group	**Date:**	02/1990 – 06/1992
Role:		Sr. Analyst		

Implementation of software, DBA support of the UNISYS Airline Reservation software.

Program/Project:		Implementation and production support of banking software	**Date:**	05/1989 – 01/1990
Role:		Sr. Software Engineer		

As a System Analyst, I was responsible for maintenance, trouble shooting, DBA support, user support and modification of the system. I have also converted, modified and implemented bank's batch STANDING ORDER system to automated ONLINE STANDING ORDER system.

Program/Project:		Airline Reservation System (USAS)	**Date:**	11/1983 – 04/1989
Role:		Programmer/Analyst		

Air India is an airline, which has all Unisys airline related products. I was a member of the team, which implemented, modified and supported the following USAS systems.

Kranthi Deepak Dasi, Sr. Developer/Analyst/Mainframes Developer

# of years DPW Experience	2 years	# of years with the following DPW system:	CIS – 2 years	# of years IT experience	6 years

DPW Experience Summary:

Has worked on CS for two years; CIS is a Client Information System for the Department of Public Welfare, Common Wealth of Pennsylvania. CIS has the online mechanism and batch mechanism that deals with all the welfare programs of the state.

Prior Experience Summary:

6+ years of extensive experience in implementation of IBM Mainframes and UNISYS Mainframes applications and extensive experience in applications using COBOL, JCL,VSAM,IMS DB, IMS DC, DB2 and CICS in IBM Mainframes. Extensive experience in applications using COBOL, ECL, DMS in UNISYS Mainframes. Experience of working with databases IMS DB and DB2.

Education Background:

Bachelor of Technology, JNTU College of Engineering, 2004

Qualifications:

Bachelor of Technology, JNTU College of Engineering, 2004

Relevant Training:

None

Detailed Experience:

Program/Project:	CIS Managed Care – Client Notices - Batch	Date	10/2008 – Present
Role:	Mainframe Developer		

Daily responsibilities include:
- Understand the Business requirements involving complex functionalities
- Working in all Online programs for Client Notices as well as Managed Care
- Propose the estimations and approaches to achieve the functionality
- Propose flow diagrams
- Provide the technical specifications
- Facilitating meetings with different subsystems
- Delegating work on a daily basis
- Coding and Testing
- Enhancement of the system as per requirements
- Testing for Change requests and Project Requests
- Process related work
- Periodic work status update to client
- Knowledge Transition
- System Documentation

Program/Project:	Department of Health and Social Services, DE	Date:	04/2008 – 08/2008
Role:	Consultant		

TANF stands for Temporary Assistance for the Needy Families. This is a program designed to meet the basic amenities of the needy people who require assistance. The individuals are grouped together in an assistance group by running an eligibility criteria on the various aspects of the individual like the salary, employment history etc. Depending on the eligibility criteria the individuals will be provided assistance in the categories like the Child Care, Medicaid and Food Stamps. This project involves various interfaces to be used by the personnel of the Department of Social Services, Case Workers who work with various clients and also the people who make the policy. State would provide the needy people with the assistance they need and is by policy destined to provide the details of all the eligible people to the federal government in the format prescribed by the feds. This project deals with providing the details of all the eligible persons for the TANF benefits to the federal government through a data exchange process.

Program/Project:	CCA for RL accounts	Date:	08/2007 – 04/2008
Role:	Sr. Programmer/Analyst		

CCA stands for check credit access. This is another way of accessing the loan given to a customer. The customer is given a check book whenever he applies for a RL loan. The customer can use this check book just as he uses his normal account check book. Customer can do two functionalities through the new screens developed as a part of this project in HFC.COM and BENEFICIAL.COM namely ordering and voiding of checks. Ordering of checks functionality is to order the check book when the customer is done through the usage of all the leaflets or checks in the present book. Voiding of check is a feature available in case the customer wants to void a check which he does when he does not want the check to be disbursed these two services are implemented through web. Earlier the customer used to call on the customer service and the customer service executive used to enter into the IMS DC screens to order or void the check books. The new web interface that was developed was in correlation with the existing IMS DC screens. DB2 and the IMS DB databases are updated simultaneously. The existing data before the production load of the project has been loaded into the new DB2 data tables by using the migration routines.

Program/Project:	Unlock Purpose Code, App type and Location Code	Date:	02/2007 – 08/2007
Role:	Sr. Programmer/Analyst		

The applications from the HFC, Beneficial, Lending Tree and the Union Plus websites will be downloaded into the Vision with the purpose code being assigned to the purpose the customer applies from web, the application type being decided on the amount that has been applied and the Location code being assigned by the back end set up tables in DB2.The Account Executive in the bank did not have the flexibility to change the Location Code and the application type if the customer wants to do so. The account executive in this case had to turn down the original web application and take a new application. This amounted to almost 2000 applications from the websites to be turned down from the above websites and was also add on for the fresh applications to be taken on the turned down web applications to clients.

Program/Project:	Web to Third party portal	Date:	11/2006 – 02/2007
Role:	Associate Consultant		

HFC and Beneficial websites prior to the implementation of this project used a different interface to board loans into the system. Since the existing third party portal had more flexibility of new functions to be introduced without disturbing the flow of applications that are being boarded under other merchants.

Program/Project:	System Control on Required Payoffs for Marketing Guaranteed Loans	Date:	02/2006 – 11/2006
Role:	Associate Consultant		

System Control On Required Payoffs For Marketing Guaranteed Loans is a project that has been implemented in the Vision, the Loan boarding system of the HSBC.

Program/Project:	NRE Live Check	**Date:**	11/2005 – 02/2006
Role:	Software Associate		

NRE Live check is a process designed to reduce the turnaround time of the NRE applications that satisfy some pre determined criteria. The NRE type of products can be elaborated as Non Real Estate Product types in the HSBC environment.

Program/Project:	CIB Vision	**Date:**	01/2005 – 11/2005
Role:	Software Associate		

CIB stands for Cards in Branches. Whenever a person comes for a loan in HSBC because of some pre determined criteria he might become eligible for some credit cards. Then such customer details are sent across to the Credit Card Services by a Batch Process. Also the consent of the customer can be taken by the Account Executives and the Managers who are responsible for the origination of Loan. Whenever a person is eligible for CIB product an entry will be made from the HSBC Online Vision system and a DB2 table will be updated. This DB2 table will be the driver for every other decision being made on the CIB product. This project is an enhancement for the existing process that is in place in both online and batch flows.

Program/Project:	Data Copy	**Date:**	10/2004 – 01/2005
Role:	Programmer		

Batch process which mainly deals with copying of production data to different test systems where this data is again internally used in different regions for testing purpose. These data copying can be into any of the database, it may be to IMS production to IMS specific test regions or DB2 production data to DB2 certain test region. Account Copy is done for accounts which are closed while Application Copy is done for accounts which are not closed. Region Purge is done periodically for cleaning the test regions and SSN Purge is done for deleting customer information from mainframe databases and Sybase databases.

Program/Project:	Discover Payoff Project	**Date:**	07/2004 – 10/2004
Role:	Programmer		

The discover company keeps data of some delinquent customers in the UNIX server location. The data has to be fetched and after retrieving some required data from the DB2 and the IMS DB databases the final output file should be sent across Discover. A process has been a built up that runs once in a month to provide Discover with the required details.

Program/Project:	Web Sales Finance, MBNA V2.2, Centralized Sales Quikhits	**Date:**	05/2004 – 07/2004
Role:	Programmer		

Web Sales Finance is a project that deals with creation of a stand-alone, Online Sales Finance Merchant Application and Contract (Web forms) that will enable the Consumer Lending Sales Finance merchants to enter customer information and receive instant notification of system generated approvals or turndowns. MBNA V2.2 is a project that involves enhancements to the existing system to enable MBNA to offer new product to the customers. Currently, the MBNA originations unit will originate the loan on their proprietary LMS system, determine application of a candidate for servicing by Household, and pass the application and customer information systematically to the Household Direct business unit (22) in Wood Dale, Illinois.

Mary Jean Deimler, Mainframe Developer

# of years DPW Experience	27 years	# of years with the following DPW system:	27 years - CIS	# of years IT experience	31 years

DPW Experience Summary:

- 14+ years in Team Lead positions
- 20+ years experience in Project/Applications Analysis, Design, Coding, Debugging and Implementation
- 20+ years experience in Problem Analysis and Resolution
- 20+ years experience in UNISYS COBOL, I-QU, ECL, DMS, SORT, EDITOR and CTS
- 15+ years interacting with End Users and Vendors to determine application requirements and complete system testing through implementation of projects
- Exposure to RDMS/SQL, FTP, DPS, SSG and Assorted MS WINDOWS software packages (MS Word, Excel, Outlook, Project) and VISIO flowchart software
- Above performed on UNISYS 1100, 2200 and Clear Path mainframe systems, DELL and HP PCs

Prior Experience Summary:

- 14+ years in Team Lead positions
- 20+ years experience in Project/Applications Analysis, Design, Coding, Debugging and Implementation
- 20+ years experience in Problem Analysis and Resolution
- 20+ years experience in UNISYS COBOL, I-QU, ECL, DMS, SORT, EDITOR and CTS
- 15+ years interacting with End Users and Vendors to determine application requirements and complete system testing through implementation of projects
- 5 years experience in Fortran, RPG, CICS & JCL
- Exposure to RDMS/SQL, FTP, DPS, SSG and Assorted MS WINDOWS software packages (MS Word, Excel, Outlook, Project) and VISIO flowchart software
- Above performed on UNISYS 1100, 2200 and Clear Path mainframe systems, DELL and HP PCs, UTS40's, UTS30's & IBM 360 mainframe.

Education Background:

Certificate - Electronic Computer Programming Inst 6/1968 – 10/1968

Diploma - Annville-Cleona High School, Annville, PA 1968

Relevant Training:

- Many courses over the years to keep up with the ever changing Technical world of Data Processing, including: QLP, SSG, Database Concepts & Design, DMS 1100 Screen Design, Basic Systems design, I-QU, C Language programming, Oracle, Microsoft Windows, Excel, Word, Visio - DPW 1988-2004
- Directing, Controlling, & Managing Projects - Skill Path 2001
- Valuing & Managing a Diverse Work Force - Governor's Office of Administration 2001

Detailed Experience:			
Program/Project:	Commonwealth of PA. DPW/CIS	**Date**	09/2007 – Present
Role:	Applications Developer - Contractor		

- Analyze, design, code, test, debug and implement programs and applications in support of CIS Batch systems using UNISYS COBOL 74 (ACOB), I-QU, ECL, DMS, SORT, EDITOR, IPF, RDMS/SQL, FTP, DPS, SSG, OPEN/TI and Assorted WINDOWS Applications
- Extensive knowledge of Pa. DPW CIS (Client Information System) Batch programs, system flow, ECL function, and OPCONS Scheduler functions for various Daily, Weekly, and Monthly runs
- Coordinate software movement thru testing and implementation for initiatives including Database Change 40, Client Notice Consolidation, Database Change 41, etc.
- Project IVB – worked on the Batch team to develop the interface between the mainframe and server databases to insure data integrity.
- General knowledge of CIS DMS and RDMS databases
- Lead Analyst for CIS Batch Reporting applications
- Participate in PCR resolutions
- Research, analysis and resolution of problems in any CIS batch application

Program/Project:	Commonwealth of PA. DPW/CIS	**Date:**	02/2005 – 06/2006
Role:	Applications Developer - Annuitant		

- Analyze, design, code, test, debug and implement programs and applications in support of CIS Batch and Online systems using UNISYS COBOL 74 (ACOB), I-QU, ECL, DMS, SORT, EDITOR, IPF, RDMS/SQL, FTP, DPS, SSG, OPEN/TI and Assorted WINDOWS Applications
- Extensive knowledge of Commonwealth of PA. DPW CIS (Client Information System) Batch processes and programs
- Extensive knowledge of Commonwealth of PA. DPW CIS Batch system flow and program ECL function for various daily and monthly runs
- General knowledge of CIS DMS and RDMS databases
- Mentor Lead Analyst for CIS Batch Reporting applications
- Mentor Lead Analyst/Project Coordinator for CIS Batch Semi-Yearly Database Changes implementation
- Mentor and participate in PCR resolutions
- Mentor others in the research, analysis and resolution of problems in any CIS batch application

Program/Project:	Commonwealth of PA. DPW/CIS	**Date:**	01/1991 (appx) – 01/2005
Role:	Applications Developer 3/Computer Systems Analyst 3		

- Analyze, design, code, test, debug and implement programs and applications in support of CIS Batch and Online systems using UNISYS COBOL 74 (ACOB), I-QU, ECL, DMS, SORT, EDITOR, IPF, RDMS/SQL, FTP, DPS, SSG, OPEN/TI and Assorted WINDOWS Applications
- Extensive knowledge of Commonwealth of PA. DPW CIS (Client Information System) Batch processes and programs
- Extensive knowledge of Commonwealth of PA. DPW CIS Batch system flow and program ECL function for various daily and monthly runs
- General knowledge of some Online programs within Pa. DPW CIS
- General knowledge of Commonwealth of PA. DPW CIS Online processes
- General knowledge of CIS DMS and RDMS databases
- Lead Analyst for CIS Batch Reporting applications
- Lead Analyst/Project Coordinator for CIS Batch Semi-Yearly Database Changes implementation
- Participate in PCR meetings and resolutions
- Research, analyze and resolve problems in any CIS batch application

Program/Project:	Commonwealth of PA DPW/CIS	**Date:**	02/1987 – 01/1991 apx.
Role:	Computer Systems Analyst 2		

- Analyze, design, code, test, debug and implement programs and applications in support of CIS Batch and Online systems using UNISYS COBOL (ACOB), I-QU, ECL, DMS, SORT, EDITOR, RDMS/SQL, FTP, DPS, CTS, and Assorted WINDOWS Applications

Program/Project:	Commonwealth of PA DPW/CIS	**Date:**	04/1985 – 02/1987
Role:	Computer Systems Analyst 1		

- Develop logic flow, code, test, debug and implement programs as assigned by and in cooperation with senior analysts using UNISYS COBOL (ACOB), ECL, DMS, SORT, EDITOR, CTS, and DPS

Program/Project:	Commonwealth of PA DPW/CIS	**Date:**	11/1983 – 04/1985
Role:	Computer Programmer 2		

- Develop logic flow, code, test, debug and implement programs as assigned by and in cooperation with senior analysts using UNISYS COBOL (ACOB), ECL, DMS, SORT, EDITOR, CTS, and DPS

Program/Project:	Commonwealth of PA Dept. of Health	**Date:**	05/1980 – 11/1983
Role:	Computer Programmer 1 & 2		

- Develop logic flow, code, test, debug and implement programs as assigned by and in cooperation with senior analysts using IBM COBOL, JCL, and CICS

Robert W. Devlin, Jr. – PACSES Technical Services Resource

# of years DPW Experience	10 years	# of years with the following DPW system:	6 years PACSES 6 years HCSIS	# of years IT experience	30 years

DPW Experience Summary:

- Developed and implemented batch application frameworks .NET 1.1, 2.0 and 3.x. Mentors junior consultants. Assigned lead programmer on DPW/OMR IM4Q survey data collection application. Developed online general and detail design/specifications documentation web applications. Assigned security subsystem subject matter expert duties. Assigned architect for DPW/OMR HCSIS application. Assisted technical screening/interviews for prospective team members. Developed and implemented batch application infrastructure. FSWS design. SOA blueprint. Server administration and maintenance. Technology upgrades for PACSES web application from .NET 1.1 to 3.5. Code generation for data access and WCF services. VSS administration. Build/CCNET support.

Prior Experience Summary:

Maxim Group, Consultant, (6/99-02/00), Harrisburg, PA

Served as Analyst/Administrator Software distribution, Sprint NCOE. Administered "fat-client" environment requiring packaging, distribution and monitoring of all aspects of remote PC configuration for major communications company using NetView Distribution manager to all NT workstation client base from AIX and NT servers. Developed/maintained front end application for on demand self service software distribution. Developed/maintained departmental intranet Web site. Conducted extensive Y2K remediation.

AMP Incorporated, Various positions, (9/86-6/99), Harrisburg, PA

As a Systems Analyst IV - Defined, designed and implemented Web-based applications using MS Visual InterDev and Oracle 7 RDBMS. Performed light Oracle 7 and SQL Server 6.5 DBA duties in support of development and evaluation efforts. Defined, designed and implemented infrastructure of distributed and unattended NT application server environment in support of business intelligence delivery. Automated Intranet datamart security and publication of Cognos PowerPlay Powercubes to PowerPlay Web. Developed standards, guidelines and documentation for same environment. Automated creation and delivery of Data Warehouse extracts from UNIX to NT for business intelligence applications. Mentored junior analysts and associates. As a Systems Support Specialist III and IV - Created, maintained and supported complex PC/Network, VM mainframe and cross-platform applications in support of corporate pricing agreement functions featuring use of DB2/VM RDBMS, MS Access, SQL Server 4.21. Lead two (2) member team in same mission. Created, maintained and supported Novell Netware 50 node LAN, including file, NT database, fax and print servers. Executed Novell Netware upgrade from 3.11 to 4.1. As an Information Center Analyst IV - Responsibilities included primary SQL/DS DBA, performance tuning, DASD management, reclamation and migration from 3380 to 3390 devices, and version 3.3 upgrade. Wrote position paper on proposed conversion from VM based Ramis and SQL/DS data stores to VM based Oracle. Re-engineered DB2/VM (SQL/DS) and Ramis database load processes. Other miscellaneous positions included Senior Office Systems Analyst, Manager ICS, Information Center Analyst. Assignments including Ramis database administration and application development, Help desk procedures definition and support, SQL/DS database and VM application development, PC and mainframe software and hardware evaluations, back-up Novell Netware LAN administration. Automate and optimize Ramis load processes and data access.

Pennsylvania Electric, Systems Analyst, (9/86-6/99), Johnstown, PA

Provided Ramis application development and end user support in MVS/TSO environment. Report writing. SQL/DS DBA responsibilities. Developed the application and conducted end user training for quality metrics.

Westinghouse Electric Corporation, Information Systems Analyst, (6/80-5/84), Pittsburgh, PA

Held lead analyst position for MVS based corporate sales and marketing systems. Responsible for main validation and maintenance programs and production support for sales and marketing master files. Standardized and automated application JCL.

Education Background:

- Computer Systems Institute, Pittsburgh, PA. Certificate Computer Programming, 1980
- Carnegie-Mellon University, Pittsburgh, PA. Bachelor of Fine Arts, 1975 GPA 3.4
- Uniontown Area High School, Uniontown PA. College Preparatory 1971

Relevant Training:

- AppSight May 2010
- Mastering Web Site Development using Visual Interdev, Microsoft, March 1998
- Netware 3.11 to 4.0 Update, Novell, February 1995
- Information Modeling & Analysis For Client/Server Applications, DCI, April 1992
- Joint Application Development, November 1992
- SQL/DS System Administration - Advanced, IBM, October 1990
- SQL/DS System Administration - Basic, IBM, May 1990
- Advanced (Ramis) Concepts, Mathtech, October 1989
- (Ramis) File Design and Efficiency, Online Software, March, 1989
- Supervisory Development Program. Penelec, May 1985

Detailed Experience:

Program/Project:	PACSES	Date	7/2005 – 8/2010
Role:	Technical Services Resource		

Provide technical guidance and support for online and batch server applications in all respects; full and part time

Program/Project:	ITSS	Date:	7/2006-7/2008
Role:	Architectural Support Analyst		

Design and technical support for shared services operations

Program/Project:	HCSIS	Date:	9/2000-7/2006
Role:	Lead programmer, security architect		

Administrative subsystems and Oracle FGAC

Vivek Dhuri

# of years DPW Experience	3 years	# of years with the following DPW system:	PACSES	# of years IT experience	9 years

DPW Experience Summary:

Vivek is an IT consultant with over 9 years of IT experience and over 3 years experience in major child support enforcement systems development and implementation projects, including the design, development, and testing of the Pennsylvania Department of Public Welfare's Child Support PACSES application, a federally certified child support enforcement system and the PACSES Data Warehouse reporting solution.

Prior Experience Summary:

Vivek has over 9 years of experience in Software Development focusing on Data Warehousing and Business Intelligence solutions. His experience spans all phases of the Systems Development Life Cycle from analysis and design through development, testing and implementation. Vivek's key areas of expertise include:

- Working with end users to gather business requirements for multidimensional reporting
- Creation of both reports and OLAP cubes using Cognos 8 BI and Powerplay.
- Creating dimensional data models using Erwin Data Modeler
- Development of Extract, Transformation and Load scripts with Informatica and stored procedures

Education Background:

Bachelor of Electronics Engineering, Shivaji University Kolhapur, Maharashtra, India., July 2000

Qualifications:

IBM Certified Designer Cognos 8 BI Reports, IBM, April 2010

Relevant Training:

IBM Cognos 8 BI Training, IBM, June 2009
PowerCenter 8 New Features for Developers, Informatica, September 2010

Detailed Experience:

Program/Project:	Pennsylvania Automated Child Support Enforcement System (PACSES)	Date	10/2007 – Present
Role:	Sr. Data Warehouse/BI Analyst		

Responsible for design, development and enhancement of the child support business intelligence reports and extraction, transformation and load processes to support federal reports. Responsible for maintenance and support of Office of Child Support Enforcement federal reporting including the OCSE 157, OCSE 34A and Self Assessment for Pennsylvania that are submitted quarterly or annually to the federal government. These reports track the state's performance against other states and these reports are maintained within the Pennsylvania Department of Public Welfare Enterprise Data Warehouse.

- Serves as implementation lead for submissions of all federal reports
- Maintenance of Informatica Workflows and Mappings
- Maintenance of Cognos Reports and Cubes
- Performs ETL and Reports optimization to reduce batch time
- Performs peer reviews and code walkthroughs

Program/Project:	General Cable Corporation	**Date:**	06/2007 – 10/2007
Role:	Data Modeler/Analyst		

- Analyzed the SNOP components viz. Sales BI, Hedging BI and Freight BI
- Performed comparative analysis of ERP, Data stores and Business Objects Universe of each component
- Created a conceptual dimensional data-model for each component to fit into the Enterprise Data warehouse

Program/Project:	National City Mortgage (PNC)	**Date:**	01/2004 – 06/2007
Role:	Senior Informatica Developer		

- Responsible for Preparing ETL Strategies for Extracting Data from Different Data Sources like Oracle, DB2, and Flat files
- Developed complex mappings using Informatica Power Center Designer to integrate data from flat files, Oracle, and DB2 and load it to an Oracle database
- Optimized and performance tuned logic on targets, sources, mappings, and sessions to increase the efficiency of session
- Created Oracle functions for error logging and stored procedures for deleting historical data from the entire staging schema
- Designed the Hyperion report migration process
- Migrated existing Hyperion reports and developed new Hyperion reports

Program/Project:	Avery Dennison	**Date:**	10/2003 – 01/2005
Role:	Data Warehouse Developer		

- Interacted with Users to identify key Dimensions and Measures for analyzing Splice generation
- Designed and developed Informatica Mappings for data load and data validation
- Used update strategy and Lookup transformation to insert, delete, update or reject the records based on business requirements
- Designed and developed complex Aggregate, Join, Lookup transformation to generate consolidated (fact/summary) data
- Testing and Validating the Mappings, Impromptu reports, PowerCubes, against the requirements
- Deployment and Implementation of the mappings, reports and cubes

Program/Project:	Reserve Bank of India (RBI)	**Date:**	09/2001 – 10/2003
Role:	Data Warehouse Developer		

- Development of Oracle PL/SQL Scripts to load the data warehouse
- Development of Cognos Impromptu reports, Transformer Models and Cubes
- Created User interface for accessing standard Impromptu reports using Cognos script editor.
- Testing and Validating the Impromptu reports and cubes against the requirements
- Interacted with the end users for creating the reports according to their requirements
- Provide Support to the Data Warehouse users
- Optimized the response time of the execution of the Impromptu Reports

Alexander DiLeonardo, PELICAN Certification Track Lead

# of years DPW Experience	0	# of years with the following DPW system:	N/A	# of years IT experience	0

DPW Experience Summary:

Alex worked briefly on a HCSIS project last summer as an intern, Alex officially began full time work on a DPW initiative three weeks ago when I rolled on to the Pelican certification project.

Prior Experience Summary:

As a recent graduate from the Tepper School of Business and the Heinz College of Public Policy and Management at Carnegie Mellon University and new hire at Deloitte, Alex plans to apply my educational experience to public sector initiatives, helping state and local governments deliver services to their citizens. Alex's previous experiences include system design, financial modeling and forecasting, and campaign and legislative planning.

Education Background:

- Bachelor of Science, Business Administration, Carnegie Mellon University, 2009
- Master of Science, Public Policy and Management, Carnegie Mellon University, 2010

Qualifications:

- N/A

Relevant Training:

- N/A

Detailed Experience:

Program/Project:	Pelican	Date	07/2010– Present
Role:	Certification Track Lead		

Currently collaborate with OCDEL employees to maintain the existing certification system. Also assist with a new initiative to expand service to ODP program office.

Program/Project:	HCSIS	Date:	06/2009 – 08/2009
Role:	Summer Associate		

Conducted business process research. Leveraged that research to design interface for proposed electronic content management system.

Rocco DiNiglio, Business Technology Analyst

# of years DPW Experience	2	# of years with the following DPW system:	eCIS/CIS: 2 years	# of years IT experience	3

DPW Experience Summary:

- From July 2008 to 2010, Rocco held a key role in delivering the Client Notice Redesign for project iCIS. This initiative allowed Office of Income Maintenance (OIM) to generate notices in eCIS instead of on the CIS Mainframe, which eliminated the limitations on the style, functionality, and dynamics of the correspondences. CNR allows OIM to improve customer service by providing notices that are easier to understand and results in fewer notices overall to reduce the support required by staff for notice-related inquiries.

- On July 1, 2010 Rocco Joined the PELICAN Project as the Information Delivery track lead. His Responsibilities include maintenance and modifications to the PELICAN Data Warehouses and to PELICAN SSRS reports, gathering information for ad hoc requests, delivering reports to enable OCDEL to meet their reporting requirements.

Prior Experience Summary:

In 2008, Rocco was responsible for the Web Content Management System Industry Specific page builds and the metadata governance for 26 Industries, 65+ Industry segments in the SAP Corporate Portal, using SAP KM portal product.

- Documented established repeatable processes to share monthly in team workshops. Delivered presentations monthly to interns on processes and knowledge of the full-life cycle of highly managed digital content.

- Analyzed and mapped business requirements for 26 industries Sales Briefcase Industry page presence. Defined and mapped sales assets to the correct industry segment and Line of Business (LOB). Responsible for Quality and Assurance review of content.

- Set-up, hosting, recording and documentation of global web conferencing and teleconferencing.

- Participated in ECM (Enterprise Content Management) Project Planning Scope documents.

Education Background:

Bachelor of Sciences in Business: Management Information Systems, Villanova University, 2008

Relevant Training:

Project Management for IT, SAP, 2007

Oracle Business Intelligence Enterprise Edition, 2008

Cognos 8: Partner Essentials Series, IBM, 2009

Detailed Experience:			
Program/Project:	DPW OIM/ iCIS Project	**Date**	07/2008 – 07/2010
Role:	Business Technology Analyst		

- Rocco has had opportunities to do work for DPW in all phases of the System development life cycle in the eCIS correspondence module.
- Rocco has been involved in requirement clarification/enhancement discussions to map requirements to physical data model changes and detailed system design considerations. Rocco has documented such changes according to CMMI level 3 processes.

- Rocco has reviewed code and verified the expected results in the database for newly developed software. He has worked closely with internal integration testing team to track changes/enhancements across the environments. Also worked closely with DPW staff during the User Acceptance Testing of the software. Rocco served as the main point of contact with the IT shared services team for a CNR batch Volume testing.
- Involved with preparation for and the execution of the deployment of new code to production.
- Served as the build coordinator for eCIS 17.2 release to facilitate the migration activities of 5 different teams that will all be deploying code to production with the same release. This includes communicate with the application development and testing leads to determine the impacts of moving/not moving code across the environments, with the IT shared services team to execute database instructions and deploy code in the INT, SAT, Load, TFP environments, communicate with developers to validate code and resolve issues associated with migrations. The iCIS system has touch points with several web servers, databases, batch servers that Rocco must be familiar with for migration activities. Since the notices are a form of report at the end of a business process, This experience has allowed Rocco to gain an understanding of the data and systems involved upstream that result a request for a notice.
- Rocco commonly monitored the batch runs, analyzed log and configuration files, queried the production database to provide reports, and responded with solutions to maintenance issues after deployment.
- Through this role, Rocco was responsible for maintaining detailed progress reports, identifying and raising project risks, and managing communications with Deloitte teams on working on different initiatives. Also responsible for creating deliverables to be submitted to the executive steering team.
- An essential requirement of this role was to demonstrate clear and effective communication skills. Rocco was the touch point with many people within the Deloitte project team including; ITSS, developers, track leads, internal testers. Rocco was the touch point with the following client organizations; Bureau Of Policy stakeholders and testers across benefit program including: LIHEAP, Food stamps, Medical assistance, Cash Assistance. DAPS- Stakeholders and testers, BIS- Administrators EGOV (file transfer from DPW to printing vendor), Scheduling (Running Batches), Dept. of General Services (Vendor for printing the hard copies of notices).

Mukundan Doraiswamy

# of years DPW Experience	7 years	# of years with the following DPW system:	iCIS, PELICAN, HCSIS, PACSES	# of years IT experience	18 years

DPW Experience Summary:

Working as database architect for DPW IT shared services. Primary responsibilities include defining database architecture, design, data modeling, performance tuning and conversion planning for DPW applications. Responsible for all database related communications/coordination with BIS.

Prior Experience Summary:

Responsible for Enterprise reporting solution, design, development and implementation of Actuate reports and maintenance of Actuate enterprise server. System Analyst, Responsible for requirement gathering, system design, development of software. One of the major achievement is in developing end-to-end custom software solution for automobile sector. Solution include Integrated Dealer Management Software System:- iDMS, Business Process Consulting, Integration of dealer network, Consolidation of dealer network data, Presale and Sale, after Sale Parts & Inventory, and Customer Relation Management. Major clients include Maruti, Lakozi Motors (Toyota), Hindustan motors (HM).

Education Background:

BS Degree in Mathematics, University of Madras India, 1989.

Qualifications:

Oracle 6.0, (Bitech Computers Ltd.), Developer 2000, Oracle 7.x, (SQL Star Int. Ltd.), UNIX, C, Unify, (Fidelity Computers), Dbase Clipper, Foxbase, (CCIT), CNE (Inst. Network Eng.), Certified Actuate Developer (Actuate Corp.), BASIC, COBOL, (NIIT).

Relevant Training:

- Oracle 10g RAC & Grid control.
- ITIL V3 Foundation certification in IT Service Management.
- BMC AppSight training for Architects.

Detailed Experience:

Program/Project:	iCIS, HCSIS, PELICAN, PACSES	Date	06/2003 – Present
Role:	Data Architect and team lead, DB Design and DA liaison		

Working as database architect for DPW IT shared services. Primary responsibilities include defining database architecture, design, data modeling, performance tuning and conversion planning for DPW applications. Responsible for all database related communications/coordination with BIS.

Program/Project:	Department of Labor & Industry (OIT), Harrisburg, PA.	Date:	02/2002 – 05/2003
Role:	Responsible for design, development and implementation of Employer resource system.		

Worked as database architect for Department of Insurance (DOI) and Labor and industry (L&I). Primary responsibilities include defining database architecture, design, data modeling, performance tuning and conversion planning for DPW applications.

Peter Evans

# of years DPW Experience	7 years	# of years with the following DPW system:	DPW System(s): HCSIS- 1.5 iCIS- 2.5 ITSS- 2 H-NET- 1	# of years IT experience	11 years

DPW Experience Summary:

In the past seven years I have worked on several DPW projects such as HCSIS, iCIS, ITSS and H-NET. On those projects the responsibilities have varied. On two projects I have been an initiative lead responsible for the implementation of changes specified by a work order. On other projects I functioned as a Maintenance Lead working directly with the Program Office to support existing production functionality. On the ITSS team I was the Configuration Management Lead. As Configuration Management Lead my primary focus was on managing migrations in multiple regions such as development, test and production across multiple projects. On the H-NET project I acted as Load Test Lead. In this role I was responsible for managing and coordinating the load test schedule, executing the load test and reporting the results to stakeholders.

Prior Experience Summary:

Prior to working for DPW I was in a technical service support role. During this time I provided hardware and software support on laptop computers, desktop PC's and Servers. Software support ranged from several Microsoft Operating Systems to email support on a laptop.

Education Background:

Bachelor of Information Science, University of Pittsburgh, 1997

Qualifications:

Relevant Training:

Detailed Experience:

Program/Project:	HCSIS	Date	04/2009 – Present
Role:	Initiative Lead		

The Office of Child Development and Early Learning (OCDEL) is focused on creating opportunities for the Commonwealth of Pennsylvania's youngest children to develop and learn to their fullest potential.

I acted as the Individual and Support Coordination Track Lead on HCSIS beginning in March of 2010 and currently responsible for communicating and coordinating changes impacting these modules.

From April of 2009 until September of 2009 I acted as Initiative Lead for ELN System Expansion. From October 2009 until March 2010 I supported the Preschool Program Initiative as the client test lead. From April 2010 until June 26th I am acted as the Initiative Lead for the Provider Lead enhancement. As of May 2010 I have become Initiative Lead on the IN/SC .NET Technology Upgrade which will continue through October of this year. As an Initiative Lead I am responsible for managing the entire initiative from many aspects such as the following:

- Producing Deliverable documentation based on the current phase of the initiative
- Coordinating and communicating migration dates with stakeholders
- Working in a CMMi compliant manner for documents and processes

Program/Project:	iCIS	Date:	07/2006 – 03/2009
Role:	Initiative and Maintenance Lead		

iCIS is a suite of software programs which support the Office of Income Maintenance (OIM). OIM is responsible for the administration of the Temporary Assistance for Needy Families (TANF) cash assistance program, Medicaid/Medical Assistance (MA), and Food Stamp Program. During my time on this project I held many roles such as the following:

- Initiative lead for Information Life cycle Management, Imaging Improvement and COMPASS Attach Scanned Documents
- Maintenance Lead for the eCIS application
- Maintenance Lead for the COMPASS application

In the Maintenance Lead role my primary focus was on the design, development, testing and implementation of software changes to support existing production business needs.

Program/Project:	ITSS	Date:	07/2004 – 06/2006
Role:	Configuration and Management Lead		

In this role my primary focus was on managing changes which dealt with Project software changes or hardware infrastructure upgrades. In this role I supported both the Projects and several bureaus within DPW. In supporting those changes, the Automated Software Tracking tool was used for documenting software changes, issues or test scenarios. Worked regularly to coordinate with DPW leadership to plan and implement changes through a defined change management process.

Program/Project:	HNET	Date:	07/2002 – 06/2004
Role:	Load Test Lead		

In this role my primary focus was on Load Testing. Using the HP Load Runner software, I would manage load testing across multiple projects including: HCSIS, iCIS, and CCMIS. In this capacity I would schedule, execute and document load tests. Load test were performed as a silo test for a single project or in an integrated manner with all projects participating. Reports were provided to stakeholders to review and discuss.

Jeff Fisher, Mainframe Architect

# of years DPW Experience	20 years	# of years with the following DPW system:	CIS (19)	# of years IT experience	35

DPW Experience Summary:

Design, development and maintenance on Client Information System, LIHEAP, exchanges and many other subsystems. Monitor and identify problem areas daily. Prepare monthly and quarterly statistical reports. Review and test operating system upgrades. Plan and coordinate application upgrades. Analyze system problems and application problems.

Prior Experience Summary:

Design, development and maintenance in private industry, county, state and federal government.

Education Background:

Certificate Business Data Process, Tioga County Vocational School, June 1976

University of Maryland, City College of Chicago, Mansfield University

US Air Force – Base Level Computer Systems, Lackland AFB Texas, 1977

US Air Force – Logistics and Military Training, Lowry AFB Colorado, 1978

Detailed Experience:

Program/Project:	DPW	Date	01/2003 – Present
Role:	Mainframe Architect		

Currently assigned to the Shared Services Unit providing support to the iCIS Project. UNISYS 2200, COBOL, C, MASM, DMS, DPS, SSG, ECL, IQU

Program/Project:	PA Office of Administration	Date:	06/2002 – 09/2002
Role:	Senior Consultant		

Designed and developed an interface between a learning management system (LMS) and the client active directory

Program/Project:	PA Game Commission	Date:	04/2001 – 06/2002
Role:	Senior Consultant		

Designed and developed a Photograph Repository System using VB6, COM, IIS, SQL Sever

Program/Project:	York County PA	Date:	11/2001 – 06/2002
Role:	Senior Consultant		

Designed and led the development of a Central Intake and Data Systems. VB6, COM, IIS, SQL Server

Program/Project:	PA DPW	Date:	06/1989 – 04/2001
Role:	Senior Consultant		

Design, Development and leadership on the Client Information Systems, LIHEAP and other subsystems. UNISYS 2200, COBOL, C, MASM, DMS, DPS, IQU, ECL, SSG

Program/Project:	Ford New Holland	**Date:**	09/1988 – 06/1989
Role:	Team Lead		

Team lead in the Process Engineering and Piece Unit Bonus calculation unit. Planned assignments, accomplished changes and supported production calls. UNISYS 1100, COBOL, DMS, DPS, IQU, ECL, SSG

Program/Project:	Letterkenny Army Depot	**Date:**	06/1988 – 09/1988
Role:	Consultant		

Design, Project plan and implementation of real-time help functionality. IBM 4040, GENESIS, COBOL, CICS

Program/Project:	US Air Force – Martin Marietta	**Date:**	05/1987 – 05/1988
Role:	Maintenance Manager		

Managed the development team, design, assignments, etc. Design of the migration of the system from UNISYS to IBM platform. UNISYS 1100, DPS, DMS, COBOL, IBM 4040, Model204

Program/Project:	Orange County – Martin Marietta	**Date:**	05/1986 – 05/1987
Role:	Special Projects		

Automated Jail System, Unsecured tax systems. Established the off-site development facility. UNISYS 1100, COBOL, DMS, ECL, IQU, IBM 404, COBOL, CICS

Program/Project:	US Air Force – Kelly AFB, TX	**Date:**	10/1984 – 05/1986
Role:	NCOIC Base Supply Computer Systems		

Managed 24/7 operations, development, scheduling and distribution units. Led the conversion from the UNIVAC 1050 to the UNISYS 1100 Systems. UNIVAC 1050, UNISYS 1100, Assemblers, COBOL, DMS, DPS

Program/Project:	US Air Force – Aviano AB, Italy	**Date:**	09/1981 – 09/1984
Role:	NCOIC Base Supply Computer Systems		

Managed 24/7 operations, development, scheduling and distribution units. Analyzed the new UNISYS system and application. Optimized operations, scheduling and conversion. UNIVAC 1050, UNISYS 1100, Assemblers, COBOL, DMS, DPS

Program/Project:	US Air Force – Ellsworth AFB, SD	**Date:**	07/1977 – 09/1981
Role:	Base Supply Computer Systems		

Operated and programmed the UNIVAC 1050 using JCL, SAL and PAL.

Program/Project:	US Air Force – Training	**Date:**	03/1977 – 07/1977
Role:	Recruit/Training		

Basic Military training and logistics

Program/Project:	Mansfield State College	**Date:**	06/1976 – 12/1976
Role:	Computer Operator		

Operator

Program/Project:	Keystone Data Systems	**Date:**	11/1975 – 10/1976
Role:	Programmer		

RPG Programming

Prashanth Gnanadesikan, Track Lead, COMPASS

# of years DPW Experience	1 year	# of years with the following DPW system:	iCIS - COMPASS 1 year	# of years IT experience	6 years

DPW Experience Summary:

Prashanth has been associated with DPW for an year, leading load testing, playbook, overall coordination and maintenance for COMPASS, an Web-based, multi-lingual self-service tool that provides customers a greater hand in receiving and managing social service benefits. It enables citizens to determine if they are potentially eligible for various health, financial, and nutrition services, check the status of their benefits through individual accounts, apply for benefits for up to thirteen (13) programs via an online application, and report changes to their information.

Prior Experience Summary:

Prashanth is an Information Management Consultant with a Masters degree in Software Engineering from Carnegie Mellon University that included research on privacy risk assessment techniques for CyLab, a CERT affiliated education center. Prashanth also have 5+ years of experience in leading and developing complex content management, Web-based for various clients. Additional project experience includes analyzing the current process and creating new business process workflows for various applications such as Mortgage Loan, Insurance Claim and Case Management. Prashanth has also had good experience in integration of third party applications such as Captiva, Dispatcher, ILOG, Brava and DocSciences with Document and Image Processing Solution Accelerator, a product of EMC Documentum.

Education Background:

- Masters in Information Technology, specialization in Software Engineering from Carnegie Mellon University, Pittsburgh PA (2007 – 2009)
- B.Tech in Information Technology from SSN Institutions, Chennai, India (2000 – 2004)

Qualifications:

- Masters in Information Technology, specialization in Software Engineering from Carnegie Mellon University, Pittsburgh PA (2007 – 2009)

Relevant Training:

- Open Text vendor training, Sep 2009

Detailed Experience:			
Program/Project:	COMPASS	**Date**	10/2010 – Present
Role:	Track Lead		

- Track lead for COMPASS
- Instrumental in successfully leading the playbook for COMPASS which required lots of planning and analysis and coordination with other iCIS team and BIS staff. This effort was applauded by Dave, Shirley and Chuck as one of the "smoothest" implementation in 6 years
- Lead the load testing efforts and proved that COMPASS is one of the most efficient and highly performing application that Deloitte has introduced to DPW environment
- Performed GAP analysis of the current build/migration process and created a smoothly repeatable configuration management process

Program/Project:	Z Comm – e Commerce Portal	**Date:**	08/2008 – 05/2009
Role:	Requirement Analyst/Quality Manager		

- Responsible for gathering and documenting functional requirements
- Client Liaison for the project for 6 months
- Used contextual inquiries to identify problems and bottlenecks in the existing administration system and gave recommendations
- Defined quality goals and metrics for the project using Goal- Question – Metric approach
- Analyzed the metrics after every iteration and gave recommendations to the team for improved quality and productivity

Program/Project:	Ubimax – Project Management Portal	**Date:**	07/2007 – 07/2008
Role:	Project Lead		

- Lead a team of 9 members
- Identified the quality attributes for the project by conducting the Quality Attribute Workshop(QAW) with the Client and the key stakeholders
- Conducted mini Software Risk Evaluation session for the team to identify and prioritize risks and had mitigation plans for the prioritized risks
- Used Earned Value Management to plan and track the project

Program/Project:	CyLab – Security – Risk Analysis Techniques	**Date:**	01/2009 – 08/2009
Role:	Research Assistant		

- Researched and Identified various privacy regulations
- Researched on various risk assessment techniques for privacy
- Conducted risk assessment sessions with the various stakeholders of two projects for identifying and prioritizing project risks
- Published a report for CyLab on the risk assessment techniques for privacy

Program/Project:	Document & Image Processing Solution	**Date:**	10/2004 – 06/2007
Role:	Project Lead		

Laura Gumbel, Developer

# of years DPW Experience	7 years	# of years with the following DPW system:	3 years-iCIS 4 years-PACSES	# of years IT experience	12 years

DPW Experience Summary:

- eCIS – SI developer
- **Incremental Renewal Phase IV B**
- This project is phase wise manner of converting existing CIS system in Mainframe/COBOL to Open System/.NET architecture. Phase IV B involves the transition of Application Entry subsystem from Mainframe to .NET.
- COBOL, ECL, PADS, IPF, DMS1100, ACCESS, IQU, Excel, Windows, UNISYS Clearpath, UNISYS Dorado.
- Maintain daily and weekly statistics for transactions and batch processes
- Write new programs and supporting documentation
- Create new ECL runstreams for new programs
- Maintain existing batch programs as a member of the Data Exchange system
- Maintain existing ECL runstreams
- Create and execute unit test scripts for new and existing programs
- Provide analysis of current system processes in support of moving the Data Exchange system to a server platform
- Provide logic flow diagrams for mainframe services
- Extract business rules for refresh and commit data
- Prepare design documents/specifications
- Understand the business and new requirements
- Moved to the middleware group to facilitate the server to mainframe service calls
- Write IQUs to generate statistics, extract data and perform data fixes

Prior Experience Summary:

All positions required programming, documentation and testing.

Pekin Insurance – Insurance Industry

COBOL, JCL, EXPEDITOR, BLUE ZONE, DB2, VSAM, Excel, Windows, IBM 370, and EZ-TRIEVE.

Areas of responsibility. Combined Bill system

Highlights: Performed analysis and documentation of agent commission system

PACSES

COBOL, ECL, PADS, IPF, QED, DMS1100, RDMS, SQL, Excel, Windows, UNISYS Clearpath, ASP.NET, VB.NET, XML and LOUIS.

Programming, Analysis, Testing, Documentation, Batch Support

Areas of responsibility: Paternity acknowledgment system, Guideline Calc system and IV-A/ IV-B interface team.

Highlights: Performed complete analysis of DOH paternity acknowledgment batch programs to facilitate the takeover of the paternity DB. Aided in the re-write of the PACSES Portal using ASP.NET, VB.NET and XML.

Modern Woodman – Insurance Industry

COBOL, ECL, IPF, UTS Express, DPS Forms, DMS1100, RDMS, SQL, XICS, Excel, MSQuery, Windows 98 and 2000, UNISYS 2200 and UNISYS Clearpath

Systems analysis and design, DB Design, Programming, Testing, Documentation, User support

Areas of responsibility: Application system

Highlights: Performed complete analysis for new beneficiary system. Prepared requirements, GSD, DSD, technical design, DB design and screen design for entire system. Programmed prototype split-screen for beneficiary system.

Education Background:

AAS, Black Hawk College, Galva, Illinois, 6/1998 (4.0)

Qualifications:

LOMA I & II, LOMA, 1999

Relevant Training:

Computer Programming Training at CNA Insurance Company, Chicago, IL

VB.NET, Illinois Central Community College, Illinois (4.0)(2006)

HTML, Xerox Connect, Bettendorf IA (2000)

SQL, Xerox Connect, Bettendorf IA (2000)

Detailed Experience:

Program/Project:	eCIS SI Team	Date	11/2007 – Present
Role:	Developer		

- Maintain daily and weekly statistics for transactions and batch processes
- Write new programs and supporting documentation
- Create new ECL runstreams for new programs
- Maintain existing batch programs as a member of the Data Exchange system
- Maintain existing ECL runstreams
- Create and execute unit test scripts for new and existing programs
- Provide analysis of current system processes in support of moving the Data Exchange system to a server platform
- Provide logic flow diagrams for mainframe services
- Extract business rules for refresh and commit data
- Prepare design documents/specifications
- Understand the business and new requirements
- Moved to the middleware group to facilitate the server to mainframe service calls
- Write IQUs to generate statistics, extract data and perform data fixes

Program/Project:	Pekin Insurance	Date:	06/2006 – 11/2007
Role:	Developer		

- Write new programs and supporting documentation
- Maintain existing batch and online programs as a member of the Billing Team
- Create data extracts using EZ-Trieve
- Create and execute unit test scripts for new and existing programs
- Member of the batch support team.

Program/Project:	PACSES	**Date:**	02/2002 – 06/2006
Role:	Developer		

- Perform quality assurance testing on program changes and modifications before production migration
- Create program documentation for new and existing programs
- Create and execute unit test scripts for new and existing programs
- Perform maintenance on existing programs and runstreams as a member of the IVA Financial team.
- Create new real time programs for Guideline Calculation system which uses various financial information to calculate the child support payments
- Code and implement the automation of paternity acknowledgements and voids
- Member of the production and non-production batch support teams
- Write and execute data fix programs and data extract programs
- Write and maintain LOUIS runstreams
- Provide all analysis for DOH Paternity system
- Aid in the re-write of the Child Support Portal using ASP.NET, VB.NET and XML

Program/Project:	Modern Woodmen	**Date:**	06/1998 – 05/2001
Role:	Programmer/Analyst		

- Designed an agent incentive campaign system.
- Performed maintenance and repair to batch and screen programs.
- Performed reduction in duplicate coding efforts by writing and maintaining Procedure libraries.
- Performed major analysis for implementation of a new product. This project required changes to over 400 programs and procs that our group was responsible for. Heavy interviewing of users to determine exact specifications of new product.
- Performed maintenance on member insurance contracts forms using XICS. Performed maintenance on reports using Report Writer.
- Devised a way to reduce the I/O of programs by storing actual database keys in an internal table for direct fetches instead of going through a repeated series of fetches.
- Was one of the main designers of the Beneficiary System. Designed RDMS database records to store beneficiary data. Interviewed users to determine system requirements and future enhancements. Designed the input screen and wrote the main screen program for the system. The screen was a split screen prototype with perks built in for the user, such as, dynamic changes and automatically generating field values depending on which department was accessing the screen. Projected rollout was on time.

Ajay Kumar Gupta, Programmer Analyst

# of years DPW Experience	9 years	# of years with the following DPW system:	9 years - CIS	# of years IT experience	19 years

DPW Experience Summary:

- Working in Cash, Food Stamps and MA Eligibility area since July 2001.
- Created EDBC infra-structure modules in M-Path side of CIS.
- Created service and Cash/Food Stamps eligibility routines for Incremental Renewal (IR IVB). Coordinated data flow between eCIS and CIS eligibility components

Prior Experience Summary:

Mr. Gupta has almost nineteen years of varied experience in the IT industry. He has worked through all phases of the software development life cycle. His last twelve years have been spent doing application development for a human services agency in a Unisys 2200 environment.

Education Background:

- Java Programming – Austin Community College, Austin, TX, 1999
- Master in Computer Applications (MCA), 1992
- Bachelor in Science with Computer Science,1988

Qualifications:

- N/A

Relevant Training:

- Unisys Software Training, 1992

Detailed Experience:

Program/Project:	Client Information System, Commonwealth of PA	Date:	07/2001 - Present
Role:	Programmer Analyst		

Ajay is responsible for Cash, food stamps and MA eligibility routines for enhancements and maintenance.

Earlier, Ajay was involved in following enhancements in EDBC area:

He was also involved in data mapping between the old database schema and the new schema. He was responsible for writing specifications, conversion programs and testing.

Program/Project:	Claims Management System, Texas Department of Human Services (TDHS)	Date:	10/2000 – 07/2001
Role:	Team Lead		

Ajay is responsible for documenting software requirement specifications for new enhancements after the requisition made by the user. He is involved in coding, unit testing, system testing and moving the new or upgraded component to production environment. He is also responsible for delegating these specifications to technical member for coding and unit testing.

Program/Project:	Transaction Code Changes at Comptroller, Texas Department of Human Services (TDHS)	Date:	09/2000 – 09/2000
Role:	Project Lead		

Ajay was involved in technical analysis and interacted with user business analyst for requirement specifications and information from subject matter experts.

Program/Project:	Object Code Clean-Up Analysis, Texas Department of Human Services (TDHS)	Date:	08/2000 – 08/2000
Role:	Project Lead		

Ajay was involved in technical analysis and interacted with user business analyst for requirement specifications and information from subject matter experts. He submitted the recommendations to the management with user business analyst.

Program/Project:	Disaster Assistance Payment Program (DAPP), Texas Department of Human Services (TDHS)	Date:	05/2000 – 07/2000
Role:	Team Lead		

Ajay is responsible for the interface between new Disaster Assistance Program and the Financial Management Information System (FMIS). He is responsible for coordination, quality, technical support, testing and implementation.

Program/Project:	Cleaning PRS and ECI Processing out of FMIS and Y2K Rollover Support, Texas Department of Human Services (TDHS)	Date:	12/1999 – 04/2000
Role:	Programmer Analyst		

Ajay is responsible for code changes and unit testing.

Program/Project:	Personal Need Allowance Increase for SSI Clients, Texas Department of Human Services (TDHS)	Date:	11/1999 – 12/1999
Role:	Programmer Analyst		

Responsible for testing and data validation of the new enhancement to FMIS interface for HB143 for Personal Need Allowance. Was responsible for coordination among CMS, FMIS, Fiscal Users and Comptroller office during testing for input data, tape creation for Comptroller, feedback processing and reports creation for fiscal users.

Program/Project:	Grandparent Payment System (GPS), Texas Department of Human Services (TDHS)	Date:	09/1999 – 10/1999
Role:	Programmer Analyst		

Was responsible for coordination among Client Server System Services, FMIS, Fiscal Users and Comptroller office during testing for input data, tape creation for Comptroller, feedback processing and reports creation for fiscal users.

Program/Project:	Social Services Management System (SSMS) Year 2000 Conversion, Texas Department of Human Services (TDHS)	Date:	07/1999 – 09/1999
Role:	Team Lead		

Responsible for Year 2000 conversion, testing and implementation of SE, SN, SR and SS series of SSMS. Lead a team of seven consultants to accomplish this task.

Program/Project:	Food Stamps Year 2000 Testing, Texas Department of Human Services (TDHS)	Date:	04/1999 – 07/1999

Role:	Programmer Analyst		

Responsible for testing of TQ and TR systems. The testing process included creation of base lines (Y1K) files and reports, converted (Y2K) files and reports and comparisons reports.

Program/Project:	House Bill 1209, Texas Department of Human Services (TDHS)	**Date:**	01/1999 – 04/1999
Role:	Team Lead		

As a team leader, he led a team of four to six programmers during the course of a project. He was responsible timeliness, quality coordination and technical support.

Program/Project:	Financial Management Information System Year 2000 Conversion, Texas Department of Human Services (TDHS)	**Date:**	07/1998 – 12/1998
Role:	Team Lead		

As a team leader, he led a team of four to thirteen during the course of a project. He was also involved in unit testing and implementation.

Program/Project:	Management Information System Year 2000 Conversion, CSX Transportation Inc	**Date:**	06/1997 – 06/1998
Role:	Programmer Analyst		

Ajay was involved in Y2K Conversion and testing of programs for major systems such as Train and Car Movement, Work Orders, Car Management, Car Management and Scheduling. His major responsibilities were technical assistance, production support, documentation of changes, tracking of program status and management reporting. He played a key role in the testing of systems using XPEDITER, CEDF, and COBTEST.

Program/Project:	Product Development, Compunnel Southeast Inc (Nu info Systems)	**Date:**	01/1997 – 05/1997
Role:	Module Leader		

As a module leader, responsible for quality procedures and standards through effective testing procedures. Other responsibilities are inventory collection, code conversion, unit testing and support to the client during system and user acceptance testing as part of Year 2000 Conversion Project. Inventory collection and impact assessment have been done using indigenous developed CSI2000 tool. Worked on methodology for Year 2000 known as 'CSI2000 Solution Kit'

Program/Project:	Year 200 Impact Assessment for COBOL & FORTRAN Applications, XTRA Intermodal	**Date:**	11/1996 – 01/1997
Role:	Project Manager		

Responsible for the complete Year 2000 Impact Assessment. This includes high level study, detailed impact assessment, and the renovation plan to make the application Year 2000 compliant.

Program/Project:	Year 200 Impact Assessment for COBOL & FORTRAN Applications, NOIDA	**Date:**	10/1996 – 11/1996
Role:	Project Manager		

Lead a team of ten consultants for development of these two kits. Involved in project management activities such as project planning, administration, status reporting, and conformance to ISO 9000 standards.

Program/Project:	Year 2000 Impact Assessment For USAS applications, NOIDA	**Date:**	08/1996 – 09/1996

Prachi Gupta, Data Warehouse Analyst

# of years DPW Experience	1 year	# of years with the following DPW system:	HCSIS, 1 year	# of years IT experience	1 year

DPW Experience Summary:

Prachi has worked on the DPW- HCSIS account for 1 year, primarily working with EI Reporting and Analytics, where she created custom reports for tracking provider and county performance through the EI FM release. Currently, she is part of the Data Warehouse team, and works with developers to conduct unit testing, communicate business requirements, and conduct integration testing.

Prior Experience Summary:

Prachi is a Business Technology Analyst, specializing in Business Intelligence/Data Warehousing. She has experience designing and issuing automated reports for public sector clients, performing data analytics and performance tracking, and managing Access databases and querying data for reports. Ms. Gupta has project experience in SAP Business Objects, Microsoft Excel, Microsoft Access, and Microsoft Project.

Education Background:

- Bachelor of Science in Finance, Bachelor of Arts in English Writing, University of Pittsburgh, Pittsburgh PA, 2009

Qualifications:

- Name of Qualification, Name of Institution (if applicable), Date

Relevant Training:

- SAP Business Objects, August 2009

Detailed Experience:

Program/Project:	HCSIS	Date	07/2010 – Present
Role:	Data Warehouse Analyst		

Communicate business requirements to developers during development, conduct unit testing to verify the mappings are accurate. Create the integration test case scenarios and oversee integration testing conducted by the development team.

Program/Project:	HCSIS	Date:	11/2009 – 06/2009
Role:	Data Analyst		

Designed, developed, and populated over 10 different automated reports for client. Created queries in MS Access to pull the data for these reports, and then populated reports on a bi-weekly or monthly basis. Also managed ad hoc queries and data analysis to support day-to-day client operations. Additional project work included identifying relevant performance measures (KPIs) for client and scoping new project work

Lauren Hughes

# of years DPW Experience	12 Years	# of years with the following DPW system:	PACSES	# of years IT experience	14 Years

DPW Experience Summary:

Lauren has twelve years of Child Support experience exclusively on the PACSES project in Harrisburg, PA. She started on the project as a Programmer/Analyst, moved into a Testing Technical Support role, then to the Design/Triage Team and is currently the Testing Team Track Lead and has been in this role for 8 plus years. She has a strong knowledge of the Child Support System in all areas including, but not limited to, Case Establishment, Financials, Enforcement, Locate and IV-A and IV-D processing.

Prior Experience Summary:

Lauren began her working career in 1976 as a Registered Nurse after graduating from Seton Hall University in South Orange, NJ. with a BS in Nursing. She spent 10 years actively pursuing this career working in a variety of specialized areas such as Obstetrics, Orthopedics and Home Care Planning. She then took a leave of absence to honor family commitments, become involved in community activities and continue her education. In 1997 Lauren received a degree in Computer Programming from the Thompson Institute in Harrisburg, PA and graduated with honors. She started her IT career working for Ajilon Inc. as a programmer on a Y2K project and then took a position with American Management Systems on the Pennsylvania Child Support Enforcement project in Harrisburg, PA and 12 years later, she remains on this project currently in the position of Testing Track Lead working for Deloitte.

Education Background:

- BSN Nursing - Seton Hall University South Orange, NJ 1972 – 1976
- Computer Programming Degree - Thompson Institute Harrisburg, PA 1996 -1997

Detailed Experience:

Program/Project:	Pennsylvania Automated Child Support Enforcement System (PACSES)	Date	10/2002 – Present
Role:	Testing Team Track Lead/Deloitte		

 Lauren leads the day-to-day activities in the System Test and Test for Production environments. She partners with the PACSES Application and Financial Program Managers to establish testing priorities. Lauren works with the Development and Application Team Track Leads to determine testing requirements for all maintenance and system enhancement projects. She coordinates with other project teams to identify testing considerations and actively participates in both Requirement and Design sessions to identify and assess testing impacts. Lauren has a major role in the Configuration Management process by coordinating migration activities with other team members through the stages of the System Development Life Cycle. As the Testing Track Lead, Lauren has proven through the delivery of a high level quality product to the client that she is able to identify, analyze and resolve risks and issues to successfully manage her Team in situations where there are multiple, large initiatives, regularly changing priorities and tight deadlines. She has managed the testing of some strategic projects such as Automatic Case Closure, Pre-Assistance Arrears and the Performance Improvement Module. She has also assisted in the development of a software quality metrics process that is used on the PACSES project in order to identify and implement process improvements.

Program/Project:	Pennsylvania Automated Child Support Enforcement System (PACSES)	**Date:**	01/2002 – 09/2002
Role:	Business Analyst/Design Team/ Deloitte		

As a result of Lauren's excellent written and communication skills and her broad life cycle skill set in all areas of Child Support, she took on the role of System's Analyst and Designer. Lauren was responsible for compiling all client Requirements, facilitating Requirement, General System Design and Detailed System Design sessions and creating Functional and Technical Design documents based on the design requirements. She worked closely with Developers, Managers and Testers to provide support throughout the life cycle of a project.

Program/Project:	Pennsylvania Automated Child Support Enforcement System (PACSES)	**Date:**	01/2001 - to 12/2002
Role:	Testing Technical Support/Independent Contractor for Deloitte		

Lauren provided technical support for the Testing Team in both the System Test and Test for Production environments. She assisted with testing research by running data extracts and facilitated test data set up by creating and running build programs and simulating interface files. Lauren maintained the data integrity of the test environments through version control and worked with the Track Leads and the Batch Support Team to research and resolve Non Production batch errors.

Program/Project:	Pennsylvania Automated Child Support Enforcement System (PACSES)	**Date:**	05/1998 – 12/ 2000
Role:	Programmer Analyst/American Management Systems		

As a member of the PACSES Development Team, Lauren was responsible for analyzing, coding, debugging, unit testing and documenting maintenance and system enhancements. She was the primary developer on a Driver's License Suspension Enforcement Project and was responsible for maintaining programs and ECL for all areas of the system.

Program/Project:	Ajilon Inc. Penn National Insurance Company	**Date:**	09/1997 – 04/1998
Role:	Programmer Analyst		

 Lauren provided on-site programming support for a Year 2000 Project and analyzed Year 2000 impact on existing COBOL Production programs, copybooks and JCL. She coded modifications of system elements affected by Year 2000 transition using date convert, windowing and field expansion techniques.

Program/Project:	St. Vincent's Medical Center/Bridgeport, CT	**Date:**	10/1986 – 05/1987
Role:	Utilization Review/Discharge Planning Coordinator		

Lauren evaluated and documented the necessity for an individual's hospital admission and determined their length of stay based upon Medicare standards and guidelines. She also established and implemented a comprehensive discharge plan including long and short term care placement and community referrals.

Program/Project:	Theresa Grotto Rehabilitation Center/West Orange, NJ	**Date:**	03/1986 – 09/1986
Role:	Assistant Director of Nursing		

Lauren prepared staff schedules and coordinated facility daily activities. She provided. supervision and instruction for approximately 45 staff members. She also assisted the Director of Nursing with pre-admission screening evaluations and state inspections for re-licensure.

Program/Project:	Theresa Grotto Rehabilitation Center/West Orange NJ	Date:	04/1978 – 02/1986
Role:	Rehabilitation Nurse/Home Care Coordinator		

Lauren assisted residents of this short term care facility to achieve independence goals and return to their pre-hospital environment. She conducted continuing education classes for the Center's nursing staff comprised of Registered Nurses, Licensed Practical Nurses and Nursing Assistants. She worked as a member of an interdisciplinary team to establish and implement a customized patient discharge care plan.

Program/Project:	Dr William Sweeney OB/GYN New York, NY	Date:	09/1976 – 03/1978
Role:	Registered Nurse/Physician's Assistant		

Lauren assisted with patient examinations and office surgery, performed diagnostic tests, maintained patient records and provided follow-up care support.

Praveen Illuru, Vulnerability Testing Specialist

# of years DPW Experience	1 year	# of years with the following DPW system:	PACSES, PELICAN, CAPS and DEA applications	# of years IT experience	5 years 2 months

DPW Experience Summary:

Praveen performed web application security and security code review assessments of DPW applications PACSES, PELICAN, CAPS and multiple DEA applications. Utilized automatic scanners such as Web Inspect and Dev Inspect and extensive manual testing techniques to identify web application vulnerabilities. Provided detailed technical reports depicting the vulnerabilities, instances and their mitigation steps. Presented the identified vulnerabilities and mitigation steps to the application stake holders and CISO, and helped them in identifying the timelines for implementing the mitigation steps.

Prior Experience Summary:

Praveen is a senior consultant in Technology Risk (TR) Group of Deloitte & Touche, AERS IPL. Praveen has more than five (5) years of information security experience and is a Certified Ethical Hacker (CEH). Praveen's experience includes a broad range of disciplines, such as: web application security, security code review, network security and device configuration review assessments. Praveen's primary focus is information security within a variety of industries including public sector, retail and financial services

Education Background:

- Master of Computer Applications, Jawaharlal Nehru Technological University, 06/2005
- Bachelor of Computer Applications, Sri Krishnadevaraya University, 06/2002

Qualifications:

- Certified Ethical Hacker (CEH)
- Sun Certified Java Programmer (SCJP)
- ISO 27001 LI
- Security+

Relevant Training:

- CEH
- CA Identity Manager, CA
- ISO 27001 LI

Detailed Experience:

Program/Project:	DPW Web application Security Assessment	Date	06/01/2010 – PRESENT
Role:	Vulnerability Testing Specialist		

- Perform black box and grey box security assessment on DPW web applications belonging to PACSES and PELICAN to identify potential vulnerabilities that may compromise confidentiality, integrity and availability of the application components.
- Extensive utilization of manual assessment techniques in the identification of vulnerabilities apart from the automatic scanning via "WebInspect"
- Prepare a detailed report depicting the identified vulnerabilities, recommendations and provide appropriate severity ratings for each vulnerability and priorities for fixing them
- Present the assessment report to the application stake holders and CISO of the organization and helped them in the remediation of the vulnerabilities based on their priorities

Program/Project:	CAPS Security Assessment	**Date:**	03/15/2010 – 05/04/2010
Role:	Vulnerability Testing Specialist		

- Assess the CAPS application components against Social Security Administration (SSA) and Health Insurance Portability and Accountability Act (HIPPA) security standards.
- Identify the gaps and provide a detailed report depicting the gaps and their mitigation procedures
- Perform black box and grey box security assessment on the web application to identify potential vulnerabilities that may compromise confidentiality, integrity and availability of the application components and infrastructure
- Extensive utilization of manual assessment techniques in the identification of vulnerabilities apart from the automatic scanning via "WebInspect"
- Perform security code review on the identified code components both by manual assessment techniques and by automatic scanning tool "DevInspect"
- Prepare a detailed report depicting the identified vulnerabilities, recommendations and provided appropriate severity ratings for each vulnerability and priorities for fixing them

Program/Project:	DEA Web applications Security Assessment	**Date:**	01/21/2009 – 04/15/2009
Role:	Vulnerability Testing Specialist		

- Perform Vulnerability assessment and penetration testing on the DEA web applications (AdoptPAKids, DPW Web site, CaseReview, ClientNoticeReprint, IVEQA, PH95, MPI and NPI)
- Perform both black box and grey box web application security assessments and identify application related vulnerabilities
- Prepare a detailed report depicting the identified vulnerabilities, recommendations and provide appropriate severity ratings for each vulnerability and priorities for fixing them
- Present the assessment report to the application stake holders and CISO of the organization and helped them in the remediation of the vulnerabilities based on their priorities

Chandra Inturi

# of years DPW Experience	6 years	# of years with the following DPW system:	PACSES, Pennsylvania Adoption Exchange (PAE)	# of years IT experience	11 years

DPW Experience Summary:

Chandra has been involved in the process of gathering system requirements, design, development, testing and implementation of open systems based applications using Microsoft technologies ASP.NET, C#, VB.NET,XML with MS SQL Server and Oracle as database servers. He has experience with Child Support Enforcement systems and the Pennsylvania Adoption Exchange as well as additional experience with the Commonwealth developing applications for the Comprehensive Workforce Development System.

Prior Experience Summary:

Chandra has over 11 years of experience in gathering system requirements, design, development, testing and implementation of web and client server applications using Microsoft technologies ASP.NET, C#, VB.NET, WCF, ASP, VB, XML, HTML, COM, IIS with MS SQL Server and Oracle as database servers. In addition, Chandra has hands on experience in Crystal Reports, MS SQL Server Reporting Services, UML and developing stored procedures using PL/SQL.

Education Background:

- Bachelor of Engineering, Bangalore University, Bangalore India,1993-1997

Qualifications:

- Microsoft Certified Professional in Visual C#.NET and Visual Basic

Detailed Experience:

Program/Project:	Pennsylvania Automated Child Support Enforcement System (PACSES)	Date	03/2009 – Present
Role:	Software Consultant		

In this role Chandra is Involved in the development, conversion of the application from .NET 1.1 to .NET 3.5 and enhancement of screens functionality and design, business components, stored procedures, batch jobs using ASP.NET, VB.NET and PL/SQL. Chandra also has developed and deployed reports using SQL Server Reporting services.

Program/Project:	Comprehensive Workforce Development System (CWDS)	Date:	01/2006 – 02/2009
Role:	Software Consultant		

In this role Chandra was involved in gathering system requirements, design and development of screens, business components, stored procedures using ASP.NET, VB.NET and PL/SQL.

Program/Project:	Pennsylvania Adoption Exchange (PAE)	Date:	06/2005 – 11/2005
Role:	Software Consultant		

In this role Chandra created the design and development of screens, business components, stored procedures using ASP.NET, VB.NET and PL/SQL and developed reports using crystal reports.

Program/Project:	Institutional Case Management Automation (PBPP-ICMA)	**Date:**	04/2005 – 05/2005
Role:	Software Consultant		

In this role Chandra developed and enhanced screen functionality and business components using ASP.NET, VB.NET.

Program/Project:	Unemployment Compensation Tax (UCTax) Proposal	**Date:**	02/2004 – 11/2004
Role:	Software Consultant		

In this role Chandra developed the design and development of screens, business components, stored procedures using ASP.NET, VB.NET, C# and PL/SQL.

Program/Project:	Pension Administration	**Date:**	08/2003 – 02/2004
Role:	Software Consultant		

In this role Chandra designed and developed screens, business components, and stored procedures using ASP.NET, C# and PL/SQL.

Program/Project:	Wrap System	**Date:**	05/2003 – 08/2003
Role:	Software Consultant		

In this role Chandra designed and developed screens and business components using ASP.NET, VB.NET and C #.

Program/Project:	Employer Information Resource Database (EIRD)	**Date:**	07/2002 – 04/2003
Role:	Software Consultant		

In this role Chandra designed and developed screens, business components and stored procedures using ASP.NET, C# and PL/SQL.

Program/Project:	Auto Dealer Exchange	**Date:**	12/2001 – 05/2002
Role:	Software Programmer		

In this role Chandra designed and developed screens, business components, and stored procedures using ASP.NET, VB.NET, C#, Java Script and PL/SQL.

Program/Project:	Selective Dissemination of Information	**Date:**	11/2000 – 11/2001
Role:	Software Programmer		

In this role Chandra designed and developed screens, business components, stored procedures using ASP, Visual Basic, COM and PL/SQL.

Program/Project:	Education Information System	**Date:**	05/2000 – 10/2000
Role:	Software Programmer		

In this role Chandra designed and developed business components, stored procedures using ASP, Visual Basic, COM and PL/SQL.

Program/Project:	Student Progress Information System (SPINS)	Date:	10/1999 – 04/2000
Role:	Software Programmer		

In this role Chandra designed and developed screens, business components, stored procedures, reports using Visual Basic, COM, Crystal Reports and PL/SQL.

Program/Project:	Highway Automation System (HAS)	Date:	12/1998 – 10/1999
Role:	Software Programmer		

In this role Chandra designed and developed screens, business components, stored procedures, reports using ASP, Visual Basic, COM, Crystal Reports, Java script and PL/SQL.

Chaitanya K Jadcherla, Sr. webMethods Integration Server Developer

# of years DPW Experience	4 years	# of years with the following DPW system:	ITSS – 4 years	# of years IT experience	9 years

DPW Experience Summary:

- I am responsible for the design, development, testing, and maintenance for the Integration solutions of various applications across the Enterprise.
- Designed, and developed Flow Services, Adapter Services, Triggers, Trigger services, and WebServices.
- Involved in the design and development of COTS products, and a common webMethods Framework Package.
- Worked with the Integration Server Administration team in solving issues, tuning the server parameters for performance, and supervising various administration activities.

Prior Experience Summary:

- Over 9 years of IT experience with 7 years of webMethods B2B, EDI and EAI experience.
- Experience in development of B2B Integration applications using webMethods Enterprise Product suite.
- Experience in analyzing problems and designing solutions based on SOA concepts.
- Experience in writing Flow, Java Services using webMethods Developer 6.5 and 7.1.2.
- Experience in designing, developing and testing asynchronous communications using webMethods Broker, MSMQ, IBM MQ, and JMS.
- Experience in building, managing and analyzing webMethods Trading Networks.
- Experience in designing and managing process models using webMethods Modeler(6.5) and webMethods Designer 7.1.2.
- Experience in monitoring the Business Process Models using webMethods Monitor.
- Experience in building Workflow Management using webMethods Workflow 6.1 and webMethods Designer 7.1.2.
- Experience in deploying and managing the projects using webMethods Deployer 6.1.
- Experience in HTML and XML technologies.
- Experience on several of ANSI X12 and EDIFACT versions of EDI.
- Experience in installing and configuring EDI and EAI Modules.
- Over 2 years of extensive experience in Java Programming and JavaScript
- Experience in Java Webservices and soap messaging.
- Hands on experience with networking protocols like TCP/IP, UDP/IP, SMTP,SNMP HTTP,HTTPS
- Experience in UNIX Programming.
- Experience with Debugging tools like Visual café (4.0), JBuilder
- Deep involvement in requirements analysis, design and development.
- Extensive experience with SAP integration methodologies including IDOC's, and EDI by configuring the SAP R/3 Adapters.
- Experience with relational databases like ORACLE 8.x,9.x,10g,11g, SQL Server 2000,2005 by configuring the JDBC Adapters.
- Working experience in different message channels like webMethods Broker, IBM MQ, MSMQ, and JMS Queue.

Education Background:

- Masters of Science (Electrical and Computer Engineering)
- University of South Alabama, Mobile, AL.
- Bachelor of Technology (Electrical and Electronics Engineering)
- Jawaharlal Nehru Technological University, Hyderabad, AP, INDIA.

Qualifications:

Certifications:

- Sun Certified Web Component Developer for Java 2 Platform, project Edition (M4ADTT5365)
- Sun Certified Java2.0 programmer (M29DTT52D3)
- Certified webMethods 6.0 Developer

Detailed Experience:

Program/Project:	Deloitte/CWOPA – ITSS – Middleware	Date	09/2006 – Present
Role:	Sr. webMethods Integration Server Developer		

- Worked on WebMethods Developer 6.5 to develop flow services and java services.
- Developed Flow Services, Adapter Services, Triggers, Trigger services, and webservices
- Involved in the design and development of COTS products, and a common webMethods Framework Package.
- Worked with the Integration Server Administration team in solving issues, configuring various things across the server, which includes but not confined to changing the logging, and read the logs to research various issues, User management, Configuring Brokers and territories, Configuring server threads, trigger threads, capacity and refill levels for performance.
- Involved, designed and configured all the packages for Performance.

Program/Project:	Boston Scientific Corporation Inc - EDI	Date:	01/2006 –09/2006
Role:	webMethods Developer		

- Involved in working on the enhancements in the Business Processes for Japan, a major Customer of BSCI, which involves new flow services, adding new features to the existing Business Process Model, and Workflow enhancements.
- Worked on WebMethods Developer 6.1 to map EDI Documents to Canonical and canonical to SAP Idoc
- Writing java services for data transformations.
- Developed Flow Services, Adapter Services and Triggers.
- Integration Server Administration and WebMethods Broker Administration.

Program/Project:	Freddie Mac – webMethods EDI Implementation	Date:	05/2005 – 12/2005
Role:	webMethods Administrator/Developer		

- Designed and implemented multiple projects, which included FTP encryption of files based on input xml coming from trading networks, writing dsps for manually invoking failed services. Responsible for Day-to-Day production support
- Worked on WebMethods Developer 6.1 to map EDI to Canonical and canonical to SAP Idoc
- Writing java services for data transformations
- Debugging existing Flow Services, Adapter Services and Triggers.
- Integration Server Administration (Monitoring IS Error logs, Server Logs, Extended Settings, Scheduled Services)
- WebMethods Broker Administration

- Managing and Maintaining RosettaNet Partner Interface Processes (PIP's) by using a graphical Interface and incorporating new versions of PIP's.
- Managing and Maintaining WebMethods Trading Networks (Creating Trading partners, Processing Rules, Public Queues)
- Workflow Administration (Monitoring Process Server Logs, DCS logs, Server Manager Logs, Managing Users) – Wrote services for monitoring Adapter Connections and check IS server health.
- Designed process models using webMethods Modeler and developed Workflows for the process models to provide Manual interventions (Creating Implementation Modules, Workflows, Tasks, Controllers)
- Configured Adapter Connections for Oracle Database and worked with the vendor to troubleshoot service requests.

Program/Project:	Wells Fargo, IL – EDI Implementation	Date:	03/2004 – 05/2005
Role:	webMethods Developer		

- Involved in integration with Business Partner using B2B Trading Networks - like Trading Network Clients are added to Trading Network with help of Trading Network Console, created partner's profile, document types, document attributes, process flows etc.
- Designed the Flow Services using Flow operations for server-based clients, input/output data mappings and data transformations using pipeline in/out service integration.
- Assigned the Templates for the services using HTML and XML. Wrote Java services for Java based clients using IData object.
- Worked with wmDB package for database connectivity.
- Involved in creating Templates for XML Documents using DTD's and Flat files.
- Involved in XML data validations against B2B schemas.
- Designed and built new services through Java for Guaranteed Delivery.

Program/Project:	Pfizer, NJ Distribution and Monitoring System	Date:	05/2003 – 03/2004
Role:	Technical Analyst		

- webMethods Enterprise server 5.0 and IS4.6 Installation
- Involved in Requirement analysis
- Analysis and design of the Application using UML
- Written Java based clients that use web services
- Created services to integrate with XML based applications using webMethods B2B developer

Program/Project:	VisualSoft Technologies Ltd - Flexi Reports	Date:	01/2001 – 05/2003
Role:	Software Engineer		

- Involved in analysis, design and development of functional specification.
- Designed and developed user Interfaces using JSP, JavaScript and HTML.
- Developed JSP, Servlets and EJB components using JRUN Studio.
- Used Swing extensively for front-end development.
- Wrote Stored Procedures, Triggers in Oracle and designed the database tables.
- Involved in performing database backups and database replication.
- Worked on setting up and maintaining Tomcat Apache.
- Performed unit testing and system testing.

Dennis L. James; Sr. COBOL Programmer 2200/ CIS Subject Matter Expert

# of years DPW Experience	6 years of PA DPW Experience	# of years with the following DPW system:	3 years of CIS AP/ONLINE 89-91	# of years IT experience	30 Years IT experience
			1 year of CIS Online 07-08		
			1 year of CIS HealthCare Handshake 08-09		
			1 year of CIS Client Notice Redesign 09-10		

DPW Experience Summary:

COBOL/MAPPER programmer with more than thirty years of experience on Sperry/Unisys mainframes. Twenty years as a contract programmer has provided batch and online application experience in the areas of; state level public sector, health and human services, corporate pensions and benefits administration, financial services, as well as payroll, shipping, order entry, and customer service in service delivery supply chain and manufacturing environments. Able to learn new processes and computer languages quickly, exhibits excellent communication skills with all levels of management, and works well independently as well as in a team environment where often chosen as a team leader when a project involves multiple programmers.

Software:

COBOL, MAPPER, UDS, DMS, RDMS, DPS, TIP, IPF, ECL, IRQ, SQL, QLP, SSG and most other 2200 utility software. AutoHotKey, AutoIT, Microsoft Access, Word, Excel, Outlook, Project, Windows.

Platforms:

Unisys 2200 and Clearpath IX, Unisys 5000, Windows XP, Windows NT/2000

Prior Experience Summary:

COBOL/MAPPER programmer with more than thirty years of experience on Sperry/Unisys mainframes. Twenty years as a contract programmer has provided batch and online application experience in the areas of; state level public sector, health and human services, corporate pensions and benefits administration, financial services, as well as payroll, shipping, order entry, and customer service in service delivery supply chain and manufacturing environments. Able to learn new processes and computer languages quickly, exhibits excellent communication skills with all levels of management, and works well independently as well as in a team environment where often chosen as a team leader when a project involves multiple programmers.

Software. COBOL, MAPPER, UDS, DMS, RDMS, DPS, TIP, IPF, ECL, IRQ, SQL, QLP, SSG and most other 2200 utility software. AutoHotKey, AutoIT, Microsoft Access, Word, Excel, Outlook, Project, Windows.

Platforms. Unisys 2200 and Clearpath IX, Unisys 5000, Windows XP, Windows NT/2000, Windows Vista

Education Background:

High School Diploma, Jeffersonville High School, Jeffersonville, IN, 1979

Qualifications:

Extensive Career regarding subject matter

Relevant Training:

- Learned COBOL from father, Donald W. James, 1970s to-date
- Some on-the-job training and instruction
- Lots of hours off-the-job self study

Detailed Experience:

Program/Project:	0186 - Client Notice Redesign Phase I	Date	10/2008 – Present
Role:	Sr. developer/programmer for the CIS Mainframe pieces of this project		

Sr. developer/programmer for the CIS Mainframe pieces of this project starting with the Requirements review and general system design followed by the detailed system design, continuing through to the development and implementation phases.

Program/Project:	0071 – HealthCare Handshake	Date:	06/2007 – 10/2008
Role:	Sr. developer/programmer for the CIS Mainframe pieces of this project		

Sr. developer/programmer for the CIS Mainframe pieces of this project starting with the Requirements review and general system design followed by the detailed system design, continuing through to the development and implementation phases.

Program/Project:	0104 – Workload Dashboard	Date:	04/2007 – 06/2007
Role:	Sr. developer/programmer for the CIS Mainframe pieces of this project		

Sr. developer/programmer for the CIS Mainframe pieces of this project starting with the detailed system design phase continuing through to the development and implementation phases.

Program/Project:	Unisys Corporation/CPAC Supply Chain Services	Date:	03/2005 – 03/2007
Role:	Lead Parts Action Center/Services Support Representative		

- Second shift call center agent and after-hours buyer in a service delivery supply chain organization
- Promoted to lead position after five months, chosen over candidates with nearly five years experience
- Automated several agent work processes using AutoHotKey and AutoIT

Program/Project:	Unisys Corporation/CUBS (Pension systems)	Date:	03/1997 – 03/2005
Role:	Contract Programmer/Analyst		

- MAPPER front-ended with COBOL/MSAM based master files of 185,000+ employee pension records
- 24/7 on-call batch processing and user community application support
- Designed, programmed and tested data extraction programs to support two process outsourcing projects

Program/Project:	Comsys (who acquired CoreStaff, who acquired datronics Inc). - New York, NY	Date:	08/1988 – 03/1997
Role:	Contact Programmer/Analyst		

- Clients included New York State and Pennsylvania Departments of Public Welfare, Kellogg's, and Unisys
- Lead six person team in re-write of forty-five online Client Notice programs using UCOB,DPS, DMS at NYS/DPW
- Developed a COBOL program generator in IPF allowing NYS/DPW to reduce Client Notice OLTP program development time from 1-2 weeks to 2 hours and reduce development/support staff from 6 persons to 1

Program/Project:	PROS Inc. - Louisville, KY	**Date:**	08/1987 – 08/1988
Role:	Programmer/Analyst		

Program/Project:	Louisville Bedding Company – Louisville, KY	**Date:**	06/1984 – 07/1987
Role:	Programmer		

Program/Project:	Louisville Bedding Company – Louisville, KY	**Date:**	05/1983 – 05/1984
Role:	Computer Operator (First Shift)		

Program/Project:	Hillerich & Bradsby Company – Louisville, KY 5/1979 – 4/1983	**Date:**	05/1979 – 04/1983
Role:	Computer Operator (Third Shift)		

Brian Jenison, AMS Project Associate 3

# of years DPW Experience	3 years	# of years with the following DPW system:	3 years	# of years IT experience	10 years

DPW Experience Summary:

- Liaison to BIS and DPW Help Desk
- Imaging of CWOPA PCs with BIS provided data
- Network routing for .40 and CWOPA connections

Prior Experience Summary:

- Imaging and staging of PCs for NMCI contract in classified and unclassified environments
- Help desk support (Tier 1 and 2) for ISP end users
- Onsite/Deskside troubleshooting for PBPP resources

Education Background:

- Master of Science, Science and Technology Studies, Virginia Tech, June 1999
- Bachelor of Arts, Liberal Arts and Sciences, Virginia Tech, December 1996

Qualifications:

- CompTIA A+, May 2001

Relevant Training:

Detailed Experience:			
Program/Project:	Deloitte IT Shared Services	**Date**	09/2007 – Present
Role:	On-site support for DPW project IT resources		

Hardware, software, and network support for project PCs. Point of contact for login and access credentials to DPW-managed resources.

Sanket Kamat, Track Lead-Application Entry Subsystem

# of years DPW Experience	6 years	# of years with the following DPW system:	Application Entry-6 yrs	# of years IT experience	10 years

DPW Experience Summary:

Track Lead involved in PCR resolving, testing, doing analysis and enhancements for the AECM subsystem. Skillsets: Unisys Cobol; Database-DMS(Data Management System)- Front End- DPS (Display processing system).

Prior Experience Summary:

Sanket is an IBM Certified Mainframe Professional and has total 9.9 years of experience. He is working on IBM/Unisys mainframe platform for around 8 years. Has also worked on maintenance and documentation projects that involved design, development and documentation using COBOL, DB2, IMS DB/DC,UNISYS COBOL,DPS. Also, worked on Visual Basic 6.0 and SQL Server 2000.

Education Background:

Bachelor of Engineering (Electronics) Mumbai University 2000.Location- Mumbai, India.

Qualifications:

IBM S/390 Certified Mainframe Professional.

Relevant Training:

Trained on S/390 IBM Mainframe at Mukand Institute, Mumbai India.

Detailed Experience:

Program/Project:	State Government of Pennsylvania- Department of Public Welfare (DPW).	Date	10/2004 – Present
Role:	Track Lead		

Track Lead involved in PCR resolving, testing, doing analysis and enhancements for the AECM subsystem.

Understand requirements, Manage PCRs for AECM subsystem, Prepare work plan for PCRs, Prepare UAT Scenarios for client testing.

Program/Project:	Agilent Technologies, USA	Date:	09/2002 –09/2004
Role:	Team Member		

Involved in providing technical application support to the Agilent's external production Web site through incident management. Also involved in content management, database maintenance and support and fixture of issues related to the backend. Also worked as a secondary lead managing a team of 6 practitioners for the proposed incident management activity.

Program/Project:	Healthcare and Life Sciences	Date:	06/2002 –09/2002
Role:	Team Member		

Involved in testing and validating complex Oracle Apps driven oracle reports with the complex dynamic layouts and graphs for data presentation.

Program/Project:	Meta Infotech Pvt Ltd.	Date:	02/2001 – 01/2002
Role:	Team Member		

Worked on developing software for a banking system using Visual Basic 6.0 and SQL Server 2000.

Subodh Kanade

# of years DPW Experience	7 years	# of years with the following DPW system:	Data Exchanges, IEVS, CIS	# of years IT experience	12 years

DPW Experience Summary:

- Subodh has been working on Data Exchanges, Income Verification Eligibility System and Client Information System for more than 7 years and has worked on following projects:
- SSI (State Supplement Payment),IAR(Interim Assistance Recoupment),DX synchronization, Bendex and TPL redesign, EDBC,AECM,PACAP,LTL-COLA,MEDA.
- Technical:
- He has more than 12 yrs of experience on COBOL, JCL and MVS. He has more than 3.5 yrs of experience on DB2 1 yrs and 6 months experience on IDMS ,more than 5 yrs experience on DMS, more than 4 yrs experience on Mercury Load runner and Mercury Quick Test Professional.

Prior Experience Summary:

- Subodh has more than 2 years experience each on pharmaceutical sector, manufacturing sector, Utility sector.

Education Background:

- Masters in Financial Management ,Bombay University,India,2001
- Bachelor of Engineering, Bombay University,India,1994

Qualifications:

Relevant Training:

Detailed Experience:			
Program/Project:	DX and IEVS	**Date**	09/2009 – Present
Role:	Track Lead		

Client Interaction for Understanding Requirements, Setting up batch streams across the environments and scheduling these runs, Propose technical solutions, Preparation of the System Test Cases based on the application functionality, Analysis of Change Requests, Estimation, Preparation of Detail Design Document, Preparation of program specification, Preparation of Maintenance Change Request, Preparation and Execution of Test Cases,   Defect tracking and resolving, Use of Monitor, PADS (mainframe testing tools) to perform testing (Unit Testing, Integration Testing),Conduct test reviews, Database setup, Performing load test using Mercury load runner, Performing functional testing using Mercury quick test professional.

Program/Project:	IEVS	Date:	06/2007 –08/2009
Role:	Team Lead		

Client Interaction for Understanding Requirements, Setting up batch streams across the environments and scheduling these runs, Propose technical solutions, Preparation of the System Test Cases based on the application functionality ,Analysis of Change Requests, Estimation, Preparation of Detail Design Document, Preparation of program specification, Preparation of Maintenance Change Request, Preparation and Execution of Test Cases, Defect tracking and resolving ,Use of Monitor, PADS (mainframe testing tools) to perform testing (Unit Testing, Integration Testing),Conduct test reviews ,Database setup, Performing load test using Mercury load runner, Performing functional testing using Mercury quick test professional

Program/Project:	IAR (Interim Assistance Recoupment)	Date:	01/2007 – 05/2007
Role:	Team Lead		

Client Interaction for Understanding Requirements, Setting up batch streams across the environments and scheduling these runs, Propose technical solutions, Preparation of the System Test Cases based on the application functionality ,Analysis of Change Requests, Estimation, Preparation of Detail Design Document, Preparation of program specification, Preparation of Maintenance Change Request, Preparation and Execution of Test Cases, Defect tracking and resolving ,Use of Monitor, PADS (mainframe testing tools) to perform testing (Unit Testing, Integration Testing),Conduct test reviews ,Database setup, Performing load test using Mercury load runner, Performing functional testing using Mercury quick test professional

Program/Project:	BENDEX TPL redesign	Date:	03/2006 –12/2006
Role:	Team Member		

Client Interaction for Understanding Requirements, Setting up batch streams across the environments and scheduling these runs, Propose technical solutions, Preparation of the System Test Cases based on the application functionality ,Analysis of Change Requests, Estimation, Preparation of Detail Design Document, Preparation of program specification, Preparation of Maintenance Change Request, Preparation and Execution of Test Cases, Defect tracking and resolving ,Use of Monitor, PADS (mainframe testing tools) to perform testing (Unit Testing, Integration Testing),Conduct test reviews ,Database setup, Performing load test using Mercury load runner, Performing functional testing using Mercury quick test professional

Program/Project:	State Supplement Payment	Date:	06/2004 – 02/2006
Role:	Analyst		

Propose technical solutions, Preparation of the System Test Cases based on the application functionality, Analysis of Change Requests, Estimation, Preparation of Detail Design Document, Preparation of program specification, Preparation of Maintenance Change Request, Preparation and Execution of Test Cases, Use of Monitor, PADS (mainframe testing tools) to perform testing (Unit Testing, Integration Testing),Conduct test reviews ,Database setup.

Program/Project:	MEDA (Medicaid Eligibility Determination Automation)	Date:	05/2003 – 05/2004
Role:	Analyst		

Propose technical solutions, Preparation of the System Test Cases based on the application functionality, Analysis of Change Requests, Estimation, Preparation of Detail Design Document, Preparation of program specification, Preparation of Maintenance Change Request, Preparation and Execution of Test Cases, Use of Monitor, PADS (mainframe testing tools) to perform testing (Unit Testing, Integration Testing),Conduct test reviews ,Database setup.

Commonwealth of Pennsylvania
RFP #16-09, Lot 7

Lot 7
for
DPW
Deloitte

Program/Project:	Amerisource Bergen, USA	**Date:**	05/2002 – 07/2002
Role:	Onsite Coordinator		

Client Interaction for Understanding Requirements, Propose technical solutions, Preparation of Unit Test Cases based on the technical specifications, Preparation of the System Test Cases based on the application functionality, Analysis of Change Requests ,Estimation, Preparation of Detail Design Document ,Preparation of program specification, Preparation of Maintenance Change Request, Preparation and Execution of Test Cases ,Defect tracking and resolving, Use of Expeditor and Intertest (mainframe testing tools) to perform testing (Unit Testing, Integration Testing),Conduct test reviews, Coding, Database setup

Program/Project:	Amerisource Bergen, USA	**Date:**	09/2001 – 04/2002
Role:	Offshore team lead		

Client Interaction for Understanding Requirements, Propose technical solutions, Preparation of Unit Test Cases based on the technical specifications ,Preparation of the System Test Cases based on the application functionality ,Analysis of Change Requests ,Estimation, Preparation of Detail Design Document ,Preparation of program specification, Preparation of Maintenance Change Request, Preparation and Execution of Test Cases ,Defect tracking and resolving, Use of Expeditor and Intertest (mainframe testing tools) to perform testing (Unit Testing, Integration Testing),Conduct test reviews, Coding, Database setup

Program/Project:	GE Aerospace Engines, USA.	**Date:**	03/2000 – 08/2001
Role:	Offshore group lead		

Preparation of Unit Test Cases based on the technical specifications, Preparation of the System Test Cases based on the application functionality, Testing of all the programs and applications, Defect tracking and resolving, Use of Expeditor and Intertest (mainframe testing tools) to perform testing, Conduct test reviews, Analysis of the Change Requests, Estimation of turnover time, Preparation of Detail Design Document, Preparation of program specification, Preparation of Maintenance Change Request

Program/Project:	Southern California Edison, USA.	**Date:**	04/1998 – 02/2000
Role:	Analyst		

Preparation of Unit Test Cases based on the technical specifications, Preparation of the System Test Cases based on the application functionality, Testing of all the programs and applications, Defect tracking and resolving, Use of Expeditor and Intertest (mainframe testing tools) to perform testing, Conduct test reviews, Analysis of the Change Requests, Estimation of turnover time, Preparation of Detail Design Document, Preparation of program specification, Preparation of Maintenance Change Request.

Program/Project:	Godrej and Boyce Manufacturing Co LTD, India	**Date:**	09/1994 – 03/1998
Role:	Production Executive		

Worked with GODREJ and BOYCE for 3 ½ yrs Responsible for Managing CNC shop, work allocation, involved in part programming of Auto components using FANUC, SINUMERIC, NUMFRANCE controls. Key person in implementation of ISO 9001 in the organization. Awarded with Team awards for successful implementation of TQM in the shop. Knowledge of manufacturing processes in Automobile sector, TQM, ISO 9001

Ramesh Kannekanti

# of years DPW Experience	9 years	# of years with the following DPW system:	9 years	# of years IT experience	14 years

DPW Experience Summary:

- Project:- Redesign and integration of Visual Basic, ASP, COM+, SQL Server 2005 Low Income Home Energy Assistance Program (LIHEAP) web application with existing web Client Information System (eCIS) using Visual Studio 2008 VB.NET web architecture and Oracle 10g Database. eCIS web application is a single sign on intranet web application used by all County Assistance Offices in Commonwealth of PA to authorize benefits such as Food Stamps, LIHEAP Cash and Crisis who meet certain income criteria based on Federal Poverty Income Guidelines (FPIG). eCIS application consists of several modules such as application intake, case processing, eligibility determination, Financial Management (FM) and reports. This application also facilitates energy supply Providers to register and receive payments via Electronic Funds Transfer.

- Project:- Enhancements to Visual Basic, ASP, COM+, SQL Server 2005 Low Income Home Energy Assistance Program (LIHEAP) standalone web application. Integrated LIHEAP Application with Master Client Index (MCI) System. MCI assigns a unique system generated number to each individual in the household. Prior to this implementation Social Security Number was mandatory at the time of applying for LIHEAP benefit. This eliminated Social Security Number being mandatory to apply for LIHEAP benefit. Implemented email alerts when average LIHEAP benefit exceeds certain limit, appropriation balances are below certain levels. Analyzed and implemented changes to existing Department of Treasury and Public Health and Human Services Comptroller Office (PHHS) usage of account code, how to use different account codes in different period of time when payment is authorized and when energy Vendors returned monies to the Department of Public Welfare (DPW)

- Project: Redesign of UNISYS 2200 mainframe DMS Hierarchical LIHEAP application to Visual Basic, COM+, ASP web application and SQL Server 2000 Database. This application is used by all County Offices throughout PA to keep track of low income home energy supply vendors, number of clients applied, approved or rejected for assistance. Separate Batch processes collects all approved petitions and transmit to Treasury Department for payment. Batch processes also generates Daily & Weekly reports.

Prior Experience Summary:

Client - M & M Mars Inc. NJ & PA

- Supply Planning Data warehouse (SPD). SPD stores item level Global Sales Data in FACT Tables. SPD provides required data for trend analysis, reporting and material requirements planning. Daily refresh of Sales Data happens from batch jobs. An intranet web application provide users the functionality to view and update Dimension Table data.

Client - WebMD(Onhealth), New York

- Internet web application which provides free medical information on several categories including health & wellness, women, men and children. This site hosts strip mall, several advertisements from pharmaceutical, fitness & other health related industry products. Some of the special features include running sweep stakes promotions, quiz programs & member services.

Pfizer Inc. (Warner-Lambert), NJ

- Field Goals System (FGS) application. FGS tracks each quarter financial targets & achievements for sales people of Consumer Health Care, Adams & MSM Depts. System collects input target at major brand level and calculates to sub brand level besides other edit checks. Sales Targets are based on historical sales data, refreshed from batch jobs during night. Reporting system generates quarterly reports.

- Client - Department of Health, Division of Health Statistics, Harrisburg, PA
- National Cancer Registry(NCR) batch process. This process imports Pathological Cancer Reports from major laboratories and identifies several Cancer terms as per Dept. of Health standards. Users of this application perform analysis to categorize different disease conditions.

Client – PA Dept of Transportation

- Developed several Visual Basic Applications as per Pennsylvania Department of Transportation(PennDOT) bridge design specifications and American Association of State Highway and Transportation Officials (AASHTO). Computation of composite moment of inertia for steel beams with concrete slab. Calculation of wind forces on superstructure and substructure for various angles of wind blowing direction as per AASHTO and PennDOT highway standards. Factored load combination on to hammered head pier cap.
- Inspected highway bridges for their safety and performed several load rating analysis of prestress concrete beams, steel beams as per Department of Transportation standards on VAX and Windows platform.

Education Background:

Information Technology, Engineering

Qualifications:

MSCE, West Virginia University, Morgantown, USA 1993

Relevant Training:

- SAP ABAP programming,(Philadelphia, 1998,USA), ORACLE PL/SQL ,INDIA 1997, Total Quality Improvement (TQM) Michael Baker, Pittsburgh, USA 1995

Detailed Experience:

Program/Project:	eCIS-LIHEAP	Date	02/2009 – Present
Role:	Senior Consultant		

- Lead responsibility in coordinating, conversion & verification of SQL2005 database to Oracle 10g Database using Informatica software. Prepared documents in mapping source data elements to target data elements in different Oracle schemas with proper business justification for elements that are not mapped.
- Lead responsibility for FM batch processes design, development, testing and integration. Implemented complex Treasury Department accounting practice based on State, Federal Fiscal Years. Used Global Temporary Tables (GTT), complex PL/SQL Functions, Packages and Types.
- Design, Development of need based Reports and PL/SQL complex packages, functions for SQL Server Reporting Services (SSRS).

Program/Project:	Integration of LIHEAP with MCI	Date:	07/2006 – 01/2009
Role:	Senior Consultant		

- Lead responsibility in Use Cases, Sequence Diagrams, Data Model & Data Dictionary for enhanced requirements to LIHEAP web application
- Converted Microsoft SQL Server 2000 LIHEAP database to SQL Server 2005 Database.

Program/Project:	Conversion of mainframe App to Open Systems	Date:	10/2001 – 06/2006
Role:	Team member		

- Lead responsibility in designing System Architecture, development & implementation of phased web application. Prepared Object Model, Use Cases, Sequence Diagrams, Data Model & Data Dictionary.
- Lead Responsibility in analyzing, mapping data elements and converting UNISYS 2200 mainframe DMS Hierarchical Database to SQL Server 2000 Relational Database. Coordinated mainframe data extraction process to delimited text files. Developed several SQL Server 2000 Stored Procedures & DTS packages to import data to SQL RDBMS database.
- Lead responsibility in designing Data Model using Rational Rose and coordinating with Database Administrator in setting up Production SQL2000 RDBMS Database.
- Designed, developed, unit tested COM+ components using Visual Basic, ADO for complex business logic and deployed on IIS Web Server with Role based security.
- Developed several SQL stored procedures incorporating complex business rules.
- Developed Crystal Reports for extracting Daily and Weekly payments approved by County Offices.

Program/Project:	Data warehouse	Date:	03/2001 – 06/2001
Role:	Senior Consultant		

- Developed Oracle PL/SQL Stored Procedures for Supply Planning Data (SPD) Mart to import Item level Global Sales Data to Data warehouse FACT Tables.
- Developed Korn Shell scripts to import Item level sales data by invoking Oracle stored procedures
- Designed & Developed Web Interfaces with ASP, VBScript, JavaScript, ADO & IIS web server to update Dimension Tables of SPD Data Mart.
- Developed several Oracle Stored Procedures incorporating business logic and invoked from the Web Interface using ADO objects.

Program/Project:	Internet Web Application	Date:	01/2000 – 03/2001
Role:	Consultant		

- Developed and implemented new versions of several segments of OnHealth Internet Web site strip mall, textadlink, sweepstake promo, email redirects, quiz programs using Visual InterDev 6, ASP, JavaScript, VBScript, DHTML, HTML, Visual Source Safe 6.
- Developed several SQL & Oracle Server Stored Procedures using T-SQL, PL/SQL for reporting on Adv. Impressions & Clicks. Extensively used Cursors, SQL Query Analyzer & Oracle SQL plus.
- Used NetGravity AdManager Interface to create, target, schedule ads, store Raw Values & parsing of AdServer log files. Modified HTML ads to have a redirect code to record clicks & impressions before serving the Ad. Stored additional Dimensions in AdManager SQL Database summary tables for reporting purpose.
- Developed AdCreatives 468x60, reviewed and corrected HTML code of several misaligned ads.
- Reviewed existing XML reporting structure. Developed VB App with COM, MTS objects to remove AdServer migration problems from Ver 3.5 to 4.0. Team member of production support for reporting, review of HTML code and AdServer log files.

Program/Project:	Field Goals System	Date:	11/1998 – 01/2000
Role:	Systems Analyst		

- Lead responsibility in designing & implementing Y2K protocol for Field Goals System which sets Sales targets, incentive bonus to Sales force for each quarter. Certified Field Goals VB app & several Oracle Stored Procs to import and export Field Goals data to and from Data Warehouse are Y2K complaint.

Ben Karchner

# of years DPW Experience	1 year	# of years with the following DPW system:	PACSES	# of years IT experience	1 year

DPW Experience Summary:

Ben has worked with DPW the past year on the PACSES project. He has actively been involved in project management and the PACSES Employer Enhancements initiative.

Prior Experience Summary:

Ben has worked with IBM in their International Technical Support Organization with international IT experts to develop and document IBM Redbooks. Topics of these Redbooks included how human-centric tasks can be added into a business process management solution using various WebSphere products and the technology and design of the IBM BladeCenter, HC10 workstation blade, and the TC10 workstation connection device. He worked with CitiGroup in a project management role that required the coordination, facilitation, and documentation of meeting and he provided support in compiling weekly scorecard project reporting. Ben also worked for the Dutton Institute as a part of Pennsylvania State University developing digital instructional tutorial videos.

Education Background:

Bachelor of Science, Schreyer Honors College, Pennsylvania State University, May 2009

Relevant Training:

Six Sigma Yellow Belt, 2009

Detailed Experience:

Program/Project:	Pennsylvania Automated Child Support Enforcement System (PACSES)	Date	08/2009 – Current
Role:	Project Management Analyst and Web Systems Team Analyst		

Ben has provided support on both the project management team and web systems team on the PACSES project. In his role as Project Management Analyst, he coordinates the team communication, manages the completion and submission of work orders and artifacts, confirms CMMI Level III compliance, and management of project issues and risks. In his role as a Web Systems Team Analyst, he has worked on an Employer Enhancements initiative coordinating and conducting requirements and design session, documenting deliverables, and managing developer efforts.

Vinod Kesavan, ITSS

# of years DPW Experience	8 years	# of years with the following DPW system:	iCIS, HCSIS, PACSES, PELICAN, and other DEA supported Applications: 8 years	# of years IT experience	17 years

DPW Experience Summary:

Vinod has spent the majority of the last 9 years in various roles across the DPW projects including: Server Administrator (full-time) at client site, Technical team lead in Department of Insurance CAPS project (now within DPW), Configuration Management and Platform Configuration Lead in ITSS. He now works on ITSS providing Systems Architect direct support at the client site to the DPW Server team. Vinod continues to be a "Trusted Advisor" to the DPW client by providing strategic and best practices suggestions to the DPW Server Team Manager and Lead. He works to broaden and strengthen long-term partnering relationships with client management including and not limited to DPW Server team by providing guidance and assisting their team's requirements. Identify, plan and coordinate strategic items that will help DPW client maintain the current and grow with new infrastructure. In addition, Vinod helps to identify opportunities and improve Application/Web Server Performance, Monitor Server performance using third party tools and/or custom developed tools.

Vinod holds MCP certifications and ITIL certifications and has published articles on Web site performance improvement opportunities.

Prior Experience Summary:

- Worked on different roles; Application Developer, Server Administrator, Technical Team Lead, Infrastructure Architect, Configuration Management Lead
- ***Microsoft SQL Server & Visual Basic Certified Professional*** with over decade of experience with Analysis, Design, Development, Administering, Testing, troubleshooting and Implementation of Business Application Software using **Microsoft Technologies**
- Working on public sector projects for the last 8 years
- Strong experience with **B2B E-Commerce and** Proficient with Web development tools
- Excellent communication skills, highly motivated team leader and problem solver

Education Background:

- Bachelor in Science, Madras University, India, 1993

Qualifications:

- Microsoft Certified Professional (MCP) in SQL Server 6.5 & Visual Basic 5.0
- ITIL V3 foundation certified

Relevant Training:

- Professional Diploma in Computer Software, Bharatiya Vidya Bhavan, India – 1992 - 1993
- Microsoft.NET Developer training by Microsoft- 2002
- Diploma in Java Programming, Lotus Notes & Oracle – 1999 -2000
- ITIL v3 foundation certification training - 2009

Detailed Experience:			
Program/Project:	DTE Direct Support	**Date**	07/2008 – Present
Role:	Infrastructure Architect		

- Provide Administrative Server support, Involve in Technical and Architectural discussions in Microsoft.Net technologies and provide suggestions and support
- Troubleshoot Application and Environment related issues using debugging tools and worked towards resolution
- Perform Proof of Concepts on new software and provide recommendations
- Manage client relationships across multi-level categories
- Maintain Technical Architecture of DPW Environments/Applications
- Identify Performance tuning opportunities
- Participate in Architectural meetings for the new initiatives with Application teams and provide suggestions
- Knowledge on COTS products such as Adobe LiveCycle ES2 using JBoss, Apache web Server for Reverse Proxy architecture, SSRS for Reporting and webMethods
- Implemented and managed SOA based web/windows services to the DPW environment. This includes providing technical infrastructure including presentations to the Application developers
- Strong knowledge in Application monitoring and tracing tools (AVIcode Intercept, BMC AppSight, custom instrumentation, System.net tracing) and Stress/Load testing tools (HP Performance Center – Load Runner)
- Strong understanding of the entire SDLC process
- Provide answers and guidance on Infrastructure related queries to the Application development teams
- Coordinate Disaster Recovery Tests
- Implement ITIL processes to the existing client environment

Program/Project:	IT Shared Services (Dept. of Public Welfare)	**Date:**	07/2006 – 06/2008
Role:	Configuration/Technical Management Lead		

- Manage Shared Services Configuration management team.
- Represent Deloitte for management/technical discussions with the client (DPW) and vendor (Unisys) by participating in ACB (Application Control Board), CMB (Change Management Board), Logistics, TRT (Technical Research Team).
- Provide Administrative Server support, Involve in Technical and Architectural discussions in Microsoft.Net technologies and provide suggestions and support.
- Facilitate Application software migrations to various environments including Production. Chair Application implementations.
- Work closely with DPW Server team to troubleshoot Application and Environment related issues using debugging tools and worked towards resolution.
- Currently coordinating for migration of Web/App Servers to Windows 2003 operating system.
- Manage client relationships across multi-level categories.
- Maintain Technical Architecture of Applications
- Participate in Architectural meetings for the new initiatives with Application teams and provide suggestions
- Strong understanding of the entire development process.
- Coordinate Disaster Recovery Tests

Program/Project:	CAPS (Dept. of Insurance)	**Date:**	06/2005 – 06/2006
Role:	Technical Team lead		

- Managed and Supported Technical requirements for Application team.
- Worked closely with Microsoft Technical representatives by opening a trouble ticket for a specific Software/Hardware problem caused to a server.
- Coordinated a successful migration of Web/App/DB Servers to Windows 2003
- Facilitated Application software migrations to various environments including Production. Prepared Migration activities and reviewed with Application team prior to the deployment date. Chaired Application implementations.
- Maintained Internet Server and Acceleration 2000 Server as the Security Front.
- Maintained ECSA (Electronic Commerce Stability Assessment) for CAPS
- Managed/coordinated/Supported Disaster Recovery Tests
- Coordinated Application Troubleshooting

Program/Project:	IT Shared Services (Dept. of Public Welfare)	**Date:**	06/2002 – 05/2005
Role:	Server Administrator		

- Provided Administrative Server support, involved in technical discussions and provided suggestions and support Identified hot fixes and /or service packs and applied to Servers
- Written a Net Web Application that keeps track of changes made to a Server and maintain Server Inventory using ASPNET, VBNET & SQL Server 2000
- Worked closely with Microsoft Technical representatives by opening a trouble ticket for a specific Software/Hardware problem caused to a server
- Written numerous Administrative scripts using Microsoft Technologies including Infrastructure Application health check Web site
- Successfully planned, coordinated and migrated ISA 2000 to ISA 2004
- Maintained Internet Server and Acceleration 2004 Server as the Security front and Application Center 2000 for Network Load balancing
- Managed WINS, DNS and Active Directory and provide trouble shooting support

Program/Project:	ATMS (Dept. of Public Welfare)	**Date:**	02/2003 – 08/2003
Role:	Senior Web Developer		

- Extensive use of Visual Source safe ad-ins
- Detailed logging of status of each migrations helping the Application managers/track leads to review the list of PCRs migrated for a request
- Application is smart enough to verify the components between the source and the target environments and only migrates the component if the target location is older than the source location
- Numerous Demos and Training are provided to the end users

Program/Project:	COMPASS (Dept. of Public Welfare)	**Date:**	06/2002 – 01/2003
Role:	Senior Web Developer		

- Re-designed the look-and-feel of the Application layout
- Developed Administrative module to access Applications in different statuses and created reports to view Applications based on where they were submitted and/or its status
- Safeguarded HIPAA data against deliberate or inadvertent misuse or disclosure

Bonnie Knoetgen, Senior Project Controller

# of years DPW Experience	3	# of years with the following DPW system:	N/A	# of years IT experience	0

DPW Experience Summary:

Bonnie has served as the PELICAN project controller for the past 3.5 years. Role includes providing the client with all financial related information; managing the information provided in the CIO Dashboard, which is submitted weekly; preparation and validation of all time and materials billings; monitoring of all time charged to the project to confirm compliance with the Terms and Conditions of the contract; management of, preparation and submission of all cost proposal, work order, and completion documents to the client.

Prior Experience Summary:

- **Payroll/Accounts Payable Manager** (08/2005 – 02/2007) Balanced Care Corporation - a private company which owns and operates 37 assisted living and skilled nursing facilities in 7 states, employing a staff of approximately 1,300
- **Accounting Manager.** Natural Lands Trust, Inc., (11/1989 – 08/2005) a nationally recognized, not-for-profit, regional land trust
- **Office Administrator.** Wayne J. DeCaria and Son, Inc. (09/1987 – 11/1989) Residential Construction
- **Third Grade Teacher.** Ridley School District (12/1986 – 06/1987) long-term substitute position

Education Background:

- Bachelors of Science Degree in Education, West Chester State College, December 1977

Qualifications:

- N/A

Relevant Training:

- Lean Six Sigma – Yellow Belt Certified
- Microsoft Excel Specialist Certified

Detailed Experience:

Program/Project:	PELICAN	Date	06/2007 – Present
Role:	Sr. Project Controller		

Role includes providing the client with all financial related information; managing the information provided in the CIO Dashboard, which is submitted weekly; preparation and validation of all time and materials billings; monitoring of all time charged to the project to confirm compliance with the Terms and Conditions of the contract; management of, preparation and submission of all cost proposal, work order, and completion documents to the client.

Prakash Kolandra

# of years DPW Experience	13 years	# of years with the following DPW system:	PACSES	# of years IT experience	24 years

DPW Experience Summary:

Prakash has been involved in the maintenance of PACSES, development of modules in CSWS, conversion of PTS, and webPACSES. Through this experience, Prakash has worked on the:

- Support and Maintenance of PACSES and Application for Financials modules (COLLECTIONS, DISTRIBUTION, DISBURSEMENT, AGING and BILLING, SUPPORT ORDER, INCOME ATTACHMENTS)
- Development and Maintenance of PACSES ONLINE screens in DPS, eQuate and WEBTS
- Development of the Employer Thread Pages (CSWS) in .NET application
- Development of Paternity Tracking System (PTS) and conversion of PTS from .NET 2005 to .NET 2008
- Development of reports in Sequel Server Reporting System for PTS and webPacses

Prakash has also worked on the conversion of data from 67 counties into the centralized PACSES system. This involved the:

- Analysis of Child Support data of various counties
- Design and Develop interim database to load County data.
- Validation of county data and liaise with County programmers on the issues coming out from these edit
- Development of programs to load the data from the Conversion database onto PACSES system

Prior Experience Summary:

Prakash's responsibilities with New Holland involved:

- Design and develop an application for the Account Receivable System
- Requirements study and documentation of requirements
- GSD and technical design and documentation
- Technical walkthrough with the client
- Develop and monitor development

Prakash's role with Standard Chartered Bank included being the design, development, and team lead for various projects in the Bank. Example projects included the Combined Statement project which involved database changes, multiple online screens, and multiple batch jobs. A second example was the conversion of the complete system from UNISYS Platform onto IBM Platform.

Prakash worked with AIR India to maintain the SYS application which was the core sub system for all database related IO.

Education Background:

- Bachelor of Engineering (Electronics), B.M.S. College of Engineering, Bangalore, India, June 1981

Relevant Training:

- Computer Science, Indian Institute of Science, Bangalore, India, 1982
- Project Management, Pennsylvania State University, Lancaster, Pennsylvania, 1999

Detailed Experience:			
Program/Project:	DPW-Pennsylvania/PACSES	**Date**	01/2001 – Present
Role:	Programmer and Analyst		

- Provided senior level analysis and programming, support and maintenance of PACSES, and application for financials modules (COLLECTIONS, DISTRIBUTION, DISBURSEMENT, AGING and BILLING, SUPPORT ORDER, INCOME ATTACHMENTS)
- Responsible for development of new online screens programs, batch programs and report programs and provides new functionalities to existing online screens programs based on the requirement analysis
- Developed SSG's for the dump of tables for batch processes
- Created Unit Test Plans for the developed programs, executed the Unit Test Scripts and verified the results
- Provided on-call batch support for Production batch
- Developed functional design, technical design, and program specifications documents for change controls, work orders, and incident reports
- Coordinated resolution of technical issues with user community and development staff
- Developed and maintained PACSES screens and was the chief architect for PACSES screen changes
- Documented use cases, sequence diagrams, and class diagrams for .NET projects
- Development of Paternity Tracking System (PTS) and conversion of PTS from .NET 2005 to .NET 2008
- Development of reports in Sequel Server Reporting System for PTS and webPacses
- Development activities for .NET related projects for CSWS Employer Thread

Program/Project:	New Holland/Accounts Receivable	**Date:**	10/1998 – 12/2000
Role:	Sr. Programmer Analyst		

- Designed and developed an application for the Account Receivable System
- Participated in requirements sessions and documented requirements
- Participated in GSD and technical design and documentation
- Conducted technical walkthrough with the client
- Conducted development tasks and monitored development

Program/Project:	DPW-Pennsylvania/PACSES	**Date:**	08/1994 – 09/1998
Role:	Sr. Programmer Analyst		

- Analyzed Child Support System supported in 67 different Counties
- Researched and analyzed the County system/data and planned approach for loading all County data into intermediate database
- Provided technical help for County software programmers in the creation of data files to be loaded to interim PACSES database
- Maintained a County specific data mapping database tool in Access database. From this Access database, tables were built and exported to mainframe and these tables were used for data edits for County data and developed the master EDIT program for validating the data coming from different Counties

- Provided feedback to County software worker for edit issues on the County data and provided help in determining the solutions for the edits
- Developed programs to load the data coming from Counties to the local database and converted to PACSES

Program/Project:	Standard Chartered Bank, Hong Kong	Date:	11/1989 – 12/1991
Role:	Senior Software Specialist		

- Participated in requirements study for the new Combined Statement project known as Project – 8
- Provided design recommendations for the new system involved in database design, online screens and batch programs
- Worked on the development and testing of the New System
- Implemented the new System
- Completed conversion of the system running on UNISYS to IBM

Program/Project:	AIR INDIA/USAS Reservation	Date:	11/1986 – 11/1989
Role:	System Analyst and Programmer		

- Supported the development and maintenance of USAS*SYS, the core application in USAS for accessing the database
- Monitored the transaction time and provided corrective action for transactions greater than 3 milli seconds
- Developed utilities in SSG and Assembler to improve the efficiency of the system
- Provided support to subsystem users of USAS
- Maintained the USAS database

Ram Arvind Kotaru

# of years DPW Experience	1.5 years	# of years with the following DPW system:	PELICAN, CIS, CAPS	# of years IT experience	7 years

DPW Experience Summary:

- Currently involved in testing LIHEAP 17.3 enhancements initiative.
- Was involved in testing LIHEAP Group 3 supplemental payments initiative.
- Was involved in testing COMPASS (Commonwealth of Pennsylvania Access to Social Services) technology upgrade initiative.
- Was involved in testing Keys to Quality (KTQ) initiative.
- Was involved in testing PA Pre-K Counts (PKC) initiative.

Prior Experience Summary:

- 7 years of IT experience in QA, involved in complete testing life cycles for client server and Web-based applications
- Knowledge of CMM levels, SDLC, STLC quality assurance testing methodologies
- Exposure to Agile, TDD, FDD and Lean development and testing models
- Expertise in manual and automated quality assurance and testing Client/Server, N-Tier & Web-based applications running on .Net, JAVA and Adobe Flex
- Perform Smoke, Integration, Functionality, Regression, Security, System and UAT Tests
- Experienced in using Quick Test Professional, SilkTest and Test Director for web and client server applications
- Experienced in tracking bugs using Test Director, BugZilla and Clearquest
- Virtual Computing experience in configuring and implementing virtual machines using VMWare and Microsoft Virtual PC
- Experience in Oracle, Sybase, MS Access, SQL databases and UNIX, Windows & Linux operating systems
- Experience in using TOAD for querying Oracle databases and Visual Source Safe for Version Control
- Intensive testing of CORTICON rules engines
- Troubleshoot complex XML requests using Fiddler XML
- Used SOAP UI tool to request and update services in different environments involving multiple target systems
- Tested various reports basing and performed through operations on a variety of dimensions and measures using Cognos Powerplay
- Configure and implement various virtual machines using VMWare Lab Manager to support testing on different platforms
- Managing, maintenance and testing using N-tier architecture involving Middleware layers.

Education Background:

- Master of Computer Applications, Madurai Kamaraj University, India, May 2003
- Bachelor of Commerce, Andhra University, India, August 2000

Detailed Experience:			
Program/Project:	LIHEAP 17.3/eCIS	**Date**	07/2010 – Present
Role:	QA Analyst		

- Involved in reviewing the Business Requirements with business users and development team to understand the architecture and functionality of the application

Program/Project:	LIHEAP Group 3 Supplemental Payments/eCIS	**Date:**	06/2010 – 07/2010
Role:	QA Analyst		

- Understanding the scope of the project by going through the General Specification Document (GSD) and Detailed Specification Document (DSD)
- Managing team members on how to focus and plan for the testing as per requirements.

Program/Project:	COMPASS .NET Upgrade/eCIS	**Date:**	09/2009 – 05/2010
Role:	QA Analyst		

- Understanding the scope of the project by going through the General Specification Document (GSD) and Detailed Specification Document (DSD)
- Involved in reviewing the Business Requirements with business users and development team to understand the architecture and functionality of the application.
- Authored manual test cases according to the current testing standards.
- Tested various rule sets combinations that determine the eligibility criteria for all benefits offered
- Logged the most issues/bugs and actively tracked them through resolution
- Determining best possible solution for testing eligibility rules based on CORTICON engines

Program/Project:	PA Pre-K Counts (PKC)/PELICAN	**Date:**	08/2009 – 09/2009
Role:	QA Analyst		

- Understanding the scope of the project by going through the General Specification Document (GSD) and Detailed Specification Document (DSD)
- Involved in reviewing the Business Requirements with business users and development team to understand the architecture and functionality of the application.
- Worked with development and BA team to confirm coding issues found while testing are resolved by entering defects in mercury Test Director Defects and following them up.
- Provided the Test Result matrix for the Project Management team
- Authored manual test cases according to the current testing standards.
- manager throughout testing life cycle for use in gauging testing status and identifying any course corrections needed to confirm adequate coverage and quality.

Program/Project:	Keys to Quality (KTQ)/PELICAN	**Date:**	03/2009 – 07/2009
Role:	QA Analyst		

- Understanding the scope of the project by going through the General Specification Document (GSD) and Detailed Specification Document (DSD)
- Involved in reviewing the Business Requirements with business users and development team to understand the architecture and functionality of the application.
- Worked with development and BA team to confirm coding issues found while testing are resolved by entering defects in mercury Test Director Defects and following them up.
- Provided the Test Result matrix for the Project Management team

- Authored manual test cases according to the current testing standards.
- Capturing provider data, classroom data, ERS data, designation information, grant details and verifying these against the database and linked programs to confirm data consistency
- Testing all aspects related to recruiting and training of teachers/staff, either PT or FT
- Verifying that the scheduling of all the classes with the appropriate teachers and program eligible students
- Testing the coaching and professional development of school teacher and staff and confirming that their credentials are store accurately
- Managing the details of the Part time staff involved in teaching

Program/Project:	Wonderware/Invensys	Date:	02/2008 – 12/2008
Role:	QA Analyst		

- Understanding the scope of the project by going through the Product Specification Documents.
- Authored the Test Design and Test Strategy documents and obtaining approval from the Project Managers.
- Authored Manual Test Cases according to the current testing standards.
- Created Functional Test Plans and Regression Test Plans.
- Configure and implement various virtual machines using VMWare Lab Manager to support testing on different platforms

Program/Project:	Vivotech/Vivotech	Date:	05/2007 – 11/2007
Role:			

- Lead Test Team in creation and execution of manual and automated using QTP and SQL
- Lead test team in development of test cases in Quality Center with link to related requirement

Program/Project:	Web API (US & UE)/MIVA	Date:	01/2007 – 05/2007
Role:			

- Understanding the scope of the project by going through the Functional Requirements documents.
- Prepared the Test Strategy document and got the approval from the business users and Project team.

Program/Project:	Content Broker/MIVA	Date:	05/2006 – 12/2006
Role:			

Program/Project:	Feed Broker/MIVA	Date:	12/2005 – 01/2006
Role:			

- Understanding the scope of the project by going through the Functional Requirements documents.
- Prepared the Test Strategy document and got the approval from the business users and Project team.
- Created Manual Test Plans in the Test Director according to the testing standards.

Program/Project:	BayerPro/Bayer	Date:	11/2004 – 11/2005
Role:			

- Involved in the technical writing of Tractability Matrix and Companion Guides, Test Plans and Creating Test Cases.

Program/Project:	Price and Benefits Transparency V2.0/HealthMarkets	Date:	01/2004 – 11/2004
Role:			

- Managing team members on how to focus and plan for the testing as per requirements.

James Krahulec, Functional/Technical Lead

# of years DPW Experience	7 years	# of years with the following DPW system:	PELICAN – 7 years	# of years IT experience	15 years

DPW Experience Summary:

Functional/Technical Lead in charge of correspondence subsystem that generates mail notifications and forms sent to clients and providers. Jim leads the design, development and trouble shooting of enhancements to the subsystem including the Web-based user interface, the middle tier components and API provided to integrate with other subsystems, database stored procedures, and related batch processes. Additionally, serve as Technical Lead managing the FSWS WCF-based service which encapsulates file storage and management for multiple projects. Also managed the automated build and deployment process for the application and the developer's portal intranet site.

Prior Experience Summary:

Developed and mentored other developers in a wide variety of systems development and maintenance projects both for the public and private sectors. Experience in .NET development as well as legacy COM+ and ASP technologies, relational database design, object-oriented programming, reporting, and automated software deployment.

Education Background:

- Bachelor's of Science, Management Information Systems, Penn State University, December 1993

Detailed Experience:

Program/Project:	PELICAN	Date	11/2006 – Present
Role:	Functional/Technical Lead		

Functional/Technical Lead in charge of correspondence subsystem that generates mail notifications and forms sent to clients and providers. Lead the design, development and troubleshooting of enhancements to the subsystem including the Web-based user interface, the middle tier components and API provided to integrate with other subsystems, database stored procedures, and related batch processes. Additionally, serve as Technical Lead managing the FSWS WCF-based service which encapsulates file storage and management for multiple projects. Also managed the automated build and deployment process for the application and the developer's portal intranet site.

Program/Project:	Criminal Investigation Case Management System	Date:	05/2006 – 11/2006
Role:	Senior Programmer Analyst		

Designed and developed reports and supplemental applications that work in tandem with a case mangement system used to track ongoing criminal investigations and complaints.

Program/Project:	CCMIS	Date:	05/2003 – 05/2006
Role:	Developer/Technical Lead		

Developer on conversion team performing analysis, design and development of scripts and reports used in the process of cleansing and migrating data from a legacy case management system to a newly-developed system. Later became technical lead in charge of correspondence subsystem that generates mail notifications and forms sent to clients and providers.

Program/Project:	Web-based Defense Contract Management System	**Date:**	08/2002 – 10/2002

Role:	Software Engineer

Performed maintenance activities on Web-based contract management system. Organized and configured virtual machines to simulate complex production environment for development and testing.

Program/Project:	Secure Instant Messaging/File Sharing Solution for Corporate Environments	**Date:**	05/2000 – 05/2002

Role:	Senior Software Engineer

Developed secure instant messaging software and related applications as a senior technical member of a large team. Designed and built components of the client software for Windows platforms and RIM/Blackberry pager, and developed a Web-based administration tool. Coordinated team's source code control procedures and mentored configuration management personnel in the creation and use of automated build processes.

Program/Project:	Web-based Irregular Mail Tracking System	**Date:**	01/2000 – 04/2000

Role:	Senior Developer

Lead 3-person team building enhancements to a Web-based application for managing and reporting on mishandled/misrouted bundles of mail. Maintained web interface with client- and server-side scripting, maintained business logic components and database stored procedures, created reports. Mentored a junior developer building an interface to the system for a PalmOS-based Symbol SPT barcode scanning device.

Program/Project:	Web-based and Rich-client Real Estate Multiple Listing Systems	**Date:**	01/1997 – 12/1999

Role:	Senior Developer

Worked with small team to build prototype of new system. Designed and built reusable components, utilities, and class libraries. Provided services, components, and APIs used by multiple developers within diverse applications -- both traditional Windows clients and Web-based applications. Mentored other developers in the use of these components. Improved performance of several applications through multithreading.

Program/Project:	Retail Cosmetics Data Warehouse	**Date:**	11/1996 – 12/1996

Role:	Developer

Built utility program to aggregate transaction-level retail sales data. Tool produced a star-schema data mart of sales by region, product line, and time period.

Program/Project:	Mutual Fund Shareholder Accounting System	**Date:**	01/1994 – 12/1996

Role:	Developer

Designed, developed, and maintained modules for a multi-tier client-server system used to manage mutual fund shareholder information. Coded large portions of the system using JAM -- a GUI development tool similar to Visual Basic. Also developed compontents using VB. Migrated the application from a terminal-based solution on UNIX to a true client/server architecture on Windows. Performed analysis and code changes necessary to port the back-end database from Informix to SQL Server. Coordinated configuration management activities for remote developers and supported remote testers via phone and email.

Brad Kramer, Training & Implementation Specialist

# of years DPW Experience	4 years	# of years with the following DPW system:	Child Care Works Provider Certification	# of years IT experience	10 years

DPW Experience Summary:

Brady's DPW experience started in 2006 when he supported CCMIS Release 4.0 from a training and implementation perspective responsibilities were planning, developing and delivering training and implementation activities including on-site support during Go-Live. Brad was then involved with the initial implementation of PELICAN Provider Certification system, again from a training and implementation perspective with similar responsibilities. Recently, Brady had a more in-depth role on PELICAN Provider Certification Usability Improvement which involved requirements gathering and participation throughout GSD and DSD phases as well as training and implementation activities.

Prior Experience Summary:

Brad has 10 years experience in information technology as it relates to technical support, training and implementations across a number of industries. Specific experience includes Help Desk support, curriculum design and development, technical training and implementation for new technology initiatives.

Education Background:

- Associate of Applied Science – Criminal Justice, Kaplan University, January 2007
- Bachelor of Science – Information Technology, Kaplan University, February, 2010

Qualifications:

- N/A

Relevant Training:

- N/A

Detailed Experience:

Program/Project:	TreCom Systems Group, Inc. (Deloitte/DPW PELICAN Project)	Date	10/2006 – Present
Role:	Training and Implementation Specialist		

Provide training and implementation support for CCMIS R4.0 and PELICAN Provider Certification system including the following responsibilities

- Conduct regional Requirements sessions and shadow users to document areas for system improvements
- Coordinate Requirements Prioritization effort to determine final project scope
- Prepare Requirements, GSD and DSD deliverables including but not limited to Requirements Definition Document, Use Cases, Screen Shot Details Document, Activity Diagrams and Traceability Matrix
- Prepare and execute Training and Implementation Plan as an Operational Work Product
- Coordinate and lead pre-implementation activities and communications
- Create and develop training curriculum and content including Adobe Captivate simulations, Online Help and Tip Sheets
- Deliver regional instructor-led training sessions
- Liaise between Client Project Leaders and Deloitte Application Team to identify business process needs and compatibility with system goals
- Work with the Client to identify risks related to training and develop mitigation strategies to best benefit the end users within project scope

- Develop a segmented Implementation Planning Binder to aid in the preparation for the rollout of the new system
- Attend GSD, DSD, and Requirements sessions for enhancement releases to document changes and perform impact analysis for existing content modifications and future content needs
- Write scenarios, stage data in testing and training environments, and support the issue resolution process
- Provide on-site support to local Child Care Information Services offices during conversion periods, involving; training, coordination of resources to handle conversion case loads, and assistance with conversion exception discrepancies (CCMIS project)
- Coordinate and deliver implementation strategy plans for on-site support for multiple regions, including Pittsburgh and Philadelphia, using best practices and lessons learned from prior phases (CCMIS project)

Program/Project:	Administrative Office of PA Court	Date:	05/2005 – 10/2006
Role:	Systems Trainer II		

Provide training and implementation support for statewide rollout of the new Common Please Criminal Case management System including the following responsibilities

- Liaise between the Development Team and Court staff for business and process flow requirements for the migration of individual county court systems to a new statewide Common Pleas Criminal Case Management System (CPCMS)
- Compose comprehensive user guides used in conjunction with the Training Environment
- Write training scenarios and stage data for training exercises
- Deliver classroom style and one-on-one training for various end user groups with such audiences as Judges, Clerk of Courts, Court Administrators, Prison, Sheriff, District Attorney, and other court related staff
- Liaise between end users and Migration and Development Teams for data conversion problems
- Act as Site Coordinator for the phased roll out of CPCMS in Allegheny County, the second largest phase of the project

Program/Project:	Blue Ball National Bank	Date:	11/2004 – 05/2005
Role:	Technical Support Analyst/Trainer		

Provide technical support and training for bank employees including the following responsibilities

- Design training material, including documentation and presentations for both self-paced student learning, and instructor lead classes
- Design computer based, interactive training materials and evaluation tools
- Deliver in-house classes on various applications and procedures, including MS Office suite
- Create department documentation for workflow and reference material
- Design and maintain department Web site including access to training material and common problem solutions

Program/Project:	Computer Aid	Date:	04/2004 – 11/2004
Role:	Help Desk Analysts		

Provide technical support on the Merck FTS Helpline and reorganize technical support documents including the following responsibilities

- Redesign existing training procedures and material for incoming helpdesk analysts
- Provide technical support in a high call volume atmosphere to a field sales force of over 8,500 Merck & Co., Inc. sales representatives

Program/Project:	Citizens Bank	**Date:**	06/1999 – 01/2003

Role:	Technology Specialist/Reporting Analyst

- Lead the implementation of the laptop rollout for the Financial Consultants and track all investment sales including the following responsibilities
- Lead implementation of remote system access for Financial Consultants including but not limited to:
  - Ordering, configuring and distributing PCs/Notebooks as needed
  - Assessing user skill level, developing training material and providing classroom and one-on-one training and phone support
- Responsible for monitoring, tracking and auditing all retail sales transactions for Northern In-Store branch region consisting of 275 branch locations
- Track, reconcile and report investment sales totaling $500 million in 2001within a four-state banking corporation
- Design and implement investment sales statistical reports on a weekly, monthly and quarterly cumulative basis for presentation to Sr. Management and Incentive Management Services
- Redesign all investment sales and revenue reports and procedures to improve accuracy, usability, timeliness and accommodate the doubling growth in company size to $50 Billion in assets and over 750 retail branches during the Mellon Bank acquisition
- Develop and implement referral and incentive programs for all MA Branch Registered Representatives and Financial Consultants

Program/Project:	Boston Accounting Systems	**Date:**	02/1997 – 06/1999

Role:	Office Manager/GoldMine Consultant

Manage daily office activities and assist with new customer implementations of GoldMine including the following responsibilities

- Maintain bookkeeping; Invoicing, checks, inventory control, A/P and A/R
- Develop curriculum and training materials for consolidated, beginner level MS Office class as an add-on offering to Contact Management System clients
- Deliver customer training specific to Goldmine software configurations and implementations
- Train, supervise and mentor office staff to become Goldmine Sales Consultants

Rishi Kul

# of years DPW Experience	1.5 months	# of years with the following DPW system:	ITIM – DPW & OA	# of years IT experience	9 years

DPW Experience Summary:

- Assessment and reconfiguration of overall ITIM design and implementation
- High availability support for ITIM infrastructure

Prior Experience Summary:

Rishi is a Senior Consultant in Deloitte's AERS practice. He has over eight years of experience in the Identity & Access Management (IAM) domain. He has been involved into the development of IAM based software products and delivering consulting services focused on enterprise-wide IAM solutions. Rishi has good experience in IBM Tivoli suite of security products. Rishi's responsibilities have included leading the team in security architecture, end-to-end development of custom adapters for application integration, customization of provisioning and operations workflows, design of provisioning and identity policies, integration of identity and access management systems, initial load of identities into IAM system, design of audit logging for provisioning activities. In addition, Rishi has experience in offshore project management and onsite-offshore coordination. Prior to joining Deloitte, Rishi was involved into development of software components of industry leading products like Identity Management Server (IBM Tivoli), LDAP V3 Virtual Directory Server (Persistent Systems), and Teamcenter Enterprise PLM Server (UGS Corp).

Education Background:

- Post Graduate Diploma in Marketing Management, SIBM Pune, Apr 2004
- Master of Computer Applications, VJTI Mumbai, Jun 2002

Qualifications:

- CISSP, (ISC)2, 2008
- CISA, ISACA, 2009
- ISO 27001 Security Management LI, BSi, 2009
- IBM Tivoli Certified Deployment Professional

Relevant Training:

- CISSP CBK Review Training
- IBM Tivoli Security Architecture
- Advanced Identity Management
- Business Continuity Planning

Detailed Experience:

Program/Project:	State Government Agency – Prototype to demonstrate the enterprise-wide coarse-grained and fine-grained access control capabilities to protect various enterprise applications using IBM Tivoli Access Manager	Duration:	4 months
Role:	Senior Security Consultant		

- Conducted client sessions to finalize the overall access management architecture and integration design
- Documented technical and functional design of integration
- Configured TAM e-Business components and Enterprise Directory

- Integrated WebSphere Portal Server and Documentum WebTop with Enterprise Directory
- Integrated Tivoli Access Manager with IBM Data Power, WebSphere Portal Server, Documentum WebTop, Adobe FLEX based web application, mainframe application webified using HATS
- Conducted knowledge sharing sessions with client team
- Designed test cases for integration of various applications with TAM e-Business
- Developed integration build guides

Program/Project:	Fortune 100 Healthcare Company – Extension of previously implemented Access Management Solution to integrate with two new enterprise applications – Oracle EBS and Hyperion.	Duration:	5 months
Role:	Senior Security Consultant		

- Developed requirements specification for integration of Oracle EBS with existing Identity and Access Management Infrastructure
- Defined functional and technical design for integration with Oracle EBS
- Conducted Proof-of-concept to demonstrate form-based single sign-on using GSO lockbox
- Identified functional test cases and developed test scripts
- Conducted POC for capturing initial GSO credentials of users in TAM for a specific target application to be protected by TAM
- Reviewed design of Active Directory integration with IBM Tivoli Identity Manager V 5.1

Program/Project:	Fortune 100 Insurance Company – Assessment of Web Single Sign-on system along with a strategy and roadmap development to address the gaps identified	Duration:	1 month
Role:	Senior Security Consultant		

- Conducted security assessment of Web SSO architecture - documentation review and information gathering sessions with various client teams
- Analyzed observations and identified potential threats
- Developed recommendations and a remediation roadmap for gaps observed
- Developed Assessment report and executive summary presentation

Program/Project:	Fortune 100 Healthcare Company – Overall security architecture design & roadmap development for various phases and implementation of Access Management solution	Duration:	18 months
Role:	Application Security Architect		

- Developed security implementation roadmap for multi-phased multi-year program
- Designed application security framework for newly deployed enterprise applications
- Developed data protection matrix for newly deployed enterprise applications
- Designed user administration process flows for newly deployed enterprise applications
- Conducted Identity & Access Management gap assessment
- Designed & implemented user provisioning support for Access Management Solution (TAM) using IBM Tivoli Identity Manager
- Designed and implemented identity initial load of users into Access Management system using roles assignment mechanism through Tivoli Identity Manager and Tivoli Directory Integrator

- Designed and implemented an ETL framework (extract, transform, and load) based solution for

Commonwealth of Pennsylvania
RFP #16-09, Lot 7

Lot 7
for
DPW

Deloitte

synchronizing identity information across various environments of IBM Tivoli Identity Manager.

- Designed reverse password synchronization support for Access Management system (TAM) using IBM Tivoli Identity Manager (TIM)
- Implemented POC to demonstrate the capability of CDAS module in TAM for authenticating internal users against enterprise AD Domain

Program/Project:	Fortune 100 Financial Company – Design & implementation of an Identity and Resource Access Management (IRAM) system with the necessary controls to help remediate the SAS-70 deficiency findings.	Duration:	11 months
Role:	Offshore Project Lead		

Project Management Activities

- Worked on project planning, scheduling, and tracking
- Confirmed timely and quality deliverables
- Coordinated with onsite team
- Coordinated with IBM support and client's contractors
- Configured and administered repositories for project related data – CVS and eRoom

Technical Activities

- Gathered, analyzed, and documented system requirements
- Designed and implemented custom adapter for Windows NT using ITIM RMI based framework and Tivoli Directory Integrator
- Reviewed design of custom connectors and adapters for Business Objects and Intranet applications
- Designed, implemented, and reviewed various entitlement and operational workflows customized using FESI Extensions
- Developed custom Identity policy for various user communities
- Configured custom reports in ITIM using Crystal Reports
- Setup development environment on AIX and Windows platforms

Gopakumar Prabhakarannair

# of years DPW Experience	6 years	# of years with the following DPW system:	CIS & iCIS	# of years IT experience	12

DPW Experience Summary:

Gopa has 6 years of experience in DPW project. As Team Lead Gopa was involved coordinating in various changes for the existing CIS and CWDS systems. As a SME of EDBC/SFU team Gopa was involved in the entire SDLC of various initiatives in the EDBC/SFU area. His expertise and the system knowledge has lead to successful completion of these initiatives. Prior to joining SFU team he was a developer in the AE team with focus on the income module. Gopa has a thorough knowledge of the entire CIS functionality so is involved in all post production deployment activities for every release.

Prior Experience Summary:

Gopa has worked in the IT sector for about 6 years in various industries like health care and financial services. All these projects were large-scale applications on the mainframe platform.

Education Background:

- Masters in Business Administration, Penn State University, August 2010
- Bachelor of Technology in Mechanical Engineering – University of Kerala, India, June 1992

Qualifications:

- Same as above

Relevant Training:

- Deloitte Mandatory trainings
- IBM Mainframe training – Trivandrum India

Detailed Experience:

Program/Project:	iCIS	Date	01/01/2010 – Present
Role:	Team Lead for CIS-CWDS interface		

Summary of role on project. As Team Lead Gopa was involved coordinating in various changes for the existing CIS and CWDS system

Program/Project:	iCIS- SFU team	Date:	02/02/2008 – 12/31/09
Role:	SME for SFU/EDBC subsystem		

Summary of role on project. Analyze/Fix Production data issues.

- Develop/modify programs
- Perform Unit Testing/QA Process
- Complete Unit Test Checklists
- Update system documentation
- Raise issues and problems
- Conduct impact analysis

Program/Project:	iCIS	**Date:**	04/01/2004 – 01/31/2008
Role:	Developer AE subsystem		

Summary of role on project. Responsible for analysis and resolving of production issues of the Income module of

Program/Project:	Financial Services	**Date:**	12/31/2003 – 03/31/2004
Role:	Programmer/Analyst		

Summary of role on project. Part of a team involved in analysis, Estimation, Design, Construction, Coding, Test Planning, Test Case Creation, Test progress report, Data migration, Production Support and Coordination with development team, business users, Release management, Configuration Management, Change Control Management, Enterprise Production Control teams

Program/Project:	Health Care	**Date:**	12/02/1998 – 11/01/2003
Role:	Programmer		

Summary of role on project. Preparation of work plan and assigning work to team members.

- Involved in Analysis, Functional Design and writing program specification.
- Developing COBOL programs to extract data from DMS II Database.
- Preparing WFL jobs for FTPying output files to UNIX system.
- Creating Test Plan, Unit testing and System Testing of Batch programs.
- Preparing documentation for the new programs.

Manoj Kumar Madamanchi

# of years DPW Experience	3 years	# of years with the following DPW system:	PACSES	# of years IT experience	9 years

DPW Experience Summary:

Pennsylvania Child Support Enforcement System (PACSES) is a support system for DRS (Domestic Relations Section) Staff and BCSE (Bureau of Child Support Enforcement) staff for enforcing child support orders and interfaces with Department of Labor's New Hire system and Department of Public Welfare's Client Information System (CIS).

Manoj has been involved in analyzing scope of the application and defining relationships within and between groups of data. Used Informatica Power Center Designer/ Workflow manager to create sessions and batches to run with the logic embedded in the mappings. Implemented performance tuning with the Transformations, Sessions, and on the Source Databases to load the data efficiently to the target. Created reusable transformations and mapplets to import the common mappings and avoid complexity in the mappings. Facilitated end-user procedure development. Created sessions, batches, and partitions in the session to reduce the time to load data from the existing sources to database.

Prior Experience Summary:

Over Nine (9) years of extensive experience in the IT Industry with emphasis on design and development of Data Warehousing and Relational Database Systems. Over Eight (8) years of experience in development and designing of ETL methodology for supporting data transformations using Informatica Power Center 5.x/6.x/7.x/8.x and over (1) year of experience using Business Objects 5.x/6.x.Strong work experience in data mart life cycle development, performed ETL procedure to load data from different sources into data marts and data warehouse using Power Center Repository Manager, Designer, Server Manager, Workflow Manager, and Workflow Monitor. Extensive Data Modeling experience using Dimensional Data modeling, Star Join Schema modeling, Snowflake modeling, FACT and Dimensions tables, ETL, OLAP and Report delivery methodologies, physical and logical data modeling and Erwin. Experience in Oracle 10g/9i/8i/8.0/7.x, MS SQL Server 2000/7.0, Teradata, MS Access, MS Excel, Erwin 4.0/3.5, SQL, PL/SQL, SQL* PLUS, SQL* Loader, stored procedures, and triggers. Expertise in configuration, performance tuning, and installation of Informatica and Business Objects. Experience in integration of various data sources including Oracle, MS SQL Server, XML and Flat files into the staging area. Experienced in developing full software life cycle phases using Object Oriented methodologies. Proven ability to implement technology based solutions for business problems.

Education Background:

- Bachelor's Degree in Computer Science and Information Technology, Madras University, Chennai, Tamil Nadu, India, 05/2004

Detailed Experience:			
Program/Project:	PACSES	**Date**	12/2007 – Present
Role:	Data warehouse Analyst - Informatica ETL Specialist		

- Involved in jobs and analyzing scope of application, defining relationship within and between groups of data.
- Used Informatica Power Center Designer/ Workflow manager to create sessions and batches to run with the logic embedded in the mappings.
- Implemented performance tuning with the Transformations, Sessions, and on the Source Databases to load the data efficiently to the target.
- Created reusable transformations and mapplets to import the common mappings to avoid complexity in the mappings
- Facilitate end-user procedure development
- Created sessions, batches, and partitions to reduce the time to load data from the existing sources to database

Program/Project:	JBS SWIFT & COMAPANY, Greeley, CO	**Date:**	09/2007 – 12/2007
Role:	Informatica ETL Developer		

- Used Informatica Power Center/ Workflow manager to create sessions and run batches with the logic embedded in the mappings
- Implemented performance tuning with the Transformations, Sessions, and the Source Databases to load the data efficiently to the target
- Created reusable transformations and mapplets to import to the common mappings
- Facilitate end-user procedure development
- Created sessions, batches, and partitions in the session to reduce the time to load data from the existing sources
- Provided custom development on UNIX server using PL/SQL, UNIX Kron shell scripting, SQL*Loader, SQL*Plus, PL/SQL developer, and Toad.
- Modified existing batch process, shell scripts, and PL/SQL procedures for effective logging of error messages
- Wrote UNIX Shell Scripts for getting the Flat files in to the Informatica Source directory from RS6000 system
- Created CARCASS Universe using the BO XI R2 Designer
- Created WebI reports for presentation of USDA Grade data to the end users

Program/Project:	American Red Cross, Falls Church, VA	**Date:**	07/2007 – 09/2007
Role:	Informatica ETL Developer		

- Used Informatica Power Center/ Workflow manager to create sessions and batches to run with the logic embedded in the mappings
- Implemented performance tuning with the Transformations, Sessions, and the Source Databases to load the data efficiently

Program/Project:	Liberty Mutual Insurance, Portsmouth, NH	Date:	03/2006 – 07/2007
Role:	Informatica ETL Developer		

The objective was to build an Enterprise Data warehouse for various patterns to produce the accurate metrics information for Auto Processing Systems, Claims Processing Systems, and Agents Office of Automation System.

- Analyzed star schema in dimensional modeling
- Involved in analyzing scope of application, defining relationships within and between groups of data and star schema
- Identified suitable dimensions and facts for schema
- Used Informatica Power Center/ Workflow manager to create sessions and batches to run with the logic embedded in the mappings
- Implemented performance tuning with the Transformations, Sessions, and the Source Databases to load the data efficiently to the target
- Created reusable transformations called mapplets to import the common mappings
- Facilitated end-user procedure development

Program/Project:	ACCESS Pharmaceuticals Inc., Dallas, TX	Date:	11/2005 – 02/2006
Role:	Informatica ETL Developer		

This project involved extracting data from heterogeneous data sources like Oracle and Flat files, transforming the data, and then loading the data into the target Data Mart for Warehouse operations.

- Analyzed specifications and identified source data that needed to be moved to data warehouse
- Participated in the Design Team and user requirements meetings
- Designed logical and physical database models using Erwin
- Extracted data from sources including flat files, relational tables, and excel files
- Created multiple Data Marts for different business needs including sales, marketing and production
- Obtained data from various remote sources using FTP feature of Informatica
- Used Informatica Power Center for extracting source data and loading into target table
- Created complex mappings using Mapplets Designer to reuse Mapplets
- Involved in the preparation of documentation for ETL standards, procedures, and naming conventions

Program/Project:	William Communications, Tulsa, OK	Date:	10/2004 – 08/2005
Role:	Informatica ETL Developer		

- Involved in the design of the target warehouse using Star Schema
- Designed Sales data mart using Star Schema
- Built Dimension Tables and Fact Tables

Shashin A. Mandalia, Senior Analyst

# of years DPW Experience	12 Years	# of years with the following DPW system:	MEDA/FS TANF Welfare/CIS/eCIS: 12 years	# of years IT experience	25 Years

DPW Experience Summary:

eCIS, MEDA, CIS Maintenance

Prior Experience Summary:

Virginia Client Information System, Local Agency Personnel System, Food Stamp System, Applicant Tracking System

- Have over twenty three years experience in application design, development and implementation on UNISYS mainframes; mostly for MEDA/FS/TANF Welfare/Client Information Systems (CIS)
- Seven years of experience in MAPPER
- Two years experience on UNIX/Oracle products
- Two years experience on IBM mainframes.

Education Background:

MS in Math from Saurashtra University, Rajkot., Gujarat,. India, 1976

Qualifications:

See above

Relevant Training:

- N/A

Detailed Experience:

Program/Project:	Department of Public Welfare, PA	Date	06/1999 – Present
Role:	Sr. Analyst		

Incremental Renewal Phase IV B. This project is phase wise manner of converting existing CIS system in Mainframe/COBOL to Open System/.NET architecture. Phase IV B involves the transition of Application Entry subsystem from Mainframe to .NET. Role:

- Understand the business and new requirements
- Analyze the existing functionality of the system
- Extract the business rules for refresh and commit data
- Extract the AE program logic to design the .NET components of sub-system
- Prepare design documents/specifications
- Create Data dictionary and Logical Data model
- Data mapping for all the database fields as well as screen fields
- Documentation of code logic, rules, error/trap messages
- Develop mainframe services to send and receive data from open system
- Unit testing of developed mainframe services

MEDA. Working as a *lead analyst and Senior COBOL Application Developer* on the MEDA project. Responsible for the main driver programs of the CIS system. These front end drivers are used to establish a session for a case. Worker can create cases, maintain them and these drivers are prime software for the CIS system. Writing specifications and developing programs conforming to user requirements. The system is being developed using DPS, DMS and COBOL to run on the Unisys Clearpath.

CIS Maintenance**: Responsible for some DPSR and any production fixes by analyzing, changing, testing and implementing.**

Program/Project:	Department of Social Services, Richmond, Virginia	Date:	07/1992 – 01/1999
Role:	Programmer/Analyst		

Was responsible for development and maintenance of the following sub-systems using Unisys DMS-1100, DPS-1100, COBOL and MAPPER.

VACIS. Worked on development and enhancement of the Virginia Client Information System to incorporate changes required for Virginia's Welfare Reform Initiative (Virginia Independence Program VIP). VACIS is designed to handle Food Stamps, Temporary Aid to Needy Families (TANF), Medicaid and Foster Care public assistance programs. The system modules included application registration/ screening, eligibility determination, authorization, generation of notices of action, and benefit issuance. The system also had interfaces to IEVS (income eligibility verification system) and Medicaid Management Information System (MMIS) and other statewide systems.

Local Agency Personnel System. A statewide-automated online real-time system that maintains personnel records for local welfare agency staff. The system provides information to support the human resource management and administrative needs of each agency. Personnel and Payroll System – Reconciles and reports state payroll records

Food Stamp System. An automated statewide online food stamps reporting system responsibilities included analysis, design, development, test, implementation and migration of the system to production.

Applicant Tracking System. An automated system that keeps tracks of all the applicants for state and local agencies. Also worked as a lead analyst on the HR Oracle Forms and Report development using PL/SQL and Developer/2000. Migrated the legacy human resources system from the mainframe to a client server environment using Human Resources and Oracle Developer/2000Responsibilities included all phases of applying business rules to human resource applications to confirm database integrity.

Program/Project:	Department of Social Services, Richmond, Virginia	Date:	06/1985 – 07/1992
Role:	Programmer/Analyst		

Developed new and enhanced complex mainframe computer programs using COBOL, Mapper, DPS-1100, DML-1100 languages while assigned to the VACIS (Virginia Client Information System) application. Also performed unit and system testing to validate systems to confirm to user requirements

Program/Project:	Planning Research Corp	Date:	01/1984 – 06/1985
Role:	Programmer/Analyst		

Participated in converting COBOL programs that were resident on Unisys 494 to run on IBM-4341. Analyzed and unit tested programs and participated in system testing of the converted application.

Program/Project:	Department of Public Welfare, PA	Date:	04/1982 – 12/1983
Role:	Programmer II		

Review and analyzed program specifications and developed programs per specifications. Duties also included assisting junior programmers.

Courtney Matthews, Application Developer

# of years DPW Experience	18.5 years	# of years with the following DPW system:	CIS, MEDA 5 yrs.; IEVS 6.5 years	# of years IT experience	27 years

DPW Experience Summary:

My initial experience with DPW began in the 1980's with duties that might now fall under the heading of Operating System Support, and concluded with Network Architecture And Telecommunications Management tasks within the Division of Technology Engineering. As such, I was responsible for configuration and installation of various software components of a communications front-end application spread over several UNISYS mainframes and TANDEM mini-computers networked together; supportive programming for the above systems variously in COBOL, MASM (2200), and TAL (Tandem). Earlier on my duties had included maintenance sysgens for the UNISYS 1100's operating system and general system support for an IBM 370/115 under DOS/VS with POWER/VS.

Subsequently (since 1998, and currently), I have been employed as a consultant/contractor within the Division of Enterprise Applications. During this period I participated in a number of projects; some highlights:

Most recently, 02/06-Present:

- Developed software and form changes for PA CAP shelter override functionality.
- Software maintenance, job setup and scheduling in an extended effort to effect a stop-gap, in-house interface between the IEVS/BENDEX (Beneficiary and Earnings Data Exchange) data exchange, and CIS/TPL (Third Party Liability database). Concurrently, analysis and software development in the effort to develop a new IEVS/BENDEX-to-CIS/TPL interface (JAD sessions, GSD thru implementation)
- Incremental, collaborative effort to migrate IEVS functionality from the current mainframe TIP/DMS/RDMS/Unisys environment to a .NET/ORACLE framework.
 Earlier on, 01/98-06/05:
- During this time frame, from a pool of application developers I was tasked with multiple projects principally within CIS and IEVS, in various capacities:
- IEVS, application developer
- CIS, pre-MEDA database infrastructural revisions, Data Conversion Lead; then software-migrator and application developer

Hardened Platform, Skill Set Experience

Hardware:

- UNISYS 2200 Mainframe
- PC

Software:

- ECL, IPF, DPS, TIP, DMS 2200,
- 2200, WebTS, MS Office Suite

Languages

- COBOL ('75, '84)
- I-QU PLUS-1 (11R6)
- SSG (24R1)

Operating Systems:

- UNISYS OS2200
- MS Windows 2000

Prior Experience Summary:

- In addition to the above described system and application experience, I have had application experience across the range of functionalities of a Student Information System at Shippensburg University (05/90-03/97).
- My earliest formal experience was as a programming instructor at Computer Systems Institute (08/80-05/82, Pittsburgh, Pa).

Education Background:

- Associate Degree, Specialized Business; and, Certificate of Proficiency in College Accounting
- Computer Systems Institute, Pittsburgh, Pa., 04/80

Detailed Experience:

Program/Project:	CIS Incremental Renewal Phases III-B and III-C	Date	03/2007 – Present
Role:	Application developer		

- Incremental, collaborative effort to migrate IEVS functionality from the current mainframe TIP/DMS/RDMS/Unisys environment to a .NET/ORACLE framework.
- CIS PCR 12578, Implemented 02/08: Online functionality pilot (single county) implementation scheduled for late January '08: PCR Description: Incremental renewal of IEVS project involves moving the IEVS online functionality to eCIS online screens. It involves conversion of mainframe IEVS database records into INFORMATICA tables and also synchronization of IEVS to eCIS and eCIS to IEVS disposition data. Successful subsequent rollout thru all counties
- CIS PCR 10230/eCIS PCR 7217, Implemented 12/09: IEVS Targeting Logic - Migrating source agency data targeting rules to eCIS DX (DX exchanges with L&I: 01/WGE & 02/UC).
- Ongoing troubleshooting/research/maintenance—as issues/requirements arise.

Program/Project:	CIS BENDEX (SSA) and TPL Inter Enhance	Date:	03/2006 – 03/2007
Role:	Application developer		

- Software maintenance, job setup and scheduling in an extended effort to effect a stop-gap, in-house interface between the IEVS/BENDEX (Beneficiary and Earnings Data Exchange) data exchange, and CIS/TPL (Third Party Liability database). Concurrently, analysis and software development in the effort to develop a new IEVS/BENDEX-to-CIS/TPL interface (JAD sessions, GSD thru implementation)
- CIS PCR 7848, Implemented 3/07: PCR Description: A process is needed to update the TPL database with accurate information about clients' Medicare coverage. Due to a high error rate in posting accurate data the TPL-BENDEX (S06) interface was discontinued. PCR 7848 to serve as the work order for the new BENDEX-TPL (S06) interface.

Program/Project:	NFIP-IVCAPS-IMAINT-Ability to override Federal FS shelter code in SDX data	Date:	09/2006 – 03/2007
Role:	Application developer		

- Developed software and form changes for PA CAP shelter override functionality.
- CIS PCR 9647, Implemented 3/07: PCR Description: CAO must have the ability to locally override the FS shelter cost code provided in the Federal SDX data exchange detail information. The override code will be entered on the SDX detail screen along with the date the override was entered.

Program/Project:	CIS/MEDA, IEVS development and maintenance	**Date:**	01/1998 – 06/2005
Role:	Application developer, Data Conversion Lead, Software-migrator		

- I-QU, et. al., scripts for production data fixes (post MEDA C-PATH implementation, 7/31/04); production data inquiries pursuant to research into nature and scope of certain post-MEDA data anomalies (post MEDA PILOT implementation, 4/11/05).
- Assisted then assumed duties of principle software-migrator for MEDA project (at the prior's departure, ~ 2/01/05).
- MEDA (Medicaid Eligibility Automation Project): Data Conversion Team Lead
- UNISYS SIMAN/Security Option 1 implementation: (1) batch testing procedures for IEVS; (2) technical assistant to DSIMPSON (as called upon)
- IEVS/Interstate Match Exchange, VA Match: Programming, specifications and coding
- Various programming tasks, for various IEVS data exchanges

Program/Project:	Shippensburg University	**Date:**	05/1990 – 03/1997
Role:	Programmer Analyst		

- Duties: application software (predominantly UNISYS mainframe - model 2200/501 - COBOL accessing DMS 1100 hierarchical databases) maintenance, development, and implementation across the range of the university's administrative and financial functionality (class scheduling, grading, financial aid, purchasing, accounting, etc.); business system development tools (COBOL-based LINC/LDA); coordinator for CQS—a third party, online database query system—responsible for implementing software revisions, user training and support, and functioning as the university-to-third-party liaison.

Program/Project:	Computer Systems Institute, Pittsburgh, PA	**Date:**	08/1980 – 05/1982
Role:	Programming Instructor		

- Instruction/lecturing in the use of RPG II, FORTRAN IV, COBOL, BASIC, and IBM SYS/34 OCL and utilities; designing specifications for and overseeing the writing of student application programs (a range of business applications; payroll, billing, inventory control, etc.), and the use of system service programs; testing and grading.

Andy Maurer, HCSIS Architecture Group Member, Initiative Member

# of years DPW Experience	2 years	# of years with the following DPW system:	HCSIS: 2 years	# of years IT experience	13 years

DPW Experience Summary:

As a member of the architecture team Andy is involved with defining and championing best practices within the project. The team is also involved with maintaining a framework that is used by the project. The team is heavily involved in the ARB process and helps to define the role of new technology within the project. The project build process was streamlined during this period to increase efficiency and move towards a continuous integration model.

As an initiative lead I am responsible for managing the SDLC schedule and creating all necessary artifacts. The initiative is a technical one which is focused on converting a legacy reporting technology into a new reporting technology.

Prior Experience Summary:

Andy is a Software developer with over ten years of professional experience using Microsoft Technologies with the last six years primarily being in .NET. I have strong communication, organizational, and documentation skills. Additionally, I possess a dedicated work ethic, enjoy developing solutions to difficult tasks, and keep my skills current with the latest technologies and industry best practices.

Education Background:

- Bachelor of Science in Computer Science, Shippensburg University, Shippensburg, PA

Qualifications:

- MCSD, 06/05/2004
- MCSDBA, 04/02/2004

Relevant Training:

- ITIL V3 Foundation 6/20/2008

Detailed Experience:

Program/Project:	HCSIS	Date	10/2008 – Present
Role:	Architecture Team, Initiative Lead		

Andy leads a team is to maintain the framework that is used by the project, and define the role of new technology within the project. As an initiative lead I am manage the SDLC schedule and create all necessary artifacts.

Program/Project:	Hess Tax Reengineering and Innovation Project	Date:	09/2008 – 10/2008
Role:	iRise Development Team, Business Requirements Team		

Andy was involved in the translation of tax business requirements into an iRise simulation. Led a simulation session to better develop a more concise and visible tax requirements. Involved in the workflow process requirements that should be present for provision and compliance in a corporate tax system.

The iRise simulation was built with iRise 6.5 on the client and used the iRise definition center to store the development teams shared artifacts. A custom process was built using .NET to translate the iRise requirements into a Word document the rest of the team could easily consume.

Program/Project:	NEDSS	Date:	06/2008 – 07/2008
Role:	Maintenance Developer		

Andy supported the team to do bug fixes and correct other issues found during testing. Bug fixes were done for the Web site and Oracle PL procedures. The project was written using a Microsoft stack of web technologies. The database server was Oracle 10G; the .net version was 2.0 for the Web site. Microsoft's AJAX library was used to AJAX functionality on the products Web site.

Douglas L. McHenry, Mainframe Developer

# of years DPW Experience	33 years	# of years with the following DPW system:	CIS: 15 years Operations: 18 years	# of years IT experience	34 years

DPW Experience Summary:

- 18+ years in Management, Supervisory, Team Lead positions
- 15+ years experience in Project/Applications Analysis, Design, Coding, Debugging and Implementation
- 15+ years experience in Problem Analysis and Resolution
- 15+ years experience in UNISYS COBOL, I-QU, ECL, DMS, SORT, EDITOR and IPF
- 14+ years interacting with End Users and Vendors to determine application requirements and complete system testing through implementation of projects
- 10+ years experience in RDMS/SQL, FTP, DPS and SSG
- Exposure to UNISYS COBOL 85 (UCOB), OPEN/TI and Assorted MS WINDOWS software packages (MS Word, Excel, Outlook, Project) and VISIO flowchart software
- Above performed on UNISYS 1100, 2200 and Clear Path mainframe systems, DELL and HP PCs

Prior Experience Summary:

- Same as above

Education Background:

- High School Diploma and Data Processing Certificate, Dauphin County Vo-Tech, Harrisburg, PA, 1973

Qualifications:

- N/A

Relevant Training:

- N/A

Detailed Experience:

Program/Project:	Pa. DPW/CIS	Date	10/2006 – Present
Role:	Application Developer - Contractor		

- CIS Batch Subject Matter Expert
- Risk Mitigator
- Detail Systems Design
- Program Design
- Problem Discovery, Research and Resolution
- Deployment Coordination for CIS Batch
- For projects such as LTC COLA/MC, Physical and Behavioral Health Managed Care, Phase IV-B, CHIPRA, PELICAN and CIS Batch Maintenance

Program/Project:	Pa. DPW/CIS	**Date:**	10/1998 – 01/2005
Role:	Applications Developer 3		

- Analyze, design, code, test, debug and implement programs and applications in support of CIS Batch and Online systems using UNISYS COBOL 74 (ACOB), I-QU, ECL, DMS, SORT, EDITOR, IPF, RDMS/SQL, FTP, DPS, SSG, OPEN/TI and Assorted WINDOWS Applications
- Extensive knowledge of Pa. DPW CIS (Client Information System) Batch processes and programs
- Extensive knowledge of some Online programs within Pa. DPW CIS
- General knowledge of Pa. DPW CIS Online processes
- General knowledge of CIS DMS and RDMS databases
- CIS Database expert for PROMISe JADs at EDS
- Lead Analyst for CIS Batch Medical applications
- Lead Analyst/Project Coordinator for CIS Batch MEDA development and implementation
- Lead Analyst for ACCESS Cards Medical & EBT, batch and online
- Lead Analyst for HIPPA 834 (enrollment, termination, change) files
- Coordinate changes to CIS Batch for CIS Database changes
- Participate in PCR meetings and resolutions
- Research, analyze and resolve problems in any CIS batch application

Program/Project:	Pa. DPW/CIS	**Date:**	01/1994 – 10/1998
Role:	Applications Developer 2 (Computer System Analyst 2)		

- Analyze, design, code, test, debug and implement programs and applications in support of CIS Batch and Online systems using UNISYS COBOL 74 (ACOB), I-QU, ECL, DMS, SORT, EDITOR, IPF, RDMS/SQL, FTP, DPS, SSG, OPEN/TI and Assorted WINDOWS Applications

Program/Project:	Pa. DPW/CIS	**Date:**	10/1992 – 01/1994
Role:	Computer Systems Analyst 1		

- Analyze, code, test, debug and implement programs as assigned by and in cooperation with senior analysts using UNISYS COBOL 74 (ACOB), I-QU, ECL, DMS, SORT, EDITOR, IPF, DPS, SSG and Assorted WINDOWS Applications

Program/Project:	Pa. DPW/Computer Operations	**Date:**	09/1987 – 10/1992
Role:	Computer Operations Manager 1		

- Shift manager
- Responsible for keeping the DPSM current, revise current and write new procedures for Operations Division

Program/Project:	Pa. DPW/Computer Operations	**Date:**	04/1982 – 09/1987
Role:	Computer Operations Supervisor		

- Shift supervisor for the operation of UNISYS 1100/80, 1100/90 and other equipment
- 17 months as site supervisor of Production Control – Scheduling, distribution and tape library units

Program/Project:	Pa. DPW/Computer Operations	**Date:**	1977 – 04/1982
Role:	Computer Operator 2		

- Acting Shift Supervisor for 2 years
- Operate Sperry 70/45, 70/60 and 1100/80 computer systems

Program/Project:	Pa. DPW/Computer Operations	**Date:**	10/1974 – 1997
Role:	Computer Operator 1		

- Operate Sperry 70/45 and 70/60 computer systems

Program/Project:	Polyclinic Hospital/IT Center	**Date:**	11/1973 – 10/1974
Role:	Computer Operator/Programmer Trainee		

- Operate NCR Century 200 computer system
- Accounts Receivable and Payroll programming in NEAT/3

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Cheryl Ann Meyer, Manager – Application Support Services

# of years DPW Experience	10 years	# of years with the following DPW system:	2 years PELICAN 2 years CWDS (BETP) 2 years iCIS/MEDA 4 years PROMISE	# of years IT experience	10 years Application Support Services

DPW Experience Summary:

Successful management career leading system implementation, training, and communication activities for 5 Commonwealth projects over the last 10 years. Responsibilities include managing Applications Support Services timelines, risks/issues/concerns/escalation items, development of implementation and training plans, oversight of material development to support end users (Online Help, Captivate, Tip Sheets, and Overview presentations), facilitation of Advisory Team meetings, implementation calls, training support calls, coordination of End User Outreach activities, and participation in Project team leadership meetings.

Prior Experience Summary:

Successful management career with rapid advancement. Proven history of revitalizing troubled business operations and spearheading new business start-ups. Results-driven professional with strong communication abilities. Solid foundation of international and domestic operations. Computer experience in various personal and enterprise systems software. Direct experience in the following area:

* Strategic Planning * Change Management * Quality Assurance * Corporate Training * Implementation * Cost Control Programs * Project Management * New Business Development * Purchasing * Supply Chain Management * Contract Negotiations * Budget Planning * Manufacturing * Logistics * Telecommunications * Team Building & Development *

Education Background:

- Law Enforcement Certificate * Cumberland Perry Technical School, Mechanicsburg, PA
- Diploma * South Middleton High School, Boiling Springs, PA

Qualifications:

- Certified Corporate Trainer (1991): Leadership, Supervisory Skills, Management, Marketing and Sales * Resource Associates Corporation, Reading, PA
- Diversity Council Member; GLOBE Lead for Deloitte Harrisburg

Relevant Training:

- New Manager Program – Deloitte 2009
- Change Fundamentals eLearning Course – Deloitte
- Deloitte Difference – Deloitte
- Human Capital Learning Program – Deloitte
- Managing, Designing, Developing Effective Blended Learning Materials – Deloitte
- Org. Design – Deloitte
- The Educational Society for Resource Management (APICS), Central Penn Chapter President 3 years (2001-2002) and also served as VP of Marketing, and VP of Publicity (12 years with the Central Penn Chapter); Congress for Progress 28 Marketing Committee 2002-2003; Congress for Progress Flight Leader (3 years)

Detailed Experience:			
Program/Project:	OCDEL/PELICAN	**Date**	08/2008 – Present
Role:	Manager, Application Support Services		

Responsible for managing/overseeing all communications, Training/Implementation, and Field Support activities for Child Care Works (CCW), Certification, Pre-K Counts, Keys to Quality, and Early Learning Network under the Department of Public Welfare, Office of Child Development and Early Learning.

Program/Project:	Pennsylvanian's Department of Transportation (PennDOT)/ .centric and Electronic Document Management System (EDMS)	**Date:**	01/2008 – 08/2008
Role:	Track Lead for Implementation and Training Team		

Responsible for overseeing Training and Implementation activities for the .centric (Web-based inventory system) and Electronic Document Management System (EMDS) for PennDOT.

Program/Project:	L&I/Commonwealth Workforce Development System (CWDS)	**Date:**	07/2006 – 01/2008
Role:	Training and Implementation Sr. Consultant, Document Developer		

Responsible for development of training and implementation plans, design documents, and process flow documents for the Comprehensive Workforce Development Systems (CWDS).

Program/Project:	OIM/Medicaid Eligibility Determination Automation Project (MEDA)	**Date:**	02/2004 – 07/2006
Role:	Training and Implementation Specialist/Document Developer		

Responsible for development of training and implementation plans, design documents, and process flow documents for the Medicaid Eligibility Determination Automation (MEDA) project. MEDA pilot began April 11, 2005. Statewide implementation began October 31, 2005 and continued through May 19, 2006.

Program/Project:	Electronic Data Systems - PROMISe	**Date:**	01/2000 – 02/2004
Role:	Training Specialist/Document Developer		

Developed training plans, courses, and materials for the PA PROMISe claims processing system. Conducted system training for all providers and users of PROMISe. PROMISe was implemented statewide in Pennsylvania on March 1, 2004. PROMISe is used for Medical claims processing and provides claims information management for several program offices within DPW, to include the Office of Mental Health and Substance Abuse Services, Office of Mental Retardation, Office of Social Programs, as well as the Department of Aging.

Program/Project:	N-Vision Technologies Corporation	**Date:**	06/2000 – 01/2000
Role:	Executive Vice President of Operations and Sales		

Cofounder of this emerging growth company and Corporate Secretary. Planned and managed initial $3M budget. Set corporate mission and long-term vision. Dealt with local, state, federal, and international government agencies. Prepared and gave presentations to potential business partners, venture capital, government, and educational groups. Handled all public relations activities, to include press releases, interviews, and media interactions. Coordinated all marketing and sales activities. Prepared and submitted government grant proposals. Negotiated key supplier and vendor contracts and license agreements.

Maintained contact with all potential customers, to include daily interaction via e-mail, phone and continuous updates of the customer database.

Oversaw and participated in total operations including, but not limited to, finance, human resources, product development, manufacturing, fulfillment, vendor relations, marketing, and sales.

- Negotiated acquisition of Everybook's engineering lab, CAD center and materials inventory for cost savings of approximately $80K off retail prices.
- Cut salaries and professional fees $250K by exchanging services for company stock.
- Slashed research and development expenses by half ($1.5M) through grant commitments.
- Saved $3-5M in startup costs by outsourcing manufacturing and logistics networks.
- Maintained customer/Marketing database, consisting of 128 companies and 4,500 individuals

Program/Project:	Everybook Incorporated	Date:	02/1999 – 06/2000
Role:	Director of Logistics and Partner Relations		

Recruited into position by Everybook to provide vision and leadership for this start-up high tech venture. Planned initial $8M company-wide budget and provided input for successive company-wide budgets to newly hired CFO. Developed annual $5M division budget encompassing human resources, administration, engineering, manufacturing, and fulfillment. Supervised 2 divisional direct reports. Oversaw outsourced contractor/vendor operations.

Program/Project:	Washington Group International	Date:	06/1997 – 02/1999
Role:	Operations Manager		

Managed domestic and international emergency order fulfillment and shipping services, for IBM plants/vendors, regional distribution centers, emergency parts support centers, new business offices, and customer engineers. Confirmed protection of company assets through appropriate discipline and auditing procedures. Performed HR functions, such as career development, counseling and termination for 54 employees.

Program/Project:	International Business Machines (IBM)	Date:	12/1983 – 06/1997
Role:	Operations Procurement Specialist/Administrative Analyst/Vendor Control		

Managed $10+M in annual component purchases for IBM client. Researched and negotiated supplier contracts, services, and delivery.

Established procedures and processes for OEM component sourcing (GE). Resolved billing and delivery concerns. Interacted with personnel from order entry takers to company presidents. Wrote training manuals, procedures, self-assessments and measurements for IBM vendors. Wrote Supplier Inbound Quality Program. Reviewed and validated vendor invoices. Wrote and implemented TQM training package for 750 contract employees.

Kamesh Mithepathi, Operational Lead on Maintenance Team

# of years DPW Experience	10 Years	# of years with the following DPW system:	HCSIS: 10 years	# of years IT experience	12 Years

DPW Experience Summary:

Provide a summary of experience and qualifications specific to DPW : Worked on HCSIS project from release 1. Started as a developer working on the ASP pages and database stored procedures. I have worked on the different teams including Development team, Architecture team and maintenance teams with involvement in design, development, testing and implementation of WO and PCRs. Currently I am the operational lead in the maintenance team

Prior Experience Summary: Worked in India for a UK based company in transportation and Life Insurance Projects. My role included Design and Development.

Provide a summary of experience and qualifications throughout your entire career: I have 12 years of IT experience mainly in design, development, implementation of open systems of which I have 3 years of experience in Transportation and Insurance projects. Around 10 years of experience in Public Sector working for the Department of Public Welfare, Commonwealth of PA.

Education Background:

- Bachelor of Engineering from Gulbarga University, India, 1996

Qualifications:

N/A

Relevant Training:

N/A

Detailed Experience:

Program/Project:	HCSIS- DPW	Date	10/2000 – Present
Role:	Operational Lead on Maintenance team		

- Developing and implementing the database model of User, Role, and Scope based security system to support for all the application subsystems such as Demographics, Waiver Monitoring, Health Risk Profile, and Incident Management, OMOC using Oracle 8.0 as part of phase 1.0 .
- Work with Enterprise Architecture team to implement CommonFramework (ITASCA).
- Analysis and Design and Implement various modules of the project.
- Involved in developing web pages in ASP.NET and ASP.
- Coded several classes in VB.NET constructors and methods to implement business validations and functionality.
- Coded several classed in Visual Basic 6.0 to implement business functionality.
- Utilized ASP.NET Input Validation controls and JavaScript to perform client side validation
- Involved in developing reports using Crystal Reports.
- Involved in writing Complex SQL statements and stored procedures.
- Design and plan folder structures of vss and vss.net.
- Used Perforce version control integrating with visual studio. Net for change Management.
- Testing the web pages with BOBBY 3.2 for American Disable Act (ADA) acceptance.
- Developing deploy scripts and maintaining build scripts using NAnt.
- Involving in unit testing, system integration testing.

- Maintenance and support the security system.
- Responsible for fine tuning the Stored procedures and SQL Queries that have been found expensive in the load testing conducted for the releases.
- Involved in the Performance tuning at the Application and Database Layers.
- Involved in deploying the application on the servers.
- Develop WinRunner and Loadrunner scripts and execute them.
- Creating Technical specifications for the programs.
- Quality assurance and peer reviews.

Program/Project:	Vos Logistics – Sub Contracting System – India & London & Manchester Assurance(UK)	Date:	12/1997 – 07/2000
Role:	Sr. Developer		

- Design and develop the web pages using ASP, HTML, DHTML and JavaScript.
- Source code Administration using Visual Source Safe.
- Testing the web pages on Netscape and IE with different versions.
- Configured the Application in IIS Web Server
- Testing and unit test plan preparation.
- Involved in debugging, fixing the code.
- Impact analysis of COBOL and PL1 programs using IIS 2000 tool and preparing reports of the affected date fields in the programs.
- Quality Assurance and Testing including code for 6 Future dates and matching the output with base run done by client using COPMAREX.
- Data Preparation.

Venkat Nachiappan, MSU - webMethods

# of years DPW Experience	2 years	# of years with the following DPW system:	2 years with webMethods	# of years IT experience	8 years

DPW Experience Summary:

Venkat's experience includes developing code components in flow and java language within webMethods to transform XML's and FlatFiles across all Interface/ Packages for the past 2+ years. In addition, Venkat has: developed and standardized a custom logging framework within webMethods to implement across all Packages/ Interface; designed, developed and debugged numerous XML Schemas, WSDL's and XSLT using XMLSpy; mentored team members (DPW Staff) to develop/ debug flow and webServices.; assisted Administration team (DPW Staff) to setup/monitor/Configuring Multiple IS Servers and Broker Territories in a clustered pattern using Microsoft Load Balancer instead of webMethods Cluster;. Venkat was involved in creating and documenting standards and rules for mapping and transformations and process in a Design Document for future upgrades also part of the team in setting up functional and technical specs documentations; involved in Design, Development, and Implementation and Production aspects of numerous Interfaces. He provided the primary support for Production, Stability, Performance, Major issues encountered during IST and UAT testing phase; configured/Working Extensively with JDBC Adapter Notifications, MSMQ Adapter, EJB Adapter and Other Adapter services; created WSDL's for flow services and provided them to the Application development team to be integrated with the front end. Imported WSDL's provided by External Systems across all Interfaces; and assisted Administration team in setting up alerts when the broker queue or Threads on a particular trigger was growing beyond a threshold.

Prior Experience Summary:

- 8 years of IT experience with 6+ years of webMethods B2B and EAI experience; includes deep involvement in requirements study, design and development.
- Experience in development of EAI Integration applications using WebMethods enterprise products, writing Flow, Java Services using webmethods developer 4.6, 6.0, 6.1, 6.5.3 and 7.1.2.
- Developed and deployed BPM using webmethods modeler
- Experience in building, managing and analyzing webMethods Trading Partners.
- Worked on 810, 850, 855, 862, 869, 870, and 997 EDI Transaction sets.
- Over 4 years of Extensive experience in Java, J2EE, JDBC, JFC, Swing, AWT, Java Beans, Java2D, DnD, EJB, Weblogic, WebSphere, RMI, CORBA, C/C++, HTML, PERL, JavaScript, XML, JSP, AJAX
- Hands on experience with networking protocols like TCP/IP, SNMP, LDAP, FIX, UDP/IP, SMTP, and HTTP.
- Over 2 Years of UNIX Programming, IPC Calls, Sockets, and Semaphores message queues.
- Over 3 years of Experience with Debugging tools like Visual café (4.0), JBuilder.
- Over 2 years of experience with relational databases like ORACLE 10g

Education Background:

- Master of Science (M.S.), University of Texas at El Paso (UTEP), El Paso, TX
- Bachelor's Degree (B.E), India

Qualifications:

- Mechanical Engineering (M.S.), UTEP
- Mechanical Engineering (B.E.), India

Relevant Training:

N/A

Detailed Experience:

Program/Project:	Deloitte/DPW	Date	05/2008 – Present
Role:	Sr. webMethods Consultant		

Responsibilities:

- Developed flow services to transform XML's and FlatFiles across all Interface/ Packages.
- Wrote java services as functions to invoke it across all interfaces and improved the performance.
- Developed and standardized a custom logging framework to implement across all Packages/ Interface.
- Mentored team members (DPW Staff) to develop/ debug flow and webServices.
- Assisted Administration team (DPW Staff) to setup/monitor different components of webMethods (IS, MWS, Broker)
- Involved in creating and documenting standards and rules for mapping and transformations; designed functional and technical specs documentations.
- Documented all the functionalities, coding standards, and process in a Design Document for future upgrades.
- Involved in Design, Development, and Implementation and Production aspects of numerous Interfaces; provide the much need expertise in setting up an Optimum Date Model/ Design and normalize the process.
- Developed code components in flow language required parsing, transforming, mapping to and from Canonical, publishing, subscribing, transforming, mapping from Input Schema to Output Specific Schema (Both as per DPW Standards) and submitting it to External Systems/Vendors.
- Primary support for Production, Stability, Performance, Major issues encountered during IST and UAT testing phase.

Projects Developed/Involved:

- DPW_Correspondence (Phase 1 & 2)
- DPW_SubmitApplication (COMPASS.Net)
- DPW_EnterpriseNotifications (MCI.Net Phase 1 & 2, HCSIS Rate)
- DPW_ProviderSearch (Phase 3)
- DPW_SISAssessment
- DPW_PACSES
- DPW_EDCM_POC (Proof Of Concept)
- Involved in Development/Design of other Interfaces.
- Part of numerous MSU Request (Production issue fixes) across all interfaces.

Program/Project:	Wells Fargo & Co, Des Moines, IA	Date:	08/2006 – 05/2008
Role:	Sr. webMethods EAI Consultant		

Responsibilities:

- Wrote flow and java services for monitoring different resources; developed many Java services wherever required across all interface, and improved the performance.
- Responsible for defining canonical documents; involved in Design, development, Implementation and Production aspect of Document Generation & Vendor Services Interface; documented all the

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functionalities, coding standards, and process in a DDD for future upgrades; involved in creating and documenting standards and rules for mapping and transformations.

- Experienced in setting up an optimum Data Model/ Design with Business team members, during my first 18 months for EO with respect to Document Generation and Vendor Services.
- Developed code components in flow language required parsing, transforming, mapping to and from Canonical, publishing, subscribing, transforming, mapping from canonical to SIM (Wells Fargo standard Schema/ Data Structure), building string from SIM Request and submitting it to Vendors.
- Primary support for Production, Stability, Major issues encountered during IST and UAT testing phase.
- Worked Extensively with JDBC Adapter Notifications and Adapter services.
- Helped in configuring Clustered IS servers; configured various adapters like JDBC, JMS, EJB, and MQ.
- Experience in exposing webMethods flow services as web-services. Created WSDL's for flow services and provided them to the web development team to be integrated with the front end.
- Designed XML schemas using XMLSPY; designed functional and technical specs.
- Responsible for trouble shooting various production problems.
- Created shell scripts for cleaning log files, IS startup etc.
- Configured My webMethods Server 6.5 to monitor the execution and performance of flow services; created alerts with webMethods Manager to alert when the broker queue on a particular trigger was growing beyond a threshold.
- POC for automated payroll file creation using webMethods 7.1 and webMethods Designer 7.1
- Involved in gathering requirements from the client and creating the initial process model.
- Assisted in setting up webMethods 7.1 environment on a test machine; configured webMethods 7.1 environment for development.
- Created process models using webMethods Designer 7.1 and related services on the Integration Server.
- Configured and deployed configurations to My webMethods Server 7.1 to monitor process models created.
- Experienced in Configuring and using LDAP in My webMethods Server 7.1.
- Deployed the process models that were created in Designer 7.1 to MWS for execution and monitoring.
- The process model featured Tasks and user task management and task routing.
- As part of the POC compared webMethods Designer 7.1 to Captaris (another workflow/process model design tool for the .NET platform)

Program/Project:	Standard Register, Dayton, OH	Date:	01/2006 – 07/2006
Role:	WebMethods Developer/Integration Analyst		

Responsibilities:

- Understand the existing solution end to end and constructed Integration Test plans for the Business processes in the project.
- Analyzed the Logical design documents and Technical requirements documents for the above integration initiatives.
- Reviewed and tested JDBC adapter services, flow services, including making store procedure calls, and schedulers for interaction with the database.
- Primarily responsible for configuring TN: understand the existing configuration, create Trading Partner Profiles, define Document Types, define Processing rules, and Agreements on the new environment
- Involved in Integration testing for each custom developed interface for the entire Application.
- Extensively worked on error handling by executing the test cases to meet the Integration testing requirements.
- Reviewed the 4.x code and responsible for creating new test plans in 6.1; implemented the test plan that fits all the scenarios.

Sreelekha K Nagarajnam, [PACSES System Tester]

# of years DPW Experience	6 years	# of years with the following DPW system: 5	PACSES New HEIGHTS	# of years IT experience	7 years

DPW Experience Summary:

Sreelekha is a systems tester for PACSES involved in conducting Systems Integration Testing and User Acceptance Testing of new programs and enhancements to the mainframe and web applications of PACSES. These include Section 508c and World Wide Web Consortium (W3C) guidelines testing of web applications such as CSWS (Child Support Web Site), QUICK (Query Interstate Cases for Kids) and webPACSES.

Sreelekha was a Programmer Analyst for New Hampshire DPW's New HEIGHTS project and was involved in the development and enhancement of the Client Registration and Application Entry subsystem. She also developed code in PowerBuilder using features like windows, tabs, user objects, datastores, DDDW, and DDLB. She worked with PFC Application services like Datawindow Caching, Error and Debug service, and troubleshooting using a large framework in PowerBuilder based on PFC for the Client Registration and Application Entry subsystem.

Prior Experience Summary:

7 years of well rounded experience in Information Technology, specializing in Health and Human Services (HHS) & Welfare Programs. A seasoned professional in most areas in the Software Development processes including requirements gathering, design, development, testing, data warehouse design, and reports development.

Education Background:

- Master of Computer Applications (MCA), P S G College of Technology, India, 1992 - 1995
- Bachelors Degree in Commerce (B.Com), Bharathiar University, India, 1989 - 1992

Relevant Training:

- Application Development with Visual Studio.Net, HACC, Harrisburg, PA, 2003

Detailed Experience:

Program/Project:	PACSES	Date	04/2005 – Present
Role:	Systems Tester		

- Gather requirements and participate in General Systems Design sessions conducted with the stake holders and subject matter experts for Child Support Program
- Gain knowledge of the child support business processes through the functional specification document
- Develop test strategy and plan/facilitate the Testing Requirements Meeting held with the client, subject matter experts, and functional experts
- Create testing scenarios, test plans/scripts, and test data to test COBOL application in Unisys 2200 along with COM+ and .NET web applications
- Develop regression testing scenarios and scripts for the .NET web applications including PA Child Support Web site (CSWS), Performance Improvement Module(PIM), and Query Interstate Cases for Kids (QUICK)
- Conduct regression testing of portal applications using QTP
- Verify Section 508 compliance with AccVerify for web applications
- Verify interfaces files and functionality for over 25 interfaces including SSA, IRS, TPL, FCR, NewHire, DOC, and PA Game Commission
- Develop Traceability Matrix to map business requirements to test scenarios with Enterprise Architect

- Develop Oracle Database queries & SQL programming with Golden Benthic
- Facilitate training sessions and educate staff on subsystem functionality

Program/Project:	NH Department of Public Welfare - New Heights	Date:	04/1998 – 07/1999
Role:	Programmer Analyst		

The New HEIGHTS welfare system for the State of New Hampshire has Client Registration, Benefit Issuance, Eligibility Tracking, Client Notices and Caseload Management modules. As a programmer analyst, Sreelekha was involved in the development and enhancement of the Client Registration and Application Entry subsystem. The system was developed using PowerBuilder 5.0 and DB2 databases and business logic in COBOL.

Responsibilities:

- Develop code in PowerBuilder using features such as windows, tabs, user objects, datastores, DDDW, and DDLB and PFC Application services such as Datawindow Caching, Error, and Debug service
- Troubleshoot using a large framework in PowerBuilder based on PFC for the Client Registration and Application Entry subsystem
- Employ Datawindow services such as Sort, Row Management, Row Selection and Linkage Services
- Develop the middleware interface for PowerBuilder clients and the mainframe server using NetWise Remote Procedure Calls(RPCs)
- Develop user object functions to encapsulate business logic

Program/Project:	IBM – Measurement and Controls Project	Date:	04/2003 – 04/2005
Role:	Data Warehouse Analyst		

Measurements and Controls Project: As a Data Warehouse Analyst, Sreelekha took the role of a Project Lead to develop an application that provided key reports for the Measurements and Controls Project of the Global Procurement Team. The duties included requirement capture, data analysis, develop traceability matrix, create Brio reports, and conduct end user training for the procurement department of the organization. Primary responsibilities included:

- User requirement capture in Rational RequisitePro and documentation for Data Warehouse reports and cubes
- Design and develop Brio reports in BQY as well as create front end EIS screens for the reports using JavaScript and QIQ
- Develop Java scripts for the automated processing of queries on a daily and weekly basis
- Lead the team to a successful implementation
- Develop the user guide, the installation procedure guide, and conduct training sessions for the end user community
- Incorporate modifications to existing reports based on end users requirements and create Ad- hoc Reports on request

Program/Project:	IBM	Date:	04/2003 – 04/2005
Role:	SAS Programmer Analyst		

Operational support for the Procurement Department: As a SAS Programmer Analyst for the Procurement Department of the organization, Sreelekha was involved in creating flat files and other SAS datasets as needed by the end users and generating MIS reports to meet the management's specific needs responsibilities also included:

- Participate in data pulls for periodic and Ad hoc reporting needs in SAS including coding and data investigation/mining on DB2 databases
- Conduct data analysis, reporting, and data prediction
- Modify existing reports and create Ad hoc Reports

- Work with Data Null and Proc Report reporting procedures to create SAS data sets and flat files
- Use several functions including Proc Means, Proc Summary, Proc Sort, Proc Print, and Proc SQL

Program/Project:	Elind Computer Limited, India	Date:	03/1997 – 08/1997
Role:	Systems Engineer		

Office Automation System(OAS) : OAS is a complete integrated office automation software solution, designed and developed for Sony Service Center based on its workflow and business activities. The system was developed using Visual Basic 4.0 and MS SQL Server 6.0. With diversified activities, the application was designed to have various sub modules such as Order Processing, Market Research, Customer Service, Human Resources Management, and Reporting responsibilities included:

- Requirements gathering and process flow development
- Analysis and design of the databases and tables
- Design, develop the data entry screens in Visual Basic 4.0, test, and debug
- Create stored procedures for business logic, data retrieval, and modification
- Create Database Triggers in MS SQL Server
- Generate reports with Crystal Reports

Program/Project:	TVS Harita Finance Limited, India	Date:	09/1995 – 03/1997
Role:	Systems Officer		

Proof of Transaction System (POT): Involved in the full life cycle development of the project. Requirements were collected and documented based on the existing system. The application was developed using PowerBuilder 4.0 and Sybase 10.0 database.

Deposits System: Involved in developing the enhancement requirements to keep with the changing needs of the company's policy, effectively maintaining the existing system. Developed reports and created stored procedures for Ad hoc reporting responsibilities included:

- Requirements gathering, process flow development using Visio
- Design and create tables, database triggers, views, and store procedures
- Create, alter tables, and define rules through Transact SQL
- Create user accounts, grant and revoke access permissions, and change user information in Sybase System Administration
- Create database backups and OBDC setup of PowerBuilder to Sybase

Ken Newell, Application Developer

# of years DPW Experience	6years	# of years with the following DPW system:	CIS (4)	# of years IT experience	31 years

DPW Experience Summary:

Assisted in development of MEDA system; provided support to CIS while MEDA being implemented. Since implementation, have provided support to system including programming changes and tracking down problems/correcting issue with cases.

Prior Experience Summary:

During career, have been a programmer, a designer and an analyst at various sites. This includes working at Georgia State University in the Registrar's Office, at Lanier Worldwide (now a part of Ricoh Systems), SITA (a company providing airline software) and the Georgia Bureau of Investigation.

Education Background:

- Awarded a Bachelor of Business Administration at Georgia State University, Atlanta GA, with a concentration in Information Systems

Detailed Experience:

Program/Project:	CIS	Date	2006-Present
Role:	Contract programmer		

Support of CIS system. This includes data fixing where necessary cases to get them thru the system, providing ad hoc programs (using IQU) to report information and/or fix it and modifications to programs per requests by DPW.

Program/Project:	GBI	Date:	2005
Role:	Contract programmer		

Work with various aspects of the system at the Georgia Bureau of Investigation. This included both making changes to COBOL programs as assigned, and providing support for the Web-TS screens being developed.

Program/Project:	MEDA	Date:	2003-2004
Role:	Contract programmer		

Assisted in developing programs for the new MEDA system (later to replace CIS). Provided analysis of programs and changes to COBOL programs as assigned. Ad hoc programming using IQU done as needed.

Program/Project:	S.I.T.A. (Societe Internationale de Telecommunicaciones Aeronauticas)	Date:	1995-2002
Role:	Contract programmer, then employee		

Provided support for the baggage handling system. Analyzed system as needed; made program changes as requested. This system was written in FORTRAN.

Program/Project:	Lanier Worldwide	Date:	1984-1995
Role:	Programmer, then Systems Analyst		

Provide support to various systems at Lanier, including the parts system and the customer information system. This included analyzing programs, designing new programs and coding programs. Ad hoc programs using IQU done as needed. The systems here included Unisys, OS/2 and UNIX using COBOL and on the OS/2 system GUI programming.

Program/Project:	Georgia State University	Date:	1979-1984
Role:	Systems Analyst		

Provided support first to the Business Office at Georgia State (no programming done at this time), then moved to the Registrar's Office. Responsible for maintaining the Registration system. Also developed a new transcript system while at Georgia State.

Paul Nguyen, Design and Testing Analyst

# of years DPW Experience	3 years	# of years with the following DPW system:	Home and Community Services Information System (HCSIS): 3 years	# of years IT experience	3 years

DPW Experience Summary:

Identification, design, development, testing, and implementation of new system requirements.

Prior Experience Summary:

Identification, design, development, testing, and implementation of new system requirements.

Education Background:

- Bachelor of Science in Business Administration, Carnegie Mellon University, Pittsburgh, PA, 2007

Qualifications:

- N/A

Relevant Training:

- Bachelor of Science in Business Administration, Carnegie Mellon University, Pittsburgh, PA, 2007

Detailed Experience:

Program/Project:	HCSIS	Date	02/2008 – Present
Role:	Design and Testing Analyst		

Identification, design, development, testing, and implementation of new system requirements.

Corey O'Brien

# of years DPW Experience	14 years	# of years with the following DPW system:	PACSES, HCSIS, eSIS, COMPASS, New Hire	# of years IT experience	14 years

DPW Experience Summary:

Have worked on many of the large DPW projects here in Pennsylvania including PACSES and COMPASS. Designed the User Interface for several of the large DPW applications and was involved in the design for many of the application User Interfaces for various other engagements. Am familiar with creating quality, custom User Interfaces that are Accessible and Usable while maintaining all DPW and OA standards.

Prior Experience Summary:

Have worked in the field of User Interface design for over 14 years while working with Web, Print and Digital media. Have been involved in several of Deloitte's largest HHS projects including Texas TIERS, Wisconsin CARES and Pennsylvania COMPASS. Have been a part of building Usable, Accessible web applications for many years and have also worked on Load Testing and Information Architecting while on these large HHS projects.

Education Background:

Attended Texas A&M University prior to joining the professional workforce in October of 1996

Relevant Training:

- Rational Enterprise Training, Austin TX – 2001
- IBM WebSphere Basic Training, Austin TX – 2001
- HP Performance Center Training, Harrisburg, PA – 2007
- IBM AquaLogic Portal Administrator Training, Harrisburg, PA – 2008
- Thunder Lizard Photoshop Training, Monterey, CA – 1998
- QuarkXpress Conference/Training, New York, NY – 1998

Detailed Experience:

Program/Project:	Commonwealth of Pennsylvania – PACSES	Date	24 Months
Role:	User Interface Designer/Usability Expert		

Worked on Performance Improvement Module (PIM), Child Support Web site (CSWS), DRS At-A-Glance and other related projects under Open Systems.

- Developed User Interface Design for an internal child support performance improvement Web-based application for the Commonwealth of Pennsylvania.
- Designed and coded complete prototype of application to gain consensus from user community.
- Coordinated builds through both automated tools (CruiseControl.NET) and the state's internal build request system.
- Assisted with security setup of all levels of environments.
- Identified and resolved defects in application code.
- Wrote and executed performance testing scripts to verify application performance.

Program/Project:	PA Department of Transportation – PennDOT .centric	**Date:**	18 Months
Role:	User Interface Designer/Usability Expert/Portal Administrator		

- Developed User Interface Design for multiple phases of the application including the Driver's License Lookup application and the Inventory Application.
- Authored numerous deliverables including user interface (UI) design principles and guidelines.
- Led joint application development (JAD) sessions with client stakeholders to come to a consensus on application UI designs.
- Designed prototype application for architecture proof of concept (POC).
- Provided original graphic design and web templates for use throughout all phases of the application development.
- Recorded, modified and executed performance testing scripts.
- Assisted with testing team seed data creation and scenario design.

Program/Project:	New York State – eJusticeNY, Integrated Justice Portal	**Date:**	3 Months
Role:	Information Architect		

- Developed navigation maps, user surveys, personas, roles, profiles, scenarios and other information architect work products.
- Created user interface design including graphic design mockups, style guide, html, JavaScript (js) and Cascading Style Sheets (css).
- Provided graphic design and web templates for use as themes for application.

Program/Project:	Commonwealth of Pennsylvania - PACSES	**Date:**	12 Months
Role:	User Interface Designer/Usability Expert		

- Developed User Interface Design for the Child Support Web site and the Internal Child Support Web-based application for the Commonwealth of Pennsylvania.
- Authored UI design principles and guidelines.
- Trained business users on proper UI design principles and guidelines.
- Designed prototype application for next generation version of the Child Support system.
- Provided original graphic design and web templates and served in an advisory role during design sessions for the Paternity Tracking team's new Web-based application.

Program/Project:	Health and Human Services Solution Set (H2S3)	**Date:**	4 Months
Role:	User Interface Designer/Usability Expert		

- Developed new user interface design for the H2S3 Solution Set application.
- Created and coded themes and skins for the WebSphere Portal Server system.
- Made SOA portal JSP pages while using Java Server Faces (JSF) technology to deliver device independent result thin-client pages.
- Worked in Rational Application Developer tool to aid in coding of JSP pages.
- Designed Macromedia Flash introduction screens and other custom graphics to help sell HHS project services by Deloitte.

Program/Project:	State of Wisconsin – CARES	Date:	18 Months
Role:	User Interface Designer/Usability Expert/Load Testing		

- Constructed new User Interface Design for the CARES Worker Web application.
- Created a one-of-a-kind user feedback Web site to facilitate client-county communications and input.
- Developed complex menu system code using XML and JavaScript.
- Gathered requirements and designed load testing scripts for Self-Service screener application.
- Executed load-testing scripts on self-screener and reported results to architecture team for enhancing the application framework's stability and responsiveness.

Program/Project:	New York State Department of Taxation and Finance (e-MPIRE)	Date:	18 Months
Role:	Interface Designer/Usability Expert/Information Architect		

- Assisted in putting together the Conceptual Design and Functional Design deliverables in the initial stages of the project.
- Developed the UI Guidelines and Standards as part of these deliverables.
- Designed an internal library of developer material for rapid, consistent development.
- Created the initial user interface for the entire integrated application. Led a team of User Interface developers in the creation of all of the application's screens based on the standard design.
- Worked on the Framework team to help develop the Architecture, Security, Code Generation, Framework and Templates.
- Assisted in the development of Java coding guidelines and standards. Led knowledge transfer sessions prior to rolling off.

Program/Project:	State of Texas Department of Health and Human Services – TIERS	Date:	18 Months
Role:	User Interface Designer/Information Architect		

- Designed the Graphical User Interface for all stages of the project as a deliverable.
- Created templates for use in rapid development.
- Developed User Interface Guidelines for use in maintaining usability standards and JSP Standards, which were used for building standard Java Server Pages across all tracks.
- Managed and maintained JavaScripts and built an intranet site to help maintain and manage script requests.
- Held joint design meetings with state representatives to determine design needs.

Matthew Orbin, Information Technology Shared Services Operations

# of years DPW Experience	1 years	# of years with the following DPW system:	iCIS – 1 year PELICAN – 1 year HCSIS – 1 year PACSES – 1 year	# of years IT experience	4 years

DPW Experience Summary:

Matt has worked with the Information Shared Services Operations domain for his entire duration on the DPW project. His primary responsibilities include the batch, load testing, and capacity planning for iCIS, PELICAN, HCSIS, and PACSES.

Prior Experience Summary:

While obtaining his degree at Penn State University, Matt worked in a variety of different internships. Industries include Health Care and Life Sciences and Consumer and Industrial Products. These experiences also exposed Matt to a wide variety of technologies and business processes for large and small companies. During school, Matt worked for the Penn State University Information Technology Services group, providing first line assistance to over 100,000 students, faculty, staff, and retirees.

Education Background:

- Bachelors of Science Information Science and Technology, The Pennsylvania State University, State College, PA, 2009

Qualifications:

- Six Sigma Yellow Belt – October 15th, 2009
- ITIL Version 3 Foundation Examination - December 18th, 2009

Relevant Training:

- HP Quality Center Foundations Training, October 5th – 9th, 2009

Detailed Experience:

Program/Project:	Deloitte ITSS	Date	11/2009 – Present
Role:	Operations Lead		

As ITSS Operations lead, coordinated the testing and implementation of DPW batch jobs in the OpCon scheduling tool across seven different Deloitte teams. Oversaw the completion of all production batch jobs every evening. Reported to Deloitte and DPW management each morning on the status of production batch job completion. Coordinated, scheduled, and executed load tests with HP LoadRunner 9.5 for seven Deloitte teams. Presented load test results to DPW management. Prepared and delivered quarterly capacity plans to DPW management for each Deloitte project team.

Program/Project:	Pennsylvania State University	Date:	09/2007 – 05/2009
Role:	Information Technology Services Help Desk Consultant		

Provided first line of support for technology troubleshooting issues to Penn State students, faculty, staff, retirees, and business partners. Supported wide variety of technology platforms and operating systems, such as Windows, Linux, and Mac. Performed hands-on technology demonstrations for students and their parents on how to navigate through the Penn State intranet and course management systems.

Program/Project:	Ernst & Young Internship	Date:	05/2008 – 08/2008
Role:	Technology and Risk Services Intern		

Consulted for a global pharmaceutical firm that had recently acquired several generic drug manufacturers in Europe. Supported system integration efforts by designing a Microsoft Access database to emulate SAP Security tables. Wrote queries to verify that authorized rules were working as intended. Presented findings and methodology to partners and senior managers upon completion.

Program/Project:	Sony Technology Center Pittsburgh Internship	Date:	05/2006 – 08/2006
Role:	Software Systems Intern		

During this internship, obtained hands on experience coding queries against a production parts tracking database in both SQL Server 2005 and Oracle 9i. Lead development of a customized error reporting application for the industrial engineering group. This application would read error codes from assembly line machinery, and sent automated alerts to key stakeholders.

Alok Kumar Panda, ITIM Consultant

# of years DPW Experience	2 Months	# of years with the following DPW system:	DPW ITIM: 2 Months	# of years IT experience	5 Years

DPW Experience Summary:

Implementation of IBM Tivoli Identity Manager 5.1 provisioning solution. The provisioning solution will help automation of creation of user accounts in CWOPA and Exchange. The solution would also automate the transfer process of users from one agency to others which includes moving their CWOPA accounts as well.

Prior Experience Summary:

More than 2.5 years of experience in Identity & Access Management domain including projects ranging from RSA Adaptive Authentication Implementation to Development of secure custom application leveraging Tivoli Identity Manager. I was involved in Design, Development and Implementation of Tivoli Identity Manager at major Insurance Corporation of North America. I was also responsible for implementation of a secure, highly available; fault tolerant Web Services for a giant consumer business corporation. Over 2 years or experience on Finacle Internet Banking System.

Education Background:

- Bachelor of Engineering, Kalinga Institute of Technology and Science, Bhubaneswar, Orissa, India, 2005

Qualifications:

- Sun Certified Java Programmer, Sun Microsystems
- IBM TIM 5.1 Deployment Professional, IBM
- IBM TAM for e-Business Deployment Professional, IBM

Relevant Training:

- Rapid Immersion Training Program, Nov 2007

Detailed Experience:

Program/Project:	DPW ITIM 5.1 Implementation	Date	06/2010 – Present
Role:	Developer/Implementation Consultant		

The provisioning solution will help automation of creation of user accounts in CWOPA and Exchange. The solution would also automate the transfer process of users from one agency to others which includes moving their CWOPA accounts as well.

Program/Project:	Web Services Implementation	Date:	01/2010 – 05/2010
Role:	Solution Architect/Developer		

Develop custom web services on Metro/JAX-WS to support user and account processed for Sun Identity Manager. Involved in design and implementation of the entire web services stack, which would be exposed to the web where various applications can use it. The web services will act as a channel between various other third party applications to Sun Identity Manager's managed resources.

Program/Project:	ITIM 4.6 Implementation	**Date:**	06/2008 – 12/2009
Role:	Developer		

Design and implement custom access control engine which had intelligence to access control data till attribute level. Develop custom application leveraging Tivoli Identity Manager API's for User Access Control. Involved in Designing and implementing a Web-based Identity Management and Provisioning solution using IBM Tivoli Identity Manager for a client. Involved extensive use of ITIM API, Workflows and Java Struts Framework. Leveraged native IBM Tivoli Identity Manager's workflow/RFI (Request for Information)/Work Orders engine for all workflow approvals via API's. Also created custom tasks on IBM Tivoli Identity Manager to read data being sent as XML's third party applications which would in turn contain account creation/user creation data. Designed the XML based engine to raise requests for account creation processed in IBM Tivoli Identity Manager.

Program/Project:	RSA Adaptive Authentication Implementation	**Date:**	02/2008 – 05/2008
Role:	Developer		

Develop authentication mechanism for custom insurance application. Implement the RSA Adaptive Authentication and integrate with the custom insurance application

Program/Project:	Finacle Internet Banking Implementation	**Date:**	10/2006 – 11/2007
Role:	Developer		

Design Payment Gateway for Internet Banking Web site. Integrate credit card application with Internet Banking Web site. Customization of payment interfaces/other modules in Finacle 6.4.

Anoop Pant, HCSIS Development Manager

# of Years DPW Experience	3 Years	# of years with the following DPW system:	3 Years (HCSIS)	# of years IT experience	9 Years

DPW Experience Summary:

Anoop is a Development Manager on the DPW HSCIS Application. I have led several key initiatives such as ODP's Prospective Payment System and Enterprise Rate Services, and am currently leading the OLTL Enterprise Incident Management Initiative.

Prior Experience Summary:

Anoop has work experience in all phases of the SDLC. His experiences include the design, development and implementation of large technology transformations for his clients.

Education Background:

- Master of Science (Physics), Indian Institute of Technology, India, 2001

Qualifications:

- PMP
- MCP (Microsoft Certified Professional - Developing and Implementing Web Applications with Microsoft Visual Basic .NET and Microsoft Visual Studio .NET)

Relevant Training:

- Rational Team Unifying Platform, 08/2005
- Cognos ReportNet 1.0, 01/2005
- WebSphere Portal Server, 02/2003

Detailed Experience:

Program/Project:	HCSIS, DPW, PA	Date	01/2008 – Present
Role:	Development Manager		

Lead the following initiatives: Enterprise Incident Management, Enterprise Rate Service, Prospective Payment System, I/II/III/IV, ODP FMS Transition, OLTL Services and Supports Directory, Early Intervention Financial Management

Program/Project:	CWDS, DLI, PA	Date:	09/2005 – 12/2007
Role:	Track Manager		

Responsibilities included leading the largest sub-system (Participant Management) and coordinating cross sub-system activities throughout the software development life cycle. I led a team of system analysts and contracted developers (16 in all) and have been part of the project since its inception. I also led the Change Control Board, Configuration Management and Performance Tuning teams on this project.

Program/Project:	HCSIS, DPW, PA	Date:	03/2005 – 08/2005
Role:	Track Manager		

Evaluated the design of the Incident Management module for configurability.

Program/Project:	KAISER, GA	Date:	01/2005 – 03/2005
Role:	Track Manager		

Led the effort to extract data from the Cerner Millennium systems and transform it for loading to the Epic system.

Program/Project:	CDC, GA	Date:	08/2003 – 12/2004
Role:	Track Lead		

Led the SDLC activities for several modules.

Program/Project:	Eli Lilly, IN	Date:	02/2003 – 08/2003
Role:	Systems Analyst		

Designed, developed and tested portlets. The portlets were used for browsing, displaying content from the content management system. I also implemented some of the core architecture components.

Program/Project:	Quality and Risk Management, GA	Date:	06/2002 – 12/2002
Role:	Systems Analyst		

Designed and developed an application to analyze pursuits and competitor landscape.

Program/Project:	Resource Tracker, India	Date:	01/2002 – 05/2002
Role:	Systems Analyst		

Designed and developed an application to manage offshore projects and track resource usage

Pradeep Panthulu, Architect

# of years DPW Experience	1 year 8 months	# of years with the following DPW system:	LIHEAP, Phase IVB (2)	# of years IT experience	9 years

DPW Experience Summary:

Designed and implemented modular solutions using Composite Web Application Block (CWAB). Converted the Web Client Software Factory (WCSF) to use Unity IoC container (instead of object builder). Provided end to end solution using Dependency Injection with Unity 1.2 to reduce tight coupling and to increase the testability.

Prior Experience Summary:

Over 9 years of extensive professional experience in various capacities including Software Architecture, Analysis & Design, Development, and Maintenance of Web-based/Windows Based Business Applications using innovative software solutions with roles including Solutions Architect, Technical Lead, Senior Developer, and Business Analyst.

Education Background:

- MS in Computer Science, University of North Texas, Denton TX, 2003

Detailed Experience:

Program/Project:	Phase IVB/LIHEAP	Date	11/2008 – Present
Role:	Architect		

- Created 7 solutions to work with 7 projects in tandem using CWAB. Made the LIHEAP solution compatible with the existing legacy ASP.NET solution.
- Analyzed and fixed performance bottlenecks in the production environment and improved the overall average application response time.
- Conducted training sessions for over 100 developers.

Program/Project:	Enterprise Datawarehouse	Date:	02/2008 – 11/2008
Role:	Architect		

- Designed and implemented the solution using Service-oriented, n-tier, Presentation Model Architecture with .NET 3.5, C#, WCF,CAB, CSLA.NET 3.5, NHibernate and, Oracle 10g. The solution was designed with performance optimization as the main QOS requirement. Conducted training sessions on topics including CAB, CSLA.NET and Best Practices in .NET.
- Used Agile and Test Driven Development methodologies to implement the solution . Designed the domain model of the application using UML 2.0.

Program/Project:	CTI Solution	Date:	12/2007 – 02/2008
Role:	Architect		

- Configured and implemented software development process to achieve end-to-end iteration, using Team Foundation Server, Team Build, and Visual Studio Team Suite.
- Implemented the project solution using 4+1 View Model Architecture Template and MSF Agile software development process template.
- Provided .NET Solution using WCF, C# and using Service Oriented Architecture with special emphasis on Test Driven Development.

Program/Project:	Breeder Flock Management (BFM)	**Date:**	05/2007 – 12/2007
Role:	Architect		

- Provided .NET architectural solution for BFM by taking into consideration the software engineering aspects of OOD, Security, Scalability and Exception Handling. The solution was designed/optimized based on the future needs of the project and is implemented using Agile Methodologies.
- Used UML 2.0 for use cases, state, object/component diagrams and flowcharts in documenting the solution. Used ER Studio 7.1 for Data Modeling.
- Authored Architectural Documents, Design Documents, C#/SQL Coding standards and Application Security Documents. Performed code reviews.

Program/Project:	APMPlatform/Abacus.NET	**Date:**	04/2005 – 05/2007
Role:	Solution Architect/Designer/Team Lead		

- Revamped and Re-designed the abacus.net web application to be a data driven application thus reducing the complexity and improving the scalability. The solution involved various components which made the switch possible. The different components include data driven security framework, rules engine framework, validation framework, reporting framework, exception handling framework and user interface framework . The solution improved the scalability and performance/productivity by three-fold.
- Worked towards converting the existing web application architecture to service oriented architecture. Migrated the web solution from VS2003 to VS2005.
- Worked proactively to reduce the complexity in the code base by incorporating object oriented practices. Worked as a visionary in streamlining the business logic involved in the insurance application.

Program/Project:	Iobimetrics	**Date:**	09/2004 – 04/2005
Role:	Senior Application Developer/Analyst		

- Designed and implemented different report modules based on the requirements using ASP.NET and C#. The charts for the reports are implemented using the ChartFX components.
- Implemented various data access components using OOD Concepts, C# and ADO.NET. Used Microsoft DataAccess and exception handling Application Blocks.
- Implemented the business logic for the reports using SQL stored procedures and dynamic SQL.

Program/Project:	Disaggregate Load Settlements (DLS)	**Date:**	07/2004 – 09/2004
Role:	Project Lead/Team Lead		

- Gathered functional requirements and fine-tuned the individual business requirements for the development of the solution for the DLS project.
- Provided the .NET architectural solution for the development of the project by taking into consideration the aspects of OOD, Security and Exception Handling paradigms.
- Used UML (VISIO) for use case scenarios, state diagrams, object/component diagrams and flowcharts for developing the solution.
- Lead a 3 member offshore team to implement/deliver the solution.

Program/Project:	Beacon - Long Range Forecast tool	**Date:**	03/2004 – 07/2004
Role:	Software Engineer/.NET Developer		

- Designed and Implemented business logic using class libraries in C# and .Net Framework.
- Developed/Modified ASP.NET/GUI pages using web forms, customized web controls, user controls and Java script.
- Used Microsoft Application Blocks to access the database and to perform exception handling.

Program/Project:	Application Support	**Date:**	08/2000 – 04/2003
Role:	Developer & Research Assistant		

- Developed an interactive online system using J2EE API's (EJB, JDBC, Servlet), JBuilder IDE. Application deployed on Sun's j2ee 1.2.1 application server.
- Developed "thin client" user interface using JSP/HTML. Automated build scripts using Ant.
- Prepared documentation for all the applications developed.
- Developed educational media using Flash MX

Pasha Sunnah, DW Advisor

# of years DPW Experience	2 Months	# of years with the following DPW system:	DTSS/ITSS: 2 months	# of years IT experience	13 years

DPW Experience Summary:

Pasha specializes in IT data migrations, data warehouse strategies, assessments and architecture designs. He has been involved in business process reengineering, data acquisitions from multiple locations, requirements gathering, operational reporting, business intelligence reporting, database administration, database development, logical and physical data modeling. Pasha's experience is uniquely positioned to assist DPW with current data warehouse initiatives as well as introduce new Enterprise Information Management solutions to DPW.

Prior Experience Summary:

Over the last twelve years Pasha's experience has been with large-scale integration and implementation projects. Providing technical and business process expertise to clients in a variety of industries, including Healthcare, Financial Services, Government Services, Public Sector, Insurance, Media and Telecommunications, Consumer Products. I have served as a program manager, project manager and lead development for numerous Information Technology projects.

Education Background:

- BS Computer Science, Alabama A&M University, Huntsville, AL, (1998)

Qualifications:

- Business Objects 5.0 Designer
- Business Objects 5.0 Supervisor
- Cognos Version 7
- CA Erwin/ERX 4.0
- Informatica Power Center
- Ascential Data Stage XE
- Oracle 8i PL/SQL
- DB2 UDB V5.1, V7.2
- SQL Server Enterprise Edition 7.0
- MS Access 2000

Relevant Training:

- Project Management Institute (PMI)/ PMP
- Oracle8i Architecture & Administration OCP

Detailed Experience:			
Program/Project:	Project: Aerospace and Defense DW Strategy	**Date**	07/2008 –10/2008
Role:	Senior Manager		

DW Senior Project Manager - Senior Manager leading the scope of the EIM Assessment project which was broken into two segments (Business and Technical). The team conducted an analysis of the current state of affairs including an enterprise level assessment of the client's information management maturity, understanding end user needs based on interviews and other information and feedback. Evaluated the current data and technical architecture, organization and governance model, identification of similarities and differences between the environments. Recommended a vision for the client's EIM initiatives and delivered a business case for justification of an EIM solution.

Program/Project:	Program: State Comptroller's Enterprise Information Management Initiative	**Date:**	06/2006 – 07/2007
Role:	Senior Manager		

Served as the day to day Program Manager. This included the management of the key project stakeholders, client team and Deloitte Executive leadership. Managed the team in delivering the six EIM initiatives and roadmap deliverables. The effort consisted of multiple end user and technical interviews to gather business and technical

Program/Project:	Project: Health Plan	**Date:**	05/2006 to 06/2007
Role:	Data Warehouse Project Manager		

Manager of an engagement with a client who is the fourth largest Health Plan within the Health Care Industry nationwide. Our client's primary challenge was the inability to provide its customers with reports and analytics about their products. The business objective of the Enterprise Client Reporting Program was to deliver enhanced employer group reporting capabilities. This was handled by the identification and development of common enterprise solutions for client reporting and segmentation of reporting products and services across four locations within the health plan. Rapid implementation of the solution was prioritized by account tiers and segment needs based on number of members which included a scope of 9 million members and 52,000+ accounts.

Program/Project:	Project: Restaurant Industry	**Date:**	07/2005 to 03/2006
Role:	DW Project Manager		

Manager of an engagement with a client who is one of America's largest chicken restaurant companies. They are a privately held organization which provides menu items and products to customers at many locations throughout areas across the country.

The project was to provide a proposal to define a roadmap to develop its future Financial business intelligence/data warehousing architecture. The re-write of the current data warehouse was to be the first development effort in the building of a new Enterprise Data Warehouse (EDW). As part of this roadmap definition, the project team began collecting requirements via facilitated requirement sessions and one-on-one interviews. These sessions were designed to generate an understanding of future state functional requirements for the EDW. The reporting requirements were based on keeping up with the sale of items and products across the restaurant chains.

Program/Project:	Project: Life Insurance	**Date:**	12/2004 to 06/2005
Role:	DW Manager		

Manager of an engagement with a client who is a life insurance company that reaches out to more than 50 million potential customer households across America. The client distributes insurance products via three different business units and because of this the client had a technology structure that consisted of three different data warehouse solutions. The scope of Phase 1 was to analyze each standalone data warehouse of the 3 business units within the insurance company in order to determine how to consolidate them into one enterprise data warehouse.

Diana Pegg, Project Management Office (PMO)

# of years DPW Experience	4 years	# of years with the following DPW system:	Name DPW System(s)	# of years IT experience	X years

DPW Experience Summary:

Diana has four years of experience with Deloitte. She has participated in the Deloitte Summer Scholar program for four years. She is an associate 4. She has experience in testing using Rational software. She has also worked on an Access database for an internal storyboard on a project. She also has experience developing a proposal for the Executive Information System Dashboard. Furthermore, she has had experience with a training team building training material and managing the Learning Management System. She has had exposure to all aspects of the SDLC. She has a BS in Information Systems from Pennsylvania State University. Currently, Diana works on the Project Management Office (PMO) project. The PMO acts as a liaison to the Lead Client Services Partner for Deloitte and the DPW PMO for project management activities.

Education Background:

- Management Information Systems, Pennsylvania State University, June 2006

Relevant Training:

- Informatica, Crystal Reports, Teradata, WebSphere (SA training – Orlando, FL), July 2006

Program/Project:	PMO	Date	07/2007 – Present
Role:	Submissions Coordinator		

Diana has worked on the PMO team for 3 years. The PMO team works with DPW, PA Insurance Department and internal Deloitte projects for Deloitte and PID. Her current role in the PMO is handling the submission of artifacts to the client.

Program/Project: CAPS		Date:	12/2006 – 06/2007
Role:	Customer Support Team		

Diana is has worked on the Customer Support Team of the CAPS project. She has experience in the testing phase of the project. Some of her responsibilities included creating scenarios, executing tests, verifying the results are accurate. Along with this she has also created test data and assisted in monitoring the testing progression. Diana has also assisted in maintaining the user guide and online help for CAPS.

Program/Project	: New Hampshire, New Heights	Date:	09/2006 – 11/2006
Role:	Systems Analyst		

Diana worked as a part of the New HEIGHTS project engaging in a variety of small projects. She was involved in creating a prototype for a knowledge portal for the project. She also was involved in the requirements phase and the beginning of the design phase for a project enhancement. Diana organized meetings with the client for the requirements gathering. She also worked with two analysts on the specific design changes from the Business Logic Diagrams to screen changes and monitor the progress.

Program/Project:	Commonwealth of Massachusetts, MA Intake Eligibility and Referral (IE&R)	**Date:**	12/2004 – 01/2004 12/2005 – 01/2005
Role:	Intern		

Diana worked as a part of the MA IE&R team assisting in testing using Rational software. She also began work on an Access database for an IE&R internal storyboard and worked on help text, screen layouts and logging defects.

Program/Project:	HCSIS	**Date:**	06/2004 – 8/2004
Role:	Intern		

Diana worked with the project development team to develop the proposal for the Executive Information System Dashboard. She gathered requirements through client meetings. Learned the concepts of data warehousing and underwent basic Cognos training. Delivered a presentation on the issues and benefits of Executive Information System Dashboard.

Program/Project:	HCSIS	**Date:**	06/2003 – 8/2003
Role:	Intern		

Diana worked with the training team building training material and managing the Learning Management System.

Program/Project:	PA FIDM	**Date:**	7/2002 – 8/2002
Role:	Intern		

Diana worked on Financial Institute Data Match imaging bank contracts.

Monica Peng

Number of Years with Deloitte:	10 years	Number of Years Serving DPW:	10 years	# Years IT experience	10 years
Experience Providing Information Technology Support and Services				**6 years**	

In her role as Customer Support Manager for CAPS, Monica led the testing activities for the insurance contractors participating in the program as well as supervising the activities of the Help Desk team. Testing activities included developing the test plan, providing support to insurance company testers regarding functionality clarification, tracking overall progress, and communicating with testers regarding issue resolution. Help Desk activities included supervising three help desk representatives and providing direct support to end users as issues were escalated.

Experience in Health and Human Services Program Management	**10 years**

As Operations Manager for PA FIDM, Monica supervised the operations team in carrying out all operational tasks for the project. Monica also led the joint Operations Team meetings between BCSE and Deloitte and participated in project meetings with the client.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**6 years**

In her role as Operations Manager for PA FIDM, Monica participated in testing activities as well as system design, requirements, implementation and maintenance. In her Customer Support Manager role on CAPS, Monica developed the training plan for onboarding a new insurance contractor and also led training on the CAPS system.

Education, Qualifications and Training:

Detailed Experience:			
Program/Project or Previous Employer:	DPW PMO	**Date**	11/2006 – Present
Role:	Submissions Lead		

Program/Project or Previous Employer:	CAPS	**Date**	08/2004 – 10/2006
Role:	Customer Support Manager		

Program/Project or Previous Employer:	PA FIDM	**Date**	08/2000 – 07/2004
Role:	Operations Manager		

Program/Project or Previous Employer:	Brenner Family of Dealerships	**Date**	04/1997 – 08/200
Role:	Customer Service Manager		

Sunil Peter, Application Developer

# of years DPW Experience	2 years	# of years with the following DPW system:	2 years - CCMIS	# of years IT experience	12 years

DPW Experience Summary:

As a Senior Application Developer, Mr. Peter participated in the maintenance and enhancement of the existing Web-based solution for OCYF. He designed and developed Web-based architecture for delivering SSRS reports, converted existing Crystal Reports to SSRS reports, and developed prototypes to integrate SSRS reports in Apex Oracle. In addition, Sunil assisted with the development of database designs and models for new databases, as well as the enhancement/extension of existing databases.

Prior Experience Summary:

Mr. Peter has over 12 years of extensive software industry experience in analysis, design, development, testing, and implementation of Web-based applications using Microsoft development tools. He has extensive experience in designing and developing .Net based applications using C#, VB.Net, ASP.Net, ADO.Net, .Net Framework 3.5/3.0/2.0, and Visual Studio 2008/2005/2003. In addition, Mr. Peter is familiar with industry accepted frameworks, processes, and standards including:

- BSCoE framework
- Software Engineering Process (SEP)
- CMMI compliance

Education Background:

- Master of Technology in Design of Mechanical Equipment, Indian Institute of Technology, Roorke, India, January 2007
- Bachelor of Engineering in Mechanical Engineering, Osmania University, Hyderabad, India, June 1995

Detailed Experience:

Program/Project:	Tata Consultancy Service	Date	09/2006 – 11/2007
Role:	Technical Lead		

As the Technical Lead, Mr. Peter led a team of developers through the development and maintenance of an application. He managed the team and workload, strictly following the CMMi level 5 and ISO guidelines through all phases of the SDLC. In addition, Mr. Peter created and submitted documentation to knowledge repositories to promote knowledge sharing and reuse across other projects.

Program/Project:	Rite Aid Corporation	Date:	12/2001 – 6/2006
Role:	Senior Developer		

As a Senior Developer, Mr. Peter developed a series of technical components including:

- Web service clients on UNIX using gsoap and PERL-based web service clients on UNIX to consume .Net Web services
- Smart Client applications for Symbol hand held RF devices (MC9060) using .Net compact framework
- Screen framework using C# and .Net Console objects to make a text based user interface (ASCII terminal based applications) and Remote store configuration system for regular updates
- Point of sale applications, enhanced promotional system, and developed business and systems objects
- 802.11, 802.11b access points

In addition, Mr. Peter worked in collaboration with Microsoft to convert SCO System V based Store Servers to Services for UNIX in Windows 2003.

John Pierce

# of years DPW Experience	1 year	# of years with the following DPW system:	PACSES, WELFARE ELIGIBILITY	# of years IT experience	24 years

DPW Experience Summary:

John currently works on the PACSES financial Team. In this role, John is responsible for the development, unit testing and implementation of changes to the financial application subsystems within the PACSES mainframe application. In July 2000, John worked on the welfare eligibility system, which is a subsystem of the Department of Welfare of the State of Pennsylvania. John's duties included fixing bugs, writing program specifications, and working with programmers to test the system.

Prior Experience Summary

John has over twenty-three (23) years experience, including business application programming, system analysis, business analyzing, and database application and computer operations. John is familiar with UNISYS 2200 and VAX computers programmed in COBOL languages using editors for both types of machines. John has experience with UNISYS ECL, UNISYS TIP, UNISYS DPS, UNISYS DMS 1100, UNISYS RDMS, and UNISYS Mapper. Since February 1998, John has been involved in several types of business systems at the State of Texas and Commonwealth of Pennsylvania including four years of Systems Application Verification Eligibility Referral Reporting (SAVERR).

Education Background:

- Master in Computer information system (MCIS) University of Phoenix, Phoenix, Arizona, 06/2006
- BS Business Administration, California State Polytechnic University, San Luis Obispo, California, 09/1976
- AA, San Bernardino Valley College, San Bernardino, California, 04/1974

Detailed Experience:

Program/Project:	PACSES Project	Date	05/2010 – Present
Role:	Financial Team		

In this role, John has the following responsibilities

- Complete and maintain accurate and complete unit test scripts for all application programs.
- Complete all assignments within established deadlines. Notify Track Lead immediately if any deadline will not be met and provide detailed information as to why.
- Present Track Leads with completed work for QA review/migration approval. Work with Track Leads to determine how work should be presented for QA review/approval. This may include print outs of the program code, the unit test scripts, screen prints, the completed Programmer's Checklist, the completed migration form, etc.
- Document change control and incident resolution in Central Tracking System (Support Magic).
- Complete migration forms for all modifications approved by the Track Lead.

Program/Project:	State of Texas	Date:	10/2008 – 08/2009
Role:	Developer Analyst 2		

John was involved in a project for the State of Texas where the Unisys mainframe was being upgraded from CLEARPATH to DORADO. The team had to change most of the ECL to remove 18 track tape drives which were being used to create tapes that were sent for microfiche. Instead, the team generated a FTP file process to the server and the user generated microfiche off the file of the servers. The team followed standards when making changes to the ECL.

Program/Project:	State of Texas	Date:	04/2006 – 08/2008
Role:	Business Analyst/Technical Leader		

John was involved in a project for the State of Texas where the state was shutting down the main healthcare data file access to several system indicators which handled all the data storage and reports for various state users. John's responsibilities were to analyze the state process by looking at UNISYS ECL and COBOL programs and writing the requirements necessary for results. John also reviewed business and functional requirements and made any changes or recommendations.

Program/Project:	State of Texas	Date:	07/2002 – 05/2004
Role:	Senior Programmer Analyst		

John enhanced several existing Cobol programs that used existing DMS and RDMS databases. John completed the following tasks while enhancing the programs:

- Converted from ACOB (COBOL 74) to UCOB (COBOL 85)
- Replaced all DML commands and error codes in the program
- Determined which entry point to call
- After changing the program, compared the current production program to the enhanced one to see if it results were the same

Program/Project:	State of Texas	Date:	03/2001 – 11/2001
Role:	Senior Programmer Analyst/Technical project Leader		

John was a technical project leader on a conversion of the Texas Healthcare system project called Compass 21. This involved converting several Cobol programs and converting several data files. John attended high-level meetings in which he provided the key project members with necessary information. John helped answer technical questions on the project to key members and assisted the programmers on converting the Cobol programs and the ECL associated with the programs. He assisted outside vendors by answering key technical questions involving access into this system. The project resided on a UNISYS 2200 using Cobol programs.

Program/Project:	Commonwealth of Pennsylvania	Date:	07/2000 – 03/2001
Role:	Senior Programmer Analyst		

John was in charge of the welfare eligibility system, which is a subsystem of the Department of Welfare of the Commonwealth of Pennsylvania. John's duties included fixing bugs that occurred on the existing system. He wrote program specifications on the existing Cobol programs to handle the new format used for the files being sent and received from HCFA. John also helped the programmers test the changes to the system. The system resided on a UNISYS 2200 and the data was stored on a DMS 2200 database. The data was interacted through the DPS 2200 and TIP tools.

Program/Project:	State of Texas	Date:	04/1999 – 05/2000
Role:	Senior Programmer Analyst		

John was part of a team planned a project for a conversion of a Texas Medical System called Compass 21. John attended meetings to discuss new methods of conversion and wrote program specifications for the programs to match the conversion. John helped set up the test data for programmers to use to test their programs. The project resided on a UNISYS 2200 using Cobol programs.

Program/Project:	State of Texas	Date:	02/1998 – 04/1999
Role:	Senior Programmer Analyst		

John was part of a team that was involved in converting several systems to be Y2K compliant. The systems involved changing the ECL because the records had dates in them. All the system resided on a UNISYS 2200 using Cobol programs.

Program/Project:	Planning Research Corporation	**Date:**	11/1985 – 05/1988
Role:	Database Specialist		

While at PRC, John used Oracle Relational Database, INGRES, and ISSCO graphics. This included database administration and designing and developing different types of applications. John also wrote many DCL commands on the VAX/VMS machine and wrote multiple COBOL programs to interface with ORACLE.

Program/Project:	Computer Science Corporation	**Date:**	09/1977 – 11/1985
Role:	Programmer Analyst		

John's work on OASIS (Online Automated Supply Information System) included writing a series of COBOL programs, which interfaced with the Database Management system on the VAX750 and 780. John used the FMS VAX tools for development. He was responsible for maintaining several System 1000 database systems including maintaining and writing PLI programs that interfaced with DMS 1100 on a Univac 1100/82 computer. Other duties included converting to Sidewinder Financial System from the Univac1100/40 computer to the Hewlett-Packard 9845B.

Satheesh Rao, Data Warehouse Lead

# of years DPW Experience	6 years	# of years with the following DPW system:	HCSIS Pelican PROMISe	# of years IT experience	14 years

DPW Experience Summary:

Satheesh has successfully lead and implemented data warehouse and reporting solutions for various DPW Programs/Agencies including Office of Medical Assistance Programs (OMAP), Office of Child Development and Early Learning (OCDEL), Office of Developmental Program (ODP), and Office of Long Term Living (OLTL) through various DPW projects.

Prior Experience Summary:

Over 14 years of IT experience in designing and maintaining data warehouse systems for both public and private sector agencies. Areas of expertise include data warehousing, Business Intelligence, Database Architecture, Data modeling, Administration and Application Development.

His experience includes requirement gathering, design, development, testing, troubleshooting, implementations and Production Support. Well versed with full Project Life Cycle and project management including estimation, project planning, tracking, issue resolution and resource allocation. Excellent communication skills with team building and team lead skills. He has successfully lead and implemented several large-scale data warehouse projects.

Education Background:

- Master of Computer Applications, Bharathidasan University, Tiruchirappalli, India, April 1998

Qualifications:

Relevant Training:

- PMP, Global Knowledge, March 2010

Detailed Experience:

Program/Project:	DPW – Home and Community Services Information System (HCSIS).	Date	08/2009 – Present
Role:	Data Warehouse Lead		

Satheesh is responsible for leading a team across two different tracks – Data Warehouse and Operational Data Store (ODS). He also responsible for managing quarterly maintenance releases. Worked with key stakeholders from different program offices to understand and define their business needs, identify key measures and outcomes, and translate them into technical requirements.

Satheesh is also managing the implementation of new initiatives across Data Warehouse and the Operational Data Store for these different program offices. The enhancements helped make program offices manage their programs more efficiently, make informed decisions, and meet federal reporting requirements.

Program/Project:	DPW – Pelican	Date:	01/2006 – 02/2008
Role:	Data Warehouse Lead		

As a data warehousing team lead, responsibility includes monitor overall development activities, focus on client deliverables, Project implementation activities and manage technical development team.

Satheesh was involved in gathering user requirements, Client Co-ordination, User Acceptance testing, Project Documentation and development of ETL Mappings using Informatica, Cubes and Reports development using Cognos. Satheesh was also involved in the implementation of Warehouse system after loading all historical data from the source system.

Program/Project:	DPW – PROMISe Data Warehouse	Date:	07/2003 – 12/2005
Role:	Team Lead		

Satheesh involved in gathering user requirements and development of Federal HEDIS® reports (based on the NCQA specifications) and State Performance Measure reports. Satheesh also involved in the Issue Management, User Acceptance testing, Project Documentation and development of Reports/ETL Mappings using Informatica/Cognos.

Program/Project:	Pennsylvania Department of Labor & Industry, Center for Workforce Information and Analysis (CWIA) – New Hire Data Warehouse System	Date:	09/2002 – 05/2003
Role:	Data Warehouse Consultant		

Reviewed existing system architecture and improved design. Design and development of automated Extraction, Cleansing, Transformation and Loading (ETL) and web reporting solution. Design and development of centralized Web-based metadata solution using custom metadata repository and reports to help business and technical users to understand the data and ETL logic. Performed tuning and optimization of database queries and procedures to improve ETL process.

Program/Project:	Oregon – Seniors and People with Disabilities division, DHS/Oregon ACCESS	Date:	06/2000 – 06/2002
Role:	Data Warehouse Consultant		

Designed and developed a data warehouse reporting solution that enables case workers to monitor services provided to the aging and disabled population of Oregon.

KrishnaPrasad Repaka

# of years DPW Experience	12 Years	# of years with the following DPW system:	PACSES	# of years IT experience	17 Years

DPW Experience Summary:

PACSES : Working as Senior programmer /Development Lead for Pennsylvania Child Support Enforcement (PACSES). Strong expertise in all financial subsystems. Maintain OPCON (scheduling Tool) and trained other team members in OPCON activities. In-depth experience in analysis, design, testing and development (all the phases of **SDLC**) in UNISYS 2200, AS400, IBM mainframe, Internet/Intranet, Client/Server and Web Technologies. Maintain webPACSES .NET application, Involved in requirements through deployment for PTS application. Part of the team responsible for Production Nightly batch support, which involves 24/7 support for any production problems.

Prior Experience Summary:

- **LEADER, LA.** Responsible for the development of the complex core subsystems (Benefit Issuance & Management Reporting) for one of the nation's largest client/server systems (Los Angeles Eligibility Automated Determination, Evaluation & Reporting System - LEADER) projects with 11,000 simultaneous interactive users
- **Madison River Telecommunications Project.** Responsible for programming of two simultaneous projects for EUR Data Center: Madison River Telecommunications Project and Telecommunication Services Project for a large data center.
- Used AS400 technologies for this project. Received an award for smooth implementation of a large enhancement.

Education Background:

- Bachelors in Mechanical Engineering, Institute of Engineers, India, 1995.

Relevant Training:

- .Net training from Microsoft, Microsoft Corporation, Harrisburg, Pennsylvania, 2004
- OPCON training from SMA, Dallas, TX, 2006

Detailed Experience:

Program/Project:	PACSES		Date	08/1999 – Present
Role:	Senior Programmer			

- Development Lead/ Senior team member in multiple Work Orders and Application enhancements
- Maintain OPCON (scheduling Tool) and trained other team members in OPCON activities in the project
- Maintain webPACSES (.NET) Open Systems application including SSRS reports
- Involved in PTS for .NET 3.5 upgrade
- Analyzed requirements and created use case diagrams, class diagrams, sequence diagrams, Logical Data Model (LDM), and designed Physical Data Model (PDM)
- Designed various complex reports using SSRS 2005 for both webPACSES and PTS
- Responsible for functional processing and maintaining code for all programs in AGING subsystem
- Responsible for functional processing and maintaining code for all programs in COLLECTIONS subsystem
- Responsible for functional processing and maintaining code for most of DISTRIBUTION, DISBURSEMENT, and Support Order Modules in FINANCIAL subsystem
- Responsible for functional processing and maintaining code for all programs in BILLING & COUPONS subsystems

- Involved in Production nightly batch support, which involves 24/7 support for any production problems
- Responsible for the code conversion from DMS to RDMS for the complex core subsystem Security & Note, which in saved disk space and improved performance of the system
- Acquired knowledge in non-financial subsystems including GAM, FORMs, LOCATE, MAIL, Income Attachment, Scheduling, and IRS submissions
- Involved in fixing bugs for the PSRs submitted by users
- Developed a COBOL program that ascertains the quality of the data conversion from DMS to RDMS

Environment**:** UNISYS 2200, UCS COBOL, ECL, SQL(RDMS), IPF, QED, VISIO, MS-OFFICE, eQuate, SUPPORT MAGIC, Toad, Visual SourceSafe, FxCop, Visual Studio 2008/2005, Net Framework 3.5/2.0/1.1, VB.Net, SSRS 2005, SSRS 2008, EA tool.

Program/Project:	LEADER/Los Angeles, California	Date:	01/1999 –08/1999
Role:	Senior Programmer		

- Responsible for the development of the complex core subsystems (Benefit Issuance & Management Reporting) for one of the nation's largest client/server systems (Los Angeles Eligibility Automated Determination, Evaluation & Reporting System - LEADER) projects with 11,000 simultaneous interactive users
- Involved in system analysis, design, testing and interaction with the users
- Developed several large COBOL programs and utilities to handle an enormous volume of governmental rules, with the largest having 10,000 lines of code
- Developed 12 Reports and 8 extract files for use with large RDMS database

Environment**:** UNISYS 2200, UCS COBOL, ECL, SQL(RDMS), IPF, VISIO, MS-OFFICE, POWERBUILDER 5.0, NETWARE NT, WINDOWS

Program/Project:	Madison River Telecommunications Project	Date:	06/1998 – 01/1999
Role:	Programmer		

- Responsible for programming of two simultaneous projects for EUR Data Center: Madison River Telecommunications Project and Telecommunication Services Project for a large data center.
- Wrote over 30 programs and created and developed over 8 display files for various system modules
- Developed one module per client requirement
- Introduced dynamic inquiry concept in sub-inquiry module by using sub-file techniques
- Responsible for RPG/400 programming on 9 modules
- Created 12 reports
- Modified data fields within the database
- Created 8 logical files
- Created queries using Query/400 for all programming needs in CL/400
- Wrote approximately 15,000 lines of code

Environment: RPG/400, CL/400, QUERY/400, DB2/400, OS/400, IBM AS/400, and Interactive De-bugging Tool, UNISYS 2200, COBOL, DMS, RDMS.

Program/Project:	Binary Semantics Ltd., New Delhi, India	**Date:**	02/1996 – 06/1998
Role:	Programmer Analyst		

- Responsible for CL/400 and RPG/400 programming of Payroll Processing System (PERQ/400) to include master maintenance, transaction maintenance, processing and reports using the concepts of sub-files, open query files, and RLU
- Responsible for RPG/400, CL400 programming and modification of the database
- Created 10 display files and 8 reports with RPG400 and CL400

Environment: RPG/400, CL/400, OS/400, SQL/400, IBM AS/400.

Nisha Satyanarayana, Technical Writer/Analyst

# of years DPW Experience	2 years	# of years with the following DPW system:	PELICAN, 2 years	# of years IT experience	9 years

DPW Experience Summary:

Worked on **PELICAN** (Pennsylvania's Enterprise to Link Information for Children Across Networks), a DPW project that connects various child care services with each other. Current role is the Implementation and Training Developer to develop training materials to best serve the client. Developed Online Help material in **Adobe RoboHelp** and subsequently loaded the files to the **PELICAN** application using **VSS (Visual Source Safe)**. Created training materials that include training simulations, demonstration, FAQ documents, tip sheets, and glossary document for the **PELICAN Keys to Quality** initiative. Conducted stand up training for field users for the new system.

Prior Experience Summary:

- Consulting exposure in **Public Sector, Transportation**, and **Mortgage** industries.
- Industry Experience in understanding of **Business Requirements Gathering, Business Process Flow, Data Modeling, Business Process Reengineering, and Business Analysis**.
- Hands-on experience in process modeling using **Unified Modeling Language (UML)** including Behavioral diagrams, use-cases, and a variety of other process mapping techniques using Rational Rose.
- Conducted impact analysis and updated the Online Help files on a regular basis in RoboHelp.
- Created and maintained simulations/videos of the current processes in the system.
- Created technical documentation for a wide range of audiences.
- **Proficient** in RUP's Life Cycle that includes business requirements engineering, deriving functional/non-functional requirements, participated in **JAD sessions** to facilitate/document decisions on the future state of the systems and processes, performing **gap analysis** to determine/document the variance.
- Recognized as a hands-on, pro-active, troubleshooter who can rapidly **identify business problems**, formulate strategic plans, **initiate change, and implement new process** in challenging and diverse environments.
- A history in delivering results under **time pressure**, excellent skills at **multitasking,** strong critical thinking, **problem solving skills**, exceptional **attention to detail**.
- Possess excellent analytical **skills and strong communication skills**, capable of interacting with both **internal and external stakeholders.**
- Good experience with documentation and version control.
- Involved in Unit testing and UAT of Applications. Experienced with **data manipulation, data mapping,** and technical and user documentation.
- Good **understanding** of **CMMI** and **ITIL** techniques and processes.
- **Sincere, well-organized, quick learner, self-motivated,** strong business acumen, result focused, and strong interpersonal skills with ability to work effectively in teams.
- Proficient in MS Project, MS Access, MS Excel, MS PowerPoint, and MS Visio

Education Background:

- Masters in Electronics and Computer Engineering, Southern Illinois University Carbondale, Carbondale, IL, 2007

Qualifications:

- Masters and Bachelors in Electronics and Computer Engineering

Relevant Training:

- Effective Technical Writing, covering the basics of language, presentation and style, conducive to clear business correspondence, report-writing, and procedural-writing
- User Documentation Principles, outlining the user-oriented approach to technical writing, and its impact on the content, presentation, structure, and tone of user documentation and online help
- Web design workshop using HTML and graphics on the web, Time Institute of Information Technology, 2003

Detailed Experience:

Program/Project:	PELICAN	Date	08/2008 – Present
Role:	Implementation and Training Developer		

- Responsible for the design, development, and delivery of technical training material for PELICAN**.**
- Project included custom web application, testing, and creating training on the application and delivering it to end users.
- Involved in GSD and DSD sessions to capture items that were raised as training or implementation concern areas. Documented those items and followed up on them later by addressing them in training materials.
- Created and maintained the style guide and standard formatting document for **PELICAN**, this document was created by consolidating all the standards followed in the 6 different initiatives under **PELICAN**.
- Assisted with writing test cases and scripts; later involved in executing them.
- Created and submitted the deliverable for training and implementation.
- Developed Online Help material in **Adobe RoboHelp** and subsequently loaded the files to the **PELICAN** application using **VSS (Visual Source Safe)**.
- Created training materials that included training simulations, demonstration, FAQ documents, Tip sheets and glossary document for the **PELICAN Keys to Quality** initiative.

Program/Project:	PENNDot – Deloitte - Department of Transportation, Harrisburg, PA	Date:	02/2008 – 08/2008
Role:	Technical Writer and Instructional Designer		

- Responsible for the design, development, and delivery of technical training material
- Project included custom web application, testing, and creating training on the application and delivering it to end users.
- Used RoboHelp to produce help text in HTML for **PennDOT** Web site.
- Created help text for **DOTcentric** application, using **RoboHelp**.
- Worked with the technical team leads, project and program managers to manage the training track and produce training materials.
- Performed assessment of end users and planned the creation of Training Manual, Instructor Manual and Quick Reference Guides to assist in the learning process.
- Performed thorough **quality assurance** for the materials created.
- Created the **Business Process Impact** document with a detailed assessment of the possible impact of the changed business process.
- Involved in learning how to use a newly developed inventory system, and developing training materials using Microsoft products.
- Worked with Contract Manager and Client to confirm compliance with contract requirements for all deliverables.
- Involved in the review of technical system documentation, as well as use a test version of the system, to develop training materials.

Program/Project:	The Manager, Freddie Mac, McLean, VA	**Date:**	05/2007 – 12/2007

Role:	Technical Analyst/Technical Writer

- Prepared operations **guides**, quick start guides, user **manuals**, and technical guides for various modules of **The Manager** system.
- Performed the role of **Author**, whose main responsibility is to create an integrated knowledge base.
- Build courses from existing training materials or manuals.
- Actively participated in **Section level planning** and rollout to individual teams which subsequently aided their respective kickoffs.
- Participated in various meetings to understand the application, development meetings, testing meetings and attended conferences and trainings.
- **Analyzed business requirements** and system specification and wrote test plan for the installation, GUI, functional, performance and integration testing**.**
- Articulated enhancements and ran them along to the Stakeholders for further review.
- Involved in developing and documenting the test design, test plan, test development and test results.
- Developed **user acceptance testing** scripts and collected test data for these tests. Conducted user acceptance tests and facilitated quick resolution of issues between business and technical team.
- Involved in issue resolution and communicating to end users.
- Worked with business users to define high level **test scenarios**
- Conducted gap analysis in understanding how the upgraded system carries out the business functions and assists in confirming the timely and effective implementation and conducted feasibility study and performed impact analysis for proposed enhancements.
- Created training **materials** for end users. One of them being **quick start** guides involving step by step procedure for all the different modules.
- Wrote and maintained Business Requirement Document **(BRD)** and Functional Requirement Document **(FRD)**, defining new systems operations for the project.

Program/Project:	Champion Mortgage, Parsippany, NJ	**Date:**	01/2004 – 01/2005

Role:	Business Analyst

- Served as a liaison between mortgage specialists and the project team.
- Responsible for **gathering user requirements** and specifications for designing a mortgage based loan system using and documenting the same in Mercury's Test Director.
- Developed functional software specifications based on object-oriented methodology. These include, but are not limited to **Process models**, use cases, class models, screen flows and story boards
- Extensively involved in maintaining requirements **traceability** and communicating any changes to these requirements to different business groups and programmers.
- Assisted with **JAD sessions** for requirements gathering.
- Prepared Activity and Sequence diagrams.
- Responsible for writing detailed descriptions of user needs, program functions, and steps required for developing or modifying software programs.
- Actively interacted with different user groups to perform analysis to identify the deficiencies in the system by comparing the actual objectives with the system objectives desired.
- Conducted meetings with user groups to get **functional requirements**.
- Used **WinRunner** for configuration management by working on the assigned views.
- Developed **Crystal Reports** using Crystal Reports 10 and 11 (Developing trade confirmations, Invoices).
- Performed extensive application and system testing using **Win Runner and Load Runner** to meet critical system initiatives.

Jordan Schultz, HCSIS – Maintenance Analyst

# of years DPW Experience	2 years	# of years with the following DPW system:	HCSIS – 2 years	# of years IT experience	2 years

DPW Experience Summary:

Jordan is a Business Technology Analyst within the Technology Integration - Software Development practice of Deloitte. He has two years of experience within the Public Sector practice working on custom development. He has experience with the entire Software Development Life cycle and leading client sessions. Jordan has provided technical training to new team members in the past and enjoys teaching. His background in electrical and computer engineering also allows him to communicate in both technical and non-technical terms.

Prior Experience Summary:

Jordan has 14 months as a software and firmware test engineer.

Education Background:

- B.S. Electrical and Computer Engineering, The Ohio State University, Columbus, OH, 2008

Qualifications:

- N/A

Relevant Training:

- N/A

Detailed Experience:

Program/Project:	HCSIS	Date	08/2008 – Present
Role:	Maintenance Analyst		

Maintenance resource responsible for leading a team of developers to implement set of changes to the application. Led client requirement sessions and worked through design to implementation. Improved work processes by increasing efficiency.

Ravi Seelam

# of years DPW Experience	1.5 years	# of years with the following DPW system:	IVEQA	# of years IT experience	9 years

DPW Experience Summary:

Ravi has been a development and release lead on IVEQA for 1.5 years.

Prior Experience Summary:

Ravi is a developer with over 9 years of IT experience. His skills include: .Net Developer/Development & Release Lead in Client/Server, Web-based & Win Forms based Application Development and Maintenance using Microsoft Technologies like ASP.Net, C#, VB.Net, ADO.Net, SQL Server & JavaScript on different versions of Windows Operating System.

Education Background:

- Bachelor of Science, Computer Science and Information Technology

Qualifications:

- MCP –.NET Windows Application Developer (*Microsoft Certified Professional*)
- MCP –.Net Web Application Developer (*Microsoft Certified Professional*)
- MCP –.Net XML Web Services Developer (*Microsoft Certified Professional*)
- MCAD – Microsoft Certified Application Developer(*Includes all of above*)

Relevant Training:

- N/A

Detailed Experience:

Program/Project:	OCYF	Date	01/2009 – Present
Role:	Lead on OCYF		

Ravi is a lead on OCYF, which is it is a Web-based online application designed for OCYF. This application provides easy means to registered counties where they can submit their invoices for the services provided to the recognized children His responsibilities include:

- Involved in conversion process of functional specifications to blue prints.
- Leading the team of 4 developers and reviewing the work done by the team members and suggested the better way of approach when required.
- Actively participating in Weekly status meeting with client and suggesting suitable solutions.
- Responsible for moving the suitable build for testing & getting the UAT sign-off from QA team.
- Involved in user & technical documentation and user training

Program/Project:	Due Diligence Web Portal	Date:	04/2008 – 01/2009
Role:	Development and testing lead		

Ravi was a development and testing lead on the project, which was a web portal which is used to display the loan information and status of various loans that are captured in the Matrix Application during the Due Diligence Process. His responsibilities included:

- Involved in creating required tables and other DB objects using Oracle 9i.
- Provided solutions for diverse programming scenarios in C#, employing OOAD concepts.
- Developed web templates required using ASP.Net with C#.

- Used user controls and master pages for implementing fragment data caching.
- Writing user & technical documentation and user training

Program/Project:	Matrix		Date:	06/2007 – 3/2008
Role:	Development Lead			

Ravi was a development lead on the project, which a full-fledged ASP.Net web Application to support Fulfillment Operations of different kinds of Mortgage Loans. His responsibilities included:

- Analyzing client requirements, identifying the best solution and preparing the estimate documentation for sending it to the client for approval
- Leading the team of 7 members and reviewing the work done by the team members and suggested the better way of approach when required
- Acted as an architect in identifying the most efficient solution and preparing the architectural designs for components using UML
- Developed UI, data access and business logic layers
- Created required web page templates using asp.net
- Extensively used custom controls, master pages, CSS, AJAX and Infragistics for a dignified look of the application

Program/Project:	SOURCECORP		Date:	01/2007 – 6/2007
Role:	Development Lead			

Ravi was a development lead on the project, which a Console Based Application designed to create the zip files on a daily basis which are required to upload to SOURCECORP every day. His responsibilities included:

- Involved in requirement gathering and creation of specification documents
- Responsible in architecting the required application blocks and building the logic as per specifications
- Used file streams objects to create text files and I/O objects for collection of images
- Created light weight application for FTP

Program/Project:	SIP		Date:	07/2006 – 12/2006
Role:	Senior developer			

Ravi was a senior developer on the project, which was a portal Web site to help the customers browse for the suitable air bus and book the tickets for the same. His responsibilities included analyzing client requirements, identifying the best solution and preparing the estimate documentation for sending it to client for approval.

Jeff Segal, Business Technology Analyst

# of years DPW Experience	2 years	# of years with the following DPW system:	HCSIS: 2 years	# of years IT experience	2 years

DPW Experience Summary:

Jeff is currently working on the design for a configurable incident management solution. Previously, he designed a Financial Management module for the Office of Child Development and Early Learning. In addition, Jeff performed HCSIS Maintenance Activities.

Prior Experience Summary:

Jeff began working on DPW projects immediately after college.

Education Background:

- B.S in Information Science and Technology, Penn State University, University Park, PA, 2008

Qualifications:

Relevant Training:

Detailed Experience:

Program/Project:	HCSIS	Date	08/2008 – Present
Role:	Business Technology Analyst		

Jeff is currently working on the design for a configurable incident management solution. Previously, he designed a Financial Management module for the Office of Child Development and Early Learning. In addition, Jeff performed HCSIS Maintenance Activities.

Kristen Seich

# of years DPW Experience	1 year	# of years with the following DPW system:	PELICAN, 1 year	# of years IT experience	5 years

DPW Experience Summary:

For the past year, Kristen has been a member of Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN). During her time on this project, she has been leading implementation activities for three of the five systems which comprise the PELICAN application.

Prior Experience Summary:

Kristen's focus to date has been on public sector, technology adoption projects. Kristen demonstrates strong communication, organizational, and analytical skills. A quick learner and able performer, she has enjoyed taking on challenging roles. With a strong knowledge of the public sector, Kristen has had proven success in maintaining trusted business relationships with external consultants, key stakeholders, and senior management. Kristen's background includes experience in: training development and implementation, communications, technical writing, professional writing, change management, and team and project management.

Education Background:

- Bachelor of Arts, Communication/Journalism, Shippensburg University of Pennsylvania, May 2004

Qualifications:

- N/A

Relevant Training:

- N/A

Detailed Experience:

Program/Project:	Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN)	Date	06/2009 – Present
Role:	CCW, K2Q, PPCS Application Support Lead		

- Leads communication efforts by the Application Support Team for the Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN) system
- Manages a team of three in developing communications and training materials affecting PELICAN users, including Web-based Trainings, System User Guides, Adobe Captivate Simulations, and System Tip Sheets
- Provides client with recommendations for communications on a daily basis and leads various client facing meetings
- Facilitates client workshops, webinars, and user trainings
- Determines business impacts and requirements for system enhancements

Program/Project:	Pennsylvania's Implementation of the National Electronic Disease Surveillance Network (PA-NEDSS)	**Date:**	11/2008 – 06/2009

Role:	Implementation Team Lead

- Served as training and communications point of contact for 3,000+ users
- Proposed trainings and communications to project stakeholders during weekly meetings to obtain formal approval
- Drafted and delivered weekly and monthly status reports regarding Implementation Team activities to Project Management
- Updated the project work plan on a weekly basis for Implementation activities
- Managed one staff member at all times and up to two staff members during release development phases
- Served as the project metrics manager including creating, managing, and maintaining two work plans and creating and delivering weekly and monthly metrics reports
- Attended requirement and design walkthrough sessions as a functional subject matter expert

Program/Project:	Pennsylvania's Implementation of the National Electronic Disease Surveillance Network (PA-NEDSS)	**Date:**	4/2007 – 11/2008

Role:	Implementation Analyst

- Scoped, planned, developed, and delivered 30 training modules and over 50 communications to the user community in each contract year both during and in between releases
- Performed back-up Tier 2 Help Desk support
- Created and distributed training evaluations and surveys to gauge effectiveness of trainings and communications
- Scoped, planned, developed, and socialized three Training and Communication Plans with 10 – 12 project stakeholders (one per contact year)
- Scoped, planned, developed, and socialized three Release Training and Communication Plans with 10 – 12 project stakeholders
- Worked with project stakeholders to determine training needs/wants and how they can be addressed
- Worked with project stakeholders to develop training content that met their specific training needs/wants
- Developed and delivered training materials for live web training sessions and instructor-lead training sessions to a user community of over 3,000 individuals
- Maintained 9 existing on-demand Learning Management System modules and created new modules as needed to train users on the system
- Developed and delivered monthly newsletters during releases, formal Info Bytes and informal e-mail communications
- Conducted demonstrations on behalf of the PA-NEDSS project for new staff, other states and at various conferences

Program/Project:	Pennsylvania's Implementation of the National Electronic Disease Surveillance Network (PA-NEDSS)	**Date:**	11/2005 – 4/2007

Role:	Application Tester

- Planned and conducted User Acceptance Testing (UAT) for Release 10.0 of the PA-NEDSS application. This included scheduling sessions with project stakeholders, reviewing test scripts and facilitating six sessions over the course of one week for over 20 stakeholders
- Developed and executed system test scripts and completed regression testing for multiple releases of the PA-NEDSS application as well as interfaced with technical staff to resolve critical and high priority defects
- Assisted in the gathering of requirements and identifying key issues with project stakeholders for multiple releases on the PA-NEDSS project
- Developed and created collateral materials that were published and distributed at the 2006 Public Health Information Network conference
- Assisted in the coordination, communication, and facilitation of project change control meetings with project stakeholders
- Conducted Tier 2 help desk support coverage on an as needed basis and worked with end-users to help resolve daily application issues
- Spearheaded the training and familiarization of new team members on the PA-NEDSS project which included application demonstrations and guidance regarding best practices
- Created targeted communications for public health staff regarding the on-boarding of new disease reporting laboratories this included working directly with client staff to identify timelines for the on-boarding of the laboratories

Program/Project:	Pennsylvania's Implementation of the National Electronic Disease Surveillance Network (PA-NEDSS)	**Date:**	8/2004 -11/2005

Role:	Project Administrator

- Spearheaded the training for all new team members as well as exit activities for departing team members
- Responsible for maintaining all project correspondence for deliverable tracking and maintenance of deliverables and artifacts
- Responsible for the creation and distribution of all meeting documentation including agendas, meeting minutes and other materials as necessary
- Coordinated and planned all team functions which included team outings and training sessions
- Maintained electronic documentation store correspondence and project material for project staff and management

Prabakaran Seshan, Application Architect and Sr. Developer

# of years DPW Experience	9 years	# of years with the following DPW system:	ICIS – 9 years	# of years IT experience	15 years

DPW Experience Summary:

- Over 10 years of Software Lead Development and Architect experience in designing and developing multi-tier applications for the Internet and Intranet with a focus on e-Business and e-commerce applications using Microsoft technologies.
- Over 5 years of using .NET based technologies such as, ASP.NET, VB.NET, and ADO.NET.
- Strong Object Oriented Analysis, Design and implementation skills using UML.
- Strong understanding of Model Driven Architecture, MVC (model, view, control) pattern, common industry wide application frameworks, and integration techniques with various legacy systems.
- Experience in developing WCF Services using .NET Framework.
- Over 2 years experience in configuring/managing Microsoft Team Foundation Server for source control.
- Over 2 years experience in Configuration Management.
- Experience in developing XML based web services using SOAP and WSDL using Microsoft SOAP toolkit and .NET.
- Experience in developing applications using XML, XSLT, XSD and XPath.
- Solid working knowledge of software development process methodologies (SDPM) and software development life cycle (SDLC).
- Wide exposure in integrating and using tool like LoadRunner WinRunner, and WebMethods

Prior Experience Summary:

- Over 10 years of Software Lead Development and Architect experience in designing and developing multi-tier applications for the Internet and Intranet with a focus on e-Business and e-commerce applications using Microsoft technologies.
- Over 15 years of rich experience in various aspects of civil Engineering including project management and design.
- Microsoft Certified Solution Developer (MCSD) - Certified in 1999.
- Over 9 Years of application development experience working for Deloitte, using Deloitte's methodology, tools and processes.
- Over 5 years of using .NET based technologies such as, ASP.NET, VB.NET, and ADO.NET.
- Strong Object Oriented Analysis, Design and implementation skills using UML.
- Strong understanding of Model Driven Architecture, MVC (model, view, control) pattern, common industry wide application frameworks, and integration techniques with various legacy systems.
- Experience in developing WCF Services using .NET Framework.
- Over 2 years experience in configuring and managing Microsoft Team Foundation Server for the source control.
- Over 2 years experience in Configuration Management.
- Experience in developing XML based web services using SOAP and WSDL using Microsoft SOAP toolkit and .NET.
- Experience in developing applications using XML, XSLT, XSD and XPath.
- Excellent analytical skills – Strong analytical and engineering background of serving over 15 years as Civil Engineer in various capacities.
- Good communication, presentation, interpersonal, time management and other soft skills.
- Good team player with an infectious positive attitude and strong communication skills

- Solid working knowledge of software development process methodologies (SDPM) and software development life cycle (SDLC).
- Played an active role as part of the Deloitte team that achieved SEI Capability Maturity Model (CMM) Level 2.
- Wide exposure in integrating and using tool like LoadRunner WinRunner, and WebMethods.

Education Background:

- Bachelor of Technology in Civil Engineering, Karnataka Regional Engineering College Surathkal, India, 1983
- Master of Engineering in Soil Mechanics & Foundation Engineering, Anna University, Chennai, India, 1995

Qualifications:

- Diploma in RDBMS in Oracle 8 with D2K, Software Solutions Integrated Limited, 1998

Detailed Experience:

Program/Project:	Integrated Client Information Services (iCIS)	Date	07/2005 – Present
Role:	Application Architect and Sr. Developer		

- Captured requirements employing Use Case methodology.
- Prepared architectural blueprints and detailed design specifications using UML.
- Analyzed requirements and developed technical and functional specifications, Developed database designs and application designs, Prepared Use cases and templates, Managed Unit Testing efforts, Prepared Screen mocks.
- Designed multi-tier .NET application that includes business components, business work-flow component, data access layer, and data containers.
- Created custom and user controls using ASP.NET
- Developed complex web pages using ASP.NET and ASP
- Developed COM components using VB
- Developed data access layer using ADO.NET and VB.NET
- Used Microsoft Enterprise Instrumentation Framework (EIF) to log messages and exceptions.
- Developed framework components using Microsoft Enterprise Libraries.
- Developed .NET component that invokes COM+ component using Runtime Callable Wrapper (RCW)
- Designed and created dynamic Adobe PDF forms.
- Developed XML schema and XSL Transformation using XML Spy.
- Written database stored procedures and triggers.
- Extensively used ITASCA Framework developed by Deloitte for the rapid development of multi lingual Web applications.
- Managing TFS

Program/Project:	Commonwealth of Pennsylvania Application for Social Services (COMPASS)	Date:	09/2001 – 05/2002
Role:	Sr. Developer		

- Captured requirements employing Use Case methodology.
- Prepared architectural blueprints and detailed design specifications using UML.
- Analyzed requirements and developed technical and functional specifications, Developed database designs and application designs, Prepared Use cases and templates, Managed Unit Testing efforts, Prepared Screen mocks.

- Designed multi-tier .NET application that includes business components, business work-flow component, data access layer, and data containers.
- Created custom and user controls using ASP.NET
- Developed complex web pages using ASP.NET and ASP
- Developed COM components using VB
- Developed data access layer using ADO.NET and VB.NET
- Used Microsoft Enterprise Instrumentation Framework (EIF) to log messages and exceptions.
- Developed .NET component that invokes COM+ component using Runtime Callable Wrapper (RCW)
- Designed and created dynamic Adobe PDF forms.
- Developed XML schema and XSL Transformation using XML Spy.
- Written database stored procedures and triggers.
- Extensively used ITASCA Framework developed by Deloitte for the rapid development of multi lingual Web applications

Program/Project:	BISYS Document Solutions, Atlanta	Date:	11/2000 – 07/2001
Role:	Developer		

- Designed, Coded and tested ISCheck enhancement for international market like Ecuador.
- Designed and coded File Upload and audit activity tool using MFC.
- Created POPUP dialog boxes on Mouse over event.
- Integrated the Audit Activity tool with the Crystal Reports engine to generate reports

Program/Project:	CCH Incorporated, Torrance, LA	Date:	06/2000 – 05/2000
Role:	• Developer		

- Designed and developed user interface using VC++ and MFC.
- Designed the database in SQL Server.
- Tested and implemented the system

Program/Project:	SmartSoft International Inc. Atlanta, GA	Date:	03/2000 – 05/2000
Role:	Developer		

- Designed and developed user interface using VC++ and MFC.
- Designed the database in SQL Server.
- Tested and implemented the system

Program/Project:	Advanced Technology Labs, Chennai, India Hospital Management.	Date:	09/1999 – 02/2000
Role:	Developer		

- Designed and developed business components using VC++ and ATL COM. Authored the COM components.
- Designed the database in SQL Server 6.5
- Developed the user interface for the intranet using ASP and VB6.0.
- Tested and implemented the system

Chintan Shah, Senior Programmer Analyst

# of years DPW Experience	2 years	# of years with the following DPW system:	PELICAN, 2 years	# of years IT experience	5 years

DPW Experience Summary:

Designed and developed enterprise application solution in public sector-child care management domain using Microsoft.NET technologies. Developed and streamlined existing Build and Release management process. Provided operational /production support to assist clients needs and expectations.

Prior Experience Summary:

Developed and implemented Configuration and Release Management process in enterprise applications in financial and insurance domain. Expert in developing and architecting web application using Microsoft technologies. Involved in gathering requirements, maintaining artifacts, and overseeing the development process.

Education Background:

- Master of Science in Electrical and Computer Engineering, New York Institute of Technology, NY, 2006
- Bachelors in Engineering in Electronics and Telecommunication, Pune University, Pune, India, 2003

Qualifications:

- N/A

Relevant Training:

- N/A

Detailed Experience:

Program/Project:	PELICAN	Date	08/04/2008 – Present
Role:	Senior Programmer Analyst		

As a member of the Technology team, Chintan was instrumental in architecting the web application using Microsoft .NET technologies: VB.Net, C#, ASP.Net, ADO.Net, .Net Remoting, Reflection, Web Services (WCF), Http Handlers and modules, and XML/XSL/XSLT.

Program/Project:	College Summit	Date:	06/21/2008 – 7/21/2008
Role:	Senior Programmer Analyst		

As a member of the Technology team, Chintan was instrumental in developing a streamlined version of the Configuration and Release Management process for a Data Warehouse project. Installed and configured Subversion and integrated with Tortoise SVN Client on Windows 2003 server, implemented branching strategy, naming convention for CI's, and implemented CM Plan and CM Process in SDLC. Chintan developed Hook's (Batch Scripts) and administered access control of SVN repository and training sessions for users new to Subversion.

Program/Project:	GEICO/Electronics Claim Filling System	Date:	03/20/2007 – 04/20/2008
Role:	Senior Programmer Analyst		

Developed and maintained automated Claim filing system used by more than 9,000 Claim Service personnel across the U.S. Developed and Implemented CM Plan, CM process, and RM process to implement development, auditing, and accounting in SDLC. Developed web applications using Microsoft.NET Technologies.

Program/Project:	Fannie Mae/End User Computing	Date:	09/18/2006 – 4/19/2007
Role:	CM Analyst		

Implemented software CM process, CM management, and CM auditing and accounting in software development process. Developed CM Plan and implemented builds of new versions. Implemented SOX policies and procedures in Change Management and Access Management in financial software development process.

Program/Project:	Styx Infosoft Pvt.	Date:	07/14/2003 – 08/06/2004
Role:	Junior Programmer		

Responsible for implementation of CM processes, management, and control and builds of new versions. Developed and defined SCM processes like baselines, branching, merging, and project scheduling.

Saran Sivashanmugam, Senior Developer

# of years DPW Experience	3 years	# of years with the following DPW system:	iCIS (3)	# of years IT experience	3 Years

DPW Experience Summary:

iCIS : Production Support and maintenance- Track Lead and Senior Developer
May 2009 – Current

Involving in troubleshooting and resolving failures and/or errors that occur in the eCIS production environment. Leads the maintenance activities of sub-systems including Case Management, Imaging, Change Center, Case Comments, Work Load Dashboard, Work Load Management Reporting and batch processes including Automated Renewals and Semi Annual Reporting/Late Income Notification. It also involves being a senior developer on periodic maintenance releases to implement fixes and small enhancements to the system. Lead a team of developers in developing and delivering program change requests. Coordinate collecting data fixes across different teams in the projects and send them to client. Respond to clients requests on production issues and escalate it to proper channel. Maintains generation of timely reports needed by the client and project management. Monitors productions batches and take specific timely actions on batch failures. Checks the integrity of batch outcomes on a daily basis.

Prior Experience Summary:

- More than 6 years of experience in the IT industry, involved in complete SDLC involving analysis, design, development, testing, implementation, maintenance and enhancement of Client/Server and Internet/Intranet applications.
- Worked in plenty of Microsoft technologies including ASP.NET, C#, Windows.NET application, ADO.NET, ASP.NET AJAX, Web Services, WCF, and VSS.
- Functional domain experience includes insurance, retail, security and e-learning.
- Specialized in web technologies such as ASP.NET and ASP.NET AJAX
- Brain bench certified ASP.NET professional.
- Vastly experienced in object-oriented programming.
- Development experience includes Win Forms, Web Forms and experience in working with Web Services.
- Hands-on experience in database design and development and data access using ADO.NET, SQL, triggers and stored procedures.
- Involved in all the stages of Software Development Life Cycle including Requirements, Analysis and Design, implementation, integration and testing, deployment and maintenance.
- Experience in using design patterns and in developing UML diagrams including Use Case diagrams, Class diagrams etc.
- Experience in using advanced .NET technologies including delegates, XML serialization, Microsoft Application blocks, n-tier programming etc.
- Experience in development of n-tier/multi-tier applications & Worked in Windows 98/NT/2000/XP operating systems.
- Ability to quickly adapt to changing environments professionally and personally.

Education Background:

Bachelor of Science in Computer Science & Engineering-Bharathidasan University, India, 2004

Qualifications:

- Microsoft Certified Professional in ASP.NET 2.0 – 2009
- Brain bench certified ASP.NET professional - 2007

Detailed Experience:

Program/Project:	iCIS : Production Support and maintenance	Date	05/2009 – Present
Role:	Track Lead		

Involving in troubleshooting and resolving failures and/or errors that occur in the eCIS production environment. Leads the maintenance activities of sub-systems including Case Management, Imaging, Change Center, Case Comments, Work Load Dashboard, Work Load Management Reporting and batch processes including Automated Renewals and Semi Annual Reporting/Late Income Notification. It also involves being a senior developer on periodic maintenance releases to implement fixes and small enhancements to the system. Lead a team of developers in developing and delivering program change requests. Coordinate collecting data fixes across different teams in the projects and send them to client. Respond to clients requests on production issues and escalate it to proper channel. Maintains generation of timely reports needed by the client and project management. Monitors productions batches and take specific timely actions on batch failures. Checks the integrity of batch outcomes on a daily basis.

Program/Project:	iCIS Initiative : Workload Dashboard Management Reporting	Date:	04/2009 – 05/2009
Role:	Senior Developer		

Workload Dashboard Management Reporting initiative focuses on providing authorized CAO and Headquarters staff with metrics regarding business operations at the state, area, county, and county/district level. The source data is extracted to a reporting database from the Workload Dashboard application and presented to users in the forms of charts, graphs, and reports. The solution provides the ability for users to monitor business operations and performance within and across jurisdictions and compare metrics to state and county averages. Such operational reports aim to assist CAOs with identifying critical activities and vulnerabilities so that resources are deployed effectively.

Role: Responsible for creating General System Design and Detailed System Design. Involved in data modeling for the data ware house.

Program/Project:	iCIS Initiative : Automated Renewal Mail-In	Date:	10/2008 – 03/2009
Role:	Senior Developer		

Automated Renewal Mail-In is a .Net batch process which sends the Mail-In only type renewal forms for the eligible citizens. The batch reduces large amount of workload to the case workers. This initiative also involves performance tuning and error recovery process for the legacy Automated Renewal batches.

Role: Technical lead responsible for creating General System Design, Detailed System Design, Code development and Unit testing of the batches and web application.

Program/Project:	iCIS Initiative : SelectPlan For Women	Date:	07/Y2008– 11/2008
Role:	Senior Developer		

SelectPlan For Women initiative involves in including the SPFW budget in the automated renewals modules of the eCIS application.

Role: ASC Associate responsible for assessing the changes needed and doing necessary code change in the current application to include a new budget.

Kellie Smithmyer, PELICAN – ELN Track Lead

# of years DPW Experience	4.5 years	# of years with the following DPW system:	4.5 years – iCIS < 1 year – PELICAN	# of years IT experience	6.5 years

DPW Experience Summary:

I am currently the ELN track lead on the PELICAN project. My responsibilities in this role include managing maintenance releases and data fixes associated with the ELN subsystem, as well as leading a new initiative for the upcoming fiscal year. Over the past 4.5 years with DPW, I have served in roles as an initiative lead, track lead for the EDBC/SFU subsystem, as well as the mainframe maintenance leads on the iCIS project.

Prior Experience Summary:

In addition to my experiences within DPW, I have extensive experience in client service projects in Massachusetts, Texas, and Indiana, specifically in regards to system implementation activities associated with welfare eligibility systems. Through six years of experience on integrated eligibility systems, I have considerable knowledge about the welfare programs of assistance, including the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and Medicaid programs. Project responsibilities have enabled me to leverage expanding technical skills as well as an ability to quickly adapt to client requirements and project changes. My project experience includes all aspects of the system development life cycle, including requirements, design, development, testing, and implementation activities.

Education Background:

- Bachelor of Science, University of Pittsburgh, December 2003

Qualifications:

- N/A

Relevant Training:

- N/A

Detailed Experience:

Program/Project:	PELICAN/ELN	Date	05/2010 – Present
Role:	Track Lead/Initiative Lead		

The Early Learning Network (ELN) pulls together valuable information related to five different service program areas, the children that are being served, their families, the entities providing the services, and the early learning professionals serving the children. In doing so, the Commonwealth of Pennsylvania is provided with a complete picture of the children they are supporting and the outcomes they are achieving. As lead of this subsystem, I manage and supervise a team of developers. I serve as the point-of-contact with the client for ELN questions, issues and issue resolution, and system enhancements. As initiative lead for a work order that addresses prioritized modifications to ELN, with the ultimate goals of improving the usability of the system, as well as increasing data synchronization/integrity across departments, I am currently leading requirements and design validation sessions and creation of work product deliverables.

Program/Project:	iCIS/Mainframe	**Date:**	03/2009 – 05/2010
Role:	Mainframe Maintenance Lead		

As the iCIS maintenance lead for the mainframe, I was responsible for overseeing all maintenance activities and subsystem leads. This included managing the Case Initiation/Application Entry, Wrap-up/OTI, Batch Processing, Client Notices, Alerts, Reporting, Managed Care, Standard Filing Unit/Eligibility Determination Benefit Calculation, and Third Party Liability track leads responsibilities included meeting with OIM representatives to plan for and discuss requirements for any modifications or enhancements required in the system. I was also responsible for leading weekly track lead meetings with DAPS, BIS, and Deloitte and was the key client point of contact for mainframe issues, issue resolution, maintenance prioritization, and any additional questions or concerns. I managed the day-to-day responsibilities required to maintain the system and address any emergency, critical system error, data fix, or system enhancement.

Program/Project:	iCIS/EDBC-SFU	**Date:**	03/2007 – 03/2009
Role:	EDBC/SFU Track Lead		

The Eligibility Determination and Benefit Calculation and Standard Filing Unit (EDBC/SFU) subsystem in CIS is responsible for building appropriate group composition and determining eligibility and benefits for the groups. As lead of this subsystem, I managed and supervised a team of 10 developers comprised of subcontractor and client staff. I served as the point-of-contact with the client for all EDBC/SFU questions, issues and issue resolution, and system enhancements. I successfully led my team through development, testing, and migration of over 200 EDBC and SFU related program change requests and system enhancements into production for significant releases of the iCIS system.

Program/Project:	iCIS/Transitional Cash Assistance	**Date:**	07/2008 – 04/2009
Role:	Initiative Lead		

The iCIS Transitional Cash Assistance initiative provided the ability for DPW to provide a transitional cash benefit to those families whose income has rendered them ineligible to receive certain types of Temporary Assistance for Needy Families (TANF) cash assistance. This initiative supports families as they transition from dependence on Welfare to self-sufficiency and has also worked to increase Pennsylvania's federal Work Participation Rate (WPR). As the iCIS lead for the initiative, I led requirements and design validation sessions and creation of work product deliverables. Documentation created included: the Requirements Definition Document, General System Design Document, Capacity Plans, Screenshot Documentation, Business Logic Diagrams, Key Design Considerations, Program Specifications, Unit Test Checklists, Requirements Traceability Matrix, and the Project Work Plan. I also provided input on testing approach and scenarios for the initiative and the initiative was successfully implemented in production in March 2009.

Program/Project:	iCIS/Autism Waiver	**Date:**	12/2007 – 07/2008
Role:	Initiative Lead		

As part of the iCIS Autism Waiver Integration initiative, the Bureau of Autism Services looked to iCIS to provide a mechanism to process Medicaid eligibility for individuals applying for the Autism Waiver, and the ability to process claims for individuals found eligible for Autism Waiver services in Medicaid. As the iCIS lead for the initiative, I led requirements and design validation sessions and creation of work product deliverables. Documentation created included: the Requirements Definition Document, General System Design Document, Capacity Plans, Screenshot Documentation, Business Logic Diagrams, Key Design Considerations, Program Specifications, Unit Test Checklists, Requirements Traceability Matrix, and the Project Work Plan. I also provided input on testing approach and scenarios for the initiative and the initiative was successfully implemented in production in June 2008.

Program/Project:	iCIS/CCMIS Release 4.0	**Date:**	01/2006 – 05/2010
Role:	Initiative Lead/Track Lead		

My responsibilities included coordination of development and testing of the above changes. I also led conversion efforts through gathering requirements with iCIS and CCMIS Deloitte and client staff. I also prepared for, validated, and analyzed results of the five CCMIS conversion runs as well as the five mock conversions run prior to each conversion. After successful implementation, I continued to manage day-to-day activities and a team of developers and coordinated with various subsystem team leads to incorporate Child Care related system enhancement and program change requests into three separate releases of the iCIS system. For over four years, I continued to monitor daily interfaces and coordinate future system enhancements between systems.

Program/Project:	iCIS/CWDS Integration	**Date:**	10/2006 – 03/2007
Role:	Initiative Lead		

As the initiative lead for this implementation through design and development, I facilitated design sessions with client personnel and led creation of the General System Design Document, Detailed System Design Document, and Unit Test Checklists Deliverables to the client. I also collaborated with project team to plan and coordinate project schedule, resources, and tasks. When I took on the new role of EDBC/SFU track lead, I was responsible for transferring responsibilities and knowledge to the new initiative lead.

Program/Project:	Indiana ICES	**Date:**	03/2005 – 12/2005
Role:	Systems Analyst		

I worked as a co-lead to develop an online screening tool used to determine potential eligibility for Food Stamps, Cash Assistance, and seven Medicaid programs, for the State of Indiana. I assisted and/or acted as a lead in requirements gathering, conducting meetings and presentations, creating major milestone deliverables, and coordinating the System Test phase of project. Project responsibilities leveraged my continuously expanding technical skills as well as my ability to quickly adapt to client requirements and project changes.

Program/Project:	Texas TIERS	**Date:**	06/2005 – 03/2005
Role:	Systems Analyst		

I performed in a role with Framework Architecture Solution and Tools (FAST), developing methodology collateral. Additionally, I was responsible for helping to develop, document, and manage software specifications which included use cases, use case diagrams, actor relationship diagrams, storyboards, and business rules. Finally, I began development of training for new test team members including training for: Welfare programs, Texas TIERS application, defect tracking in Rational ClearQuest, testing scenarios in testtrac, technical terms, test team fundamentals, etc.

Program/Project:	Massachusetts IE&R	**Date:**	02/2004 – 06/2004
Role:	Systems Analyst		

I was responsible for developing HTML files and screen mocks of the pages that were to be in the Intake portion of the application; helped to create documentation and deliverables for the client including: a 'Storyboard' document to keep track of all data elements and the requirements for each program, a screen flow document, a data dictionary, and a 'Sweeper' spreadsheet to document information that would need to be changed, updated, deleted, etc., upon the change or deletion of an individual's information. My responsibilities also included creating, maintaining, and updating reference tables for application as well as writing both client-side and server-side validation messages for system. Additionally, I developed and tested scenarios for modules within the application as well as identified, documented, tracked, updated, and edited defects associated with the scenarios and the application.

Stefan H Sokerov, Deputy Middleware Lead

# of years DPW Experience	1 year	# of years with the following DPW system:	ITSS: 1 year	# of years IT experience	2 years

DPW Experience Summary:

ITIL-certified professional with experience in middleware and architecture support for DPW. Stefan coordinates OpenTI-related activities between the Commonwealth staff and various application stakeholders. Responsible for software licensing inventory maintenance and utilization monitoring, as well as, performing data consolidation and presentation for different aspects of the architectural domain. Assisting with software development and mentoring as part of direct support.

Prior Experience Summary:

Highly motivated professional with extensive knowledge in the realm of information technology and with proven problem solving skills. Deep understanding of SOA principles and experience in implementing different technologies for small and large companies. Ability to clearly communicate the business value brought by a complex technology implementation as well as to lead multicultural teams in providing software solutions with exceptional quality.

Education Background:

- B.S. in Computer Science, Neumont University, South Jordan, UT, 2009

Qualifications:

- ITIL v3 Foundation, 12/18/2009
- IBM SOA Associate, IBM, 05/04/2009

Relevant Training:

- ITIL v3 Foundation, 12/14/2009 – 12/18/2009

Detailed Experience:

Program/Project:	Deloitte - ITSS	Date	10/2009 – Present
Role:	Deputy Middleware Lead		

Responsible for OpenTI technology coordination between the different stakeholders, including application and state teams. Activities include leading request and status update meetings. Owner of agenda and minutes for weekly status update meeting with the state client. Participate in deployments, patches, fixes and installations of various products, such as OpenTI components and webMethods patches. Provide direct support, upon client's request, to assist and guide state staff through development and testing efforts, using technologies such as OpenTI, VB6, .NET 2.0-3.5

Program/Project:	IBM	Date:	07/2009 – 09/2009
Role:	Technical Intern		

Worked with security specialists to design a must-have feature to the new version of IBM AIX. Led and guided a team of five developers in delivering this component. Addressed security, data manipulation and presentation issues by strictly implementing industry standards.

Program/Project:	InterbankFX	Date:	01/2009– 03/2009
Role:	Junior Software Architect		

Leveraged Microsoft cutting-edge technology in developing a complex architecture for a leading forex company. Identified a WCF binding encoding redundancy and developed a workaround. Utilized custom .NET instrumentation code to monitor the product's performance counters.

Baba Sontyana, Sr. Developer/SME

# of years DPW Experience	6.5 years	# of years with the following DPW system:	PELICAN, 5 years iCIS, COMPASS, HCSIS, 1.5 years	# of years IT experience	12 years

DPW Experience Summary:

Started career on the COMPASS project and worked with many others including PELICAN, HCSIS, and iCIS. Developed numerous interfaces and involved in application development process. Involved in writing technical specification documents, unit test checklists, and testing plans. Developed open-terminal interface to connect to the mainframe system and transfer data into CCMIS. Involved in We Development activities.

Prior Experience Summary:

Started career as an IT professional and worked on multiple projects with multi-player architectures. Involved in the complete life cycle of the projects starting from requirements gathering to testing level. Managed teams and acted as team lead for multiple projects. Worked with teams to set goals and tasks. Also worked as independent consultant to solve application issues for multiple companies.

Education Background:

- Bachelor of Engineering (BE), Andhra University, India, 1991
- Master of Business & Administration (MBA), Andhra University, India, 1995
- Post Graduate Diploma in Computer Applications (PGDCA), India, 1993

Qualifications:

- N/A

Relevant Training:

- Certified Professional in Visual Basic .NET from Brain Bench, October 14, 2002
- Certified Professional in Visual Basic 6.0 from Brain Bench, July 10, 2001
- Certified Professional in ASP.NET from Brain Bench, Feb 15, 2003
- Trained Professional in Java, Logi-Tec Software Solutions, India, 2001
- Trained in e-First Archive, Banctec, MA
- Certified in Change Point and Performance Plus Tools, StrataSys, FL, June 7, 2002
- Certified in InPhase Performance Plus Basics, Startasys, FL, July 3, 2002

Detailed Experience:

Program/Project:	PELICAN	Date	11/2005 – Present
Role:	Sr. Developer and Team Lead		

- Acted as a Senior developer and SME to support team members
- Involved in requirements gathering, design, development, and final testing
- Currently working as Team Lead to assign tasks and involved in day to day development activities and problem solving with the client
- Working on Case Management, CIS Import, update processing, and case creation batch programs on the .NET project

- Involved in design specification document process and development and in writing the Technical specification documents, Unit test checklists and testing plans
- Developed batch programs to create the cases in the background and to transfer entire case data from mainframe legacy system to PELICAN
- Involved in front-end and business logic developed in ASP.NET and VB.NET
- Developed interface between legacy system and user front end
- Involved in writing packages and stored procedures in Oracle 9i/10G

Program/Project:	Livewire International, Inc	Date:	04/2004 – 11/2005
Role:	Sr. Developer and Team Lead		

Livewire provides Kiosk and E-Commerce solutions to their customers.
- Acted as a Senior developer and SME to support the team members
- Involved in requirements gathering, design, development, and final testing
- Designed and developed the application for Golfing Solutions games
- Prepared technical and functional specifications for payment module
- Developed Payment Module in VB.NET, which can interact with payment web services
- Developed User Interfaces with KUDOS and Java script in .NET environment
- Developed methods which Interact with MEI APIs for bill acceptors as COM Interop
- Developed .NET objects for credit card processing system
- Created web services to authorize and process credit card, gift, and cash transactions
- Developed interface with video client application in VB 6.0
- Developed front end interface for http://www.acesoasis.com in ASP.NET and objects to interact with interface in VB.NET

Program/Project:	COMPASS/HCSIS	Date:	10/2002 – 04/2004
Role:	Sr. Developer		

- Acted as a Senior developer and SME to support the team members
- Involved in requirements gathering, design, development, and final testing
- Extensive work on ASP, COM +, XML Schemas, Batch Process, and Interfaces
- Worked with DB team in data conversion and fixing process
- Independently handled modules in the application
- Implemented interfaces to the mainframe, which will transfer demographic information on regular basis using batch programs in COMPASS
- Implemented interfaces using Web Methods between COMPASS and other systems
- Involved in code QA and testing
- Implemented data transformation process between counties in HCSIS project
- Used .NET libraries to talk with the COM components using Interop method
- Involved in writing the stored procedures, DB Scripts, and Triggers
- Designed User classes, Sequence, Class and Activity diagrams in designing phase
- Provided Overloaded Methods (Data Access Objects), which returns a Data Table
- Developed Wrapper Classes which uses strongly typed Datasets obtained from XSD

Program/Project:	INROADS in State of WV	**Date:**	04/2004 – 10/2004
Role:	Sr. Developer		

- Acted as a Senior developer and SME to support the team members
- Involved in requirements gathering, design, development, and final testing
- Involved in design and development process
- Extensive work on ASP, COM +, XML Schemas, Batch Process, and Interfaces
- Worked with DB team in the data conversion and fixing process
- Independently handled modules in the application
- Implemented interfaces to the mainframes, which will transfer the demographic information on regular basis using batch programs in inROADS
- Involved in code QA and testing
- Used .NET libraries to talk with the COM components using Interop method
- Involved in writing the stored procedures, DB Scripts, and Triggers
- Designed User classes, Sequence, Class and Activity diagrams in designing phase
- Provided Overloaded Methods (Data Access Objects), which returns a Data Table
- Developed Wrapper Classes which uses strongly typed Datasets obtained from XSD

Program/Project:	ASSIST for State of Delaware	**Date:**	10/2004 – 04/2005
Role:	Sr. Developer		

- Acted as a Senior developer and SME to support the team members
- Involved in requirements gathering, design, development, and final testing
- Involved in design and development process
   Extensive work on ASP, COM +, XML Schemas, Batch Process, and Interfaces
- Worked with DB team in the data conversion and fixing process
- Independently handled modules in the application
- Implemented interfaces to the mainframes, which will transfer the demographic information on regular basis using batch programs in ASSIST
- Involved in code QA and testing
- Used .NET libraries to talk with the COM components using Interop method
- Involved in writing the stored procedures, DB Scripts, and Triggers
- Designed User classes, Sequence, Class and Activity diagrams in designing phase
- Provided Overloaded Methods (Data Access Objects), which returns a Data Table
- Developed Wrapper Classes which uses strongly typed Datasets obtained from XSD

Program/Project:	Stratasys.net	**Date:**	02/2002 – 09/2002
Role:	Sr. Developer		

- StrataSys is a software development company, which has clients such as Johnson and Johnson, Baptist Hospital, Miami Children's Hospital, bcmpartners, and Florida Dairy.
- Acted as a Senior developer and SME to support the team members
- Involved in requirements gathering, design, development, and final testing
- Workflow application was developed using VB.NET, ASP.NET, ADO.NET, XML, XSL and SQL Server
- Actively involved as a team member in Full life cycle implementation of the Workflow application, which includes Form Designer, Workflow, Web and Admin Tool developed in .NET
- Designed User classes, Sequence, Class, and Activity diagrams using Visio 2000
- Provided Overloaded Methods (Data Access Objects), which returns a Data Table

Praveen Srivastava, Senior Consultant Security and Privacy Practice

# of years DPW Experience	4 years	# of years with the following DPW system:	DPW Applications System(s): 4 years	# of years IT experience	7 years

DPW Experience Summary:

Praveen is a senior consultant in the DPW's IT Shared Services (ITSS) and is supporting the DPW application development projects and the DPW Identity and Access Management infrastructure since 2007. Praveen has extensive knowledge and experience in managing, designing and implementing complex security projects involving user provisioning, role based access control, virtual directories, access management, password services, e-signature services and user migration.

Prior Experience Summary:

Praveen specializes in IT Shared Services and Deloitte's Security and Privacy services in the State Government sector

- Praveen has 7 years of technology experience and is has been part of DPW's ITSS Security Team since 2007
- Praveen has managed, designed and implemented several identity management solution using identity and access management products from Computer Associates, Microsoft, Radiant Logic, Oracle, IBM
- Praveen has designed and implemented DPW's role life cycle processes
- Praveen has planned, coordinated/executed several projects to migrate users to enterprise directory
- Solid Project Management skills
- Solid technical leadership, good communication skills, excellent problem solving and people skills

Education Background:

- Master of Computer Applications, Cochin University of Science and Technology, Kochi, Kerala, India, 2003

Qualifications:

- Certified Information Systems Security Professional (CISSP)
- Certified Information Privacy Professional (CIPP)
- ITIL V3 Foundation Level Certified
- Sun Certified Java Programmer (SCJP)
- Member – ISACA
- Member – ISC2
- Member – IAPP

Relevant Training:

- ITIL V3 Foundation Training, December 2009
- Radiant Logic Virtual Directory
- Deloitte's Role Based Access Control Methodology
- CA Identity Manager
- CA Site Minder
- Oracle Identity Manager, Access Manager, Virtual Directory
- IBM Tivoli Identity Manager, Access Manager, Directory Integrator and Directory Services
- Courion Enterprise Provisioning Suite
- Oracle Apps Financial

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Lot 7
for
DPW

Deloitte

Detailed Experience:			
Program/Project:	Migrate Business Partner Users to enterprise MANAGED domain	**Date**	05/2007– Present
Role:	Project Manager, Technical Lead		

Praveen led the security team in planning and execution of the project. He designed the processes and utilities to ease the migration. He is responsible to develop the project plan, identify the dependent activities, identify the owner and coordinate with application teams and program offices.

Program/Project:	Design and Implement HCSIS Delegated Identity Management	**Date:**	03/2009 -05/ 2010
Role:	Project Manager, Technical Lead		

Praveen lead the security team in designing and implementing the new HCSIS Delegated Identity Manager using CA Identity Manager R12. He was responsible to develop the project plan, identify the dependent activities, identify the owner and coordinate with application teams and program offices.

Program/Project:	Design and Implement Business Partner Self-Registration Module	**Date:**	03/2009 -05/ 2010
Role:	Technical Lead		

Praveen lead the team to design and implement the self-registration module. He was responsible to gather requirements from DPW Program Offices and other agencies including DLI and Penn DOT. He was responsible to develop the project plan, identify the dependent activities, identify the owner and coordinate with application teams and program offices, other agencies and CA.

Program/Project:	Design and Implement E-Signature Services for Business Partners	**Date:**	03/2009 -05/ 2010
Role:	Technical Lead		

Praveen lead the team to design and implement the E-Signature Services and integrate it with the existing applications. He was responsible to develop the project plan, identify the dependent activities, identify the owner and coordinate with application teams and program offices.

Program/Project:	Design and Implement Advanced Password Services for Business Partners	**Date:**	03/2009 -05/ 2010
Role:	Technical Lead		

Praveen lead the team to design and implement the Advanced Password Services and integrate it with the existing applications. He was responsible to develop the project plan, identify the dependent activities, identify the owner and coordinate with application teams and program offices.

Program/Project:	Implement Desktop Single Sign On for internal users	**Date:**	07/2009 -02/2010
Role:	Technical Lead		

Praveen lead the team to integrate Desktop Single Sign On solution for internal users. He was responsible to develop the project plan, identify the dependent activities, identify the owner and coordinate with application teams and program offices.

Program/Project:	Integrate Radiant Logic Radiant One Virtual Directory integration with Xerox Docushare	**Date:**	11/2009-02/2010
Role:	Technical Lead		

Praveen integrated Radiant Virtual Directory in DPW security environment with Xerox Docushare. He was responsible to develop the project plan, identify the dependent activities, identify the owner and coordinate with application teams, program offices and Radiant Logic.

Program/Project:	Implement Radiant Logic Radiant One Virtual Directory and Integrate with CA Site Minder	**Date:**	03/2009-08/2009
Role:	Technical Lead		

Praveen implemented Radiant Virtual Directory in DPW security environment and integrated it with CA Site Minder. He was responsible to develop the project plan, identify the dependent activities, identify the owner and coordinate with application teams, program offices and Radiant Logic.

Program/Project:	Design DPW Role Life Cycle Processes	**Date:**	06/2008-05/2009
Role:	Senior Consultant		

Praveen helped in the designed DPW Role Life Cycle processes. He provided his insight on Deloitte's Role Based Access Control methodology.

Program/Project:	Upgrade CA Identity Manager 8.1 SP1 to CA Identity Manager 8.1 SP2	**Date:**	06/2008-05/2009
Role:	Technical Lead		

Praveen lead the team to upgrade CA Identity Manager 8.1 SP1 to SP2. He was responsible to develop the project plan, identify the dependent activities, identify the owner and coordinate with application teams, program offices and CA.

Program/Project:	Upgrade CA Identity Minder to CA Identity Manager 8.1 SP1	**Date:**	06/2007-05/2008
Role:	Technical Lead		

Praveen lead the team to upgrade CA Identity Minder to CA Identity Manager SP2. He was responsible to develop the project plan, identify the dependent activities, identify the owner and coordinate with application teams, program offices and CA

Program/Project:	Proof of Concept for Oracle Identity Manager 9.0.3	**Date:**	02/2007 – 04/2007
Role:	Technical Lead		

Praveen lead the team to implement 16 provisioning and role management use cases.

Program/Project:	ITAM policy Reminder Application	**Date:**	10/2006 – 12/2006
Role:	Senior Consultant		

Praveen design and develop a J2EE web application to integrate with IBM Tivoli Access Manager.

Program/Project:	Enterprise Role Life cycle Management Tool	**Date:**	06/2006 – 09/2006
Role:	Senior Consultant		

Praveen designed and developed a J2EE web application to provide a point of view on enterprise RBAC

Tony Terrace, Senior Programming Analyst

# of years DPW Experience	8.5 years	# of years with the following DPW system:	PELICAN, 8.5 years	# of years IT experience	31 years

DPW Experience Summary:

Technical lead for the design, development, and testing of the Payments, Enrollments, and Funding sub-systems of PELICAN. Involved in the development of ASP pages using VB Script, COM components using VB 6.0, Oracle Packages, Procedures, and Functions using PL/SQL on Oracle 8i, 9i, 10g, and 11 databases. Development using ASP.NET, VB.NET, and Visual Studio.NET 3.5, as well as performing the spec generation and a majority of the development. Handled the conversion of the PELICAN system from SQL Server to Oracle.

Prior Experience Summary:

Extensive experience in analysis, design, and development of large-scale, client-server and Web-based applications on Communications, Manufacturing, Billing, Order Processing, Inventory Control, and Child Care systems.

Education Background:

- B.S. in Mathematics/Computer Science, College of Staten Island, Staten Island, NY, June 1980.

Qualifications:

- None

Relevant Training:

- None

Detailed Experience:

Program/Project:	PELICAN/CCMIS	Date	02/2002 – Present
Role:	Senior Programmer Analyst		

Technical lead for the design, development, and testing of the Payments, Enrollments, and Funding sub-systems. Involved in the development of ASP pages using VB Script, COM components using VB 6.0, Oracle Packages, Procedures, and Functions using PL/SQL on Oracle 8i, 9i, 10g, and 11 databases. Development using ASP.NET, VB.NET, and Visual Studio.NET 3.5, as well performing the spec generation and a majority of the development. Handled the conversion of the PELICAN system from SQL Server to Oracle.

Program/Project:	Electronic Data Systems (EDS)	Date:	04/2000 – 02/2002
Role:	Senior Programmer Analyst		

Developed a Web-based Enterprise Object Management system. Technologies included: Windows NT, Oracle, ASP, HTML, Visual Basic 6.0, and PL/SQL. Worked with Wang Document Imaging and Workflow Toolkits, as well as Network Imaging Corporation View document imaging product line.

Program/Project:	AT&T Communications	**Date:**	05/1990 – 04/2000
Role:	Technical Lead/Senior Programmer Analyst		

Rating Tables (MVS CSECT Tables) design, development, programming, and implementation of the Table system in Oracle8 (running on a HP-UX machine). Worked with Oracle Enterprise Management Tools, SQL*Plus, Developer 2000, and PL/SQL for system development. Responsibilities included database design, creation, and development and programming of the Oracle Forms with PL/SQL.

Technical Lead in the development and implementation of a conversion team, converting programs from Cobol2/IMS to Cobol2/DB2Responsibilities included analysis, detail design, data modeling of tables, coding, and unit testing of the On Line and Batch processes in a Cobol2, IMS, and DB2 environment.

Program/Project:	US Alternative Medicine, Inc.	**Date:**	01/1997– 04/2000
Role:	Web Master		

Designed, developed, and implemented the company's Web site. Software included FrontPage, ASP, VB Script, JAVA Script, Visual Interdev, and Cold Fusion. Databases included Microsoft Access and SQL Server.

Prasad Vanga, Lead Developer

# of years DPW Experience	3 years	# of years with the following DPW system:	3 Years- DPW –iCIS- eCIS	# of years IT experience	9+ years

DPW Experience Summary:

Prasad is an Information Technology professional with 3+ years experience in the analysis, design, development and maintenance of applications using various n-tier & distributed object technologies. He has worked as a Lead Developer; handling team of several people on several occasions. He has strong communications and organization skills

Prior Experience Summary:

Prasad is an Information Technology professional with around 6 years experience in the analysis, design, development and maintenance of applications using various n-tier & distributed object technologies. He has experience in working on various private sector projects. He has worked as a Senior Software engineer.

Education Background:

- Bachelor of Computer Science & Engineering (Computer Science) Gulberga University, India, 1996-2000

Qualifications:

- Bachelor of Computer Science & Engineering (Computer Science)

Relevant Training:

- SQL Server 2000, .Net Security, ASP. Net, C#, Net Design Patterns, UML, Net Application Blocks and Microsoft Tech Ed 2004

Detailed Experience:

Program/Project:	Incremental Renewal IVB	Date	03/2009 – Present
Role:	Lead Developer		

- Responsible for leading one of the modules in Case processing. Delegating development work to team members. Also responsible for coordinating Migration activities.

Program/Project:	Incremental Renewal –WebAP.NET Conversion	Date:	01/2008 – 03/2009
Role:	Senior Software Engineer		

Summary of role on project.

- Developed this web application using Visual Studio.NET 2008 and VB.NET as the Development language.
- Designed and developed ASP.NET pages.
- Developed User Controls to reduce the Complexity in User Interface Coding and provide better look and feel.
- Used Object Oriented Programming (OOP) and Object Oriented Design (OOD) concepts throughout the system
- Writing common interfaces for all ECIS modules for work load dash board module.

Program/Project:	Incremental Renewal- Workload Dashboard	Date:	02/2007 – 01/2008
Role:	Senior Software Engineer		

Summary of role on project.
- Developed this web application using Visual Studio.NET 2005 and VB.NET as the Development language.
- Developed common database interfaces for all ECIS modules for work load dash board module.
- Used Object Oriented Programming (OOP) and Object Oriented Design (OOD) concepts throughout the system.
- Developed JavaScript functions to handle from Client-Side validations
- Developed nUnit and nMock test cases in Business Layer methods
- Developed framework components for eCIS module
- Involved in writing the scripts for the Data Migration Process.

Program/Project:	MMTS - IntelliTrans LLC, Philadelphia	Date:	06/2007 –02/2009
Role:	Project Analyst		

Summary of role on project.
- Developed this web application using Visual Studio.NET 2005 and C# as the Development language.
- Designed and developed ASP.NET pages.
- Developed User Controls to reduce the Complexity in User Interface Coding and provide better look and feel.
- Used Object Oriented Programming (OOP) and Object Oriented Design (OOD) concepts throughout the system.
- Used XQuery to query the incoming XML data from the external web service.
- Developed applications using MS Data grids, paging, Sorting and export to Excel, export to PDF
- Involved in Writing User Interface Code, Business and Data Layer by using C# and ADO.NET 2.0
- Designed and Developed the Email Alert component in C#
- Developed JavaScript functions to handle from Client-Side validations
- Developed nUnit and nMock test cases in Business Layer methods
- Wrote T-SQL Store procedures, Views, Functions, Cursors and batches
- Implemented Data Load Process for Rail Systems using EDI Documents
- Involved in writing the scripts for the Data Migration Process.
- Involved in doing builds in both Development & Testing Server using SQL Server 2005s

Program/Project:	GRCM – DSL Software Limited India	Date:	07/2004 – 04/2005
Role:	Senior software Engineer		

Summary of role on project.
- Involved in analysis and design of system.
- Prepared use case documents.
- Prepared UI prototype.
- Responsible for coding the application using C# and ADO. Net.
- Developing the application ASP.NET and Web Services
- Involved in Active Directory Programming for managing Duetsche Bank Users.
- Involved in writing Oracle PL/SQL stored procedures
- Involved in Crystal reports generation.
- Developing Unit Test cases using NUnit

- Developed Performance Test suites using Web Load to test and measure the efficiency of the system, by simulating real time business use with multiple users
- Involved in documentation.

Program/Project:	GPMS – DSL Software Limited India	Date:	07/2003 – 07/2004
Role:	Software Engineer		

Summary of role on project.
- Involved in analysis and design of system.
- Prepared use case documents.
- Prepared UI prototype.
- Responsible for coding the application using C# and ADO. Net.
- Developing the application ASP.NET and Web Services
- Involved in Active Directory Programming for managing Duetsche Bank Users.
- Involved in writing Oracle PL/SQL stored procedures
- Involved in Crystal reports generation.
- Developing Unit Test cases using NUnit
- Developed Performance Test suites using Web Load to test and measure the efficiency of the system, by simulating real time business use with multiple users
- Involved in documentation.

Program/Project:	HIMS – Solutions Info Tech, India	Date:	02/2002 – 06/2003
Role:	Software Engineer		

Summary of role on project.
- Prepared use case documents
- Responsible for coding the application using VB.Net and ADO. Net.
- Involved in writing SQL Server stored procedures
- Involved in unit testing
- Involved in Crystal reports generation.
- Involved in documentation.

Program/Project:	sClick 'n' Claim - Solutions Info Tech, India	Date:	02/2001 – 02/2002
Role:	Software Engineer		

Summary of role on project.
- Prepared use case documents
- Responsible for coding the application using VB.Net and ADO. Net.
- Involved in writing SQL Server stored procedures
- Involved in unit testing
- Involved in Crystal reports generation.
- Involved in documentation.

Anurag Varshney, Senior Oracle PL/SQL & SSRS Report Lead Developer

# of years DPW Experience	3 months	# of years with the following DPW system:	PELICAN,HCSIS, eCIS, PACSES 3 months	# of years IT experience	11+ years

DPW Experience Summary:

- Developing highly Complex Stored Procedures, Packages, Functions, Triggers, Cursors, Materialized Views in Benthic – Golden and PLEdit in Oracle 11g environment
- Designing the highly complex reports in SSRS 2005 & 2008 for the Correspondence & Report templates
- Upgrading/Migrating the business reports developed in SSRS from version 2005 to version 2008
- Responsible for working with PCRs (Program Change Request) and modifying the existing Packages, Stored Procedures, SSRS 2005 & 2008 Report Templates as and when required
- Deep study and analysis of existing Packages, Stored Procs, functions and modifying them as and when required as per the requirement and PCR (Program Change Request)
- Performance tuning of existing Stored Procs, Packages, and Procedures & Functions by using SQL Trace & TKProf tools
- Tuning of existing SQL queries by using EXPLAIN PLAN and generating PLAN table an SQL Trace & TKProf tools
- Working with PELICAN Request Tracker for tracking and maintaining requests from other departments
- Working with VSS in Visual Studio 2008 for maintaining & controlling the versions of Oracle Stored Procs, Packages, SSRS Report Templates.

Prior Experience Summary:

Provide a summary of experience and qualifications throughout your entire career

Summary:

- 11+ years of work experience in design, development & maintenance of software applications using Oracle 11g/10g/9i database, SQL Developer, PL/SQL Developer, Toad 9.5, SQL *Plus, SSRS 2005 & 2008, Oracle Forms & Reports 11g/10g/9i, Oracle Developer Suite, Oracle Designer, SQL Loader, Import/Export, Performance Tuning tools Explain Plan SQL Trace and TKProf, Crystal Reports 11 (BO), Visual Studio 2008/2005, VB 6.0,UNIX
- Experience in implementing two and three tier applications for various industries
- Expertise in Oracle database design, table creations, development of highly Complex Stored Procedures, Functions, Triggers, Complex Packages, Procedures, Exception handling, Cursors, Parameterized Cursors, Materialized views, Indexes, Partitions in Toad 9.5, PL/SQL Developer, SQL Developer, SQL*Plus, Performance tools Explain Plan SQL Trace & TKProf
- Highly expertise in Developer Suite, Oracle Forms & Report 9i/10g, Developer 2000,Designer 2000
- Extensive experience of designing Oracle Forms & Reports 9i/10g including creation of triggers, program unit, blocks, templates and dealing with data model, layout editor, navigation and tuning
- Expertise in Web-based report designing skill with Business Objects Crystal Reports 11, Dashboard Manager
- Expertise in UNIX O/s, UNIX shell scripting in ksh (Korne),bsh (borne), csh (c shell) using VI editor
- Expertise in Relational database design and modeling
- Experience in performing the logical and physical database design
- Highly expertise in working with Version control tools VSS, Rational Clear Case, Clear Quest & Team Explorer 2008 in Visual Studio 2008

Education Background:

- M.C.A, IGNOU, New Delhi INDIA, 12/2003
- Bachelor in Science, SSJM University Kanpur U.P. INDIA, 06/1998

Qualifications:

- Certification in Oracle PL/SQL 9i/10g, Brain Bench, 02/2009 (Transcript ID # 8089980)
- Oracle Certified Professional (OCP), New Delhi INDIA, 10/2003
- Certification in E-Commerce, DACP Kolkata, India
- Merit Certification in LAN, Aptech Computers, India

Relevant Training:

- LAN training at Aptech Computers, India
- E-Commerce at DACP, Kolkata, India through my past employer El-Net3L Academy, Kanpur, India
- Oracle PL/SQL Advance & VB.NET Programming, Oracle Corporation

Detailed Experience:

Program/Project:	PELICAN	Date	06/2010 – Present
Role:	Senior Oracle PL/SQL, SSRS Report Lead Developer		

- Responsible for analysis, design, coding, execution of testing scenarios for code testing
- Developing highly Complex Stored Procedures, Packages, Functions, Triggers, Cursors, Materialized Views in Benthic – Golden and PLEdit in Oracle 11g environment
- Designing/creating various database objects like Tables, Indexes, Views, Triggers, Synonyms in Oracle 11g
- Done the deep study & analysis of the packages before making changes & development
- Responsible for developing the highly complex Stored Procs in Benthic PLEdit and designing the Reports using SSRS 2005 & 2008 for the Correspondence & Report templates
- Responsible for upgrading the business reports developed in SSRS from version 2005 to version 2008
- Responsible for working with PCRs (Program Change Request) and modifying the existing Packages, Stored Procedures, SSRS 2005 & 2008 Report Templates as and when required
- Prepared Unit testing documentation after successful Unit testing of code
- Extensively worked with SQL Tables, Procedures & Packages using OEM.

Program/Project:	Shared Services - HCSIS, eCIS, PACSES	Date:	05/2010 – 06/2010
Role:	Senior Oracle PL/SQL, SSRS Report Lead Developer		

- Responsible for analysis, design, coding, execution of testing scenarios for code testing
- Developed highly Complex Stored Procedures, Packages, Functions, Triggers, Cursors and Materialized Views in Toad in Oracle 11g environment
- Designed & created various database objects like Tables, Indexes, Views, Triggers, Synonyms in Toad, SQL * Plus in Oracle 11g
- Done the deep study & analysis of the ITSS packages before making changes & development
- Developed the highly complex Stored Procs in Toad and designing the Reports using SSRS 2005/2008 for the Correspondence and Report templates

Program/Project:	Child Care Automated Tracking System (CHATS) for Colorado State	Date:	12/2009 – 04/2010
Role:	Senior Oracle PL/SQL, SSRS Report Lead Developer		

- Responsible for analysis, design, coding, execution of testing scenarios for code testing
- Developed highly Complex Stored Procedures, Packages, Functions, Triggers, Cursors and Materialized Views in Toad, Benthic, SQL* Plus in Oracle 11g environment
- Designed & created various database objects like Tables, Indexes, Views, Triggers, Synonyms in Toad, SQL * Plus in Oracle 11g
- Done the deep study & analysis of the CHATS packages before making changes & development
- Developed the highly complex Stored Procs in Toad and designed the Reports using SSRS & Adobe templates for the Correspondence & Report templates
- Prepared Unit testing documentation after successful Unit testing of code in CHATS

Program/Project:	Wellcare Health Plans Inc., Tampa, FL HAWAII Encounter Development Changes	Date:	10/2009 – 12/2009
Role:	Senior Oracle PL/SQL Lead Developer		

- Responsible for analysis, design, coding, execution of testing scenarios for code testing
- Developed highly Complex Stored Procedures, Packages, Functions, Triggers, Cursors and Materialized Views in SQL Developer, PL/SQL Developer, Toad in Oracle 10g/9i environment
- Designed and created various database objects like Tables, Indexes, Views, Triggers, Synonyms in SQL Developer, PL/SQL Developer, SQL * Plus, Toad
- Synchronizing the different database environment
- Done the deep study and analysis of the Hawaii Encounter packages before making changes
- Release level development of existing subsystems of Hawaii Encounter Development changes for Institutional & Professional claims to resolve potential bugs and enhancements as per BRD
- Resolved 14 Issues for Hawaii Encounter Development changes for Institutional & Professional claims as per BRD by making the modifications in the 03 Hawaii Packages
- Prepared the Unit testing documentation on Hawaii changes after successful Unit testing of code
- Successfully completed the HIPAA training organized by Wellcare
- Extensively worked with W837/835 I & P claims

Program/Project:	IOWA Workforce Development (IWD), State of Iowa, Des Moines, IA/I-WORKS Application	Date:	04/2009 – 09/2009
Role:	Senior Oracle PL/SQL, Forms & Reports 10g Lead Developer – IWORKS Analyst & Team Lead		

- Responsible for analysis, design, coding, execution of testing scenarios for code testing
- Designed & developed Complex Oracle Forms involving Triggers, Menus, Object libraries using Forms Designer in Oracle Forms 10g
- Designed & developed Complex business Reports using Reports Designer of Oracle Report Builder in Oracle Reports 10g meeting business requirements
- Understanding the existing complexity and dependencies in the forms modules and making changes to forms to avoid any impact to the existing features of the forms application

Robert Walker, Test Lead/Analyst

# of years DPW Experience	1 year	# of years with the following DPW system:	PELICAN, 1 year	# of years IT experience	1 year

DPW Experience Summary:

I have one year of experience working with DPW and I am well versed in the application life cycle approach implemented at DPW. In testing specifically, I am competent in functional and regression testing. I have been responsible for over 40 load tests of the PELICAN system and have developed expertise in HP LoadRunner 9.5 and Performance Center. As an analyst, I have experience gathering and writing business requirements. I have created use cases, activity diagrams, sequence diagrams, and other items included in GSD and DSD submissions. I also have experience as part of the ATS workgroup that prioritizes and implements fixes and enhancements to ATS.

Prior Experience Summary:

I had four years of experience in Information Technology before coming to DPW with Deloitte. At Bucknell University, I took a focused mix of Computer Science and Management classes. I graduated Summa Cum Laude with a Bachelor of Science in Computer Science. My strong technical background includes project experience with Java, Python, and C and internship experience with Microsoft SharePoint where I configured a SharePoint environment to exact business requirements. I also worked on custom JavaScript and transferred content from an existing Web site. Other work experience includes end-user computer technical support for four years at Bucknell.

Education Background:

Bachelor of Science – Computer Science, Bucknell University, Lewisburg, PA, May 2009

Relevant Training:

- IBM Cognos 8 Essentials – Report Studio and Framework Manager, IBM Instructor, San Jose, CA, August 2009

Detailed Experience:

Program/Project:	PELICAN	Date	08/2009 – Present
Role:	Test Lead, Analyst		

Test Lead:

- Manage four to six testers to confirm that all project testing needs are thoroughly fulfilled and completed on time and plan out daily and long term testing schedules.
- Conduct functional, integration, regression, and negative testing.
- Coordinate client user acceptance testing and in charge of sending out internal and external daily testing status emails.
- Develop and maintain load test scripts and create load test scenarios.
- Schedule, setup, and analyze load tests and distribute results.
- Experience in HP LoadRunner 9.5 and HP Performance Center.

Analyst (Caseload Management .NET Enablement (Ongoing initiative)

- Define business requirements
- Create use cases, activity diagrams, traceability matrix diagrams, and sequence diagrams.

Kayla Wells, Project Management Analyst

# of years DPW Experience	> 1 year	# of years with the following DPW system:	>1 year	# of years IT experience	5 years

DPW Experience Summary:

As the project management analyst on the PACSES project, I am responsible for managing and submitting project deliverables, monitoring and tracking project initiative health and metrics, managing documentation and issues/risks, and tracking project CMMI Level III compliance.

Prior Experience Summary:

Throughout my career I have been a part of many teams and have learned to communicate and collaborate in order to achieve a common goal. Moreover, I have worked with clients in the initial stages of projects in order to obtain, as well as revise, requirements. I have also been involved in the initial designs of new applications, including creating user interface screens. Furthermore, I have provided support for applications that were previously implemented.

Education Background:

Bachelor of Information Sciences and Technology, The Pennsylvania State University, University Park, Pennsylvania, 05/2010

Relevant Training:

IBM Rational Training, 08/ 2010, Pittsburgh, Pennsylvania

HP Quality Center, Quicktest Pro, Performance Center Training, 08/2010, Pittsburgh, Pennsylvania

Detailed Experience:

Program/Project:	PACSES: Pennsylvania Automated Child Support Enforcement System	Date	08/2010 – Present
Role:	Project Management Analyst		

As the project management analyst on the PACSES project, I am responsible for managing and submitting project deliverables, monitoring and tracking project initiative health and metrics, managing documentation and issues/risks, and tracking project CMMI Level III compliance.

Program/Project:	Gabriel	Date:	05/2009 – 08/2009
Role:	Applications Analyst Intern		

At Management Science Associates, I was part of the broadcast and cable media team. I worked as an analyst for Gabriel, an application that centralized our client's commercial tracking and scheduling. In this role I developed performance requirements, functional specifications and user interface designs for new software applications. I also reevaluated performance requirements, functional specifications, and user interface designs for existing software applications. Moreover, I brainstormed future enhancements based on customer requirements and specifications.

Program/Project:	Internal Inventory Tracking	**Date:**	05/2008 – 01/2009
Role:	Programming Intern		

At United States Steel, I was part of the internal inventory applications team. I worked as a programming intern on the internal tracking site used by our employees to track inventory moving through plants and vendors. In this role I provided technical support to customers for various online applications and systems, evaluated and fixed errors, implemented minor enhancements within applications and systems, and developed new applications to enhance the productivity of my group's designated areas of business.

James Wheeler, PACSES Technical Services

# of years DPW Experience	10 years	# of years with the following DPW system:	BIS, PACSES	# of years IT experience	20 years

DPW Experience Summary:

2000-2010 As a member of the technical services and operations teams for the Commonwealth of PA Data Powerhouse project, provided 10 years of system and application software support to various Commonwealth agencies, to include DPW and PACSES. Primary role was as a mainframe support analyst with secondary roles in working with backup administration, to include helping with various NetBackup problems/issues that directly related to the DPW Open systems environments.

Prior Experience Summary:

1990-2000. Prior to joining the Commonwealth team, worked with US Air Force and Defense Information System Agency mainframe support teams providing day-to-day technical support of OS2200 mainframes and other related servers/interfaces.

Education Background:

- AAS Information Systems Technology, Community College of the Air Force, Maxwell AFB, Montgomery, AL, 1996

Qualifications:

Relevant Training:

- UNISYS OS2200 Mainframe Operations/Support, US Air Force, 1990
- UNISYS OS2200 Security Fundamentals, UNISYS, 1997
- UNISYS OS2200 Communications Technologies Overview, UNISYS, 12/2000

Detailed Experience:

Program/Project:	PACSES	Date	06/2010 – Present
Role:	Technical Services Analyst		

Provide support and assistance for maintenance, design, and operations of PACSES Information Technology mainframe environment, providing support of the Support Layer middleware application residing on the mainframe, as well as assistance with day-to-day support activities to include security and interfaces.

Program/Project:	COPA Data Powerhouse/UNISYS	Date:	07/2000 – 06/2010
Role:	Systems Analyst		

Provided operational support and technical services support for a variety of systems in the Data Powerhouse. Served as primary systems analyst for the Commonwealth Technology Center and PA State Police, and backup for DPW and PACSES customers housed on the Unisys Clearpath OS2200 systems from 2001 through 2010. Additionally, served as primary systems analyst for the Unisys Clearpath Libra systems housed in the DPH from 2007-2010. Also, served as primary systems analyst for the Solaris-based Storagetek Automated Cartridge Software Library System (ACSLS) tape library used by multiple environments, to include mainframe and open systems customers. Assisted with design and requirements of the modernization project in 2007-2008 that led to a DPH-wide technology refresh.

Program/Project:	Defense Information Systems Agency/UNISYS	**Date:**	11/1997 – 07/2000
Role:	Functional Analyst/Systems Analyst		

Performed batch support as well as technical support in the UNISYS OS2200 mainframe environments for DISA datacenters located in Montgomery, Alabama, Warner Robins Georgia, and Oklahoma City, Oklahoma. In Montgomery, performed support of DFAS customers located in various DFAS facilities in the US, as well as the Air Force Personnel Data Center. In Warner Robins, provided interim support while they were transitioning their mainframe systems to a new consolidated datacenter housed in Oklahoma City, and in Oklahoma City, continued working with the same clients and more.

Program/Project:	USAF Design Center/USAF/CACI, Inc.	**Date:**	05/1994 – 11/1997
Role:	Functional Analyst/Field Support		

Working with the USAF Design Center, provided remote support for a variety of US Air Force customers, primarily in the OS2200 mainframe environments, but also in UNIX system administration and in a wide variety of applications/systems at military installations worldwide.

Program/Project:	Laughlin AFB Datacenter	**Date:**	05/1990 – 05/1994
Role:	Operations/System Software Support		

While stationed at Laughlin AFB in Del Rio Texas, began as an operator in the UNISYS datacenter, providing support for the mainframe customers as well as providing support for the base communications center. During the time there, moved into a support role, providing both application support as well as system software support in the OS2200 mainframe environment. Assisted in the migration of the workload from a single base-level computer center to a regionalized datacenter housing multiple Air Force base workloads.

Kenneth White, Sr. Developer/Analyst

# of years DPW Experience	22 years	# of years with the following DPW system:	CIS – 17 yrs PACSES – 5 yrs CWDS – 5 yrs PROMISE – 4 yrs COMPASS– 4 yrs	# of years IT experience	32 years

DPW Experience Summary:

Worked as a Systems Analyst for DPW since 1988 on various systems. More detail provided below (SEE DPW EXPERIENCE).

Prior Experience Summary: (NON DPW)

1982 – 1988 Lead Systems Analyst of the Conversion group for the Welfare Management System Of New York (WMSNYC). Duties included the creation of system flowcharts, program narratives and program specifications for online as well as batch programs. Coordinated programming and system testing activities. Monitored and maintained this subsystem which consisted of 55 programs.

Education

Farmingdale State University, New York 1975 – 1977 (Data Processing)

Detailed Experience: DPW EXPERIENCE:

Program/Project:	CIS/CWDS	Date	01/2005 – Present
Role:	Systems Analyst		

Systems Analyst for the Department of Public Welfare (DPW) Office of Information Systems. As a consultant to the Commonwealth, I am currently a member of the 'CCMIS' and 'CWDS' projects. My responsibilities include designing, writing and testing online as well as batch DMS, COBOL, WEBTS, XML, OLTP AND OPEN TI programs to help support these projects.

Program/Project:	COMPASS AND PROMISE	Date:	01/2001 – 01/2005
Role:	Systems Analyst/Programmer		

Systems Analyst for the Department of Public Welfare (DPW) Office of Information Systems. As a consultant to the Commonwealth, I was a member of the 'COMPASS' and 'PROMISE' projects. My responsibilities include designing, writing and testing online RDMS, DMS, WEBTS, XML, OLTP AND OPEN TI programs to help support these projects.

Program/Project:	PACSES	Date:	01/1996 – 01/2001
Role:	Systems Analyst/Programmer		

Systems Analyst for the Pennsylvania Child Support Enforcement System (PACSES) project in Harrisburg, Pa. In June of 1996, I opened my own Computer Consulting Company. My contract (through the UNISYS Corporation) was with the Office of Income Maintenance within the Commonwealth of Pennsylvania. On this project, my responsibilities included the development, maintenance and testing of the Interface processes. This included the creation of test files as well as the testing and debugging of the Interface batch programs.

Program/Project:	CIS	**Date:**	01/1988 – 01/1996
Role:	Systems Analyst/Programmer		

Systems Analyst for the Department of Public Welfare (DPW) Bureau of Information Systems. As a consultant to the Commonwealth, my responsibilities included the development and support of automated Medical Assistance systems for DPW. Also, during this time, as a Project leader of the Caseload Management subsystem, my tasks included the gathering of user requirements, writing user requirement documentation, developing systems design, developing database design, writing detailed program specifications, testing software, writing testing documentation and coordinating implementation activities. I accomplished my tasks by using COBOL to manipulate both hierarchical (Unisys DMS) and relational databases (Unisys RDMS).

Commonwealth of Pennsylvania
RFP #16-09, Lot 7

Lot 7
for
DPW

Deloitte

Donna Whitman

Current PA DPW
EXPERIENCE

Number of Years with Deloitte:	**12 years**	Number of Years Serving DPW:	**0 years**	Similar Experience:	**CA, TX, MA, DC, AL, TN**
Responsibilities:					

Experience Providing Information Technology Support and Services	**12 years**

Donna has extensive experience in the initiation, planning, design, development, testing, training, implementation, support and maintenance of large-scale, custom-developed information technology (IT) systems across various platforms and technologies; and excels in effectively bridging the gap between business and information technology.

Experience in Health and Human Services Program Management	**12 years**

Donna has more than twelve years experience within the Public Sector and specializes in serving clients in the Health and Human Services industry segment, specifically in child welfare, adult protective services and family assistance. Her experience includes working with state and local governments in California, Texas, Alabama, the Commonwealth of Massachusetts and the District of Columbia.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations	**12 years**

Donna has dedicated her professional career delivering quality custom solutions for her clients. She is PMP certified and focuses on delivering technology solutions that meet the business needs of her clients through various implementation approaches including custom development, legacy transfer solutions, system modification and modernization. Her most notable system implementations include the custom developed J2EE Title IV-E Eligibility system for Massachusetts, the Microsoft .NET technology platform modernization project DC FACES.NET for the District of Columbia and the legacy transfer of DC FACES.NET to Alabama to implement the Alabama SACWIS, FACTS.

Education, Qualifications and Training:

- The University of Texas, Bachelor of Business Administration, Management Information Systems (Austin, Texas)
- Project Management Professional (PMP)
- Capability Maturity Model Training
- Project Management Institute (PMI) Training

Detailed Experience:

Program/Project or Previous Employer:	State of Alabama, Department of Human Resources, FACTS Project	Date	01/2007 – Present
Role:	Project Manager, Deputy Project Manager, Functional Manager		

As Project Manager, Donna manages compliance with the engagement contract, establishes the strategy for meeting contractual goals and leads the team in those efforts and manages all HR/staffing related responsibilities. Donna creates project plans, manages and monitors the application development, resolves project and application issues, manages change orders and enhancements. Prior to being Project Manager, Donna served in a dual role on the project as the Deputy Project Manager and Application Manager. As Application Manager, Donna oversees all areas of the FACTS application including technical environments, application architecture, configuration management and the system development life cycle from requirements verification, gap analysis, detailed design/joint application design sessions, development, testing, implementation and training. Manages compliance with the engagement contract, establishes the strategy for meeting contractual goals and leads the team in those efforts. Creates project plans, manages and monitors the application development, resolves project and application issues, manages change orders and enhancements. Manages and supervised the application

team of approximately thirty-five staff (Deloitte and subcontractor staff). Donna also serves as a subject matter expert and functional architect for the functional modules due to her extensive knowledge in child welfare program and policies including key programs such as the Chafee Foster Care Independence Program/Independent Living Program (CFCIP), Indian Child Welfare Act (ICWA), Title IV-E Foster Care Eligibility, and Title IV-E Adoption Assistance Eligibility. In addition to managing all aspects of application development activities, Donna served dually as the Deputy Project Manager. Assists the project manager with overall project management and quality assurance. Manages integration across project teams including application, conversion, interfaces, management statistical reports, training and implementation. Provides support for contract management, risk management and budget management. Assists with all vendor management activities and project staff HR issues.

Program/Project or Previous Employer:	State of Texas, Department of Family and Protective Services, NYTD Project	Date	11/2009 – 7/2010
Role:	Deloitte NYTD Project Manager		

Donna served as the Deloitte Project manager overseeing the day to day responsibilities for team management, project/schedule management and client relationships. Donna has deep understanding of the NYTD federal regulation and the technical capabilities required to design and develop a NYTD solution that integrates with a SACWIS to produce the federal reporting requirements.

Program/Project or Previous Employer:	State of Tennessee, Children's Services, TFACTS Project	Date	6/2009 – 07/2010
Role:	Deloitte Project Manager		

As Project Manager, Donna manages compliance with the engagement contract, establishes the strategy for meeting contractual goals and leads the team in those efforts and manages all HR/staffing related responsibilities. Donna creates project plans, manages and monitors the application development, resolves project and application issues, manages change orders and enhancements. Donna manages and supervises an onsite/offshore delivery team of approximately twenty-five Deloitte staff.

Program/Project or Previous Employer:	District of Columbia, Child and Family Services Agency, FACES.NET Project	Date	12/2004 – 12/2006
Role:	Deputy Project Manager		

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

Program/Project or Previous Employer:	Commonwealth of Massachusetts, Department of Social Services, FamilyNet	Date	10/2003 – 11/2004
Role:	Project Manager		

Donna served as the Project Manager responsible for the day-to-day management of the Automation of Title IV-E Eligibility functional and development teams. She was involved in every phase of the project including visioning, requirements and approach confirmation, detailed design, construction, testing, quality assurance, implementation and post-implementation support. Her responsibilities included working with management from the Department to determine project priorities and to scope, plan, and schedule the implementation of these items. In addition to her overall project management role, Donna worked closely with the application architect and client technical manager to deliver the Department's first Web-based application architecture using open source tools and technologies.

Program/Project or Previous Employer:	State of Texas Workforce Commission, WorkinTexas.com	**Date**	8/2001 – 9/2003
Role:	Application Manager, Implementation Manager		

In her last role on the project, Donna served as the Implementation Manager responsible for managing the implementation schedule for the WorkInTexas.com system including working cohesively with key client stakeholders and external stakeholders. Responsibilities also included, managing the pilot test and usability study that was conducted in several workforce centers across the state. As Business Team Lead, Donna managed the design, development, testing and implementation of a browser-based labor exchange system that included multiple user interfaces. Drove design issue identification and resolution. Responsibilities also included analyzing current business processes at various workforce centers throughout the State to determine current business operations and to define business requirements for the new application, conducting Joint Application Design (JAD) sessions across the State to gather system functional requirements, designing prototypes of core system functionality for the Web-based application, applying the latest Department of Labor regulations to real systems design decisions and formulating quality assurance processes and leading a team of system testers.

Program/Project or Previous Employer:	State of California, Health and Human Services Agency, ISAWS Project	**Date**	12/1998 – 8/2001
Role:	Systems Support Manager, Welfare to Work Application Manager		

Donna has served in many roles during the duration of her assignment on the project. In her last role as System Support Manager, responsibilities included managing a team of contract staff who provided support for the Interim Statewide Automated Welfare System (ISAWS) and the Welfare To Work (WTW) system. Prior to becoming System Support Manager, Donna served as the WTW Application Manager responsible for the day-to-day management of the Welfare to Work client/server application. She oversaw the design track teams over the design, development, testing, and implementation of multiple application modules. Drove design issue identification and resolution. Her advancement into the WTW Application Manager role was due to her past performance as a Design Track Lead. As a Design Track Lead, Donna was responsible for managing the design and development of core application modules such as Provider Index, Supportive Services, Workload Management and Management Reports and working cohesively with the development team. Along with design responsibilities, tasks included training project staff and end users in the WTW application and ad hoc report capabilities of the Crystal Reports software. Responsibilities also include creating and revising pilot documentation, overseeing pilot testing and training, and presenting pilot status reports. Finally, Donna served as a Technical Lead managing and facilitating the Glenn Limited Architecture Demonstration Pilot in conjunction with the ISAWS WTW Technical Infrastructure. The pilot implemented a "client platform independent" 3-tier technical architecture. Tasks included maintaining the integrity of the pilot work plan, creating and revising pilot documentation, overseeing pilot testing and training and presenting pilot status reports. In addition to her project roles, Donna assisted with the construction and testing of the Internet prototype of the Welfare To Work application by providing her extensive business knowledge and working cohesively with the technical manager and development team. Along with providing her business expertise, Donna helped define the project scope, develop the work plan and testing strategy. Donna led all testing efforts and helped with defining critical content for conference demonstrations.

Program/Project or Previous Employer:	State of Texas, Department of Criminal Justice	**Date**	10/1998 – 12/1998
Role:	Systems Analyst		

Donna was responsible for developing a proof-of-concept using Microsoft Access and utilized the database replication functionality of the development tool. The system captured all necessary data required by the parole officers when conducting field visits. The system was designed for ten frequent users and a data entry team.

Sandeep Yadav, Developer

# of years DPW Experience	N/A	# of years with the following DPW system:	N/A	# of years IT experience	9 years

DPW Experience Summary:

N/A

Prior Experience Summary:

Sandeep is a developer with over 8 years of IT experience in the analysis, design and development of applications primarily using .NET, C#, VB.NET, ASP.NET, Web Services, SQL, XML, XSL, ASP, HTML, JavaScript, and IIS. Having experience in lead roles, he has efficiently handled multiple projects in team coordination with proven communication skills on his past projects.

Education Background:

- Bachelor of Science, Chemistry
- Diploma in Software Development

Qualifications:

N/A

Relevant Training:

N/A

Detailed Experience:

Program/Project:	Automated Children & Youth System	Date	03/2007 – Present
Role:	Developer		

Sandeep is a developer on ACYS which is a multi-phased project to analyze, design and develop Child Care Management System for C&Y (Children and Youth) Offices in the state of Pennsylvania. This is a child welfare Web application using Microsoft.NET Technology and Microsoft SQL Server 2000 database. Responsibilities include:

- Architecting, designing, mentoring, developing and implementing application framework and major modules in ACYS
- Design data models using Erwin
- Employing Use-case methodology to analyze and build an easy-to-use, coherent and robust Web Application
- Developing templates for code and design documents
- Design of database in SQL Server 2000
- Deployment and configuration of Web App product in different environments such as Domain Controlled Servers, Clustered Servers, and load balanced Servers
- Troubleshooting production issues and data fixes

Program/Project:	Relocation Management System	**Date:**	08/2004 – 02/2007
Role:	Senior Software Engineer		

Sandeep was a senior software engineer on this project that was a Web-based relocation management system aimed to replace existing client server application but also to provide a set of new features, which will automate many of the existing business processes. The system provided features like managing various types of contracts, template editor and ad hoc reporting etc. that will help relocation division staff to communicate with agents, other companies efficiently. His responsibilities included:

- Developing enterprise applications in .NET technology ASP.NET.
- Creating screen specifications and object model designing using Rational XDE and MS SQL Data model designing using ERWin Platinum 4.0.
- Managing data in MS SQL 2000 by writing SQL Stored Procedures that also included transactional data handling.
- Coding business objects and user interface. Business Objects interact with SQL database through Stored Procedures for both Transactional and Non-Transactional data handling. Also worked on SQL Views and Linked Servers for interacting with external databases.
- Confirming releases/builds sent to the client are with appropriate and up-to-date artifacts.

Program/Project:	HostingAccelerator™ 2.0 (.NET Version)	**Date:**	09/2001 – 07/2004
Role:	Senior Lead Software Engineer		

Sandeep was a senior lead software engineer on HostingAccelerator™ 2.0 which is a product developed by Oriensoft development team. HostingAccelerator™ offers fully automated hosting management and administration functions. The product includes all the features related to the Web Hosting. The whole product is developed using .NET technologies. This product is compatible with both Windows 2000 and 2003 servers and supports IIS 5 and 6. This product is an upgrade of the old product, but developed in new technology. It is purely developed in .NET. The product also uses .NET web service technology. The product is multilingual and has multi interface. Responsibilities included:

- Analyzing, documentation, managing, development and deployment of the whole product.
- Managed a team of four people for developing this product called HostingAccelerator 2.0 using .NET technologies.
- Solved the problems of my team members related to technical issues of .NET, business logic and the core logic development of the product.
- Designed the whole business layer logic involved in the product.
- Developed the modules such as IIS manager which will be interacting with both IIS 5 and IIS 6 versions. All the transactional data like user record, module records, integrated module record and logs was stored in SQL database which was handled by proper SQL database objects like Stored Procedures and Views.

Rohan Zarapkar

# of years DPW Experience	5.6 years	# of years with the following DPW system:	CIS	# of years IT experience	8 years

DPW Experience Summary:

Rohan been a SME for SFU subsystem helping IVB initiative to understand existing MA rules of CIS. Has coordinated various initiatives like Select plan for woman and 5 year bar initiative from MA prospective. Representing SFU in policy scope meetings. Conducted PCR meetings from time to time. Has been helping TPL team from CIS side. Also has given a valuable contribution helping integration testing of various initiatives like Compass, CNR, IVB and various maintenance releases. Also helped in migration activities to review packaging activities and validation of various CIS releases from time to time.

Prior Experience Summary:

Rohan has a 2.5 years of experience in Fidelity investments developing business applications in IBM mainframe and handling various maintenance support activities. His area of expertise include COBOL, JCL, IMS DB, IMS DC, and has acquired domain knowledge in finance and credit cards systems(Banking) for public sector. Along with this Rohan exhibits excellent communication skills and problem resolving ability.

Education Background:

- Science, Ramnarayan Ruia Junior college, May 1997
- SSC, Antonio da silva High school, 1995

Qualifications:

- Bachelors of Engineering, Mumbai University, Shah and Anchor Kutcchi engineering college, May 2001
- CMM training, Deloitte
- Testing methodologies, Syntel

Relevant Training:

- Communication skills for successful management, 03/23/2010
- CMMI level 3: Blazing the trail for process excellence, 03/5/2010
- Communication skills for workplace, 05/05/2010
- Dynamics of leadership, 11/12/2009
- Introduction to United States Health and human Services, 02/05/2010
- Leadership communication skills, 03/10/2010
- Leadership Development for Technical Professionals, 11/09/2009
- The power of one :Your commitment to Compliance, 11/06/2009

Detailed Experience:			
Program/Project:	iCIS	**Date**	02/2005 – Present
Role:	Team Coordinator		

CIS project for the client State Government of Pennsylvania which provides Cash, Food Stamp and Medical services to the household.

Role. Involved in Understanding requirements, Impact analysis PCR resolving, Integration testing, Creating test scenarios for acceptance testing and system enhancements.

Key Responsibilities:

- Requirements gathering and designing
- Functional expert discussing Medical Policy with policy members
- Prepare GSD and DSD for various project initiatives
- Impact Analysis
- Prepare test Scenarios for client testing
- Generate Error reports for trend analysis
- Platform: Unisys Mainframe
- Languages: Cobol, ECL, DMS, DPS

Program/Project:	Fidelity	**Date:**	05/2004 – 02/2005
Role:	Team Coordinator		

Fidelity Investments is an international provider of financial services and investment resources that help individuals and institutions meet their financial objectives.

Role. Team Coordinator doing analysis of existing system, Technical Specification Preparation, Technical Specification Review, Test plan preparation and Testing in CICS environment, Coding Batch and Online Programs.

- Platform: IBM Mainframe
- Languages: Cobol, JCL, IDMS, DB2, CICS

Program/Project:	American Express	**Date:**	08/2001 – 04/2004
Role:	Team Coordinator		

American Express (AMEX) is the state's largest banking Travel organization. AMEX provides banking and travel related services all over world. SYNTEL provides production support and enhancement to AMEX Information Management System.

MAPS is a mainframe-based project which involves confirming uninterrupted financial and non-financial activities based on the characteristics of SE (Service Establishments). This module processes SE's submissions and based on the submissions, payments to be made to the SE's.

MSS (Merchant Services System) is the system of AMEX, which deals with the services of merchants and their interface with Amex. It is an Account Payable system used to pay SE's for ROC's (Record of Charge) processed by them. MSS processes SE transactions for US, Canada.

Submission Monitor system financial system which captures all the SOC(summary of charge) and

ROC(Record Of Charge) from the merchants. It is the most critical financial system of the AMEX because it is deal with the payment to the bank as well as to the merchant.

Role. Team Member involved in Job monitoring, abend resolution, creating change management request (CMR), SSR, PRC as part of production support activity, enhancements along with demand management.

8.5.4 Experienced and Exclusively Available Staff

II	Page II-6	RFP Reference: II-5. Personnel

Include the number of executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc., who will be engaged in the work…. include the employee's name and, through a resume or similar document, the Project personnel's education and experience in **providing information technology support and services**. Indicate the responsibilities each individual will have in this Project and how long each has been with your company

This section includes resumes for our **Experienced and Exclusively Available Staff**, which describes ready to serve DPW only through Deloitte's extensive resource pool and our subcontractor partners.
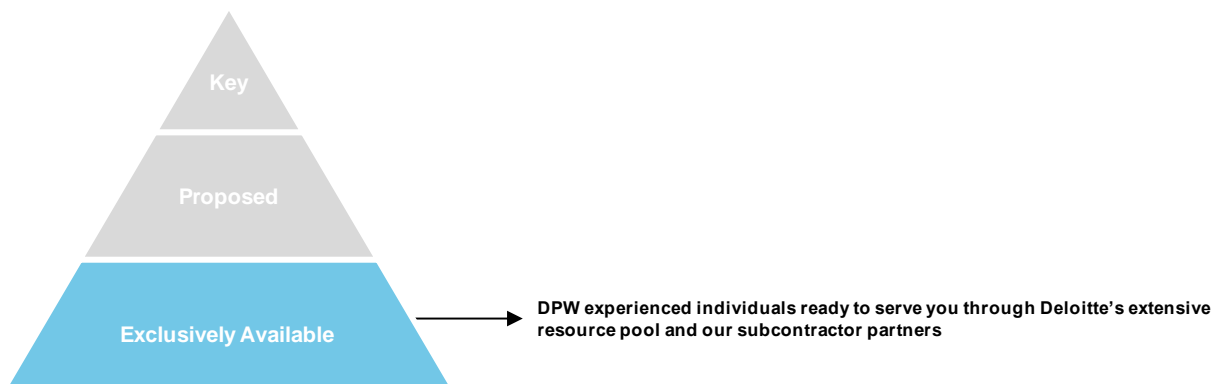
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Figure 8.5-14. Exclusively Available Staff.
Our Exclusively Available Staff are individuals who are available for DPW service as needed.

Proposed Staff	Proposed Role	Project
Akunuru, Devi Prasad	Application Developer	iCIS
Albright, Cathy	Project Administrator	PACSES
Ali, Mohammed	Application Developer	iCIS
Allala, Mahender	Application Developer	HCSIS
ANAND, RAVI K.	ITSS and DTSS Team Member	DTSS/ITSS
Ansari, Salman	Sr. Developer/Analyst	HCSIS
Arza, Jaideep	Sr. Developer/Analyst	iCIS
Atluri, Bhanu Kiran	Application Developer	HCSIS
Bastiampillai, Jude	Application Developer	HCSIS
Basu, Murali	Sr. Developer/Analyst	HCSIS

Proposed Staff	Proposed Role	Project
Bhalla, Ravinder	Database Administrators	DTSS/ITSS
Bharta, Sadanandam	Sr. Developer/Analyst	iCIS
Bhavsar, Pathik	ITSS and DTSS Team Member	DTSS/ITSS
Bhemireddy, Kishore Reddy	Application Developer	PELICAN
Bogden, Louis	Implementation Specialist	HCSIS
Bommineni, Bhaskar	Application Developer	HCSIS
Bowlen, Ilse	Project Control Analyst	HCSIS
Boyadjiev, Roumen	Application Developer	PELICAN
Bulumulla, Pasidu	Application Developer	iCIS
Chapati, Monika	Sr. Developer/Analyst	PELICAN
Chinta, Merwan	Application Developer	HCSIS
Chintamaneni, Ravikanth	Application Developer	HCSIS
Chonkar, Tejas	Sr. Developer/Analyst	iCIS
Chunduri, Balaji	ITSS and DTSS Team Member	DTSS/ITSS
Dangeti, Ravindranath	Sr. Developer/Analyst	PACSES
Dhanraj, Ramesh	Application Developer	HCSIS
Dondeti, Srikanthreddy	Application Developer	iCIS
Drag, Richard	ITSS and DTSS Team Member	DTSS/ITSS
Dua, Sumit	Application Developer	iCIS
Elangovan, Saibanu	Sr. Developer/Analyst	PELICAN
Fagan, Jill	Sr. Developer/Analyst	iCIS
Farrell, Rowdy	Application Developer	iCIS
Ferguson, Marilyn	Sr. Developer/Analyst	PELICAN
Gade, Shiva Prasad	Sr. Developer/Analyst	PELICAN
Gnanasamy, Stephen	Sr. Developer/Analyst	iCIS
Gundala, Nagaraj Doraswamy	Sr. Developer/Analyst	iCIS
Guntaka, Deepti	Sr. Developer/Analyst	PELICAN
Gupta, Alok	Sr. Developer/Analyst	PELICAN
Gupta, Chirag	Sr. Developer/Analyst	iCIS
Irusumalla, Balasubrahmanyam	Sr. Developer/Analyst	iCIS
Jacob, Joshwa	Sr. Developer/Analyst	iCIS
Kabra, Rohit	Sr. Developer/Analyst	iCIS
Kantabathina, Harish	Sr. Developer/Analyst	iCIS
Karthik, Prasanth	Application Developer	HCSIS

Proposed Staff	Proposed Role	Project
Kasani, Pavan, Syed	Application Developer	PELICAN
Kasireddy, Bharath	Application Developer	HCSIS
Kata, Vipin Kumar	Application Developer	HCSIS
Kiran, Honavalli	Quality Manager or Software Process Engineer	DTSS/ITSS
Kondala, Naveendar	Sr. Developer/Analyst	iCIS
Konduri, Ramesh	Sr. Developer/Analyst	iCIS
Konikkara, Paulson	ITSS and DTSS Team Member	DTSS/ITSS
Korrapolu, Malleswara Rao	Application Developer	HCSIS
Kumar, Jayaraj Darla	Application Developer	HCSIS
Kumar, Vaneet	Application Developer	PELICAN
Limbacher, Mary Kay	Sr. Developer/Analyst	iCIS
Loka, Vineeth	Sr. Application Developers	DTSS/ITSS
Lokaraj, Jaikumar	Sr. Developer/Analyst	iCIS
Madamsetty, Sunil	ITSS and DTSS Team Member	DTSS/ITSS
Madhusudan, Rao Koka	Application Developer	PACSES
Malineni, Shyamala	Application Developer	HCSIS
Mallikarjun Goud, Mogula	Application Developer	HCSIS
Mallu, Rajender	Sr. Developer/Analyst	PELICAN
Manthena, Ramkalyan	Application Developer	HCSIS
Marrie, Robin	Application Team Lead	iCIS
Mathrawala, Dhruv	Application Developer	HCSIS
Mathur, Shailendra	Application Developer	PACSES
Maydu, Karunakar Reddy	Application Developer	HCSIS
Medavarapu, Rajini	Application Developer	HCSIS
Mitchell, Mitch	Sr. Developer/Analyst	PELICAN
Modugu, Venumanohar Reddy	Application Developer	HCSIS
Mohammed, Jaheer	Application Developer	HCSIS
Mohammed, Rizwan	Application Developer	iCIS
Mohan, Sandeep	Application Developer	PELICAN
Munagala, Prashanth	Sr. Developer/Analyst	iCIS
Muneeb, Ahmed	Application Developer	PELICAN
Muttamsetti, Avinash	Application Developer	HCSIS
Nagaraju, Manduri	Sr. Developer/Analyst	iCIS
Nakkani, Kranthi Kiran	Application Developer	iCIS

Proposed Staff	Proposed Role	Project
Nama, Satheesh	Sr. Developer/Analyst	iCIS
Namburi, Subbaiah Chowdary	Application Developer	HCSIS
Narala, Haripriya	Application Developer	PELICAN
Natarajan, Arun	Sr. Developer/Analyst	PELICAN
Nimmagadda, Sambasivarao	Application Developer	HCSIS
Nithiyamoorthy, Ramamurthy	Application Developer	iCIS
Nutakki, Rajesh	Application Developer	PELICAN
Nuthpally, Satish	Application Developer	PELICAN
Oleti, Praveen Kumar Reddy	Application Developer	HCSIS
Padavala, Nagaraju	Application Developer	PACSES
Pandey, Sanjay	Database Administrators	DTSS/ITSS
Pant, Saurabh	Sr. Developer/Analyst	iCIS
Panuganti, Kanchana	Application Developer	HCSIS
Parthasarathy, Balaji	Sr. Developer/Analyst	iCIS
Parthasarathy, Senthil Kumaran	Sr. Developer/Analyst	iCIS
Paruchuri, Ramakrishna	ITSS and DTSS Team Member	DTSS/ITSS
Patel, Chandu	Sr. Developer/Analyst	iCIS
Patel, Jigar	Application Developer	iCIS
Patel, Taralkumar	Application Developer	HCSIS
PMA	Project Control Analyst	iCIS
Postelthwait, Carolyn	Sr. Developer/Analyst	iCIS
Putluri, Venkata Krishna	Application Developer	HCSIS
Rajamani, Swaminathan	Application Developer	HCSIS
Ramachandruni, Parameshwar Rao	Application Developer	HCSIS
Rayavarapu, Adi	Application Developer	PACSES
Reddethu, Raju	Application Developer	HCSIS
Reddy, Anjeswer	Application Developer	HCSIS
Reddy, Armoor Santosh	Application Developer	iCIS
Reddy, Thummeti Sreekanth	Application Developer	PACSES
Redkar, Rohan	Sr. Developer/Analyst	iCIS
Rehmeyer, Matthew	Sr. Developer/Analyst	HCSIS
Robinson, Constance	Project Administrator	iCIS
Rodde, Judith Terese	Project Administrator	PMO
Rutter, Krystal	Implementation Specialist	iCIS

Proposed Staff	Proposed Role	Project
Sahai, Sanjay	ITSS and DTSS Team Member	DTSS/ITSS
Salhotra, Dhruv	Sr. Developer/Analyst	iCIS
Sambam, Vinayagam	ITSS and DTSS Team Member	DTSS/ITSS
Sasidharan, Ranjit	Application Developer	PELICAN
Schaeffer, Paul	Sr. Developer/Analyst	iCIS
Schnure, Matthew S	Application Team Lead	iCIS
Sebastian, Giphimon	Sr. Developer/Analyst	iCIS
Selvaraju, Parimelazhagar	Application Developer	HCSIS
Sethi, Chanpreet	Application Developer	PACSES
Shah, Nehal	Sr. Developer/Analyst	HCSIS
Sheehy, Timothy	Application Developer	iCIS
Shirali, Samita	Sr. Developer/Analyst	iCIS
Siddiqui, Mohammad Arif	Application Developer	HCSIS
Sidhavan, Rajkumar	Application Developer	PELICAN
Singh, Gurjit	Sr. Developer/Analyst	iCIS
Skwarek, Sebastian	Systems Architects	DTSS/ITSS
Somaiya, Tapan Viren	Sr. Developer/Analyst	PELICAN
Somasundaram, Sriram	Application Developer	HCSIS
Straw, Nancy H	#N/A	HCSIS
Sunkara, Divya	Sr. Developer/Analyst	PELICAN
Sunkara, UshaRani	Sr. Developer/Analyst	iCIS
Surampally, Sreenivasulu	Application Developer	PELICAN
Swanger, Kim	Sr. Developer/Analyst	iCIS
Taha, Hamza	Sr. Developer/Analyst	iCIS
Thamballa, ChandraShekar	Application Developer	HCSIS
Thampy, Dinesh	Sr. Developer/Analyst	iCIS
Thipparthy, Shashidhar	Sr. Developer/Analyst	iCIS
Thota, Vara Prasad	Sr. Developer/Analyst	iCIS
Tinio, Cynthia May	Sr. Developer/Analyst	PELICAN
Tipirnenik, Subhash	Sr. Developer/Analyst	iCIS
Turney, Chris	Sr. Developer/Analyst	iCIS
Ushakov, Dimitry	Sr. Developer/Analyst	iCIS
Vaishampayan, Abhishek	Application Developer	HCSIS
Vangala, Kiran	Application Developer	iCIS

Proposed Staff	Proposed Role	Project
Veera, Venkata	Application Developer	HCSIS
Velakaturi, Prasanth	ITSS and DTSS Team Member	DTSS/ITSS
Wickizer, Deanna	Project Control Analyst	HCSIS
Wright, Barbara	Project Control Analyst	PACSES

Figure 8.5-15. Exclusively Available Staff.

8.6 Key Staff Diversions or Replacement

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

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II	**Page II-8**	**RFP Reference: II-5 Personnel, C. Key Staff Diversions or Replacement**

Once key staff (Offeror and subcontractor staff) are approved by DPW, the Offeror may not divert or replace personnel without approval of the DPW Contract Administrator and in accordance with the following procedures. The Offeror must provide notice of a proposed diversion or replacement to the DPW Contract Administrator at least thirty (30) days in advance and provide the name, qualifications, and background check of the person who will replace the diverted or removed staff. The DPW Contract Administrator will notify the Offeror within ten (10) days of the diversion notice whether the proposed diversion is acceptable and if the replacement is approved.

Divert or diversion is defined as the transfer of personnel by the Offeror or its subcontractor to another assignment within the control of either the Offeror or subcontractor. Advance notification and approval does not include changes in key personnel due to resignations, death and disability, dismissal for cause or dismissal as a result of the termination of a subcontract or any other causes that is beyond the control of the selected Offeror or its subcontractor. However, DPW must approve the replacement staff.

The DPW Contract Administrator may request that the selected Offeror remove its staff person from this project at any time. In the event that the selected Offeror staff person is removed from the project, the selected Offeror will have ten (10) days to fill the vacancy with a staff person acceptable in terms of experience and skills, subject to the DPW Contract Administrator's approval.

Deloitte does not anticipate making changes to personnel proposed for the key roles outlined in the RFP. Should circumstances arise resulting in the need for substitutions or changes to any key roles, Deloitte will work closely with the DPW Contract Administrator to find a replacement. Deloitte will provide the name, resume, and confirmation that a background check of the proposed replacement has been conducted. Together, we will work to enable an appropriate transition plan, and manage it accordingly. Any substitute candidates for key roles will be made available for review and approval prior to joining the project team.

Deloitte will submit in writing to the DPW Contract Administrator, changes or substitutions to employees in key roles. Any such changes will be submitted to DPW not less than 30 days prior to the effective date of changes.

Tab 9: Contract Standards

| **II** | **Page II-9** | **RFP Reference: II-6. Contract Standards** |

Offerors should identify specific Service Level Agreements (SLAs) they would envision providing within the scope of services in their proposal.

Deloitte has extensive experience in delivering on performance measurements through the use of Service Level Agreements; we understand that this not only gives DPW a view into the performance of our team, but consistent with CMMI practices, it also provides us a vehicle by which we can identify areas of improvement in our ongoing services.

For DPW, the proof of our ability to successfully execute under a Service Level Agreement framework is in our performance: since 2006 we have been measuring our operations against a set of Service Level Agreements (SLAs) that we have consistently met and exceeded:

Unique and *Distinguishing* Factors

- A standard methodology for SLA management that has been used by DPW since 2006
- A ITIL-based tool set to support gathering and reporting of SLAs
- Existing SLAs already in place; operational from the first day of the contract

SLA #	DPW SLA	# of Times Threshold Met
SLA #1	Online Application Availability	99.9%
SLA #2	Batch Cycle Time	100 %
SLA #3	MBE-WBE Participation	100 %

Figure 9-1. Service Level Agreements (SLAs) That We have Consistently Met and Exceeded.

These numbers prove that we have the capabilities and experience required to effectively manage the DPW systems to the standards that the Department expects of their vendors.

This section addresses contract standards that have been outlined in the RFP, specifically *Section II-6,* and Appendix K. In addition to the standards, Deloitte proposes to continue to measure the current SLA and SLO provisions under the new contract.

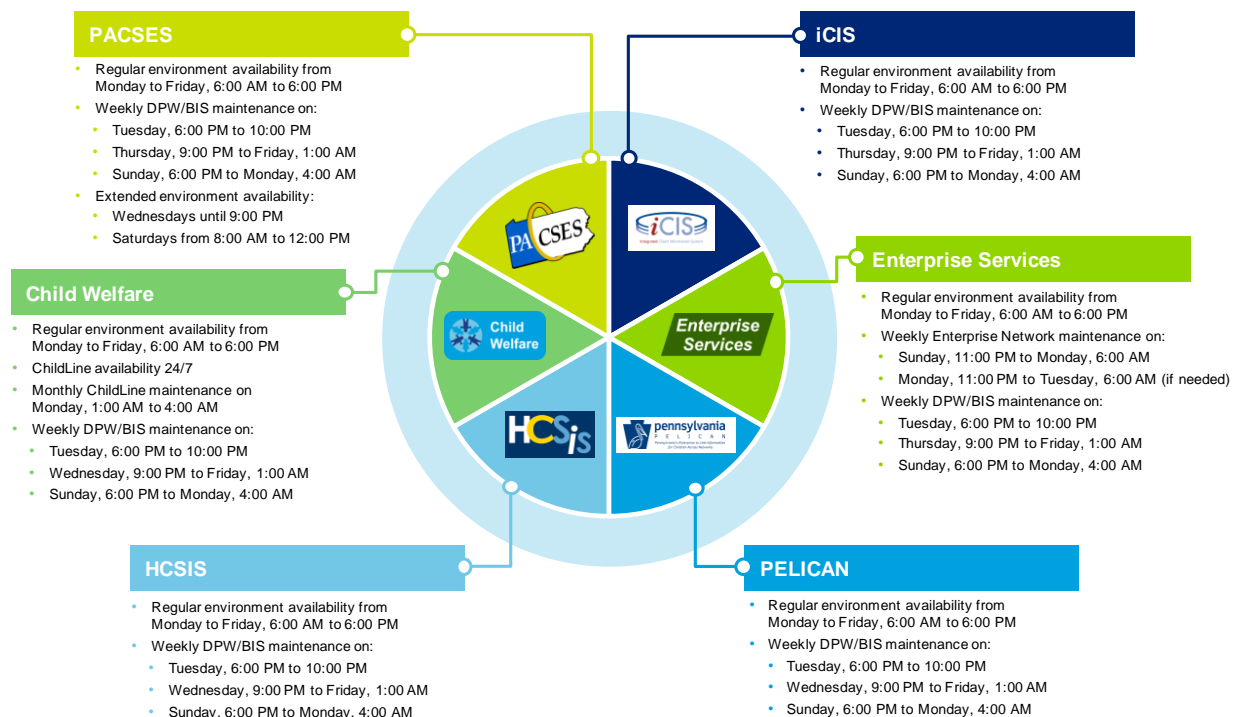# Our Understanding of Contract Standard Requirements

We understand that the intent of establishing Contract Standards is to promote the successful delivery of maintenance, operations and modification services to the suite of DPW systems. These measurements outline a focus on the timeliness and quality of the activities that are required by the contract, and provide DPW with a reliable standard by which Deloitte can be evaluated. Furthermore, they provide us with a vehicle by which we can identify areas for improvement, as well as prioritization and alignment of resources across the systems and teams. We have carefully reviewed the SLAs in Appendix K and the following presents our understanding the RFP Service Level Agreements:

- **Service Desk Management.** Deloitte recognizes that the first point of contact for handling incidents generated by end users. Due to interactions with the users of the system, many of the SLAs for Service Desk Management focus on the quality of service provided to the requestors. These SLAs will be tracked and reported upon by the Lots 3 and 5 vendors.

- **Release Management.** Deloitte approach focuses on the support of the business achieved through the quality of the development, configuration, delivery and distribution of both software and hardware. Release management is directly related to the proper planning throughout the Systems Development Life cycle, and provides protection of the production environments and associated services. We understand the four key metrics through this contract that the Department has identified in this area:

  - **Product Quality.** Deloitte supports the quality of the product developed by the team; measured by the percentage of business and technical requirements met, severe problems generated per release, and the number of emergency software releases required.

  - **Project Management.** Deloitte gauges project management effectiveness; this area measures overall adherence to schedule, cost estimation accuracy and the ability to produce deliverables on time.

  - **Process Management.** Deloitte recognizes that process has a major impact upon quality, thus measuring the process activities through the lens of SW-CMM assists organizations in creating quality products. This area focuses on measuring defect density and compliance to defined/published standards and policies.

  - **Post-Production Outcomes.** With a focus on successful deployment and return on investments, Deloitte measures this area to confirm that the expected outcomes are realized, which are determined by measuring the percentage of business and technical outcomes.

- **Availability Management.** The ability of end users to use the systems developed is directly impacted by the overall availability of those systems; it is critical that they are up and accessible during required periods. Deloitte supports key measurements for this area such as the Software Business Availability and the Batch Processing Completion Accuracy.

- **Contract Management.** The Department has identified two key programs that represent contractual obligations and must be measured during the life of the contract: the Disadvantaged Business and Contractor Partnership programs. Deloitte works with DPW to measure both of these areas as SLAs relating to compliance.

SLAs are Important for DPW's Mission Critical Systems

When dealing with mission-critical systems that have significant ongoing operations management requirements, such as those within the DPW suite of applications, it is important to have a sense of confidence that the vendor providing key support and development services is effective in their duties. Through our years of working with DPW's systems, we fully recognize the need to maintain application availability in order to deliver the critical services and benefits to the needy people of Pennsylvania. With more than one in every 10 people of Pennsylvania being impacted by DPW's mission critical systems, it is important to maintain a reliable production application for the workers to deliver these benefits and services.

PACSES
- Regular environment availability from Monday to Friday, 6:00 AM to 6:00 PM
- Weekly DPW/BIS maintenance on:
  - Tuesday, 6:00 PM to 10:00 PM
  - Thursday, 9:00 PM to Friday, 1:00 AM
  - Sunday, 6:00 PM to Monday, 4:00 AM
- Extended environment availability:
  - Wednesdays until 9:00 PM
  - Saturdays from 8:00 AM to 12:00 PM

Child Welfare
- Regular environment availability from Monday to Friday, 6:00 AM to 6:00 PM
- ChildLine availability 24/7
- Monthly ChildLine maintenance on Monday, 1:00 AM to 4:00 AM
- Weekly DPW/BIS maintenance on:
  - Tuesday, 6:00 PM to 10:00 PM
  - Wednesday, 9:00 PM to Friday, 1:00 AM
  - Sunday, 6:00 PM to Monday, 4:00 AM

HCSIS
- Regular environment availability from Monday to Friday, 6:00 AM to 6:00 PM
- Weekly DPW/BIS maintenance on:
  - Tuesday, 6:00 PM to 10:00 PM
  - Wednesday, 9:00 PM to Friday, 1:00 AM
  - Sunday, 6:00 PM to Monday, 4:00 AM

iCIS
- Regular environment availability from Monday to Friday, 6:00 AM to 6:00 PM
- Weekly DPW/BIS maintenance on:
  - Tuesday, 6:00 PM to 10:00 PM
  - Thursday, 9:00 PM to Friday, 1:00 AM
  - Sunday, 6:00 PM to Monday, 4:00 AM

Enterprise Services
- Regular environment availability from Monday to Friday, 6:00 AM to 6:00 PM
- Weekly Enterprise Network maintenance on:
  - Sunday, 11:00 PM to Monday, 6:00 AM
  - Monday, 11:00 PM to Tuesday, 6:00 AM (if needed)
- Weekly DPW/BIS maintenance on:
  - Tuesday, 6:00 PM to 10:00 PM
  - Thursday, 9:00 PM to Friday, 1:00 AM
  - Sunday, 6:00 PM to Monday, 4:00 AM

PELICAN
- Regular environment availability from Monday to Friday, 6:00 AM to 6:00 PM
- Weekly DPW/BIS maintenance on:
  - Tuesday, 6:00 PM to 10:00 PM
  - Wednesday, 9:00 PM to Friday, 1:00 AM
  - Sunday, 6:00 PM to Monday, 4:00 AM

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Figure 9-2. Mission Critical System Availability Requirements.
Deloitte understands the need for mission-critical systems to be available to the users and customers of the Department and embrace the use of SLAs to measure our performance in meeting these availability needs.

Consistent with ITIL and CMMI principles, Deloitte believes that the most effective way of accomplishing SLA measurements is through the development of metrics that provide insight into Deloitte's performance and the overall health of the systems involved. For DPW, SLAs also provide insights into the overall ability of Deloitte to execute on continuous improvement plans (declining trends in SLAs can be an indicator of improvement in process and development activities), capacity and demand management (grow or reduction in ticket and change request backlogs are an indicator of shifts in demand), and learning and development (in identifying those areas where departments, support and development teams, and/or users require additional training or familiarization in the applications).

SLAs represent an 'agreement' between the Deloitte and DPW; Deloitte brings an established methodology and framework to implement, maintain, measure, evaluate, report, and revise the measurements throughout the life of the contract. Since 2006, Deloitte has provided services to the Department using SLAs that we collaboratively developed and agreed upon to measure our team's effectiveness in providing maintenance and support services. Through this contract, based on the new SLA requirements, we propose additional automation to enable the tracking and monitoring of SLAs.

Apart from this, consistent with CMMi Level 3 standards, Deloitte views SLAs not only as a contractual agreement, but also as a measurement tool used to improve our performance and quality control efforts.

We are confident in our ability to execute upon the requirements in the RFP and therefore welcome the opportunity to measure our performance through a Service Level Agreement framework. These measurements will highlight the value our delivery model provides and allow for continuous improvement of our services.

Features	Benefits
An industry standard Service Level Framework that is iterative in nature	• Provides flexibility in the definition and implementation of SLAs; drives value in the organization by understanding our overall performance
Prior established SLAs that have been measured for years	• Begin measuring performance promptly; the model can be easily incremented with other SLAs
CMMi and ITIL Focused	• Fully integrated with CMMi and ITIL frameworks to support assessments at higher levels
An understanding of the systems involved	• Helps to clarify the importance behind the SLAs and their efficacy in measuring performance and avoids misunderstandings of what the expectations are for measurements

Features	Benefits
Robust Tools with Reporting Capabilities	• Our Project Management Center (PMC) too allows for the process management of support and development and provides reporting on key SLAs

Figure 9-3. Features and Benefits.

9.1 Service Level Agreements within the Scope of Our Services

9.1
Service Level
Agreements within
the Scope of
Our Services

9.2
Commonwealth
Minimum SLAs

9.3
Ramp Up to SLA
Management

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II	Page II-9	RFP Reference: II-6. Contract Standards

Offerors should identify specific Service Level Agreements (SLAs) they would envision providing within the scope of services in their proposal.

The initial standards that we propose are SLAs/SLOs that we have been using and meeting successfully in the current contracts since 2006. These SLAs/SLOs were jointly and implemented as a means to monitor ongoing systems performance and as a measure of success. Furthermore, they provide a check and balance for missions critical systems. The following table describes these existing SLA/SLOs in view of those that are applicable to Lot 7, and the ones that Deloitte proposes that we continue to measure in this new contract; **effective day 1 of the contract:**

Have you heard? 🔊

Deloitte successfully delivers against established SLAs in states similar in size and complexity to PA such as TX, CO, WI and FL

Continuing Service Level Agreements

SLA #	Deloitte Description of SLA	Target	Evaluation Period
SLA #1	**Online Application Availability.** Measures the availability of the applications to support productive use by workers during core business hours.	99.8% application availability during core business hours (6 AM – 6 PM; M-F)	Evaluated Monthly/Reported Quarterly
SLA #2	**Batch Cycle Time.** Measures the completion of critical batch cycles to be completed before the beginning of core business hours for the next business day. This is to avoid impacting online availability and performance during those core business hours.	0-days each month critical batch cycle impacts online availability	Evaluated Monthly/ Reported Quarterly
SLA #3	**MBE-WBE Participation.** Measures MBE-WBE utilization with proposed utilization as per the proposal.	100% of commitment	Quarterly

Figure 9-4. Continuing SLAs Provided by Deloitte that are Applicable to Lot 7.

Continuing Service Level Objectives

SLA/SLO #	Description	Evaluation Period
SLO #1	**Acceptance Test Tracking** Create a learning organization where defects and missed requirements are identified earlier	Quarterly
SLO #2	**Online Performance** Support efficient application processing for application users (transaction times).	Quarterly
SLO #3	**Estimation Proficiency** Improve estimation methodology for the Department	Quarterly
SLO #4	**Documentation for Application Modification** Accurate documentation of applications	Quarterly
SLO #5	**Application Maintenance – Correction of Production Emergencies** Implement corrective action or submit corrective action plan no later than 24-hours after notification.	Quarterly
SLO #6	**Application Maintenance – On-site/On-call Technical Support** Respond within 3 hours of request for assistance	Quarterly
SLO #7	**Application Maintenance – Documentation for Application Maintenance** Preparation and maintenance of system documentation, user and provider manuals, and any other documentation required for enhancements that are moved into production	Quarterly
SLO #8	**Application Modification – Documentation for Application Modification** Preparation and maintenance of system documentation, user and provider manuals, and any other documentation required for enhancements that are moved into production	Quarterly

Figure 9-5. Continuing SLOs Provided by Deloitte that are Applicable to Lot 7.

Since these measurements are already established with processes and tools for the gathering of source data, we continue them starting day one of the new contract. We will also apply these measurements to the Child Welfare applications to be effective after the Orientation and Knowledge Acquisition period.

9.2 Commonwealth Minimum SLAs

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II	**Page II-9**	**RFP Reference: II-6. Contract Standards**

The Commonwealth has developed a set of minimum SLAs the Offeror will need to adhere to in order to be in good standing on the contract. All pricing submitted through the Pricing Submittal will need to reflect these SLAs. The SLAs will be reviewed monthly by the DPW Contract Administrator to identify any issues requiring immediate attention, and will be reviewed again during the quarterly meetings between the DPW Contract Administrator and the Offeror. Please refer to Appendix K for the Draft SLAs.

The Department has set forth in Appendix K a proposed set of Service Level Agreements for measurement of the Lot 7 provider's effectiveness; it is our understanding, based on the RFP, that these SLAs will be agreed upon during contract negotiations, with an opportunity to reevaluate the effectiveness of the SLAs on an annual basis. We will also review the current SLAs/SLOs against the new ones and determine approach and to finalize the list of SLAs for integration into the new contract.

Have you heard?

- Under Deloitte's existing contract with DPW we have submitted over 5,000 deliverables/artifacts with over a 99 percent on time compliance with SLOs

Our pricing submittal has been created taking into consideration in principle the supporting of these SLAs. We plan to review our performance against these SLAs on a monthly basis with the DPW contractor administrator, and to take action on any issues that require our immediate attention. In addition to this, we understand, and agree to, the requirement to meet on a quarterly basis to further review the adherence to the SLAs

Deloitte plans to use our Service Level Methodology as part of ITIL for the identification, definition, management, and review of Service Levels in an iterative feedback loop. In this way, we are continually measuring and improving our adherence to the SLAs and monitoring their effectiveness as a management tool.

| **Appendix K**	**Page 4**	**RFP Reference: Service Level Agreements Addendum 4**

Contractor Responsibility: It is the Offeror's responsibility to establish the necessary methodologies, procedures, tools (if required) to measure, track, monitor, report and take corrective measures/actions to ensure compliance with all mutually agreed upon service level requirements.

We view SLA management as a process that is repeatable; essentially, SLAs measure work performance and promote continuous improvement while providing DPW with insight into the quality, efficiency, and timeliness of the overall service delivery.

Deloitte's Service Level Framework has been developed as an iterative process that is responsive to service delivery performance as well as changes in the business and system environment. Our proposed PMC tool allows us the ability to effectively report out on SLAs and to provide an early-warning mechanism for potential SLA violations, which allows our team to take proactive actions to resolve issues when required.

Methodology

Our Service Level Management (SLM) method is consistent with the ITIL discipline of 'Service Management', which provides the guidelines for the identification, monitoring and reviewing of the services provided. Its' foundation is upon Deloitte's SLA management processes (Identify, Define, Manage, Review and Feedback) and integrated with the key processes for maintenance and modifications.
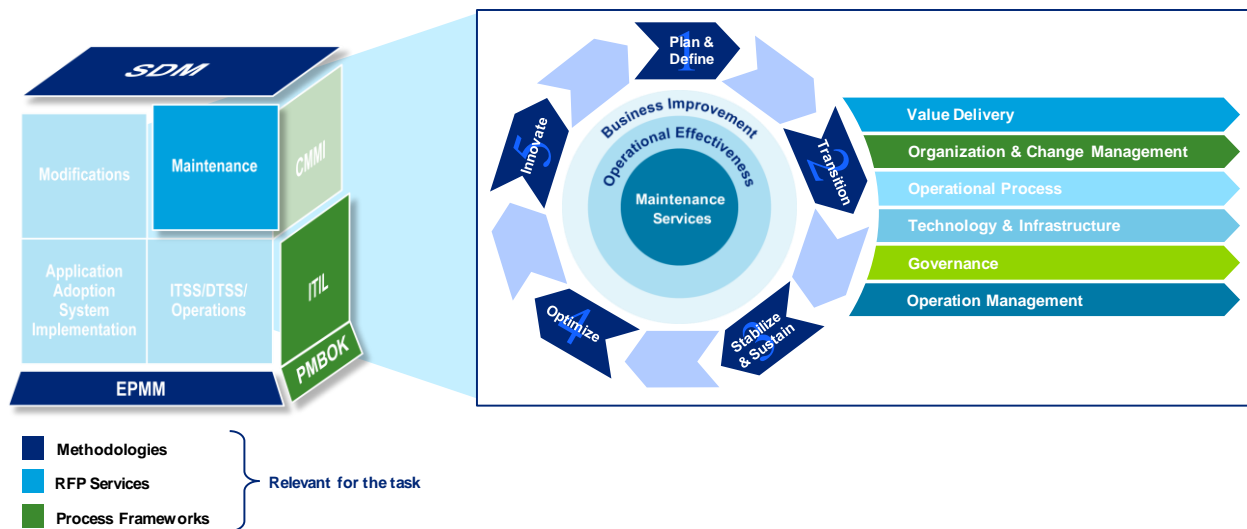
PA_DPW-162a_7

Figure 9-6. Service Level Management Methodology.
Our SLA methodology is seamlessly integrated into our overall delivery capabilities and provides the foundation for our maintenance and modifications activities for DPW.

SLM augments DPW System Development Methodology (SDM) and is fully integrated into our Application Maintenance Methodology (AMM) which was the original basis for the DPW SDM based methodologies. We focus on continuous IT improvement and business outcome enablement through effective maintenance processes and tools. Our methodology is iterative in nature in order to provide a constant evaluation loop by which we refine and improve the processes we used to monitor, manage and report on SLAs.

Approach and Procedures

At the core foundation of our approach to SLA management are the frameworks driven by CMMI, ITIL and EPMM. We integrate Service Level 'thinking' and 'doing' into each of our processes that involve maintenance, modification, communications, change control and reporting; Service Level management thus becomes a key component of the tasks we perform, and not a separate discipline on its own.
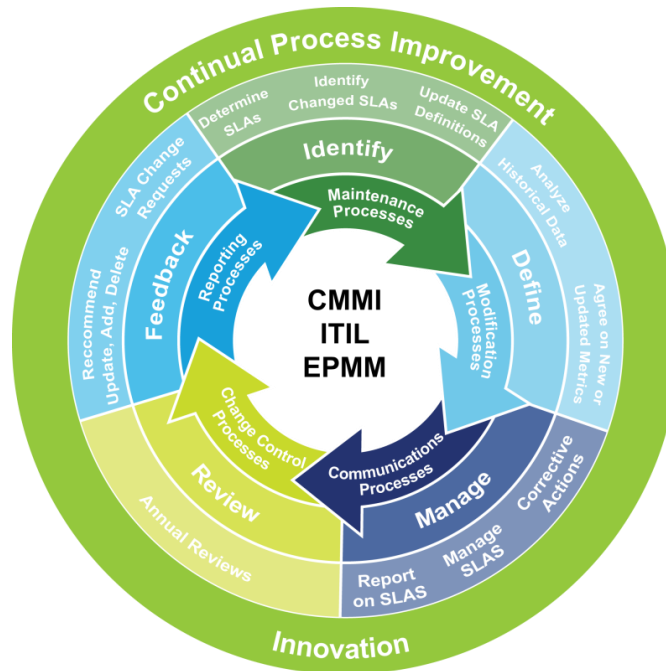
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Figure 9-7. Deloitte's Integrated SLA Approach.
Deloitte uses an integrated approach with a core foundation that standardizes our SLA measurement processes for DPW.

Our framework for management of SLAs focuses on the planning for and definition of SLAs up front in order to clearly understand what is being measured. The on-going management of the metrics is rounded out with and annual review that provides feedback on the effectiveness of the SLAs. As this is an iterative process, the loop is completed with new/updated SLAs feeding back into the planning/definition process.

Our approach consists of five major industry standard processes: Identify; Define; Manage; Review; and Feedback.

Identify. Our methodology begins with a process to identify the Service Level Agreements utilized in the course of the contract. As per Appendix A, we will begin with the draft SLAs that have been presented and will be agreed upon during contract negotiations. Furthermore, since this is a repeatable process, any potential SLAs that are determined to be added to the framework during the course of the regular review cycle will be processed through this step.

Key activities that occur during the process are:

Determine SLAs	Identify Changed SLAs	Manage SLA Definitions

Define. We will use the format from *Section 7*, page 5-6 of Appendix K to create SLA definitions. During the 'Define' process, each of the SLA criteria will be reviewed and agreed upon by DPW and Deloitte, documented, and then implemented. There are two main activities involved in the process:

Analyzing Historical Data	Agreement on New or Updated Metrics

Historical data will be gathered to allow both DPW and Deloitte to make a determination about realistic targets to set for each of the new SLAs, or for the revision of existing SLAs. When defining new SLAs or re-scoping existing ones, we can use the following criteria to determine their fit within the provided services:

- They are defined with sufficient clarity so DPW and Deloitte both understand what is being measured
- The measurements are meaningful and provide value to the end user
- Accountability for adherence to the measurements is defined and specific roles in relationship to the measurements are outlined
- They can be maintained in light of any ongoing design and development activities, resource availability, and other activities
- A framework is agreed upon and established to track and analyze inquiries received for each service level (e.g., support level, type, resolution time)
- Confirmed baselines are developed for each service level
- Full impact of the service level upon end users and associated groups are defined and understood
- They are measurable and realistic, given the current and future environment

Manage. The Deloitte team will continually monitor the SLAs through the course of the engagement. Presently we have a number of tools deployed for DPW that we use to manage the measurement of the SLAs; however, we are proposing the use of Project Management Center (PMC), an overarching management tool to meet this need. PMC is used to manage the adherence to SLAs, and is a fully functional support/modifications process manager that contains trouble ticketing functionality, pre-developed workflows, proactive SLA alerts, robust reporting, and a customer-facing portal for the inputs of tickets and tracking of progress. The team will perform the following management activities:

Report on SLAs	Manage SLAs	Corrective Actions

Review. As per the request in the RFP, we review SLA performance on a monthly and quarterly basis, while also participating in annual scoping activities that will determine if adjustments to existing SLAs and/or the development of new SLAs are warranted.

Monthly and Quarterly Reviews	Annual Scoping

Feedback. Our method emphasizes periodic reviews of SLAs to determine their efficacy for accurately measuring performance; our assumption is that this will be a component of the annual scoping and planning effort. We collaborate with DPW to determine what SLAs continue to be accurate and if there are changes required to the goals/targets. Deloitte will provide the source data to facilitate the discussion and collaborate with DPW on decisions relating to changes in the SLA framework. There are two main activities involved in the Feedback process:

Recommend Updates, Adds and Deletes	Perform SLA Change Requests

Tools

We will implement our Project Management Center (PMC) tool for use supporting DPW. PMC is built on HP's Project and Portfolio Management (PPM) software and provides a centralized platform to manage all phases of a project: delivering preconfigured dashboards for project startup, predefining workflows, providing easy accessibility and information-sharing among all parties, and producing real-time reports.

The Process Manager component of PMC is an ITIL-compliant enterprise application for IT that includes a set of proven products to support key IT processes and functions. It includes process automation, workflow management and allocation. Benefits include seamless integration of maintenance and modification activities, transparency in project development and efficient monitoring of support activities and projects through dashboards.

Process Manager has been utilized by several of Deloitte's clients for application management services: in fact, the PM tool is presently being deployed for the **Pennsylvania Liquor Control Board** in order to enhance their incident management capabilities. Although we will tailor the tool for use in the DPW environment, the tool offers a number of features directly "out of the box" for installation and use:

- **Standard Reports.** That can be deployed without delay include: Tickets opened/resolved by period (daily, weekly, monthly), Ticket aging report, Average time to respond by priority by period, SL adherence, and Tickets by Resolution type. These reports can be run automatically or on demand.

- **Standard Dashboards.** Out-of-the-box dashboards include SLA status, pending releases, open tickets, idle tickets, ticket rework, known issues, critical requests, and work assignment queues. The dashboards have graphical charts, lists, and summary data views and users can customize their dashboards.

- **Workflow Driven Processes.** For processes such as problem and incident management, change control, and configuration management.

- **Customer Facing Portal.** Can be implemented to provide DPW with a direct view from their web browser into the Process manager; through this the Department can have access to information about open tickets and SLA information "on demand."

Process Manager provides out of the box, robust reporting capability that can be tailored for DPW's requirements. Overall, PM has over 90 reports available that cover aspects of maintenance and modifications, of DPW including:

Time and Resource Reports			
Resource Load Report	Actual Time Summary	Utilization	Daily Utilization
FTE Actual Hours	Delinquent Time Sheets	Time and Expense Report	Request Time Detail
Resource Time Extract	Time Sheet Details	Time Sheet Summary	Work Allocation Details
Resource Load Report by Priority	Work Allocation Details		
Project Management Reports			
Delivery of initial assessment	Forecast v. Actuals	Package details	Package History
Pending Package Reports	Release Detail	Release Notes	Project Cost Breakdown
Project Cost Details	Baseline Comparison Report	Initial Assessment Backlog	Package Impact Analysis Report
Request Detail	Request History	Request Quick View	Request Summary
Demand Creation History	Satisfied Demand History		
Quality Reports			
Enhancement Quality	Enhancement Defects	End to End Incident Resolution Time	Rework Reports
Quality Reports			
Objects/Environments Detail Report	Operational Initial Assessment	Compare Custom Database Setup	Compare File system Environments
Environment Group Detail Report	Environment Comparison by Objects Migrated Report	Distribution Detail Report	Object History Report
Environments/Objects Detail Report	Environment Detail Report	Environment Comparison Report	Compare Oracle Environments

Figure 9-8. Reports Available from Process Manager Tool.
Our process manager tool has a robust set of reports available for use on the project.

If DPW desires, reporting data that is maintained in the database can be extracted to Excel for use in other applications as required.

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K	**4**	**RFP Reference: Service Level Agreements Addendum 4**

The Offerors must provide a detailed monthly SLA dashboard report to the DPW Contract Administrator outlining SLA outcomes and violations.

Deloitte provides a monthly detailed dashboard report based upon the requirements in Appendix K, *Section 8, SLA Reporting Format,* and as a result of contract negotiations. According to the department's requirements, there are three main reports that are required; we have provided samples of the reports below:

SLA Metric Details Report. This section presents information that details the SLAs for the month, including status of **green** (in compliance), **yellow** (within 5 percent of exceeding threshold), **red** (exceeded the threshold limit) and **blue** (metrics in question). In addition it provides for the reporting on credit assessments for the month. We also include on this report additional space for comments and notes for the meeting with the contract administrator. The following example is for Release Management SLAs; other SLAs will follow the same format:

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Figure 9-9. Example of Deloitte's SLA Metrics Detail Report.
A detailed report that provides insight into the measurement of each of the individual SLAs.
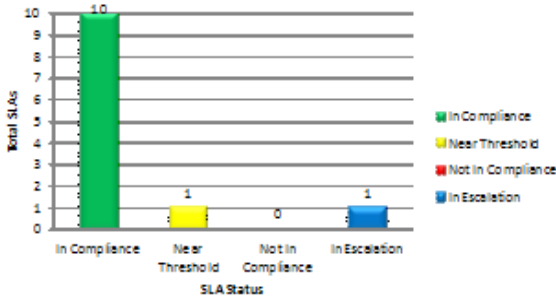
SLA Metric Executive Summary Section. This is a "at a glance" view of SLAs by category; for Lot 7 the categories will be Release Management, Availability Management and Contract Management. Included in the report are summaries of the credits assessed for each of the categories:
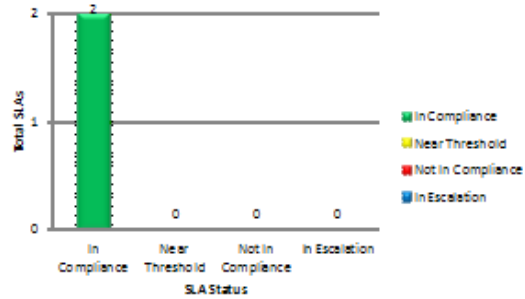
SLA Metric Executive Summary – August, 2010

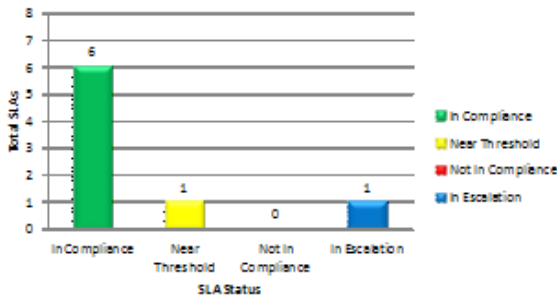| Category	Aug '10	YTD	Contract
Release Management	$ 8,500	$ 9,700	$ 10,576
Availability Management	$ -	$ 500	$ 500
Contract Management	$ -	$ -	$ -
Totals	**$ 8,500**	**$ 10,200**	**$ 11,076**

SLA ID	Name	Aug '10	YTD	Contract
AM-01	Business Availability	$ -	$ -	$ -
AM-02	Batch Processing	$ -	$ -	$ -
	Totals	**$ -**	**$ -**	**$ -**
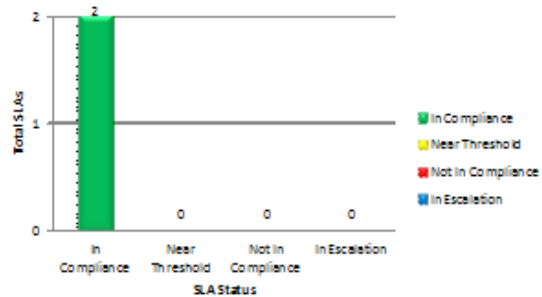
SLA ID	Name	Aug '10	YTD	Contract
RM-01	Project Schedule	$ -	$ -	$ -
RM-02	Project Cost	$ -	$ -	$ -
RM-03	Project Deliverables	$ -	$ -	$ -
RM-04	Functional Requirements	$ 8,500	$ 8,500	$ 8,500
RM-05	System Requirements	$ -	$ 1,200	$ 2,076
RM-06	Production Release Error Rates	$ -	$ -	$ -
RM-07A	Emergency Software Releases (post deploy)	$ -	$ -	$ -
RM-07B	Emergency Software Releases (recurring)	$ -	$ -	$ -
	Totals	**$ 8,500**	**$ 9,700**	**$ 10,576**

SLA ID	Name	Aug '10	YTD	Contract
CM-001	Disadvantaged Bus.	$ -	$ -	$ -
CM-002	CPP	$ -	$ -	$ -
	Totals	**$ -**	**$ -**	**$ -**

PA_DPW-1119_2

Figure 9-10. SLA Executive Summary.
An 'at a glance' view across all SLAs so that DPW executives can quickly ascertain the status of our performance measures.

SLA Metric Status Evaluation and Resolution Section. For SLAs that are "red" or "yellow" in status this report will be used to present the description of the issue related to the SLA and the corrective actions to be taken:

Figure 9-11. SLA Metrics Status Evaluation and Resolution Section.
Focuses on the overall status of those measurements that require additional attention.

We will use the current SLA/SLO report as a starting point for reporting in the new contract.

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

During the annual re-scoping period or as directed by the Contract Administrator, the Offerors shall work with the Department to propose new SLAs, revise existing SLAs, and review trends and bench marks to align SLAs as required to support ITIL service/process improvement initiatives and ensure SLA metrics are quantifiable, measurable, realistic, and value added.

As a continuous improvement activity, we coordinate with DPW for annual re-scoping of SLAs and provide information (SLA performance, raw data) that will support the discussions concerning adds/changes/deletes of SLAs. Additionally, we will be responsive to requests directed by the contract administrator to modify SLAs, if required. This activity ties directly into the 'Define' process of our SLA framework outlined in a prior section.

As part of the annual scoping process we envision a discussion between DPW and Deloitte that would frame out additions, changes, deletes and modifications of SLAs for the upcoming contract year. The process steps will be as follows:

- **Proposal of New SLAs.** An opportunity for either DPW or Deloitte to recommend new SLAs for inclusion into the SLA framework. These are usually driven by changes in application, new functionality, business environment shifts, or a desire to measure our performance in a different area.

- **Revise Existing SLAs.** We will perform a review of existing SLAs, supported by historical data, to assist DPW in the determination of any changes required to the SLA set. These can include changes to: the description, scope/timeframes, threshold levels, formula, contractor and customer responsibility, frequency, techniques and tools, required reports, and other pertinent information from the SLA format.

- **Review Trends and Bench Marks.** Deloitte will provide reports on the trending of existing SLAs to allow for determination of the effectiveness of the SLA. Furthermore, through our experience with other projects and access to major IT analysts (e.g. Forrester, Gartner), we will bring SLA and IT benchmarks that can be used to determine how the current SLAs compare to overall industry standards.

- **Alignment with ITIL.** We will review SLAs to determine if the SLAs are congruent with the ITIL framework and process improvement initiatives, specifically focusing on the Service Level Management (SLM). As DPW defines and implements ITIL SLM policies, procedures and processes, the SLAs must align with the direction of these efforts. Furthermore, the SLA documentation must be updated with changes/adds/deletes to the existing SLA set in order to maintain a current document of the services being provided. Deloitte has a broad base of experience helping our clients take an ITIL-focused view of their support function, and we will bring this expertise to support DPW.

- **Validation of SLAs.** After the above information is gathered, reviewed, documented, and agreed up, the final step in the process is to perform an end to end review of the SLAs to determine if they are quantifiable, realistic and provide value to the relationship between DPW, its customers, and Deloitte.

Upon agreement between DPW and Deloitte concerning changes to the SLA framework, we will develop an implementation and change plan to effect the requested modifications. Changes and additions to the SLAs must take into consideration the fact that our ability to meet the proposed SLAs will be directly impacted by the number of resources procured by the department and your prioritization of our activities. This plan will be reviewed with the DPW Contract Administrator and the Deloitte Contract Administrator, and we will manage communications with other lot vendors if the changes should impact their operations.

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Upon request from the DPW Contract Administrator, the Offeror must provide supporting SLA documentation (i.e., systems and/or service: logs, records, files, formal correspondence, or other related information) to the DPW Contract Administrator within three business days of a request.

We will provide supporting SLA documentation as required to the DPW Contract Administrator. DPW will have transparency into our SLAs; presently, as part of our monthly reporting, we provide information on the source data for the SLAs/SLOs that are being measured.

For existing SLA/SLOs the available data is:

Existing SLAs and SLOs		
SLA ID	**Name**	**DPW Source Data/Documentation**
SLA #1	Online Application Availability	Shared Services monthly interruption log
SLA #2	Batch Cycle Time	Shared Services scheduling report; OPCON
SLA #3	MBE-WBE Participation	Timesheets approved during the reporting period
SLO #1	Acceptance Test Tracking	Presently in ATS; future in PMC
SLO #2	Online Performance	Concord report; Network, client and Server Response time
SLO #3	Estimation Proficiency	Work orders, TTS
SLO #4	Documentation for Application Modification	DPW PMO Document repository
SLO #5	Application Maintenance – Correction of Production Emergencies	Presently ATS and Application Implementation Request; future will be with PMC
SLO #6	Application Maintenance – On-site/On-call Technical Support	This is based upon response times
SLO #7	Application Maintenance – Documentation for Application Maintenance	VSS and DPW PMO Document Repository
SLO #8	Application Modification – Documentation for Application Modification	VSS and DPW PMO Document Repository

Figure 9-12. Source Data for Existing SLAs.

Based upon the proposed SLAs from Appendix K, we are projecting gathering data for the new SLAs from the following areas:

New SLAs		
SLA ID	**Name**	**DPW Source Data/Documentation**
RM-01	Project Schedule	Approved project plan compared to final delivery date
RM-02	Project Cost	Approved work order, final costs, variance summary from the completion letter
RM-03	Project Deliverables	Artifacts register
RM-04	Functional Requirements	BRD, pre-prod test and defect results and post-prod operations results
RM-05	System Requirements	SRD, pre-prod test and defect results and post-prod operations results
RM-06	Production Release Error Rates	ATS
RM-07A **RM-07B**	Emergency Software Releases	ATS
AM-01	Business Availability	Monthly Outage Report
AM-02	Batch Processing	Opcon
CM-001	Disadvantaged Business	Annual DB Target v. Actuals
CM-002	Contractor Partnership Program	Quarterly Compliance Report

Figure 9-13. Source Data for Existing SLOs.

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Upon request from the DPW Contract Administrator, the Offeror must provide a corrective action plan within five business days regarding non-compliance or inaccurate reporting of SLAs.

Deloitte understands the Corrective Action Plan (CAP) process described in the RFP, and will comply when there is a need of non compliance or inaccurate reporting of SLAs.

During our ten years of service as DPW's modification and maintenance vendor we have never have been required to provide a corrective action plan related to SLAs

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The Offeror must provide the Department access to their SLA systems, tools, and reports.

We acknowledge and agree. We have discussed our systems, tools, and reports earlier on pages 9-8 through 9-17, DPW will have access to our SLA systems, tools and reports we use for our Lot 7 activities.

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The Offeror must establish all required SLA methodologies, procedures, and tools (if required) to measure, track, monitor, and report on SLA metrics during the transition period. All SLA methodologies, procedures, and tools (if required) to measure, track, monitor, report SLA metrics must be fully operational at the end of the transition period. Specific Offeror responsibilities for each SLA will be outlined in (Section 8).

Beginning on page 9-8 though 9-17 of this section, we have discussed our SLA methodology, procedures and tools. Our plan is to have our methodology and supporting tools fully implemented during the orientation and knowledge acquisition period. However, for existing SLAs/SLOs we will commence measurements and reporting from the first day of the contract, and integrate Child Welfare after the Orientation and Knowledge Acquisition period.

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SLA Escalation Procedures: When SLA violation occurs (specific SLA threshold(s) are exceeded during a reporting period), the Offeror must notify the DPW Contract Administrator formally in writing within one business day of the discovery. All disputes between the customer and Offeror pertaining to: 1) Agreement on a threshold violation occurrences, 2) Accuracy of SLA reports, or 3) SLA damages; must be escalated to the DPW Contract Administrator for review and resolution.

Although we view SLA violations as rare events, Deloitte recognizes that there are occasions where SLA violations do occur. Our maintenance, operations and modifications teams take a proactive approach in the monitoring of SLAs in order to predict when a potential failure could occur; this allows for rapid communications and evaluations of the impact of a failure. There are a number of ways that the proposed SLAs can be effectively monitored:

- **Release Management.** These SLAs focus on the effectiveness and quality of the project team when developing solutions to be deployed. Throughout the life cycle of the work orders, the teams are responsible for the reporting on the project plan and associated costs for the development activities, and it is incumbent upon the project manager to identify risk areas and use Earned Value Analysis techniques to identify potential schedule and cost SLA violations. Additionally, the test manager is responsible for the daily reporting on the status of testing in each environment, which provides project leadership with an insight into the quality of the code that is being tested.

- **Availability Management.** Our maintenance teams actively monitor their respective systems for outages and take immediate corrective actions. Furthermore, ITSS has established a process by which emails are sent to alert the staff and leadership concerning batch processing and application availability issues on a 24x7 basis.

- **Contract Management (DBE, CPP).** Deloitte has established a process by which timesheets are reviewed for adherence to the disadvantage business program and support of CPP. When we identify that we are potentially encountering a situation where the SLA could be in non-compliance, the leadership team meets to take proactive action and develops a plan to correct the issue and identify roles on the projects that MBE/WBE resources can be deployed.

Through the use of our contracting mechanism, Deloitte is able to quickly identify qualified resources and staff them on open roles.

If, however, a violation does occur, Deloitte will notify the Department in writing within 5 business days, or a mutually agreed upon time frame of the event. Included in this notification will be the SLA that is being violated, the cause for the violation, corrective actions being taken to resolve the issue, identification of an owner of the issue, and a due date for resolution. The Deloitte contract administrator will then be the single point of contact for DPW for information related to the issue.

The Deloitte Contract Administrator will also be responsible for weekly reporting to the Department on the status of active issues, as well as SLAs that have issues and could potentially be out of compliance at the end of a reporting period. This meeting will also cover discussions concerning any disagreements over thresholds and accuracies of the SLAs and determination of damages.

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SLA Credits: SLAs will have specific credits if thresholds are violated. SLA thresholds and associated credits are specified for each SLA outlined in Section 8. SLA credits shall be paid by the contractor and collected by the Commonwealth by deducting them from the invoices submitted under this Contract or any other contract the Contractor has with the Commonwealth, for noncompliance of SLAs.

We agree in principle to the concept of SLA credits. It is our understanding from Appendix K that final targets and credits for the SLAs will be solidified during contract negotiations. For SLAs that are specific to work orders, a credit will be applied to the specific deliverable invoice. Our monthly invoice for maintenance activities will reflect the reduction in the overall cost for credits relating to maintenance SLAs.

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Nature of Service Level Credits: Service Level Credits shall not constitute liquidated damages for the corresponding failure to perform, and the Commonwealth shall be free to pursue any and all remedies available under the Contract with respect thereto, provided that any such credits actually paid by the Contractor to the Commonwealth shall be offset against any damages awarded to the Commonwealth for claims arising from the corresponding failure to perform.

We agree in principle to the concept of the nature of SLA credits.

Appendix	Page	
K	**6**	**RFP Reference: Service Level Agreements Addendum 4**

SLA Reporting Format: The contractor will provide the DPW contract Administrator with a detailed monthly SLA dashboard report. At a minimum the SLA dashboard report shall include the following elements:

- SLA Metric Details Section: 1) Is segmented by SLA service performance categories/component, and associated component metrics, (i.e., SLA ID, SLA Name, Threshold Level, Actual Metric measure) for the designated reporting period, 2) Records annual SLA metric measures for each month for comparison with totals using the Color Coded Metric Compliance Indicator: (e.g., Green: Metric measure is in compliance, Yellow: Metric measure is within 5-percent of exceeding the predefined threshold limit, Red: Metric measure has exceeded the predefined threshold limit, and Blue: for metric measures that are in dispute), 3) Provides SLA Credit assessment amounts per month (if applicable).

- SLA Metric Executive Summary Section: 1) Graphical representation of the total number of SLAs by category that are in compliance, near threshold, not in compliance, and SLA being evaluated through the escalation process) and 2) SLA Credit assessed to date by particular category SLA service performance categories/component and specific SLA ID.

- SLA Metric Status Evaluation and Resolution section: Outlines the issues associated with metrics that have a status indicator of Yellow or Red and planned corrective actions that will be instituted to ensure compliance.

- Media Required: MS Word Document or PDF.

We discuss the reporting format and provide examples of the Dashboard earlier in this section, beginning on page 9-14.

Appendix	Page	
K	**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:

Based on the information provided in Appendix K, we have identified the following Service Level Agreements desired by the Commonwealth for measuring and monitoring under the Lot 7 vendor contract. The table below highlights the SLAs, and we have also indicated where our existing SLAs match and/or impact the new metrics.

Release Management SLAs

SLA ID	Name	Service Performance Category/Component
RM-01	Project Schedule	Release Management/Project Management

Figure 9-14. Service Performance Category/Component.

Project Schedule is a measurement of our effectiveness in delivering the promised work within the agreed upon timeframes. We understand the work order process presently in use and that the process will continue to be used. Furthermore, requested changes by the Department will provide an opportunity for renegotiation of the projected completion times.

The information for calculating the adherence to the project schedule will be gathered from the originally approved work plan, approved changes, and the final date of implementation and approved completion letter. We assume that the definition of 'mission critical' and 'non-mission critical' projects will be established at the commencement of the contract and applied as part of the work order process.

SLA#	Name	Service Performance Category/Component
RM-02	Project Cost	Release Management/Project Management

Figure 9-15. Service Performance Category/Component.

Project cost measures the differences from the final cost compared to the estimated cost at the beginning of a work order. Prior to the commencement of the work the Department and Deloitte will agree to the estimated cost, and approved changes to the requirements and or schedule will require renegotiation of the estimated costs.

The information for calculating the adherence to the project costs will be gathered from the originally approved work order, approved changes, final costs, and the variance summary from the completion letter.

SLA#	Name	Service Performance Category/Component
RM-03	Project Deliverables	Release Management/Project Management

Figure 9-16. Service Performance Category/Component.

RM-03 focuses on the percentage of deliverables provided to the Department within the agreed upon time frame. Similar to RM-01, Project Schedule, there is a difference in the thresholds for 'mission critical' and 'non-mission critical' projects. We will gather the information for this SLA from the artifacts list, which provides information on estimated due dates and actual delivery dates.

SLA#	Name	Service Performance Category/Component
RM-04	Functional Requirements	Release Management/Product Quality

Figure 9-17. Service Performance Category/Component.

Deloitte understands the importance of functional requirements and the direct impact of requirements upon the quality of the product delivered. The key to being able to provide effective requirements is a full understanding and agreement with the Department and the program offices, as well as a communications and integration with the Lot 6 vendor. The source data for the traceability will be derived from the BRD, pre-production test results, and post-production operations results.

SLA#	Name	Service Performance Category/Component
RM-05	System Requirements	Release Management/Product Quality

Figure 9-18. Service Performance Category/Component.

Similar to functional requirements, RM-05 is a foundational aspect of measuring the quality of the product. However, the Department does delineate between 'mission critical' and 'non-mission critical' projects for this specific measure; furthermore, the expected systems requirements source is the systems requirement document (SRD). In addition we will use pre-production testing defect and post-production operations results to measure this SLA.

SLA#	Name	Service Performance Category/Component
RM-06	Production Release Error Rates	Release Management/Product Quality

Figure 9-19. Service Performance Category/Component.

Deloitte understands that introduction of errors into a production environment can have significant impacts upon the functioning of the applications. To be able to successfully adhere to this SLA will require effective testing and defect management throughout the life cycle of development, which prevents errors from progressing through the SDLC. Additionally, establishing a rigorous process to prevent non-compliant code from migration will act as a further gate against introduction of errors into the production environment. We will use information from ATS as the source data for measuring this SLA.

SLA#	Name	Service Performance Category/Component
RM-07 A RM-07 B	Emergency Software Releases	Release Management/Product Quality

Figure 9-20. Service Performance Category/Component.

This SLA has been divided into two categories: RM-07 A, which measures Post-Deployment Production fixes, and RM-07B, which is focused on Recurring Problem Resolution. Post-production software releases are an indicator of quality issues that should have been resolved earlier in the process and can be an indicator of systemic issues within the overall SDLC.

Our goal is to minimize the number of emergency releases by adherence to our maintenance and modifications methodologies and employment of rigorous testing throughout the process. We will measure this SLA by determining the number of emergency releases that are executed during the measurement period, which can be obtained through the ATS system.

Availability Management SLAs

SLA#	Name	Service Performance Category/Component
AM-01	Business Availability	Availability Management/Business Availability

Figure 9-21. Service Performance Category/Component.

The mission critical nature of the DPW business applications makes this SLA a key bellwether of our performance. As mentioned prior in this document, we review availability on a regular basis with the Department and take required actions to facilitate the up-time of the systems. Furthermore, we effectively plan for maintenance windows and system-specific requirements (for example, the PACSES requirement for Wednesday night court).

Our ITSS group produces a Monthly Outage report that will be leveraged to determine the calculation for this SLA.

SLA#	Name	Service Performance Category/Component
AM-02	Batch Processing	Availability Management/Business Availability

Figure 9-22. Service Performance Category/Component.

The DPW suite of applications has significant batch requirements, and Deloitte understands the impacts that batch processing issues can have on overall system availability. In order to meet the timeliness for batch cycle completion, we actively monitor the cycles and notify key personnel via email when a failure occurs so that resolution can be effectively implemented.

Source information for this SLA is derived from OPCON.

Contract Management SLAs

SLA#	Name	Deloitte Approach to Meeting SLA Requirements
CM-001	Disadvantaged Business	Presently Monitoring under our SLA #3 'DBE Participation'
CM-002	Contractor Partnership Program	Measured presently through contract

Figure 9-23. Deloitte Approach to Meeting SLA Requirements.

Deloitte understands the need to measure compliance to both the Disadvantaged Business and Contractor Partnership programs; we have historically met our goals in these areas. Measurements for these SLAs are derived from our annual targets v. actuals, using information from contractor timesheets.

We look forward to the opportunity to discuss the establishment of the SLAs as a tool to improve overall service to DPW.

9.3 Ramp Up to SLA Management

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II	**Page II-9**	**RFP Reference: II-6. Contract Standards**

The selected Offeror will be allowed a 60-day grace period following the Orientation/Knowledge Acquisition period of the contract to "ramp up" services, without scoring on the performance metrics provided in **Appendix K**. After the 60-day grace period, tracking of each of the performance metrics should begin, and the first report shall be due to the DPW Contract Administrator one month after the grace period ends.

With our initial set of SLAs we will begin monitoring of performance from the first day of the new contract. For additive SLAs as a result of the contract negotiations, we will use the 60 day period after the Orientation and Knowledge Acquisition phase to 'characterize' and operate the SLAs. We believe this period if beneficial in order to determine if the targets and goals have been properly set, and also identify any gaps our team might have in terms of tools and processes.

We begin reporting on the existing SLAs within the first month of the new contract period starting day 1, assuming an April 1, 2011 start date, and based upon the RFP we understand that we will monitor, measure and report on the newly established SLAs beginning December 1, 2011.

Tab 10: Emergency Preparedness

II	**Page II-9**	**RFP Reference: II-7. Emergency Preparedness**

To support continuity of operations during an emergency, including a pandemic, the Commonwealth needs a strategy for maintaining operations for an extended period of time. One part of this strategy is to ensure that essential contracts that provide critical business services to the Commonwealth have planned for such an emergency and put contingencies in place to provide needed goods and services. The following questions are to be addressed in the Offerors proposal:

A. Describe how you anticipate such a crisis will impact your operations.

Anticipating Emergency

The Deloitte Office of Security is responsible for closely monitoring events nationwide that can affect our clients' business. We have an effective communication system, both at the office and national levels that alerts our offices in case there is a disaster approaching. This enables us to stay ahead of the situation and prepare our response before the disaster strikes. From a client perspective we prepare for one important question – can we recover from a disaster and provide business continuity to our clients?

Deloitte is prepared to respond:

- Event monitoring to anticipate emergencies

- A structured planning and preparedness approach

- Alternate business locations (three in Harrisburg, 90 throughout the U.S.)

- A mobile workforce with capabilities to communicate and work remotely

- A time tested emergency plan successfully used, for example, in response to the World Trade Center bombing and hurricane Katrina

Responding to Emergency

An emergency situation, including an influenza pandemic that can spread to the human population, has become a global concern. In addition to the threat to human health, the economic impacts of a pandemic, including absenteeism in the workplace or the downstream effects of travel disruption will be significant and widespread. Deloitte understands that a pandemic can impact an organization's ability to mobilize its workforce to provide critical services to the Commonwealth. In response, we have a structured planning and preparedness approach that involves three main aspects: product continuity, human capital continuity, and customer continuity as shown in Figure 10-1.
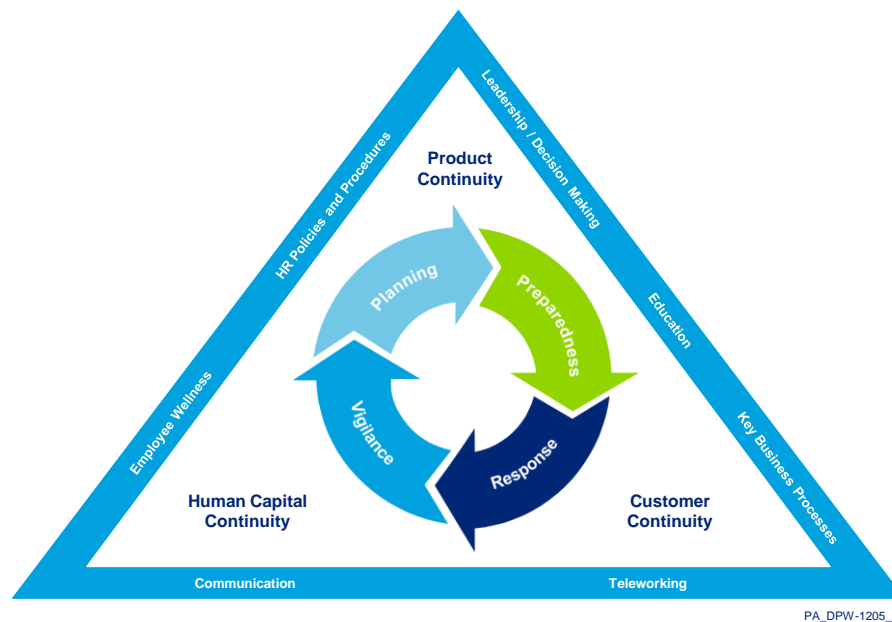

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Figure 10-1. Key Components of our Emergency Preparedness Approach.
Deloitte is well prepared to support continuity of operations should an emergency occur.

We monitor information and news sources regarding natural disasters, spread of viruses, and the progression of human infections that might affect the operation of Commonwealth's critical daily business functions. As the circumstances and facts warrant, we will adjust our plans as needed to meet our clients' needs. Accordingly, there is no "final" plan to prepare for an emergency response in Pennsylvania, but rather a plan that can adjust and adapt to the extent warranted. In that regard, a pandemic planning council has been established to periodically review and recommend updates to the plans of the Deloitte U.S. Entities.

Continuity of Business

Deloitte has three facilities in the Central Pennsylvania area, one in Camp Hill and two in Harrisburg. We plan to use these facilities as our alternate business locations in case one of the facilities has an issue and the employees cannot use it. Moreover, Deloitte has 90 offices within the United States as well as hundreds of locations offshore. We have an industry-leading computer and communications network across the nation, and our practitioners are equipped with laptop computers that can be used from any location. In an emergency situation, Deloitte personnel are prepared to effectively work at a remote location with comparable capabilities as those found in the original project site.

Our employees are equipped with PDAs, which can be used as an emergency substitute when responding to emails and creating or viewing documents and reports. Our critical personnel, who must have connectivity to the Internet at all times, carry a wireless Internet card that allows them to stay in touch with the world from wherever they are.

Employee Training

II	**Page II-9**	**RFP Reference: II-7 Emergency Preparedness**

B. Describe your emergency response continuity of operations plan. Please attach a copy of your plan, or at a minimum, summarize how your plan addresses the following aspects of pandemic preparedness:

1. employee training (describe your organization's training plan, and how frequently your plan will be shared with employees)

At Deloitte, we prepare our employees to effectively operate in the business world where emergencies can arise at any time. Upon joining Deloitte, our employees go through an extensive orientation program where we cover the basic communication methodologies that provide the backbone to our business and provide continued services to our clients. We also provide a full range of training courses available through our online education program that is accessible to our employees worldwide via our internal employee portal, DeloitteNet. Through DeloitteNet we have an established channel to communicate with employees and deliver ongoing training, as necessary, to meet our clients' needs.

Key Personnel and Critical Functions

B. Describe your emergency response continuity of operations plan. Please attach a copy of your plan, or at a minimum, summarize how your plan addresses the following aspects of pandemic preparedness:

    2. identified essential business functions and key employees (within your organization) necessary to carry them out

    3. contingency plans for:

        a. How your organization will handle staffing issues when a portion of key employees are incapacitated due to illness.

        b. How employees in your organization will carry out the essential functions if contagion control measures prevent them from coming to the primary workplace.

We understand your concern that in case of emergencies, the business must continue. For the business to continue key personnel must be available at all times and critical functions must be carried out to provide vital services and support to the citizens of Pennsylvania. We work with our clients on an ongoing basis to keep the list of critical functions current and accordingly prepare our key personnel for upcoming important events in the business cycle.

As described above, our key personnel are prepared to work at alternate remote locations and are able to access the Commonwealth data and applications with the use of web portals, service-oriented technology, virtual meetings, and the use of portable personal computers.

Addressing Staffing Needs

We have a large pool of staffing resources that can be tapped into at short notice. If there is a situation where our employees are incapacitated due to illness, they either work from home if their condition allows them to function, or an alternate resource quickly assumes their position to provide continuity to the project. Our bench strength and strong presence in Harrisburg and other offices in Pennsylvania allows us to quickly provide a solution to any staffing shortage caused by an emergency. We also have an effective recruiting function and a cadre of established business partners that offer additional resources available to us, as needed. Through our pre-approved subcontractor arrangements, we have access to a broad range of staff that we can access quickly to supplement our internal resources, if necessary.

Alternate Communication Strategy

| **II** | **Page II-9** | **RFP Reference: II-7 Emergency Preparedness** |

C. How your organization will communicate with staff and suppliers when primary communications systems are overloaded or otherwise fail, including key contacts, chain of communications (including suppliers), etc.

We believe that communications with the personnel of the Deloitte U.S. Entities and clients will be important in the event of an emergency. In that regard, planning activities provide for targeted and general communications among the Deloitte U.S. Entities and their respective personnel, as well as with vendors, clients, and governmental agencies if a pandemic should begin to impact our business operations. Our critical personnel, who must have connectivity to the Internet at all times, carry a wireless Internet card that allows them to stay in touch with the world from wherever they are. Also, as mentioned above, we use web portals, service-oriented technology, virtual meetings, and portable personal computers and our key personnel are able to access Internet-accessible Commonwealth data and applications with the use of web portals, service-oriented technology, and portable personal computers.

Testing Our Emergency Plan

| **II** | **Page II-9** | **RFP Reference: II-7 Emergency Preparedness** |

D. How and when your emergency plan will be tested, and if the plan will be tested by a third-party.

Our emergency plan is time tested. We have had firsthand experience with contingency planning, as the Deloitte U.S. Entities had to put such plans into action in the past in connection with the bombing of the World Trade Center, the events of September 11, 2001, and hurricane Katrina. Due to the significant uncertainties associated with sudden emergencies, the Deloitte U.S. Entities can make no representations or warranties, nor can they provide any assurances that their plans will be acceptable to respond to any possible consequences, or that the plans of any third parties to deal with a possible flu pandemic are or will be sufficient to address any situations or problems that might arise during a pandemic. The objective of the Deloitte U.S. Entities is to prepare for a possible flu pandemic or other significant emergency based on the information and data that we have at this time, and to modify those plans, as necessary, if we believe conditions or facts may warrant. Each organization develops its own preparedness plan based on its specific circumstances, business functions, and operational factors.

Tab 12: Objections and Additions to Contract Terms and Conditions

| Tab 4 | Tab 5 | Tab 6 | Tab 7 | Tab 8 | Tab 9 | Tab 10 | Tab 11 | **Tab 12** | Tab 13 | Tab 14 |

| **II** | **Page II-12** | **RFP Reference: II-11, Objections and Additions to Contract Terms and Conditions** |

The Offeror will identify which, if any, of the terms and conditions (contained in **Appendix A**) it would like to negotiate and what additional terms and conditions the Offeror would like to add to the standard contract terms and conditions. The Offeror″ s failure to make a submission under this paragraph will result in its waiving its right to do so later, but the Issuing Office may consider late objections and requests for additions if to do so, in the Issuing Office″ s sole discretion, would be in the best interest of the Commonwealth. The Issuing Office may, in its sole discretion, accept or reject any requested changes to the standard contract terms and conditions. The Offeror shall not request changes to the other provisions of the RFP, nor shall the Offeror request to completely substitute its own terms and conditions for **Appendix A**. All terms and conditions must appear in one integrated contract. The Issuing Office will not accept references to the Offeror″ s, or any other, online guides or online terms and conditions contained in any proposal.

Regardless of any objections set out in its proposal, the Offeror must submit its proposal, including the cost proposal, on the basis of the terms and conditions set out in **Appendix A**. The Issuing Office will reject any proposal that is conditioned on the negotiation of the terms and conditions set out in **Appendix A, or to other provisions of the RFP.**

Introduction

Deloitte Consulting LLP (Deloitte Consulting) has read the Request for Proposal (RFP) and accepts in principle the contract terms and conditions as set forth in the RFP as drafts of certain provisions of a contract, the final terms of which will be negotiated by the Commonwealth of Pennsylvania (the Commonwealth) and Deloitte Consulting if we are chosen as the successful provider. We recognize that, as with all complex engagements, there will be certain clarifications to the requirements in the RFP that the parties may wish to negotiate prior to initiation of the project, based on the requirements of the engagement as finally awarded.

As requested in the RFP, we have set forth in the text below certain terms and conditions that we propose to modify, along with an approach to these issues that we believe will equitably serve the interests of both parties. Further, we reserve the right, if chosen as the successful contractor, to negotiate clarifications, changes and additional provisions to cover the circumstances of the engagement as finally awarded. We look forward to discussing and negotiating these terms and conditions for this important engagement with the Commonwealth in the near future. Deloitte Consulting is very proud of its record in successfully reaching agreement with the Commonwealth, as well as with public sector clients across the country, on many engagements. Deloitte Consulting has entered into numerous large and complex contracts/projects with the Commonwealth, and in the event Deloitte Consulting is selected for award, we are confident the parties can move quickly to reach agreement on all terms and conditions.

Contract Clarifications

II	**Page II-12**	**RFP Reference: II-11, Objections and Additions to Contract Terms and Conditions**

The Offeror will identify which, if any, of the terms and conditions (contained in **Appendix A**) it would like to negotiate

As set out above, Deloitte Consulting would like to negotiate and/or clarify the following:

1. Section 2(c), (d) and (g) re Definitions: Deloitte Consulting would like to clarify the definitions of Developed Works and Developed Materials, Documentation, and Services. As part of the contract negotiation, it may be necessary to define additional terms and supplement this section.

2. Section 3 re Contract Scope: Deloitte Consulting would like to clarify that: for purposes of: subsection (a), the reference to RFP in the last sentence should be replaced with "this Contract or as otherwise agreed by the parties in writing."

3. Section 5 re Order of Precedence: we believe the order should reflect that the parties' agreement on terms set out in the accepted proposal and any additional clarifications as negotiated for purposes of award, including BAFO, should have a higher order than the RFP.

4. Section 8 re Option to Extend: Deloitte Consulting agrees with the Commonwealth's right to extend. We would ask, for purposes of resource planning, that the provision be clarified to provide for a 60 day advance notice that specifies the duration of the extension.

5. Section 10 re Subcontracts: we would like to include in the contract approval for us to utilize personnel from Deloitte Consulting's affiliated firms. We would also like to discuss the process where the Commonwealth requires the removal of a subcontractor(s).

6. Section 11 re Other Contractors: Deloitte Consulting fully recognizes the need and importance of cooperation and accepts that responsibility. We do believe the provision should be clarified to provide that we will not intentionally or negligently commit or permit any such act that would interfere with the work of other contractors.

7. Sections 13 and 14 re Compensation and Payment: Deloitte Consulting would like to confirm or clarify these provisions so that they are consistent with the agreed-upon structure of the project and the acceptance process.

8. Section 16 re Inspection and Acceptance: The process stated herein contains material changes from the current Inspection and Acceptance process. Deloitte Consulting will seek to clarify and discuss these changes.

9. Section 18 re Notice of Delays: Deloitte Consulting would like to clarify the process for giving notice of delays.

10. Section 21 re Termination: Deloitte Consulting would like to clarify subsection (a)(2) to be consistent with subsection (a)(1) regarding the language with respect to amounts owed upon termination. We would also request that the first paragraph of subsection (c) be made mutual.

11.　　Section 25 re Insurance: Deloitte Consulting would like to clarify the provision as follows, in 25 (a), please delete "acceptable to the Commonwealth and", ;and, in 25 (b), in the fifth line after "until", please insert "the insurers have endeavored to give", and please delete "has been given" in the last line of that paragraph.

12. Section 26: While we understand that such section likely cannot be changed, we would request clarification (even if outside of the Contract) that the intended meaning of "or other obligations" is "payment" obligations in that we have other service obligations to the Commonwealth.

13. Sections 29 and 30 re Limitation of Liability and Indemnification: Contractor will seek to clarify and adjust these provisions.

14. Section 31 re Virus, Malicious, Mischievous or Destructive Programming: Deloitte Consulting will seek to clarify and adjust this provision.

15. Section 32 re Patent, Copyright, Trademark, and Trade Secret Protection: Deloitte Consulting would like to clarify this section to apply to its "Services and "Developed Works" (as defined in the final contract).

16. Section 33 re Sensitive Information: Deloitte Consulting will request minor clarifications to the BAA that would still comply with applicable law.

17. Section 35 re Ownership Rights: This provision will require revision to address and clarify the Commonwealth's request in Q&A #125. In addition, other conflicts within the provision (or with other provisions of the contract) will require clarification, including but not limited to subsection (m).

18. Section 37 re Change of Ownership or Insolvency: for purposes of a change of ownership, Deloitte Consulting would ask that the Commonwealth agree it will not unreasonably withhold consent and agree that any resulting termination be for convenience.

19. Section 40 re Compliance with Laws: Deloitte Consulting would like to confirm and possibly clarify the application of this provision.

20. Sections 42 and 43 re Examination of Records and Single Audit Act: Deloitte Consulting will seek to clarify the provisions, including the scope of the examinations and audit(s), and in addition to reconciling Sections 42 and 43 (including Appendix B) with each other, reconcile these provisions with the RFP, including the audit provisions at RFP Section VI-6.A.1. Deloitte would also like to clarify that it will maintain its records using its standard accounting procedures.

21. Section 45 re Nondiscrimination Clause/Sexual Harassment Clause: Deloitte Consulting would like to clarify the records obligation in paragraph (e).

22. Section 48 re Warranties: Contractor will seek to clarify and adjust this provision to conform to the work and the other provisions of the contract.

23. Section 49 re Liquidated Damages: Contractor would like to discuss this provision. Deloitte Consulting understands that the SLA's will be negotiated and finalized in contract negotiations. This provision should be addressed in that context; it appears

that the scope of the SLA's overlap with this provision and thus this provision should not be applicable to the project.

24. Section 52 re Right-To-Know-Law: Contractor will seek to clarify and adjust this provision, including the scope of items that Deloitte Consulting may need to respond to as well as payment/reimbursement of fees.

25. Section 56 Contractor Responsibilities to Employ Welfare Clients: Deloitte Consulting would like to clarify application of this provision.

Contract Additions

II	Page II-12	RFP Reference: II-11, Objections and Additions to Contract Terms and Conditions

The Offeror will identify … what additional terms and conditions the Offeror would like to add to the standard contract terms and conditions.

For purposes of supplemental terms, and in context of the project as currently structured and envisioned by Deloitte Consulting, Deloitte Consulting would seek to include the following clauses and/or clauses to address the following issues:

1. CIRCUMSTANCES BEYOND CONTRACTOR'S CONTROL (*Clause 46 in the existing DPW Contract*): Notwithstanding anything to the contrary in this Contract, in no event will Contractor be responsible or held liable for: (1) pre-existing or latent errors in the existing legacy systems; or (2) any other condition not within Contractor's control or the control of Contractor's subcontractors, consultants or agents.

2. COOPERATION (*Clause 47 in the existing DPW Contract*): The parties will reasonably cooperate with each other in the performance by Contractor of its services hereunder. Without limiting the generality of the foregoing, the Department will be responsible for: (1) providing Contractor timely access to the Department's data and information; (2) providing personnel to fulfill Department's responsibilities under this Contract; (3) rendering decisions and approvals within the agreed upon time periods applicable and (4) providing a stable technical work environment which will support the services and allow the Contractor and the Department to work productively.

3. Deloitte Consulting understands that it will not resell any hardware or software under the Contract. In the event the Commonwealth requires software or hardware to be resold to it, such resell would be done through Deloitte Consulting Product Services, LLC (DCPS). In that scenario, the actual software licenses and maintenance agreements would be executed between the Commonwealth and the applicable vendor. This is standard practice and provides Commonwealth with a direct relationship with the vendor for more effective long term support. Deloitte Consulting and the Commonwealth have previously agreed to the terms around the use of DCPS that appropriately address, among other things, execution of the licenses and application of the

maintenance and warranty terms, tax treatment, independence issues, and payment.

4. Given, among other things, the request in the RFP to provide yet to be defined litigation support, it will be necessary to clarify and address "independence" type issues consistent with the all applicable regulatory and professional standards.

Tab 13: Domestic Workforce Utilization Certification

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| **II** | **Page II-18** | **RFP Reference: II-14. Domestic Workforce Utilization Certification** |

II-14. Domestic Workforce Utilization Certification. Complete and sign the Domestic Workforce Utilization Certification contained in Appendix F of this RFP. Offerors who seek consideration for this criterion must submit in hardcopy the signed Domestic Workforce Utilization Certification Form in the same sealed envelope with the Technical Submittal.

As per the RFP, we are attaching a completed and signed Domestic Workforce Utilization Certification contained in Appendix F of the RFP.

APPENDIX F

LOBBYING CERTIFICATION FORM

Lobbying Certification Form

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1)   No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress , an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

(2)   **If any** funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3)   The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into.   Submission of this certification is a prerequisite for making or entering into this transaction imposed under Section 1352, Title 31, U.S. Code.   Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than **$100,000** for such failure.

SIGNATURE: _____

TITLE: __Sundhar G. Sekhar, Principal_____

DATE: __August 23, 2010_____

ID	❶	Task Name
0		**Modification Name**
1		**Project Management**
2		Create Work Order Work Plan (WBS)
3		Update Stakeholder Plan
4		Finalize WO Resource Plan
5		Finalize RACI for Work Order
6		Review Work Order Risk Management Plan (RAAIDO) Process with Team
7		Attend Weekly Client Infrastructure Coordination Meetings as Required
8		Determine need for CWOPA PCs
9		Determine need for space
10		Determine need for software licenses
11		Send lessons learned, metrics, and other contributions to SIDT
12		**Section Deliverables - Actual Hour Reporting**
13		Compile Section Actual Hours
14		Review Section Actual Hours with Project Management
15		Submit Section Actual Hours to the Client
16		**Project Initiation**
17		Schedule Work Order Kickoff Meeting
18		Create Agenda and Presentation for Kickoff
19		Hold Kickoff Meeting
20		**SDLC**
21		**Lot 1-5 Coordination**
22		BRD Validation
23		BRD Updates and Reviews
24		Enterprise Services and COTS Analysis Understanding
25		**Lot 6 Coordination**
26		SRD Validation
27		SRD Updates and Reviews
28		GSD Validation
29		GSD Updates and Reviews
30		Enterprise Services and COTS Analysis and Understanding.
31		**Detailed System Design (DSD) Phase**
32		**Plan and Conduct DSD Sessions**
33		Plan for DSD Sessions
34		Prepare for DSD Sessions
35		Conduct DSD Sessions (Round 1)
36		Document DSD Sessions Outcomes (Round 1)
37		Review and Validate DSD
38		Conduct DSD Sessions (Round 2)
39		Document DSD Sessions Outcomes (Round 2)
40		Review and Validate DSD
41		Hold Internal Review
42		Incorporate Internal Review Feedback
43		**Database Architecture**
44		Create / Update Physical Data Model
45		Create / Update Data Dictionary
46		Facilitate Internal Review
47		Incorporate Internal Review Feedback
48		**Database Architecture Review - Shared Services**
49		Review Changes to Physical Data Model with Shared Services / Technical Group DBAs
50		Review Changes to Data Dictionary with Shared Services / Technical Group DBAs
51		Incorporate Feedback to the Physical Data Model
52		Incorporate Feedback to the Data Dictionary
53		**Database Architecture Review - Client**
54		Schedule PDM Review with Client
55		Review the Data Model with Client for Approval
56		Review the Physical Data Model and Data Dictionary with Client for Approval
57		Incorporate Client Review Feedback - Data Model Edits
58		Prepare Draft Functional Decomposition for All Changes
59		**Application Architecture (if applicable)**
60		Update Interface Details / Layout (if New Interface is Required)

ID	ℹ	Task Name
61		Facilitate Internal Team Review
62		Incorporate Internal Review Feedback
63		Facilitate SIDT Architectural Review
64		Incorporate SIDT Review Feedback
65		Update Application Blueprint (if applicable)
66		Facilitate Review with Shared Services / Technical Team
67		Incorporate Review Feedback
68		**Class and Sequence Diagrams (Open Systems)**
69		Create / Update to Class and Sequence Diagrams of Affected Application Objects < Function Name >
70		Create / Update to Class and Sequence Diagrams of Affected Application Objects < Function Name >
71		Facilitate Internal Team Review
72		Incorporate Internal Review Feedback
73		**Program Specification (Mainframe)**
74		Create / Update to Program Specs of Affected Application Objects < Function Name >
75		Create / Update to Program Specs of Affected Application Objects < Function Name >
76		Facilitate Internal Team Review
77		Incorporate Internal Review Feedback
78		**Screen Shot Details**
79		Review and Update Screen Mockups
80		Review Data Elements & Mappings
81		Facilitate Internal Review
82		Incorporate Internal Review Feedback
83		**Capacity Plan**
84		Update Capacity Plan
85		Facilitate Review with Shared Services / Technical Team
86		Incorporate Review Feedback
87		**Updated Conversion Planning (if applicable)**
88		Review Impact Analysis
89		Update Data Conversion Plan & Template
90		Review Data Conversion Plan with Project Team
91		Update Data Conversion Plan Based on Feedback
92	📝	**(CA)2 - Commonwealth Application Certification & Accreditation**
93		Update (CA)2
94		Facilitate Review with Shared Services / Technical Team
95		Incorporate Review Feedback
96		**Key Considerations**
97		Determine need for Key Design Considerations/DAR
98		Complete Key Design Considerations/DAR
99		Update Key Considerations
100		Facilitate Internal Review
101		Incorporate Internal Review Feedback
102		**Traceability Matrix**
103		Review Traceability Matrix and Update as Needed
104		Facilitate Internal Review
105		Incorporate Internal Review Feedback
106		**DSD Deliverable**
107		Compile GSD Deliverable
108		Facilitate Internal Review
109		Incorporate Internal Review Feedback
110		**Review DSD Deliverables with Client**
111		Schedule PDM Review with Client
112		Review the Data Model with Client for Approval
113		Review the Data Dictionary with Client for Approval
114	📝	Submit (CA)2 for Approval
115		**Architecture Review (ARB) with Client (as required)**
116		Schedule Architecture Review Session
117		Prepare for Architecture Review Session
118		Facilitate Architecture Review Session
119		Incorporate Feedback
120		**Update DSD Deliverable based on Client Feedback**
121		Incorporate Client Review Feedback - Physical Data Model Edits

ID	ⓘ	Task Name
122		Incorporate Client Review Feedback - Data Dictionary Edits
123		Incorporate Client Review Feedback - (CA)2 Edits
124		**Final Internal Review**
125		Facilitate Final Internal Review
126		Incorporate Final Edits
127		Update program specifications
128		**DSD Deliverable Submission**
129		Schedule Migration Dates with Shared Services / Technical Group and Client
130		Submit Deliverable for Leadership Decision and Approval
131		Receive Client DSD Deliverable Approval
132		**Development Phase**
133		Validate VSS Environment (Branching, etc.)
134		Conduct Requirements and Design Workshop with Developers
135		Create Earn-Burn Chart
136		**Coding**
137		Conduct Impact Analysis on Code Base
138		Develop / Update Stored Procedures
139		Develop / Update Objects
140		Develop / Update Screens
141		Develop / Update Reports
142		Update Code Specification Documents
143		**Code and Unit Test Review**
144		Conduct Unit Tests
145		Complete Code & Unit Test Review Checklist
146		Conduct Code Peer Reviews
147		Compile Code Review Checklist
148		Compile Deliverable Unit Test Checklist Deliverable
149		**Traceability Matrix**
150		Review Traceability Matrix and Update as Needed
151		Facilitate Internal Review
152		Incorporate Internal Review Feedback
153		**Review and Approve Deliverables**
154		Prepare Contract Correspondence for Certification of Unit Test Complete
155		Prepare for Communication Meeting with Implementation Team
156		Submit Deliverable for Leadership Decision and Approval
157		Receive Client Development Deliverable Approval
158		Prepare INT Migration Request
159		**System Integration Testing Phase (INT)**
160		Update Lessons Learned
161		**INT Test Planning and Preparation**
162		Create System Integration Test Plan
163		Review INT Testing Approach with the Client
164		Update Bi-Directional Traceability
165		Prepare ACDs for New Batches, Reports, etc.
166		Submit ACDs for Scheduling
167		Develop / Update Test Data for Integration
168		Send Communication to and Schedule Meeting with Track Leads to Participate in INT Testing
169		Hold Meeting with Track Leads, Help Desk, Implementation Team to Participate in INT Testing
170		Identify with Track Leads Scenarios to be Regression Tested
171		**Integration Test Scenarios**
172		Prepare / Update Integration Test Scenarios
173		Review, Approve and Baseline INT Scenarios
174		Migrate to INT Environment
175		**System Integration / Regression Test Execution**
176		Run Data Conversion in INT
177		Review Data Conversion Results within Team
178		Conduct Integration Testing <By Functional Modules>
179		Conduct Integration Testing <By Functional Modules>
180		Fix System Integration Test Defects
181		Migrate Test Defect Fixes to INT
182		Retest Defect Fixes

ID	ⓘ	Task Name
183		Review Outcome of Internal Testing with Entire Application Team
184		Execute Regression Testing
185		**Review and Approve Deliverables**
186		Submit Documentation of Integration Test Complete for Leadership Decision and Approval
187		Receive Client INT Deliverable Approval
188		As Part of UAT, Take Consensus to Refresh INT Database
189		Prepare SAT Migration Request
190		**Acceptance Testing Phase**
191		**Acceptance Test Planning and Preparation**
192		Create Acceptance Test Plan
193		Prepare Acceptance Scenarios
194		Review, Approve and Baseline Acceptance Scenarios
195		Update Bi-Directional Traceability
196		Prepare ACDs for New Batches, Reports, etc.
197		Submit ACDs for Scheduling
198		Prepare Acceptance Testing Agenda
199		Create Acceptance Presentation for Client Debrief
200		Identify Venue, Dates and Participants for Acceptance Testing
201		Send "Save-the-Date" Communication to Acceptance Testers
202		Reserve Acceptance Testing Location
203		Discuss Acceptance Scenarios with Management
204		Walk-thru of Acceptance Scenarios with Program Office Leads
205		Migrate to Acceptance Environment
206		**Acceptance Test Execution**
207		Run Data Conversion in Acceptance
208		Verify Data Conversion Results
209		Internal Testing in Acceptance
210		Send Acceptance Testing Agenda to All Acceptance Testers
211		Data Setup for Acceptance in INT Environment
212		**Load Testing**
213		Update Load Testing Database with Coding Changes
214		Create Testing Data as Necessary
215		Create / Update Load Runner Scripts
216		Execute Load Test - Baseline 1
217		Analyze Load Test Results
218		Update Load Testing Approach / Review Scripts
219		Execute Load Test - Baseline 2
220		Analyze Load Test Results
221		Update Load Testing Approach / Review Scripts
222		Execute Load Test - Peak
223		Analyze Load Test Results
224		Compile Load Testing Results
225		**User Testing**
226		Users Execute Testing Scenarios
227		Facilitate User Inquiries and Questions
228		**Round-1 Acceptance Testing**
229		Review PCRs from Round-1
230		Prioritize PCRs to be Included in Current Activity
231		Fix PCRs from Round-1
232		Test Internally
233		**Round-2 Acceptance Testing**
234		Review PCRs from Round-2
235		Prioritize PCRs to be Included in Current Activity
236		Fix PCRs from Round-2
237		Test Internally
238		Conclude Acceptance Testing
239		**Architecture Review (ARB) with Client**
240		Schedule Architecture Review Session
241		Prepare for Architecture Review Session
242		Facilitate Architecture Review Session
243		Incorporate Feedback

ID	ℹ	Task Name
244		**Review and Approve Deliverables**
245		Facilitate Second Architecture Review Session with Client for Technical Infrastructure Approval
246		Review Load Testing Results with Client
247		Request Acceptance Sign-off from Client
248		Submit Deliverable for Leadership Decision and Approval
249		Receive Client Acceptance Test Progress Report Approval
250		Prepare TFP Migration Request
251		**Production**
252		**TFP Planning and Preparation**
253		Prepare ACDs for New Batches, Reports, etc.
254		Submit ACDs for Scheduling
255		Create Migration Playbook Draft
256		Review Communication Document
257		Migrate to TFP Environment
258		**TFP Execution**
259		Refresh TFP Database if Necessary for Testing
260		Run Data Conversion in TFP
261		Review Pre- and Post- Data Conversion Results
262		Present Data Conversion Results to Management
263		Present Data Conversion Results to Program Offices
264		**Production Planning and Preparation**
265		Create Production Migration Release Request with the Client
266		Present the Migration Release Request to the Client for Migration Approval
267		Identify Deployment Playbook Dependencies with Other PCRs and Change Orders with Team Track Leads
268		Update Migration Playbook for TFP/ PROD Tasks with Shared Services / Technical Group
269		Review, Approve and Baseline Migration Playbook with Shared Services/Technical Group
270		Facilitate First Review of PROD Playbook within App Team after TFP Updates
271		Identify Go-Live Testers
272		Identify Production-Day Test Scenarios
273		Review Test Scenarios with Go-Live Testers
274		Send "Save-the-Date" Invite to Program Office Leads
275		Send "Save-the-Date" Invite to Go-Live Testers
276		Confirm Go-Live Participation from Program Office Leads
277		Confirm Testing Participation from Go-Live Testers
278		Conduct Walk-thru of the Production Test Scenarios with Program Office Leads
279		Conduct Walk-thru of the Production Test Scenarios with Go-Live Testers
280		Get E-mail, Phone #s from All Testers Again and Send Them the Playbook Portion that Relates to Them
281		Schedule Conference Call with Go-Live Testers to Walk-thru the Playbook and Testing Timings; Explain what to Expe
282		Confirm and Test Internally the Scenarios for End User Testing on Production Day
283		Identify Support Team for Application Testing
284		Conduct Final Review of Playbook with Client
285		Conduct Final Review of Playbook within Application Team
286		Prepare Scheduling ACDs for Batch, Reports, etc. (including Batch Operations Manual if needed)
287		Submit ACDs for New Batch, Tables, and Indexes in PROD for Processing
288		Migrate to Production
289		Execute Deployment Testing Activities
290		**Review and Approve Deliverables**
291		Prepare Production Readiness Notification Document
292		Prepare Final Production Deployment Report (Playbook)
293		Submit Deliverable for Leadership Decision and Approval
294		Receive Client Production Deliverable Approval
295		**Training**
296		Prepare Training Plan
297		Execute Training Plan
298		Train Help Desk Staff on Changes
299		Create / Update Training Course / Materials
300		Review Training Course / Materials
301		Update Training On-line Help
302		Review Training On-Line Help
303		Baseline All Training Documentation
304		Migrate Training On-line Help

ID	❶	Task Name
305		Update Training Application
306		Post Training Materials
307		**Implementation**
308		Create Support Strategy and Plan
309		Execute Support Strategy and Plan
310		Develop Communications Strategy
311		Review, Approve and Baseline Communications Strategy
312		Develop Release Communication and Targeted Communication(s)
313		Review Release Communication and Targeted Communication(s)
314		Distribute and Post Release Communication and Targeted Communication(s)
315		**Work Order Closure**
316		Update Project Plans as Appropriate
317		Collect Performance Measure Outcomes
318		Review schedule variance
319		Update lessons learned document (through deployment)
320		Fill Out and Submit the Lessons Learned Template to SIDT
321		**Closure Letter**
322		Develop Work Order Closure Letter
323		Report on Performance Measure Outcomes in Closure Letter
324		Determine Need for Closure Letter
325		Plan and Conduct Work Order Closure Meeting
326		Facilitate Internal Review
327		Incorporate Internal Review Feedback
328		Update Estimation Proficiency Spreadsheet
329		Submit Closure Letter to the Client
330		Evaluate Release and Discuss Lessons Learned
331		Develop Action Items for the Corrective Actions Identifies in the Lessons Learned Document
332		Archive and Close Work Order #XXX
333		Review lessons learned
334		Update Lessons Learned

Trade Secret/Confidential Proprietary Information Notice

Instructions:

The Commonwealth may not assert on behalf of a third party an exception to the public release of materials that contain trade secrets or confidential proprietary information unless the materials are accompanied, at the time they are submitted, by this form or a document containing similar information.

It is the responsibility of the party submitting this form to ensure that all statements and assertions made below are legally defensible and accurate. The Commonwealth will not provide a submitting party any advice with regard to trade secret law.

Name of submitting party: Deloitte Consulting, LLP

Contact information for submitting party:

Mr. Sundhar Sekhar Principal Deloitte Consulting, LLP 2601 Market Place Second Floor Harrisburg, PA 17110

Please provide a brief overview of the materials that you are submitting (e.g. bid proposal, grant application, technical schematics):

Deloitte Consulting, LLP is submitting a proposal in response to RFP 16-09 issued by the Commonwealth of Pennsylvania, Department of General Services, on behalf of the Department of Public Welfare.

Please provide a brief explanation of why the materials are being submitted to the Commonwealth (e.g. response to bid #12345, application for grant XYZ being offered by the Department of Health, documents required to be submitted under law ABC)

Deloitte Consulting, LLP is submitting a proposal in response to RFP 16-09 issued by the Commonwealth of Pennsylvania, Department of General Services, on behalf of the Department of Public Welfare

Please provide a list detailing which portions of the material being submitted you believe constitute a trade secret or confidential proprietary information, and please provide an explanation of why you think those materials constitute a trade secret or confidential proprietary information. Also, please mark the submitted material in such a way to allow a reviewer to easily distinguish between the parts referenced below. (You may attach additional pages if needed)

Note: The following information will not be considered a trade secret or confidential proprietary information:

- Any information submitted as part of a vendor's cost proposal
- Information submitted as part of a vendor's technical response that does not pertain to specific business practices or product specification
- Information submitted as part of a vendor's technical or disadvantaged business response that is otherwise publicly available or otherwise easily obtained
- Information detailing the name, quantity, and price paid for any product or service being purchased by the Commonwealth

Page Number	Description	Explanation
Tab 11 Financial Capability in its entirety	Tab 11 Financial Capability in its entirety including any referenced attachments (D&B Report, Subcontract Agreement. Tab 11 also contains confidential information regarding litigation.	Tab 11 contains confidential financial information submitted in response to a RFP for purposes of demonstrating economic capability. It is exempt from public records disclosure under 65 P.S. 67.708(b)(26). It also contains confidential proprietary and trade secret information, the release of which would cause substantial harm to Deloitte's competitive position, and is exempt from disclosure under 65 P.S 67.102 and 65 P.S. 67.708(b)(11).

Tab 4 – Statement of the Problem: Section 4.2 Page 8 **Tab 5 - Management Summary:** Page 2 **Tab 6 - Work Plan:** Page 2 , and Section 6.1: Page 20, 27, 67,68, 73, 74 and Section 6.2: Page 4, 47,83, 84, 121, 157 and Section 6.3: Page 24, 29, 33, 42, 43, 49, 50, 51, 52, 53, 54, 55, 56, 57,78, 84, 92 And Section 6.4: Page 8, 16,24, 45, 136, 139, 140, 141, 142, 143, 144 and Section 6.5: Page 39,58,91,136,189,202, 204, 205, 206, 207, 208, 209, 210, and Section 6.6: Page 6, 19, 25,292, 293,and Section 6.7: Page 6, 17,40, 48, 66,76, and Section 6.8: page 13, and Section 6.9: Page 5, 83, 130,176, 217, 268, 273, 278, 290, 351, 365, 411, 414, 421, 422, 426, 428, 439, 452, 453, and Section 6.10: Page 79, 80, **Tab 7 Prior Experience:** Section 7.1: Page 2, 8, 13 **Tab 8 Personnel:** Page 5, 7 through 11 and Section 8.1: Page 3, 4, 5, 7 and Section 8.2: Page 9, and Section 8.4: Page 5 through 11, 15 through 32	Names of all executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc. appearing in the Deloitte separately sealed cost submission, Tab 8 Personnel and referenced in other sections including Tab 4 Statement of the Problem, Tab 5 Management Summary, Tab 6 Work Plan, Tab 7 Prior Experience and Tab 8 Personnel	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).
Tab 8 Personnel: Section 8.3: in its entirety	Appendix I, Key Staff Reference Check in its entirety	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).

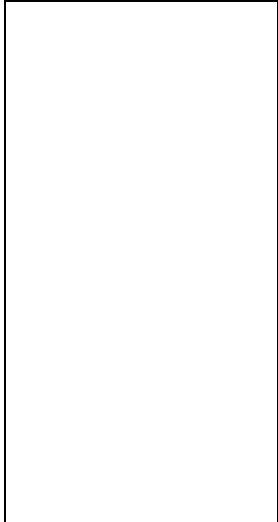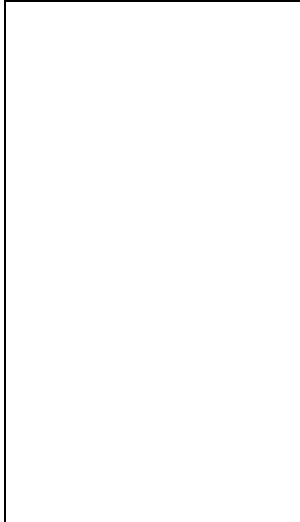| Tab 8 Personnel: Section 8.5: Page 4 through 464	Resumes of all executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc. appearing in Section 8.5	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).
Tab 4 Statement of the Problem: Section 4.1: Page 9, Section 4.2: Page 12 **Tab 5 Management Summary:** Page 3 **Tab 6 Work Plan:** Pages 4 and 17, and Section 6.1: Pages 5, 7, 15, 16, 26, 27, 29, 39, and Section 6.2: Page 6, 716, 17, 19 and Section 6.3: Page 25,26,44, 72,93, 105, 107, 134 and Section 6.4: Page 4, 25,40, 41, 45, and Section 6.5: Page 12, 24, 25, 51, 52, 53, 54, 57, 110, 179, 213, 214, 215, 216, 217, and Section 6.6: Page 5, 27, 29, 30, 31, 235,and Section 6.7: Page 4, 5, 6, 7, 910, 11, 16, 18, 21, 27, 30,71, 73, and Section 6.8: Page 11, 12, 23, and Section 6.9: Page 10, 14, 28, 29, 30, 31, 132, 152, 174, and Section 6.10: Page 1, 11, 12, 14, 17 **Tab 7 Prior Experience:** Page 5, 6, 7, 11, 12, and Section 7.1: Page 4, 5 ,15 through 39, 45, 48, and Section 7.2: Page 1 through 12 **Tab 9 Contract Standards:** Section 9.1: Page 6, 12	Reference to existing Deloitte clients and/or contact information for current client or client references listed in Tab 4 Statement of the Problem, Tab 5 Management Summary, Tab 6 Work Plan, Tab 7 Prior Experience and Tab 9 Contract Standards	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).

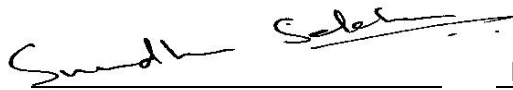|		
Cost Submission: All information contained within the Cost Verification Tab of Appendix L Cost Submission	All information contained within the Cost Verification Tab of Appendix L included with our separately sealed Cost Proposal	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).
Tab 4 Statement of the Problem: Section 4.1: Page 1, 9, 11,17 and Section 4.2: Page 12, 3, 5 **Tab 5 Management Summary:** Page 3, 4, 5 **Tab 6 Work Plan:** Page 13, 16, 17, and Section 6.1: Page 1, 4, 6, 9, 11,23, 27, 28, 31, 39, 46, 50, 51, 52, 53, 55, 56, 58, 59, 63, 66, 72, and Section 6.2: Page 14, 15, 20, 21, 24, 25, 26, 27, 28, 29, 39, 41, 42, 43, 49, 51, 56, 57, 54, 65, 68, 70, 71, 72, 75, 81, 82, 83, 86, 87, 88, 90, 196, 99, 101, 103, 104, 107, 108, 109, 110, 111, 113, 114, 116, 122, 125, 126, 127, 128, 129, 130, 131, 132, 135, 137, and Section 6.3: Page 1, 35, 36, 37, 38, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70,87, 88, 114, and Section 6.4: Page 2, 23, 24, 26, 27, 29, 37, 39, 48, 49, 50, 53, 54, 55, 56, 57, 58, 78, 81, 84, 95, 107, 108, 118, and Section 6.5: Page 33,72, 74, 76, 84, 85, 89, 90,94, 95, 100,116, 125, 126, 127, 129, 132, 135,141, 145, 148, 161, 162, 163, 164, 165, 175,212,and Section 6.6: Page 2,33, 91, 153, 154, 158, 276,and Section 6.7: Page 2, 3,7, 8, 27, 34, 35, 39, 62, 63, 69, 70, 72, 74,and Section 6.8: Page 5, 34, 35, 36, 37, 39, 45 and Section 6.9: Page 7, 11, 12, 27, 71, 74, 79, 85, 86, 89, 94, 100, 101, 102, 115, 117, 119,126, 133, 134, 135, 136, 137, 138, 139, 143 through 149, 156, 159, 162, 178, 196, 197, 207, 213, 220, 223, 274, 277, 281, 284, 286, 288, 297, 307, 308, 310, 315, 320, 322, 323, 324, 334, 336, 337, 338, 343, 356, 369, 371, 407, 410, 422, 427, 430, 431, 433, and Section 6.10: Page 2, 6, 10, 28, 34, 36, 44	Tab 4 Statement of the Problem, Tab 5 Management Summary, Tab 6 Work Plan, Tab 7 Prior Experience, Tab 8 Personnel, Tab 9 Contract Standards and Tab 10 Emergency Preparedness contains in confidential information regarding the development of Deloitte's HHS strategy, our position in the HHS Marketplace and contains confidential business practices (lessons learned, risk management processes, etc) formation	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).

Tab 7 Prior Experience: Page 1, 3, 4, 5, 6, 7, 8, 9, 11,12, 13, and Section 7.1: Page 1, 2, 3, 4, 5, 8, 9, 10, 11, 13, 14, 15 through 21, 40, 41, 42, 43, 44, 45, 48, 49, and Section 7.2: page 1 through 12, and Section 7.3: Page 1, 2, and Section 7.4: Page 2, 3, 4, 8, 9, 10, 16, 17, 18 **Tab 8 Personnel:** Page 1, 2, 3, 4,and Section 8.1: Page 1, 2, and Section 8.5: Page 1, 2, and Section 8.4: Page 1, 4 **Tab 9 Contract Standards:** Page 4, 8, 14, 15 **Tab 10 Emergency Preparedness:** Page 1 through 6		
Tab 12 Objections and Additions to Contract Terms and Conditions: Page 1 through 6	Tab 12 contains proposed Objections and additions to Contract Terms which are confidential…only final negotiated terms should be made public.	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).
Tab 7, Section 7.1 inserts which appear immediately following Page 7.1-50 (Commonwealth Courier newspaper, National Review Newspaper, and Commonwealth Times Magazine	Two newspapers and one magazine appear as inserts in document protectors at the end of Tab 7, Section 7.1. They contain articles about awards and accomplishments earned by Deloitte in support of the Commonwealth of Pennsylvania and other clients.	The newspapers are proprietary in format, and disclosure would cause harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S 67.708(b)(11)

Disadvantaged Business Enterprise Submission, Page 1 and 2, Page 4 (g & h), Page 6 (g & h), Page 8 (g & h), Page 10 (g & h), Page 12 (g & h), Page 14 (g & h), Page 16 (g & h), Page 18 (g & h), Page 20 (g & h), Page 22 (g & h), Page 24 (g & h), Page 26 (g & h), Page 100 (d, e, & i, 3a)	The Disadvantaged Business Enterprise submission contains information about certain Deloitte subcontractors, including proprietary information between Deloitte and these subcontractors.	This information is nonpublic, confidential proprietary and trade secret information, the disclosure of which would cause substantial harm to Deloitte's competitive position. It is exempt as defined in 65 P.S 67.102 and 65 P.S. 67.708(b)(11).

Acknowledgment

The undersigned party hereby agrees that it has read and completed this form, and has marked the material being submitted in accordance with the instructions above. The undersigned party acknowledges that the Commonwealth is not liable for the use or disclosure of trade secret data or confidential proprietary information that has not been clearly marked as such, and which was not accompanied by a specific explanation included with this form.

The undersigned agrees to defend any action seeking release of the materials it believes to be trade secret or confidential, and indemnify and hold harmless the Commonwealth, its agents and employees, from any judgments awarded against the Commonwealth in favor of the party requesting the materials, and any and all costs connected with that defense. This indemnification survives so long as the Commonwealth has possession of the submitted material, and will apply to all costs unless and until the undersigned provides a written statement or similar notice to the Commonwealth stating that it no longer wishes to exempt the submitted material from public disclosure.

The undersigned acknowledges that the Commonwealth is required to keep all records for at least as long as specified in its published records retention schedule.

The undersigned acknowledges that the Commonwealth reserves the right to reject the undersigned's claim of trade secret/confidential proprietary information if the Commonwealth determines that the undersigned has not met the burden of establishing that the information constitutes a trade secret or is confidential. The undersigned also acknowledges that if only a certain part of the submitted material is found to constitute a trade secret or is confidential, the remainder of the submitted material will become public; only the protected information will be removed and remain nonpublic.

If being submitted electronically, the undersigned agrees that the mark below is a valid electronic signature.

_____	**Principal**_____	**September 7, 2010**
Signature	Title	Date

Deloitte.

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October 21, 2010

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

RE: **Information Technology Support and Services for the Department of Public Welfare, RFP 16-09 – Lot 7**

Dear Ms. Shaffer:

Deloitte[1] is pleased to submit this Lot 7 technical BAFO response to the Pennsylvania Department of General Services in response to the Request for Proposal (RFP) for **Information Technology Support and Services for the Department of Public Welfare, RFP 16-09**.

Based on your clarification request, we have addressed Questions 1 – 31, and 47 - 69 in response to your Lot 7 questions.

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

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

Sincerely,

DELOITTE CONSULTING LLP

By: _____
Sundhar G. Sekhar
Principal

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Deloitte.

Commonwealth of Pennsylvania
Department of Public Welfare
Request for Proposal #16-09
DPW Information Technology
Support Services

Lot 7 Clarification

October 22, 2010

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Information Technology Support and Services for the Department of Public Welfare (DPW)

Clarification Questions & Answers RFP 16-09

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BAFO Question #1

Lots 6 & 7	Question 1	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only
		Describe the Service Level Agreements you are proposing to use.

Deloitte Response:

As discussed in our response to the RFP, Deloitte has extensive experience in delivering on performance measurements through the use of Service Level Agreements; we understand the importance of SLAs in both the monitoring of our effectiveness as an Information Technology Provider as well as a tool that assists us in the improvement of our overall performance. Since 2006, we have successfully operated under a SLA/SLO framework for our present engagement with DPW, and we have consistently met and exceeded the established benchmarks.

As we outlined in the "Tab 9 - Contract Standards" section of our response, we are poised to continue to provide the existing SLAs/SLOs from day one of the new contract. For additive SLAs as a result of the contract negotiations, we will use the 60 day period after the Orientation and Knowledge Acquisition period to establish the SLAs before measuring and reporting on them. Assuming an April 1, 2011 start date, based upon the RFP, we understand that we will monitor, measure, and report on the newly established SLAs beginning December 1, 2011.

Existing Service Level Agreements and Service Level Objectives

The following SLAs and SLOs were jointly developed between the Department and Deloitte as a means to monitor ongoing systems performance and as a measure of success. The existing SLAs we will continue to track Lot 7 are as follows:

SLA #	Deloitte Description of SLA	Target	Evaluation Period
SLA #1	**Online Application Availability** Measures the availability of the applications to support productive use by workers during core business hours	99.8 percent application availability during core business hours (6 AM – 6 PM; M-F)	Evaluated Monthly/Reported Quarterly
SLA #2	**Batch Cycle Time** Measures the completion of critical batch cycles to be completed before the beginning of core business hours for the next business day. This is to avoid impacting online availability and performance during those core business hours	0-days each month critical batch cycle impacts online availability	Evaluated Monthly/ Reported Quarterly
SLA #3	**MBE-WBE Participation** Measures MBE-WBE utilization with proposed utilization as per the proposal	100 percent of commitment	Quarterly

To further enhance our performance measurements we also will continue to monitor our SLOs (Service Level Objectives) as follows:

SLA/SLO #	Description	Evaluation Period
SLO #1	**Acceptance Test Tracking** Create a learning organization where defects and missed requirements are identified earlier	Quarterly
SLO #2	**Online Performance** Support efficient application processing for application users (transaction times).	Quarterly
SLO #3	**Estimation Proficiency** Improve estimation methodology for the Department	Quarterly
SLO #4	**Documentation for Application Modification** Accurate documentation of applications	Quarterly
SLO #5	**Application Maintenance – Correction of Production Emergencies** Implement corrective action or submit corrective action plan no later than 24-hours after notification.	Quarterly
SLO #6	**Application Maintenance – On-site/On-call Technical Support** Respond within 3 hours of request for assistance	Quarterly
SLO #7	**Application Maintenance – Documentation for Application Maintenance** Preparation and maintenance of system documentation, user and provider manuals, and any other documentation required for enhancements that are moved into production	Quarterly
SLO #8	**Application Modification – Documentation for Application Modification** Preparation and maintenance of system documentation, user and provider manuals, and any other documentation required for enhancements that are moved into production	Quarterly

For the new contract, Deloitte agrees to continue to monitor, measure, and report on the above SLAs/SLOs until the Knowledge Acquisitions period is complete. Once that milestone is reached, we will collaborate with DPW in determining which existing SLAs/SLOs that may be rendered redundant by the implementation of the new SLA framework.

New Contract Service Level Agreements

We understand from Appendix K of RPF 16-09 that the Department has developed a set of draft SLAs for the Lot 7 Vendor to consider as a framework for measuring the operations. As we have detailed in our response, "Tab 9 - Contract Standards", we welcome the opportunity to include these SLAs in our management of the program.

When viewing these SLAs, Deloitte looks at the impact of the SLA on **project outcomes** and how they flow through the lifecycle of maintenance and operations. Based upon our understanding of the RFP for the scope of Lot 7, we see the major project outcomes as falling into the categories of:

- Effective Project Management

- Overall Product Quality

- Post-Production Quality

- System Availability

- Contract Management

We have grouped the new SLAs we are agreeing to into these categories.

Effective Project Management

The purposes of this set of SLAs are to measure the effectiveness of our projects in managing our resources to meet the schedule, cost and deliverable deadlines desired by the Department. Once finalization of the SLAs (e.g. metrics, measurement period, success criteria) has been developed through contract negotiations, we will incorporate these SLAs as part of our overall project management activities:

SLA ID	Name	Service Performance Category/Component
RM-01	Project Schedule	Release Management/Project Management
RM-02	Project Cost	Release Management/Project Management
RM-03	Project Deliverables	Release Management/Project Management

Effective Product Quality

Measuring the overall quality of the work completed is a direct result of adherence to functional and technical requirements. Deloitte understands the importance of this, particularly in the new operating model that is going to require coordination between the Department, Program Offices and the other lot vendors. Adherence to this set of SLAs will reduce potential Post-Production functional and technical issues, and provide the user community with confidence in the systems they use. While these SLA's will primarily be the responsibility of the Lot 1-5 and Lot 6 vendors as the Lot 7 vendor Deloitte will work with the DPW to develop and support an SLA for tracking the functional and system requirements to the DSD and software developed.

SLA#	Name	Service Performance Category/Component
RM-04	Functional Requirements	Release Management/Product Quality
RM-05	System Requirements	Release Management/Product Quality

Post Production Quality

The goal of measuring post-production quality is to determine the overall effectiveness of the adherence to requirements, development competency and thoroughness of the testing process. All of these are key components in the Deloitte Application Development and Maintenance methodology, and we plan to incorporate these measurements as part of our SLA monitoring and reporting framework, after finalization of the measurement criteria and goals:

SLA#	Name	Service Performance Category/Component
RM-06	Production Release Error Rates	Release Management/Product Quality
RM-07 A RM-07 B	Emergency Software Releases	Release Management/Product Quality

System Availability

We fully understand the ramifications of users being able to access the system during business hours to serve the citizens of the Commonwealth; in fact, two of the three existing SLAs our team operates under measure system availability and batch cycle time. Therefore, the Business Availability/Batch Processing SLAs from Appendix K will be an extension of what our team is presently measuring and will be incorporated into our SLA management process:

SLA#	Name	Service Performance Category/Component
AM-01	Business Availability	Availability Management/Business Availability
AM-02	Batch Processing	Availability Management/Business Availability

Contract Management

As a provider of services to the Commonwealth, Deloitte understands the goals of both the Disadvantaged Business and Contract Partnership program and is supportive of both. We

have historically met and exceeded our commitments under the present contract and will continue to do so in the future. We presently measure compliance to the Disadvantaged Business Program and will incorporate the CPP component into our measurements.

SLA#	Name	Service Performance Category/Component
CM-001	Disadvantaged Business	Contract Management
CM-002	Contractor Partnership Program	Contract Management

Deloitte fully understands the required SLAs that have been set forth in Appendix K, and we are looking forward to collaborating with the Department on the implementation of these measurements. Furthermore, Deloitte continues measuring the SLAs/SLOs already in place, giving the Department insight into our performance from the first day of the new contract. While the current SLAs/SLOs have served the Department well with hundreds of work order completed and hundreds of releases moved to production, Deloitte is willing to consider new SLAs/SLOs for the categories discussed above.

We believe the SLAs/SLOs outlined in our response and the RFP will constitute a solid framework not only for the Department to evaluate our performance, but also be a critical tool for our team to continually improve our processes and capabilities.

BAFO Question #2

Lots **6 & 7**	Question **2**	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Describe examples of Service Level Agreements you have used in previous engagements of similar size and complexity, and describe how you were held accountable to them. Note that the DPW defines size and complexity with regards to multiple business areas and multiple levels of support.

Deloitte Response:

Deloitte has extensive experience providing IT services including project management, strategy development, application development, application maintenance, and incorporation of emerging technologies to a wide breadth of clients and industries, including Health and Human Services agencies across the nation. Through this experience, we have had many opportunities to operate under an SLA framework similar to what is being proposed by the Department. The tables below highlight a few of the clients where we have incorporated metrics into our development and maintenance engagements:

Project: Colorado Benefits Management System	
Project Description:	The CBMS incorporates eligibility determination for Medicaid, Food Assistance, Cash Assistance, the Children's Basic Health Plan including case management functions such as work programs, and others. The project encompasses programs that determine eligibility and anticipated benefits for more than 493,000 clients and for more than 264,000 cases. There are approximately 4,000 users of the CBMS. This number includes county, state, and Medical Assistance site users. The programs which the CBMS supports are state-supervised and county-administered.
SLAs Measured:	**Uptime and Response Time Metrics** • Online Transaction Processing (OLTP) Uptime • Decision Support System (DSS) Uptime • OLTP Response Time • Common Business Process (CBP) Service Response Time • Eligibility Determination Benefits Calculation (EDBC) Service Response Time • Production Reports • Build Schedule Implementation Timeline **Backup and Report Job Metrics** • Backup Completion & Server Data Retention • DSS Report Jobs • Month-End Issuance Processing Batch Jobs • Production Batch Jobs **End-User Support Metrics** • First Contact resolution Rate • Call Waiting Time • Call Abandonment Rate • Ticket Resolution Rate
Project: Colorado Benefits Management System	

How Deloitte is held Accountable:	Our team reports out on metrics on a monthly basis with the Colorado client. Reviews are established on a 6 month basis; however, the client reserves the right to review/change/update SLAs if the SLAs are no longer appropriate or a significant software/application change is implemented.
	Deloitte is responsible for providing, on a monthly basis, a detailed explanation of the missed SLAs, the root cause of the issue, the solution developed, and how the team will avoid the situation in the future. The State reserves the right to impose financial penalties upon Deloitte should the failure cause a significant degradation of the system's performance.

These examples are only a few of the many clients that we support under a Service Level Agreement framework; as can be seen number and complexity of the measurements our clients hold us to a high standard – a standard that we strive to meet and exceed on a regular basis.

Deloitte has met the current SLAs/SLOs as your incumbent vendor and combined with our experience with Texas TEIRS and Colorado CBMS are very representative of the types of complex systems with similar size and complexity with requirements to multiple business areas and levels of support that DPW needs to maintain in order to deliver critical benefits to the people of Pennsylvania. This should give DPW the confidence that we have in the past and will continue into the future meeting the required SLAs and SLOs.

BAFO Question #3

Lots 6 & 7	Question 3	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Elaborate on how you will utilize the Service Level Agreements for overall performance, effectiveness, and process improvements.

Deloitte Response:

As highlighted in our proposal response, Deloitte believes that the most effective way of establishing SLA measurements is through the development of metrics that provide insight into Deloitte's performance and the overall health of the systems involved. Ultimately, SLAs are a tool that DPW will use to determine if our team is meeting its obligations under the terms of the contractual agreements. However, our team also views SLAs as a significant instrument that we utilize to identify areas of potential improvement in our overall performance, effectiveness of the team, and in the process we are following.

When reviewing SLAs, Deloitte focuses on a number of 'triggers' that are indicators of our improvement in processes, or identification of areas that need additional attention; these 'triggers' will be take effect upon reaching a pre-defined threshold within the measurement. For example, when implementing a process change as part of our continuous plan, we would look to positive changes in the measurements of SLAs to indicate that the process changes are having the intended effect. Additionally, we measure our need for changes in capacity/demand management through the growth or reduction in ticket and change request backlogs. SLAs can determine learning and development opportunities in the deployment function (identifying those areas where departments, support and development teams and users require additional training and familiarization).

Reviewing Performance through SLAs

As requested in the RFP, we review SLA performance on a monthly and quarterly basis with the Department and address issues that have arisen due to SLA violations or SLAs that are in danger of being in violation. These meetings will be key to helping our team identify areas of improvement, and as a result of the meeting our project managers will develop action plans to improve SLA performance, incorporate changes to our processes, and identify system areas that require additional attention beyond the normal activities.

The project managers will share the results of the performance review during the internal project managers meeting, which includes representatives of all of the teams, the PMO, and ITSS personnel. Specific action items, issues and risks are discussed among the leadership, and task assignments are allocated based upon the results of the review. The project managers will monitor and track the activities to facilitate the implementation of changes and improvements that impact the overall performance of the team.

As an additional activity, our individual project teams review SLA performance on a periodic basis in the team project meetings to highlight areas of potential concern and improvement. At this level, each individual team member is responsible for identifying

those SLAs that are lagging and have the potential for negatively impacting the system performance. Furthermore, through the use of the CTO Dashboard Updates and Daily Production Batch Exceptions report, our teams are able to receive immediate confirmation that a situation exists that could have negative consequences for our Service Level commitments. This allows them to take immediate action to quickly and effectively resolve the issue.

Using SLAs to Measure Effectiveness and Implement Process Improvements

The Project Schedule (RM-01), Project Cost (RM-02), and Project Deliverables (RM-03) SLAs speak directly to our ability to estimate time and budget and deliver upon our commitments. Our teams will use this SLA to determine how effective we are in managing our projects and identify areas of weakness in the project management process. Should one of these SLAs be violated, the Deloitte Contract Administrator will work directly with the project manager involved to determine the cause of the failure and institute actions to prevent reoccurrence in the future. Typically we would ask the following questions in root cause determination:

- Was this a problem with the estimation process?

- Were there delays external to the project that should have been foreseen?

- Were there external dependencies that caused the issue?

- Were the original time frames realistic?

- Did we under/over staff the project?

- Did we use the right staff/skill sets for the work?

- Was it an issue with availability of tools?

We will use this information to answer the final question: What do we need to improve so that this does not occur again? This is key to the continuous improvement cycle we strive for in all of our operations for the Department.

Understanding and translating the BRD/SRD/GSD received from the Lots 1-6 vendors into technical requirements is a major function in our development methodology; we understand the need for SLAs RM-04 and RM-05, which address Functional and Technical requirements respectively. Failure in any one of these SLAs is an indicator that somewhere in our detailed design sessions we did not interpret the business requirements, system requirements or general system design from the Lots 1-6 vendors correctly to prepare the detail system design. Our teams will use the feedback from these measurements to determine changes to the requirements analysis process, identification of stakeholders/participants in the detailed design process, and any potential training gaps our teams might have. These SLAs can also be used to understand if we are effectively interfacing with the Department, the Program Offices, and user community, and coordinating appropriately with vendors from the other lots.

The Post-Production Quality SLAs (RM-06 Production Release Error Rates and RM-07 A&B Emergency Software Releases) tie directly into the ability of the team to understand

and translate the requirements, as described above, as well as being technically capable of developing the solutions based upon the requirements and detailed design. We use these SLAs as indicators of the effectiveness of our developers, their efficiency in creating quality code, and the depth of our testing process. Our teams leverage a number of tools and techniques including Code QAs and Peer Reviews to facilitate the creation of quality products and the meeting of these SLAs. In the rare case where our team would fail to meet the established guidelines, a post mortem of the development and testing processes will be performed in an effort to understand where the point of failure occurred. Corrective action based upon this review will be implemented by the project manager.

System Availability is critical to the ability of the Department to provide services to the citizens of the Commonwealth; thus SLAs AM-01 (Business Availability) and AM-02 (Batch Processing) are important measurements and are monitored by the teams on a periodic basis. As mentioned prior, we utilize the CTO Dashboard and Batch Exceptions Report to proactively identify problems and alert the teams to issues that impair the overall functionality of the system. Our teams are tightly coordinated with the ITSS team and BIS to work together to resolve system related issues and uncover areas of improvement that are considered for implementation.

Since our development and maintenance methodologies are tightly bound to CMMi, continuous process improvement is a constant goal of our delivery teams. As per CMMi guidelines, we utilize the feedback from SLAs to:

- Understand what the desired 'to be state' should be for our processes
- Fully understand where the team/process presently stands
- Understand the root causes of the process failure that led to SLA violations
- Revise/standardize the processes
- Test the process and measure the results

Although SLAs represent an 'agreement' between Deloitte and DPW to determine if our performance meets expectations, Deloitte also embraces SLA measurements as a way to continually improve our performance and look for opportunities to change our processes and procedures when the situation requires.

BAFO Question #4

Lots 6 & 7	Question 4	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Describe how you will meet, measure and manage the Service Level Agreements.

Deloitte Response:

Our Maintenance Approach is built to meet the Service Level Agreements

We have developed our staffing models for Lot 7 based upon the understanding of the delivery requirements outlined in the RFP. Our staffing model has been developed using a combination of historical understanding of the systems involved, past performance, and projected improvements to the overall footprint. Furthermore, we have also optimized our staff in order to meet the SLAs that were described in Appendix K of the initial RFP document.

We understand the importance of performing corrective, adaptive and preventive software maintenance across each of the component parts of the in-scope systems and the impacts of performing these tasks have on the SLAs. Furthermore, our team is well qualified to meet the five key points that were identified in the proposal by the Department:

- **Understanding of Cross-system Impacts.** Our team comprehends that DPW's business applications are tightly co-mingled both internally and externally with numerous business partner systems and that they span 200 plus business systems. Deloitte's experience over the last 10 years working with these systems will help us to effectively meet the SLAs outlined by DPW.

- **Knowledge of DPW's Diverse Technology Platforms and Products.** Our understanding of the more than 55 technology products supporting the systems provides a strong foundation for proactive problem management and effective development efforts.

- **Experienced Staff.** Deloitte provides experienced maintenance and production support staff, with experience in DPW's SDM, the ITIL framework and in managing IT work in accordance with CMMI Level 3 assessment standards. This allows us to quickly turn around production defects and address performance related issues that could negatively impact the ability of the Department to meet the demands of over 10,000 field workers.

- **DPW Specific System and Business Knowledge.** Our staff understands the needs of the various Program Offices and provides the Department with key enterprise and system specific knowledge that is leveraged to monitor, control and successfully meet the SLAs set forth by DPW.

- **Thorough Knowledge of Program Office and BIS IT Needs.** Deloitte's work with the Department has given us significant insight into the business needs and goals of your

Program Office user base, and has impressed upon us the need to meet the business objectives through effective deployment of our resources.

In order to meet the SLAs, proactive management of the measurements is essential. Our team will, on a daily basis, monitor the systems involved and indentify those triggers that, when they occur, indicate that an SLA-impairing situation could manifest itself. These include performing the following tasks:

- Alerting/escalating problems before SLA violations occur – once a team member has identified a problem they will follow our defect management process outlined in our response. If a problem is not resolved within a set timeframe, the escalation process (outlined in Tab 9 of our response) is executed and key leadership will become involved

- Identification of issues that are intermittent that have the potential to become SLA-impacting – this involves identifying patterns of problems occurring and tracing root causes in an effort to avoid significant system impacts

- Forecasting potential anomalies – these events can be caused by a number of activities, including: periods of high system usage; release implementations (modifications and maintenance); patches and upgrades, and hardware changes. By understanding and planning for these events, and coordinating across teams, other vendors and DPW, Deloitte can positively impact SLA compliance

From a development perspective, we meet SLAs by adhering to our Application Development Methodology and SDM, which are based on the fundamentals of CMMi. Since the SLAs for development focus on project management, requirements adherence and software quality, Deloitte's teams will use a number of tools and process to enhance the development efforts; they include:

- Requirements walkthroughs to fully understand the business needs being addressed

- Frequent interaction with the Department, Program Offices, BIS, user community and other Lot Vendors to facilitate understanding of the requirements

- Adherence to standards for development activities

- Code QA reviews and Peer Reviews

- Thorough testing of the code prior to release into the production environments

- Post-production performance monitoring and lessons learned reporting

Measuring Service Level Agreements

Each of the SLAs/SLOs will be measured from specific source data and/or source documentation, depending upon the data and calculations required. Our project teams will work with the PMO to develop the monthly SLA report using the information available for each measurement; the tables below highlight where the data will be derived for the in scope SLAs for Lot 7:

New SLAs			
SLA ID	**Name**	**DPW Source Data/Documentation**	**How Measurement is Taken**
RM-01	Project Schedule	Approved project plan compared to final delivery date; this information is available from the approved work orders and the completion letters	We measure Project Schedule Variance (PSV) using the completion letter to determine dates the project was completed and compare against our original work order estimates.
RM-02	Project Cost	Approved work order, final costs, variance summary from the completion letter; this information is available from the approved work orders and completion letter	The Project Cost Variance (PCV) is derived from the work order estimates of cost against the actually time booked against the work order.
RM-03	Project Deliverables	Artifacts register indicates the differences between the approved and actual deliverable dates	The artifacts list provides us the data on deliverable dates which will be compared to the deliverable dates that were committed to in the work order.
RM-04	Functional Requirements	BRD, pre-prod test and defect results and post-prod operations results	We measure this using requirements traceability on the completed product and determining the percentage requirements met
RM-05	System Requirements	SRD, pre-prod test and defect results and post-prod operations results	We measure this using requirements traceability on the completed product and determining the percentage requirements met
RM-06	Production Release Error Rates	ATS will be the system of record for gathering information on this SLA	Using the definitions from Appendix K, we measure the severe errors that occur after our functional releases are moved into a production environment. This information will initially come from ATS and then migrate to PMC
RM-07A RM-07B	Emergency Software Releases	ATS will indicate the number of emergency releases required	This is measured by the number of emergency releases required post-production and will also migrate to PMC once it is implemented
AM-01	Business Availability	Monthly Outage Report	Measured based upon the amount of hours available during the month compared to downtime from the monthly outage report.
AM-02	Batch Processing	Opcon	Using Opcon as a tool our team is able to determine the amount of times a batch window has not been successfully completed.
CM-001	Disadvantaged Business	Annual DB Target v. actuals; information also from timesheets approved during the reporting period	We compare the information from timesheets and sub contractor invoices to the contractual commitment for DBs
CM-002	Contractor Partnership Program	Quarterly Compliance Report	Similar to DB, we use the information from time billed on behalf of CPP to develop our reporting

Existing SLAs and SLOs			
SLA ID	**Name**	**DPW Source Data/Documentation**	**How Measurement is Taken**
SLA #1	Online Application Availability	Shared Services monthly interruption log	Information is manually logged and summarized from multiple sources including: BIS system interruption logs ; Production/on-call pages/emails from the application teams and/or program offices; and Requests for troubleshooting from BIS. These outages are compared to the number of business hours available during the month.
SLA #2	Batch Cycle Time	Shared Services scheduling report; OPCON	Information for this report is manually pulled from the DPW production scheduling database (OpCon). This information is owned, updated, and managed by DIMO only. The goal is 0 days that the critical batch cycle impacts online availability,
SLA #3	MBE-WBE Participation	Timesheets approved during the reporting period	We compare the information from timesheets and sub contractor invoices to the contractual commitment for DBs
SLO #1	Acceptance Test Tracking	Presently in ATS; future in PMC	Information SLO that compares our efficiency in Acceptance testing. Presently this SLO is measured directly from data take from ATS. If it is decided to maintain this SLO, this information will be derived from PMC.
SLO #2	Online Performance	Concord report; Network, client and Server Response time	Using the Concord report to determine online response times and report on them.
SLO #3	Estimation Proficiency	Work orders, TTS	We compare the initial estimation from work orders to the final hours that are reported upon completion of the work order
SLO #4	Documentation for Application Modification	DPW PMO Document repository	We measure the timeframe it takes our team to post documents that are accurate concerning the individual applications
SLO #5	Application Maintenance – Correction of Production Emergencies	Presently ATS and Application Implementation Request; future will be with PMC	Information is manually summarized from ATS and Emergency Application Implementation Requests. The number of Corrective Action Plans will be counted based on the number Emergency Application Requests submitted.
SLO #6	Application Maintenance – On-site/On-call Technical Support	This is based upon response times	Measurement of the time it takes the team to respond to a goal of 3 hours.
SLO #7	Application Maintenance – Documentation for Application Maintenance	VSS and DPW PMO Document Repository	We measure the completeness of system documentation, user and provider manuals, and any other documentation required for enhancements that are moved into production for maintenance
SLO #8	Application Modification – Documentation for Application Modification	VSS and DPW PMO Document Repository	We measure the completeness of system documentation, user and provider manuals, and any other documentation required for enhancements that are moved into production for modifications

Presently the development of the reports for the SLAs is a manual process performed by the PMO; our goal for the new contract is to utilize the Project Management Center (PMC) tool to manage the information flow and produce reports on SLA performance. In addition, Deloitte is planning to provide, on a monthly basis as per Appendix K of the RFP, the three

components of the SLA Dashboard: the SLA Metric Details Report, SLA Metric Executive Summary Section, and the SLA Metric Status Evaluation and Resolution Section. Each of these sections was detailed in our proposal, 'Tab 9 – Contract Standards.'

Although we use a number of different tools for measurement and reporting of SLAs, our plan is to begin using the PMC tool as the system of record for SLAs once it is implemented. PMC will provide us with a single product by which we generate reports, analyze trends, and proactively identify issues.

Managing Service Level Agreements

Deloitte will use our methodology that was outlined in our response for management of the SLAs. To recap, the methodology consists of the following components:

- **Identify** – the process by which new SLAs are indentified as a result of ongoing operations, changes in the applications, or business requirements. A key process within this area is the management of the SLA definition and incorporating any mutually agreed upon changes

- **Define** – defining the details of new and/or existing SLAs that have been changed. In collaboration with the Department we will utilize analysis of historical data from SLAs and system/project performance to determine what changes are required to meet the needs of the business.

- **Manage** – our team continually monitors the SLAs during the course of the engagement and utilizes a number of tools that our team is presently leveraging. Furthermore, once PMC is operational it will be used to assist in the management of the SLAs.

- **Review** – Deloitte plans to have monthly and quarterly SLA reviews of the standards to determine how we are progressing against the targets. Additionally, SLAs will also be reviewed during the annual scoping and planning process to determine if there are any potential changes required.

- **Feedback** – we emphasize periodic reviews of SLAs to determine if they continue to be realistic and provide value to the business. This effort is collaboration between Deloitte and the Department and the output of it can be changes to existing SLAs (e.g. target, calculation, and data changes), elimination of SLAs that are no longer relevant, and/or the incorporation of new metrics.

To summarize, Deloitte is well positioned to begin measuring our performance from the start of the contract, and then to augment the metrics with the proposed SLAs from the RFP. We view the SLA process as a collaborative effort between the Department and our team; we will work together to define and manage SLAs, and we will also implement a continuous review cycle by which SLAs are adjusted, newly developed, or retired if required.

Overall, Deloitte is confident in our ability to hold our development and maintenance activities up to the standards set by the Commonwealth. In our years of working with the Department, we have shown the ability to deliver on our commitments and support the Department's mission of supporting the citizens of Pennsylvania.

BAFO Question #5

Lots	Question	
6 & 7	**5**	**Technical BAFO Items, Questions for Lot 6 and Lot 7 Only**

Clarify your commitment and responsibility to the Service Level Agreements for this Lot.

Deloitte Response:

Deloitte is committed to working with the Department to establish an SLA framework that provides a tool by which our performance can be measured on a regular basis. We understand that the Commonwealth wishes to expand the SLAs beyond the present metrics that our team has in place; as a service provider who is experienced in the use of SLAs and SLOs we welcome the opportunity to build a structure by which the Department can be confident we are performing our services to the standards that are expected.

Deloitte views our responsibilities as follows:

- **Implementation of the new SLAs:** we will work in a timely fashion to implement the tools and processes required to establish the new SLAs and determine which of the prior SLAs/SLOs should be continued

- **Accurate Measurement of the Metrics:** we are responsible for gathering data that provides an accurate assessment of our performance against the SLAs/SLOs

- **Timely Reporting:** our team provides reports on the agreed upon timeframes and reviews the reports with the Department to discuss the performance over the measurement period

- **Proactive Management of the SLAs:** the team actively tracks performance on a periodic basis in order to take actions when an SLA/SLO has the potential for violation

- **Adding, Updating, and Retiring SLAs:** we manage SLAs and collaborate with the Department on when additional SLAs should be added to the metric set, or if changes are required to support the business needs. Furthermore, we help to identify those SLAs that are candidates for retirement

- **Corrective Actions:** we take corrective actions when our performance lags and causes SLA violations

As the Lot 7 vendor, Deloitte is proactive in the implementation and management of SLAs/SLOs and will facilitate the process in a way that provides a complete view of the performance of our team as we continue to support the people of Pennsylvania.

BAFO Question #6

Lots **6 & 7**	Question **6**	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify your role in Enterprise Architecture and how this role will interact across all other vendors and lots.

Deloitte Response:

Our Role in Enterprise Architecture

The RFP states that "the overarching goal for all work performed under this contract is for the selected Offerors to assist DPW in refining and expanding our Enterprise Architecture frameworks" (IV-314). We describe our role in DPW's enterprise architecture vision under *Architecture* in section 6.9.2.1 of our proposal. This section describes our IT Shared Services and Direct Technical Services enterprise architecture role as follows:

Deloitte works with both the application teams and DPW on an ongoing basis to align the enterprise application architectures with DPW's architectural vision. There are several critical checkpoints in DPW's IT governance process when feedback can be most effectively solicited and incorporated. This begins with the initiative planning process and continues throughout the SDLC. The following checkpoints represent the key areas of involvement for our enterprise architecture team and are defined below:

- **IT Annual Scoping Process.** The annual process is used to evaluate and prioritize initiatives for the coming year. Key program office, DPW/BIS and application team leaders are involved in the scoping process, presenting the ideal opportunity to align initiatives with the DPW architectural vision early in the planning process.

- **Artifact Submissions.** Many of the design, development, and testing artifact submissions are intended to produce documents that demonstrate compliance with one or more DPW IT standards. Deliverable reviews present the opportunity to gauge alignment with a particular set of DPW standards that reflect the enterprise application IT strategy.

- **Architecture Review Boards (ARBs).** ARB meetings bring program office, DPW technical staff, and application team staff together to review the requirements, design, technical decision points, or implementation details (ARBs 3 and 4, respectively) and their impact on an application's architecture. These meetings provide ongoing checkpoints throughout the SDLC to assess and modify elements of an application's design to align with DPW's vision and direction.

- **Service Design Reviews.** For services meant to be reused across the enterprise, a variety of service design reviews are conducted. These may be conducted as part of ARB 3 meetings, vendor-specific peer architecture reviews, or dedicated ITSS service assessments. The goals of these reviews are to determine alignment with the DPW architectural vision and to evaluate the reusability of these services across DPW applications.

- **COTS Product Evaluation.** When COTS product or transfer technology solutions are being evaluated, a multiphase DPW standard evaluation and selection process is followed. This process works from initial feasibility studies through procurement and implementation and is meant to verify that the selection process conforms to a consistent set of processes for evaluating these COTS products across DPW applications.

These key checkpoints throughout the SDLC allow DPW to assess and align the application design with the broader DPW enterprise vision. Deloitte has broad exposure across DPW's domains, enabling Deloitte direct technical support resources to contribute to the development and review of domain-specific architectural standards. These evolving standards enable DPW to communicate the changes in their enterprise architecture expectations across the vendor lots and other stakeholders.

Interaction of the Enterprise Architecture Role Across Lots

As your Lot 7 vendor, Deloitte understands that the communication and interaction aspect of the enterprise architecture role is especially important. We work with DPW and the application teams to create strategic enterprise architecture communications such as the SOA roadmap, Enterprise Architecture service to business model mapping, and Enterprise Service Manifest as well as tactical communications such as ARB presentations, application integration designs and DPW ALM alignment reports.

With DPW's new multi-lot approach, communications become even more important as the number of stakeholders increases for coordination. The table below illustrates the breakdown of enterprise architecture roles and responsibilities across the key DPW stakeholders and lots.

Stakeholders	Enterprise Architecture Roles and Responsibilities
Lot 1 – 5 Vendors	- Assist with the preparation of the business requirements elements of the ARB 1 session. - Assist in preparation for annual IT scoping meeting and participate in IT scoping meetings, as required by DPW. - Perform COTS, SaaS and Transfer Technology responsibilities as outlined in responsibilities matrix for question #25. - Review, provide feedback on, and manage alignment with DPW enterprise IT standards. - Understand the DPW ALM baseline and its impact on system requirements.
Lot 6 Vendor	- Prepare for and facilitate ARB 1 and ARB 2 sessions. - Prepare for and facilitate ARB 3 sessions, as required. - Assist in preparation for annual IT scoping meeting and participate in IT scoping meetings, as required by DPW. - Perform COTS, SaaS and Transfer Technology responsibilities as outlined in responsibilities matrix for question #25. - Review, provide feedback on, and manage alignment with DPW enterprise IT standards. - Manage application alignment with the DPW ALM baseline. - Conduct internal Lot 6 architecture, design, and deliverable reviews.
Lot 7 Vendor	- Prepare for and facilitate ARB 4 sessions. - Prepare for and facilitate ARB 3 sessions, as required. - Assist in preparation for annual IT scoping meeting and participate in IT scoping meetings, as required by DPW. - Perform COTS, SaaS and Transfer Technology responsibilities as outlined in responsibilities matrix for question #25.

Stakeholders	Enterprise Architecture Roles and Responsibilities
	• Review, provide feedback on, and manage alignment with DPW enterprise IT standards. • Manage application alignment with the DPW ALM baseline. • Conduct internal Lot 6 architecture, design, and deliverable reviews.
DPW	• Provide DTE, DEA, DIMO and applicable portfolio management representation at the ARB sessions. • Facilitate the annual IT scoping process. • Perform COTS, SaaS and Transfer Technology responsibilities as outlined in responsibilities matrix for question #25. • Create and publish new DPW enterprise IT standards. • Publish the DPW ALM baseline regularly, as required to reflect changes in the current DPW architecture baseline.

BAFO Question #7

Lots 6 & 7	Question 7	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Elaborate on Enterprise Architecture in terms of business models, data models, and service reference models.

Deloitte Response:

Deloitte employs enterprise architecture reference models to help guide the evolution of DPW's enterprise architecture. We work with DPW stakeholders to update these models on a regular basis and use them to guide initiative prioritization and the design and technical architecture of individual initiatives. The table below includes details around how we work with DPW to evolve and manage to the business, data, service and technical reference models that are the basis of the Federal Enterprise Architecture (FEA) and Medicaid Information Technology Architecture (MITA) frameworks.

EA Model Type	Model Definition and Usage
Business Reference Model (BRM)	Provides a framework for representing classifications of functional services within DPW. Both the H-Net and MITA reference models use functional classifications such as client, provider, and financial management to group HHS business functions.
	The BRM is used to align business functions with providers of these business functions and to guide the long-term evolution from DPW applications to business process enabled modules and enterprise services.
Data Reference Model (DRM)	Provides a comprehensive model for data elements, structures, and validations for a particular business domain. DRMs are especially helpful in service oriented architectures (SOA) since they establish the basis of service contracts by laying the foundations of the data structures for business data services.
	Deloitte is familiar with the NIEM model that DPW is looking to move towards for its Child Welfare DRM. The standardization this model has brought is critical to the success of large scale justice data exchanges such as Pennsylvania's JNET.
Service Reference Model (SRM)	Provides a "To Be" picture of DPW enterprise services. These services are mapped to the business functions they support in the BRM across DPW's enterprise applications.
	The SRM is used to identify and prioritize the creation of new enterprise services or reuse of existing services across the enterprise.
Technical Reference Model (TRM)	Includes details around the technologies used within the DPW enterprise applications. The technical reference model provides guidance on how the applications should evolve their technologies including technology upgrade and retirement as well as server deployment options.
	The TRM is used to progress application alignment with DPW baseline technologies and to progress the necessary refresh of DPW hardware and software.

BAFO Question #8

Lots 6 & 7	Question 8	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only
Describe examples or templates of your proposed requirements documents, traceability matrices, and use cases		

Deloitte Response:

Consistent with the RFP requirements, Deloitte uses the standard document templates provided as part of SDM by the DPW PMO to promote consistency and thoroughness in capturing requirements for application maintenance and modifications. The following table highlights the key requirement documents and their main components and usage.

Key Requirements Document	Document Components	Description and Use at DPW
System Requirments Document (SRD)	Introduction	• The Introduction covers the Scope of the initiative outlining the specific problems and opportunities that are addressed at a high-level. The expected business outcomes are also discussed and quantified where possible.
	Statement of Business Problems	• In the Statement of Business Problems the business problems are discussed in detail, using diagrams as applicable to describe the current and proposed business processes. Key stakeholders are also identified and their roles are defined.
	Traceability Matrix	• The Traceability Matrix captures functional and non-functional requirements. This section of the SRD provides a brief overview of the Traceability Matrix with a link to the traceability matrix document.
	Process Model Narratives	• The Process Model Narrative (PMN) includes an introduction and narrative of capabilities, as well as security considerations and cross process impacts by Sub System, Function, and Processes. A list of the PMNs that are impacted by the documented system requirements is contained in this section.
	Use Cases	• Use Cases that are developed are linked to this section of the SRD. Use Cases display the relationship among the actors or individuals who use the system and the use cases or functions by which they interact.
	Assumptions and Dependencies	• Any assumptions and dependencies regarding the system and its use are covered in this section. This may cover related operating systems, end-user characteristics and possible and/or probable changes in functionality. The dependency section outlines any events that must occur or constraints that must be removed throughout the course of an initiative. Further, this section captures the key performance measures that are developed as a part of the initiative. • Documenting the expected performance measures, assumptions and dependencies allows system modifications to be developed in accordance with stakeholder expectations.
	Glossary	• The Glossary provides a listing of key acronyms and a description of each.

Key Requirements Document	Document Components	Description and Use at DPW
Traceability Matrix	Document Control Information	• This section identifies version history, author, initiative name, and other attributes that define this instance of the traceability matrix.
	Introduction	• The Introduction lists column headers in the matrix with detailed descriptions of each.
	Traceability Matrix	• The Traceability Matrix is created by associating requirements with the deliverables and work products that satisfy them. The traceability diagrams map the relationships between requirements, use cases, screen shot details, business logic diagrams, integration test scenarios and system acceptance test scenarios.
	Requirements	• Requirements are captured and categorized as either a functional or non-functional requirement. In general, functional requirements identify what functions the system is expected to achieve, while non-functional requirements specify overall characteristics of the system. The non-functional requirements captured address matters relating to technological infrastructure, reliability, conversion and security. External interface requirements are included in the traceability matrix.
		• Creating a complete set of requirements up front enables better planning, more accurate estimates, shorter delivery cycles, and improves adoption of the final outcome.
		• Having this end to end traceability guards against missed requirements during implementation and validates that the software testing phases have comprehensive coverage. Specifically, the Traceability Matrix helps in:
		• Knowing whether whole of the current requirements are considered for testing
		• Knowing whether changed requirements are converted into testable items
		• Documentation to form the basis of testing
		• Understanding where requirements have been built into the system
		• Forming the basis for ongoing system documentation
		• Ultimately using our proposed traceability matrix results in a high quality end product that meets end user requirements.
Use Cases	Actors	• Actors represent the type or group of end user that would participate in the prescribed use case.
	Use Case Diagrams	• The use case captures the end user's workflow and documents how they expect to interact with the system after the modification is implemented.
		• Use cases are particularly useful in developing accurate test cases resulting in a higher quality end product.
Process Model Narratives	System Overview	• Provides a description of the sub system.
	Related Functions	• Identifies the functions associated with the subsystem.
	Function Overview	• Provides a description of the function.
	Related Processes	• Identifies the processes associated with the function.
	Process Overview	• Provides an overview of the process.
	Security Considerations	• Identify any security changes that need to occur as a result of the process.
	Cross Process Impacts	• Identifies additional business processes that are related or impacted by the current process.

BAFO Question #9

Lots 6 & 7	Question 9	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Elaborate on your proposed risk mitigation and management strategies.

Deloitte Response:

The Risk thread is a key component of the Department's Enterprise Project Management Methodology.

Risks	• Identifies, analyzes and responds to project risks. It includes maximizing the results of positive events and minimizing the consequences of adverse events through risk analysis and risk management control. Our team uses processes of this thread during the project to identify, address and resolve issues in an expedient and diplomatic manner.

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

Based on this understanding, as well as the lessons learned from our national HHS client and project base that includes those of similar size, scope and complexity to DPW, our proposal provided a list of the most critical risks regarding project management on this new contract. More importantly, we proposed solutions and approach that reduce or avoid these risks and have incorporated them into our project management approach.

Risk Management

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

Deloitte utilizes the methodology for risk management based on the principles defined by the Project Management Institute (PMI) for project management – proactively planning for risks on the project. A risk is defined as a future event that may jeopardize the budget, schedule or scope of the program or the project. If addressed timely, a risk does not become an issue.

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

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

Risk Management: Methodology and Approach		
Process Step	**DPW Definition from Appendix BB**	**Deloitte Approach**
Step 1: Risk Identification	Identification occurs throughout a project's life cycle. It may arise during meetings, analysis, document reviews, workgroups, or other project activities. Risks are also proactively identified at the start of the project based on prior experience by the Project Management Team.	Risks are identified and logged into PMC by any member of the project team. Information logged includes: Title, Description, Created Date, Target Resolution Date, Status, Escalation Level, Owner, Category (technical, external, operational, project management) Risks are then validated by the appropriate lead to be complete and non-duplicative.
Step 2: Risk Evaluation	This step involves evaluating risks across the likelihood of occurrence and the severity of the consequence if the risk does occur (priority)	Qualitative Risk Analysis will be performed to assess the priority of identified risks using their likelihood of occurring, the corresponding impact on project objectives if the risks do occur, as well as other factors such as the time frame. Likelihood of occurrence is defined as the degree of probability that a risk may occur or the frequency of occurrence – such as seldom/none to date, once/5 years, several times/year, and daily. Priority: high, moderate, low – categorizes the degree of impact the risk will have on the project if the risk occurs • High - risk could have a significant impact to cost, overall timeline or scope • Moderate – risk could have an impact to cost, overall timeline, or scope • Low – risk may have an impact to intermediate milestone date on timeline

Risk Management: Methodology and Approach		
Step 3: Risk Handling (Mitigation, Escalation or Acceptance)	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.	Our approach is to monitor the risks through discussion during the project team meetings. If the situation has changed the risk will be re-evaluated. Controlling risk occurs when the risk has occurred and the contingency plan that was developed during Step 3 is executed. The risk continues to be monitored until completion.
Step 5: Risk Closure	Closing a risk occurs upon successful mitigation or acceptance a risk.	We work with DPW and/or other Lot vendors to determine the appropriate time to close or de-escalate project risks.

Step 1: Risk Identification

Deloitte believes in a bottom to top philosophy for the identification of risks and may use the following inputs to identify risks:

- **Work Plan.** Monitor work plans for divergence from the baseline as this may indicate a schedule risk.

- **Governance Meetings.** Through a series of meetings, we may identify additional requirements, changes in scope, or changes in priority, which in turn could pose a risk to the initiatives completion.

- **Day-to-Day Operations/Project Activities.** The majority of risks are identified as a result of unforeseen changes encountered during the day to day operations of the project. These could include running into technical limitations, environmental factors, or scope, time, and resources constraints.

- **Document Reviews.** Sometimes risks do not become apparent until deliverables are consolidated in a single document; internal and external review of such deliverable documents can provide another avenue to identify risks.

- **Document and Communicate Risks.** It is critical to document risks as soon as they are identified. This enables the relevant stakeholders to become aware of the risk and the agreed upon resolution. Risks that are identified early have a higher likelihood of being mitigated.

Step 2: Risk Evaluation

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

The probability and impact ratings defined in DPW's Appendix BB Project Risk Management Guidelines are used to produce a "risk evaluation matrix" to give each identified risk an overall "risk rating". The risk evaluation matrix considers both the probability and impact in assigning the risk rating as shown below. The range of possible values for risk Likelihood forms a vertical column, with VL-Very Low likelihood at the bottom and VH-Very High at the top. The range of possible values for risk severity of impact forms a horizontal row, with VL-Very Low impact at the left and VH-Very High on the right. The value located at the intersection of the Likelihood and Impact coordinates determines the Risk Rating. After assessing the risk rating, an owner is assigned who will see the risk through to resolution.

Risk Evaluation Matrix						
		Impact of Risk				
		VL	L	M	H	VH
Likelihood of Risk Occurring	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

PA_DPW-536_2

Figure 1: Risk Evaluation Matrix.

Step 3: Risks Handling (Mitigation, Escalation or Acceptance)

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

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

If a risk meets one of the following criteria it may be escalated through the governance structure.

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

Understanding Risk Escalation and Resolution Governance
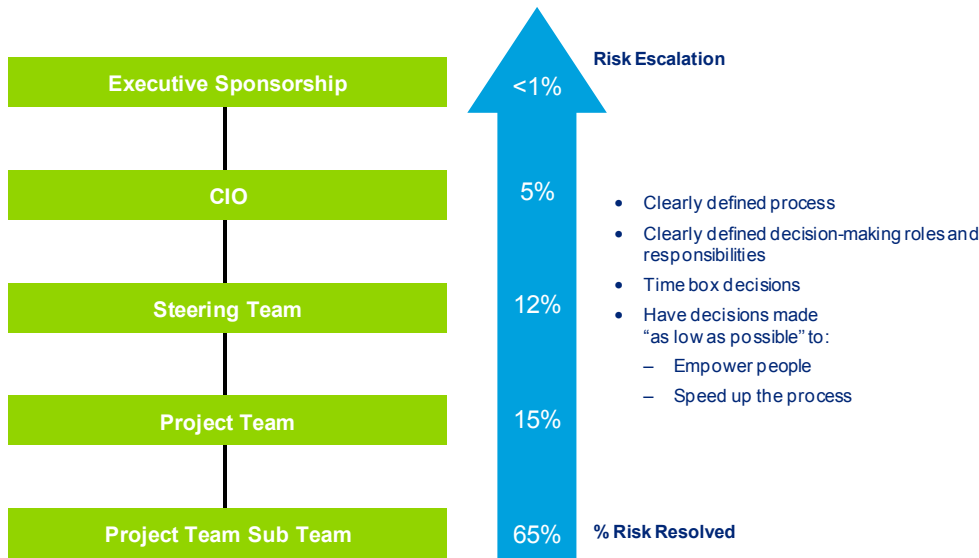
Figure 2. Importance of the Escalation Processes.

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

Risk Handling Process

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

Step 4: Risk Monitoring and Control

Once risks have been identified, assessed, and reviewed, they need to be regularly monitored and reassessed so that they can be effectively managed, responded to, and reported. The weekly status and Risk Management Team meetings are used to monitor the status of existing risks in an effort to proactively mitigate such risk from potentially reoccurring.

Step 5: Risk Closure

After evaluation and consultation with the DPW project management team, existing project risks may be closed for the following reasons:

- The event that could have triggered the risk no longer exists

- The mitigation plan to address the risk has been completed successfully

- The risk event has already been triggered; therefore, the risk has now become an issue.

For a detailed risk management process flow, please refer to section 6.2 Project Management, Figure 6.2-29, of our proposal.

BAFO Question #10

Lots 6 & 7	Question 10	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Elaborate on your proposed project management reports

Deloitte Response:

Deloitte proposes two primary tools for project management, both of which produce important reports. The main tool for Project Management is Project Management Center (PMC), a management tool used for planning and monitoring including, risks, issues, work plans, scheduling, resource allocation, time tracking and budgeting. In addition, ATS, our tracking tool will be used for tracking defects, enhancements, changes, scripts, test scenarios and incidents. We will work with you by using the TRT process to identify alternatives.

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

The reports produced in PMC that we expect to use on this project are listed and described in the following table. In addition, by using PMC we have the capability to create customized reports for the Commonwealth to specifically meet your project management reporting requirements. Screen shots for many of these reports can be found in Section 6.2 of our proposal.

Project Management Report Name	Description
Key Decisions Management Report	Automatic report generated through PMC includes list of key decisions, key decision details, and is supported by CMMi Decision Analysis and Resolution (DAR) process.
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.
Risk Manager Dashboard Report	Automatic report generated through PMC includes risk activity.
Status Report	Automatic report generated through PMC includes timeline.
Performance of Work Report	Automatic report generated through PMC includes real-time Earned Value summary.
Risk Manager Dashboard Report	Automatic report generated through PMC includes risk activity.
Deliverable Review Report	Automatic report generated through PMC includes deliverable review details, work-flow enabled tracking and history of deliverables, and meets CMMi standards.
Final Closure Report	Report created through MS Office that includes financial summary and variance summary.
e-Submission/Disposition Report	Automatic report created after client's formal acceptance of a project deliverable or phase has been received.

To facilitate meetings and management processes several of the reports listed above should be combined with reports from the Lots 1-5 and Lot 7 vendor to give the DPW program offices and contract administrator one view of the project schedules, risks, issues, status, and major milestones and deliverables.

BAFO Question #11

Lots **6 & 7**	Question **11**	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Elaborate on your proposed acceptance criteria for the turnover phase

Deloitte Response:

Deloitte's proposed turnover phase as outlined within our proposal is an important step to completing contract close out after turnaround. The application portfolio for DPW will evolve, grow, and mature over a five year contract period with option years which will affect the actual turnover plan tasks outlined within our response. Our proposed acceptance criteria for the turnover phase is included in the table below. Deloitte will work with DPW to specifically define and validate acceptance criteria so that the successor has received the materials needed for maintenance and operations of DPW systems.

Key Activities	Proposed Acceptance Criteria
Pre-requisite Learning	• Successful completion of pre-learning requisites for resources identified by the successor team (e.g. .NET, Oracle, WebMethods, USEC).
Documentation Review	• Inventory of all project and system documentation to DPW • Review of project and system documentation with the successor team.
Meeting/Discussion Forum	• Completed meetings/discussion forums for agreed upon turnover topic areas.
System or Tool Demonstration	• Completed system and tool demonstrations of system and application software • Completed on-the-job training of successor vendor
Walkthroughs	• Completed walkthroughs of functional and technical components or technical architecture of the overall systems.
Shadowing or Participation in Meetings and Activities	• Completed job shadowing of resources for agreed upon time period that will be responsible for taking over tasks and activities
Substantial and Meaningful Assignments	• Completion of substantial and meaningful job assignment necessary to demonstrate understanding of the systems and activities
Skill Proficiency Testing	• Completed skill proficiency evaluations for specific competencies and skills of successor
Governance Meeting Participation	• Completed governance meetings to transfer understanding of project structures and governance meetings

BAFO Question #12

Lots **6 & 7**	Question **12**	**Technical BAFO Items, Questions for Lot 6 and Lot 7 Only**

Elaborate on your approach to scope management, corrective action, and change control

Deloitte Response:

Scope Management

An important aspect of project management is establishing and executing a solid scope management approach and change control process. The scope of a system modification is initially defined in the project charter and then outlined in the Work Order. Scope is then progressively elaborated through the remaining SDLC phases: Requirements Definition, General System Design, and finally Detailed System Design. In order to adhere to agreed upon schedules and cost, changes to defined scope must be documented and addressed in a consistent manner. We will continue to work collaboratively with the Department as well as other Lot vendors in scope management across the suite of DPW projects and follow the change control process outlined in RFP Appendix U.

The tool that is critical to managing scope and avoiding deviation from what program offices have approved in scope is the **Requirements Traceability Matrix.** This document is a list that includes the functional and non-functional requirements gathered during the requirements phase of the initiative and identifies each requirement as In Scope or Out of Scope.

As the Lot 7 offeror, Deloitte reviews the requirements traceability matrix produced by the Lot 1-5 and Lot 6 vendor to confirm that the listing of functional and non-functional requirements is detailed, accurate and unambiguous, and that the GSD is aligned with the requirements. We will identify gaps or inconsistencies and work with the other Lot vendors to address these prior to beginning DSD. Beyond DSD, we verify that the integration, system, load, performance and user acceptance test plans have broad coverage of requirements by comparing them to the Requirements Traceability Matrix.

Effective use of the Requirements Traceability Matrix from BRD to SRD to GSD and to DSD through testing will give the Department confidence that scope is managed, and delivered against established criteria.

Change control represents a key component for DPW to accommodate changes in business needs; we strive to minimize the impact of changes in the production environment while mitigating the risks that occur during the process of improving and updating the system.

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

DPW Change Management Process Step	Key Deloitte Lot 7 Tasks
Step 1: Evaluation	• If Deloitte is the submitter, we will create accurate and broad PCRs so the necessary information is available to complete future steps without having the PCR returned for more information.
Step 2: Quick Assessment	• Provide the resources necessary to perform the quick assessment based on the target system of the change request. • Participate in the change sub team and architecture review board reviews of the PCR and provide Deloitte recommendations.
Step 3: Impact Analysis	• Identify the technical resources with the right skill set to complete an impact analysis considering the cross system impacts. • Use the Application Evaluation Tool (AET) to estimate level of effort, then use the PMC tool to assess impact across project resources and schedule for each PCR resulting in a more accurate impact assessment on in flight projects.
Step 4: CCB Decision	• Identify the project resources to perform cross project impact analysis as needed and work with the PCR submitter to review alternate approaches that may reduce the cross project impacts. • Provide our unbiased review and recommendation as a part of the CCB to DPW for each PCR.
Step 5: Final Review and Initiate Change	• For approved changes only, update the project baseline artifacts and use the PMC tool to properly plan and schedule the PCR and assign appropriate resources to the implementation tasks. • Update the Work Order Tracking Tool (WOTT) as needed to incorporate any approved change requests.
Step 6: Appeals	• Validate the denied PCRs are archived with the necessary information to allow them to be reviewed in the future without conducting the quick assessment and impact analysis steps over again.

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.

Additional tools we propose to support effective scope management and change control across the enterprise are:

Deloitte tools and processes	How Tools will Support Scope Management and Change Control

Deloitte tools and processes	How Tools will Support Scope Management and Change Control
Project Management Center 7.5	Project tasks are documented in PMC for approved work orders in addition to issues, risks, and action items which may often be raised to identify potential scope issues. Standard reports generated from PMC give complete transparency of the tasks being performed to DPW and allow us to verify they are in-line with DPW priorities.
CIO Dashboard V6.5.1	This tool provides latest information needed for escalation and management by DPW Contract administrator. The dashboard addresses key schedule, cost, and scope information including work order, deliverable and SLA status.
Project Runway V5.0	This tool tracks the deployment schedules across 27 application streams within DPW and is used to understand where likely impacts will occur given a change in scope.
Automated Tracking System (ATS)	Change requests are logged in the defect and enhancement tracking tool, ATS. This allows the owner to track the progress and also allows the Lot vendor to assess and document the impact of the change request on project constraints (resources, scope, cost, schedule, etc.).
HLE process	By performing a High Level Estimate before the Department approves a work order, DPW is able to only select the work orders that offer the most benefit for the required resources or that represent the most value to DPW. This also establishes an initial scope for each initiative.
Work Order review and approval process	Conducting broad review of work orders with DPW and acquiring formal approval allows Deloitte to only focus on the tasks that are most important to DPW and that helps in achieving expected scope of initiatives.
Annual review of maintenance and modification objectives	Reviewing the DPW modification/enhancement goals each fiscal year provides an opportunity for the Lot vendors and DPW to assess current projects and requested work orders to validate that modification work being down is in-line with the Departments objectives and to re-assess DPW goals with your trusted partners as requested.
ARB meetings	At each architecture review board meeting, we review the work completed during that phase of the project and work planned for the next phase with the Department providing another opportunity to validate that work assignments are aligned with DPW priorities.
Change control process	When change requests arise, following a well-defined change control process that includes DPW and project stakeholders enables Deloitte to only perform work associated with change requests that have been formally approved by the Department.

Corrective Action

Deloitte understands the process the Department has requested for Corrective Action Reporting as defined in Appendix Y of the RFP and described in Section 6.2 of our proposal "Respond to Monitoring Reports". We recognize the need to clearly define the steps, responsibilities, and the timeframes for the five steps in the process: initiating, developing, accepting, executing and closing out. When developing the corrective action plan we will utilize the template defined by the Department in Appendix Y. In addition to completing the template we will include an executive summary that includes the following:

- High level assessment of the non-conformance problem/deficiency

- Synopsis of correction actions to be taken

- Outline of the overall process for executing and completing the CAP

- Planned CAP completion date

- Commitment to the correction action

Our approach to addressing corrective action includes developing a Corrective Action Plan, reviewing the plan with DPW, and submitting the plan for approval. More specifically, we:

- Assemble a team that clearly understands the deficiency and their roles in resolving the deficiency

- Identify a single point of contact to drive the activities identified in the Corrective Action Plan

- Report on the status against the Corrective Action Plan at the regularly scheduled DPW governance meetings

- Seek DPW approval for Corrective Action Plan closure when the deficiency is resolved

- Finally, document why the deficiency occurred, and with DPW approval, identify and develop action steps to be incorporated into SDLC or PMO processes to avoid the situation in the future.

BAFO Question #13

Lots **6 & 7**	Question **13**	**Technical BAFO Items, Questions for Lot 6 and Lot 7 Only**

Elaborate on your proposed work breakdown structure

Deloitte Response:

Our work plan is based on the standard work plan templates outlined in the DPW systems development methodology. Using the DPW WBS template as the base, we have organized our work breakdown structure (WBS) to align with the activities and tasks expected of each Lot vendor throughout the DPW software development lifecycle. The following table describes that organization based on the WBS for the Lot 7 vendor's responsibilities.

WBS Level 1 – Lot 7		
WBS Level 2 – Modification Name		
WBS Level 3 – Activity	**WBS Level 4 - Tasks**	**Task Description**
Lot 1-6 Coordination	• BRD Validation • SRD Validation • SRD Updates and Reviews • GSD Validation • GSD Updates and Reviews • Enterprise Services and COTS Analysis and Understanding	• Support the Lot 6 vendor in strategy and program support addressing program alignment, business architectures and models, service delivery management, and next generation technology concepts including enterprise architecture models, SOA, solution architecture designs, COTS and product assessments. • Review key requirement and design artifacts during the hand off of GSD to DSD to validate the documents for accuracy and completeness. Identifying gaps during this hand off reduces the amount of issues an re-work during the implementation phases.
Detailed System Design (DSD) Phase	• Plan and Conduct DSD Sessions • Database Architecture • Prepare Draft Functional Decomposition for Changes • Application Architecture (if applicable) • Class and Sequence Diagrams (Open Systems) • Program Specification (Mainframe) • Screen Shot Details • Capacity Plan • Updated Conversion Planning (if applicable) • (CA)2 - Commonwealth Application Certification & Accreditation • Key Considerations • Traceability Matrix • DSD Deliverable • Review DSD Deliverables with Client • Architecture Review (ARB) with Client (as required) • Update DSD Deliverable based on Client Feedback • Final Internal Review	• Build on the GSD by incorporating language specific design patterns and mechanisms and identifying dependencies, attributes, etc. • Finalize the project's Architectural Decisions

WBS Level 1 – Lot 7		
WBS Level 2 – Modification Name		
WBS Level 3 – Activity	**WBS Level 4 - Tasks**	**Task Description**
	• DSD Deliverable Submission	
Development Phase	• "Validate VSS Environment (Branching, etc.)" • Conduct Requirements and Design Workshop with Developers • Create Earn-Burn Chart • Coding • Code and Unit Test Review • Compile Code Review Checklist • Compile Deliverable Unit Test Checklist Deliverable • Traceability Matrix • Review and Approve Deliverables • Prepare INT Migration Request	• Convert design specifications into executable programs • Identify the construction level security vulnerabilities and incorporate measures to appropriately handle them. • Subsystem dependencies are addressed and request the implementation of (or changes to) the physical database •
Integration Testing Phase (INT)	• Update Lessons Learned • INT Test Planning and Preparation • Integration Test Scenarios • Migrate to INT Environment • System Integration/Regression Test Execution • Review and Approve Deliverables • "As Part of UAT, Take Consensus to Refresh INT Database" • Prepare SAT Migration Request	• End users and system technicians perform integration tests to assess the interfaces of integrated system components
Acceptance Testing Phase	• Acceptance Test Preparation • Migrate to Acceptance Environment • Support the Acceptance Test Execution • Architecture Review (ARB) with Client • Review and Approve Deliverables • Prepare TFP Migration Request	• Preparation of the Acceptance Test environment
Production	• TFP Planning and Preparation • Migrate to TFP Environment • Support the TFP Execution • Production Planning and Preparation • Migrate to Production • Execute Deployment Testing Activities • Review and Approve Deliverables	• During this phase, the application modifications are deployed and tested in a staging environment that closely mimics production to identify any last minute issues before migrating to production.
Implementation	• Support in the creation of a Support Strategy and Plan • Support the execution of the Support Strategy and Plan • Assist with the Communications Strategy • Assist with the Review, Approval and Base lining of the Communications Strategy • Support the development of Release Communication and Targeted Communication(s) • Distribute and Post Release Communication and Targeted Communication(s)	• **Where requested, support the plan for implementation including readiness reports and implementation timelines:** • Assist DPW as defined in the work order to support the application adoption and system implementation for all the appropriate stakeholders • Assist in coordinating implementation activities across the enterprise
Work Order Closure	• Update Project Plans as Appropriate • Collect Performance Measure Outcomes • Review schedule variance	• Work with DPW and other stakeholders to finalize the completion of the modification work order

WBS Level 1 – Lot 7		
WBS Level 2 – Modification Name		
WBS Level 3 – Activity	**WBS Level 4 - Tasks**	**Task Description**
	• Update lessons learned document (through deployment)	
	• Fill Out and Submit the Lessons Learned Template to SIDT	
	• Closure Letter	
	• Evaluate Release and Discuss Lessons Learned	
	• Develop Action Items for the Corrective Actions Identifies in the Lessons Learned Document	
	• Archive and Close Work Order	
	• Review lessons learned	
	• Update Lessons Learned	

BAFO Question #14

Lots	Question	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only
6 & 7	**14**	

Clarify the number of staff you are proposing, and describe how you will meet the requirements with this staffing approach.

Deloitte Response:

Number of Staff Proposed

Per page 2 in Section 8.1, our proposed team for Lot 7 includes approximately 300 staff. The Project Executives, Contract Administrator, Quality Assurance Principal, and Innovation and Advisory Panel members are part-time. As the majority of the work will be performed on a fixed fee basis, the Project Executives, Contract Administrator and Quality Assurance Principal are available as needed to fulfill the Deloitte obligations under the approved work orders.

We believe these are the required number of staff based on the hours required to do the work as described in the RFP. Our hours estimate for Lot 7 was based on the following:

- A detailed review of your **mandatory** RFP modification hours (80,000), ITSS/DTSS RFP prescribed FTEs, and all the service delivery requirements for maintenance activities identified in the RFP

- The use of Deloitte's assets including estimation frameworks, project management tools, and methodologies

- Our 10+ year history with DPW and the unparalleled understanding we have of the DPW expectations and effort required for all project management, maintenance, modification, ITSS, and DTSS services and activities

- Consideration of the diversity of skill sets required to meet the RFP requirements, such as .Net, Oracle, COBOL, Web Methods, Netegrity, SDM, PMO, Contract Management

- Our nationwide experience building, maintaining, and enhancing HHS systems of similar size and complexity to PA, in more than 20 states

These experiences, tools, and analyses were all used as inputs to our sizing of resources for Lot 7. Without these critical ingredients the estimates on staffing a project of this size may not be considered reliable.

Meeting RFP Requirements

In validating whether our staffing approach met your requirements, we built a cross reference of staff resources to the services and activities in the RFP in order to create a coverage map. This way we provide for the competencies needed to cover all requirements. We then looked at the volume of work performed in the past as well as what was indicated in the RFP in order to determine the numbers for each resource type. We then reviewed all the standards and processes required by the RFP for Project Management, SDM, ITSS and DTSS to successfully perform the maintenance and modification effort required by the RFP and expected by BIS and the program offices. We challenged our staffing levels and types to make sure we were providing the quantity and specific skill sets required to meet your expectations.

The hours estimate and conversion to FTE's on the project is provided in the following table.

Type of Application Services Required by the RFP	Hours	Resources
Maintenance hours determined by Deloitte based on services required in the RFP and our past experiences	205,059	Approximately 100 FTE's
ITSS/DTSS resources required by the RFP	58,173	Approximately 32 FTE's
Modifications hours required by RFP	320,000	Approximately 160 FTE's

BAFO Question #15

Lots **6 & 7**	Question **15**	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Are your proposed key staff still available should your company be selected for negotiations? If not, please provide updated resumes for any personnel changes.

Deloitte Response:

We proposed 50 key staff in Lot 7. At this time, only one of the 50 staff is no longer available. Purvi Shah, an application team lead proposed in Lot 7 on the application maintenance and modifications teams, is no longer available for this project due to her separation from Deloitte.

To fill this open position, as we do with any open position, we have the ability to draw on a deep resource pool within Deloitte. We are proposing **Anoop Pant** to fill the application team lead position on the application maintenance and modifications team. Anoop has nine years of information technology experience, including 3 years of recent DPW experience, and is suited for this role due to his leadership on a number of high profile, cross system initiatives such as ODP's Prospective Payment System, Enterprise Rate services, and DPW's Enterprise Incident Management Initiative. Anoop's resume is included on the following page.

Additionally, as indicated in our response to Question 21, we are proposing that our Chief Database Architect, Mac Doraiswamy also be designated key, which brings out total number of key staff in Lot 7 to 51. Mac's resume can be found in Section 8.5 of our proposal.

Anoop Pant, Development Manager

Number of Years with Deloitte:	8 years	Number of Years Serving DPW:	3 years	Similar Experience:	
Responsibilities:					

Experience Providing Information Technology Support and Services

Anoop Pant is a Manager with a Public Sector Technology focus, Anoop has 9 years of Information Technology experience, three of which were spent working in the Health and Human Services sector. Anoop is extremely skilled in the areas of custom web application design, development, testing and maintenance. In addition, Anoop has managed and led large teams throughout all phases of the System Development Life cycle.

Experience in Health and Human Services Program Management

Anoop has three years of Public Sector Health and Human Services experience working on the Home and Community Services Information System (HCSIS) for the Pennsylvania Department of Public Welfare. Anoop has supported the HCSIS project in a variety of roles including: Track Lead, Initiative Lead and Development Manager. As a Development Manager, Anoop has successfully led teams throughout all phases of the System Development Life Cycle.

Experience in System Design, Transfer, Modification, Development, Implementation and Operations

Anoop has strong experience in custom web application design, development, testing, and maintenance. He has managed and led large teams throughout all phases of the System Development Life cycle, including system design, modification, and development for nine years.

Education, Qualifications and Training:

- Master of Science (Physics), Indian Institute of Technology, India, 2001
- Project Management Professional – Project Management Institute, 2008
- MCP (Microsoft Certified Professional - Developing and Implementing Web Applications with Microsoft Visual Basic .NET and Microsoft Visual Studio .NET)
- Rational Team Unifying Platform, 08/2005
- Cognos ReportNet 1.0, 01/2005
- WebSphere Portal Server, 02/2003

Detailed Experience:

Program/Project:	HCSIS, DPW, PA	Date	01/2008 – Present
Role:	Development Manager		

As the Development Manager, Anoop managed a team of approximately 8 Deloitte resources and 20 subcontractor resources. During this time Anoop led the following initiatives: Enterprise Incident Management, Enterprise Rate Service, Prospective Payment System, I/II/III/IV, ODP FMS Transition, OLTL Services and Supports Directory, Early Intervention Financial Management

Program/Project:	CWDS, DLI, PA	Date:	09/2005 – 12/2007
Role:	Track Manager		

Anoop's responsibilities included leading the largest sub-system (Participant Management) and coordinating cross sub-system activities throughout the software development life cycle. Anoop led a team of system analysts and contracted developers (16 in all) and was a key part of the project since its inception. Anoop also led the Change Control Board, Configuration Management and Performance Tuning teams on this project.

Program/Project:	HCSIS, DPW, PA	Date:	03/2005 – 08/2005
Role:	Track Lead		

As a track manager, Anoop led a team to evaluated the design of the Incident Management module and prepare suggestions for making the module more configurable. Anoop also led a team of developers to implement the configurability suggestions.

Program/Project:		KAISER, GA	Date:	01/2005 – 03/2005
Role:	Track Lead			
As a track lead, Anoop led the effort to extract data from the Cerner Millennium systems and transform it for loading to the Epic system.				
Program/Project:		CDC, GA	Date:	08/2003 – 12/2004
Role:	Track Lead			
As a track lead, Anoop led the SDLC activities (requirements, design, development and testing) for several modules.				
Program/Project:		Eli Lilly, IN	Date:	02/2003 – 08/2003
Role:	Systems Analyst			
As a systems analyst, Anoop designed, developed and tested portlets. The portlets were used for browsing, displaying content from the content management system. Anoop also implemented some of the core architecture components.				
Program/Project:		Quality and Risk Management, GA	Date:	06/2002 – 12/2002
Role:	Systems Analyst			
As a systems analyst, Anoop designed, developed and tested an application to analyze pursuits and competitor landscape.				
Program/Project:		Resource Tracker, India	Date:	01/2002 – 05/2002
Role:	Systems Analyst			
As a systems analyst, Anoop designed, developed and tested an application to manage offshore projects and track resource usage				

BAFO Question #16

Lots **6 & 7**	Question **16**	**Technical BAFO Items, Questions for Lot 6 and Lot 7 Only**

Clarify the role of the Quality Assurance as a principal in your company in managing quality assurance. How will you measure quality across the lots?

Deloitte Response:

Deloitte's approach to Service Quality Management is based on Deloitte's Quality and Risk Management (QRM) Methodology. The QRM Methodology helps monitor project quality, mitigate risk, and enhance the tracking and resolution of both project issues and project changes that could potentially impact a project's timeline or success.

Our approach to Service Quality Management is twofold. The activities to regularly review project deliverables and adherence to the work plan throughout the project lifecycle are carried out by the day to day project manager and the project team. The other component leverages our Quality Control and Risk Management group, which provides an independent review of project management, design decisions, and deliverables by a senior level Deloitte resource throughout the project life cycle. This individual is selected based on experience and industry background. We define this role as the Quality Assurance Principal and for DPW this is Tim Wiest.

Tim's primary role to DPW is to provide high quality service, sound methodologies, and technical expertise as well as being responsive, sharing relevant business experiences, industry insight and bringing the right teams. For Deloitte, that takes on several forms including:

- Executive leadership interaction and relationship development

- National and Industry perspectives

- CMMi reviews

- Contract compliance

- Client satisfaction

- Delivering the firm's capabilities

- Developing and delivering the right people for our client projects

- Participate in the resolution of executive level issues

- Identify and track risk mitigation strategies

- Project management controls

The Quality Assurance Principal measures Quality in two ways:

1. Customer satisfaction relative to the services Deloitte is providing
2. Assessment of project metrics relative to Deloitte's ability to manage and deliver to project objectives

Customer Satisfaction: Customer satisfaction is integral to Deloitte's business. A critical success factor in delivery service excellence is Deloitte's ability to understand the agency's mission, vision and objectives and serve to those. There is not a one-size-fit- all approach to service excellence. Deloitte believes that service excellence is customized to the culture of the agency and the needs of the project. It is up to the Quality Assurance Principal to determine what the best approach is to gathering that feedback. Tim may also elect to bring in other Senior Executives from the firm who have the relevant background and experience in addition to conducting meetings/interviews and customer satisfaction surveys. These data points help to identify focus areas for Deloitte and/or the project going forward. As a process Tim would:

3. Conduct interviews and/or request completion of survey
4. Conduct data analysis and develop a gap assessment between current and desired state
5. Develop call to action plan(s)
6. Monitor call to action plan(s)
7. Report back to DPW on progress

Assessment of project metrics: For clarification details on what quality controls and assurance process we implement relative to software development please see our response to Question 45.

Deloitte's commitment to quality and integrity is a shared value fundamental to our obligation to serve the public interest and to achieving our vision of being the standard of excellence. Our client service standards, quality control policies and procedures, and ethical principles are designed and implemented to assure that we meet our own performance standards and those of our profession and deliver our services in a professional manner with independence, integrity, objectivity and the highest quality.

BAFO Question #17

Lots **6 & 7**	Question **17**	**Technical BAFO Items, Questions for Lot 6 and Lot 7 Only**

Clarify how you see your role, responsibility, and interaction with Lots 1 through 5 for the services outlined in the RFP in general and specifically as it relates to program strategy/planning, business operations, policy initiatives, application maintenance, and PCR management activities.

Deloitte Response:

Deloitte's role, responsibility, and interaction with Lots 1 through 5 vendors for the services outlined with the scope of the Lot 7 are derived specifically from the defined required items within the RFP. Our approach to interaction with Lot 1 through 5 vendors is based on meeting the vision of the program and technology systems that support DPW's business. Our role of the system designer and builder is one in which we will have a high degree of interaction which includes all phase of the lifecycle of projects from annual planning through post deployment of the technology solutions. We recognize the importance of the interaction to realize DPW's business visions of providing solutions which meet the business objective, support the overall technology direction, and improve business operations for the Department. In general the services outlined within the RFP and our proposal include the interaction required to conduct project management, develop systems requirements, design technology architecture, develop general systems design, conduct application development, develop and execute system testing, support user acceptance testing, deploy application to production, and conduct maintenance and warranty support and conduct IT shared services and direct support services for DPW. In many cases our roles and responsibilities in relationship to interaction with the Lots 1-5 vendors will be defined and prioritized by DPW.

Program Strategy/Planning

As defined within the RFP, Deloitte's role and responsibilities associated with program strategy/planning is specifically a support role as requested by DPW. Program Strategy/Planning is identified as a primary responsibility for the Lots 1-5 vendors, and Deloitte will provide support during the strategy and planning phases of the projects. In our detailed review of the RFP we could not find specific requirements associated with tasks and activities to support the program strategy and planning.

At the request of the Department, Deloitte will assist in the annual planning process including business initiative suggestions, project evaluations, and release/initiative prioritization. Our teams and staff have a significant amount of experience not only in the technology systems at DPW but also the programs, trends, and legislation that drive the need for technology modifications and maintenance. We anticipate the Department asking Deloitte to be a collaborative participant to help you formulate ideas and understand the technology implications associated with program vision, program strategy, and initiative formulation. Our role may include the support of technology feasibility assessments associated with the program strategies and goals outlined by the Lot 1 through 5 vendors. Our team may play the role and responsibility of technology governance planning as it

relates to program strategy/planning. For example; what technology architecture and systems are needed to support the program strategy/planning. In addition, our role and responsibility with interaction may include participating in strategy/planning sessions to help leverage some our expertise in health and human services which includes program innovation and efficiency.

The level of interaction with the Lot 1 through 5 vendors may include supporting or involvement in strategic planning sessions, business visioning sessions, business requirement definition meeting sessions. We will work with DPW to determine the appropriate level of interaction and how we can best provide support to the Lot 1 through 5 vendors and stakeholders.

Business Operations

Deloitte's role and responsibility associated with the scope of services for Lot 7 include a support role to the Lot 1 through 5 vendors. As the detailed designer and builders of the systems our role includes defining architecture and systems to support the improvement of business operations in the realization of DPW's goals and objectives. In the RFP we did not find reference to specific requirements associated with defined roles and responsibilities associated with business operations for the Lot 7 vendor. Although there were not any specific roles we believe our knowledge of Pennsylvania Department of Public Welfare and our National experience provide DPW with unique skills and resources which can help identify and improve business operations while designing and developing systems to achieve your goals.

If directed by DPW, Deloitte as your Lot 7 provider, will work with the Department to identify areas which you would like us to interact and support the development of business operations. The areas that we believe we could add value for the Department are:

- Supporting the development of business requirements which can achieve improved business operations. This may include participating in business optimization discussion, strategy, business requirements visioning sessions, and joint business review meetings.
- Performing business process redesign and as-is/to-be analysis
- Technology Adoption, Change Management and Communications to best support the end user stakeholders
- Manual to automated enhancement opportunities, e.g. forms, workflow, etc.
- Customer channel strategies (e.g. self service, change centers)

Our role as the Lot 7 vendor will be to understand the system requirements and GSD and then develop the Detailed System Design and build the system that achieves the business requirements.

Policy Initiatives

Deloitte's team has a deep understanding of policy in health and human service both at the Federal and State level. Our team has many years of experience drafting, revising, reviewing, and interpreting policy in relationship to human services. Our public sector practice includes skilled resources who spent a majority of their careers working in the

Department's programs so they bring expertise in the policy of Integrated Eligibility, Child Care, Early Intervention, Child Support, and Child Welfare. We have staff that are nationally eminent and work to evaluate how policy initiatives will affect our clients' business operations and technology systems. In our proposal we have identified several individuals which have experience with federal and state policy. Deloitte brings these experts to our projects to help DPW identify process improvement opportunities, business efficiency, and program improvements. Given our experience in policy analysis and interpretation we believe that there exists opportunities in which DPW may want to tap into our expertise. We recognize that the policy initiatives and policy analysis are the responsibility of the Lot 1 through 5 vendors. Although the RFP does not outline specific roles and responsibilities associated with policy initiative in the scope of services for Lot 7, we believe there is areas in which, at the discretion of the Department we may assist and support the other Lots. Our interaction with the other Lot vendors can include participating in policy work groups, determining impact of system changes related to policy initiatives, conducting alternative analysis and technology feasibility studies, conducting data driven analysis to support the assessment of policy changes, and reflecting the business requirements and vision of the programs into the general systems design, architecture, systems requirements, and overall system functionality.

Application Maintenance

As the Lot 7 vendor, Deloitte has the primary lead role in managing and maintaining the systems within DPW based on the scope of this RFP. Consistent with your RFP, below in Figure 6.4.13 provides a graphical view of the overall roles and responsibilities related to application maintenance services for Lot 7.

Application Maintenance Services Defined
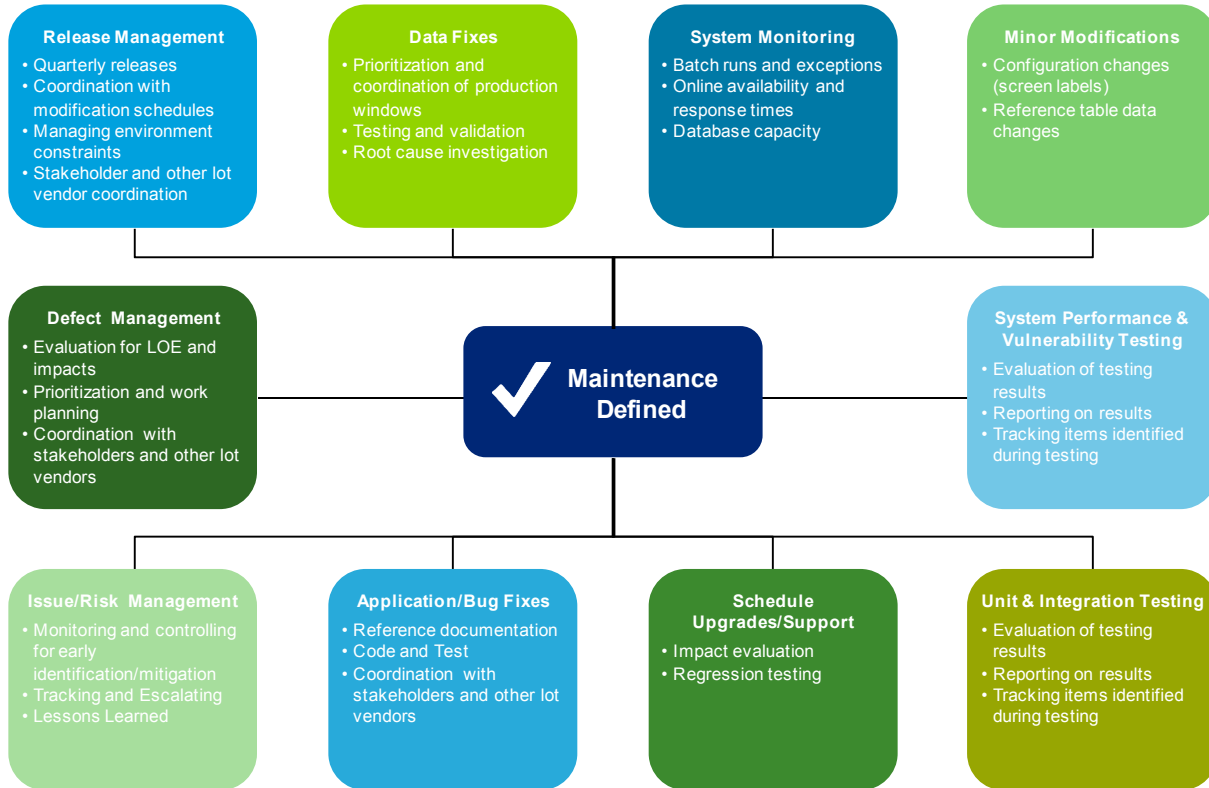
Figure 3. DPW Lot #7 Application Maintenance Activities.
Deloitte will work with DPW to focus maintenance activities as defined under the new contract.

Included in the scope of services for Lot #7 is the interaction with the other Lot 1 through 5 vendors. The interaction between the lot vendors is important so that the maintenance releases support the business vision, goals, and business requirements that were defined during the initial stages of the project.

We summarize in the table below our approach to addressing your RFP requirements for key maintenance activities and sub-component service offerings and the interaction with the Lots 1-5 vendors.

Key Service Offerings	Deloitte's Approach to Interaction with Lot 1 – 5 Vendors
Incident Management/Issues Tracking	• Conduct defect triage meetings to classify, prioritize, and schedule defects into releases. • Coordinate with Lot vendors to determine root cause analysis
Defect Management	• Evaluate and manage defects that are entered into the system by Lot 1 through 5 vendors • Review release plans • Coordinate acceptance testing requirements
Fault Investigation	• Collaborate with other Lot vendors to determine and establish root cause of the defect.
Workaround Provisions	• Coordinate work around provisions to determine if the work around meets the business requirements defined by the Lot vendors.
Application Bug Fixes	• Coordinate with the Department and other lot vendors to establish the fix to be made, testing needs and release schedules

Key Service Offerings	Deloitte's Approach to Interaction with Lot 1 – 5 Vendors
Scheduled Upgrades	• Coordinate any needed User Acceptance Testing associated with scheduled upgrades.
Unit and Integration Testing	• Provide results of integration test results for review. • Determine root cause and defect mapping to business requirements
Performance and Vulnerability Testing	• Coordinate with other Lot vendors to determine if performance and vulnerability tests meet the business functional requirements.
Regression Testing and UAT	• Coordinate any required User Acceptance Testing by other lot vendors. • Define the specific UAT testing needs as part of the defect management process and detail the testing time frame in the release work plans. • Manage defects that arise as a result of UAT and track through ATS. • Perform communications activities around testing that includes regular checkpoint calls.
Release Management	• Establish the final resource plans needed to complete the prioritized work. • Coordinate releases from prioritization and planning through deployment using a detailed release work plan.

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PCR Management Activities

PCR or defects can be discovered at any point within the SDLC; typically defects uncovered during the requirements phase are handled by the team performing the gathering of the information for requirements and General Systems Design (GSD). For Lot 7, our defect management methodology focuses on Detailed Systems Design through Implementation. In general, the majority of defects are uncovered during the coding, testing, migration to production, and implementation of the applications.

The defect management activities are included in the below diagram.
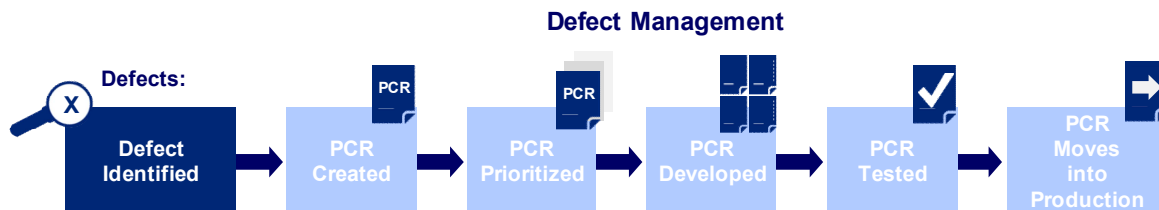
PA_DPW-819_2

Figure 4. Defect Management Life Cycle.
All defects will be identified, prioritized, scheduled, and implemented in production based upon mutually agreed upon schedules and priorities.

We will work with Lots 1-5 and Lot 6 vendors to execute the proposed best practices and provide them access to the Defect Tracking System which will been enhanced to included better reports which will facilitate communications and aid in quicker defect remediation. The defect management process clearly defines roles and responsibilities and includes end to end processes. The end to end processes not only include data from reports but interpretation of that data, including impacts to the solution and schedule, integration with other lot vendors and impact on ongoing quality assurance.

The interaction with the other Lot vendors during defect (PCR) management activities are defined in four different activities; defect definition, classification, monitoring, and resolution.

Defect Definition – The interaction during defect definition is logging a specific defect into the tracking system. During this activity the Lot 1-5 vendor (s) help desk will log a defect from a production reported issue. The interaction includes the identification of the defect and working with our team to understand the circumstances and repeatability of the defects.

Defect Classification – The interaction during defect classification includes the triage of specific priority and severity of the defect across lots.

Defect Monitoring – The interaction includes the ability to monitor and status each defect so that all lots understand the specific progress being made toward resolution.

Defect Resolution – The interaction includes the scheduling and user acceptance testing of specific defects in maintenance releases and verifying that the application fixes meet the business requirements.

We see the Lots 1-5 vendors as an extension of DPW's program offices, and as we have done with DPW for the last 15 years, we collaborate with the designated resources across the SDLC phases and within the defined DPW governance structures to maintain and enhance your mission critical systems.

BAFO Question #18

Lots 6 & 7	Question 18	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify the organizational structure and staff that are required to support this vision and best aligns with DPW's vision and objectives outlined in the RFP.

Deloitte Response:

Organizational Structure

We have invested significant thought and planning in preparing the organization model presented in this proposal – and we believe our proposed structure will help DPW move forward in achieving its future goals. However, the model we have developed is a proposed structure; we look forward to the opportunity to work with DPW during the Orientation and Knowledge Acquisition phase to refine and modify this structure as we work together to evolve your organization and to your desired operating model.

In developing this organization model our DPW team worked with our Human Capital practice that specializes in organization transformation and together we:

- Assessed the requirements of the RFP
- Considered DPW's stated goal on page I-1 of the RFP to "support DPW's strategic business systems while concurrently providing assistance in promoting and expanding DPW's service adoption strategy"
- Evaluated what is working currently and what could be improved from the current organizational structure
- Determined how to best incorporate the key factors of a high performing organization

However, such a transition must also balance some of the inherent risks in such a model – namely, that the organization maintains its ability to fully support the needs of the program offices and the diverse citizens in need of services. In order to address these potential risks, we considered a number of different options for the organization of our proposed team. Those options are described in the table below along with examples, benefits and risks of each model.

Type of Organization Model for an Information Technology Organization	Example	Benefits	Risks
Portfolio/Customer	Health Child	Maintains focus on customer	Reduces ability to recognize economies of scale
Application/System	PELICAN Pre-K Counts Child Support Web site	Encourages deep knowledge of program office business and supporting application	Development and management of enterprise services may be more challenging
Function/Services	Client Management	Allows for expertise to be developed and is in-line with	May result in lack of end-to-end process accountability

| Type of Organization Model for an Information Technology Organization	Example	Benefits	Risks
	Provider Management	services oriented architecture	and/or ownership
Competency	.NET Corticon	Can help recognize economies of scale and mobility of resources	Increases risk that system changes may not be consistent with programmatic, policy, and functional need

As we reviewed each organization model, given the diverse need, we believe all these models apply to DPW depending on the focus and team composition. This we believe will help DPW achieve its goal for optimizing technology service provision while continuing to support the program offices.

Our conclusion, after many hours of analysis, is **that a hybrid of functional and competency** organization models is the most likely "to be" organization structure for DPW to continue meet their portfolio of systems needs, provide the level of service expected from the program offices, industrialize the standards and process for SDM, and leverage the resulting economies of scale to reduce total cost of service delivery. We do this by designating a portfolio coordinator for each of your enterprise business areas (e.g Provider, Client) and then within these vertical structures drive competency based shared services (e.g. .NET, Adobe, Corticon, Web Methods) horizontally across the portfolios. As we have done for the last 10 years we look forward to working with the DPW to evolve your organization and processes to maintain your position as a "best in class" IT organization.

The following functional organization model for Lot 7 represents the future model to be developed with DPW for the new contract.

Lot 7 Operating Model
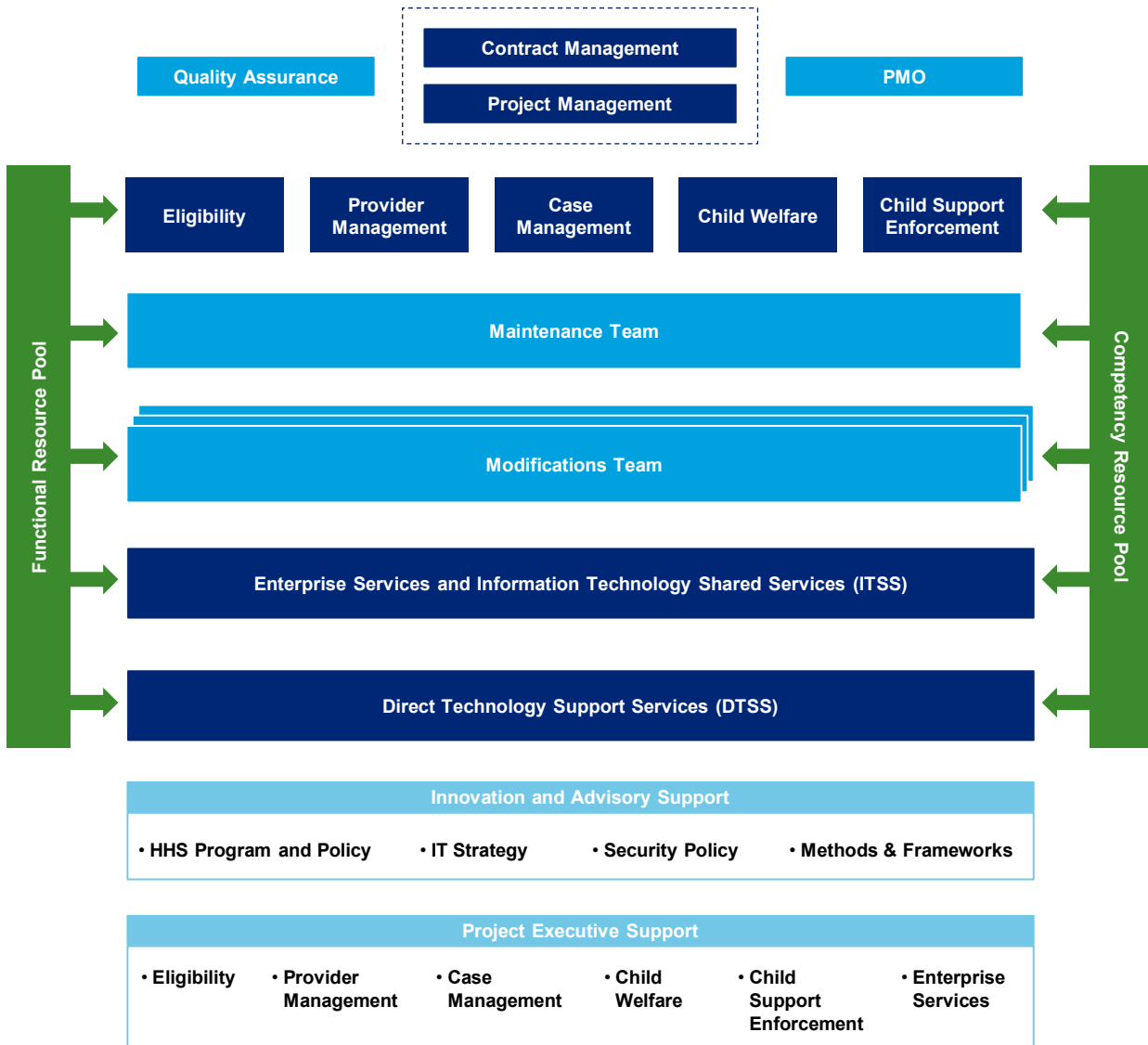
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Figure 5. Continued Transformation of DPW's Portfolios.

With this procurement, DPW has the opportunity to continue to transition from a system-orientation to a services orientation of its portfolio.

Staff

Our proposed team brings the experience (both practical and technical, DPW-specific and other agencies/states) and passion to help DPW achieves it next set of goals. Our staffing approach provides DPW with:

- Proven resources that bring in-depth knowledge and experience with DPW's business processes, systems, stakeholders and citizens
- Innovation "in-sourcing" by providing staff with direct experience, or through internal firm knowledge transfer program, of Deloitte's more than 100 HHS projects including 18 integrated eligibility systems in 13 states

Additionally, for a detailed justification for the number and competencies of resources required to support the transition to the new organization model, please refer to our response to Question 14.

Alignment with DPW Vision and Objectives in RFP

We used DPW's vision and objectives as the driving force in the development of our organizational structure and staffing approach. In the table below we highlight how our approach supports DPW's vision and objectives.

DPW's Vision & Objectives	How Deloitte's Organizational Structure and Staff Support DPW's Vision & Objectives
- Refine and expand the DPW Enterprise Architecture reference models - Increase reuse of resources in the application, data, and technology domains - Become more agile in supporting transformations for changing business models - Create software services that support end-to-end business processes with standard and secure interfaces and data-exchanges - Create technology solutions that are maintainable, extensible, scalable, reusable, and secure - Deploy Service Oriented Architecture frameworks, enterprise service bus, and Web technologies - Achieve greater economies of scale and scope and lower total cost of ownership. - Achieve the 'next level' with both CMMI and ITIL frameworks	- Maintains customer (program)-focus while fostering deep technical competencies - Increases efficiency and economies of scale - Reduces transition and on-going program risk - Reduces risk of service interruptions to DPW stakeholders and citizens - Supports DPW as leaders in HHS IT service innovation - Extends shared service concept using a flexible, on-demand model for obtaining additional expert guidance and insights - Speeds delivery of value and reduces program risk - Provides strategic management of specialized resources and cost efficient delivery - Speeds delivery of value - Provides access to breadth and depth of resources necessary to support "next level" achievement for CMMI and ITIL

As a result of our thorough analysis and knowledge of your existing organization, staffing and management process we believe our approach reduces project risk and improves adherence to DPW's integrated human services vision, enterprise architecture framework, and IT standards.

BAFO Question #19

Lots 6 & 7	Question 19	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify the role, responsibilities, and value-add the "Project Experts" would provide in executing the Lot 6 and 7 services.

Deloitte Response:

Note to DPW reviewers: After review of our written and soft copy proposal we were unable to locate the labor category "Project Experts." To answer your question we assume that the term "Project Experts" refers to our proposed Innovation and Advisory Panel.

As a professional services firm, Deloitte routinely makes investments in the development of a **practice** on topics of critical importance to our clients. As the largest HHS Systems Integration firm, our clients, including DPW, benefit from these investments simply by engaging Deloitte as your premier service provider. There are no additional hours included for these experts in our staffing charts – instead they are available to our project team and to our clients on an advisory and information sharing basis. Our Innovation and Advisory Panel includes leaders with deep federal and state experience in health and human services available to DPW throughout the life of the contract

The role and responsibilities of the Innovation and Advisory panel are:

- Provide insights and ideas from seasoned executives with technology and IT strategy experience, and policy knowledge
- Serve as a sounding board for the Portfolio Management Team and DPW leaders to discuss issues and alternatives to process and technology solutions

Value-Add of Advisory and Innovation Panel for DPW
• Provides a national perspective and national leading practices to guide projects
• Provides experience and innovations from other states such as lessons learned from a variety of HHS projects
• Enables access to key software vendors, their tools and leading practices through our alliances
• Facilitates speedy identification and resolution of project issues

The value of the panel in executing Lot 7 services is in resolving implementation or design issues through experience and insight gained from similar implementations across the nation. For example, last year, Lt. General Harry D. Raduege visited the Commonwealth of Pennsylvania for a series of learning sessions that were attended by members of DPW DTE. In addition, he met with the Commonwealth CIO and Secretary of Administration to discuss trends in other states, countries and the private sector. He is available to bring his counter intelligence concepts and deep experience in privacy and security to PA to help protect confidential information and ensure the integrity of your programs. A final example is Randy Steinberg who is a well known author and Deloitte Specialist Leader on the subject of ITIL who has helped shape the strategy for the incremental renewal of several IT processes for DTE. We believe the involvement of the Innovation and Advisory Panel – to bring ideas to PA – or for our team and DPW to consult about a challenge we are facing in PA –is critical to helping DPW achieve its vision and objectives with this procurement.

BAFO Question #20

Lots 6 & 7	Question 20	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify your understanding of the involvement, methodologies, and cross-lot collaboration/coordination with the Lot 1 through 5 vendors and with DPW relative to the following:

- identifying, categorizing, prioritizing both business/program and BIS specific technical project initiatives.
- identifying, categorizing, prioritizing, documenting, tracking, and validating business functional requirements.
- identifying, categorizing, prioritizing, documenting, tracking, and validating systems non-functional requirements.

Deloitte Response:

We understand as the Lot 7 vendor it will be critical to work closely with the Lot 1-5 vendors and DPW to deliver successful results to the Commonwealth, and we are prepared to do so. With respect to business/program and BIS specific project initiatives, functional and non-functional requirements, we will follow the Lot Definitions and associated responsibilities as stated in RFP Appendix CCC. In response to the specific a-c items above, we will conduct Lot 7 activities as follows:

Activity	Lots 1-5	Lot 7 - Deloitte
Identifying, categorizing, prioritizing both business/program and BIS specific technical project initiatives.	- Conduct business strategic visioning and planning - Gather and document business requirements (for technical project initiatives only as applicable) - Coordinate with Lot 6 vendor to handoff BRD for input to system requirements	- Technical Design, Blueprint Alignment & Implementation - Review and translate system requirements and GSD from Lot 6 vendor - Conduct Project Prioritization for Technology migrations and refresh initiatives
Identifying, categorizing, prioritizing, documenting, tracking, and validating business functional requirements.	- Identify, categorize, prioritize, document in BRD, and track business functional requirements - Coordinate with Lot 6 vendor to handoff BRD for input to system requirements - Create test scenarios and conduct User Acceptance Testing	- Review approved system requirements and GSD from Lot 6 vendor - Conduct Detailed System Design, Development, System Testing, and Pre and Post Implementation activities based on approved GSD received from Lot 6 vendor

Activity	Lots 1-5	Lot 7 - Deloitte

| Identifying, categorizing, prioritizing, documenting, tracking, and validating systems non-functional requirements. | • Identify, categorize, prioritize, document in BRD, and track business non-functional requirements
 • Coordinate with Lot 6 vendor to handoff BRD for input to system requirements
 • Create test scenarios and conduct User Acceptance Testing | • Review approved system requirements and GSD from Lot 6 vendor
 • Participate and assist in non-functional system requirements sessions
 • Conduct Detailed System Design, Development, System Testing, and Pre and Post Implementation activities based on approved GSD received from Lot 6 vendor |

BAFO Question #21

Lots **6 & 7**	Question **21**	**Technical BAFO Items, Questions for Lot 6 and Lot 7 Only**

Clarify the role and level of the proposed Database Architect within your organization structure, and explain why this person is not considered part of the key personnel. Clarify the number and role of Chief Database Architects being proposed.

Deloitte Response:

The role of the Database Architect in Lot 7 is to see that the design and development activities are executed consistent with the approved architecture. The Database Architect is also responsible for managing all database related coordination with BIS. The individual proposed as the Chief Database Architect in Lot 7 is Mac Doraiswamy. Mac, a Manager at Deloitte, brings 18 years of information technology experience, including 7 years with DPW. His current role is database architect for DPW IT shared services. We will add Mac to our key personnel list for Lot 7.

BAFO Question #22

Lots 6 & 7	Question 22	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify your understanding that the Commonwealth will provide project oversight, but is NOT the system integrator

Deloitte Response:

We understand the Commonwealth will provide project oversight of Lot 7. The Commonwealth provided the direction below to advise vendors on how individual vendor vs multi-vendor projects will be managed. This was in the RFP for Lots 1-5 as well as the Q&A Addendum #5; as presented below:

Lots 1-5	3.1.2	Project Management

Based on scope, complexity, and funding parameters projects initiatives must first be evaluated, prioritized, and authorized by the Program Offices and BIS Portfolio Managers via the Business Review Board (BRB) process. Project initiatives for maintenance and minor systems enhancements are required to be vetted through the program change request, change control, and software release management processes. Based on scope and complexity, the selected Offerors will be performing the work associated with Application Support Services initiatives primarily using two types of project engagements: 1) Individual-vendor IT projects and 2) Multi-vendor IT projects. Individual-vendor IT Projects are specific strategic, tactical, or operational initiatives that fall under the purview of a specific vendor requiring little or no involvement with the other Lot Offerors. In this case, the Offeror will have primary ownership and responsibility to manage and coordinate all aspects of the project management throughout the project life cycle with state oversight and approvals. Multi-vendor IT Projects are enterprise wide strategic, tactical, or operational initiatives that fall under the purview of multiple vendors requiring significant involvement and commitments with the other Lot Offerors. In this case, a specific Offeror will be assigned as the enterprise project lead and will have primary ownership and responsibility to coordinate all aspects of the project with state oversight and approvals.

Lots 1-5	Q&A	Q&A Addendum #5
Part IV, Lots 1 – 5, General What DPW positions will give direction to the project managers for Lots 1 – 5?		The **DPW Contractor Administrator has oversight of the contract** and authorizes work via the Offeror's Contract Administrator. Only the Offeror's Contract Administrator directs the work of the Offeror's project managers. The Offeror's project managers will interact with DPW/OIT project managers, portfolio managers, and other staff.

Deloitte looks forward to and embraces the responsibilities identified by the Commonwealth for the Lot 7 activities. Primary ownership and responsibility to coordinate all aspects of the project will be determined by the type of project, i.e. Individual vendor IT project or Multi-vendor IT project. In either case the Commonwealth will maintain oversight, while a vendor will be responsible for the overall project. If DPW assigns Deloitte as the Enterprise Project Lead, we assume DPW expects us to provide project lead responsibility for the full spectrum of services provided by the Lots 1-7 offerors. As the systems integrator of this lot, we understand our responsibilities to be as follows:

Lot 7 Core Responsibilities

8. EA-SOA Technical Design, Blueprint Alignment and Implementation

9. Review and Translation of General Systems Design

10. Creation of Detailed Systems Design Document

11. Validate & Update Initial Systems Capacity estimates

12. Release Management and Version Control

13. Provide updates for Systems Blueprints (Architecture, Configurations, baselines, and ALM)

14. New technology integration implementation & testing

15. Systems Architecture Blueprint Documents

16. Lead or assist in monitoring & Status Reporting on: Defects, PCRs, and systems issues

17. Defect Management: prevention, discovery, tracking, resolution, and reporting

18. Business Rules integration, testing, and implementation

19. Application Mod/Enhancements, Maintenance and Adoption Support:

- Assist in resolving coding, security, technology, and middleware issues

- Resolve configuration and data issues

- Assist in resolving performance issues

- Assist in systems and technology testing approach and criteria

- Conduct systems Security Vulnerability, and Load & Performance Testing

- Emergency and non-emergency defect root cause analysis, CAPs, resolution

- Detailed Systems Design

- Requirements Traceability Matrix Update

- Design, develop, test systems enhancements

- Testing & Operational Readiness Assessments

- Coding, Testing, Testing, and validation of business solutions

- Life cycle management of in-scope systems

- Unit, Integration, SAT, and software vulnerability testing

- Defect Tracking and Reporting throughout SDLC

- Implementation support (Technical training and configuration strategies & plans, technology pilot evaluations, on-site support at service locations, etc)

- Implementation Playbook

20. Assist in COTS, SaaS, and Transfer Technology integrations and assessments

21. Project Plans and Governance Frameworks (creation, coordination, execution, and management)

22. Business solution development and delivery process improvements (CMMI and ITIL)

BAFO Question #23

Lots 6 & 7	Question 23	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Explain the steps that your company will take to prevent the problems experienced by DPW and County children and youth agencies during the PACWIS project.

Deloitte Response:

We are not in a position to explain the problems experienced by DPW and County children and youth agencies during the PACWIS project as Deloitte was not engaged nor involved in the previous PACWIS effort. Even though we do not have firsthand experience with the PACWIS project, we have activities on our methodologies for project strategy, planning, and implementation to capture best practices and lessons learned from other child welfare system development efforts that can help DPW. We bring this information to the table for discussion during the planning sessions where we strive to get a full understanding of DPW's past experiences and the root cause(s) of why they occurred so that we can proactively develop strategies, plans, and methods to avoid repeating mistakes from the past.

We are qualified to do this because we are a leader in successful SACWIS implementations across the nation with a 100% proven track record, we bring our best practices forward to deliver a successful child welfare project for DPW. Every SACWIS project we have led, from the first SACWIS implementation with **Oklahoma**, to **West Virginia**, **Massachusetts**, **District of Columbia**, **Maryland** and **Alabama**, we have completed successfully – delivering a federal compliant SACWIS to our client.

Through these successful SACWIS implementations, using our combined deep child welfare and SACWIS experience coupled with our deep systems integration experience, we have found the following are critical to implementation success and user adoption:

- Executive Sponsorship: Establishing strong executive commitment to the project and defining a comprehensive governance structure and participants to maintain project communications and sponsorship.

- Stakeholder Buy-In: Gaining state and local agency stakeholder support through early engagement and regular involvement enables the end user community to feel a part of the project process and decision making. This "engage early and often" approach brings forward the necessary user ownership and accountability to drive the project forward and through challenging times.

- Communication Plan: Establishing a clear and consistent communication plan for executive leadership, project management, project team, state and local county agencies is essential to delivering the right information at the right time and to the project's ability to make decisions and resolve issues timely. Recognized and reinforced communication channels enables transparency on the project.

- Integrated Focus Groups: Involving state office and local county staff and typically the same staff, in the Requirements, Design and Testing phases are critical to initiating a commitment to user adoption and re-enforcing stakeholder buy-in.

- Change Management: Early and consistent change management activities that reach the entire user community are effective in keeping the project goals and objectives known and awareness of the project high.

- Training and Support: Effective training approaches and commitment to ongoing support after implementation is key to keeping on top of emerging system and user issues. Building a strong support network and champions within the local county infrastructure enables the project to mentor end users through the early stages of post implementation when frustration tends to be at its peak.

- Pilots for Early Wins: Defining a rollout strategy that provides opportunities to increase user and project sponsor buy in and excitement by debuting the new system and features.

- Results/Outcomes Enabled by Technology: Staying every mindful of the business outcomes defined for the project and using that as the context for all technology decisions throughout the project.

The following figure depicts our national and local child welfare experiences:

Deloitte Child Welfare Solution Knowledge – 1995 to Present

In addition, we have **bid the following staff for Lot 7**, individuals with deep child welfare experience who were instrumental in many of the successful implementations highlighted above:

Proposed Staff	Role (This is the Master Column)
Nicole Fuller	Program and Policy Advisor
Raza, Shahid	Application Developer
Seelam, Ravi	Application Developer

During the course of the project, we will continue to bring staff with child welfare experience as needs arise with the right type (e.g. Allegheny) of county expertise gained from our efforts at OCYF-MCI and Incident Management.

BAFO Question #24

Lots	Question	
6 & 7	**24**	**Technical BAFO Items, Questions for Lot 6 and Lot 7 Only**

Clarify your approach to a successful Orientation and Knowledge Acquisition phase with regard to Child Welfare and the number of hours you have proposed.

Deloitte Response:

We understand that Orientation and Knowledge Acquisition (OKA) activities are fixed price and it is our responsibility to complete the take over activities for the child welfare systems. We also recognize that as the incoming transitioning provider for the child welfare systems, this is our responsibility to perform all of the tasks needed to complete this transition. Deloitte takes this responsibility seriously and irrespective of the number of hours proposed, we will complete the OKA phase with the expertise necessary to operate your identified child welfare systems.

While this activity is fixed price and our responsibility to complete, we are dependent on DPW providing the appropriate resources and support for the transition time period specified. We have assumed that DPW would make both existing system experts and program personnel available throughout the transition time period to meet their obligations of turnover.

Our approach to successfully completing the Orientation and Knowledge Acquisition (OKA) activities with regard to Child Welfare for our Lot 7 response encompasses the following core components:

- Our proposed approach provides quality assurance checks within the appropriate SDLC steps to verify our team's progress in understanding new in-scope systems such as Child Welfare.

- We draw upon the Transition Method embedded within Deloitte's Systems Development Playbook (SDP) methodology when necessary to address specific transition requirements
  and knowledge acquisition activities for the Child Welfare functionality.

- As summarized in our response to question 23 in this technical clarification document, our team brings a combination of deep Child Welfare experience, resources with experience having previously developed and/or maintained many of the Child Welfare systems, and experience successfully delivering within the DPW enterprise environment.

We use our Transition Method, as outlined on the following pages, as the basis of our Orientation and Knowledge Acquisition approach for the transition of the Child Welfare functionality. Having and following a structured approach to transition creates common understanding of the steps and activities and improves the probability for success of a significant activity like OKA.
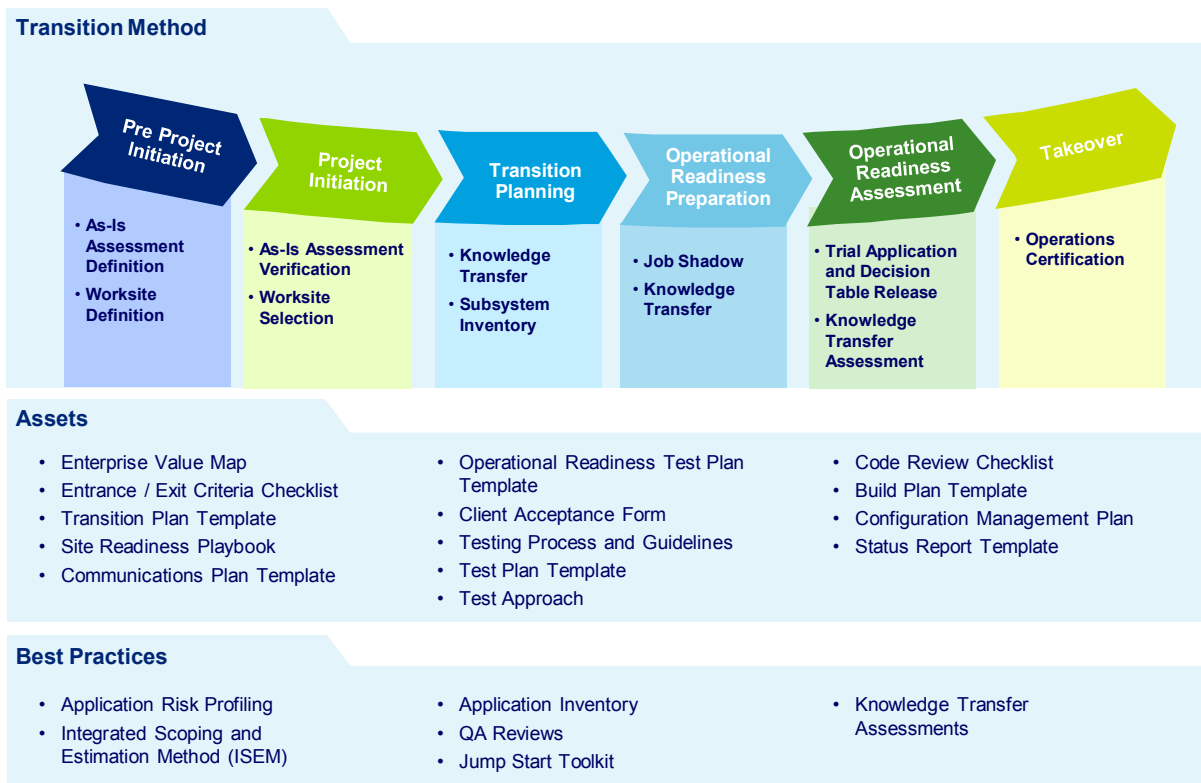
Transition Method

Figure 7. Transition Method, Assets, Best Practices

The knowledge acquisition effort for the Child Welfare functionality will span each phase and of our transition methodology and encompasses knowledge acquisition for the following legacy systems:
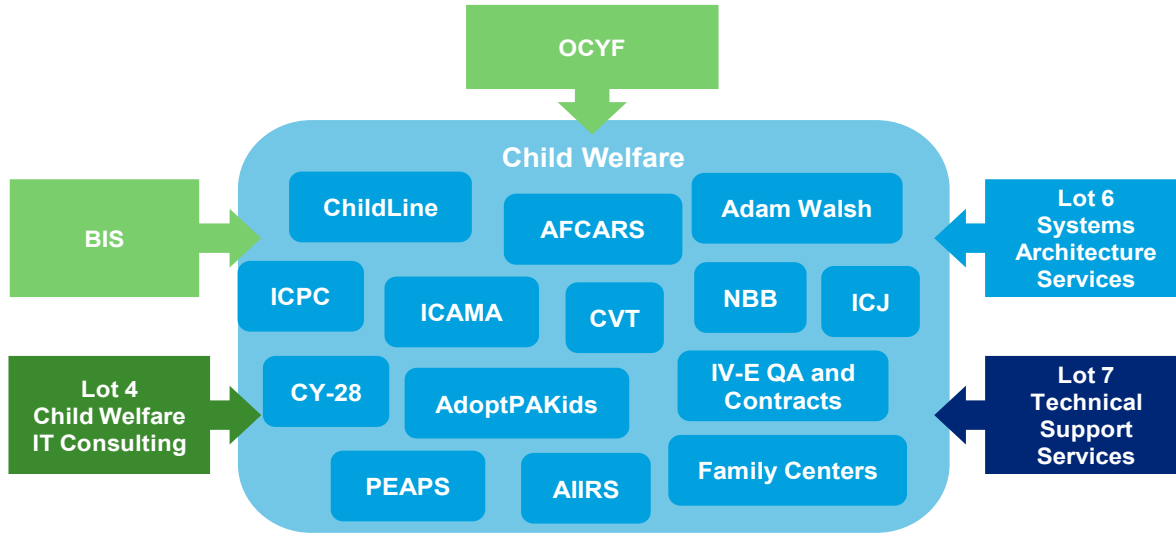
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Figure 8. Child Welfare Functionality.

During the Lot 7 knowledge acquisition, we will be assuming the responsibilities of maintaining the code 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 functions. DPW makes this documentation available for the beginning of the transition period and provides knowledgeable resources to answer our questions or requests for clarifications in a timely manner.

- **Step 2 – Review Other Artifacts.** Our team then reviews other existing artifacts for these systems, such as current open and pending problem reports and change requests. We also review other technology components and design artifacts such as architecture models, data models, current application source code, batch processing schedules, etc. We assume that the information related to documentation and other component artifacts, including locations of electronic or hard-copy documents, access requirements, most current versions, etc., is known to DPW and will be provided to our team and that DPW provides knowledgeable resources to answer our questions or requests for clarifications in a timely manner.

- **Step 3 – Interviews, Site Visits and Code Reviews.** Our team conducts interviews with DPW BIS and OCYF staff, as well as available staff augmentation (incumbent) resources, to gain additional knowledge about the Child Welfare functionality and related processes and procedures that may not be reflected in the documentation. DPW makes these resources available throughout the transition time period.

- **Step 4 – Create Component Briefs.** The information that we record during this effort is documented in "component briefs" for each of the Child Welfare systems so that they can be referenced by members of our team and by DPW. These briefs continue to be maintained over the life of the project to provide a more complete view of the current Child Welfare systems.

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

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.

Adjustments to the transition activities are made in the context of an updated OKA Transition plan to help address identified deficiencies.

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

Labor Category	Role/Job Function	Location	Hours Estimated
Application Team	Transition Team	On Site	4720

We recognize the importance of the child welfare systems. Our teams will work with you and the outgoing vendor to complete this transition. If selected for both Lot 6 and 7, some steps are redundant and more efficient use of our resources, and your resources, can be achieved.

BAFO Question #25

Lots 6 & 7	Question 25	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Elaborate on how new/emerging technologies will be initially researched, introduced, and recommended to support DPW's mission. Clarify your understanding of the roles/responsibilities and cross-lot collaboration/coordination with the Lot 1 through 5 vendors and DPW relative to identifying, evaluating, documenting, integrating, implementing, and validating new technologies.

Deloitte Response:

Research and Introduction of New and Emerging Technologies

Deloitte focuses on identification and assessment of COTS, transfer, and SaaS opportunities as early as possible in the lifecycle of an initiative. We review upcoming CIO runway items with DPW on a regular basis to determine if there are plausible COTS, transfer, or SaaS technology augmentation possibilities or alternative solutions. We then work with DPW and other lot vendors to assess feasible alternative technology solutions alongside custom built solutions using DPW's predefined evaluation matrix along with a set of weighted criteria specified based upon initiative and enterprise requirements. We then perform a comparative analysis of the solution alternatives, rank and summarize alternative solutions and review these summaries with DPW and other lot vendors in ARB and TRT meetings to finalize solution rankings and recommendations.

When conducting research into the introduction of new and emerging technologies, Deloitte engages its broad support network of technology consultants and specialists along with our alliance vendors. Specifically for emerging technologies, Deloitte engages its emerging technology solutions practice, which helps to bring new and cutting edge technologies to the public and private sector markets. This practice works with our clients on advanced cloud-based and virtualized solutions and COTS products of relevance to DPW such as Corticon's rules engine, Adobe's LiveCycle suite as well as Business Intelligence and Data Analytics solutions.

Roles / Responsibilities and Collaboration / Coordination

We understand the process of identifying, evaluating, documenting, configuring, implementing, and validating COTS, SaaS, or Transfer Technology solutions to be a multi-phase process involving coordination across multiple stakeholders. Figure 9 illustrates our delineation of the four key phases of the process along with the stakeholders involved in the process.
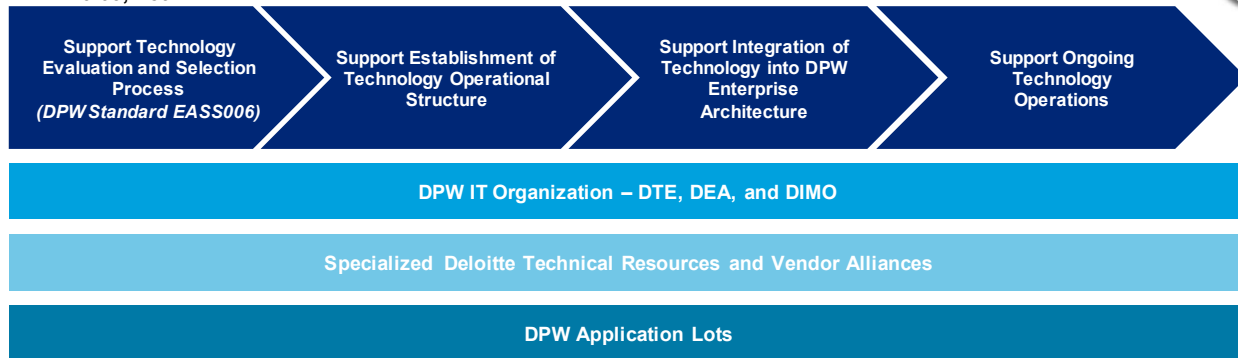
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Figure 9. COTS, SaaS and Transfer Technology Evaluation and Support Process.
Deloitte's technology support process has four phases and involves communications across DPW stakeholders.

- **Support Technology Evaluation and Selection Process**. Use of the DPW standard process (STD – EASS006) for evaluating and selecting COTS products, transfer technologies or other alternative solutions.

- **Support Establishment of Technology Operational Structure.** Provides continuity from the evaluation and selection process through the establishment of operational support for the new technology. This includes supporting the creation of procedures and processes, the appropriate environments for the technology and a monitoring and operations strategy.

- **Support Integration of Technology into DPW Enterprise Architecture.** Includes coordination of technology integration between DPW and the appropriate lot vendors, both with specialized technical resources and as part of the ARB review process.

- **Support Ongoing Technology Operations.** Involves working closely with the technology vendor to understand and evaluate upcoming releases of the technology and assess whether these releases should be adopted by DPW based upon benefits and other competing enterprise priorities.

The table below illustrates the breakdown of roles and responsibilities in the process across key stakeholders.

Stakeholders	COTS, SaaS and Transfer Technology Evaluation and Support Roles and Responsibilities
Lot 1 – 5 Vendors	• Collect business requirements and **identify** and communicate to DPW and other lot vendors requirements that may potentially require alternative technologies.
Lot 6 Vendor	• **Identify** and conduct initial feasibility assessment of alternative technology. • **Evaluate**, assess, and recommend alternative technology.
Lot 7 Vendor	• Support the establishment of an alternative technology operational structure. • **Document** the technology along with its configuration in standard environments. • **Integrate** the alternative technology into the DPW enterprise application architecture including **implementation** and **validation** aligned with specific application releases. • Support the ongoing operation of the alternative technology, including assessments of technology upgrades.
DPW	• Work with the vendors on identification, evaluation, and assessment of alternative technologies. • Approve, authorize and procure alternative technologies. • Communicate the availability of a new alternative technology along with guidelines for using

Stakeholders	COTS, SaaS and Transfer Technology Evaluation and Support Roles and Responsibilities
	this technology.
	• Assume primary ownership for establishing an operation infrastructure for the alternative technology.
	• Manage evolution of the alternative technology's use including regular technology upgrades.

BAFO Question #26

Lots 6 & 7	Question 26	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify your understanding of the Lot 6 and 7 vendor's ownership and involvement with PCRs, specifically creation, prioritization, monitoring, updating, and status reporting.

Deloitte Response:

As we understand the defined responsibilities for the Lot 6 and 7 vendors within the RFP relative to the defect management and change control processes, it will be the Lot 7 vendor's task to manage, own, and train the vendors of the other lots on these processes. The Lot 7 vendor will be responsible for working with the Department to scope, prioritize, monitor, update, and report status on the overall PCR process. The Lot 6 vendor will *assist as required* in defect prevention, discovery, categorizations, resolution, and reporting throughout the SDLC phases per software release.

The following illustration depicts the overall defect management and change control process and the involvement of the Lot 6 and 7 vendors, among other stakeholders.
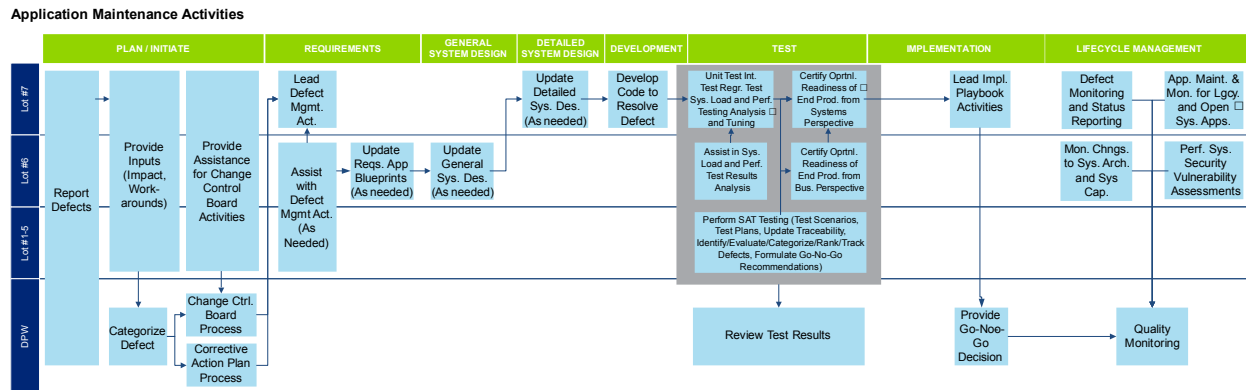

Figure 10. Overall Defect Management and Change Control Process.

To further clarify the ownership and involvement of the Lot 6 and 7 vendors in the PCR process, the following table identifies the specific tasks associated with each lot throughout each key process area.

PCR Process Area	Lot 1-5 Vendor Responsibilities	Lot 6 Vendor Responsibilities	Lot 7 Vendor Responsibilities
Plan/Initiate	• Report defects, if identified • Support CCB and defect management planning activities, as required	• Report defects, if identified • Support CCB and defect management planning activities, as required	• Report defects, if identified • Conduct CCB and defect management planning activities

PCR Process Area	Lot 1-5 Vendor Responsibilities	Lot 6 Vendor Responsibilities	Lot 7 Vendor Responsibilities
Requirements and Design	• Assist with PCR management activities as it relates to business requirements • Update business requirements documentation, as required	• Assist with PCR management activities • Update requirements, GSD, and application blueprint documentation, as required	• Lead PCR management activities • Updated Detailed System Design documentation, as required
Development			• Complete development of solution • Conduct code reviews
Test	• Support System Acceptance Testing	• Assist in load and performance test results analysis, as required	• Perform Unit testing • Perform Integration testing • Perform Regression testing • Support System Acceptance testing • Perform Load and Performance testing, as required • Analyze and tune software based on load test results
Implementation	• Support user implementation activities		• Lead implementation planning/playbook activities • Conduct implementation activities • Perform implementation validations
Monitoring and Reporting		• Perform systems security vulnerability assessments	• Perform application monitoring • Generate and distribute PCR reports

BAFO Question #27

Lots **6 & 7**	Question **27**	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify your proposed involvement with PCRs as it relates to application maintenance activities scope, size, and based on the complexity of systems changes and size of a maintenance issue.

Deloitte Response:

The RFP defines the scope of maintenance as:

Maintenance activities are typically associated with defect resolution, technology updates, or minor changes to software application platforms. Like modification/enhancements, the Offerors are expected to effectively manage all maintenance project initiatives and software release cycles based on the business criticality, value-add, and alignment with technology roadmaps.

Deloitte understands the importance of 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, production support, 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. System enhancements that do not fall within the parameters outlined in your RFP are managed through the application modification processes. Additionally, to effectively maintain consistent maintenance service levels system upgrades that require application changes to support, are considered application modifications and are not covered under maintenance.

As the Lot 7 offeror we manage PCRs through the Defect Management Process and Change Control Process, as appropriate, and the application bug fixes and Release Management services. Consistent with the services defined in the RFP, Part IV-342, the following table provides a summary of our approach to the PCR activities as part of application maintenance.

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.
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 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.

Key Service Offerings	Deloitte's Approach to Your Maintenance Activities
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.
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.

BAFO Question #28

Lots 6 & 7	Question 28	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

With this RFP, DPW is moving forward with a new approach as opposed to a "business as usual" model. Describe how you propose to support this approach.

Deloitte Response:

As DPW continues its transition along the lines of IT organization transformation, program management enterprise business applications, and IT infrastructure you have asked through this procurement for a partner to assist you in this incremental renewal. Deloitte has in the past and is prepared to stand by DPW again during this contract period to embrace your objectives and lead by example in the transformation of your lines of business. Your transformation started over ten years ago through several strategic initiatives and Deloitte has been fortunate to participate in this evolution. Here are just a few examples:

- The introduction of DPW's Human Services Network (H-Net) - from traditional silo systems to the use of common business functions and service oriented architectures which led to the enablement of your DTE shared services organization.

- The realization of the first of a kind in enterprise services for DPW with the success of MCI and MPI for clients and providers.

- The creation of your Program Management Office to lead and manage your portfolio of IT services and projects

- The implementation of a continuous planning process across all program areas aligned with the Commonwealths' budgeting process to maximize each IT dollar spent for all stakeholders.

- The innovation around client self service delivery channels and the roll out of solutions like COMPASS and Change Centers for the people of Pennsylvania.

While successful, we understand your vision and goals and intend to support you and your desire to continue to raise the bar. Below we have identified the areas where you wish to take it to the next level and our approach to supporting you.

Goal	Our Approach
Refine and Expand the DPW Enterprise Architecture	• Providing key personnel who bring both DPW-knowledge and national experience with SOA, MITA, NIEM gained in working with other state and federal agencies
Support reuse of resource in application, data and technology domains	• Proposing a team organization structure that supports increased use of shared and enterprise services, while retaining the program-specific information required for high quality customer support • Single project manager responsible for cross portfolio coordination
Achieve greater flexibility in terms of simplifying changes	• Support an EA and SOA based model • Collaboration across portfolios for services sharing
Larger emphasis on cots, SaaS, transfer technology	• Assessment to make decisions on solution approach • Right mix of COTS, transfer, SaaS, and custom assets
Focus on Business Solution Development and Process improvement (CMM, ITIL)	• Engaging Deloitte's network of experts as needed as DPW moves forward with its new approach. For example, our Innovation and Advisory Panel includes Randy Steinberg, the lead architect for the next ITIL framework • Offer to help DPW get to CMMi Level 3
Create software services that become a formidable solution in end-to-end business processes involving cross-program enterprise applications with standard and secure inter and intra agency interfaces/data-exchanges	• Continued emphasis on security supported by xxx CISSPs

We also think it is important to note that while DPW is moving forward with a new approach to providing information technology services, there are important aspects of DPW's current operating approach that should be retained, as evidenced by recent awards such as:

- DPW was awarded the National Association of State CIOs (NASCIO) 2009 award for best practices in the use of information technology in state government. DPW's shared IT services model won in the NASCIO Enterprise IT Management initiatives category against stiff competition from several other states. This award reflects the progress that DPW has made over the last 10 years in evolving the shared services model from shared IT infrastructure to shared IT resources and, most recently, to shared business services.

- The Pennsylvania Bureau of Child Support Enforcement was awarded the 2009 Office of Child Support Enforcement Innovative Technology Award for the development and implementation of the Performance Improvement Module.

- APHSA-ISM – 2008 Recognition Award for Excellence in Human Services Information Technology

We are prepared to partner with DPW to identify those elements of your approach that are working well, and those that could be improved, in order to transition to the new operating model.

BAFO Question #29

Lots 7	Question 29	Technical BAFO Items, Questions for Lot 6 and Lot 7 Only

Clarify how you propose to initiate, plan, execute, monitor, govern (i.e., scope/change, communicate, risk/issue mgt, escalation, status reporting) and assess overall effectiveness and performance for both individual and multi-vendor project initiatives in our new contract structure

Deloitte Response:

DPW is moving into an operational model that separates responsibilities within SDLS phases. The RFP structures services that are currently under application-specific domains into IT Consulting, Systems Architecture, and Technical Support services that span the Department. Deloitte's approach embraces DPW's new operating model and complements it by providing our experience in the activities defined for Lot 7 with a collaborative one-team working style.

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

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

As the Lot 7 vendor Deloitte's role and responsibilities include interpreting the general systems design from the Lot 6 vendor, and developing the detailed systems design through the development and deployment of the overall system. The key aspects of the scope of services for Lot 7 include coordinating with the Lot 1-5 and Lot 6 vendor to make sure we clearly understand the business objectives, vision, and business requirements of single and multi-vendor initiatives.

The overall assessment of performance and effectiveness is measured through specific metrics that are captured on the project, quality assessment reviews, and overall satisfaction of stakeholders. Deloitte utilizes project management metrics and software development life cycle metrics throughout the project to measure the performance of delivery of Lot 7 services for single and multi-vendor projects. We conduct quality reviews both with DPW and our own professional firm services to determine how we are performing on the project in relationship to quality. In addition, we include our experts to conduct services quality reviews quarterly to measure the effectiveness of our management team, delivery, and client relationships for overall delivery of our services. The following table outlines what tools and steps we take to assess performance and quality for single and multi-vendor projects within Lot 7 services.

Phase	Activity	Assess Effectiveness and Performance
Initiation	Governance Roles and Responsibilities	Project Management Plan, Communication Plan
	Project Charter	Project Charter template
	Lessons Learned	Lessons Learned template
	Scale Project	High Level Estimates Quality Reviews of Estimates Historical Metrics as input into metrics Service Level Agreements on estimates
	Scope	Work Order template Acceptance of work orders Quality review of work orders Number of change controls resulting from scope changes
	Revisit Research	Decision Analysis Research
	Resource Assessment	PMC, Resource Estimates through HLE, Microsoft Project Schedule, Staff Utilization Report
	Collaboration and Document Management	Docushare document repository Service Level Agreements on artifact management
Planning	Work Plan and Schedule	PMC, Microsoft Project Plan, Metrics in PMO Tracker, Coordination of releases on the Project Runway Metrics associated with non-planned releases
	Issue Management Plan	PMC Closure rate on issue management Mean time to closure on issues
	Risk Management Plan	PMC
	Change Management Plan	PMC, ATS Change Control System
	Communications Management Plan	Project Management Plan Communication Management Plan Quality review of communication
	Quality Management Plan	ATS, Quality Assurance Plan
	Resource Requirements Plan	PMC, Resource Staffing Plan, Microsoft Project Plan, Quality review of resource management plan
	Budget, Contract Management Plan	PMC, Invoice Average days until payment Acceptance rate of invoices Measurement of budget expenditures through CIO dashboard
	Performance, Success Criteria	PMC, Implementation Checklist, Service Level Agreements, Status Reports

Phase	Activity	Assess Effectiveness and Performance
Execution and Monitoring	Detailed Systems Design	Enterprise Architect Requirements coverage through traceability matrix Architecture quality reviews through ARB Internal architecture reviews through Deloitte's architecture review board Usability reviews of user interface designs CMMI quality compliance reviews Independent quality reviews
	Development/Build	SLIM System performance and capacity testing ADA compliance testing Defect management Vulnerability and security testing metrics Phase yield on defects CMMI quality compliance reviews
	Testing and Quality Assurance	ATS, SLIM, Mercury Load Testing Usability testing Defect management Corrective action plans CMMI quality compliance reviews
	Acceptance and Installation	Defect management SLIM defect projections and evaluation Post production defects User acceptance CMMI quality compliance reviews
	Close Out Checklist	PMC, Enterprise Architect, ATS, SLIM, Close Out Checklist template,
	Lessons Learned	Lessons Learned
Governance	Project Management	Compliance review associated with EPMM Quality reviews of project management
	Software Development Life Cycle	CMMI quality reviews ITIL quality reviews Reviews of SDLC artifact template compliance
	Communication Management	Quality reviews associated with communication
	Contract Management	Service Level Agreements Annual review of SLA's Corrective Action Plans Assessment of contract penalties
	Technical Architecture	Architecture review boards Expansion of Enterprise Architecture – SOA services

BAFO Question #30

Lots **6 & 7**	Question **30**	**Technical BAFO Items, Questions for Lot 6 and Lot 7 Only**
		Clarify the scope and substance of your proposed feasibility study and analysis as it relates to the Lot 6 and 7 vendor roles.

Deloitte Response:

Based on the services and required items outlined in Part IV of the RFP we understand that it is the responsibility of the Lot 7 offeror to complete the Feasibility Studies as directed by the Department. Deloitte understands that DPW wants to pursue application modifications/enhancements, where requested, that meet business needs but that are also cost-effective. This is why we perform broad analysis for any technical assessment and feasibility study before providing recommendations. Our analysis on feasibility does not just take into account the immediate work needing to be done to meet business objectives, but we assess the impact across systems, projects, and on the ongoing operations post implementation resulting in a total cost of ownership. When directed by DPW Deloitte performs a technical assessment and feasibility study when they receive a work order request and GSD documentation from the Lot 6 vendor. We then perform the required technical assessment and conduct a detailed feasibility study on the work order before providing the High Level Estimate (HLE) to DPW for review and approval. Our feasibility study consists of the following high level components:

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

By looking at a project's feasibility from each of these angles, Deloitte is able to identify technical system implementation options that will result in the most cost-effective solution

that still satisfies the business stakeholders' needs. These cost-effective solutions are what make it into our HLEs that are provided to DPW for review in order to approve work orders resulting in DPW getting the value out of its Lot 7 resources.

BAFO Question #31

Lots **6 & 7**	Question **31**	**Technical BAFO Items, Questions for Lot 6 and Lot 7 Only**

Without disclosing costs, elaborate on how you would submit initial HLEs and then FFP Work Orders with detailed costs sheets regarding technical feasibility studies, mod and enhancements, systems maintenance, and problem resolution services

Deloitte Response:

HLEs

Estimation for systems modifications and enhancements is a critical step in the systems modifications and enhancements life cycle to identify feasibility, cost and timeline impacts, and that the proper resources are available for each funded project or work order to succeed. To complete estimations under DPW's newly defined operating model, it requires a well defined and coordinated estimation process with participation and close collaboration across each of the lot vendors. The figure below provides a depiction of the High Level Estimate and Work Order process with the associated tasks for DPW and each lot vendor.
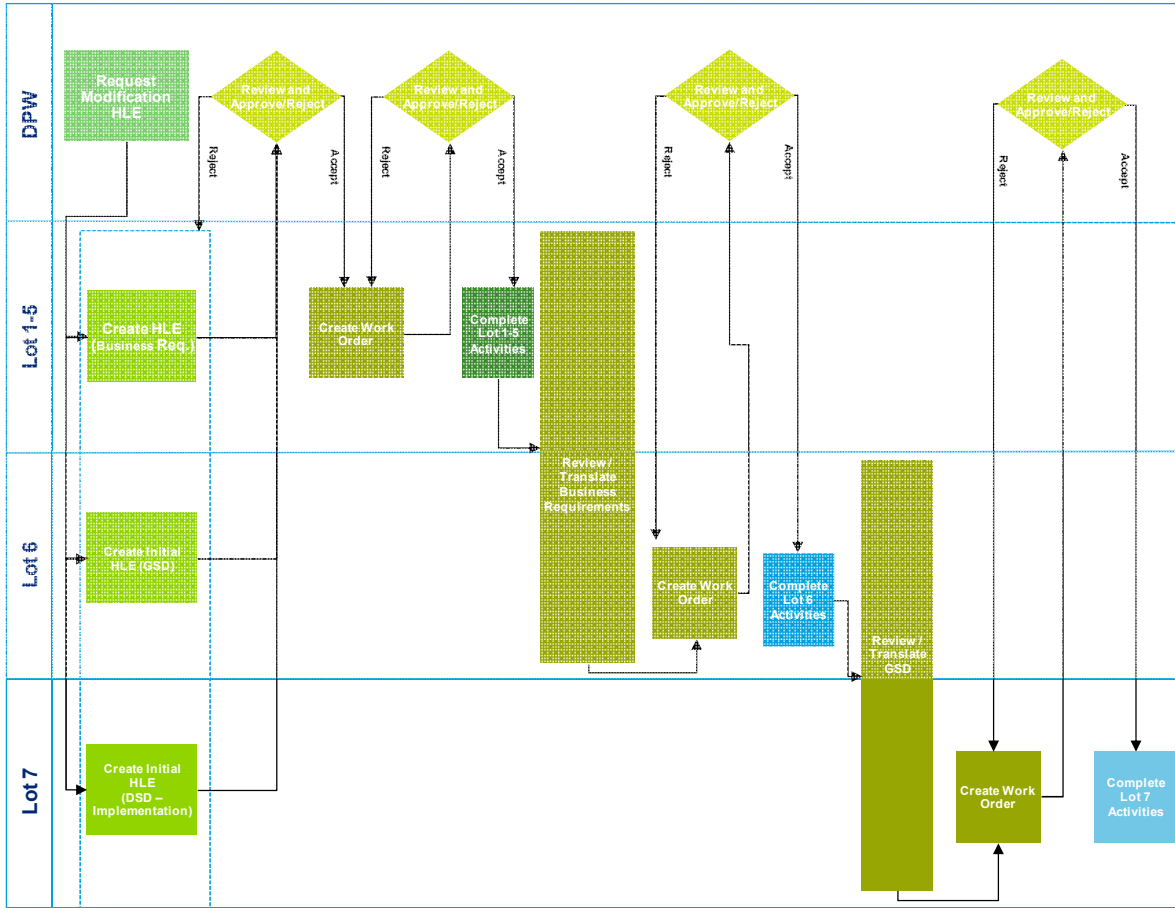
PA_DPW-1361

Communication with DPW and
across Lot vendors to develop HLEs

In order to accurately complete initial HLEs for the Lot 7 activities of the project, it will be essential that we gain a proper understanding of the Lot 1-5 assumptions and basis for their estimates as well as the system architecture estimations of the Lot 6 vendor. Deloitte, as the Lot 7 vendor, will work closely with DPW and the corresponding Lots 1-6 vendors to understand the scope and objectives of the potential work order and the vision for the system modification or enhancement while working towards estimation of Lot 7 activities.

High Level Estimate Documentation and Submission

We will follow the established HLE submission process and continue to support completion of the HLE details and estimation sheets as depicted below in the snapshot of the current HLE submission document:

PA_DPW-617

Figure 12. HLE Submission Process.

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

We will work to prepare preliminary estimates and proposed approaches for system modifications and enhancement requests within five (5) business days. Due to the criticality of coordination and clarification of intent and initiative objectives, this will require the availability of allocated DPW resources and other Lot vendor resources in order to meet the required timeline for preparation and submission.

Work Orders

Once HLEs have been approved, updated Work Orders will need to be prepared and submitted by each of the Lot vendors. This will be an ongoing process, as it will require the completion of the previous vendor's activities before the subsequent phase can be accurately estimated. As the Lot 7 vendor, we will depend upon the completion and approval of the System Requirements and General System Design. We will 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.

Based on DPW's newly defined operating model, Three Point Estimation methodology, depicted in the figure below, will be most suited to accommodate the multiple lot structure and estimation by SDM phase for the associated vendors.
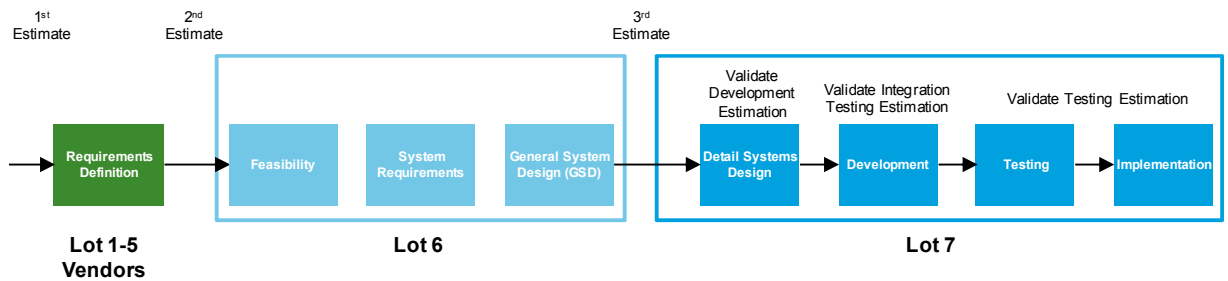
PA_DPW-1360

Figure 13. Three Point Estimation Methodology.

In the Three Point Estimation methodology the effort estimation process is performed at three distinct points in the SDM. The first estimation is done before the Business Requirements Definition phase and includes the time estimation for the Business Requirements Definition phase only. This initial estimation will be performed by the Lots 1-5 vendors.

After client signoff is received for the Business Requirements Definition phase, the second estimation is performed for the GSD phase. This 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 will be our responsibility as the Lot 7 vendor, which we will 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.

Work Order Documentation and Submission

Once the system requirements and GSD from the Lot 6 vendor are approved, we will need to review the GSD Phase artifacts prior to completion of an updated work order for Lot 7 activities. Deloitte as the Lot 7 vendor will then use our estimation process and tools to draft a detailed work order outlining the problem definition, problem solution, and the number of hours required to design, code, test, implement, and update documentation related to the requested change(s) and the estimated completion date.

PA_DPW-618

Figure 14. Work Order Documentation and Submission.

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

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

BAFO Question #47

Lot 7	Question 47	Technical BAFO Items, Questions for Lot 7 Only

Clarify your understanding of the roles/responsibilities and cross-lot collaboration/coordination with the Lot 1 through 5 vendors and DPW relative to identifying, evaluating, documenting, configuring, implementing, and validating COTS, SaaS, or Transfer Technology solutions.

Deloitte Response:

We understand the process of identifying, evaluating, documenting, configuring, implementing, and validating COTS, SaaS, or Transfer Technology solutions to be a multi-phase process involving coordination across multiple stakeholders. Figure 15 illustrates our delineation of the four key phases of the process along with the stakeholders involved in the process.
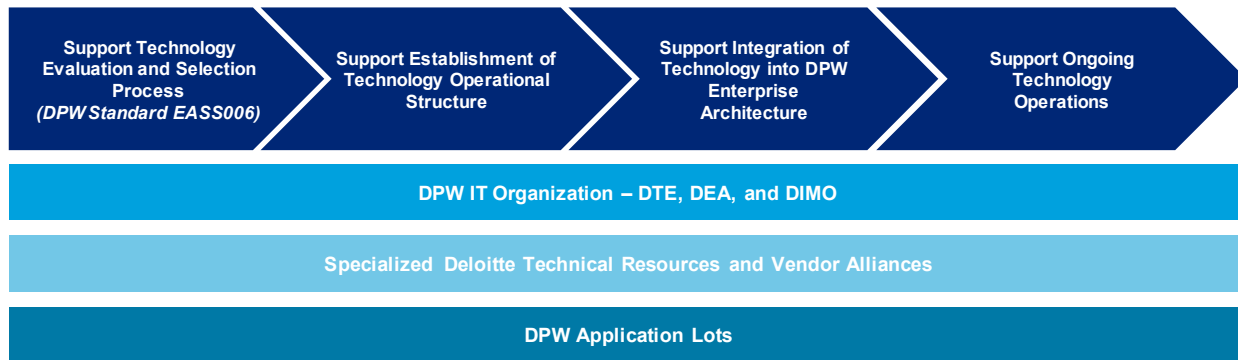
PA_DPW-1211_2

Figure 15. COTS, SaaS and Transfer Technology Evaluation and Support Process.

- **Support Technology Evaluation and Selection Process.** Use of the DPW standard process (STD – EASS006) for evaluating and selecting COTS products, transfer technologies or other alternative solutions.

- **Support Establishment of Technology Operational Structure.** Provides continuity from the evaluation and selection process through the establishment of operational support for the new technology. This includes supporting the creation of procedures and processes, the appropriate environments for the technology and a monitoring and operations strategy.

- **Support Integration of Technology into DPW Enterprise Architecture.** Includes coordination of technology integration between DPW and the appropriate lot vendors, both with specialized technical resources and as part of the ARB review process.

- **Support Ongoing Technology Operations.** Involves working closely with the technology vendor to understand and evaluate upcoming releases of the technology and assess whether these releases should be adopted by DPW based upon benefits and other competing enterprise priorities.

The following table illustrates the breakdown of roles and responsibilities in the process across key stakeholders.

Stakeholders	COTS, SaaS and Transfer Technology Evaluation and Support Roles and Responsibilities

Stakeholders	COTS, SaaS and Transfer Technology Evaluation and Support Roles and Responsibilities
Lot 1 – 5 Vendors	• Collect business requirements and identify and communicate to DPW and other lot vendors requirements that may potentially require alternative technologies.
Lot 6 Vendor	• Identify and conduct initial feasibility assessment of alternative technology • Evaluate, assess, and recommend alternative technology
Lot 7 Vendor	• Support the establishment of an alternative technology operational structure • Document the technology along with its configuration in standard environments • Integrate the alternative technology into the DPW enterprise application architecture including implementation and validation aligned with specific application releases • Support the ongoing operation of the alternative technology, including assessments of technology upgrades
DPW	• Work with the vendors on identification, evaluation, and assessment of alternative technologies • Approve, authorize and procure alternative technologies • Communicate the availability of a new alternative technology along with guidelines for using this technology • Assume primary ownership for establishing an operation infrastructure for the alternative technology • Manage evolution of the alternative technology's use including regular technology upgrades

BAFO Question #48

Lot 7	Question 48	Technical BAFO Items, Questions for Lot 7 Only

Clarify your methodology for managing overall performance.

Deloitte Response:

Our response this question assumes the DPW was asking about our management processes as they relate to system performance. In response to the RFP requirement (IV-336) for the System Supports Service vendor to propose a methodology to effectively manage and coordinate the work, Deloitte brings a comprehensive methodology based upon the following DPW and industry standards: the DPW SDM, CMMI, ITIL, PMBOK, and the Commonwealth's EPMM. Our performance management methodology, in particular, is based upon the IT Infrastructure Library (ITIL) and is covered under *Methodology, Approach, and Experience* in sections 6.6 and 6.9. Our performance management approach is rooted in industry standard IT methodologies yet has been tailored to meet DPW specific needs that we understand well from our experience supporting DPW's applications. The performance management methodology is:

- **ITIL-Based.** Based on the ITIL Version 3 standard that the DPW and Deloitte ITSS and DTSS teams have certified in. Furthermore, the approach has been reviewed and validated by our Deloitte ITIL experts who have helped to author the ITIL standards.

- **DPW Technology Platform Inclusive.** We understand that DPW supports a heterogeneous technology platform, including large mainframe applications, web-based enterprise applications, enterprise services, and a variety of COTS products. Our performance methodology and our performance management team are ready to support each of DPW's key operating platforms.

- **DPW Standard and Tool Aligned.** DPW has performance planning, testing, and monitoring processes and tools in place already. Our team understands these processes and tools and our methodology is customized to DPW, incorporating these standards and tools.

From the ITIL-based methodology in our proposal, Deloitte provides performance management coverage through four performance management processes: capacity management and planning, performance testing and tuning, performance monitoring and problem identification and resolution. The table below provides details around how these areas of our methodology address the performance management requirements of the RFP. More details around the server, mainframe, and COTS tools used to support these processes as well as the DPW standard procedures, reports and templates associated with Deloitte's performance management methodology can be found under *Methodology, Approach, and Experience* in sections 6.6 and 6.9 or our proposal.

Performance Management Process	RFP Requirements Addressed in Performance Management Process
Capacity Management and Planning	• Provide system resource monitoring and forecasting • Perform application and release related capacity planning

Performance Management Process	RFP Requirements Addressed in Performance Management Process
Performance Testing and Tuning	• Conduct load and performance testing and monitoring • Identify opportunities and assist in improving system performance • Perform PL/SQL code reviews and open system batch process execution reviews • Assist with Cognos query performance tuning and in the creation of Cognos performance tuning procedures
Performance Monitoring	• Proactively monitor the application and database for tuning opportunities • Provide response time monitoring and problem resolution • Monitor batch reports for correctness and performance improvement opportunities
Problem Identification and Resolution	• Investigate, analyze and recommend solutions to production issues impacting in-scope applications • Provide problem identification and resolution

BAFO Question #49

Lot 7	Question 49	Technical BAFO Items, Questions for Lot 7 Only

Clarify quality assurance measures and methodologies including defect management, metrics, reporting and how this ties to ATS.

Deloitte Response:

As the Lot #7 vendor we are overall responsible for an enterprise defect management system and tracking of defects throughout each phase of the software development life cycle and latent production defects across Lots 1-7. Our methodology for defect management is founded on our software quality principles using the CMMI, ITIL process framework and the SDM methodology. Deloitte will follow its standard methodology through maintenance and modification of the DPW applications for software quality. Defect management is a sub component of overall software quality and we will use the methodology for defect management which includes definition, classification, resolution, and monitoring of overall defects.

Defect Management

The goal of quality controls and monitoring of the Defect Management process is a production system that meets its service levels agreements of availability and reliability necessary to support the business functions of eligibility determination, benefit delivery, childcare services, early learning initiatives, home and community services, child welfare and child support enforcement within the Commonwealth. Deloitte understands the critical nature of these functions and the role of Defect Management in minimizing application "down time" so there is no impact on agency services to the Commonwealth constituents.

Defect management is a component within the DPW Systems Development Methodology. It starts with Software Unit Test, Integration Test, Acceptance, Implementation, and ongoing Maintenance phases. The Deloitte Defect Management Process is detailed in our RFP response Section 6.8. The process is comprised of four steps which support tracking defects anytime throughout these SDLC phases.

- **Defect Definition** – Identify defects by logging defects into the ATS defect management tool as soon as they are discovered either by users opening a ticket with the Help Desk or through testing of the applications.

- **Defect Classification** – Within ATS, categorize defects and denote into one of the following: Software Engineering Process (SEP) Defect, Configuration Defect, Hardware Defect, Code Defect, Product Defect, Operations Defect, Undetermined Defect.

- **Defect Resolution** – Resolving defects involves bundling and scheduling defects, fixing defects, testing defects, scheduling a release for deploying the fix, and closing the defect (all tracked through ATS).

- **Defect Monitoring** – Ongoing reporting and tracking using ATS occurs throughout the life of the defect.

Monitoring for defects is an on-going task that will be done as long as systems are maintained. This activity includes regular communication to the Commonwealth on the status of open defects as well as input for analysis to assess operations and identify potential areas for continual process improvement. In addition to the four steps above, we provide the following:

- **Defect Reporting.** We provide to the Commonwealth and Lots 1-6 vendors ATS reports generated from ATS containing statistics on open defects.

- **Resolution Effectiveness.** We provide to the Commonwealth and Lots 1-6 vendors ATS reports containing statistics on system defects across SDLC phases that will help determine improvement areas on the project.

Our Defect Management Process

Defect Management Process	Deloitte Approach
Plan	- Identify and log defects - Proactively review ongoing maintenance activities for potential system defects - Identify resource needs
Organize	- Categorize defects - Conduct impact analysis to determine defect priority and severity - Document and determine root cause of defects
Staff	- Determine resource requirements for resolving defects - Identify release team - Coordinate level of effort for implementation defect resolution
Direct	- Define logical bundles of defects - Identify maintenance or modification release to correct defects - Assign defects to development team to fix - Test defects to make sure defects have been resolved - Deploy Release to Production
Communicate	- Produce defect tracking reports - Identify areas of improvement through evaluation of defects
Evaluate	- Identify areas of improvement through evaluation of defects - Evaluate resolution of defect - Close defect

Defect Metrics are Reported through ATS

Deloitte uses the proposed Defect Management process and the enhanced Automated Tracking System as its primary tool for tracking, reporting and interpreting impacts and results. Our team built, deployed and customized ATS for the present DPW support

contract and continues to use and enhance the product as required to meet the needs of the defect management function.

As the Lot 7 vendor, Deloitte provides to the Commonwealth and the other lot vendors, reports and metrics produced from the defect management tool to manage system defects. Below are representative reports we use throughout the SDLC phases. These reports have been enhanced from the current versions to incorporate experience, lessons learned and updated technology.

Reports

Various reports are produced and provided to the Commonwealth and other Lot vendors to measure progress and monitor quality. A sample of these is below.

Report	Quality Assurance Measure
Production Defect Report	Prior to deployment to Production, Deloitte produces the Production Defect Report certifying that the code moving to the Production environment has been tested successfully in the lower environments.
Defect Management Log	Daily tactical report of open production defects, anticipated resolution path, and expected resolution date/time.
Weekly Defect Log	Weekly summary of weekly defect activity, including new defects and closed defects
Trends Report	Defect trends over time by Priority, Type, Repair Time and Severity that is produced monthly
Defect Density/Lines of Code/Software Quality Index	Report of defects per Thousand Lines of Code (KLOC) produced monthly.
Defect Aging Report	This report tracks the total time a defect has been open and is produced weekly from date of entry until defect is closed.

BAFO Question #50

Lot 7	Question 50	Technical BAFO Items, Questions for Lot 7 Only

Clarify what quality controls and assurance processes will be implemented relative to software development and end product quality for all associated SDLC deliverables.

Deloitte Response:

Ongoing quality controls and assurance processes are required to monitor software development and end product deliverables. Deloitte's Quality Assurance approach is integrated into our overall project management approach, and objectively evaluates the project delivery process and effectiveness of processes and activities to improve service and reduce the need for failure-responsive activities. It is based on and compliant with IEEE standards, Software Engineering Institute (SEI) for the Capability Maturity Model Integration® (CMMI®), and other industry standards that guide quality assurance.

Specific to Lot 7 software development and end product quality, the following table describes the quality controls and assurance processes we implement in the software development phase of projects including the end product deliverables.

Phase	Activity or Deliverable	Quality Controls	Quality Assurance Processes
Software Development Phase, including end product deliverables	• ARB & Capacity Documents (ARB3, ARB 4) • Load & Performance test Documents • Status Reporting on SDLC Phases • Defect CAPs and Reports • Systems Operational Readiness Assessments/ Certifications • Detailed Design Document • Implementation Playbook • Systems/Technology Test Documents • Software Vulnerability Test Results • ADA Compliance • Project Plans and Governance Frameworks • Risk/Issues Assessments, Logs and Reports • Requirements Matrix Update • Systems Architecture Blueprint Documents	• Perform Physical Data Model Review • Run Automated Code QA Tools with Application Builds • Complete Unit Test Checklists • Conduct Developer Peer Code Reviews • Complete Application Integration Testing • Complete Application Load Testing • Conduct Application Acceptance Testing • Complete Application Vulnerability Testing • Conduct ARB 4 Review	• Review Design Against QA Plan • Conduct CMMi Compliance Reviews • Review ALM Compliance Dashboard • Review Batch ACD Requests • Review Code Naming and Standards Conformance • Review Security Vulnerability Scanning and Testing Results • Review Test Code Coverage • Review Development and Test Traceability • Review Load Test Results • Conduct Deployment Playbook Walkthrough • Perform Migration Package and Configuration File Completeness and Correctness Checks

BAFO Question #51

Lot 7	Question 51	Technical BAFO Items, Questions for Lot 7 Only

Are you proposing to add defect tracking and categorization to the ATS system? If so, how long do you believe this will take? Validate that ATS has the capabilities and will be ready to go during the Orientation and Knowledge Acquisition phase, and that it will handle cross-lot management.

Deloitte Response:

The ATS currently has the capabilities to support both defect tracking and enhancement tracking but will require updates based on the specific DPW requirements listed in the RFP Appendix BBB. Deloitte will make the following updates to the ATS during the Orientation and Knowledge Acquisition phase:

1. Add an additional field called 'Severity' to ATS with the following dropdown values:

    - Level 1: Fatal
    - Level 2: Major
    - Level 3: Minor
    - Level 4: Cosmetic

2. Add the new 'Severity' field to the existing relevant ATS reports.

3. Update the existing dropdown values to support the Priority definitions identified in Appendix BBB:

    - Mission Critical
    - Mission Essential
    - Cosmetic

4. Reusing the existing PCR Type field to satisfy the DPW requirement for Defect Category with some modifications:

    - We will map some existing fields to DPW required Defect Categories:

        - Configuration Defect = Configuration Change
        - Code Defect = Defect
        - Operations Defect = Operator Error

    - We will add additional dropdown values to cover the remaining DPW required Defect Categories:

        - Software Engineering Process (SEP) Defect
        - Hardware Defect
        - Product Defect
        - Undetermined Defect

5. Add the following new Defect reports to the ATS:

    - Defect fix rate per software release by category

    - Average fix cycle time per category per severity

6. Add a 'Target Release' field to the Bundle search screen to support DPW's requirement to identify defect bundles scoped for a particular release.

The ATS represents a production application so any change to such a system follows the appropriate systems development lifecycle processes for any modification. We first confirm all change requests documented above with BIS and the program offices as we initiate the software change request cycle. Throughout the process of updating ATS, we conform to DPW standard methodologies.

Using the ATS for defect tracking facilitates cross-lot communication and management of defects as it does today with current DPW stakeholders and program offices. Based on other Lot vendor's roles, access to initiate, triage, track and resolve defects in the ATS is granted to these Lot vendor users through the ATS administration features.

BAFO Question #52

Lot 7	Question 52	Technical BAFO Items, Questions for Lot 7 Only

Define your approach to working with DEA and DTA on root cause analysis for defect management, and how this will tie back to Lots 1 through 5.

Deloitte Response:

When there is an operational impact that requires coordination and communication with DEA and DTE to troubleshoot, the first plan of action is to identify a "SWAT" team made up of the proper technical, project, vendor, and program office resources supporting the affected application. Our shared services team coordinates closely with the leads of DTE and DEA to identify the key members that are part of the SWAT team and establishes a single point of contact. Each team member has a defined role and set of responsibilities to support the root cause analysis and problem resolution. The SWAT team point of contact establishes a conference bridge for stakeholders to collaboratively triage the issue, assign action items as appropriate, perform real-time analysis using various system monitoring tools, and ultimately determine next steps. Depending on the severity and nature of the issue, the bridge may either be active throughout the duration of the issue or re-opened several times daily until the root cause is identified. Given the need to limit operational impacts that could affect worker efficiency and/or the issuance of benefits, it may be necessary to identify temporary solutions until a permanent solution can be identified.

During this process we work with DEA and DTE to communicate the status and various options for resolution to stakeholders through the proper communication channels. The Lots 1-5 vendors are welcome to participate in the conference call to contribute to or be kept abreast of the problem resolution approach and to assist in communication needed to application business stakeholders.

Once the root cause has been identified and a resolution has been implemented, we understand the importance of properly documenting the results in order to avoid similar issues in the future. We work with DEA and DTE to understand and document the findings in the proper Lessons Learned CMMI documentation. This documentation is shared with the other teams as well as the Lot 1-5 vendors involved in order to be properly considered and discussed at architecture review board meetings for future initiatives and system enhancements.

BAFO Question #53

Lot 7	Question 53	Technical BAFO Items, Questions for Lot 7 Only

Elaborate on your proposed test plan and test results reporting.

Deloitte Response:

We understand that the one of the critical success factor for the testing phase is to develop and follow a comprehensive test plan. We have developed a standard Integration Test Plan and currently use them on all the DPW projects. As part of our release strategy, we will evaluate if the contents of this test plan need to be modified in accordance with Appendix ZZ. We will work with BIS to review the current Integration Test Plan contents against the Appendix ZZ guidelines and determine which standards need to be updated for the new contract. These guidelines may include:

Appendix ZZ Guidelines	How do we adhere to guidelines?
• Identify and describe the test phases to be executed during the SDLC and their respective ownership (i.e., roles and responsibilities)	• As the Lot 7 Vendor, Deloitte is responsible for Unit testing, Integration Testing to evaluate the software units integrated as designed with other application components, accessibility testing, load testing, vulnerability testing, and performance testing.
• 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 • Define test coverage specifications by aligning test ID, requirement ID, associated software systems modules/components, and corresponding functionality or attributes	• ATS is used to define the scenarios that need to be tested for a specific software release. The scenarios are reviewed by the test manager to validate that functionality is adequately tested. • The data sets, environments may change depending on the testing and software release. For example, future dated testing for Fiscal Year Rollover testing would require an isolated environment. • The interdependencies will be identified in the test plan. For example, processing an OMR Base consumer claim involves data setup and business integration between CIS, PROMISe, MPI, MCI and HCSIS systems.
• Identify the entry, suspension, and exit criteria for each test and overall test phase • Define expected outcomes and specific test pass/fail criteria.	• The entry and exit criteria is clearly defined in the test plan based on priority assigned to scenarios and defects. For example, all critical scenarios need to be approved before exiting the integration phase • ATS is used to document the test scenarios which will include specific pass/fail criteria for the scenario
• 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	• We will work with Lot 1-5 Vendors to define the system acceptance criteria. • Defects identified during the SAT testing will be assigned a severity and triaged on a regular basis with Lot 1-5 Vendors and program office.
• Define testing staff and their required knowledge and skill-sets to execute tests, identify and document anomalies, and accurately assess operational readiness	• Test plan identifies staff required to test the application. For example, a software change in PELICAN would require staff from HCSIS to test based on a business process
• Outline governance for evaluating, confirming, and documenting anomalies and defects	• ATS will be used to create PCRs when discrepancies are identified.
• Define defect limits, thresholds and tolerances for rework and/or mitigation	• The integration test plan includes the thresholds for scenario completion and defect limits. For example, all critical scenarios need to be approved.

Appendix ZZ Guidelines	How do we adhere to guidelines?
• 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 the schedule of test activities, deliverables, and milestones	• Test scenarios are assigned to specific test resources in ATS • The testing timeline will include time for executing regression testing scenarios • As a Lot 7 Vendor, the integration test completion will be defined in the work order
• 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	• The progress of the scenario completion will be monitored on a regular basis • Testing reports will be generated on a regular basis. The ATS reports will include scenario completion status, outstanding defects, defects resolved and ready for testing

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. As the Lot 7 system integrator, Deloitte is responsible for Unit testing, Integration Testing to evaluate the software units integrated as designed with other application components, accessibility testing, load testing, vulnerability testing, and performance testing. We are also responsible for supporting the Lot 1-5 vendors in User Acceptance Testing.
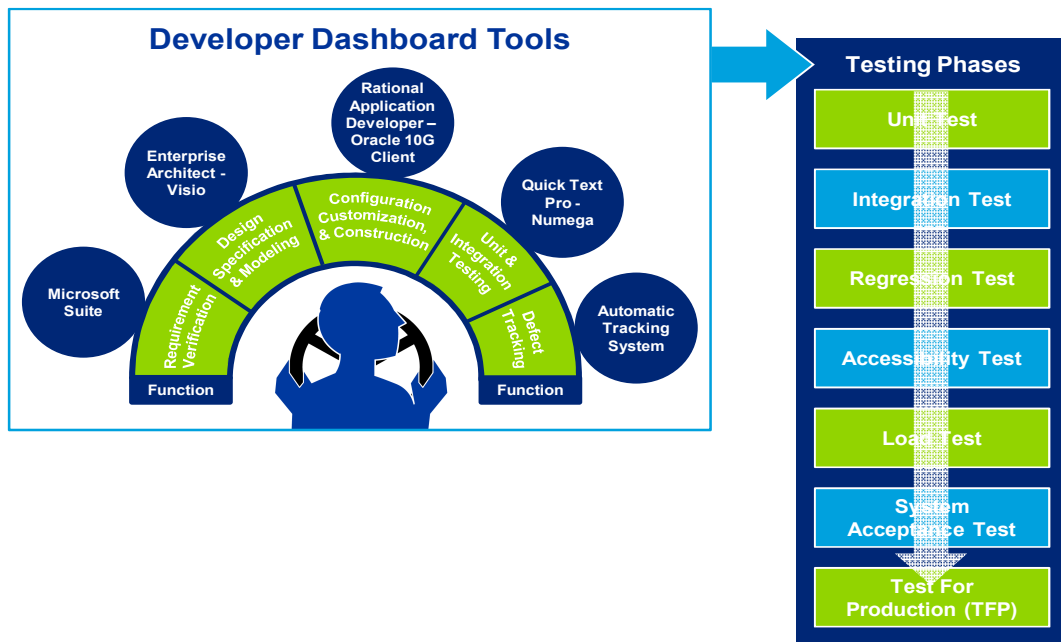
Figure 16. Key Tools support the various Testing Phases.

The activities related to the testing phases are is provided below:

Testing Phase	Activities
Unit Testing	• Individual software "units" or groups of related units are tested • Complete the Unit Test Checklist • "Peer review" of a sample of completed unit test checklists
Integration Testing	• Evaluate that the software "units", when integrated with

Testing Phase	Activities
	the rest of the application, perform as expected • Validate the stability of the environment and the existence of interface connections.
Regression Testing	• Validate the introduction of new or modified software has not adversely impacted existing functionality
Accessibility Testing	• 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
Performance Testing	• Validate of system design and performance by emulating production-like conditions.
System Acceptance Testing	• Support the SAT testing
Test for Production	• Validate the co-existence with other DPW IT applications

BAFO Question #54

Lot 7	Question 54	Technical BAFO Items, Questions for Lot 7 Only

Clarify how you propose to work with the Lot 1 through 5 vendors and with DPW to develop a comprehensive test plan for major software releases and ensure compliance with BIS Test Plan Standard.

Deloitte Response:

Based on the RFP, we understand that the Lot 1 through 5 vendors are responsible to work with DPW to develop a UAT test plan. As the Lot 7 Vendor , we will work with Lot 1- 5 vendors to develop a test plan that adheres to the Software Test Planning Standard as published with the RFP Appendix ZZ. These guidelines include:

Appendix ZZ Guidelines	How do we adhere to guidelines?
• Identify and describe the test phases to be executed during the SDLC and their respective ownership (i.e., roles and responsibilities)	• As the Lot 7 Vendor, Deloitte is responsible for Unit testing, Integration Testing to evaluate the software units integrated as designed with other application components, accessibility testing, load testing, vulnerability testing, and performance testing.
• 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 • Define test coverage specifications by aligning test ID, requirement ID, associated software systems modules/components, and corresponding functionality or attributes	• ATS is used to define the scenarios that need to be tested for a specific software release. The scenarios are reviewed by the test manager to validate that functionality is adequately tested. • The data sets, environments may change depending on the testing and software release. For example, future dated testing for Fiscal Year Rollover testing would require an isolated environment. • The interdependencies will be identified in the test plan. For example, processing an OMR Base consumer claim involves data setup and business integration between CIS, PROMISe, MPI, MCI and HCSIS systems.

Appendix ZZ Guidelines	How do we adhere to guidelines?
• Identify the entry, suspension, and exit criteria for each test and overall test phase • Define expected outcomes and specific test pass/fail criteria.	• The entry and exit criteria is clearly defined in the test plan based on priority assigned to scenarios and defects. For example, all critical scenarios need to be approved before exiting the integration phase • ATS is used to document the test scenarios which will include specific pass/fail criteria for the scenario
• 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	• We will work with Lot 1-5 Vendors to define the system acceptance criteria. • Defects identified during the SAT testing will be assigned a severity and triaged on a regular basis with Lot 1-5 Vendors and program office.
• Define testing staff and their required knowledge and skill-sets to execute tests, identify and document anomalies, and accurately assess operational readiness	• Test plan identifies staff required to test the application. For example, a software change in PELICAN would require staff from HCSIS to test based on a business process
• Outline governance for evaluating, confirming, and documenting anomalies and defects	• ATS will be used to create PCRs when discrepancies are identified.
• Define defect limits, thresholds and tolerances for rework and/or mitigation	• The integration test plan includes the thresholds for scenario completion and defect limits. For example, all critical scenarios need to be approved.
• 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 the schedule of test activities, deliverables, and milestones	• Test scenarios are assigned to specific test resources in ATS • The testing timeline will include time for executing regression testing scenarios • As a Lot 7 Vendor, the integration test completion will be defined in the work order
• 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	• The progress of the scenario completion will be monitored on a regular basis • Testing reports will be generated on a regular basis. The ATS reports will include scenario completion status, outstanding defects, defects resolved and ready for testing

Based on the RFP, we understand that the Lot 1 through 5 vendors are responsible to work with DPW to develop a UAT test plan. As the Lot 7 Vendor, Deloitte's role will be pivotal in successful UAT testing. As the original developer of the systems, we are the right team to determine the data requirements and environment for UAT testing. We also have vast experience with the various program offices within DPW and are familiar with the end users and subject matter experts.

With this prior knowledge we can assist DPW and the program offices to identify which user groups will be most pertinent in testing a system component. Having worked with these user groups, we are also aware of the inherent interdependencies and what areas of testing are most important to the end user. Using this knowledge, we would provide input to the Lot 1-5 Vendor for them to complete the UAT planning and 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

Tasks	Description
	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.
Version control and 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.
Provide input to Lot 1-5 vendors for UAT	Deloitte has significant experience planning and executing UAT and will be available as requested by DPW to provide input to the Lots 1-5 vendors.
Defect Management	Resolve the defects identified during the UAT testing by program offices.

BAFO Question #55

Lot 7	Question 55	Technical BAFO Items, Questions for Lot 7 Only

Clarify your proposed roles, responsibilities and extent of load and end-to-end performance testing.

Deloitte Response:

Performance Testing Roles and Responsibilities

Deloitte brings a structured performance testing approach to DPW. The approach is proven to deliver results in increasing the quality and decreasing the risk of application releases at DPW, exemplified by the ***311 performance tests*** we conducted with DPW in 2009 using this approach. Figure 17 illustrates the key steps in our performance testing approach. This performance testing approach was included in *ITSS/DTSS section* of our proposal.

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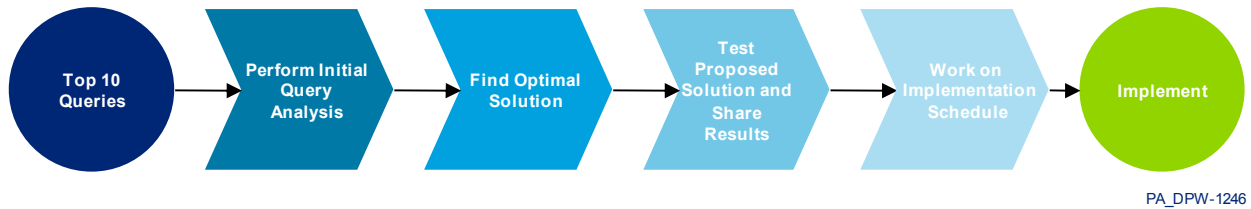
Figure 17. Deloitte's Performance Testing Approach

The table below includes details around each of the steps in our performance testing approach as well as the roles and responsibilities associated with each of these steps.

Performance Testing Phase	Key Performance Testing Roles and Responsibilities
Define Test Goals/Scope. Create a test plan that outlines the schedule and scope of the performance testing. This includes business and performance metric goals.	• **DPW** – Provide input into and validate performance testing plan. • **Lot 7 Maintenance/Mod Teams** – Create the test plan using input from DPW along with the requirements and capacity planning documents. • **Lot 7 ITSS Team** – Assist with test plan logistics and planning, as necessary.
Develop Virtual User Scripts. Based upon the application scenarios being load tested, identify existing load test scripts from the library or develop new load testing scripts to simulate concurrent user interaction.	• **Lot 7 Maintenance/Mod Teams** – Identify the load testing scripts to be used or develop specifications for the creation of new scripts. • **Lot 7 ITSS Team** – Assist the maintenance/mod teams with the creation of new performance test scripts.

Performance Testing Phase	Key Performance Testing Roles and Responsibilities
Execute and Monitor Test Scenarios. Execution and monitoring of the load test scripts involves concerted efforts from DPW and Lot 7 team members across the DPW IT domains. Specific activities and responsibilities are specified in the adjoining column.	Responsibilities are performed by members of the DPW and Lot 7 teams across the DPW IT domains as specified: • **Database** – Prepare environments with load test data and monitor database indicators and specific queries during the performance test. • **Network –** As applicable, set up network monitoring equipment and monitor network activity during the performance test. • **Server** – Properly configure the server environment, including the appropriate performance counters and logs prior to the load test and monitor the servers during load testing. • **Operations** – Execute and monitor load test in HP Performance Center. Monitor during testing and troubleshoot any issues that arise. • **Mainframe** – Initiate and monitor mainframe batch jobs that are being performance tested.
Analyze Results. Employ load test reporting tool to extract HP Performance Center test results. Combine these results with other load testing metrics into consolidated report.	• **DPW** – Provide performance metrics captured outside of HP Performance Center. • **Lot 7 ITSS Team** – Consolidate performance test metrics captured across tools into a consolidated performance testing report. • **Lot 7 DTSS Team** – Assist DPW with capture and analysis of performance test results. • **Lot 7 Maintenance/Mod Teams** – Review consolidated performance testing report.
Tune the Application and Infrastructure. Use the results of the performance testing to identify opportunities to perform application or infrastructure performance tuning. Based upon the results of this analysis, perform the appropriate tuning.	• **DPW** – Provide input and guidance around infrastructure, operating system and database performance tuning. • **Lot 7 ITSS Team** – Provide performance tuning guidance to the application team and assist the maintenance/mod team with performance tuning, as necessary. • **Lot 7 DTSS Team** – Provide infrastructure and standard software performance tuning guidance. • **Lot 7 Maintenance/Mod Teams** – Analyze application for performance tuning opportunities and tune the application for performance, as appropriate.
Submit Test Results. When two consistent, acceptable load tests are achieved, the application load test deliverable is compiled and submitted to DPW for review and validation.	• **DPW** – Review and provide feedback on performance testing results. • **Lot 7 ITSS Team** – Create the performance test deliverable with input from DPW and the maintenance/mod teams. • **Lot 7 Maintenance/Mod Teams** – Provide input into the performance test results deliverable.

Performance Testing Types and Approach

Deloitte follows the performance testing expectations set forth in the DPW ARB checklist. Each initiative specifies the applicability of the testing types applicable to their particular release during the ARB 2 and ARB 4 reviews. DPW provides feedback on the types and extent of load testing for a particular release during these meetings. The types of performance testing specified in the ARB checklist are:

• **Application Performance Testing.** Repeated tests of the DPW business application online functionality to ascertain whether the system can satisfy key performance indicators (KPI) while performing under expected production load.

• **Isolated Service Performance Testing.** Enterprise services are tested in isolation without requiring access through the DPW business application. This allows the load of

multiple production applications to be simulated without incurring the logistical overhead of trying to conduct load tests of all of the applications simultaneously.

- **Batch Performance Testing.** Batch processes are scheduled and run with production volume data to assess the performance impact and timing of the batch jobs in relationship to other batch jobs running in the enterprise environment.

- **Integrated Performance Testing.** Integrated performance testing involves running load tests for all or parts of multiple DPW enterprise applications concurrently. In many cases, the need for integrated performance testing can be met with isolated service or batch testing with commensurate load from multiple applications.

- **Data Warehouse Performance Testing.** Data warehouse performance testing is conducted in coordination with DPW's EKMS team when the data warehouse release uses previously untested data warehouse functions, has complex and time consuming reports, or introduces a significant new user base.

- **Break Testing.** Break testing scenarios are introduced across application, service, batch and data warehouse testing. These scenarios are meant to probe and understand the reaction of the system under load when a particular component of the system fails or undergoes severe performance degradation.

Figure 18 provides a high level overview of the DPW performance testing process. The figure demonstrates the extent of the testing conducted and the traceability of results from initial performance indicators to test results that are reviewed by DPW stakeholders. The extent of the load testing conducted in figure 18 is characterized by the following 5 attributes of our load testing approach:

1. Performance test goals are based upon DPW specified business metrics

2. Performance test measurements are quantified using standard DPW technology metrics such as CPU and memory utilization

3. Performance tests are conducted using DPW's Performance Center tool and tests are scheduled on DPW's shared load testing calendar

4. Performance tests are run until 2 consistent results are achieved to verify repeatability of test results

5. Performance test results are reviewed and approved by DPW stakeholders prior to the application's migration to the TFP environment.
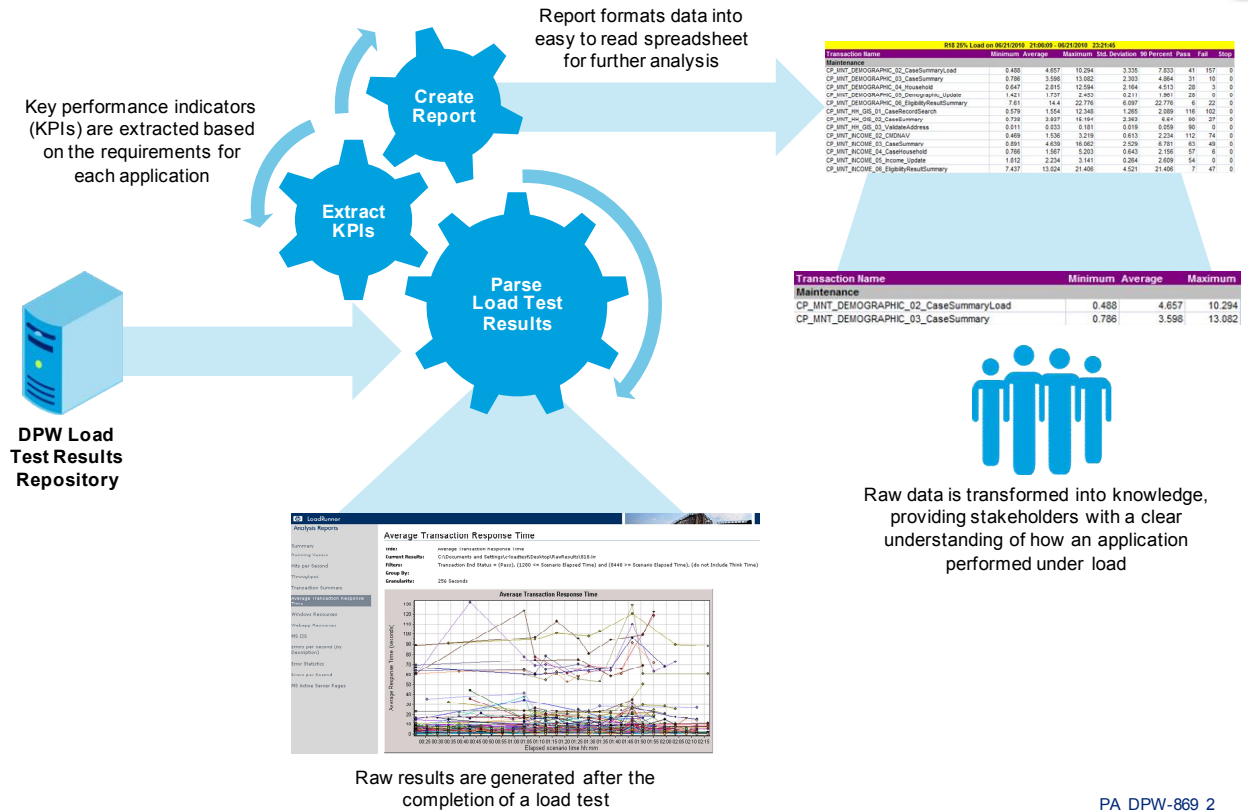
Figure 18. Extent of DPW performance testing process

BAFO Question #56

Lot 7	Question 56	Technical BAFO Items, Questions for Lot 7 Only

How do you see multi-vendor interactions occurring, and what risk does it present?

Deloitte Response:

With DPW's new contractual structure, there will be a number of multi-vendor interactions – at a minimum there will be two vendors and possibly up to seven vendors. Additionally, there are a number of systems outside the scope of this procurement that are currently and will continue to be managed by different vendors. A variety of multi-vendor interactions will take place as an initiative moves from visioning to implementation, and as part of that process, multiple vendors will be involved in issue resolution, planning, estimation, and implementation. These interactions will occur through a mix of documentation, shared participation in meetings, and through the use of common project management processes and tools. Some of these interactions are included in the following figure.
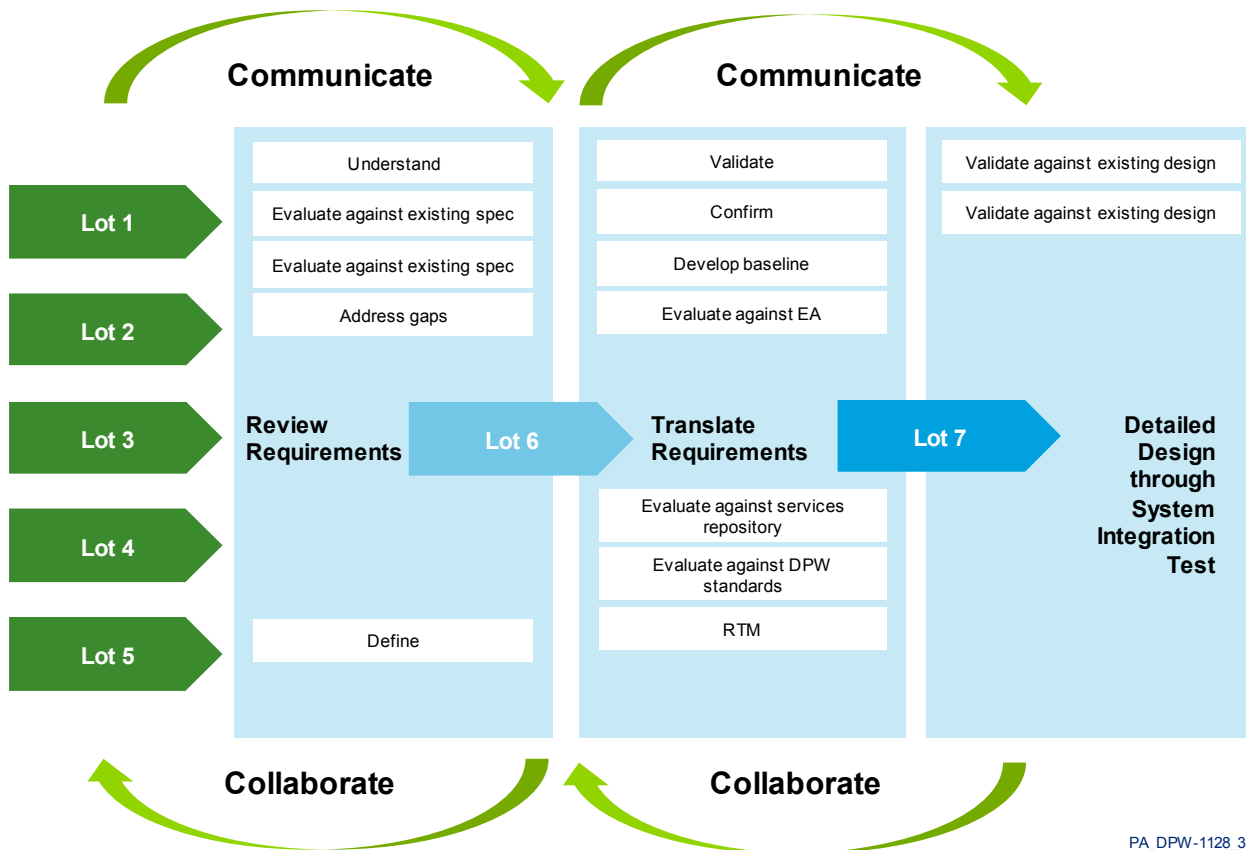
Figure 19. Multi-Vendor Interactions.

As the figure above depicts, there are clearly defined touch points for handoffs between vendors. However, these touch points are in many ways comparable to the coordination required today across and between program offices, BIS, and Deloitte, coordination that has only become more critical as information technology activities have become more centralized. Deloitte has worked with DPW to facilitate this coordination in the past and as a result, we are well-positioned to support a successful multi-vendor model. 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.

While DPW has identified a number of benefits to this model, there are certainly also risks. In the table below we outline those risks and how we plan to help mitigate the risk.

Issue/Risk	Deloitte's Mitigation Strategy
Lack of Consistency of Project Management Tools and Methods Across Lot Vendors • Each vendor will bring their own project management tools to manage their tasks or face a steep learning curve adapting to the current DPW standards.	Proposes to use the same jointly established project management tools and methods: • Tools and methods consistent with Deloitte's other national HHS projects of similar size, scope and complexity. • DPW is familiar with methods and tools to maintain project transparency. • Worked with DPW on the current contract to initiate and instill sound project management principles throughout the entire organization.
Loss of End to End Accountability for Initiatives • Loss of the tight coordination of efforts and delineation of responsibilities between the vendors for lots 1 though 7 necessary to implement initiatives. • Lack of clarity in determining ownership and responsibility of final product resulting in more time spent resolving "ownership" issues.	• As evidenced by our work in other states including Massachusetts, Florida, and Texas we understand the interdependence between the various vendors and understand the importance of cooperation and teamwork. We work collaboratively with other vendors to help confirm that the client and the project are successful. • We do not shy away from our responsibilities and when the lines of demarcation between vendors seem to be somewhat blurred, we have established that we can work with you to help overcome these boundaries and step up with the level of ownership that has been characteristic in DPW and elsewhere.
Focus Shifts to Contract Administration Instead of IT Delivery • Project management time will be diverted to managing the administration of the contract and multi vendor environment as opposed to staying focused on the IT processes to deliver new initiatives.	• The Deloitte Team's organizational model for this engagement does not focus all of the responsibility on one person – the project manager. Yes, the buck stops there, but our organizational model emphasizes that members of our team not only share the responsibility but also the outcome. • Our tiered organization is comprised of managers that report directly to the project manager. Their role is to focus on the day to day delivery of DPW's needs. They are empowered to make decisions thus helping to confirm that bottlenecks do not exist at the top.
Reliability of High Level Estimates • High level estimates are not accurate due to reliance on other vendors estimates and work products	• In our role as the Lot 7 vendor we will work with DPW to deploy standardized, consistent approaches to the estimation process • Our experience with the estimation and implementation process at DPW enables us the ability to infuse estimates with our practical experience

However, we believe the most significant risk is a team without the capabilities to deliver. Deloitte offers the broadest set of capabilities in the HHS IT market and is prepared to help DPW achieve its next set of goals.

BAFO Question #57

Lot 7	Question 57	Technical BAFO Items, Questions for Lot 7 Only

Clarify your project management structure and staffing for the project overall as well as across lots.

Deloitte Response:

Our project management structure includes our Contract and Project Management Team as well as our Portfolio Coordination Team.

As illustrated in the diagram below, Tim Wiest, Sundhar Sekhar, Mick Keller, and Lesley Rogers comprise our Contract and Project Management team. Detailed descriptions of their roles are available in Section 8.4 of our response.

Jason Reilly, Lona Cooper, Bert Maier, and Mark Murphy, who comprise our Portfolio Coordination team, are also part of our project management structure as they are responsible for day-to-day management of schedules, risks and issues for development projects. Detailed descriptions of their roles are also available in Section 8.4 of our response.
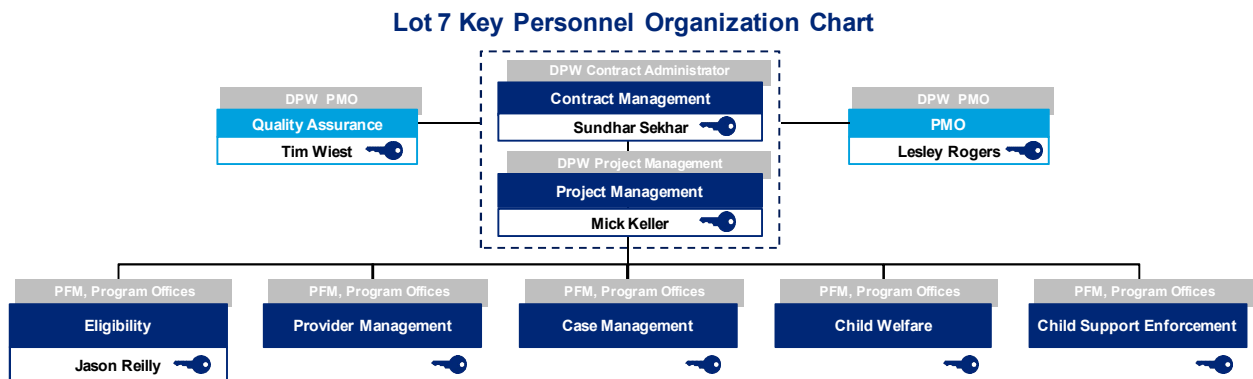
Figure 20. Lot 7 Key Personnel Organization Chart.

If we are the lead on an individual initiative, and we are not directed by DPW to serve in the role of enterprise project lead for that initiative, then using the project management structure above, supported by the processes explain in Section 6.1 of our Proposal, we exercise project management only over the scope of our work on the individual initiative. We will contribute and collaborate with other vendors as directed by the designated enterprise project lead, as appropriate.

For a multi-vendor project where DPW assigns Deloitte as the enterprise project lead (as described on page 28 of Part IV of the RFP), we stand ready to perform all of our proposed PMO processes and leverage our existing resources to provide project management across all the lots. As the enterprise project lead we establish and maintain the master PMO documents with input from DPW and other vendors. DPW and other vendors then have the ownership for creating and managing sub-plans as required. Our program office knowledge combined with our experience managing complex, large scale, multi-vendor initiatives positions us to be successful as the enterprise project lead when designated as such by DPW.

BAFO Question #58

Lot 7	Question 58	Technical BAFO Items, Questions for Lot 7 Only

Elaborate on your Project Management Center, and if possible provide a demonstration of this tool. Include its capabilities to manage multiple project engagements (single and multi-vendor projects), manage and report on SLAs, and Earned Value Measurements (i.e., schedule, performance, and budget).

Deloitte Response:

The Deloitte Project Management Center (PMC) is a web-based application powered by Hewlett Packard's Project and Portfolio Management (HP PPM). It features proven tools and techniques for gathering, integrating, and disseminating information from the project management process. PMC provides a centralized platform to manage phases of a project: delivering preconfigured dashboards for project startup, predefining workflows, ensuring easy accessibility and information-sharing among parties, and producing real-time reports.

Features for managing multiple project engagements

- Standard tool that supports the common approach to Project Management

- Web-based: Ability to access the tool from any delivery location

- Single application: Consolidated source of PM data that provides a single version of the truth across multiple projects

- Enterprise Focus: Ability to track and manage X number of single and multi-vendor projects

- Workflow enabled : Automated flows with triggered exceptions and alerts

- Preconfigured: Rapid project initiation, avoids "reinventing" the approach each time

- Flexible reporting: Exports, dashboards, online and batch reports

- Personalized: Able to tailor screen content and data

- Track exceptions: Allows management to focus on potential trouble spots quickly

The following table highlights the main functionalities available in PMC that can be used to manage multi-vendor projects through one comprehensive tool.

Functionalities/Capabilities	Details
Issue management	• Workflow-enabled issue management • Various classifications for issues (e.g. type, priority, team, escalation level) • Issue Manager Dashboard for status reporting
Risk management	• Workflow-enabled risk management • Various classifications for risks (e.g. type, priority, probability, impact, team) • Risk Manager Dashboard for status reporting
Action items	• Workflow-enabled tracking and history of action items
Deliverable review management	• Workflow-enabled review and tracking of deliverable review defects • Meets CMMI requirements
Key decision management	• Workflow-enabled management of project decisions • Supports CMMI Decision Analysis and Resolution (DAR) process
Change control	• Workflow-enabled change control • Change requests history can be viewed to gain a sense of how project scope has changed over time
Work plan management	• Ability to synchronize schedule and actuals with Microsoft Project • Supports actual effort tracking • Task-based exceptions and notifications
Progress tracking	• Resource-based views of assigned tasks • Flexibility to support various tracking requirements (% Complete, Actual Effort, or Time Sheets) • Ability to track Estimated Remaining Effort (ETC) and Estimated Finish Date
Performance measurement	• "Real-time" Earned Value metrics • Summary and detailed Earned Value dashboards that displays project Earned Value metrics such as Schedule Variance, Cost Variance, Schedule Performance Index, and Estimate to Complete. • Time-phased Earned Value analysis • Exception-based management of project performance and health
Resource management	• Resource-based work calendars • Resource dashboard showing capacity, load, and assignments • Manage resource capacity by groups and provide a breakdown to individual resources • View the scheduled and actual effort by resource by period down to the assigned Task level
Overall project dashboard	• Project status and milestones available from one centralized dashboard • Keeps stakeholders informed and projects on track • Overall project health "at-a-glance" with "drill-down" to specific problem areas
Content management	• Deloitte OnLine (based on EMCV eRooms) provides shared, secure workspaces on the Web for distributed project teams to do their work. • eRooms have preconfigured structure and layout to support PMC projects. • Project deliverables, plans, and key content in Deloitte OnLine are seamlessly integrated into PMC.

Features for Managing and Reporting on SLAs

PMC also provides a mechanism to capture contract level decisions. By capturing the tasks associated with implementing SLA requirements we are able to report on the progress. By entering any risks, issues or action items regarding SLA adherence, PMC allows us to create reports the highlight concerns in meeting SLAs.

Features for capturing Earned Value (EV) measurements

PMC provides multiple variance reporting mechanisms Deloitte uses to monitor project scope, schedule, and budget that can be automatically generated through PMC. Earned Value Management is assessed through three key measures:

- Planned Value (PV)
- Actual Cost (AC)
- Earned Value (EV)

Cost Performance Indicator (CPI) and Schedule Performance Indicator (SPI) are values calculated based on PV, AC, and EV. The following table provides the variance measurements and the calculations PMC uses to generate the Earned Value and variance reports:

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

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 view of the Earned Value Dashboard is shown below.

Earned Value Analysis
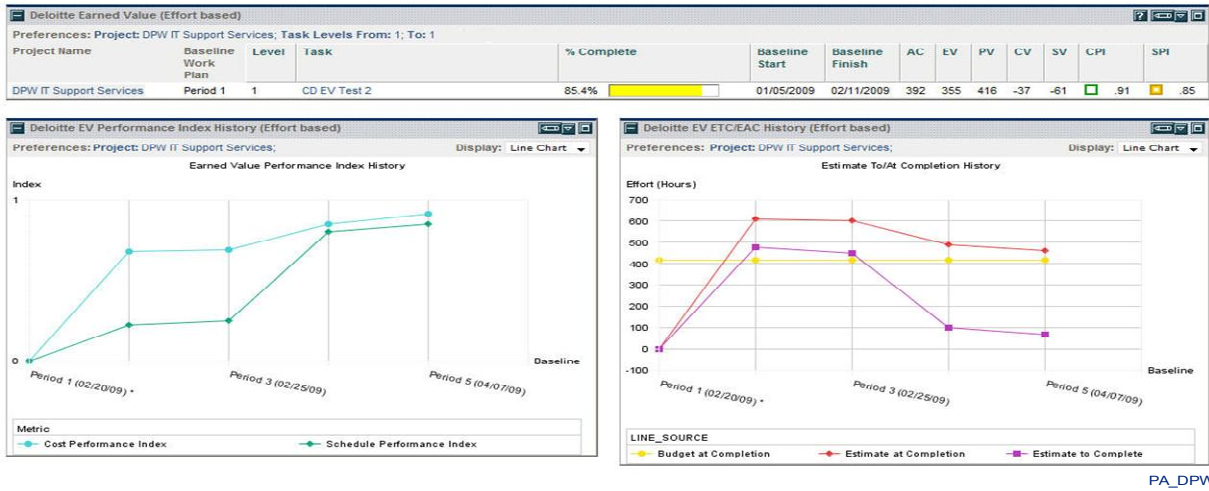
Figure 21. Earned Value Dashboard.

This view of the Earned Value Dashboard displays effort based EV metrics and EV performance history allowing project managers to make quick assessments on the progress of a project.

BAFO Question #59

Lot 7	Question 59	Technical BAFO Items, Questions for Lot 7 Only
Is there a link between the Project Management Center and the ATS?		

Deloitte Response:

The Project Management Center (PMC) tool has the ability to provide a URL link to the Automated Tracking System (ATS) tool if required.

BAFO Question #60

Lot 7	Question 60	Technical BAFO Items, Questions for Lot 7 Only

Clarify the intention to use resources to smooth the transition with the program areas, as this is not the intent of Lot 7.

Deloitte Response:

Deloitte understands the Commonwealth's objectives of this RFP, in particular an "RFP that fosters collaboration between the Department and the Offerer(s) and utilizes the knowledge, expertise, and skill sets of all entities involved;" and the objective to "Develop an RFP that encourages the simplification and integration of policies, procedures, and workflow across all systems".

The reference to a "smooth transition" is only meant to imply that when DPW selects Deloitte for Lot 7, the program offices can have confidence their mission critical applications that issue $3+ billion in services will remain operational as DPW transforms to this new contract model.

Deloitte believes we are the most qualified to help you achieve the objectives because our staff brings to bear an unmatched level of understanding of your business and technology systems. We understand that smooth transition with the program areas is not the intent or within scope of Lot 7 activities. One benefit that our staff brings is that we understand the policy, business, federal and state legislation, and business drivers with each specific program area within this RFP. Our staff is multi-disciplined in specific services area such as technology specialization, human capital business transformation, and strategy and operations. In addition, each of our practitioners "major" in an industry which provides DPW with staff that specialize in programs such as Child Support, Child Welfare, Integrated Eligibility, and Child Care. This industry affiliation provides the Department with a consultancy that not only knows how to implement complex technology solutions to your users but understands your business of Health and Human Services. The benefit that this provides the Commonwealth is that Deloitte is able to translate business requirements into detailed systems requirements and general system design and then into a fully functional system which improves the business operations, program improvement, and efficiency of the program areas.

BAFO Question #61

Lot 7	Question 61	Technical BAFO Items, Questions for Lot 7 Only
		How do you propose to ensure requirements traceability and management across the lots?

Deloitte Response:

The Department's requirements for Lot 7 as defined within the RFP indicate several requirements, among them:

- Update the Requirements Traceability Matrix during all phases of the SDLC for Lot #7
- The software requirements management plan should be traceable to the business requirements

Deloitte's approach to requirements traceability and management is based upon proven approaches to software requirements traceability. We understand the challenge of managing requirements traceability when there are multiple hand-offs from one vendor to the next. Deloitte's approach for management of traceability across lots includes:

Approach	Deloitte's Response	Benefit to DPW
Manage Hand-Off across Vendors	• Deloitte will work with the Commonwealth to implement specific artifact walk-through meetings for key hand-offs points within the Software Development Lifecycle. • Deloitte will review the traceability provided by the Lot 1-5 and Lot 6 vendor for items that we may need clarification and provide to the Department our comments and clarifications.	• Reduces the amount of ambiguity from phase to phase or from Lot hand offs by providing a forum and opportunity to clearly define gaps or questions during the project handoffs. • Providing traceability for the detailed design specifications results in a more accurate estimation of the development and test phases leading to a more realistic project schedule, scope and cost.
Common Requirements Repository	• Deloitte approach is to utilize the tool DPW has standardized on for software requirements traceability which is Enterprise Architect. • Deloitte is open to utilizing any tool that the Department would prefer to capture and document requirements traceability and we will work with you if needed to identify tools which meet your specific needs for traceability.	• Utilizing a common repository for business requirements, system requirements and technical requirements allows for all Lot vendors to review and update the traceability matrices through the software development life cycle. • Utilizing a tool like Enterprise Architect also provides the Department with a historical record of requirements traceability. • Utilizing your standard tool also reduces the cost associated with utilizing another tool for traceability. • Validating forward and backward traceability of the test scenarios results in full test coverage providing the foundation needed for a high-quality end product.
Reports and Tools to View Traceability	• Using a repository tools such as Enterprise Architect allows the Department and Deloitte to run specific traceability reports.	• Utilizing common reports and views from the tools allows all Lot vendors to review and provide input into the traceability across all phases of the software development lifecycle. • Referencing the traceability matrix to properly triage a test discrepancy means issue/enhancements will not be assigned to a developer for correction allowing them to spend their time on more appropriate tasks.
Phase Acceptance Gates	• Deloitte is proposing that from each phase of the SDLC that the acceptance	• Providing acceptance gates for each phase that requires the traceability matrix to be updated provides

Approach	Deloitte's Response	Benefit to DPW
	criteria includes the review and approval of the traceability matrix.	the Department with a review opportunity prior to moving to the next phase in the software development lifecycle.
Reduce Hand-Offs	• Deloitte proposes to reduce the number of hand-offs from the Lot vendors.	• Deloitte has submitted a proposal on Lot 6 and Lot 7 services which we think reduces the risks to the Department of multiple hands-offs from one phase to the next in the software development life cycle.

Our approach to developing and updating the traceability matrix at each phase of the software development life cycle for Lot 7 is included in the below table. With the above Lot coordination activities and our disciplined approach to traceability, we provide DPW with high quality application designs, code, and test cases which will be traced to business requirements and general systems design.

Phase	Traceability Matrix Updates	Benefit to DPW
Business Requirements	• Lot 1 – 5 vendor will create the business requirements • Lot 7 vendor will review the business requirements and conduct a hand-off to the Lot 6 vendor.	• Multi-vendor understanding of the business requirements. • Clear hand-off of the business requirements and goals of the program
General Systems Design	• Lot 6 vendor will trace the architecture and systems design to the business requirements.	• Provides traceability for the general systems design and results in a more accurate estimation of the development and test phase leading to a realistic project schedule, scope, and cost. • Includes traceability from GSD to BRD
Detailed System Design	• Lot 7 vendor incorporate DSD specifications into the traceability matrix (sequence diagrams, class diagrams, security profiles, etc).	• Providing traceability for the detailed design specifications results in a more accurate estimation of the development and test phases leading to a more realistic project schedule, scope and cost. • Includes traceability from DSD specifications to GSD to Business Requirements
Development	• Lot 7 identifies any missing design specifications during development and adds to the traceability matrix as needed. • Lot 7 develops the test scenarios in parallel with development tasks and incorporates each test scenario into the traceability matrix.	• Validating forward and backward traceability of the test scenarios results in broad test coverage providing the foundation needed for a high quality end product.
Test	• Use the traceability matrix to determine if a test discrepancy is a defect or an issue/enhancement. • Review test defects and identify/update gaps in the traceability matrix.	• Referencing the traceability matrix to properly triage a test discrepancy means issue/enhancements will not be assigned to a developer for correction allowing them to spend their time on more appropriate tasks.
Implementation	• Use the traceability matrix to triage ongoing production issues and determine if issues need to become a maintenance defect.	• Referencing the traceability matrix to triage production issues will prevent non-maintenance defects from being sent to the maintenance team resulting in a more efficient use of their time.

BAFO Question #62

Lot 7	Question 62	Technical BAFO Items, Questions for Lot 7 Only

Verify your understanding that the Lot 7 vendor will own the Enterprise Architecture blueprint, the BRD, SRD, DSD and similar documents.

Deloitte Response:

To clarify ownership of the enterprise architecture blueprint, BRD, SRD, DSD, and similar documents, we have delineated two forms of ownership:

1. **Creation Owner.** Defines ownership of creation and submission of a particular document as well as any changes to the document.
2. **Change Coordination Owner.** Defines who coordinates changes to documents that have already been submitted and approved by DPW.

Deloitte's level of creation and change coordination ownership as the lot 7 vendor are described in greater detail below.

Creation Ownership

Creation ownership represents the responsibility for creation, delivery, and modifications to a particular document, such as the DSD. Our proposal section *Application Modification and Enhancements* clearly defines what documents Deloitte has creation ownership for throughout the SDLC as the lot 7 vendor. The DSD is one of these documents but the BRD and SRD are not. Figure 22 provides a high-level visual breakdown of ownership responsibilities across the system development, project, and architecture lifecycles. For more details about particular document ownership, please refer to our proposal.
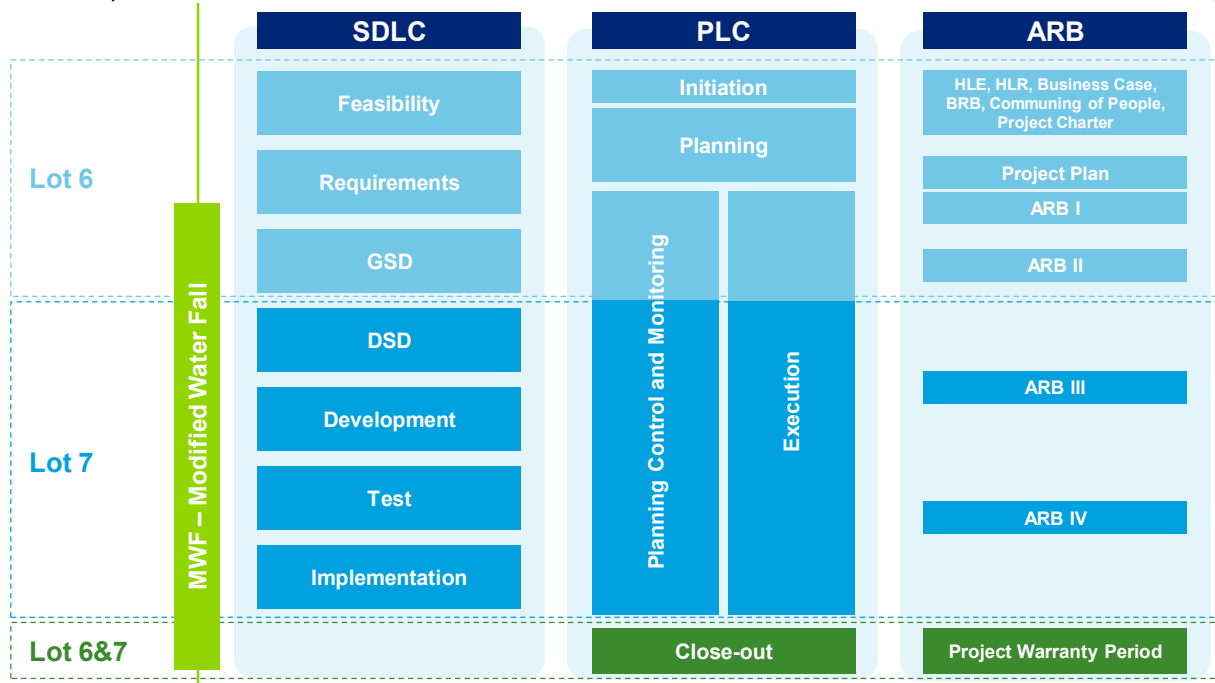
Figure 22. Alignment of SDLC, PLC, and ARB responsibilities across lots 6 and 7.

Change Coordination Ownership

Change coordination ownership represents responsibility for coordinating version control and changes to documents that have already been submitted and approved by DPW. As the lot 7 vendor, Deloitte assumes change coordination ownership for all initiative related documents when lot 7 related activities for the initiative in question begin. This is important because once detailed design and development activities begin, changes to requirements and general design impact the scope of the lot 7 work.

Should changes to the requirements or general design be identified once work on the DSD has commenced, Deloitte will work with DPW through the change control process to identify whether these changes should be included in the current initiative release. If changes to requirements or the design are to be included in an in-flight lot 7 initiative, Deloitte coordinates check in, check out, and version management of the documents with the change control board as follows:

- Check out and Transfer ownership of the applicable documents (e.g. BRD, SRD, GSD) to the Lots 1 – 5 or Lot 6 vendor, as appropriate.

- Validate changes to the updated documents when they are completed and approved. Once validation is completed, the documents are checked in and their ownership transfers back to the Lot 7 vendor.

- Update the applicable Lot 7 documents to reflect the changes in the other documents and reflect the changes across the SDLC documents in the traceability matrix.

BAFO Question #63

Lot 7	Question 63	Technical BAFO Items, Questions for Lot 7 Only

Clarify the role of the Business Analyst Subject Matter Experts.

Deloitte Response:

This role is not a proposed role by Deloitte. In Section 8.1 Lot 7 we list all roles by name; the term "Business Analyst Subject Matter Expert" does not appear in that list. We do have subject matter experts who comprise our Innovation and Advisory Panel, which is discussed in Questions 19 and 66, as well as in Section 8.0 of our proposal.

BAFO Question #64

Lot 7	Question 64	Technical BAFO Items, Questions for Lot 7 Only

Describe your approach to risk management, including where in the project lifecycle it falls and how it reaches across lots.

Deloitte Response:

Please refer to our answer to Question #9 that elaborates on our risk mitigation and management strategy. We agree with the objectives identified in your Project Management Risk Guideline (RFP Appendix BB). The specific objectives of the risk management process are to:

- Identify, early in the project and throughout the project lifecycle, significant risks impacting the project's schedule, budget, scope, performance, and quality.
- Prioritize and focus attention on the risks most likely to occur and with the most severe consequences.
- Plan and coordinate actions to mitigate exposure to the risks.
- Facilitate communication of the risk strategies and status to the project stakeholders and team members.
- Retire or close risk.

Risk management is critical throughout the entire project lifecycle and is a key activity from Strategy through Closeout of the project. Early and frequent risk identification and mitigation increases the probability of success of the project. To facilitate an effective risk management process, communications and adhering to a structured governance model that facilitates open communication of risks across Lots and stakeholders is essential for success.

For multi-vendor projects, if Deloitte is designated as the Enterprise Project Lead, with the Department's approval we will deliver risk management services from the start of an initiative with the program office and the Lot 1-5 vendor through successful implementation.

BAFO Question #65

Lot 7	Question 65	Technical BAFO Items, Questions for Lot 7 Only

Clarify how you propose to use CMMI and ITIL methods to mitigate issues/problems encountered in regard to Service Transition associated with software releases, and to facilitate continual service improvement in the new environment.

Deloitte Response:

In response to the RFP requirement (IV-336) for the System Supports Service vendor to propose a methodology to effectively manage and coordinate the work, Deloitte uses a comprehensive methodology that aligns the application management lifecycle with the service management lifecycle. Figure 23 illustrates the alignment of application and service management lifecycles based upon the industry standard CMMI and ITIL methodologies requested in the RFP. Full details of our integrated methodology can be found under *Methodology, Approach, and Experience* in sections 6.6 and 6.9 of our proposal. The remainder of this response addresses how this methodology will be used to mitigate issues with software releases and facilitate continual service improvement.
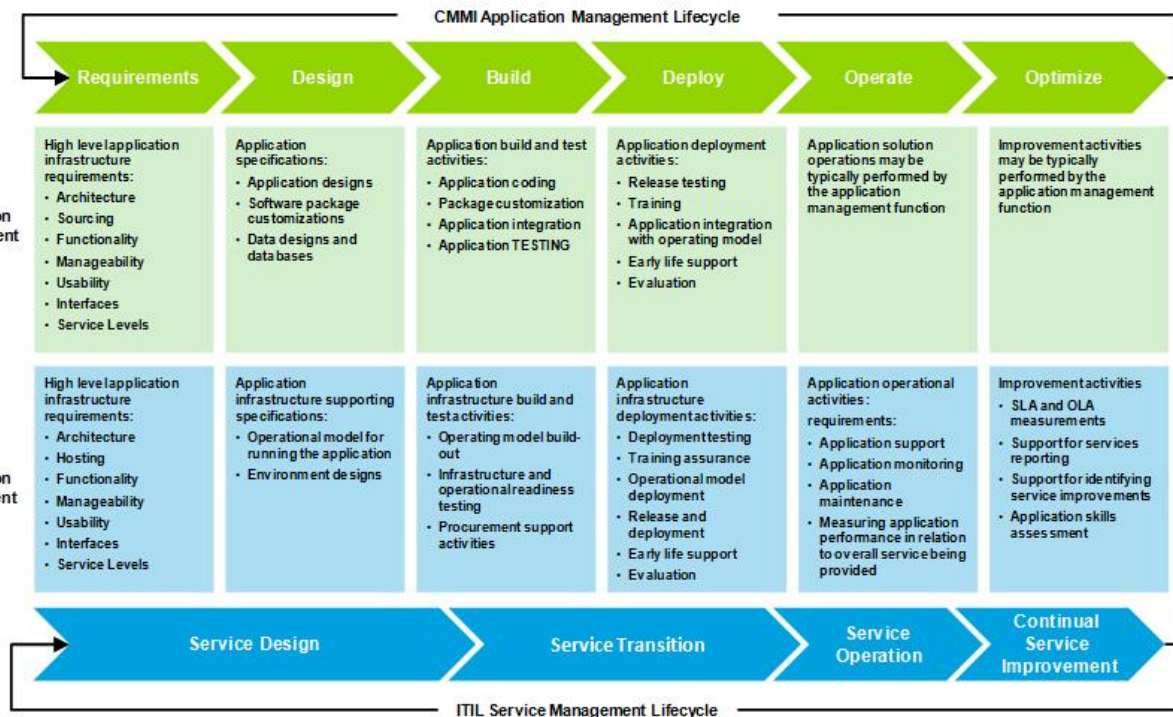
Figure 23. Deloitte's Methodology Integrates CMMI for Application Management and ITIL for Service Management

Mitigating Issues During Service Transition

Deloitte takes extensive pre-release measures to mitigate issues with the software release. In our methodology, illustrated in Figure 23, these measures cross CMMI-based application management and ITIL-based service management during the *Deployment* and *Service Transition* phases of the respective lifecycles. The following table highlights several of the mitigating activities that Deloitte performs as part of our deployment and service transition phases and explains how these activities mitigate issues with software releases.

Deployment/Service Transition Phase Activities	How These Activities Mitigate Issues/Problems with Software Releases
Deployment Testing	• Reduces the risk that release transition activities cause unforeseen errors • Validates that release plans and activities work as designed
Release Testing	• Verifies that the release functions in accordance with the design specifications • Certifies that operational aspects of releases are tested and ready for production
Early Life Support	• Intercepts production problems before they become critical • Enables staff to exercise their training in operating and supporting new releases
Evaluation	• Validates that business goals for new releases are being met • Evaluates the release's design conformance in production

Facilitating Continual Service Improvement

We work with DPW throughout the application and service management lifecycles to optimize the management processes and facilitate continual service improvement. In our methodology, illustrated in Figure 23, these measures cross CMMI-based application management and ITIL-based service management during the *Optimize* and *Continual Service Improvement* phases of the respective lifecycles. The following table highlights several of the activities that Deloitte performs as part of our continual service improvement and optimizes phases and explains how these activities contribute to continual service improvement.

Continual Service Improvement/Optimize Phase Activities	How These Activities Contribute to Continual Service Improvement
SLA Measurement	• Provides input to identify services that could benefit from focused process improvement activities
Support for Services Reporting	• Provides data on performance and quality of the services being delivered • Helps to Identify key service issues to be addressed proactively

Continual Service Improvement/Optimize Phase Activities	How These Activities Contribute to Continual Service Improvement
Support for Identifying Service Improvements	• Enables proactive improvement activities to take place on a scheduled periodic basis

BAFO Question #66

Lot 7	Question 66	Technical BAFO Items, Questions for Lot 7 Only

Your response refers to the ability to call upon corporate resources in your network. Clarify how these resources and Subject Matter Experts would be engaged, billed (without disclosing costs), and utilized to support this contract.

Deloitte Response:

Please see our response to question 19 for an explanation of our use of the Innovation and Advisory Panel. As indicated in these responses, the Innovation and Advisory Panel is engaged on the project as part of Deloitte's practices in Health and Human Services and Information Technology Management, and therefore the Innovation and Advisory Panel staff are made available as advisors to DPW over and above the hours proposed on our staff load.

At times, we may find that a specialized or particular skill is needed to achieve a desired result or address an emergent problem. At those times, Deloitte has the ability to pull in staff with those specialized skills for advisory support, part-time support, or if needed, full-time support. Within our Technology service area we have practices in:

- **IT Strategy & Management**: Deliver IT value that helps drive business results by understanding both the business of technology and how technology works within the business.
- **Information Management**: Plan, design, and implement solutions that deliver and analyze information efficiently for competitive advantage.
- **Business Integration & Optimization**: Structure, manage, and implement solutions that optimize and manage business processes, operations and their underlying technology assets to achieve business value.
- **Systems Development**: Custom and package development solutions, functional & performance testing services, and large scale integration project management services
- **Platform Architecture & Infrastructure**: Plan, design, and implement technical architectures and infrastructure to deliver the platforms for business applications.

These practices are not just descriptions of services we offer – they provide the framework for how we develop, train, and prepare our staff to serve clients. Every one of our technology practitioners is both aligned with one of these service areas and is educated on the capabilities of other service areas in order to know how to bring the most appropriate resources to bear for a client engagement.

The existence of these robust practices means that when DPW has a need for specialized support, we aren't combing the marketplace to find the skill set – instead we are a phone call or email way from providing that support through our network. Additionally, as one of the world's leading system integrator, we have alliances and partnerships with many technology vendors, such as Adobe, that enables us to tap into their support network on DPW's behalf when needed. Examples of when we have called upon corporate resources in our network range from bringing in Randy Steinberg, one of the lead ITIL architects, to engaging an expert in Unified Security early on in the life of this initiative at DPW, to including a usability interface expert on our design team for the new Enterprise Incident Management. Our network is broad and deep and we are ready to support DPW in a wide range of specialized areas. We provide reasonable access to this subject matter expertise for advisory purposes. If a particular resource is determined to be needed to contribute directly to a planned initiative, DPW has the opportunity to review and approve hours within the proposed work order.

BAFO Question #67

Lot 7	Question 67	Technical BAFO Items, Questions for Lot 7 Only

Your response page 6.1-9 refers to approximately 200,000 additional hours for knowledge transfer. Clarify how you derived these additional hours and their relevance to turnover obligations in the existing contract.

Deloitte Response:

Deloitte has provided a Turnover Plan to the Department under the current contract that the Department reviewed and accepted. In the RFP, the Department also requires a six month effort to complete the transition from the incumbent. The transition will require a complex hand off of work currently performed by 400+ practitioners for your mission critical applications that deliver benefits to 1 in 10 Pennsylvanians. Based on our understanding of the number of application systems, subsystems, modules, and lines of code, we estimated approximately 200,000 hours to complete the knowledge and process turnover of maintenance and support operations for the in-scope DPW applications to a new vendor. In addition, the state, including program offices, BIS and other stakeholders, will invest significant time in supporting turnover.

At 200,000 hours, this is approximately 400 FTEs worth of work time spread across the turnover period. This is purely an estimate, and the actual number of hours needed depends on the experience, capability and understanding of the team being transitioned to.

Our proposed resource allocation for turnover is as follows: The graph below has been updated from our proposal to include month 6 at 90/10.
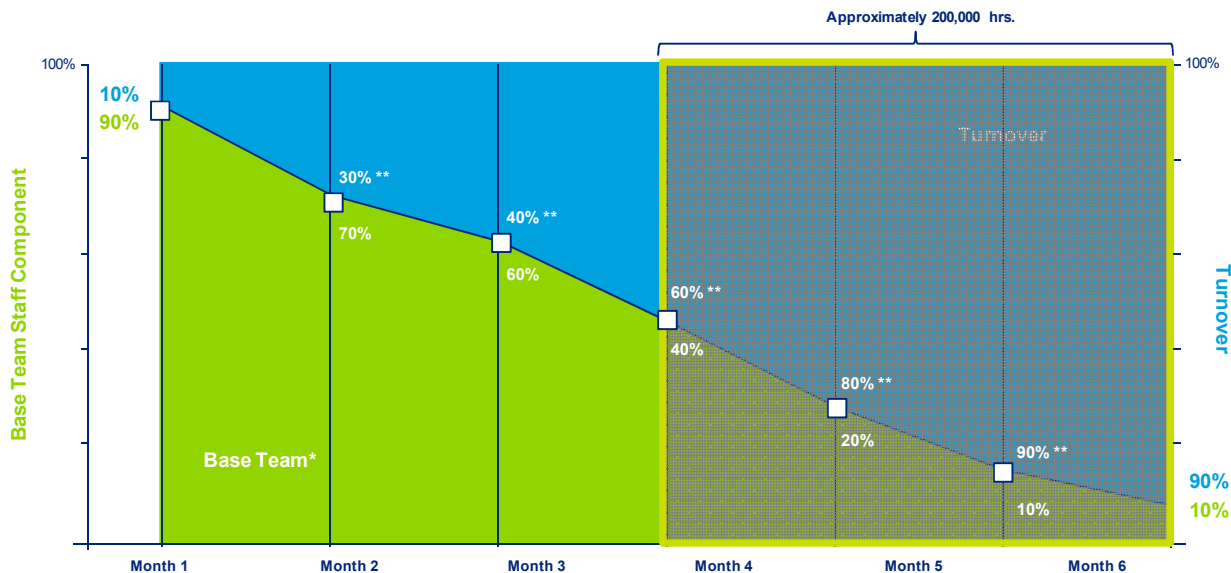
* Base team is defined as base maintenance and modifications and includes project management, ITSS, DTSS, application adoption operations and systems implementation
** Percent of a Person's time over time

PA_DPW-1329_4

Figure 24. Proposed Turnover Resource Allocation.

As clarified in your Q&A, Question 144, Addendum 4, DPW stated that any hours needed for turnover will be provided through the incumbent's contract with DPW through September 30, 2011.

BAFO Question #68

Lot 7	Question 68	Technical BAFO Items, Questions for Lot 7 Only

In your response to System Support Services, Warranty Timeframes, elaborate on the reduced warranty risks/rewards.

Deloitte Response:

Deloitte understands from the RFP, Part IV-333, the following to be your warranty requirements:

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.

In our response section 6.3 System Support Services – General, under Warranty Timeframes on page 88, we said:

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.

Since warranty is an additional cost for DPW we believe that by shortening the warranty period, DPW could save money. Historically, as we have shared with you in the current contract, the majority of warranty defects are identified in the first 60 days after the application is deployed into the live production environments.

We are ready to work with the DPW Contract Administrator to develop a set of evaluation criteria to guide DPW's decision for shortened warranty periods. These criteria may be the size of the release, complexity of the release, scope of the system changes, new products being introduced, new end users, and/or quality and length of the testing cycle. Others can be evaluated as well.

We recognize this as a DPW business decision and we support the warranty period as required in the RFP.

BAFO Question #69

Lot 7	Question 69	Technical BAFO Items, Questions for Lot 7 Only

Clarify your understanding of the roles/responsibilities and cross-lot collaboration/coordination with the Lot 1 through 5 vendors and with DPW relative to Systems Integration testing, User Acceptance Testing, Test for Production, managing defects (i.e., identifying, monitoring, resolving defects) during these testing phases and certifying systems operational readiness.

Deloitte Response:

Our approach to the software testing activities associated with Lot #7 includes the coordination/collaboration with Lots 1-5, Lot 6, and DPW. The test phases have specific areas of collaboration/coordination which provide for deliberate points in the software development process for specific reviews, hand-offs, meetings, and overall coordination activities to plan, execute, and manage software testing.

Our understanding as the Lot7 vendor is consistent with the RFP requirements related to software testing on **page IV-371 Lot #7 Offeror's Responsibilities** outlined below:

- Utilize and maintain an automated defect management system for tracking and reporting of system defects throughout the SDLC phases per release and provide regular reports to the DPW Contract Administrator

- Create a systems operational readiness certification document

- Defect management and reporting throughout the SDLC phases per software release

- Create and execute systems test plans

- Perform systems testing (including unit, integration, system, and regression testing, pilot testing, will also be included as necessary) and correct any problems encountered

- Walk through system test results with the selected IT Consulting Services Offeror and state staff.

- Submit system test results to the DPW Contract Administrator and obtain approval

- Coordinate with Lot # 1-5 for SAT test planning, executions, and defect management activities

The following table further clarifies this understanding:

Software Testing Activities	Lot 1-5 Vendors	DPW	Lot #7
System Integration Testing	• Review Traceability Matrix to Business Requirements • Review Results of System Integration Testing • Participate in Hand-Off meeting for preparation for UAT.	• Review System Test Plan • Review Requirements Traceability • Review Load Testing Plan • Review Regression Test Plan • Coordinate between Lot Vendors • Review Accessibility Testing	• Develop System Test Plans • Review System Test Plans with DPW and Lot 1-5 vendors • Update Requirements Traceability • Conduct System Integration Testing • Conduct Accessibility Testing • Document Integration Test Results and Defects • Conduct Load Testing • Conduct Regression Testing • Conduct walkthrough with Lot 1-6 and DPW on testing results
User Acceptance Testing	• Develop UAT Plan • Conduct User Acceptance Testing • Manage UAT defects • Coordinate with Lot 7 vendor for defect regression testing	• Support Lot 1-5 vendor in their planning, execution, and defect management of user acceptance testing. • Review and prioritize defects	• Support the User Acceptance Test Planning and Execution for the Lot 1-5 Vendor • Provide input into UAT Test Plan for Lot 1-5 vendors. • Review SAT Defect Reports • Coordinate with Lot 1-5 and DPW to fix and regression test defects • Review and provide comment on Acceptance Criteria for User Acceptance
Test for Production	• Develop training • Conduct training for end users • Communicate to end users software releases • Conduct user support activities • Coordinate with Lot 7 vendor during deployment phase	• Coordinate, Plan, Test, and Execute activities for Test for Production in conjunction with DPW • Conduct go-no-go migration meetings • Review migrations	• Define Deployment Activities • Conduct Test for Production Deployment Meetings with DPW and Lot 1-5 vendors • Validate Software Deployment to TFP • Identify and Develop Test Scenarios for validation of software in the TFP environment. • Review deployment activities with Lot 1-5 and DPW. • Provide result of software validation to DPW
Managing Defects	• Review defects • Enter defects during user acceptance phase • Enter post production defects	• Review and prioritize defects • Coordinate between Lot vendors on ownership of defects • Coordinate root-cause analysis of defects	• Coordinate joint Lot 1-5, Lot 6, and DPW defect review meetings. • Prioritize, categorize, and assign all defects. • Develop Corrective Action Plans in coordination with DPW as a result of defects • Manage defect fix migrations and regression testing activities
Certifying Systems Operational Readiness	• Certify system operational readiness in conformance with business requirements	• Coordinate certification of operation readiness • Review all artifacts for certification	• Develop production readiness reports • Conduct system operational readiness meetings with DPW and Lot 1-6 vendors • Prepare Final Production Ready

Software Testing Activities	Lot 1-5 Vendors	DPW	Lot #7
			Software Build
			• Review User Acceptance Test (UAT) Progress Report and results (Lot #1-5)
			• Develop production defect report and review with Lot 1-6 vendors and DPW
			• Review Business Operational Readiness Certification (Lot # 1-5)
			• Conduct systems operational readiness Certification
			• Develop Implementation Playbook working with DPW and Lot 1-5 vendors to provide input.
			• Develop security vulnerability report

The overall coordination of the system testing activities will be the responsibility of the Lot #7 vendor. Our methodology supports common deliberate interaction points to provide for collaboration and coordination during the system testing phase. Deloitte's approach to managing software defects includes the use of a repository for storing and reviewing defects at every stage of the software development lifecycle. Deloitte's approach includes the use of walkthroughs, checkpoint status meetings, and review opportunities within each of the activities in the above table.

RFP #16-09 Lots 6 and 7 Negotiations

Deloitte Consolidated Technical Response

Technical Negotiations

Clarification on Application Adoption and System Implementation Support

The Roles and Responsibilities for Lots 6 and 7 are clearly reflected in Appendix CCC. Appendix CCC shall provide the basis for all technical clarifications prepared and submitted by Deloitte.

Response:

In our proposal, consistent with the RFP requirements, Deloitte has provided responses for the scope of work requested in RFP16-09 based on Part IV Work Statement. In addition to the list of tasks, roles and responsibilities elaborated in the RFP Work statement, we understand the reference to Appendix CCC, and acknowledge the information as described.

Specific to Application Adoption and System Implementation Support, we understand, as needed for the specific projects and initiatives, our roles will include application related adoption work to provide – Implementation Support – technical training, configuration strategies & plans, technology pilot evaluations, on-site support at service locations , etc.

Staffing

Deloitte must verify the proposed staff for the RFP 16-09, Lots 6 and 7 by updating the Organizational Chart (Figure 8.2-6) for Lots 6 and 7 as provided in your original technical response dated September 7, 2010. This submittal must include the cross reference of resources to services (coverage map) referenced on page 16 of the 8/22/11 clarification document. Deloitte, as well as all other vendors, will be required to do a final verification of staff prior to the start date of the new contract.

Response: Based on our current understanding of the start date of the contract to be effective January, 2012, our proposed Lot 6 and Lot 7 Organization Charts have been updated and are provided below with a summary of the changes included following the charts.

We understand and acknowledge that the Department will require a final verification of staff prior to the start date of the new contract.

Lot 6 organization is provided below:

Lot 6 Organization Chart – Key and Proposed Staff

DPW PMO
Quality Assurance
Tim Wiest 🔑

DPW Contract Administrator
Contract Management
Sundhar Sekhar 🔑

DPW Project Management
Project Management
Mick Keller 🔑

DPW PMO
PMO
Eileen Hollowbush

PFM, Program Offices
Eligibility
Marty Carreras 🔑

PFM, Program Offices
Provider Management
Suguna Sundaravadivel 🔑

PFM, Program Offices
Case Management
Meghan Sullivan 🔑

PFM, Program Offices
Child Welfare
Suguna Sundaravadivel 🔑

PFM, Program Offices
Child Support Enforcement
Doris Hartman 🔑

Program Offices, BIS
Maintenance Team

- Sundar Balusamy
- Adam Knudsen
- Naveen Kondala

- Craig Hoover 🔑
- Sheetal Shah
- Shekhar Marathe

- Bill Gordon 🔑
- Jeff Hach

- Prerana Dalal 🔑
- Shahid Raza 🔑

- Jack Bajor
- Rajeev Pangarkar
- Kayla Wells

Program Offices, BIS
Modifications Team

- Satya Arya 🔑
- Shawn Bowers 🔑
- Andy Demchak
- Chandra Tati
- Ashish Agarwal
- Gopal Desikan
- Siddharth Jain
- Dwarakanath Raghunathan
- Rishav Chakravarti

- Craig Hoover 🔑
- Shane Gallagher
- Bonnie Knoetgen
- Sheetal Shah
- Shekhar Marathe

- Bill Gordon 🔑
- Matt Mardorff 🔑
- Anoop Pant 🔑
- Luis Santiago
- Jeff Hach
- Gabe Grab
- Ashley McCully
- Nehal Shah

- Donna Whitman 🔑
- Shahid Raza 🔑

- Michael Kravanis 🔑
- Ujjwal Mittal
- Venkata Sanivarapu
- Kayla Wells

DTE, DEA, DIMO, Program Offices
Enterprise Services, Information Technology Shared Services (ITSS), and Direct Technology Support Services (DTSS)

Thomas Beck 🔑

| Bharane Balasubrimanian 🔑 | Jeff Zahorchak 🔑 | Mukundan Doraiswamy | Stefan Sokerov |

Innovation and Advisory Panel

Program and Policy

| Wade Horn | Paul Keckley | Nicole Fuller | Margot Bean |

Technical & IT Strategy

| Mark Ford - Security | Jane Griffin – Enterprise Knowledge Management | Randy Steinberg – ITIL and CMMi | Harry Raduege – Cyber Security |

Project Executives

Sundhar Sekhar – Eligibility 🔑
Patrick Howard – Case Management 🔑
Lona Cooper – Provider Management, Child Welfare 🔑

John White – Child Support Enforcement 🔑
Srini Subramanian – Enterprise Services 🔑

⬆ ⬆ ⬆ ⬆ ⬆

Maintenance and Modifications Team Members*

🔑 Key Personnel   * Detailed staffing information, including team member names are in sections 6.4, 6.5, and 6.9. All resumes are included in 8.5.

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The following individuals proposed as Key Staff are no longer available but have already been replaced by these experienced resources and are therefore proposed for the new contract:

- Neil Brown (replaced by Lona Cooper)

The following individuals also proposed are no longer available but have already been replaced by these experienced resources and are therefore proposed for the new contract:

- Valli Thirugnanam (replaced by Shekhar Marathe)
- Victoria Cohan (replaced by Jeffrey Hach)
- Michael Nazareth (replaced by Mukundan Doraiswamy)
- Sumit Hooda (replaced by Naveen Kondala)
- Kolli Reddy (replaced by Rishav Chakravarti)
- Sri Basetty (replaced by Shane Gallagher)
- Bill Rosenberry (replaced by Nehal Shah)

Lot 7 organization is provided below:

Lot 7 Key Personnel Organization Chart

DPW PMO	DPW Contract Administrator	DPW PMO
Quality Assurance	Contract Management	PMO
Tim Wiest	Sundhar Sekhar	Melodee Gerrish
	DPW Project Management	
	Project Management	
	Mick Keller	

PFM, Program Offices	PFM, Program Offices	PFM, Program Offices	PFM, Program Offices	PFM, Program Offices
Eligibility	Provider Management	Case Management	Child Welfare	Child Support Enforcement
Jason Reilly	Lona Cooper	Bert Maier	Lona Cooper	Mark Murphy

Program Offices, BIS — Maintenance Team

- Dhandapani Gnanavel
- Brian Holwig
- Sijumon Puthuparambil
- Aman Singh
- Michael Lapitan
- Wilson Maliackel
- Kyle Beeman
- Lindsay Hough
- James Schulz
- Prerana Dalal
- Brian Holwig
- Cherie Groff
- Ryan McFadden
- Scott Meckley
- Michael Metzger

Program Offices, BIS — Modifications Team

- Satya Arya
- Libby Bacon
- Scott Beinhower
- Ram Chagantipati
- Terry Fry
- Ravi Kosuri
- Subi Muniasamy
- Ruth Ann O'Hehir
- Ram Sesharadi
- Aman Singh
- Michael Lapitan
- Wilson Maliackel
- Alex DiLeonardo
- Douglas D'Ambra
- Damien Graeff
- Diana Halenz
- Lindsay Hough
- Charu Pahwa
- James Schulz
- Anoop Pant
- Prerana Dalal
- Shahid Raza
- Donna Whitman
- Dana Crowe
- Nathan Shaner
- Ariv Sundarapandian

DTE, DEA, DIMO, Program Offices

Enterprise Services, Information Technology Shared Services (ITSS), and Direct Technology Support Services (DTSS)

Michael Neway   Piyush Pandey   Jeff Ruckgaber

Innovation and Advisory Panel

Wade Horn   Paul Keckley   Nicole Fuller   Margot Bean

Project Executives

- Sundhar Sekhar – Eligibility
- Patrick Howard – Case Management
- Lona Cooper – Provider Management, Child Welfare
- John White – Child Support Enforcement
- Srini Subramanian – Enterprise Services

Maintenance and Modifications Team Members*

Key Personnel   * Detailed staffing information, including team member names are in sections 6.4, 6.5, 6.6, 6.7, and 6.9. All resumes are included in 8.5.

The following individuals proposed as Key Staff are no longer available but have already been replaced by these experienced resources and are therefore proposed for the new contract:
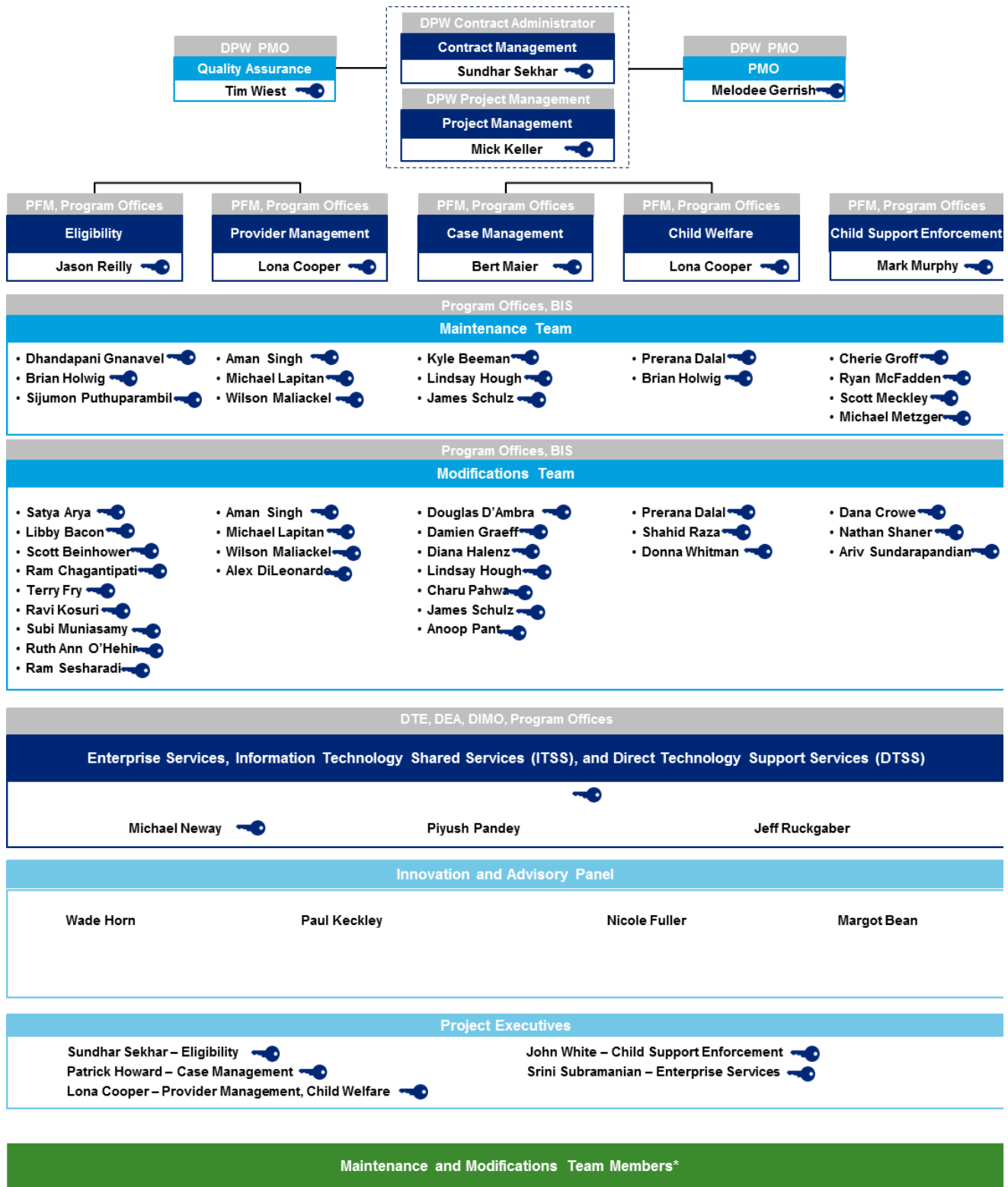
- James Cibak (replaced by Aman Singh)
- Susan Long (replaced by Charu Pahwa)
- Lesley Rogers (replaced by Melodee Gerrish)
- John McCauley (replaced by Alex DiLeonardo)
- Neil Brown (replaced by Lona Cooper)
- Purvi Shah (replaced by Anoop Pant)

The 'coverage map' that was referenced on page 16 of the 8/22/11 clarification document was referring to a staffing exercise process that we went through in order to develop our resulting staffing plans and organization charts to meet the requirements of your RFP.

Per our discussions, we have added responsibility areas for our proposed staff in order to support your request, included in the tables below. Each staff has been identified into one of the categories as in (1) Application Maintenance and Modifications (App Maint/Mod) or (2) IT Shared Services/Direct Support Services (Shared Services).

Lot 6 Key Staff			
Arya, Satya	App Maint/Mod	Kravanis, Michael	App Maint/Mod
Balasubramanian, Bharanedaran	Shared Services	Mardorff, Matthew	App Maint/Mod
Beck, Thomas	Shared Services	Mittal, Ujjwal	App Maint/Mod
Bowers, Shawn	App Maint/Mod	Raza, Shahid*	App Maint/Mod
Carreras, Marty	App Maint/Mod	Santiago, Luis	App Maint/Mod
Cooper , Lona	App Maint/Mod	Sekhar, Sundhar	App Maint/Mod
Dalal, Prerana	App Maint/Mod	Subramanian, Srinivasan	Shared Services
Demchak, Andrew	App Maint/Mod	Suguna, Sundaravadivel	App Maint/Mod
Gordon, William	Shared Services	Sullivan, Meghan	App Maint/Mod
Hach, Jeffrey	App Maint/Mod	White, John	App Maint/Mod
Hartman, Doris	App Maint/Mod	Whitman, Donna	App Maint/Mod
Hoover, Craig	App Maint/Mod	Wiest, Tim	App Maint/Mod
Howard, Pat	App Maint/Mod	Zahorchak, Jeff	Shared Services
Keller, Mick	App Maint/Mod		

Lot 6 Other Proposed Staff			
Adamiak, Richard	App Maint/Mods	Marathe, Shekhar	App Maint/Mods
Agarwal, Ashish	App Maint/Mods	Mardorff, Matthew Christopher	App Maint/Mods
Arya, Satya	App Maint/Mods	McCully, Ashley	App Maint/Mods
Bajor, Jack	App Maint/Mods	Mittal, Ujjwal	App Maint/Mods
Baker, Tracy Lynn	App Maint/Mods	Nair, Sumesh Murlidharan	App Maint/Mods
Balasubramanian, Bharanedaran	Shared Services	Pangarkar, Rajeev	App Maint/Mods
Balusamy, Sundaravadivelpandiyan	App Maint/Mods	Pant, Anoop	App Maint/Mods
Beck, Thomas	Shared Services	Patil, Shankar	App Maint/Mods
Bowers, Shawn Daniel	App Maint/Mods	Pradeep , Venkata	App Maint/Mods
Bowlen, Ilse	App Maint/Mods	Pulluri, Pramodh	App Maint/Mods
Carreras, Martin J	App Maint/Mods	Raghunathan, Dwarakanath	App Maint/Mods
Chervu , Noor Mahammad	App Maint/Mods	Raza, Shahid	App Maint/Mods

Dalal, Prerana	App Maint/Mods	Sanivarapu, Venkata	App Maint/Mods
Demchak, Andrew John	App Maint/Mods	Santiago, Luis U	App Maint/Mods
Desikan, Gopal	App Maint/Mods	Sekhar, Sundhar G	App Maint/Mods
Doraiswamy, Mukundan	Shared Services	Shah, Nehal	App Maint/Mods
Eda, Ashok	App Maint/Mods	Shah, Sheetal	App Maint/Mods
Gallagher, Shane	Shared Services	Skwarek, Sebastian	Shared Services
Gordon, William	Shared Services	Sokerov, Stefan	Shared Services
Grab, Gabe	Shared Services	Subramanian, Srinivasan R	Shared Services
Hartman, Doris	App Maint/Mods	Sullivan, Meghan K	App Maint/Mods
Hollowbush, Eileen	App Maint/Mods	Sundaravadivel, Suguna	App Maint/Mods
Hoover, Craig	App Maint/Mods	Tati, Chandra	App Maint/Mods
Howard, Patrick J	App Maint/Mods	Thakur, Satish	App Maint/Mods
Jain, Siddharth	App Maint/Mods	Wells, Kayla	App Maint/Mods
Knoetgen, Bonnie	App Maint/Mods	White, John	App Maint/Mods
Knudsen, Adam	App Maint/Mods	Wickizer, Deanna	App Maint/Mods
Kravanis, Michael	App Maint/Mods	Zahorchak, Jeffrey	Shared Services
Kumar, Naveena	App Maint/Mods		
Lakkaraju, Manmohan Rao	App Maint/Mods		

Lot 7 Key Staff			
Arya, Satya	App Maint/Mods	McFadden, Ryan	App Maint/Mods
Bacon, Elizabeth Jeannette	App Maint/Mods	Meckley, Scott	App Maint/Mods
Beeman, Kyle	App Maint/Mods	Metzger, Michael	App Maint/Mods
Beinhower, Scott Alan	App Maint/Mods	Muniasamy, Subi	App Maint/Mods
Berkstresser, Joe L.	Shared Services	Murphy, Mark	App Maint/Mods
Chagantipati, Ram	App Maint/Mods	Neway, Michael R.	Shared Services
Cooper, Lona	App Maint/Mods	O'Hehir, Ruth Ann	App Maint/Mods
Crowe, Dana	App Maint/Mods	Padavala, Nagaraju	App Maint/Mods
Dalal, Prerana	App Maint/Mods	Panda, Alok Kumar	Shared Services
D'Ambra, Douglas Joseph	App Maint/Mods	Pandey, Piyush	Shared Services
DiLeonardo, Alex	App Maint/Mods	Pant, Anoop	App Maint/Mods
Doraiswamy, Mukundan	Shared Services	Puthuparambil, Sijumon	App Maint/Mods
Fry, Terry	App Maint/Mods	Raza, Shahid	App Maint/Mods
Gerrish, Melodee	App Maint/Mods	Reilly, Jason	App Maint/Mods
Gnanavel, Dhandapani	App Maint/Mods	Ruckgaber, Jeffrey	App Maint/Mods
Gundala, Nagaraj Doraswamy	App Maint/Mods	Schulz, James	App Maint/Mods
Graeff, Damien	App Maint/Mods	Sekhar, Sundhar	App Maint/Mods
Groff, Sherri	App Maint/Mods	Sesharadi, Ram	App Maint/Mods
Halenz, Diana Marie	App Maint/Mods	Shaner, Nathan	App Maint/Mods
Holwig, Brian E	App Maint/Mods	Singh, Aman	App Maint/Mods
Hough, Lindsay	App Maint/Mods	Subramanian, Srinivasan R	Shared Services
Howard, Patrick J	App Maint/Mods	Sundarapandian, Ariv	Shared Services
Keller, Mick	App Maint/Mods	White, John	App Maint/Mods
Kosuri, Ravikiran Doraraju	App Maint/Mods	Whitman, Donna	App Maint/Mods
Lapitan, Michael Allen Reyes	App Maint/Mods	Wiest, Tim	App Maint/Mods
Maier, Bert	App Maint/Mods		
Maliackel, Wilson Joseph	App Maint/Mods		

Lot 7 Other Proposed Staff			
Agarwala, Aasheesh	App Maint/Mods	McFadden, Ryan	App Maint/Mods
Ahmed, Anna	App Maint/Mods	McHenry, Doug	App Maint/Mods
Albright, Cathy	App Maint/Mods	Meckley, Scott	App Maint/Mods
Ali, Mohammed	App Maint/Mods	Metzger, Michael	App Maint/Mods
Allala, Mahender	App Maint/Mods	Meyer, Cheryl Ann	App Maint/Mods
Anand, Ravi K.	App Maint/Mods	Mitchell, Mitch	App Maint/Mods
Arya, Satya	App Maint/Mods	Mithepathi, Kamesh	App Maint/Mods
Atluri, Bhanu Kiran	App Maint/Mods	Mohammed, Jaheer	App Maint/Mods
Augustine, Sinoj	App Maint/Mods	Mohammed, Rizwan	App Maint/Mods
Bacon, Elizabeth Jeannette	App Maint/Mods	Munagala, Prashanth	App Maint/Mods
Bagkar, Rahul Rajanikant	App Maint/Mods	Muneeb , Ahmed	Shared Services
Baker, Tracy Lynn	App Maint/Mods	Muniasamy, Subi	App Maint/Mods
Bannon, Craig	App Maint/Mods	Murphy, Mark	App Maint/Mods
Bastiampillai, Jude	App Maint/Mods	Muttamsetti, Avinash	App Maint/Mods
Basu, Murali	App Maint/Mods	Nachiappan, Venkatachalam	App Maint/Mods
Batchelor, John	App Maint/Mods	Nakkani, Kranthi Kiran	App Maint/Mods
Bathini, Ramesh	App Maint/Mods	Nama, Satheesh	App Maint/Mods
Beeman, Kyle	App Maint/Mods	Natarajan , Arun	Shared Services
Beinhower, Scott Alan	App Maint/Mods	Neway, Michael R.	Shared Services
Berkstresser, Joe L.	Shared Services	Newell, Ken	App Maint/Mods
Bharta, Sadanandam	App Maint/Mods	Nguyen, Paul Khoa D	App Maint/Mods
Bhatti, Ajmad	App Maint/Mods	Nimmagadda, Sambasivarao	App Maint/Mods
Bhavsar, Kishore Reddy	App Maint/Mods	Nithiyamoorthy, Ramamurthy	App Maint/Mods
Bogden, Louis	App Maint/Mods	Nutakki, Rajesh	App Maint/Mods
Bommineni, Bhaskar	App Maint/Mods	Nuthpally, Satish	App Maint/Mods
Bommisetty, Swarna	App Maint/Mods	O'Hehir, Ruth Ann	App Maint/Mods
Bowers, Shawn Daniel	App Maint/Mods	Padavala, Nagaraju	App Maint/Mods
Bowlen, Ilse	App Maint/Mods	Panda, Alok Kumar	Shared Services
Boyadjiev, Roumen	App Maint/Mods	Pandey, Piyush	App Maint/Mods
Brohi, Husam Ali	App Maint/Mods	Pandey, Sanjay	Shared Services
Bulumulla, Pasidu	App Maint/Mods	Pant, Anoop	App Maint/Mods
Burgess, Jonathan N	App Maint/Mods	Pant, Saurabh	App Maint/Mods
Chagantipati, Ram	App Maint/Mods	Parthasarathy, Balaji	Shared Services
Chandanshive, Vishwar	App Maint/Mods	Paruchuri, Ramakrishna	Shared Services
Chengalvarayan, Hariharan	Shared Services	Pasha, Sunnah	Shared Services
Chunduri, Balaji	Shared Services	Patel, Chandu	App Maint/Mods
Collins, James	App Maint/Mods	Patel, Jigar	App Maint/Mods
Cooper, Lona	App Maint/Mods	Patel, Taralkumar	App Maint/Mods
Crowe, Dana	App Maint/Mods	Pattu, Saravanan	App Maint/Mods
Dalal, Prerana	App Maint/Mods	Peter, Sunil*	App Maint/Mods
D'Ambra, Douglas Joseph	App Maint/Mods	Pfaff, Jeff	App Maint/Mods
Das, Jyotish	App Maint/Mods	Pierce, John	App Maint/Mods
Dasi, Kranthi	App Maint/Mods	Postelthwait, Carolyn	App Maint/Mods
Deimler, Mary Jean	App Maint/Mods	Puthuparambil, Sijumon	App Maint/Mods
Devlin, Rob	Shared Services	Rajamani, Swaminathan	App Maint/Mods
Dhanraj, Ramesh	App Maint/Mods	Ramachandruni, Parameshwar Rao	App Maint/Mods
Dhuri, Vivek	Shared Services	Rao, Satheesh	Shared Services

DiLeonardo, Alex	App Maint/Mods	Rayavarapu, Adi	App Maint/Mods
Diniglio, Rocco	Shared Services	Raza, Shahid	App Maint/Mods
Dondeti, Srikanthreddy	App Maint/Mods	Reddethu, Raju	App Maint/Mods
Drag , Richard	App Maint/Mods	Reddy, Anjeswer	App Maint/Mods
Elangovan , Saibanu	App Maint/Mods	Reddy, Armoor Santosh	App Maint/Mods
Evans, Peter J.	App Maint/Mods	Reddy, Thummeti Sreekanth	App Maint/Mods
Fagan, Jill	App Maint/Mods	Redkar, Rohan	App Maint/Mods
Farrell, Rowdy	App Maint/Mods	Rehmeyer, Matthew	App Maint/Mods
Ferguson, Wittney	App Maint/Mods	Reilly, Jason	App Maint/Mods
Fisher, Jeff	Shared Services	Repaka, Krishnaprasad	App Maint/Mods
Fry, Terry	App Maint/Mods	Robinson, Constance	App Maint/Mods
Gade, Shiva Prasad	App Maint/Mods	Ruckgaber, Jeffrey	App Maint/Mods
Gnanasamy, Stephen	App Maint/Mods	Sahai, Sanjay	App Maint/Mods
Gnanavel, Dhandapani	App Maint/Mods	Salhotra, Dhruv	App Maint/Mods
Graeff, Damien	App Maint/Mods	Sambam, Vinayagam	App Maint/Mods
Groff, Cherie	App Maint/Mods	Sasidharan , Ranjit	App Maint/Mods
Gumbel, Laura	App Maint/Mods	Satyanarayana, Nisha	App Maint/Mods
Gundala, Nagaraj Doraswamy	App Maint/Mods	Schaeffer, Paul	App Maint/Mods
Gupta, Ajay	App Maint/Mods	Schultz, Jordan Robert	App Maint/Mods
Gupta, Alok	App Maint/Mods	Schulz, James	App Maint/Mods
Gupta, Chirag	App Maint/Mods	Sebastian, Giphimon	App Maint/Mods
Halenz, Diana Marie	App Maint/Mods	Seelam, Ravi	App Maint/Mods
Holwig, Brian E	App Maint/Mods	Segal, Jeffrey David	App Maint/Mods
Hough, Lindsay	App Maint/Mods	Seich, Kristen	App Maint/Mods
Howard, Patrick J	App Maint/Mods	Selvaraju, Parimelazhagar	App Maint/Mods
Hughes, Lauren	App Maint/Mods	Seshan, Prabakaran	App Maint/Mods
Illuru, Praveen Kumar	Shared Services	Sesharadi, Ram	App Maint/Mods
Irusumalla, Balasubrahmanyam	App Maint/Mods	Shah, Chintan Nayaneshbhai	App Maint/Mods
Jacob, Joshwa	App Maint/Mods	Shaner, Nathan	App Maint/Mods
Jadcherla, Chaitanya	App Maint/Mods	Sheehy, Timothy	App Maint/Mods
James, Dennis	App Maint/Mods	Shirali, Samita	App Maint/Mods
Kamat, Sanket	App Maint/Mods	Siddiqui, Mohammad Arif	App Maint/Mods
Kanade, Subodh L	App Maint/Mods	Sidhavan , Rajkumar	App Maint/Mods
Kannekanti, Ramesh	App Maint/Mods	Sivashanmugam, Saran	App Maint/Mods
Kantabathina, Harish	App Maint/Mods	Skwarek, Sebastian	Shared Services
Karchner, Benjamin	App Maint/Mods	Sokerov, Stefan Hristov	Shared Services
Karthik, Prasanth	Shared Services	Somasundaram, Sriram	App Maint/Mods
Kasani, Pavan, Syed	App Maint/Mods	Sontyana , Baba	App Maint/Mods
Kasireddy, Bharath	App Maint/Mods	Srivastava, Praveen	App Maint/Mods
Kesavan, Vinod K	Shared Services	Subramanian, Srinivasan R	Shared Services
Kiran, Honavalli	App Maint/Mods	Sundarapandian, Ariv	Shared Services
Knoetgen, Bonnie Mossor	App Maint/Mods	Sunkara, UshaRani	App Maint/Mods
Kolandra, Prakash	App Maint/Mods	Surampally, Sreenivasulu	App Maint/Mods
Konduri, Ramesh	App Maint/Mods	Swanger, Kim	App Maint/Mods
Konikkara, Paulson	App Maint/Mods	Terrace, Tony	App Maint/Mods
Kosuri, Ravikiran Doraraju	App Maint/Mods	Thamballa, ChandraShekar	App Maint/Mods
Kotaru, Ram Arvind	App Maint/Mods	Thampy, Dinesh	App Maint/Mods
Krahulec, James Thomas	App Maint/Mods	Thota, Vara Prasad	App Maint/Mods
Kramer, Brad	App Maint/Mods	Tinio, Cynthia May	App Maint/Mods
Kumar, Vaneet	App Maint/Mods	Tipirnenik, Subhash	App Maint/Mods
Lapitan, Michael Allen Reyes	App Maint/Mods	Vaishampayan, Abhishek	App Maint/Mods

Limbacher, Mary Kay	App Maint/Mods	Vanga, Prasad	App Maint/Mods
Lokaraj, Jaikumar	App Maint/Mods	Vangala, Kiran	App Maint/Mods
Madamanchi, Manoj	Shared Services	Vanungare, Shrinivas	App Maint/Mods
Madamsetty, Sunil	Shared Services	Veera, Venkata	App Maint/Mods
Madhusudan, Rao Koka	App Maint/Mods	Velakaturi, Prasanth	Shared Services
Maier, Bert	App Maint/Mods	Walker, Robert Irvine	App Maint/Mods
Maliackel, Wilson Joseph	App Maint/Mods	Wells, Kayla	App Maint/Mods
Malineni, Shyamala	App Maint/Mods	Wheeler, James	App Maint/Mods
Mallu, Rajender	App Maint/Mods	Whitbread, Sheila	App Maint/Mods
Mandalia, Shashin	App Maint/Mods	White, John	App Maint/Mods
Marrie, Robin	App Maint/Mods	White, Kenneth	App Maint/Mods
Matthews, Courtney	App Maint/Mods	Wickizer, Deanna	App Maint/Mods
Maurer, Andy Nathan	App Maint/Mods	Wright, Barbara	App Maint/Mods
Maydu, Karunakar Reddy	App Maint/Mods	Yadav, Sandeep	App Maint/Mods
		Zarapkar, Rohan Jairam	App Maint/Mods

Department Question: Clarification regarding the "if directed by DPW" references in your Technical Submittal.
8/17/11 Clarification Items:
3. Throughout response, "if directed by DPW…" clarification who is DPW? Should only be DPW Contract Administrator (pg 49)

Response: This phrase indicates generically that Deloitte will take direction from the DPW Contract Administrator or their designee from the Department.

Department Question: Demonstrate how QA on day to day operations and alignment with performance expectations and activities outlined in the current CAP (contract #4000010162) will be conducted/met.
8/17/11 Clarification Items:
8. Demonstrate how QA on day to day operations and alignment with performance expectations and activities outlined in the current CAP (contract #4000010162) will be conducted/met.
o **As part of your response, you identified several items as additional enhancements to be part of the new contract; however several items you identified are not within the scope of work for Lots 6&7. Specifically, the first and second bullet items are the responsibility of the Lots 1-5 vendors. You also did not include two items which were identified in the CAP: 1) Define additional time windows during planning cycle for dedicated time windows needed for testing cycles - minimize use of overlaps in testing cycles; and 2) Standardize use of testing and code debugging tools across projects - SLIM and other testing tools. In your response, you should provide a proposal as to how these enhancements will be implemented and how you will work with the Lots 1-5 vendors regarding the master plan.**

Response: To continue enhancing QA on day to day operations, a number of processes were implemented and/or enhanced as part of the current contract, e.g.

- Created a centralized QA/Testing Team
- Expanded the CIO Runway to include not only Deloitte projects but also other Department
- projects
- rojects theocesses to allow required time to conduct detailed impact analysis, estimation and
- testing of initiatives
- esting of initiatives allow required time to conduct detailed
- Instituted dedicated Pre-SAT windows
- nstituted dedicated Pre-SAT windowsd time tplanning cycle for dedicated time windows needed
- for testing cycles; minimized use of overlaps in testing cycles

As part of the new contract, Deloitte proposed to the Department several additional enhancements to current processes and tools to continue the focus on quality. If the Department supports these enhancements, Deloitte will work together with the Department and the other lot vendors to incorporate into day to day operations.

- *Develop a single master plan that incorporates activities of all stakeholders for an initiative, and define roles and responsibilities on ownership for the master work plan.* All vendor and DPW activities get planned and tracked through to completion through a single work plan. Deloitte's approach is to use DPW's ePMM4 methodology which is the state standard for project management and consistent with PMI PMBOK and CMMi processes.

- *Identify tools to develop master work plans and the ability to integrate work plans across projects.* Deloitte proposes Project Management Center (PMC) as the main Project Management tool for work plan development. We work with DPW and other lot vendors utilizing the TRT process to identify and evaluate alternatives to PMC or other proposed tools.
- *Develop a plan to standardize documentation using a single tool across projects that includes systems and functions maintained by DPW/DEA and Deloitte.* With the transition to the new operating model, utilize the TRT process to identify and select a tool that DPW, Deloitte, and other Lot vendors will utilize to produce standard documentation.
- *Establish release standards, frequencies and thresholds during annual planning for maintenance releases and modification initiatives.* DPW, Deloitte, and other Lot vendors participate in annual planning.
- *Work with DPW to establish a User Acceptance Testing (UAT) environment that mirrors production, and establish an Integration Testing environment that maps UAT in terms of configuration or identify gaps in the environment so that the test processes can be defined accordingly taking into account the limitations of environment consistency across regions.*

To achieve the following two recommendations, DPW, Deloitte, and other Lot vendors work

collaboratively to evaluate industry standard application development methodologies and associated tools and make selections that will achieve enhanced quality and support DPW's vision for expanding enterprise reusable standards.

- *Conduct a re-evaluation of SDLC design and documentation tools in place, and evaluate and select tools that enhance the quality of design documentation and facilitate reuse of code throughout the SDLC.*
- *Standardize the use of testing and code debugging tools across projects – SLIM and other testing tools.*

We work with the Department and the Lots 1-5 vendors to incorporate these components for discussion as part of project start up.

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Department Question: Identify the QC/QA staff for each Lot.
8/17/11 Clarification Items:
9. Identify the QC/QA staff for each Lot.

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Response: Deloitte proposes to continue utilizing a QC/QA/Testing team and the staff below in a full or part time capacity and report to the Deloitte PMO. A representative list of individuals on our current team who have roles that support testing activities required for either Lot 6 or 7 is as follows:

QC/QA/Testing Team
Michael Lapitan
Ravi Kosuri
Lauren Hughes
Martin Miller
Sai Elangovan
Shawn Bowers
Valli Thirugnanam
James Schulz
John Batchelor

As the scope of testing responsibility for this team changes with the new Lot structure, we anticipate the team will focus on more quality related activities as described above. Additionally, as referenced in our Lot 6 and Lot 7 proposals in Section 8.4, we proposed the following quality roles:
- Tim Wiest, Quality Assurance Lead - conduct periodic quality reviews and implement and oversee overall quality standards and processes for Lot 6 and 7
- Mick Keller, Project Manager – develop and implement a quality assurance process for timely deliverables
- Jeff Ruckgaber, Quality Manager/Software Engineer (Lot 7) – responsible for overall software quality assurance

Additionally, our proposed Lot 6 and Lot 7 Portfolio Coordinators oversee quality of the final end product:
- Jason Reilly
- Lona Cooper
- Bert Maier
- Mark Murphy
- Marty Carreras
- Doris Hartman
- Suguna Sundaravadivel
- Meghan Sullivan

Department Question: Proposed Tools

Response: Consistent with our proposal for Lot 6 and Lot 7, we propose the following tools in support of Lot 6/7 scope of services. Most of these listed tools are already part of the DPW enterprise, and we anticipate that the Department would continue to support the availability of these tools.

Proposed Tool Summary	DPW Responsibility	Deloitte Responsibility
PMC – Project Management	• NA	• Maintain Internet-accessible version of PMC
ATS	• Host and support access to ATS as it is currently provided	• Maintain the ATS software, updating based on prioritized needs
CIO Dashboard – Contract Administrator Tool	• NA	• Maintain CIO Dashboard
Project Runway – System deployment scheduled	• NA	• Maintain Project Runway
SLIM – Defect Metric Analysis	• NA	• Maintain Project SLIM • metrics
AET - Effort Estimation	• NA	• Produce Project Estimates and update tool to reflect recent estimation principles
EA – Design	• Keep EA software up-to-date • Ensure sufficient licenses are available to support application needs	• Maintain Project Design artifacts
Traceability Matrix – Adherence to Tech standards and direction	• NA	• Maintain Project Traceability tool
Application Lifecycle Mgmt – Adherence to Tech standards and direction	• NA	• Update application specific ALM dashboards as part of ARB process
Performance Center/NeoLoad – Performance Testing	• Keep performance testing software up-to-date • Ensure sufficient licenses are available to support application needs	• Author and execute performance testing scripts • Submit performance test results to BIS for review
FxCop – Coding Standards and Naming	• NA	• Execute FxCop compliance tests
Nunit – Unit Testing	• NA	• Execute NUnit tests
Ncover – Code Coverage	• Keep NCover software up-to-date • Ensure sufficient licenses • are available to support • application needs	• Execute NCover code coverage tests

QTP – Automated regression	• Keep regression testing software up-to-date • Ensure sufficient licenses are available to support application needs	• Author and execute regression testing scripts
HP WebInspect/DevInspect – Vulnerability Testing	• Keep security testing software up-to-date • Ensure sufficient licenses are available to support application needs	• Execute application security testing
AccVerify / JAWS – Accessibility	• Keep accessibility testing software up-to-date • Ensure sufficient licenses are available to support application needs	• Execute application accessibility testing
Deployment Validation Scripts – Confirm Deployment Accuracy	• Execute deployment scripts in the TFP and Production environments • Share deployment script results with application teams	• Create and test deployment scripts • Execute deployment scripts in the DEV, INT and SAT environments
Developer Desktop Tools – Develop Application Code (Visual Studio, TOAD, etc. all included in the ALM)	• Keep development software up-to-date • Ensure sufficient licenses are available to support application developer needs	• Employ the tools appropriately throughout the SDLC.