Deloitte.

TECHNICAL RESPONSE FOR

Strategic Management Consulting Services
SOLICITATION NUMBER 44-22
November 17, 2022

Deloitte.

Deloitte Consulting LLP
100 Kimball Drive
Parsippany, NJ 07054
USA

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www.deloitte.com

November 17, 2022

Region 14 Education Service Center
1850 Highway 351
Abilene, TX
79601
(325) 675-8600

RE: Deloitte Response to the Request for Proposal #22-44, Strategic Management Consulting Services

Dear Strategic Management Consulting Services Evaluation Committee:

Deloitte[1] is pleased to submit this proposal to the Strategic Management Consulting Services. Our proposal includes details on vast portfolio of services and leadership we can provide to support agencies on their most complex transformational journeys. We have over 40 years of delivering results in collaboration with our State, Local Government and Higher Education clients.

Irrespective of the type of engagement, entities can expect us to bring an experienced, highly-collaborative, multi-disciplinary team that delivers impactful results. Our proposal highlights our prior successes, proven methodologies, and commitment to the State, Local Government, and Higher Education sector.

We look forward to working with any entities that may leverage this important contract. If you have any questions, please contact me at jorampulla@deloitte.com or (717) 433- 7547.

Sincerely,

John Rampulla
Managing Director
Deloitte Consulting LLP

_____

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

Table of Contents

TAB 1
Master Agreement / Signature Form

TAB 1
MASTER AGREEMENT - GENERAL TERMS AND CONDITIONS

Customer Support
The vendor shall provide timely and accurate technical advice and sales support. The vendor shall respond to such requests within one (1) working day after receipt of the request.

Disclosures
Respondent affirms that he/she has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor or service to a public servant in connection with this contract.

The respondent affirms that, to the best of his/her knowledge, the offer has been arrived at independently, and is submitted without collusion with anyone to obtain information or gain any favoritism that would in any way limit competition or give an unfair advantage over other vendors in the award of this contract.

Renewal of Contract
Unless otherwise stated, all contracts are for a period of three (3) years with an option to renew for up to five (5) additional one-year terms or any combination of time equally not more than 5 years if agreed to by Region 14 ESC and the vendor.

Funding Out Clause
Any/all contracts exceeding one (1) year shall include a standard "funding out" clause. A contract for the acquisition, including lease, of real or personal property is a commitment of the entity's current revenue only, provided the contract contains either or both of the following provisions:

Retains to the entity the continuing right to terminate the contract at the expiration of each budget period during the term of the contract and is conditioned on a best efforts attempt by the entity to obtain appropriate funds for payment of the contract.

Shipments (if applicable)
The awarded vendor shall ship ordered products within seven (7) working days for goods available and within four (4) to six (6) weeks for specialty items after the receipt of the order unless modified. If a product cannot be shipped within that time, the awarded vendor shall notify the entity placing the order as to why the product has not shipped and shall provide an estimated shipping date. At this point the participating entity may cancel the order if estimated shipping time is not acceptable.

Tax Exempt Status
Since this is a national contract, knowing the tax laws in each state is the sole responsibility of the vendor.

Payments
The entity using the contract will make payments directly to the awarded vendor or their affiliates (distributors/business partners/resellers) as long as written request and approval by NCPA is provided to the awarded vendor.

Adding Authorized Distributors/Dealers
Awarded vendors may submit a list of distributors/partners/resellers to sell under their contract throughout the life of the contract. Vendor must receive written approval from NCPA before such distributors/partners/resellers considered authorized.

Purchase orders and payment can only be made to awarded vendor or distributors/ business partners/resellers previously approved by NCPA.

Pricing provided to members by added distributors or dealers must also be less than or equal to the pricing offered by the awarded contract holder.

All distributors/partners/resellers are required to abide by the Terms and Conditions of the vendor's agreement with NCPA.

Pricing
All pricing submitted shall include the administrative fee to be remitted to NCPA by the awarded vendor. It is the awarded vendor's responsibility to keep all pricing up to date and on file with NCPA.

All deliveries shall be freight prepaid, F.O.B. destination and shall be included in all pricing offered unless otherwise clearly stated in writing

Warranty
Proposal should address the following warranty information:
- Applicable warranty and/or guarantees of equipment and installations including any conditions and response time for repair and/or replacement of any components during the warranty period.
- Availability of replacement parts
- Life expectancy of equipment under normal use
- Detailed information as to proposed return policy on all equipment

Products: Vendor shall provide equipment, materials and products that are new unless otherwise specified, of good quality and free of defects
Construction: Vendor shall perform services in a good and workmanlike manner and in accordance with industry standards for the service provided.

Safety
Vendors performing services shall comply with occupational safety and health rules and regulations. Also all vendors and subcontractors shall be held responsible for the safety of their employees and any conditions that may cause injury or damage to persons or property.

Permits
Since this is a national contract, knowing the permit laws in each state is the sole responsibility of the vendor.

Indemnity
The awarded vendor shall protect, indemnify, and hold harmless Region 14 ESC and its participants, administrators, employees and agents against all claims, damages, losses and expenses arising out of or resulting from the actions of the vendor, vendor employees or vendor subcontractors in the preparation of the solicitation and the later execution of the contract.

Franchise Tax
The respondent hereby certifies that he/she is not currently delinquent in the payment of any franchise taxes.

Supplemental Agreements
The entity participating in this contract and awarded vendor may enter into a separate supplemental agreement to further define the level of service requirements over and above the minimum defined in this contract i.e. invoice requirements, ordering requirements, specialized delivery, etc. Any supplemental agreement developed as a result of this contract is exclusively between the participating entity and awarded vendor.

Certificates of Insurance
Certificates of insurance shall be delivered to the Public Agency prior to commencement of work. The insurance company shall be licensed in the applicable state in which work is being conducted. The awarded vendor shall give the participating entity a minimum of ten (10) days notice prior to any modifications or cancellation of policies. The awarded vendor shall require all subcontractors performing any work to maintain coverage as specified.

Legal Obligations
It is the Respondent's responsibility to be aware of and comply with all local, state, and federal laws governing the sale of products/services identified in this RFP and any awarded contract and shall comply with all while fulfilling the RFP. Applicable laws and regulation must be followed even if not specifically identified herein.

Protest
A protest of an award or proposed award must be filed in writing within ten (10) days from the date of the official award notification and must be received by 5:00 pm CST. Protests shall be filed with Region 14 ESC and shall include the following:
- Name, address and telephone number of protester
- Original signature of protester or its representative
- Identification of the solicitation by RFP number
- Detailed statement of legal and factual grounds including copies of relevant documents and the form of relief requested

Any protest review and action shall be considered final with no further formalities being considered.

Force Majeure
If by reason of Force Majeure, either party hereto shall be rendered unable wholly or in part to carry out its obligations under this Agreement then such party shall give notice and full particulars of Force Majeure in writing to the other party within a reasonable time after occurrence of the event or cause relied upon, and the obligation of the party giving such notice, so far as it is affected by such Force Majeure, shall be suspended during the continuance of the inability then claimed, except as hereinafter provided, but for no longer period, and such party shall endeavor to remove or overcome such inability with all reasonable dispatch.

The term Force Majeure as employed herein, shall mean acts of God, strikes, lockouts, or other industrial disturbances, act of public enemy, orders and regulation of any kind of government of the United States or any civil or military authority; insurrections; riots; epidemics; pandemic; landslides; lighting; earthquake; fires; hurricanes; storms; floods; washouts; droughts; arrests; restraint of government and people; civil disturbances; explosions, breakage or accidents to machinery, pipelines or canals, or other causes not reasonably within the control of the party claiming such inability. It is understood and agreed that the settlement of strikes and lockouts shall be entirely within the discretion of the party having the difficulty, and that the above requirement that any Force Majeure shall be remedied with all reasonable dispatch shall not require the settlement of strikes and lockouts by acceding to the demands of the opposing party or parties when such settlement is unfavorable in the judgment of the party having the difficulty

Prevailing Wage
It shall be the responsibility of the Vendor to comply, when applicable, with the prevailing wage legislation in effect in the jurisdiction of the purchaser. It shall further be the responsibility of the Vendor to monitor the prevailing wage rates as established by the appropriate department of labor for any increase in rates during the term of this contract and adjust wage rates accordingly.

Termination
Either party may cancel this contract in whole or in part by providing written notice. The cancellation will take effect 30 business days after the other party receives the notice of cancellation. After the 30th business day all work will cease following completion of final purchase order.

Open Records Policy
Because Region 14 ESC is a governmental entity responses submitted are subject to release as public information after contracts are executed. If a vendor believes that its response, or parts of its response, may be exempted from disclosure, the vendor must specify page-by-page and line-by-line the parts of the response, which it believes, are exempt. In addition, the respondent must specify which exception(s) are applicable and provide detailed reasons to substantiate the exception(s).

The determination of whether information is confidential and not subject to disclosure is the duty of the Office of Attorney General (OAG). Region 14 ESC must provide the OAG sufficient

information to render an opinion and therefore, vague and general claims to confidentiality by the respondent are not acceptable. Region 14 ESC must comply with the opinions of the OAG. Region14 ESC assumes no responsibility for asserting legal arguments on behalf of any vendor. Respondent are advised to consult with their legal counsel concerning disclosure issues resulting from this procurement process and to take precautions to safeguard trade secrets and other proprietary information.

PROCESS

Region 14 ESC will evaluate proposals in accordance with, and subject to, the relevant statutes, ordinances, rules, and regulations that govern its procurement practices. NCPA will assist Region 14 ESC in evaluating proposals. Award(s) will be made to the prospective vendor whose response is determined to be the most advantageous to Region 14 ESC, NCPA, and its participating agencies. To qualify for evaluation, response must have been submitted on time, and satisfy all mandatory requirements identified in this document.

Contract Administration
The contract will be administered by Region 14 ESC. The National Program will be administered by NCPA on behalf of Region 14 ESC.

Contract Term
The contract term will be for three (3) year starting from the date of the award. The contract may be renewed for up to five (5) additional one-year terms or any combination of time equally not more than 5 years.

It should be noted that maintenance/service agreements may be issued for up to (5) years under this contract even if the contract only lasts for the initial term of the contract. NCPA will monitor any maintenance agreements for the term of the agreement provided they are signed prior to the termination or expiration of this contract.

Contract Waiver
Any waiver of any provision of this contract shall be in writing and shall be signed by the duly authorized agent of Region 14 ESC. The waiver by either party of any term or condition of this contract shall not be deemed to constitute waiver thereof nor a waiver of any further or additional right that such party may hold under this contract.

Price Increases
Should it become necessary, price increase requests may be submitted at any point during the term of the contract by written amendment. Included with the request must be documentation and/or formal cost justification for these changes. Requests will be formally reviewed, and if justified, the amendment will be approved.

Products and Services Additions
New Products and/or Services may be added to the resulting contract at any time during the term by written amendment, to the extent that those products and/or services are within the scope of this RFP.

Competitive Range
It may be necessary for Region 14 ESC to establish a competitive range. Responses not in the competitive range are unacceptable and do not receive further award consideration.

Deviations and Exceptions
Deviations or exceptions stipulated in response may result in disqualification. It is the intent of Region 14 ESC to award a vendor's complete line of products and/or services, when possible.

Estimated Quantities
While no minimum volume is guaranteed, the estimated (but not limited to) annual volume for Products and Services purchased under the proposed Master Agreement is $1 billion dollars annually. This estimate is based on the anticipated volume of Region 14 ESC and current sales within the NCPA program.

Evaluation
Region 14 ESC will review and evaluate all responses in accordance with, and subject to, the relevant statutes, ordinances, rules and regulations that govern its procurement practices. NCPA will assist the lead agency in evaluating proposals. Recommendations for contract awards will be based on multiple factors, each factor being assigned a point value based on its importance.

Formation of Contract
A response to this solicitation is an offer to contract with Region 14 ESC based upon the terms, conditions, scope of work, and specifications contained in this request. A solicitation does not become a contract until it is accepted by Region 14 ESC. The prospective vendor must submit a signed Signature Form with the response thus, eliminating the need for a formal signing process. Contract award letter issued by Region 14 ESC is the counter-signature document establishing acceptance of the contract.

NCPA Administrative Agreement
The vendor will be required to enter and execute the National Cooperative Purchasing Alliance Administration Agreement with NCPA upon award with Region 14 ESC. The agreement establishes the requirements of the vendor with respect to a nationwide contract effort.

Clarifications/Discussions
Region 14 ESC may request additional information or clarification from any of the respondents after review of the proposals received for the sole purpose of elimination minor irregularities, informalities, or apparent clerical mistakes in the proposal. Clarification does not give respondent an opportunity to revise or modify its proposal, except to the extent that correction of apparent clerical mistakes results in a revision. After the initial receipt of proposals, Region 14 ESC reserves the right to conduct discussions with those respondent's whose proposals are determined to be reasonably susceptible of being selected for award. Discussions occur when oral or written communications between Region 14 ESC and respondent's are conducted for the purpose clarifications involving information essential for determining the acceptability of a proposal or that provides respondent an opportunity to revise or modify its proposal. Region 14 ESC will not assist respondent bring its proposal up to the level of other proposals through discussions. Region 14 ESC will not indicate to respondent a cost or price that it must meet to neither obtain further consideration nor will it provide any information about other respondents' proposals or prices.

Multiple Awards

Multiple Contracts may be awarded as a result of the solicitation. Multiple Awards will ensure that any ensuing contracts fulfill current and future requirements of the diverse and large number of participating public agencies.

Past Performance

Past performance is relevant information regarding a vendor's actions under previously awarded contracts; including the administrative aspects of performance; the vendor's history of reasonable and cooperative behavior and commitment to customer satisfaction; and generally, the vendor's businesslike concern for the interests of the customer.

EVALUATION CRITERIA

Pricing (40 points)
Electronic Price Lists
- Products, Services, Warranties, etc. price list
- Prices listed will be used to establish both the extent of a vendor's product lines, services, warranties, etc. available from a particular bidder and the pricing per item.

Ability to Provide and Perform the Required Services for the Contract (25 points)
- Product Delivery within participating entities specified parameters
- Number of line items delivered complete within the normal delivery time as a percentage of line items ordered.
- Vendor's ability to perform towards above requirements and desired specifications.
- Past Cooperative Program Performance
- Quantity of line items available that are commonly purchased by the entity.
- Quality of line items available compared to normal participating entity standards.

References and Experience (20 points)
- A minimum of ten (10) customer references for product and/or services of similar scope dating within past 3 years
- Respondent Reputation in marketplace
- Past Experience working with public sector.
- Exhibited understanding of cooperative purchasing

Value Added Products/Services Description, (8 points)
- Additional Products/Services related to the scope of RFP
- Marketing and Training
- Minority and Women Business Enterprise (MWBE) and (HUB) Participation
- Customer Service

Technology for Supporting the Program (7 points)
- Electronic on-line catalog, order entry use by and suitability for the entity's needs
- Quality of vendor's on-line resources for NCPA members.
- Specifications and features offered by respondent's products and/or services

SIGNATURE FORM

The undersigned hereby proposes and agrees to furnish goods and/or services in strict compliance with the terms, specifications and conditions at the prices proposed within response unless noted in writing. The undersigned further certifies that he/she is an officer of the company and has authority to negotiate and bind the company named below and has not prepared this bid in collusion with any other Respondent and that the contents of this proposal as to prices, terms or conditions of said bid have not been communicated by the undersigned nor by any employee or agent to any person engaged in this type of business prior to the official opening of this proposal.

Prices are guaranteed: **120 days**

Deloitte Consulting LLP
Company Name

100 Kimball Drive
Address

Parsippany	NJ	07054
City	State	Zip

+1 973-602-6000   +1 973-602-5050
Telephone Number   Fax Number

jorampulla@deloitte.com
Email Address

John Rampulla   Consulting Managing Director
Printed Name   Position

Authorized Signature

Deloitte.

MAKING AN
IMPACT THAT
MATTERS
since 1845

TAB 2
NCPA Administration Agreement

TAB 2
NCPA ADMINISTRATION AGREEMENT

This Administration Agreement is made as of_____December 1, 2022_____, by and between National Cooperative Purchasing Alliance ("NCPA") and _____Deloitte Consulting LLP_____ ("Vendor").

Recitals

WHEREAS, Region 14 ESC has entered into a certain Master Agreement dated ____December 17, 2022____, referenced as Contract Number   14-12_____, by and between Region 14 ESC and Vendor, as may be amended from time to time in accordance with the terms thereof (the "Master Agreement"), for the purchase of Strategic Management Consulting Services;

WHEREAS, said Master Agreement provides that any state, city, special district, local government, school district, private K-12 school, technical or vocational school, higher education institution, other government agency or nonprofit organization (hereinafter referred to as "public agency" or collectively, "public agencies") may purchase products and services at the prices indicated in the Master Agreement;

WHEREAS, NCPA has the administrative and legal capacity to administer purchases under the Master Agreement to public agencies;

WHEREAS, NCPA serves as the administrative agent for Region 14 ESC in connection with other master agreements offered by NCPA

WHEREAS, Region 14 ESC desires NCPA to proceed with administration of the Master Agreement;

WHEREAS, NCPA and Vendor desire to enter into this Agreement to make available the Master Agreement to public agencies on a national basis;

NOW, THEREFORE, in consideration of the payments to be made hereunder and the mutual covenants contained in this Agreement, NCPA and Vendor hereby agree as follows:

General Terms and Conditions
- The Master Agreement, attached hereto as Exhibit 1 and incorporated herein by reference as though fully set forth herein, and the terms and conditions contained therein shall apply to this Administration Agreement except as expressly changed or modified by this Administration Agreement.
- NCPA shall be afforded all of the rights, privileges and indemnifications afforded to Region 14 ESC under the Master Agreement, and such rights, privileges and indemnifications shall accrue and apply with equal effect to NCPA under this Administration Agreement including, but not limited to, Contractor's obligation to provide appropriate insurance and certain indemnifications to Region 14 ESC.

- Contractor shall perform all duties, responsibilities and obligations required under the Master Agreement in the time and manner specified by the Master Agreement.
- NCPA shall perform all of its duties, responsibilities, and obligations as administrator of purchases under the Master Agreement as set forth herein, and Contractor acknowledges that NCPA shall act in the capacity of administrator of purchases under the Master Agreement.
- With respect to any purchases made by Region 14 ESC or any Participating Agency pursuant to the Master Agreement, NCPA (a) shall not be construed as a dealer, re-marketer, representative, partner, or agent of any type of Contractor, Region 14 ESC, or such Participating Agency, (b) shall not be obligated, liable or responsible (i) for any orders made by Region 14 ESC, any Participating Agency or any employee of Region 14 ESC or Participating Agency under the Master Agreement, or (ii) for any payments required to be made with respect to such order, and (c) shall not be obligated, liable or responsible for any failure by the Participating Agency to (i) comply with procedures or requirements of applicable law, or (ii) obtain the due authorization and approval necessary to purchase under the Master Agreement. NCPA makes no representations or guaranties with respect to any minimum purchases required to be made by Region 14 ESC, any Participating Agency, or any employee of Region 14 ESC or Participating Agency under this Administration Agreement or the Master Agreement.
- With respect to any supplemental agreement entered into between a Participating Agency and Contractor pursuant to the Master Agreement, NCPA, its agents, members and employees shall not be made party to any claim for breach of such agreement.
- This Administration Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or promise relating to the subject matter of this Administrative Agreement which is not contained herein shall be valid or binding.
- Contractor agrees to allow NCPA to use their name and logo within website, marketing materials and advertisement. Any use of NCPA name and logo or any form of publicity regarding this Administration Agreement or the Master Agreement by Contractor must have prior approval from NCPA.
- If any action at law or in equity is brought to enforce or interpret the provisions of this Administration Agreement or to recover any administrative fee and accrued interest, the prevailing party shall be entitled to reasonable attorney's fees and costs in addition to any other relief to which such party may be entitled.
- Neither this Administration Agreement nor any rights or obligations hereunder shall be assignable by Contractor without prior written consent of NCPA, provided, however, that the Contractor may, without such written consent, assign this Administration Agreement and its rights and delegate its obligations hereunder in connection with the transfer or sale of all or substantially all of its assets or business related to this Administration Agreement, or in the event of its merger, consolidation, change in control or similar transaction. Any permitted assignee shall assume all assigned obligations of its assignor under this Administration Agreement.
- This Administration Agreement and NCPA's rights and obligations hereunder may be assigned at NCPA's sole discretion, to an existing or newly established legal entity that has the authority and capacity to perform NCPA's obligations hereunder.

Term of Agreement
This Agreement shall be in effect so long as the Master Agreement remains in effect, provided, however, that the obligation to pay all amounts owed by Vendor to NCPA through the

termination of this Agreement and all indemnifications afforded by Vendor to NCPA shall survive the term of this Agreement.

Fees and Reporting

The awarded vendor shall electronically provide NCPA with a detailed quarterly report showing the dollar volume of all sales under the contract for the previous quarter. Reports are due on the fifteenth (15th) day after the close of the previous quarter. It is the responsibility of the awarded vendor to collect and compile all sales under the contract from participating members and submit one (1) report. The report shall include at least the following information as listed in the example below:

Entity Name	Zip Code	State	PO or Job #	Sale Amount

Total _____

Each quarter NCPA will invoice the vendor based on the total of sale amount(s) reported. From the invoice the vendor shall pay to NCPA an administrative fee based upon the tiered fee schedule below. Vendor's annual sales shall be measured on a calendar year basis. Deadline for term of payment will be included in the invoice NCPA provides.

Annual Sales Through Contract	Administrative Fee
0 - $30,000,000	2%
$30,000,001 - $50,000,000	1.5%
$50,000,001+	1%

Supplier shall maintain an accounting of all purchases made by Public Agencies under the Master Agreement. NCPA and Region 14 ESC reserve the right to audit the accounting for a period of four (4) years from the date NCPA receives the accounting. In the event of such an audit, the requested materials shall be provided at the location designated by Region 14 ESC or NCPA. In the event such audit reveals an under reporting of Contract Sales and a resulting underpayment of administrative fees, Vendor shall promptly pay NCPA the amount of such underpayment, together with interest on such amount and shall be obligated to reimburse NCPA's costs and expenses for such audit.

ACKNOWLEDGMENT OF CONTRACTOR REQUIREMENTS

National Cooperative Purchasing Alliance
Organization

Matthew Mackel
Name

Director, Business Development
Title

PO Box 701273
Address

Houston, TX 77270
Address

(signature)
Signature

December 1, 2022
Date

Deloitte Consulting LLP
Vendor Name

John Rampulla
Name

Consulting Managing Director
Title

100 Kimball Drive
Address

Parsippany, NJ 07054
Address

(signature)
Signature

November 17, 2022
Date

TAB 3
Vendor Questionnaire

TAB 3
VENDOR QUESTIONAIRE

Please provide responses to the following questions that address your company's operations, organization, structure, and processes for providing products and services.

Locations Covered
- Bidder must indicate any and all locations where products and services can be offered.
- Please indicate the price co-efficient for each location if it varies.

☒ **All 50 States & District of Columbia**
    (Selecting this box is equal to checking all boxes below)

☐ Alabama	☐ Illinois	☐ Montana	☐ Rhode Island
☐ Alaska	☐ Indiana	☐ Nebraska	☐ South Carolina
☐ Arizona	☐ Iowa	☐ Nevada	☐ South Dakota
☐ Arkansas	☐ Kansas	☐ New Hampshire	☐ Tennessee
☐ California	☐ Massachusetts	☐ New Jersey	☐ Texas
☐ Colorado	☐ Michigan	☐ New Mexico	☐ Utah
☐ Connecticut	☐ Minnesota	☐ New York	☐ Vermont
☐ Delaware	☐ Mississippi	☐ North Carolina	☐ Virginia
☐ D.C.	☐ Missouri	☐ North Dakota	☐ Washington
☐ Florida	☐ Kentucky	☐ Ohio	☐ West Virginia
☐ Georgia	☐ Louisiana	☐ Oklahoma	☐ Wisconsin
☐ Hawaii	☐ Maine	☐ Oregon	☐ Wyoming
☐ Idaho	☐ Maryland	☐ Pennsylvania	

☐ **All U.S. Territories and Outlying Areas**
    (Selecting this box is equal to checking all boxes below)

☐ American Somoa	☐ Northern Marina Island
☐ Federated States of Micrones	☐ Puerto Rico
☐ Guam	☐ U.S. Virgin Islands
☐ Midway Islands	

☐ **All Canada Provinces and Territories** (Selecting this box is equal to checking all boxes below)	
☐ Alberta	☐ Prince Edward Island
☐ British Columbia	☐ Quebec
☐ Manitoba	☐ Saskatchewan
☐ New Brunswick	☐ Northwest Territories
☐ Newfoundland and Labrador	☐ Nunavut
☐ Nova Scotia	☐ Yukon
☐ Ontario	

If awarded a Master Agreement, will your company extend the terms offered in your Proposal to public agencies in Canada? If no or maybe, please explain.

☐ Yes   ☐ Maybe   ☒ No

Please see Response A at the end of this tab.

If awarded a Master Agreement, will your company extend the terms offered in your Proposal to private sector customers?

☐ Yes   ☐ Maybe   ☒ No

Minority and Women Business Enterprise (MWBE) and (HUB) Participation
It is the policy of some entities participating in NCPA to involve minority and women business enterprises (MWBE) and historically underutilized businesses (HUB) in the purchase of goods and services. Respondents shall indicate below whether or not they are an M/WBE or HUB certified.

☐ Minority/Women Business Enterprise Respondent Certifies that this firm a Minority / Women Business Enterprise   ☐ Historically Underutilized Business Respondent Certifies that this firm is a Historically Underutilized Business

Small Business, MWBE and HUB Growth
If Proposer is a Large, National or Multinational Organization/Corporation, what programs are in place that partners or supports the growth of small and MWEB and HUB business? If yes, please describe.

☐ N/A, we are a recognized small, MWEB or HUB organization

☐ No, we do not have any programs in place.

☒ Yes, we have programs in place.

Please see Response B at the end of this tab.

Residency
Responding Company's principal place of business is in the city of New York   ,
State of NY   .

Felony Conviction Notice
Please Check Applicable Box (If the 3rd box is checked, a detailed explanation of the names and convictions must be attached):

☐ A publicly held corporation; therefore, this reporting requirement is not applicable.

☒ Is not owned or operated by anyone who has been convicted of a felony.

☐ Is owned or operated by the following individual(s) who has/have been convicted of a felony

Distribution Channel
Which best describes your company's position in the distribution channel:

☐ Manufacturer Direct   ☐ Certified education/government reseller

☐ Authorized Distributor   ☐ Manufacturer marketing through reseller

☐ Value-added reseller   ☒ Other: Management consulting firm

Processing Contact Information

Contact Person	John Rampulla
Title	Consulting Managing Director
Company	Deloitte Consulting LLP
Address	100 Kimball Drive
City/State/Zip	Parsippany, NJ 07054
Phone	+1 973-602-6000
Email	jorampulla@deloitte.com

Pricing Information
In addition to the current typical unit pricing furnished herein, the Vendor agrees to offer all future product introductions at prices that are proportionate to Contract Pricing. If answer is no, attach a statement detailing how pricing for NCPA participants would be calculated for future product introductions.

☒ Yes   ☐ No

Pricing submitted includes the required NCPA administrative fee. The NCPA fee is calculated based on the invoice price to the customer.

☒ Yes   ☐ No

Cooperatives
List any other cooperative or state contracts currently held or in the process of securing.

Cooperative/State Agency	Discount Offered	Expires	Annual Sales Volume

A. Deloitte USA LLP and Deloitte LLP are the U.S. member firms of Deloitte Touche Tohmatsu Limited. Client services are performed by the five function specific subsidiaries (FSSs) of Deloitte LLP:

•   Deloitte & Touche LLP, which houses the audit and assurance business, and a portion of the risk and financial advisory business;
•   Deloitte Consulting LLP, which houses the consulting business (The US FSS submitting this proposal)
•   Deloitte Tax LLP, which houses the tax business;
•   Deloitte Financial Advisory Services LLP, which houses a portion of the risk and financial advisory business, including forensic and dispute services;
•   Deloitte Transactions and Business Analytics LLP, which houses a portion of the risk and financial advisory business, including eDiscovery and related analytics services.

B. Diversity in our talent and our business relationships brings richness and strength to the business solutions that we provide. Our commitment to diversity extends to our supply chain, where we drive toward broadening our supplier base of minority, women-owned and other diverse suppliers to provide best-in-class technology and innovative solutions to our clients. Deloitte's Office of Small Business and Supplier Diversity Programs (OSSDP) leads the charge by effectively building and leveraging relationships with small and diverse suppliers across Deloitte U.S. member firms. Deloitte creates business opportunities for small and diverse suppliers by not only inviting them to participate in appropriate contracting opportunities, but by delivering strategic programs that support suppliers' skills and capabilities development, through mentor-protégé relationships, and through strategic market growth.
Deloitte seeks small and diverse suppliers of numerous types, as designated by federal, state, and local governments, and industry organizations, including but not limited to:
•   SBE - Small Business Enterprise
•   DBE - Disadvantage Business Enterprise
•   SDBE - Small Disadvantage Business Enterprise
•   MBE - Minority Business Enterprise
•   WBE - Women Business Enterprise
•   MWBE - Minority & Woman Business Enterprise
•   VOB - Veteran Owned Business
•   SDVBE – Service-Disabled Veteran Business
•   DVBE - Disabled Veteran Business
•   HUB - Historically Underutilized Business
•   GLBT - Gay, Lesbian, Bisexual or Transgender
We have a Strategic Procurement Services Supplier Diversity mission and vision as follows:
•   To develop a comprehensive supplier diversity portfolio that reflects the diversity of our marketplace and contributes to the success of the organization
•   To be a recognized leader in the professional services industry for supplier diversity

We also seek to influence our Tier 1 suppliers to expand the Tier 2 supply chain diversity. In support of our Responsible Procurement Policy, and to influence responsibility and sustainability in our supply chain, we include standard questions in supplier RFXs to evaluate each supplier's commitment to supporting supplier diversity.

TAB 4
Vendor Profile

Vendor profile

TAB 4

RFP Reference: RFP Document, Tab 4 Vendor Profile, Page 23

Please provide the following information about your company

4.1 COMPANY'S NAME

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.1 Company's Name, Page 23

Company's official registered name.
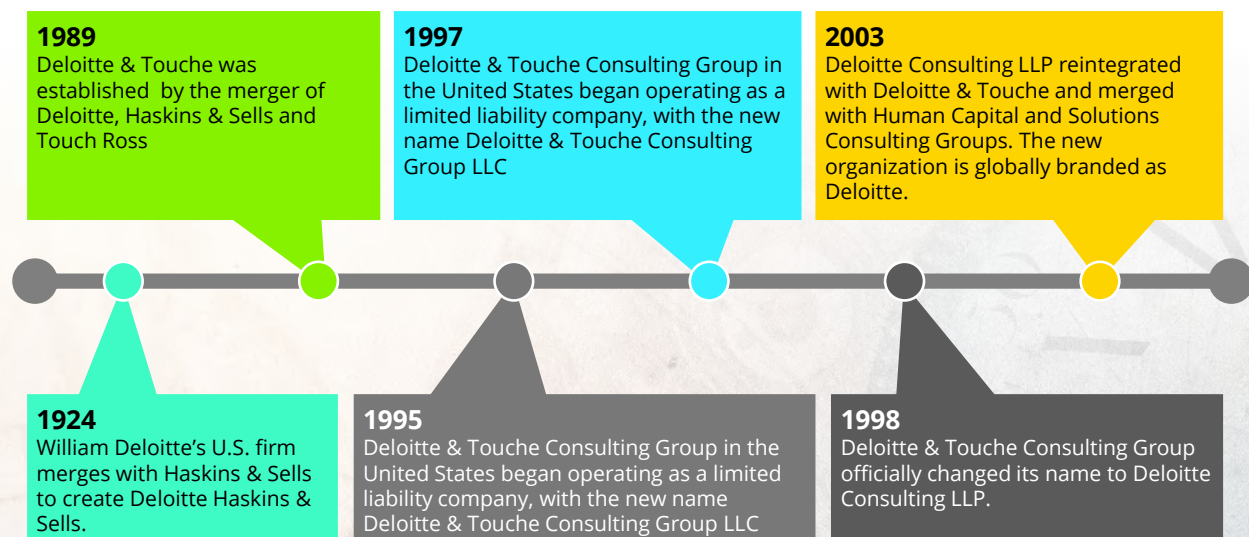
Deloitte Consulting LLP

4.2 HISTORY

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.2 History, Page 23

Brief history of your company, including the year it was established.

Firm History and Overview

Deloitte is one of the oldest and most highly respected professional service firms in the United States. Our parent company was founded in 1895, and today we are the largest global consulting organization. Deloitte employs more than 225,000 people in more than 150 countries and territories to provide audit, consulting, financial advisory, risk management, and tax services to clients globally under the umbrella of Deloitte Touche Tohmatsu (DTT). Within the U.S., services are provided to a wide range of clients and industries by the four subsidiaries of Deloitte LLP: Deloitte Consulting LLP, Deloitte & Touche LLP, Deloitte Tax LLP, and Deloitte Financial Advisory Services LLP.

1989
Deloitte & Touche was established by the merger of Deloitte, Haskins & Sells and Touch Ross

1997
Deloitte & Touche Consulting Group in the United States began operating as a limited liability company, with the new name Deloitte & Touche Consulting Group LLC

2003
Deloitte Consulting LLP reintegrated with Deloitte & Touche and merged with Human Capital and Solutions Consulting Groups. The new organization is globally branded as Deloitte.

1924
William Deloitte's U.S. firm merges with Haskins & Sells to create Deloitte Haskins & Sells.

1995
Deloitte & Touche Consulting Group in the United States began operating as a limited liability company, with the new name Deloitte & Touche Consulting Group LLC

1998
Deloitte & Touche Consulting Group officially changed its name to Deloitte Consulting LLP.

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Figure 1. History of Deloitte.

Deloitte Consulting LLP provides consulting services in six areas for thousands of clients: Core Business Operations, Customer & Marketing, Enterprise Performance, Human Capital, M&A, and Strategy & Analytics. We have dedicated industry practices serving clients across the following sectors: Consumer; Energy, Resources & Industrials; Financial Services; Government & Public Services; Life Sciences & Heath Care; and Technology, Media & Telecom.
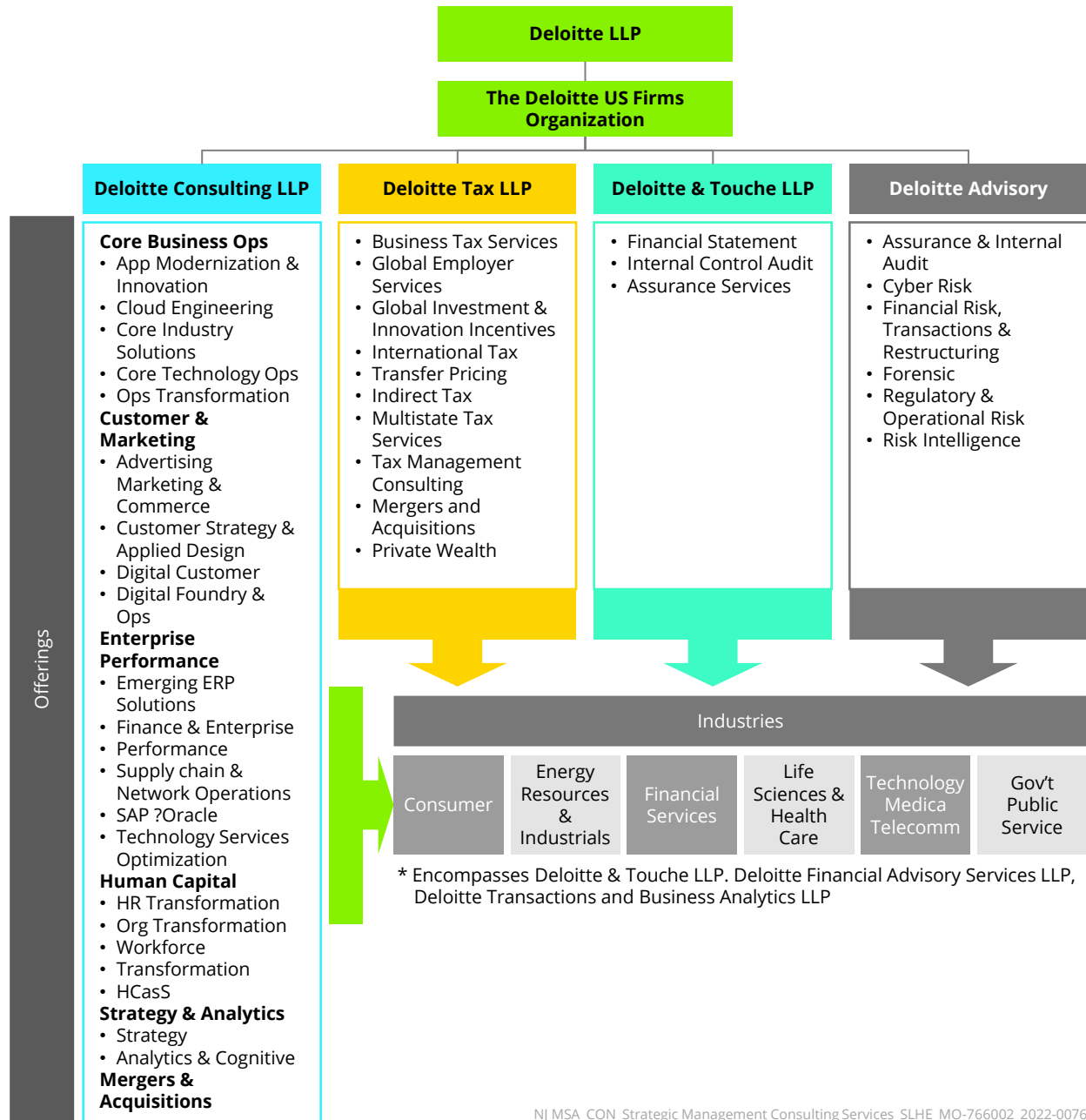
Deloitte LLP

The Deloitte US Firms Organization

Deloitte Consulting LLP	Deloitte Tax LLP	Deloitte & Touche LLP	Deloitte Advisory
Core Business Ops • App Modernization & Innovation • Cloud Engineering • Core Industry Solutions • Core Technology Ops • Ops Transformation **Customer & Marketing** • Advertising Marketing & Commerce • Customer Strategy & Applied Design • Digital Customer • Digital Foundry & Ops **Enterprise Performance** • Emerging ERP Solutions • Finance & Enterprise • Performance • Supply chain & Network Operations • SAP ?Oracle • Technology Services Optimization **Human Capital** • HR Transformation • Org Transformation • Workforce • Transformation • HCasS **Strategy & Analytics** • Strategy • Analytics & Cognitive **Mergers & Acquisitions**	• Business Tax Services • Global Employer Services • Global Investment & Innovation Incentives • International Tax • Transfer Pricing • Indirect Tax • Multistate Tax Services • Tax Management Consulting • Mergers and Acquisitions • Private Wealth	• Financial Statement • Internal Control Audit • Assurance Services	• Assurance & Internal Audit • Cyber Risk • Financial Risk, Transactions & Restructuring • Forensic • Regulatory & Operational Risk • Risk Intelligence

Offerings

Industries

Consumer	Energy Resources & Industrials	Financial Services	Life Sciences & Health Care	Technology Medica Telecomm	Gov't Public Service

* Encompasses Deloitte & Touche LLP. Deloitte Financial Advisory Services LLP, Deloitte Transactions and Business Analytics LLP

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Figure 2. Deloitte Organizational Chart.

Deloitte Government and Public Services Practice

Deloitte's dedicated Government and Public Services (GPS) practice represents over 15 percent of our total business, making it one of our largest industry practices. Within our GPS practice, our mission is simple—to help governments serve the 21st century citizen by applying best practices in strategy, scenario planning, operations improvement, technology integration, and human capital. Deloitte GPS comprises more than 20,000 cross-functional and technical professionals in 75+ offices dedicated to serving various government-related entities, bringing over 50 years of experience in 45 states, the Federal government, and many municipalities of various sizes and scope. We are known for bringing a mix of private sector perspectives and public sector experience, drawn from delivering industry-leading practices across government and business. Our successful collaboration with public sector clients stems from a focus on strong client relationships and our experience in planning plan and executing mission critical initiatives for our clients' most strategic transformational initiatives. We are proud that Government and Public Sector agencies have turned to us time and again for help with their most complex challenges.

Proudly Serving

$5.5B	**20,000+**	**50+**	**60+**	**15**	**45**	**75+**
FY21 Revenue	Professionals	Year of experience	Of the top 100 universities	US cabinet level agencies	US states and D.C. and PR	US Offices

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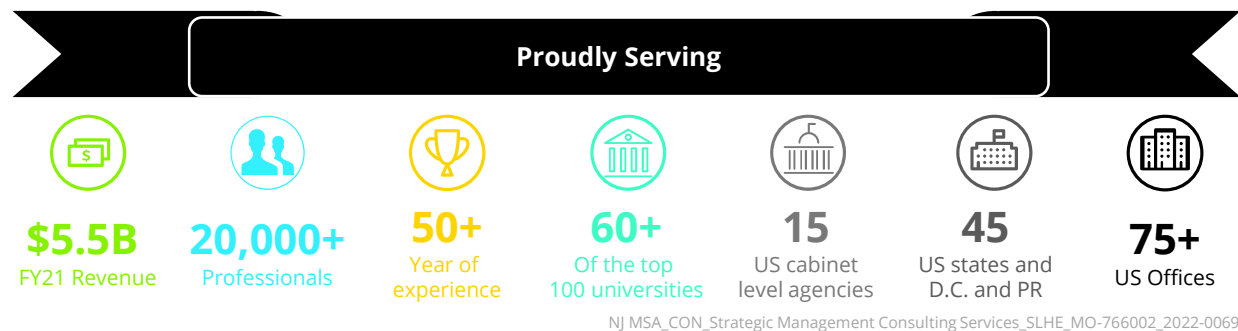
Figure 3. GPS by the numbers.

4.3 D&B NUMBER

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.3 D&B number, Page 23

Company's Dun & Bradstreet (D&B) number.

DUNS Number: 019121586

4.4 COMPANY'S ORGANIZATIONAL CHART

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.4 Company's organizational chart, Page 23

Company's organizational chart of those individuals that would be involved in the contract.

The graphic below reflects the Deloitte GPS organizational chart and the breadth of our services, which we will provide in an integrated fashion; pulling on specialists across a wide range of capabilities as needed. While some provide many of the services we do, **no other firm covers our range and depth of services**.
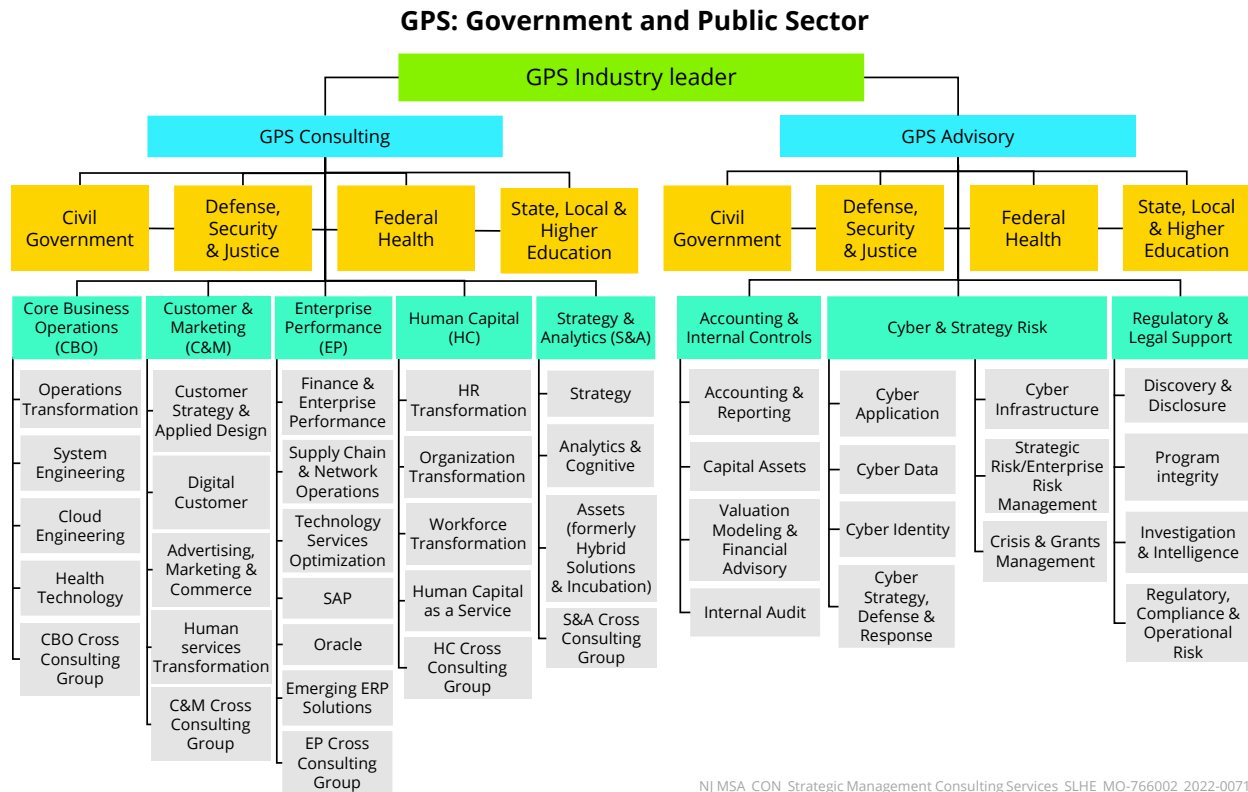
Figure 4. GPS Consulting and Advisory Organizational Structure.

Our Project Executive, **John Rampulla**, will serve as the NCPA point of contact for this RFP. John provides leadership to deliver projects consistently and successfully. His connections reach deep into our firm, with the ability to tap into our staffing processes and pull skilled and qualified resources to support potential engagements.

Name and Role	Background and Experience
John Rampulla Project Executive	John Rampulla is a Managing Director with over 20 years of advisory experience serving Government and Public Services clients at Deloitte Consulting, LLP. He has led multiple complex business transformation projects for state government agencies and higher education institutions. His areas of focus include operating model design, business analytics, business process improvement and reengineering, and project management. He serves as the Harrisburg office OMD and the LCP for the State of New Jersey,

The agency will also benefit from an experienced Deloitte team that will bring the right mix of business and technical domain knowledge. Our staffing approach starts with defining success with the agency followed by assigning, securing, and managing resources with the right skill and experience level to deliver on those objectives. The is evident in our proposed leadership, project team, and subject matter experts, that will bring the full power of the firm to deliver for our projects. The agency ultimately benefits from an experienced team with a proven track record of delivery for Federal, State, and Local government clients.
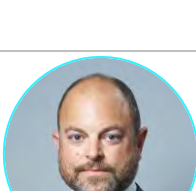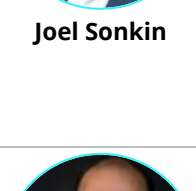
Below is an example of a typical project hierarchy:

- Project Principal (Partner/Director)
- Senior Project Lead (Senior Manager)
- Project Manager (Manager)
- Project Senior Consultant (Senior Consultant)
- Project Consultant (Consultant)
- Project Analyst (Analyst)

Strategic Management Consulting Leaders

Deloitte's large talent-pool is supported by the deep experience of our practitioners who are Strategic Management Consulting leaders across their respective fields. Below is an example list of key personnel who can oversee Strategic Management Consulting engagements and be involved in contracts, including highlights of their background and experience as it relates to the requirements of this RFP.

Name and Role	Background and Experience
Seon Rockwell	Seon Rockwell is a leader in Deloitte's Government and Public Services (GPS) Health Transformation Practice with over 20 years of experience leading strategic transformation efforts across the public and private sector. Seon's work focuses on collaborating with State and Federal health agencies to drive improvements across the health care delivery system. Seon has led initiatives around health equity, alternative payment models, integrated care models, improvements in managed care contracting, and innovation across social determinants of health such as housing. Before joining Deloitte, she served as Director of Innovation and Strategy in Virginia where she led the state's participation in CMS's Innovation Accelerator Programs (IAP) for beneficiaries with complex needs, value-based payments, and housing supports.
Mohinder Singh	Mohinder Singh is a leader in the Infrastructure and Capital Projects Practice in the New York office of Deloitte Transactions and Business Analytics LLP. Mohinder has over 19 years of experience in the construction industry providing services across the full lifecycle of capital projects to include providing project management oversight and risk advisory services to manage complex capital projects. Mohinder specializes in leveraging the use of tools, technology, and workflows to develop and optimize processes and controls on large capital programs for both public and private sector clients.
Kirk Marzock	Kirk Marzock is a Risk and Internal Controls leader. He is a certified CPA, PMP, and JD with over 20 years of experience in the areas of data analysis, business process improvement, project management and IT, performing audits and audit readiness activities in accordance with the following applicable laws and regulations: GAAP, GAGAS, OMB A-123, FISCAM, FMFIA, OSD FIAR Guidance, and FFMIA. He has successfully led multiple teams to execute federal audit assertions and audit response, improvement of financial management and operations controls, and development of key reconciliations tools within the budget and accounting functions.
Chris Hamilton	Chris Hamilton is an Enterprise Performance leader and focuses primarily on providing strategic and program management support to public sector clients during major multi-functional enterprise transformations to improve operational performance. His consulting experience includes over 12 years of experience in financial system modernization, operating model design, digital transformation and innovation, robotic process automation (RPA), strategic planning, shared services, workforce analysis, business process analysis and improvement, and Federal

	accounting and financial management/reporting. His systems implementation experience encompasses requirements to design, testing, and deployment of solutions in both traditional and agile delivery models.
Angela Welle	Angela Welle is a leader in Deloitte's Customer Strategy and Applied Design practice and has served public sector clients in over 20 federal agencies, 8 state governments, and 7 countries. She has over 10 years of experience serving government clients in strategy and management consulting, including extensive project management experience in digital government transformations, human-centered design, citizen and employee experience, ethnographic field research, service design for large IT systems, executive
Yvonne Stone	Yvonne Stone is the Deputy Lead for Deloitte's Energy, Environment, and Governance practice in California. She is experienced in leading strategy, results management, and IT transformation projects for public sector organizations. Yvonne is currently leading an IT transformation project for the California Dept. of Water Resources. Yvonne has over 19 years of experience serving international development and public sector clients.
Hal Cohen	Hal Cohen brings nearly two decades of experience delivering rigorous, organized, and quality services to high-profile clients and the communities they serve, focusing on the fields of emergency preparedness and resilience. He is an expert manager with experience in project oversight and delivery, and he has led development of project management and quality assurance standards. Hal is a seasoned and knowledgeable subject-matter expert and facilitator in delivery of organizational/performance assessments, after-action reports, strategic advising; organizational resilience, emergency management, and developing disaster recovery planning, training, and exercises.
Joel Sonkin	Joel Sonkin has 15+ years of experience leading sustainability and climate change strategy and implementation programs and initiatives in both the public and private sector. His skill set includes strategic vision, program/project architecture, systems thinking, climate change, physical and transition risk analysis, and mitigation strategy development. Prior to joining Deloitte Joel led AECOM's Resilience and Energy Transition Practice, overseeing multiple climate transition strategies, climate resilient infrastructure, and renewable energy projects for clients such as the City of New York and the Port Authority of New York and New Jersey. He also served as Newark's Chief of Energy and the Environment under then Mayor Cory Booker and was an Obama-era political appointee with the EPA.
Gabe Grab	Gabe Grab is a technology and business analytics leader with more than fourteen years of experience working for Deloitte Consulting LLP. He has led and delivered numerous large scale, enterprise Technology and Analytics projects across multiple industries with a primary focus in Human Services, Health Care, Labor Programs, Higher Education, and Transportation. Gabe brings extensive experience working with executive clients and senior leadership through all phases of system delivery from initial procurement and planning to development, validation, and implementation. Gabe is viewed as a strategic advisor, helping client stakeholders enhance business outcomes through artificial intelligence (AI) and analytic solutions.

Victor Stellakis	Victor Stellakis has more than 25 years of professional experience and focuses on advising some of our largest banks and capital markets clients. He currently leads our IT internal audit offering for Financial Services in the U.S. where he is responsible for bringing the best resources and solutions to our Financial Services clients around Cyber, Cloud, Privacy, ERP and core IT Internal audits. Victor has led large complex external and internal audits at many of Deloitte's largest banking and capital markets clients and has extensive business and technology risk and controls experience. In addition to his audit experience, Victor also has extensive experience in the marketplace assisting clients with complex transformation projects around risk and controls governance, business and IT operating models, and regulatory/SEC reporting.
Megan McCarron	Megan McCarron is a Human Capital leader with over 13 years of expertise in HC transformation consulting, specializing in organizational change, digital adoption and transformation across government and public sector organizations, with a concentrated sector focus on Labor and Industry as well as Health and Human Services clients. Megan's expertise includes strategic change management, strategic communications, business process and organization design, stakeholder engagement, training design, and talent strategy.

4.5 LOCATION

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.5 Location, Page 23

Corporate office location.
o List the number of sales and services offices for states being bid in solicitation.
o List the names of key contacts at each with title, address, phone and e-mail address.

Deloitte is the largest professional services organization in the United States, with a staff of 156,000 people across 107 US office locations. Please see https://www2.deloitte.com/us/en/footerlinks/office-locator.html for a complete listing of our US office locations.

The key contact for this solicitation is:

John Rampulla
Consulting Managing Director, Deloitte Government and Public Services
100 Kimball Drive
Parsippany, NJ 07054
+1 973-602-6000
jorampulla@deloitte.com

4.6 PAYMENTS

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.6 Payments, Page 23

Define your standard terms of payment.

Net 30 Days.

4.7 COMPETITION

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.7 Competition, Page 23

Who is your competition in the marketplace?

Our competitors include traditional strategy firms, other Big 4 firms, large public technology companies, non-traditional players, and niche firms. In this competitive marketplace, Deloitte is

proud to be ranked by Gartner as the #1 consulting firm by revenue and ranked first in terms of business consulting and technology consulting services.

4.10 COMPETITORS DIFFERENCE

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.7 Competition, Page 23

Who is your competition in the marketplace?

Industry Leader

Deloitte distinguishes itself as a consulting leader in a variety of industries, regions, and specialized capability areas by independent, credible market analysts. Deloitte is consistently recognized by Forrester, Gartner, Kennedy, and others in government services consulting due to the depth and breadth of its capabilities and long history of successfully serving state governments across the country. Deloitte's accolades include being named a leader in

Did You Know?

Deloitte has been named *the leader in U.S. State and Local Government consulting* based on breadth and depth of capabilities by Kennedy

innovation consulting in Forrester's recent report entitled *The Forrester Wave™: Innovation Consulting Services Providers, Q2 2021*, in which Deloitte was recognized as a leader based on current offering, strategy and market presence. Deloitte was also ranked No. 1 by revenue according to the Gartner Market Share report, in its June 2022 report titled, Gartner Market Share Analysis: Consulting Services, Worldwide, 2021, where it also received a Strong vendor rating, the highest possible rating from Gartner in their 2022 Vendor Rating report and was ranked first in terms of business consulting and technology consulting services. Deloitte has now been ranked as the No. 1 consulting service provider for the eleventh time.

Deloitte differentiates itself through its experience across industries, regions, and specialized capability areas. Deloitte provides support across four service lines, advisory, consulting, tax, and audit; and seven industries, Government and Public Services (GPS), Energy, Resources, and Industrials; Consumer; Life Sciences and Health Care; Financial Services; and Technology, Media, and Telecommunications. The breadth of our services as the largest professional services firm in the world, combined with our industry leading expertise, is unparalleled and a key differentiator as compared to our competitors.

Deloitte.
*We are the **largest professional services firm** in the world*

*We are the **largest strategy firm** by revenue and number of practitioners*	*We are the **largest operations firm** by number of practitioners*	*We look beyond technology to focus on the **business of IT***	*We are a **lead alliance partner** of most of the non-traditional players*	*We have far **greater breadth of services** than niche firms*
Strategy firms	Operations firms	Technology firms	Non-traditional firms	Niche firms
Others: Deep in strategy but less experienced translating ideas into practical results.	**Others:** Large traditional Big 4 firms that focus on operations and delivering transformations.	**Others:** Focused on systems implementation and outsourcing.	**Others:** Disruptors and non-traditional players are using technology to solve client issues in new ways and offer alternative solutions.	**Others:** Deep in specific capabilities, but less experienced in being able to connect across capability areas.
How Deloitte is different: We can integrate leading strategy services, technology, advanced data capabilities, and unsurpassed industry knowledge and experience, to serve our clients.	**How Deloitte is different:** We deliver operations and transformations work with a deeper understanding of the strategy, given our capabilities, and can add industry, technical, and functional insights to differentiate the value we bring.	**How Deloitte is different:** Technology is the primary enabler of your future. In addition to our strong execution capabilities, we drive business results through world-class expertise of the business of IT.	**How Deloitte is different:** We team up with non-traditional players, like AWS, IBM, and Google, where it makes sense, integrating their proprietary technology with our breadth of capabilities to orchestrate services for clients in a way that no other firm can do.	**How Deloitte is different:** Our integrated view reveals the engagement's impacts and ripples across all aspects of the client, and we use this to help manage risk and change and identify synergies as well as cost-saving opportunities.

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Figure 6. Deloitte differentiators.

4.11 CONTRACT AWARD

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.11 Contract Award, Page 23

Describe how your company will market this contract if awarded.

Deloitte will provide information on the NCPA contract to agencies as appropriate and will work with the NCPA to pursue opportunities to further market our relationship both internally and externally. We look forward to discussing potential marketing opportunities and building a strong partnership with your organization.

4.12 INTRODUCE TO NCPA

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.12 Introduce to NCPA, Page 23

Describe how you intend to introduce NCPA to your company.

Deloitte welcomes the opportunity to promote the NCPA throughout our firm to include our account leadership and business development teams. Our communications strategy will include firmwide and directed communications on the NCPA, and associated opportunities for growth throughout our Government and Public Service practice. We look forward to potential meetings between your organization and our account leadership to learn more about how we can support the NCPA and opportunities for future collaboration.

4.13 CAPABILITIES AND FUNCTIONALITIES

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.13 Capabilities and Functionalities, Page 23

Describe your firm's capabilities and functionality of your on-line catalog / ordering website.

As a consulting firm, we do not have an online catalog or ordering website. However, we will work with you through our NCPA point of contact, John Rampulla, to discuss any issues related to our

agreement. Throughout our engagements, our leadership team will also work closely with the agencies to craft and execute deliverables that meet the agency's objectives.

4.14 CUSTOMER SERVICE DEPARTMENT

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.14 Customer Service Department, Page 23

Describe your company's Customer Service Department (hours of operation, number of service centers, etc.)

Deloitte does not have a direct Customer Service Department, but instead will provide an experienced Engagement Leader, Project Manager, and Contract Manager to ensure deliverables are of the highest quality and all contractual questions are addressed in a timely manner.

4.15 GREEN INITIATIVES

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.15 Green Initiatives, Page 23

Green Initiatives (**if applicable**)

As our business grows, we want to make sure we minimize our impact on the Earth's climate. We are taking every step we can to implement innovative and **responsible environmental practices throughout NCPA to reduce our carbon footprint, reduce waste, energy conservation, ensure efficient computing and much more.** To that effort we ask respondents to provide their companies environment policy and/or green initiative.

Deloitte is committed to driving societal change and promoting environmental sustainability. Working in innovative ways with government, non-profit organizations, and civil society, we are designing and delivering solutions that contribute to a sustainable and prosperous future for all. Deloitte (US) has a Social Responsibility Policy adopted by the Board of Directors which reads as follows and includes advocating for the sustainable use of natural resources and the environment:

As a leading professional services organization, the Deloitte U.S. Firms have much to contribute to the political, economic,

OUR SUSTAINABILITY & CLIMATE BY THE NUMBERS

3,000+
Clients served across
48 countries

1,800+
Dedicated Sustainability
& Climate professionals

7,000+
Projects delivered
across all industries

20+ years
Helping clients navigate
sustainability issues

WorldClimate learning program, the first of its kind for a company our size, training

330,000 Deloitte professionals around the globe on climate issues

WorldClimate

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Figure 7. Green initiative statistics.

and social structures in our communities and throughout the world. As such, we promote human dignity and ethical behavior, advance learning and culture, and advocate the sustainable use of natural resources and the environment.

We will demonstrate this through:

- Investments in our people
- The advice and services we provide to our clients
- The way we run our internal operations
- Commitment to our communities

The policy has driven actions to improve Deloitte (US)'s environmental performance, examples of which include the following:

- Utilizing alternative workplace practices that have reduced square footage by 30-50% with every lease turnover. This reduces the number of square feet we light, heat/cool and operate.
- Incorporating efficient lighting fixtures as well as sensor controls that turn on or off lighting depending on space occupancy.
- Requiring minimum efficiency standards for electronic equipment.
- Eliminating many of our smaller printers and relying on more efficient centralized multifunctional devices.
- Investing in videoconferencing facilities in our major offices to reduce travel.
- Achievement of Leadership in Energy and Environmental Design (LEED) certification for new facilities and retrofits totaling over 1.8 million square feet of LEED certified space.
- Mandatory recycling of PDAs.

Did You Know?

Deloitte's Corporate Commitments

- **Net zero by 2030.** We commit to achieving ambitious science-based targets, including net-zero greenhouse gas emissions by or before 2030 for our own operations.
- **Embed sustainability across the organization.** We align our climate policies, practices, and actions across our entire organization — from working to eliminate single-use plastics to reducing food waste.
- **Empower individuals.** We engage, educate, and enable our teams to make positive climate choices at home, at work, and in their communities to create a multiplier effect.
- **Engage ecosystems.** We collaborate with clients, alliance partners, NGOs, industry groups and others to address and mitigate climate change impacts at both a systems and operational level.

Deloitte also reports publicly on its environmental actions. The greenhouse gas emissions and energy usage for Deloitte (US) are included in the response to the CDP (formerly Carbon Disclosure Project) carbon questionnaire made by Deloitte Global on behalf of the global network and on our web site. Additionally, the performance of Deloitte (US) is aggregated with that of other member firms and included in the Global Impact Report which follows the Global Reporting Initiative's framework. Our commitment to environmental sustainability extends to client services as well. Our Sustainability Services team provides a range of sustainability-related services including, assurance, advisory, climate change and carbon management services.

Climate and Environmental Equity Experience

For more than 20 years, Deloitte has helped our clients turn challenges on climate change, circular economy, and sustainable finance into competitive advantages. We have innovative approaches and digital solutions that will empower you to think and act differently when you need to operate a climate driven transformation, reshape your business models, create transparent, ethical supply chains, build engagement, or measure, evaluate and assure. We focus on designing and building effective solutions, strengthening linkages between sectors, quantifying and communicating impact, and mobilizing and strengthening the fast-evolving ecosystem of players to ultimately help move both our clients and society from aspiration to tangible impact. To help our clients analyze their carbon footprint, we produced The Climate Readiness Assessment. The assessment is a high-level evaluation of an organization's capacity to operationalize a climate action plan across a holistic set of dimensions, including strategy and leadership, risk and resilience, emissions reduction and decarbonization, innovation, and equity.

The actions of governments, businesses, and individuals have an undeniable impact on our world's climate and equity outcomes. Our office of Sustainability, Climate and Equity (SC&E) encompasses

how a company operates with regard to the planet and its people. Deloitte's objective is to help our clients become more sustainable organizations. We recently launched the Sustainability, Climate & Equity Strategic Growth Offering (SGO) to bring the power of the Green Dot together to scale the US Firm's business in the Environmental, Social, and Governance (ESG) space.

Deloitte recognizes that businesses have an opportunity to play a key role in addressing climate change by redesigning day-to-day experiences. Our pledge to achieve net-zero emissions by 2030 as part of our WorldClimate initiative and commitment to the initiatives of the Climate Group, a non-profit organization that works with business and government leaders around the world to address climate change, are an example of our efforts in action to hold ourselves accountable and drive responsible climate choices within our organization and beyond. But these targets aren't theoretical, Deloitte's near-term (2030) greenhouse gas (GHG) reduction goals have been validated by the Science Based Targets initiative (SBTi) as 1.5°C-aligned, science-based targets. Deloitte has also committed to set long-term emissions reduction targets using the SBTi's Net Zero Standard. And we are working with other governmental and non-governmental actors to leverage our size and scale as part of the Race to Zero, building momentum for our peers to reach zero emissions by 2050.

OUR COMMITMENTS AND COLLABORATIONS

We are a leader in sustainability and climate infrastructure, setting an example in how we report by adopting best practices and making strong commitments to reach our net-zero goals. We are also collaborating with global leaders to advance more ambitious corporate goals and drive greater standardization and transparency in ESG disclosures.

Climate Disclosure Project
Climate Disclosure Project leaderboard for our coordinated action on climate issues

Science-Based Targets Initiative
Our greenhouse gas (GHG) reduction goals have been validated by the Science Based Targets initiative (SBTi) aligned with 1.5°C

Global Reporting Initiative
Our 2021 Global Impact Report is complete in accordance with the GRI standards Core option

Climate Group
We are Triple Commitment Member:
- RE100 commitment to 100% renewable energy
- EP100 commitment to increasing energy efficiency
- EV100 commitment to transition to electric vehicles

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Figure 8. Our climate commitment.

Our near-term goals are to:

- Reduce absolute Scope 1 and 2 GHG emissions 70% by 2030 from a 2019 base year.
- Reduce Scope 3 GHG emissions from business travel 50% per FTE by 2030 from a 2019 base year.
- Engage with our major suppliers with the goal of having 67% (by emissions) set science-based targets by 2025.
- Invest in meaningful market solutions for emissions we cannot eliminate.

Our additional 2030 goals to reduce emissions include:

- Sourcing 100% renewable energy for our buildings.
- Converting 100% of our fleet to hybrid and electric vehicles.

Deloitte's near-term goals (2030) were validated in advance of the issuance of the SBTi Net-Zero Standard. Deloitte's next step will be to set long-term emissions reduction targets following the SBTi standard to continue playing our part in achieving a net-zero world.

4.16 ANTI-DISCRIMINATION POLICY

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.16 Anti-Discrimination Policy, Page 24

- Anti-Discrimination Policy (**if applicable**)
- Describe your organizations' anti-discrimination policy.

ANTI-DISCRIMINATION AND ANTI-HARASSMENT POLICY

1.0 INTRODUCTION

Deloitte [MEMBER FIRM]'s Code of Conduct, our Global Principles of Business Conduct, and our Shared Values express our commitment to creating a respectful and inclusive working environment that attracts, retains, and encourages the most diverse and most talented people to flourish. This policy further reflects Deloitte's commitment to providing our people with an inclusive and respectful workplace which is free of harassment, sexual harassment, and discrimination, where each person is treated with courtesy, dignity, and respect, and where there is equal opportunity for all to succeed. "Harassment" hereafter refers to harassment, as defined below, and includes sexual harassment, also defined below. "Discrimination" is also defined below. Behavior that is unwelcome or that offends, embarrasses, or intimidates another person, whether intentional or not, runs counter to our Shared Values and Code of Conduct.

This policy applies to all partners, directors, professional staff, and support staff of Deloitte [MEMBER FIRM] ("professionals"). This policy also applies to conduct between Deloitte professionals and other individuals with whom they interact during the course of member firm business or member firm matters, such as contractors, clients, visitors, and other third parties. Deloitte aims to resolve any issue promptly, as and when it arises, and to resolve complaints in a fair and timely manner and at all times in accordance with applicable law.

2.0 ELIGIBILITY/SCOPE

2.1 Deloitte [MEMBER FIRM] will not tolerate workplace harassment or discrimination in any form, whether deliberate or unintentional, obvious or subtle, initiated by or directed toward anyone at Deloitte, including partners, directors, professional staff, support staff, contractors, clients, visitors to our workplace, and other third parties in our workplace.

2.2 This policy applies to all partners, directors, professional staff, and support staff. Deloitte values the health, safety, and wellbeing of its people, and expects that its workplace(s) to be free from harassment and discrimination.

2.2.1 This policy applies to all action and behavior taking place on Deloitte-owned or -managed spaces and any forum between partners, directors, professional staff, and support staff that has the potential to affect the working environment, e.g., after-work social event, social media, texting, and phone calls.

3.0 HARASSMENT, SEXUAL HARASSMENT, AND DISCRIMINATION DEFINED

The following definitions provide examples of prohibited behavior at Deloitte:

3.1 Harassment is defined as bullying, belittling, or threatening behavior directed at an individual or group. This may include, but may not be limited to, acts of verbal, emotional, or physical abuse

directed at any individual or group. Harassment can be either direct or indirect (i.e., directed toward a specific individual or group or simply the creation of an environment in which harassment persists). Such behavior may be considered harassment regardless of whether it is an isolated incident, a series of incidents, or an ongoing pattern of behavior.

Harassment interferes with a person's work performance by creating an intimidating or hostile working environment, but there need not be an impact on work or employment to be considered harassment. It may be overt or subtle, is not always intended, and often happens when power is used wrongly. Harassment can include, but is not limited to:

- Comment(s) or conduct that is known to be, or ought reasonably to be known to be, unwelcome, intimidating and/or humiliating, or where such behavior would likely be characterized as harassing by an objective individual, similarly situated.
- Distressing behavior, in the form of repeated, hostile or unwanted conduct; verbal comments, actions, or gestures, or demonstration of inappropriate images that affect a Professional's dignity or psychological or physical integrity, and that results in a harmful working environment.
- Abusive or unacceptable comments or conduct by or against a professional related to discrimination (as set out below) that is known, or ought reasonably to be known, to be unacceptable. It can be expressed in several ways, including but not limited to, unwanted advances, suggestive remarks, aggressive and/or derogatory comments, or jokes, which result in humiliation.
- Harassment by isolation that results in an inability to function in a team working environment or to complete tasks.

3.1.1 Sexual harassment, a form of harassment, is defined as any unwelcome physical, verbal, or non-verbal conduct of a sexual nature in the workplace, whether by a leader, team leader, peer, subordinate, contractor, client, or visitor, including unwelcome sexual advances, requests for sexual contact, and verbal, written, or physical conduct of a sexual nature. This may occur in a situation where submission to, or rejection of, such advances, requests, or conduct is explicitly or implicitly a term or condition affecting current or future employment and/or when such advances, requests, or conduct have a detrimental effect on an individual's work productivity, opportunities, performance data and decisions, or advancement but there need not be an impact on work or employment to be sexual harassment. Sexual harassment can be either intentional or unintentional, direct or indirect (i.e., directed toward a specific individual or group or simply the creation of an environment in which sexual harassment persists).

Examples of sexual harassment include, but are not limited to:

- Physical contact and advances
- A demand or request for sexual favors
- Making sexually colored remarks
- Showing pornography
- Any other unwelcome physical, verbal, or non-verbal conduct of sexual nature

3.2 Discrimination is defined as the less favorable treatment of a person or group on the basis of a specific status (e.g.,race, religion, age, disability, gender, sexual orientation, gender identity, intersex, etc.), or on the perceived basis that individuals of that status would either possess certain undesirable characteristics or not possess certain desirable characteristics. As with harassment,

discrimination can be either direct or indirect (i.e., directed toward a specific individual or group or simply the creation of an environment in which discrimination persists).

Workplace discrimination occurs when any professional is denied equal treatment with respect to their employment (including hiring, staffing, training, promotion, or benefits) for reasons related to certain characteristics (e.g., race, perceived race, ancestry, ethnic origin, pregnancy, citizenship, creed, color, religion, age, sex, sexual orientation, gender identity, gender expression, marital status, family status, physical or mental disability).

4.0 ROLES AND RESPONSIBILITIES

4.1 Partners, directors, managers are responsible for:

- Taking immediate action to address the matter when a complaint is received including complying with actions as described in Section 5 below.
- Setting an example by demonstrating appropriate behavior at all times.
- Taking an active role in preventing harassment or discrimination .
- Being alert to incidents that may constitute harassment or discrimination and acting to prevent such conduct.
- Creating an environment that supports individuals in feeling comfortable and in reporting incidents of harassment or discrimination.
- Seeking assistance, information, and advice from the relevant Talent representative and/or the ethics team as required.

4.2 All partners, directors, professional staff, and support staff

- All partners, directors, professional staff, and support staff are legally obliged not to engage in, encourage, or otherwise condone any prohibited behavior, which may include harassment or discrimination, toward fellow partners, directors, professional staff, support staff, clients, contractors, or any other person with whom they come into contact through work, or while representing Deloitte.
- All partners, directors, professional staff, and support staff must participate in training on the firm's policy against harassment and discrimination, as required.

5.0 REPORTING

5.1 Any partner, director, professional staff, or support staff who believes they have experienced or witnessed any form of harassment or discrimination should, without fear of retaliation, take the following action as soon as possible after the incident:

- Inform their manager/team leader, Talent representative, business leader (partner/director), or contact the Ethics Officer or ethics helpline.
- Document the date(s), time(s), location(s), potential witnesses, and nature of the incident(s).

Note: Any disclosure or report that is made with a reasonable belief or basis for suspicion that such behavior has occurred will be considered to have been made in good faith even if subsequently it is found that there is insufficient evidence to support the report.

5.2 Partners, directors, managers and anyone in a team leader or management position who has knowledge of an actual or potential violation of the Deloitte [MEMBER FIRM] Anti-Discrimination and Anti-Harassment policy (whether or not a report has been filed) has an obligation to report the situation through available reporting channels, as defined above.

6.0 INVESTIGATION OF HARASSMENT AND DISCRIMINATION

6.1All reported incidents of harassment or discrimination or complaints of retaliation, will be promptly investigated in accordance with the Deloitte [MEMBER FIRM] Ethics Incident Response and Case Management process, and with advice from internal and/or external legal counsel, as appropriate.

6.2 All partners, directors, professional staff, and support staff are expected to cooperate fully with any investigation into harassment or discrimination and maintain appropriate confidentiality.

6.3 Identifying information about individuals involved will be kept confidential unless disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or is otherwise required by law.

6.4 Investigations will include consultation with the privacy team, as appropriate, to ensure that all personally identifiable information ("PII") is handled correctly and incorporates appropriate processes and controls for managing and preventing misuse of PII, as per local laws.

7.0 RETALIATION

7.1 Deloitte [MEMBER FIRM] does not tolerate retaliation against any professional who has made a complaint or provided information regarding an incident of harassment or discrimination in good faith. Retaliation includes, but is not limited to:

- Acts of reprisal that occur because a person has complained of, or provided information about, an incident of harassment or discrimination
- Pressuring a person to ignore or not report an incident of harassment or discrimination
- Pressuring a person to lie or provide less than full cooperation with an investigation of an incident of harassment or discrimination

7.2 Retaliation or threat of retaliation for making a complaint or for providing information regarding a complaint or incident should be reported to the Talent representative, or through other appropriate channels as described in 5.0 above.

7.3 Any Professional who engages in acts or threats of retaliation may be subject to disciplinary measures up to, and potentially including, termination of employment, subject to applicable law.

8.0 DISCIPLINARY ACTION

8.1 Where, in the opinion of Deloitte [MEMBER FIRM], any prohibited behavior including harassment, discrimination or retaliation is found to have occurred, disciplinary action may be commenced against the partners, directors, professional staff, and support staff found to have engaged in such behavior, in accordance with the firm's Disciplinary Policy. Such actions may include, but are not limited to:

- Disciplining professionals up to, and potentially including termination of employment for cause.
- Reporting the conduct of any other non-Deloitte person to their employer.
- Reporting to local law enforcement.

8.2Partners, directors, professional staff, and support staff who deliberately make false or malicious complaints or who report in bad faith may be subjected to disciplinary action in accordance with the firm's Disciplinary Policy.

9.0 SUPPORT

Deloitte provides partners, directors, professional staff, support staff, and their family members with access to the Partner and Employee Assistance Program, which provides free, confidential, off-site counseling and advice. Partners, directors, professional staff, and support staff are encouraged to use this service if they believe it is required.

4.17 VENDOR CERTIFICATIONS

RFP Reference: RFP Document, Tab 4 Vendor Profile, 4.17 Vendor Certifications, Page 24

Vendor Certifications (**if applicable**)

Provide a copy of all current licenses, registrations and certifications issued by federal, state, and local agencies, and any other licenses, registrations, or certifications from any other governmental entity with jurisdiction, allowing respondent to perform the covered services including, but not limited to, licenses, registrations, or certifications. Certifications can include M/WBE, HUB, and manufacturer certifications for sales and service.

Not applicable to Deloitte.

TAB 5
Products and Services / Scope

Product and Services

TAB 5

Respondent shall perform and provide these products and/or services under the terms of this agreement. The supplier shall assist the end user with making a determination of their individual needs.

Warranty

- Proposal should address the following warranty information:
- Applicable warranty and/or guarantees of equipment and installations including any conditions and response time for repair and/or replacement of any components during the warranty period.
- Availability of replacement parts
- Life expectancy of equipment under normal use
- Detailed information as to proposed return policy on all equipment

Products

- Vendor shall provide equipment, materials and products that are new unless otherwise specified, of good quality and free of defects

Construction

- Vendor shall perform services in a good and workmanlike manner and in accordance with industry standards for the service provided.

The following is a list of suggested (but not limited to) Strategic Management Consulting Services categories. List all categories along with manufacturer that you are responding with:

Through decades of "strategy to implementation" experience with our government clients across the United States, we have developed and tested a standard business transformation methodology that is proven to navigate and accelerate transformation through strategic planning, future state design, and implementation. The methodology incorporates principles, activities, and tools from a wide variety of offerings, including- Process Intelligence/Lean Six Sigma, Shared Services, Organization/Operating Model Design, Cost Management, Analytics, and Organizational Design and Change Management. Our success adapting this method across multiple clients and project types is reflected by the management consulting services and references detailed in this response.

5.1 ACHIEVING A BETTER STATE OF HEALTH

RFP Reference: RFP Document, Tab 5 Product and Services, Page 25

5.1.A MARKET TRENDS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.1.a Market Trends, Page 25

Assess the current conditions and options for healthcare strategies through assessment of market trends, identification of best practices in other comparable locations, and application of advanced analytics. These strategies may include financing, delivery, coverage, infrastructure, health IT and other strategies, and may include response to external changes (e.g., federal healthcare reform).

Comprehensive market research, best practice identification, and data analytics are all critical inputs to transformational program redesign and implementation in the public health and Medicaid ecosystem. Improving the health outcomes for the most in need and vulnerable populations requires detailed knowledge on the healthcare landscape and the social determinants that impact health status, proven solutions and processes, and rigorous quantitative and qualitative research methodologies. We bring an experienced team of health practitioners, data scientists, and research professionals to help in program design, ecosystem coordination and implementation of strategies and initiatives that support the agency's programmatic, financial, and technology goals. We commit to helping the agency advance equitable health outcomes through research, analytics, insights and stakeholder facilitation.

Market analysis and best practice research requires an in-depth understanding of the current healthcare environment across commercial and public spaces, coupled with qualitative and quantitative analytic methods to evaluate the impact of potential new methods of financing, delivery, coverage, infrastructure, health IT, and programs. The Deloitte Team, which includes former State Medicaid Directors, CMS officials, medical professionals, and health executives, possesses in depth knowledge and insight into the challenges facing public health agencies.

Through our relationships with HHS, CMS, state health agencies across the country, and private health plans and providers, we derive further insight into how regulations and program designs are evolving on the ground as well as how peer state, local, and federal agencies are responding.

Our approach to research and analysis follows our six-step framework, shown in the following figure, which is flexible and customizable. We first work with the agency to define the problem statement and research topic. Next, we outline potential research methods. Once an approach has been confirmed, we review and analyze available and relevant data as well as engage stakeholders to drive insights that support the agency's business needs. Lastly, we provide the agency with

actionable and valuable options and summarize key findings and takeaways from research gatherings.
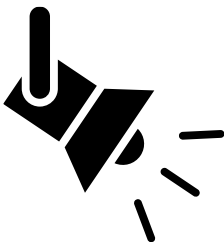
Deloitte's Research and Analysis Framework

Frame Research Question	Develop Research and Analysis Approach	Conduct Research	Analyze Research Findings	Develop and Test Options	Summarize Outputs
• Define problem statement/issue • Engage SMEs to inform research focus areas	• Identify research methods • Define research approach • Focus research and analysis scope	• Conduct national and peer state best practices research • Gather insight from SMEs • Perform environmental scans	• Gather data and synthesize research findings • Identify themes and analyze trends • Derive insights	• Identify options to address business need or program • Conduct options analysis to test and prioritize opportunities	• Summarize research key takeaways and analysis trends • Provide prioritized list of opportunities based on options testing exercises

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Figure 9. Deloitte's Research and Analysis Framework.

Research can include national benchmarks, interviews, first-person surveys, as well as our breadth of current and past projects for perspectives and context. Our published thought leadership can also be used, which spans our state, Federal, and commercial practices and the Deloitte Health Equity Institute, Deloitte Center for Health Solutions and Center for Government Insights as needed.

Project Spotlight

Deloitte recently conducted research for a large state comparing their behavioral health outcomes to national averages. Our team:

• Measured performance against comparison states and national benchmarks.
• Identified areas where the state was under or outperforming national benchmarks.
• Inventoried other state approaches to physical and behavioral health coordination/integration.

Figure 10. Innovative Publications from the Deloitte Health Equity Institute, Deloitte Center for Health Solutions and the Deloitte Center for Government Insights.

Data Collection and Analytics

State of Texas, Health and Human Services Commission	Deloitte worked with the State of Texas Health and Human Service Commission (HHSC) to conduct a rate study assessment which included a national scan of rate methodologies for similar services across states and interviews with thirty providers to understand pain points and issues. Deloitte integrated the findings to develop rate methodology prioritization recommendations and created documentations of selected rate methodologies by service and program, and the budgetary and provider-specific implications of the resulting rate changes to inform future rate setting.
Pennsylvania's Premium Payment Program (HIPP)	Deloitte supported Department of Human Services (DHS) in evaluating Pennsylvania's Healthcare Premium Payment Program (HIPP) to understand the cost-effectiveness of the program by (1) evaluating the HIPP model, (2) reviewing enrollment policies used in the HIPP program, (3) identifying potential cost savings and process improvement opportunities, and (4) researching other state approaches to the operation of a HIPP program. Following financial analysis of HIPP, Deloitte utilized the following Research Framework for adaptability and flexibility: • **Data Collection –** Collected data elements from DHS and the enterprise data warehouse to support the analyses and conducted interviews. • **Model Review –** Reviewed existing model logic with HIPP specialists, analyzed cost-effectiveness methodology, analyzed population demographics, and reviewed other state approaches. • **Test Model Assumptions –** Reviewed assumptions and documented areas of opportunity for additional cost savings and tested the impact of using capitation rates. • **Enrollment Analysis –** Reviewed respective cost savings of the program to identify themes driving greater cost savings.

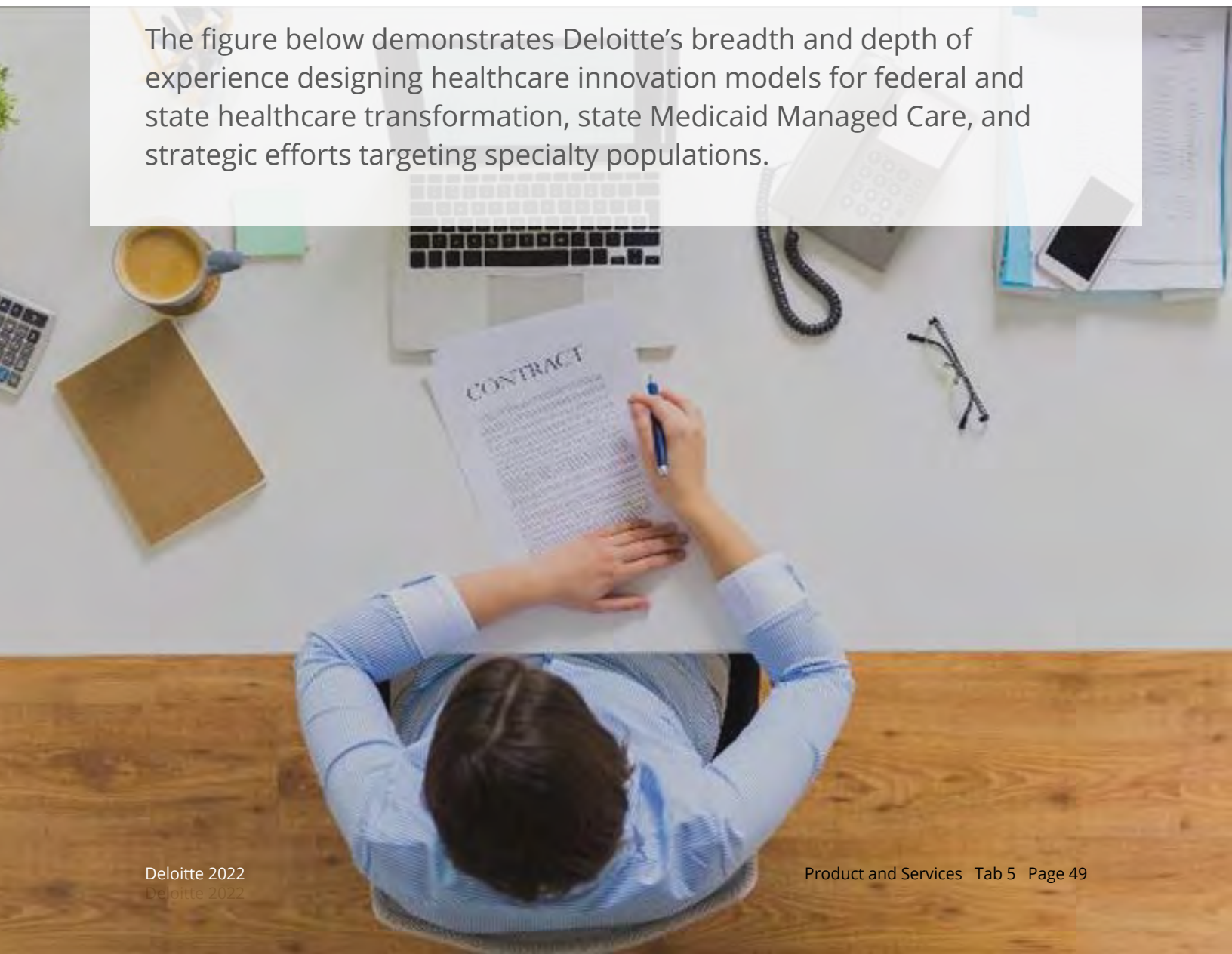**Figure 11. Data Collection and Analytics.**
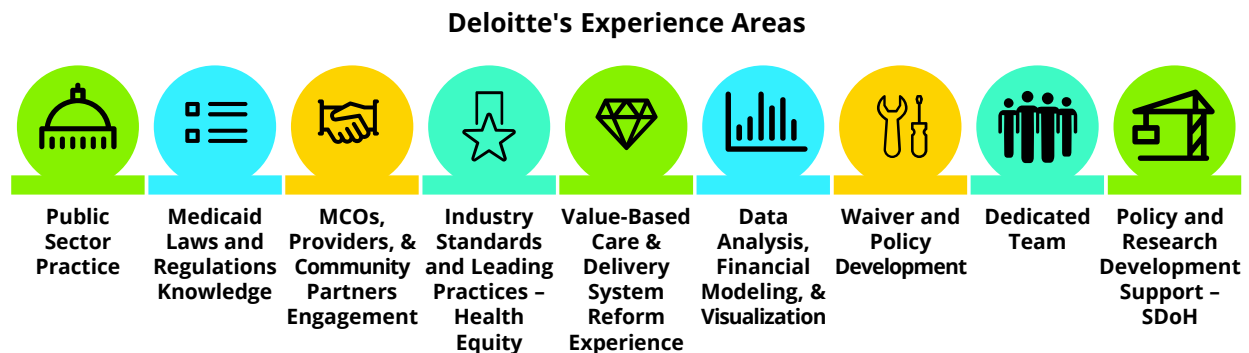
5.1.B PARTICIPATING AGENCY

RFP Reference: RFP Document, Tab 5 Product and Services, 5.1. b Participating Agency, Page 25

Support Participating Agency in the design of healthcare innovation models, with non-exhaustive examples including transitions to Medicaid Managed Care; statewide value-based payment programs; strategies for special needs populations; rural health access; market stabilization; and cross-cutting collaborative approaches for other population health priorities (e.g., opioids).

Our Health and Human Services (HHS) practice within our Government and Public Services (GPS) industry supports a wide range of state, federal, and commercial health organizations, with extensive experience conducting research, analyzing data, and developing technology solutions. This experience informs how we collaborate with clients to deliver tailored advantages to their constituents by increasing the efficiency, effectiveness, accessibility, accountability and responsiveness of services and benefits.

The figure below demonstrates Deloitte's breadth and depth of experience designing healthcare innovation models for federal and state healthcare transformation, state Medicaid Managed Care, and strategic efforts targeting specialty populations.

Deloitte's Experience Areas

| Public Sector Practice | Medicaid Laws and Regulations Knowledge | MCOs, Providers, & Community Partners Engagement | Industry Standards and Leading Practices – Health Equity | Value-Based Care & Delivery System Reform Experience | Data Analysis, Financial Modeling, & Visualization | Waiver and Policy Development | Dedicated Team | Policy and Research Development Support – SDoH |

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Figure 12. Deloitte's Experience Areas.

Our team understands that agency leaders confront daily challenges, questions, and conflicting priorities that they must address in a strategic and informed manner. This is even more important as leaders look to develop and implement new, innovative programs and policies. Armed with current trends, and best in class examples, agencies can ground decisions and strategies for top priorities. We are poised to help support you on this journey due to our deep experience providing:

- Best and emerging practices research based on national trends, CMS guidance, and/or other state practices.
- Program evaluation to understand factors affecting program enrollment and effectiveness.
- Federal and state policies, regulations, and statutes analysis; and
- Research of additional funding mechanisms and their programmatic impacts.

Agencies also have access to our team of local and national subject matter advisors who can be available to facilitate stakeholder sessions or to serve as advisors for leadership in building out ideas and assessing big decisions. Additionally,

Evidence of Experience

Deloitte conducted a comprehensive assessment of the Texas Medicaid Managed Care system, and developed the following considerations for improvement:

- Implement performance incentives to develop more value-based payment models
- Increase the use of efficiency adjustments in rate setting
- Cut administrative costs by reducing reporting and regulatory requirements of MCOs
- Require greater transparency on reporting of administrative expenses
- Increase the level of coordination between units responsible for MCO oversight

once a decision is reached, our team can help develop materials and messaging to support that decision to a variety of stakeholders including leadership, advocacy groups, counties, legislative committees, and providers. Deloitte is able to continue support of innovative programs through each step of your journey. Below are several examples where we have supported the design and implementation of innovative programs.

Healthcare Transformation

Commonwealth of Massachusetts Executive Office of Health and Human Services (EOHHS)	Deloitte is supporting the EOHHS Medicaid Program, MassHealth, in transforming how Medicaid services are delivered in one of the largest health care transformations since Health Reform. The Payment & Care Delivery Innovation (PCDI) project is centered on transitioning 1M+ Medicaid members to Accountable Care Organizations (ACOs) and implementing community-based care coordination for behavioral health, long-term services and supports, and social services. Deloitte established and managed a Project Management Office (PMO) to lead the implementation and stabilization of the MassHealth ACO Program and continues to lead the PMO for the Community Partners Program, Flexible Services Program and Cost Sharing implementation. Through the Flexible Services Program, ACOs are directed to pilot evidence-based approaches that address a member's health-related social needs with the goal of improving health outcomes and reducing the total cost of health care for the member.
	In this role, Deloitte conducted environmental scans across the agency and activity prioritization and developed implementation and communications plans for MassHealth's operational transition to these programs. Deloitte also supported MassHealth with several aspects of its internal and external payment reform efforts, including operational process design and improvement, and facilitating organizational changes.
Centers for Medicare and Medicaid Cervices (CMS)	The State and Population Health (SPH) Learning System provides a curriculum and learning support structure to 19 Integrated Care for Kids (InCK), Maternal Opioid Misuse (MOM), and Community Health Access and Rural Transformation (CHART) program participants, primarily state Medicaid agencies and care delivery systems, including providers. The SPH Learning System supports these entities in achieving population health goals around pediatric, maternal, and rural behavioral health and delivery system transformation. Through this contract, the Deloitte Team supports program participants at state and local levels to receive training directly from subject matter experts, engage in facilitated peer sharing to identify and iterate evidence-based best practices, and apply useful tools to design and improve their systems for care delivery to vulnerable populations.

Figure 13. Healthcare Transformation.

Managed Care

Pennsylvania Department of Human Services, Community HealthChoices (CHC) Implementation	From 2016 to 2018, Deloitte has been supporting the Pennsylvania Department of Human Services in implementing Community HealthChoices (CHC), a new mandatory managed care program for dually eligible individuals and individuals with physical disabilities. Eligible individuals are being transitioned to CHC over three phases during a multi-year implementation plan. Deloitte has been assisting with the implementation in the primary areas of project management, communications support, transition support, and data analytics.
	Deloitte provides Pennsylvania DHS's Office of the Secretary with ongoing technical assistance and consulting services. The services provided include researching, delivering, and monitoring across Department programs and services in addition to assistance with design, planning, and evaluation of innovative ideas.

Figure 14. Managed Care.

Specialty Populations

 Ohio Department of Medicaid (ODM) Behavioral Health Redesign	Deloitte has supported the Ohio Department of Medicaid with project management for the State's Behavioral Health Redesign, a transformative initiative aimed at rebuilding Ohio's community behavioral health system capacity. Ohio launched the first phase of this initiative in January 2018 by restructuring rates and procedure codes to confirm that Medicaid reimbursement matches provider qualifications. We worked closely with ODM to support the State's 600+ behavioral health providers through their transition to the new coding and billing structure. As part of Behavioral Health Redesign, we helped develop a monitoring blueprint that the State is currently uses to monitor the initiative's impact on the 50,000 Ohioans with behavioral health needs. The second phase of the initiative was implemented in In July 2018, when community behavioral health care services were carved-in to Managed Care. We work closely with the State to monitor Ohio's five Medicaid Managed Care Plans and provided post-implementation support to track progress, work through provider and plan issues, and assist the State in implementing any corrective actions.

Figure 15. Specialty Populations.

5.1.C PROJECT MANAGEMENT

RFP Reference: RFP Document, Tab 5 Product and Services, 5.1.c Project Management, Page 25

Support the implementation of innovation models and other priority areas including project management; stakeholder engagement; grant applications, waiver applications, RFP design and evaluation; support for contract development and performance management approaches; and related activities.

Agencies require an advisor that understands their programs and values and has the capability to design and plan new programs and evaluate and support program changes. Deloitte specializes in combining aspirational, innovative ideas with actionable plans; we know how to implement your innovations – not just conceptualize them.
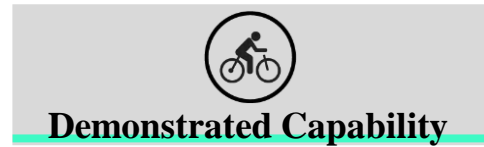
PROJECT MANAGEMENT

Our rigorous approach to project management and quality is grounded in our experience implementing high-profile, customer-facing health initiatives. Deloitte's project management approach includes:

- Industry leading PM frameworks such as the PMBOK® Guide and CMMI® integrated into our approach.
- A continuously improved approach through iterating based on Deloitte project experiences and leading practices.
- Standard tasks, templates, samples, procedures, roles, job aids, and accelerators.

Deloitte uses our predefined methods, tools, and accelerators to strengthen project management coordination, communication, and delivery across projects. Establishing our results-oriented project management approach using our Enterprise Value Delivery (EVD) for Project Management (PM) method is a pivotal first step to achieving project objectives. Our EVD for Project and Program Management is based on the Project Management Body of Knowledge (PMBOK) and supports all activities that are executed during a projects life cycle as summarized in Figure 16, Deloitte's Enterprise Value Delivery (EVD) for Project Management (PM). Our method is customizable in that it is designed to serve projects of varying sizes and can be tailored to support industry-specific needs, such as agile, waterfall, or hybrid management approaches.

The figure below provides an example of a recent project where we have provided project management support to a state Medicaid agency.

Demonstrated Capability

Deloitte brings a robust and results driven project management approach and team that will benefit agencies, including:

- Assisting government entities in establishing a results driven PMO.
- 10,000+ practitioners supporting design, implementation, and operations.
- 6,000 certified PMPs.
- The IDC named Deloitte the sole global leader in Enterprise Performance Management and a leader in Business Analytics Services worldwide.
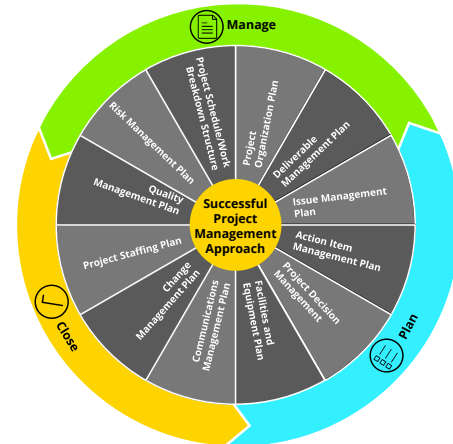
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Figure 16. Deloitte's Enterprise Value Delivery (EVD) for Project Management (PM).

Project Management

Massachusetts Medicaid Program Transition	For over three years, the Deloitte Team has provided project management support to the Commonwealth of Massachusetts's Medicaid Program Transition from a Fee-for-Service and Managed Care Model to a model focused on Value Based Care. - The project transitioned over 1M+ MassHealth Medicaid members into one of 17 new Accountable Care Organizations. - Our team led three workstreams comprised of 10 workgroups, working with 50+ client stakeholders. - We are supporting the next phase program through a partnership with 27 new community-service organizations.

Project Management

Kentucky Medicaid Expansion Support	Deloitte assisted the Commonwealth of Kentucky in making the necessary people, process, policy and technology changes required to reflect the expansion of Medicaid eligibility up to 138 percent of the Federal Poverty Level (FPL). We drafted and published a Health Care Workforce Capacity Report to assess the current access to and availability of Kentucky's existing health care workforce in preparation for Medicaid expansion and the implementation of the State's Health Benefits Exchange (HBE). We completed the following tasks in assisting the Commonwealth in preparing for the expansion against a tight implementation deadline: • Assessed the health care workforce and facilities. • Analyzed workforce supply and demand and conduct gap analysis on estimation of quantity, segments as well as categories of clinician workforce gaps. • Identified strategies to address workforce challenges. • Provided regulatory, communications, and implementation support for behavioral health providers.

Figure 17. Project Management.

STAKEHOLDER ENGAGEMENT

We understand the importance of having a robust stakeholder engagement and feedback process that encompasses all impacted individuals, is accessible to all, and is well-documented for improving health outcomes of residents. Deloitte has demonstrated the ability to develop and execute robust and impactful stakeholder engagement strategies with many agencies. We understand that the ability to capture individualized feedback supports program participation and creates a space for collaborative solution building.

Stakeholder Engagement

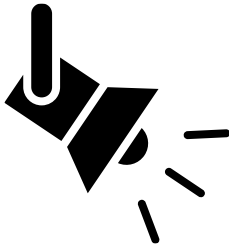|	
State of Ohio, Department of Medicaid, OhioRISE	Since July 2019, Deloitte has supported the Ohio Department of Medicaid (ODM) in the areas of organizational change management (OCM), stakeholder engagement, project management, provider and member transition activities. This work impacts more than 3 million Medicaid members, 500,000+ providers, and 8 MCEs. Specifically related to the OhioRISE Program, Deloitte's support includes: • Supporting a multi-system stakeholder coalition and workgroups including the Ohio Department of Developmental Disabilities (DODD) and multiple other state agencies, members of the Governor's Ohio Family and Children's First initiative, behavioral health (BH) providers, and advocates and families. • Conducting more than 50 stakeholder meetings with Ohio Behavioral Health advocacy groups and provider associations. • Developing and executing a proactive OCM plan using 20+ communication channels.

Figure 18. Stakeholder Engagement.

WAIVERS

Our 15+ years of experience collaborating with states on 1915 and 1115 waivers, in addition to 1932 SPAs, and supporting negotiations with CMS and CMMI make us the right advisors to help define the future vision of programs and supporting waivers. Our team understands how waiver flexibility can be used to meet state goals, how waivers fit together, the processes for waiver modifications and amendments, and CMS' perspective and approval processes. The Deloitte Team has worked with

Governor's offices and Medicaid teams to shape waivers and achieve goals from policy, financial, and operational lenses. The Deloitte Team knows how to assess the impact waivers can have on healthcare coverage, the insurance market, the healthcare landscape, a state's economy, and its workforce. Our team understands the value of involving stakeholders in the process of waiver development.

We are experienced in navigating the waiver process from beginning to end. Our approach involves a multi-step methodology to help ensure key elements of the waiver program design are discovered and explored throughout the process. This approach allows us to: gain insights through research of a state's current waivers and policies; leverage information from key employees relevant to the future success of the program; infuse our approach with best practices from other states. Our approach also engages external stakeholders, as required by Federal statute, to provide critical feedback on program design.

Project Spotlight

Deloitte currently supports the New York State Department of Health in actuarial rate development and financial data management efforts. Under this contract our team is routinely **assessing the fiscal impact of proposed programmatic changes**, such as the potential implementation of new services, transitioning additional fee-for-service members in waivers into managed care, and **new value-based reimbursement models**. These requests can often be time-sensitive, particularly during budget season. Our team leverages available data, conducts research, and facilitates stakeholder discussions as necessary to support the financial analysis effort.

The table below provides an example of a recent project in Georgia.

Waiver Support

Georgia Waiver Design	Deloitte Team has supported the State of Georgia in its work to increase access, improve quality, and decrease costs for consumers in the ACA individual health insurance market. A multi-agency initiative, the Georgia Governor's Office, Department of Insurance, and Department of Community Health engaged Deloitte to support the state across three phases of work: • Phase 1 included assessing the current healthcare landscape, identifying key challenges and issues, developing innovative approaches, and drafting and submitting an ACA Section 1332 Waiver Application for the implementation of two new healthcare programs in the individual market impacting more than 700,000 current consumers and over 1,000,000 uninsured residents. • Phase 2 included supporting the state through federal reviews and negotiation to secure approval of an ACA Section 1332 Waiver and defining the operational, staffing, and technical components of the new programs. • Phase 3 included supporting the State in implementing a new Reinsurance Program and planning for the transition of its individual marketplace from the federal platform to a new, innovative state model.

Figure 19. Waiver Support.

GRANT APPLICATIONS

The federal government has allocated unprecedented amount of federal funding for States to expand local health capacities and increase abilities to improve health outcomes. With the volume and velocity of funding made available through recent legislation, many organizations consider federal program administration, compliance, and quality control services to be a necessary commodity. At Deloitte, we see this funding as an obligation embedded with value and opportunity. We have supported multiple States in identifying and managing federally funded grants through our end-to-end grant management methodology.

Grants Application

St. Louis County, Missouri, COVID-19 Funding and FEMA PA Grant Administration and Management	The Deloitte Team has been engaged by St. Louis County, Missouri to advise and assist with COVID-19 grant management, including Grant Funding Eligibility Analysis, Required Reporting Documentation for Grant Coverage, Compliance - Municipality Relief Program and Coronavirus Relief Fund (CRF), FEMA PW Development, Dashboarding and Data Management for County Expenditures and Grant Utilization, and Small Business Relief Completeness. Deloitte provided the following services: • Assisted in the development of an Inventory Funding tool that facilitated the County's understanding of eligible expenses and further enabled them to develop a reliable budget forecast. • Performed completeness and compliance checks for the Municipality Relief Program, facilitating completeness reviews for the Small Business Relief fund program, and designing updated dashboards.

Figure 20. Grants Application.

RFP DESIGN AND DEVELOPMENT

States utilize contracting for services and technology to meet many of their operational and strategic needs. For example, managed care organizations now provide much of the Medicaid and CHIP services across the nation. Given the prevalence of these contractual service delivery models, it is important for procurements to drive value and for states to effectively monitor those procurements. Nationwide, Medicaid procurements are getting increasingly complex and varied. Understanding national trends and what might work – or not work – in each state is important for the continued success of state health programs.

RFP Design and Development

Commonwealth of Pennsylvania, Department of Human Services	The Deloitte team supported DHS in aligning the planning and requirements with the Medicaid Information Technology Architecture (MITA) framework sponsored by the Federal Center for Medicare and Medicaid Services (CMS) and support the Department's goals to move more services to managed care and away from traditional fee-for-service processing. Deloitte provided the following services: • Drafted MES solution requirements and CMS approvable MMIS RFPs for various modules including Managed Care and Financial, Provider Management, Third Party Liability, Fee-for-Service (FFS), Outpatient Drug Solution, the Electronic Data Interchange (EDI) module, the Prior Authorization Module, and the Outbound Mail Module for Pennsylvania's Medicaid enterprise.

RFP Design and Development

	• Developed a CMS-approvable RFP, the Proposal Evaluation Plan, and pre-proposal conference materials to support replacement of the current MMIS for the Systems Integrator/Data Hub Module.

Figure 21. RFP Design and Development.

5.1.D MEDICAID COSTS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.1.d Medicaid Costs, Page 26

Reduce state Medicaid costs by improving program integrity (i.e., payment in accordance with negotiated contracts, prevention of fraud/waste/abuse, timely recovery of overpayments) and by stronger medical policy to ensure appropriate use levels.

Deloitte has a Program Integrity (PI) practice dedicated to transforming how the healthcare industry combats Fraud, Waste, and Abuse (FWA), prevents, and detects improper payments, and recovers overpayments using a comprehensive framework and technology-enabled solution.

Our program integrity offering focuses on program efficiency and effectiveness, by detecting, preventing, and responding to fraud and improper payments within program execution, careless waste in spending, and abuse in operations and processes. We follow a three-pronged approach (Figure 22) that improves program integrity and strengthens policy in an integrated manner by leveraging and developing tools and techniques to address fraud and improper payments.

- **Detection:** Current methods of fraud detection rely heavily on business rules that look for known patterns' indicative of potentially suspicious activity. However, as fraudsters evolve and develop more sophisticated strategies, business rules alone become less effective at detection. Our approach complements traditional business rules with predictive analytics and cognitive artificial intelligence (AI) to uncover anomalous patterns within data more broadly and efficiently while continuously

Figure 22. Deloitte's Program Integrity Framework

monitoring platforms such as social media and the dark web for information that might signal suspicious behavior.
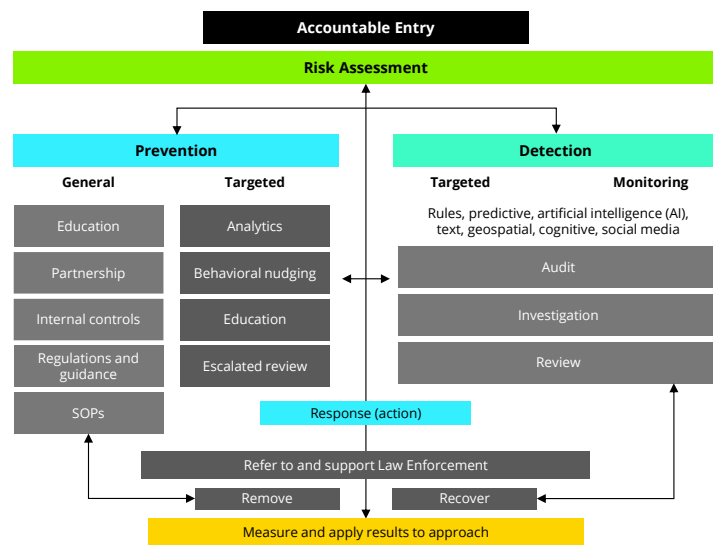- **Prevention:** Taking on a proactive approach that aims to identify potential fraudulent transactions before payment has many benefits. Stopping improper payments from being paid out frees up resources that would otherwise be utilized in attempting to recover those payments. To help better address fraud and improper payments, Deloitte's approach integrates general

prevention methods such as training, partnership building, establishing internal controls, regulations, guidance, and standard operating procedures with targeted interventions, such as advanced analytics to identify anomalous transactions and behavioral nudging to prevent improper claims submission.

- **Response:** Once agencies are equipped with data and knowledge acquired through the prevention and detection activities of Deloitte's approach, they can be armed with information and empowered to act to address fraud and improper payments. Reducing improper payments and preventing and detecting possible fraud is a challenging task, and while agencies have made great strides in their efforts to curb fraud and improper payments, there is still substantial opportunity for improvement. Deloitte offers a demonstrated approach that facilitates collaboration and information sharing across agencies, leverages advanced analytics and behavioral economics, and provides a risk assessment framework that looks at the payment process from beginning to end. This approach enables programs to be better positioned to make further progress in detecting, preventing, and responding to fraud and improper payments more efficiently.

To assist Medicaid agencies in promoting economy, efficiency, and integrity, we provide a comprehensive integrated healthcare solution as described in the table below.

Tool	Description	How this tool improves Program Integrity
Pallium™	Created by Deloitte to assist with combatting Medicaid fraud, Pallium is a cloud-based solution built based using industry knowledge in healthcare, data analytics, and FWA detection. Pallium acts as a one-stop shop for case management, analytics, reporting, and investigative services. and facilitates pre-screening, investigative, audit, and prevention techniques to help detect and prevent FWA. When coupled with our experienced team of healthcare specialists, data scientists, and client stakeholders this tool provides a complete solution that can help agencies reduce Medicaid costs.	• **Detection:** Combines traditional healthcare business rules with advanced analytics to identify known and unknown patterns that are indicative of potentially fraudulent behavior. • **Prevention:** Utilizes risk scores to flag cases of potential fraud for further review prior to payment being made. • **Response:** Supports audit initiatives to help with the timely recovery of overpayments.

Figure 23. Deloitte Accelerator.

The below table provides a couple of examples of projects where we have helped agencies with improving their program integrity.

|
State of Wyoming, Department of Health | Deloitte implemented Pallium to be the technical backbone for Medicaid Program Integrity activities within the Department of Health to fully modernize their approach to Program Integrity. Our team configured the suite of analytics to generate alerts for investigations and audits, which include policy-based edits, predictive models, and entity risk scoring to prioritize, detect, and mitigate Medicaid FWA. Our team worked closely with Wyoming's Program Integrity stakeholders to configure Pallium to automate business processes within the platform and implemented predictive models based on Wyoming's use case and state Medicaid policy to identify leads that demonstrate high cost/utilization, abnormal treatment patterns, and anomalous billing. This resulted in:
• Reduced time between creating alerts to finalizing leads, increasing the agency's efficiencies through our platform by nearly 250% last year. |

	• Increased volume of leads converted to cases by over 15% between 2019 and 2020, demonstrating higher-quality lead selections overall. • Increased volume of cases leading to a Paid-in-Full recovery status, representing an increase in throughput by 50%.
State of Indiana, Office of Medicaid Policy & Planning	Pallium has been implemented in the State of Indiana Medicaid as their new Medicaid PI Module. Our solution includes over 100 "out of the box" algorithms that have helped Indiana's PI team adopt our platform quickly and see a rapid return on investment (ROI). We regularly collaborate with Indiana to review new fraud trends, deploy new algorithms, and support their outcome-based Centers for Medicare and Medicaid Services (CMS) certification process. Deloitte supplements the technology platform with a team of talented coders, clinicians, and certified fraud examiners to perform audits, investigations, and pre-payment reviews that further support managed care organizations and provider oversight. This resulted in: • Newly developed Indiana-specific predictive models that increased cost-avoidance initiatives. • Identification of anomaly output across policy-based rules. • Increased efficiency in lead vetting, increasing the actionability of leads to over 95%.

Figure 24. Improving Program Integrity.

5.1.E REPORTS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.1e Reports, Page 26

Deliver healthcare analytics and/or data management to support any of the above strategies. Further healthcare transparency through reporting including the design and/or delivery of reports for providers, health plans, or other entities.

Deloitte understands the importance of data management, analytics, and reporting to support effective program design and transparency for internal and external parties. Reports and dashboards are a key driver in analyzing and determining actionable insights from data. Deloitte's reporting capabilities include maintaining and enhancing current reports as well as developing new reports based on program requirements.

We provide services to State Health and Human services agencies in 44 out of 50 U.S. states. Our expertise as a market leader in implementing enterprise data management and analytics solutions across a diverse universe of technologies. With over 5,000 analytics practitioners, recognized as a global leader in data and analytics for the 6th consecutive year by Gartner, we bring deep experience in helping organizations leverage one of their most important assets – their data. Our capabilities, assets, and relationships as shown in figure 25 are positioned to rapidly meet states' needs, from ideation through execution. Our multi-disciplinary teams comprised of industry leaders in data management, analytics, machine learning, and intelligent automation can provide a differentiated advantage.
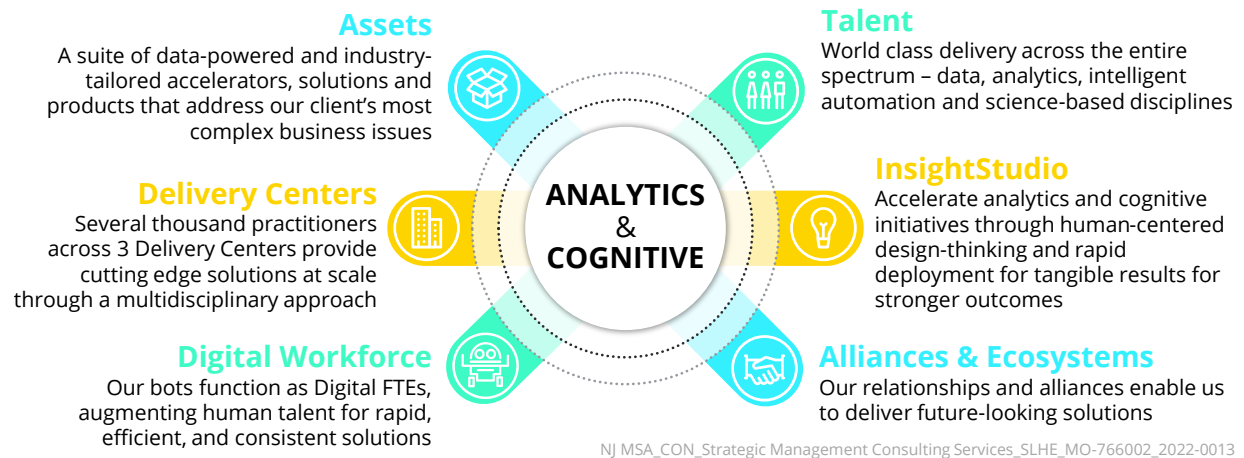
Assets
A suite of data-powered and industry-tailored accelerators, solutions and products that address our client's most complex business issues

Talent
World class delivery across the entire spectrum – data, analytics, intelligent automation and science-based disciplines

Delivery Centers
Several thousand practitioners across 3 Delivery Centers provide cutting edge solutions at scale through a multidisciplinary approach

ANALYTICS & COGNITIVE

InsightStudio
Accelerate analytics and cognitive initiatives through human-centered design-thinking and rapid deployment for tangible results for stronger outcomes

Digital Workforce
Our bots function as Digital FTEs, augmenting human talent for rapid, efficient, and consistent solutions

Alliances & Ecosystems
Our relationships and alliances enable us to deliver future-looking solutions

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Figure 25. Deloitte Analytics and Cognitive Resources.

Data must also be accurate, complete, and timely to evaluate the effectiveness, efficiency, and solvency of various programs and policies. Strong and consistent data intake processes are an essential part of achieving high quality data and ultimately reports and dashboards. Guidance and processes need to be documented, maintained, and communicated clearly to key stakeholders. Processes and incoming data need to be regularly validated and existing gaps monitored for improvement and stability. Throughout this process, stakeholder engagement is key among not only internal data users, and with other agencies, as well as the external parties responsible for the data submission in order to gain consensus on expectations and insight on data variances and awareness of improvements.

To help states with their various reporting needs, and to provide a strong and efficient start for projects, our team uses tools and accelerators to bring your vision and goals to action. Examples of tools that we have available to support states are featured in the following table.

Tool	Description	How this tool helps accelerates projects:
Medicaid Program Oversight Portal	Created by Deloitte for Medicaid Oversight, the Medicaid Program Oversight Portal (MPOP) is a cloud-based solution that hosts operational and analytical applications that support the oversight of state Medicaid, CHIP and MLTSS programs, especially those administered under a Managed Care model. The portal provides leaders with a single location to oversee program compliance, operational monitoring, quality monitoring, and results management to support strategic data-driven decision making.	• Provides a cloud-based platform for data collection and storage. • Automates data validations to improve data integrity and quality. • One location for operational tools to manage data, review data, and generate automated reports and data visualizations. • Automates standard reports and analyses • Includes self-service user management functionalities overall and within specific applications.
Outcomes Performance Management Model	An approach to holistically assess program performance and make data-	• Focuses performance management around 4 opportunity areas: regulatory compliance, results management, quality

| Tool	Description	How this tool helps accelerates projects:
	driven decisions leading to performance improvement	monitoring, and operational monitoring and transparency.

Figure 26. Deloitte Reporting Accelerators.

We follow a standard, flexible, and customizable process to design, develop, and deliver dashboards and reports for end users. We first understand the data and desired visualizations and prioritize them with stakeholders for development. We then begin to design the reports and/or dashboards with iterative inputs and reviews with stakeholders. Special attention is paid to gathering data during this phase, so it supports desired visualizations. Finally reports and/or dashboards are developed and deployed to stakeholders.

Deloitte has built and maintains many dashboards and reports for other states to monitor utilization and financial changes over time including financial cost reports, behavioral health, and pharmacy dashboards. These dashboards allow tracking of expenditures by category of services as well as inpatient and outpatient utilization which assists in Medicaid program monitoring. These reports and dashboards provide valuable and actionable insights into financial, service, and data monitoring. The below figure includes example screenshots of pharmacy, financial, and clinical risk group dashboards.

Distinguishing Factors

A key differentiator of successful reporting and data visualization efforts is a robust understanding of the audience:

- Align metrics and data visualizations to primary questions or topics of interest for the audience to convey the intended insight.

- Consider how to deliberately design for accessibility for your audience, so the final dashboards are user-friendly and trusted by a broad and diverse audience.

- Metrics aligned with audience interest areas supports more actionable insights and fosters greater transparency between stakeholders.
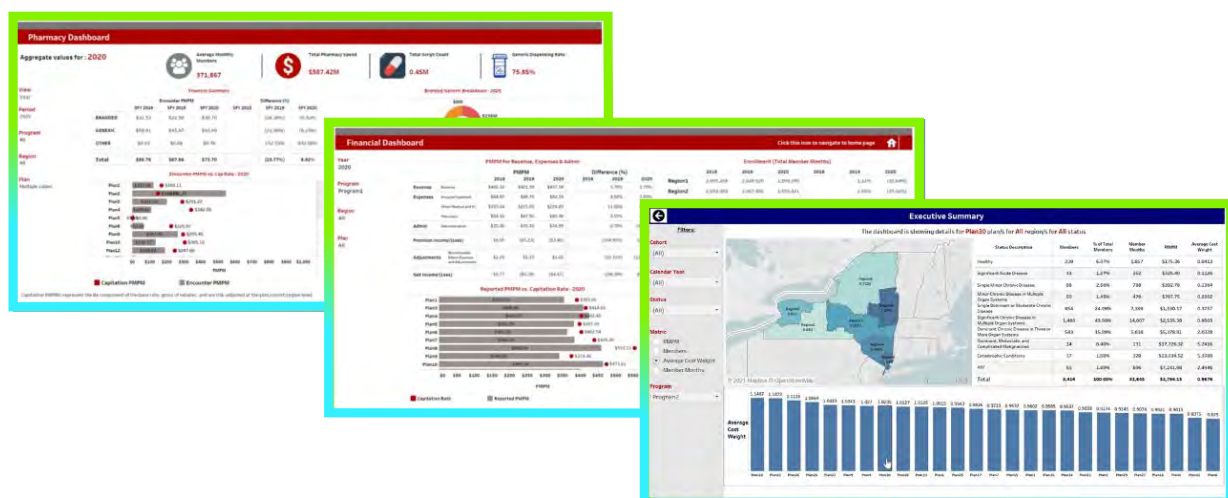
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Figure 27. Example Dashboards,

The table below provides several reporting project examples.

Reports and Dashboarding

Commonwealth of Pennsylvania	Deloitte delivered our Medicaid Program Oversight Portal (MPOP), a tool essential to improving the managed care program, to Pennsylvania Medicaid by: • Helping develop and maintain a cloud-based analytics solution to collect, validate, store, and analyze data from multiple sources, some of which are state-specific data sets used to monitor Value Based Purchasing and Care Management. • Supporting the oversight of the state Medicaid program, with a focus on the Medicaid Managed Care Program. • Increasing the efficiency of the Medicaid and Managed Care delivery program through improved program oversight and increased adaptability through a flexible cloud solution. • Expanding access to care using advanced technologies and geospatial hot-spotting to identify underserved areas of the state, allowing the Office of Medical Assistance Programs (OMAP) to work with MCOs to increase provider enrollment in those areas and provide improved access to services.
New York Department of Health, Financial Program Monitoring	Deloitte supported the New York State Department of Health (DOH) by creating interactive dashboards to monitor pharmacy costs by a variety of performance indicators including generic dispending rate, therapeutic class breakdowns, and preferred drug listings. The team also supported the development of a financial dashboard to support the State in reviewing, monitoring, and reporting Medicaid program performance.

Figure 28. Reports and Dashboarding.

5.3 BUILDING INFRASTRUCTURE FOR THE 21ST CENTURY

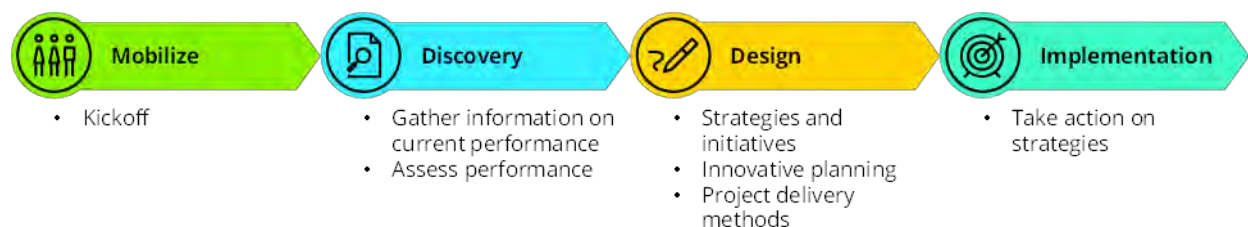**RFP Reference: RFP Document, Tab 5 Product and Services, Page 26**

Deloitte's Infrastructure and Capital Projects practice consists of professionals dedicated to helping our clients achieve their strategic aspirations demonstrated by a rich history of leading-edge strategic thinking and innovation. Deloitte leverages its strategic consulting research, industry experience, and over 25 years of practice in nearly 90 countries. Deloitte understands how to help public, private, and social sector actors develop and implement viable strategies and programs that can generate sustainable impact at scale in the infrastructure field. Our key areas of focus include:

- Strategic planning and roadmap development
- Data analysis, visualization, and evaluation
- Business process modeling and re-engineering
- Innovation and modernization planning and implementation services
- Sustainment and risk management

As the world's largest professional services firm, our practitioners have the technical knowledge and industry experience in engineering, construction, optimization, and prioritization for infrastructure portfolios, delivery support of both small and multi-billion-dollar mega projects, program transformation and change management for major policy and program reform agendas, and process improvement for public and private sector clients. With this vast level of experience and knowledge, Deloitte will work with our clients to develop a unique and innovative strategy, that will help build world class infrastructure for the 21st century. For engagement with similar scope objectives we have developed, and successfully implemented, a four-step framework, shown in Figure 29, of "Mobilize, Discovery, Design, and Implementation", that has delivered our clients deep insights and added value to their overall vision:

Figure 29. Deloitte's Framework and Approach.

5.3.A CURRENT PERFORMANCE

RFP Reference: RFP Document, Tab 5 Product and Services, 5.3.a Current Performance, Page 26

Assess current performance o**f infrastructure to understand the performance relative to benchmarks and best practices across asset classes (e.g., roads and bridges, water/waste-water, transit, energy, broadband etc.) and geographies. Determine potential drivers for lagging (or leading) performance across asset life-cycle.**

In all engagements, Deloitte emphasizes the need to listen to and work collaboratively with our clients to assist with framing their vision for success while supporting their strategic business priorities. Our unique experience includes initiatives with both public and private sector clients. We have a storied reputation of successfully delivering impactful initiatives, as shown in the project spotlight, that support the vital services provided by Federal, state, and local governments and the communities which enjoy them. Our depth of experience across industries enables us to identify and share leading practices and lessons learned to help our clients navigate the complexities of uncertain economies, technological change, and evolving customer-stakeholder expectations as it relates to business practices. To complete an assessment of the current performance will assemble a team whose skillset and experience is tailored to the specific requirements and follow a four-step evaluation method which consists of: establishing a baseline, benchmarking relevant comparisons, performing a gap analysis, and providing recommendations based on findings.
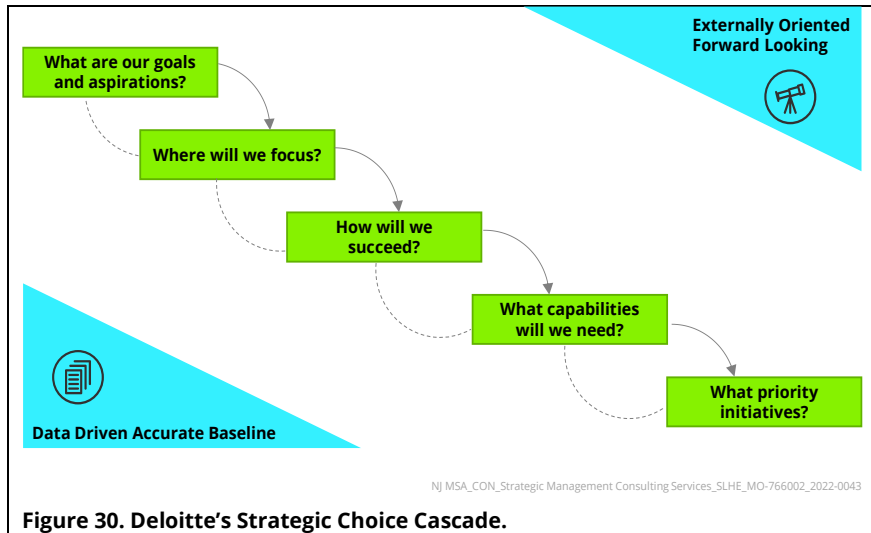

Project Spotlight

Deloitte supported the Office of General Services of New York State (NYS OGS), perform a current state assessment on their internal processes, provide future state recommendations, conduct a fit-gap analysis, and develop an implementation and migration plan to incorporate the improvements and recommendations that were proposed.

To initiate future engagements, Deloitte will mobilize a team of qualified and experienced personnel, who draw from decades of experience in strategic planning, project management, infrastructure, construction, data analytics, and innovation, and possess a deep understanding of the challenges and opportunities within the public sector. Our team will work to establish agreed upon expectations for project execution and delivery including regular checkpoints and milestones. This includes confirming project priorities and objectives, our approach, schedule, and the review and approval process for final product submissions. Deloitte's priority is client satisfaction, to deliver this we thoughtfully and carefully structure tailored approaches to engagement delivery. We provide world class services yielding a product which is strategically aligned with client goals, priorities, and expectations.

To understand an organizations current performance, a series of activities will be carried out to support discovery activities, including but not limited to interviews with client personnel and reviews of relevant existing documentation such as frameworks, standards of practice, and governances. Following a thorough review and analysis of available information, we will structure the data to enable the extraction of impactful insights. Deloitte has a suite of propriety tools which have demonstrated effectiveness in leveraging structured data to facilitate in-depth analyses providing critical metrics to establish performance indicators.

Understanding the client's needs and perspectives enables Deloitte to deliver successful products which are aligned with the agency's goals and expectations. Where applicable, Deloitte can leverage proprietary tools to better understand the client's ideologies and vision. One such example is Deloitte's "Strategic Choice Cascade". The Strategic Choice Cascade, shown in **Figure 30**, is a foundational methodology that can help facilitate discussions with key stakeholders to understand their goals, priorities, and current needs. This approach guides organizations through the development of a strategy by asking targeted questions about the goals, focus, required capabilities, and priorities of the organization to take an inspiring vision and turn it

Figure 30. Deloitte's Strategic Choice Cascade.

into powerful results.

Deliverables:

- Meet with key stakeholders, discuss vision, goals and priorities, and review a high-level project plan to set expectations for the project.
- Verify organizational processes flows described in stakeholder interviews, reviewed documentation, and analysis of available information.
- Establish and conduct regular status meetings to provide progress updates.

To evaluate the current performance of the agency's infrastructure, Deloitte will perform four main steps: 1) Establish a baseline understanding of current operations and performance, 2) Execute a benchmarking exercise on relevant infrastructure across the region to identify best practices, 3) Conduct a gap analysis to identify lagging parameters and assess obstacles to reach leading practices, 4) Provide recommendations to implement improvements and close gaps.

Establishing a baseline of the current state of operations is critical to define the client's needs, to do so Deloitte will gather and review all available internal documentation and processes while collaborating with key personnel to determine objective parameters to measure performance. After establishing a baseline, Deloitte will perform a benchmarking exercise to gather industry data and compare leading practices across different geographies. The benchmark dataset shall include reviewed datapoints extracted from comparable entities across the country that have utilized innovation and modern technology to improve infrastructure performance. Subsequently, Deloitte will conduct a gap analysis where the established current agency baseline is measured against the findings from the benchmarking of leading practices. Resulting from this analysis, Deloitte will be able to determine lagging parameters in the agency's infrastructure and identify where improvements can be made.

Deloitte uses a structured approach of metric development, specific to a project's scope, which

enables numerical analysis facilitating data-driven decision making. With this approach, Deloitte can develop tailored key performance indicators (KPIs), a dashboard preview shown in **Figure 32**, and subsequent data analysis to determine drivers for lagging and leading performance of asset classes. Deloitte will provide strategic frameworks to maintain healthy metrics for defined KPIs leading to improved performance.
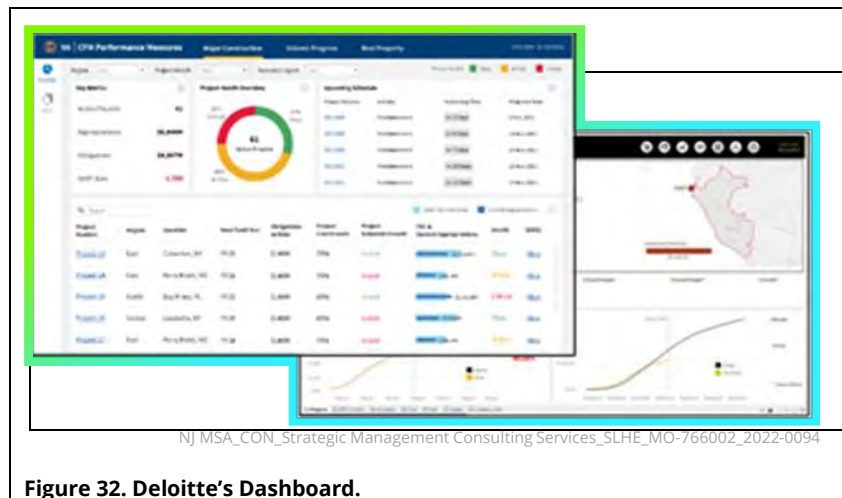

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Figure 32. Deloitte's Dashboard.

Deliverables:

- Current Assessment Report:

  – A set of questions to be answered as part of the data analysis and evaluation process and align KPIs and target metrics.
  – Findings from the analysis of evaluated data – Deloitte will analyze documents, reports, and records and utilize tools such as Tableau, big data analysis, applied algorithm packages to support the evaluation activities.
  – Document data analysis results and create and communicate results via a final report. Included in the report all findings from benchmarking exercise of best infrastructure practices, results from the gap analysis, and recommendations for improvements.

- KPI and Target Metric:

  – Defined set of objectives for measuring performance and setting targets based on data analysis and evaluation efforts.
  – Detailed vision of what success like for each of the objectives and determine the measurement to be used for the KPI. Measures of effectiveness should be SMART – Specific, Measurable, Achievable, Relevant and Time-bound.
  – Results of KPI testing against use cases to determine feasibility of approach.
  – Report including finalized KPIs and target metrics.

5.3.B STRATEGY PROCESS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.3.b Strategy Process, Page 26

- Develop a set of strategies and initiatives to improve infrastructure outcomes addressing challenges and introduce innovation across planning, permitting, procurement, funding/financing and maintenance and operations. Review best practices and consider innovative models for improving outcomes, including Public Private Partnerships (PPPs).

Deloitte understands the importance of being an established industry leader associated with a reputation for proactively driving industry innovation and modernization. We pride ourselves in guiding the infrastructure industry towards the future. Our library of White Paper research

publications demonstrate innovative collaboration with industry leaders leading to success in shaping change within state and federal infrastructure agencies. Deloitte enables successful collaboration with our clients facilitated by our collaborative spaces such as our Greenhouse Lab. Periods of collaboration are opportunities to bring our clients and their stakeholders together, to develop a shared vision of the future, identify project priorities and goals, and explore a range of solution models. Deloitte will utilize proven strategic frameworks to enable the client's objectives to and give thought on to how to address their evolving needs in an effective, compliant, and impactful manner.

Deloitte will provide the client with a set of demonstrated tools, methods, and accelerators that synergize to support the delivery of strategic initiatives. The strategies and solutions listed below have been used across the globe with public and commercial clients to improve outcomes and introduce innovative strategies:

- **Tech/Digital Strategy,** can facilitate a client's transition to being a digital first organization enabling a focus on efficient data driven operations during from the inception of a project. Deloitte can aid the client to develop portfolio level integrated technology strategies facilitated by the development or modernization of data governance. Helping to transition decades of dirty data into structured formats enabling decision making, incorporation of dynamic workflows, and to realize state of industry smart solutions grounded in data driven digital delivery that can improve infrastructure planning and performance.
- **Continuous Improvement and Innovation Strategy,** through establishment, assessment, and acceleration of structured and unbiased innovation programs bridging Engineering, Procurement, Construction (EPC) and Operations & Maintenance (O&M) perspectives. Continuous improvement and innovation strategy enables a current state capable of keeping pace with industry, while proactively identifying opportunities for improvement unique to the organization and enable the development of internal eminence amongst personnel fostering innovation organization wide aligned to the organization's strategic objectives.
- **Reporting and Analytics,** tools that scrape data from multiple client and public data sets, analyze the data, and provide insights for executive and project-level decision making and transparency. These tools can also be used to create standardized and automated reports for compliance or communicative purposes.
- **Aging Assets Strategy,** puts in place a framework for addressing the operational capacity and potential financial recovery of assets at any point in their lifecycle, but particularly as it nears the end of their useful lifecycle. Deloitte utilizes our proprietary Life Cycle Assessment (LCA) tool that produces a risk score for each major asset as the function of two components: likelihood of failure and consequence of failure, which has allowed for a better understanding of the variables and quantify risks and to enable preventative asset management activities.
- **Feasibility Studies,** can provide deeper insights on challenges and facilitate an understanding of how improvements to infrastructure can be made. Established feasibility criteria will be applied across the various asset classes to identify innovation and modernization initiatives. Criteria should be applied to economic, technical, and schedule feasibility categories.

    - Perform cost-benefit analysis to determine economic feasibility of the initiatives.
    - Perform risk assessment and solution/tool analysis to validate technical feasibility.
    - Assess timelines and resource/staffing needs to determine schedule feasibility.

- **Alternative delivery,** is an environment where Deloitte has proven to extract value for our clients. Our team has advised and worked effectively on various project delivery options including traditional, P3, Design-Build and alternative delivery models, as shown in the project spotlight. We assess the lifecycle of projects and provide a wide range of assistance, analysis, and advice beyond typical advisory services. Deloitte has the experience and knowledge guidance in program and project development, procurement, contracts, policy, and regulatory matters on various delivery methods and have advised a wide range of clients from federal state, and local governments to private investors and lenders.

Project Spotlight

Since 2014, Deloitte has served as an Independent Financial Advisor to the US Department of Transportation's Transportation Infrastructure Finance and Innovation Act (TIFIA) program loans that had procurement mechanisms including revenue-risk P3s, availability payment P3s, tax revenue pledges, toll revenue pledges, general obligation pledges, and appropriation credits.

- **Deloitte Funding Inventory Tool (DFIT)** is a proprietary tool used to evaluate and manage grant funding opportunities created by recent Federal initiatives such as IIJA, ARPA, CARES and others. This tool can accelerate the process of identifying and pursing funding for various infrastructure projects. In addition to our ability to navigate the complex information landscape of funding sources. We have assisted agencies in prioritizing multi-billion-dollar programs through effective collaboration between an organization's decision-makers and stakeholders to identify innovative insights to the problems and achieve consensus on solutions.

A wave of disruptions is shifting the future of infrastructure, forcing entities to shift their mindset from individual missions to the entire mobility and infrastructure ecosystem. Deloitte has experience in a range of infrastructure sectors beyond transportation, including energy, water, broadband, social infrastructure, and real estate. We understand the unique commercial, legal, and risk aspects of each of these infrastructure sectors, and the interlinkages among them. Deloitte has the specialized knowledge that can support the client to design strategies and initiatives to improve infrastructure performance and outcomes.

Deliverables:

- Refreshed customized strategy frameworks
- Roadmap to achieve position as industry leader
- Digital enabled insights

5.3.C STRATEGY CHANGES

RFP Reference: RFP Document, Tab 5 Product and Services, 5.3.c Strategy Changes, Page 26

- Determine changes to strategy, processes, operations or organization within relevant departments and agencies (e.g., transportation, transit, utilities) to enable the delivery of strategies and initiatives, for example optimizing delivery in areas like fleet management, maintenance operations, total cost of ownership, risk-based maintenance, and budget rightsizing.

Deloitte understands infrastructure as an asset class, advising clients on everything from power, transportation, and telecommunications/broadband to social infrastructure. In addition, Deloitte continues to work closely with industry experts, mobility providers, technology partners, and public agencies to create the approaches and solutions that enable regions to undertake digital

transformation, catalyze change, and optimize existing strategies as well as develop new innovative ones. We bring additional strategic capabilities and new concepts to deliver modern day strategies and initiatives such as:

- **Project Management and Delivery Optimization:** Efficient project management and delivery of infrastructure projects is a fundamental component of the capital projects process. From business case development through contracting practices, innovation and technological advancements in engineering and construction are changing the way capital projects are delivered. Innovative digital project management solutions are connecting project owners with service providers online or in the cloud, which makes it easier to conduct business yet simultaneously increases expectations for availability, speed, and efficiency. These technologies are also allowing for more robust and comprehensive scenario analysis, business case development, and risk allocation on the capital planning side. Yet these technologies require evaluation for security, compatibility, and cost as the landscape is ever-changing. Key considerations to enhance project management and delivery will likely focus on:

  – Opportunities to standardize and digitalize labor-intensive project management processes for small projects.
  – Alternative procurement strategies such as grouping similar projects or regions and engaging the private sector to share risk and reward in various phases of delivery.
  – Different contracting vehicles such as job order contracts, master service agreements, etc.
  – Internal staffing models and accountabilities.
  – Potential user requirements and application of a digital project management solution.

- **Future of Mobility:** The entire way we travel from point A to point B is changing. This transformation is creating a new mobility ecosystem, with implications affecting more than just the automotive industry. Deloitte serves the entire ecosystem of companies and organizations working in and around mobility, including the private sector, governments, civic leaders, unions, non-governmental organizations (NGOs), technologists, and universities. For example, in collaboration with the World Economic Forum, Deloitte has created the Seamless Integrated Mobility System (SIMSystem) vision to integrate disparate modes of travel to optimize the movement of people and goods. Insights such as this can help the client better understand, prepare for, and adapt to the mega-trends that are disrupting transportation markets.

- **FutureScape™:** A proprietary modeling and simulation platform that creates digital replicas of large-scale ecosystems, such as entire cities or large industrial infrastructure. With the platform, users can depict the transportation system needs in detail, at scale to explore scenarios, gather data and insights on impacts, and take proactive action to mitigate and reduce risks of unknown consequences and exploit opportunities. These simulations could help the client to determine what infrastructure projects to undertake and what financial implications might result.

- **Digital Analytics for Infrastructure**: Large capital projects can be a project management headache. They are often late, over budget, and poorly executed. Our construction analytics helps organizations counter low-performing trends by asking the "right" questions, of the "right" people, at the "right" time, to create data dashboards, one of which shown in **Figure 33**, that assist clients with managing and improving performance. Deloitte supported the Pennsylvania Turnpike Commission on the development of a Capital Planning Dashboard to help them better understand and forecast their program spending.

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Figure 33. Risk Dashboard.

- **Program Insight™:** Capital projects are usually large and complex, experiencing many challenges, inefficiencies, and delays throughout their lifecycle. Program Insight provides owners a data-driven, digital approach that harnesses information generated from project to power insights. Program Insight helps organizations boost transparency across the enterprise from the executive suite to on-site client service personnel. This tool is tailored to project objectives, leveraging advanced construction data analytics and dashboarding capability it enhances portfolio & project delivery and promote proactive project health tracking.
- **Smart Infrastructure:** Deloitte is leveraging the power of 'smart' technology, into traditional infrastructure and creating value capture opportunities including asset recycling and monetization. Deloitte supported Broward Metropolitan Planning Organization on the development of a Smart Corridor Implementation Strategy aimed at facilitating the adoption of connected and autonomous vehicles and 5G-enabled networks.
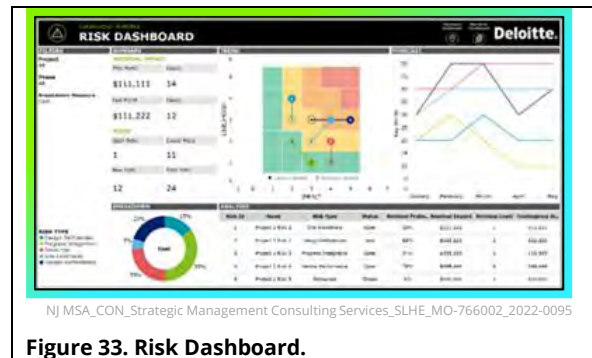
Deliverables:

- Tailored innovative digital or tech forward strategies
- Infrastructure enabled with analytics

5.3.D IMPLEMENTATION

RFP Reference: RFP Document, Tab 5 Product and Services, 5.3.d Implementation, Page 26

- Support implementation of any strategies to improve infrastructure, infrastructure performance, or related department/agency performance in the state.

Deloitte distills more than 40 years of experience across industries having had a leading hand in developing widely accepted professional standards and practices. From these experiences we are able to deliver strategic plans and implementation processes consistent with leading practice. Following the development of custom strategies and initiatives intended to improve infrastructure asset's performance, efficiency, operational cost, and optimization, Deloitte will detail a roadmap detailing the steps needed to advance identified priority initiatives supported with an implementation timeline. The roadmap work plan will include an outline of the objectives and detailed action plans to realize them.

Deloitte brings high-impact, targeted implementation strategies, which are collaboratively developed and prioritized through a Collaborative Lab. From the outputs of the collaborative working session,

we will further refine the analysis, design a recommended roadmap, and summarize outcomes in a reportable format. Deloitte understands that successful organizational transformation is a challenge to implement. Our team brings a wide range of experience implementing practical approaches which has successfully mitigated the frictions associated with overcoming change. Deloitte will assist the client with the challenges that arise during this process to efficiently deliver the targeted outcomes.

Deliverables:

- Planning for the Future

  – Using insights provided by the benchmarking, current state assessment and gap analysis, Deloitte provides a detailed crosswalk that maps the disruption at the organizational, occupational level and granular impacts on a tactical, functional level, and provides targeted activation strategy recommendations to discuss and prioritize in the Collaborative Lab.

- Collaborative Lab

  – Engage key stakeholders in further defining and prioritizing programs, initiatives, and transformations that access the desirable capabilities, curate services to optimize impact throughout the infrastructure asset classes.

- Final Report

  – Roadmap including project priorities, implementation milestones for short, near- and long-term objective
  – Implementation timeline to visualize illustrate activities, proposed durations, and sequence.

5.6 REIMAGINING TAX AND FINANCE

RFP Reference: RFP Document, Tab 5 Product and Services, Page 27

5.6.A BENCHMARKING AND EVALUATION

RFP Reference: RFP Document, Tab 5 Product and Services, 5.6.a Benchmarking and Evaluation, Page 27

Conduct benchmarking and evaluation of efficiency and effectiveness of tax administration (including of in-flight programs), along with identification of specific opportunities for improvement through effective use of technology, including building multi-year business cases for large scale IT investments.

BENCHMARKING THROUGH DATA ANALYSIS AND EVALUATION

Through Deloitte's Data Analysis and Evaluation service area, the agency can expect a structured approach to metric development and reporting, focused on providing critical analysis to facilitate data-driven decision making. We work with many states and departments of revenue and bring deep knowledge and relationships to draw from. Deloitte incorporates tailored key performance indicators (KPIs) and subsequent data analysis to determine the progress of strategic goals and objectives. Deloitte seeks to instill processes and metrics that will allow the agency to evaluate status and opportunities for growth or strategic adjustments. The deliverables and services within Data Analysis and Evaluation focuses on three key areas, as illustrated in Figure 34.

Deliverable	Tasks to Support Deliverable Completion
Data Source Mapping Document	• Identify tax data elements and source systems / tools to be used as part of the analysis and evaluation activities. • Review background and history on the existing tax data sources, including historic level of tax data quality and accuracy. • Work with data owners to standardize tax data element naming conventions across tax sources. Identify any gaps or pain points across the process. • Map the various tax data sources to communicate common and differentiated tax data elements, relationships across tax data sources and targets, integration points, and how the tax data is used.
KPI and Target Metrics	• Determine objectives for measuring performance and setting targets based on data analysis and evaluation efforts. • Define what achievement looks like for each of the objectives and determine the measurement to be used for the KPI. Measures of effectiveness should be SMART – Specific, Measurable, Achievable, Relevant and Time-bound. • Test the KPI against use cases to determine feasibility of approach. • Document the finalized KPI after testing and target metrics and distribute to appropriate stakeholders.

Deliverable	Tasks to Support Deliverable Completion
Data Analysis and Evaluation Report	• Define the question(s) to be answered as part of the data analysis and evaluation process and align KPIs and target metrics. KPIs can include tax collection analysis by industry, geographic area, tiered tax bracket structures, and corporate vs. individual tax types. • Pull required datasets from the various source systems – focus on tax data elements that will address the desired question(s). Perform data clean-up activities to remove duplicative data and outliers that may skew the evaluation results. • Analyze and evaluate the data – Deloitte uses Tableau as a visualization tool to support the evaluation activities. Dashboard visualizations such as charts and graphs to support operational analytical needs and executive level summaries. Trend analysis through visualization tools would provide a deeper understanding into the tax landscape. • Document tax data analysis results and create and communicate results via a final report.

Figure 34. Data Analysis and Evaluation Deliverables.

Deloitte's metrics will not only provide the agency with insight into the current state of initiatives and strategies, but also indicate opportunities to streamline existing processes and programs.

5.6.B DESIGN

RFP Reference: RFP Document, Tab 5 Product and Services, 5.6.b Design, Page 27

Design initiatives to improve performance including innovative tax compliance approaches (e.g., soft notices, nudge notices), use of advanced analytics to identify cash revenue non-reporting by small and medium businesses improving collections of past due taxes by adopting best practices, and improved fraud prevention.

Approach to Improve Tax Compliance and Related Cash Revenue Management Performance. Deloitte's approach to improve and standardize tax and related business process focuses on 1) identifying the relevant compliance areas (e.g., Greenbook Standards) and leading practices, 2) enabling technology, innovation, and automation to reduce manual activities by using ETL and AI tools, 3) reducing redundancies or waste from unnecessary activities by creating effective reporting and dashboard visualizations to support analysis of tax and revenue data, and trend analysis, 4) developing and deploying a risk based methodology to inform and efficient and value add oversight and monitoring regime and allow for better application of limited resources, and 5) deploying industry leading change management and training activities to implement process improvements and gain the buy in of the workforce. The following figure provides details on the tasks for our approach to the Standardization of Business Processes.

Tasks	Techniques, Disciplines, Procedures to be Followed
Identify Improvement Area(s)	• Identify and document process standardization needs in accordance with Executive Strategies. • Inventory existing Business Process Standardization efforts to validate/refine way forward based on operational impact and related audit areas. • Assess internal control deficiencies and establish remediation plans. • Coordinate with the stakeholders to identify potential future process standardization efforts based on known system/software improvements, software upgrades, and identified process issues (e.g., long cycle times, error rates).

Tasks	Techniques, Disciplines, Procedures to be Followed
Analyze Process Area	• Conduct an initial analysis to validate the business issue(s), identify gaps against existing requirements, and develop an initial plan for new initiatives. • Support the agency in prioritizing new and existing business process standardization efforts to coordinate timing of projects to support remediation. • Identify areas where automation is appropriate to aid and supplement the workforce and reduce risk associated with manual procedures where appropriate. • Assist the agency in developing and deploying a risk-based model to monitor compliance.
Develop Target State	• Apply the appropriate improvement technique (e.g., Waterfall) based on process analysis. • Determine the strategy to convert manual processes and maximize the use of technology and software advancements to reduce the resource requirements, enhance consistency and quality of intended data and process execution. • Deploy a risk-based approach to focus time and resources on largest or most value-add compliance and improvement areas. • Identify the root causes of current problems to inform changes required for key components of data fields and new processes. • Use our key relationships across the agency to organize applicable stakeholders within the Departments, Process Owners, and System Owners to evaluate and assess roles (staff, organizations, and systems), responsibilities (the individual steps performed), and critical path (process flows and decisions tree), and system/data implications. • Develop target state processes based on industry standards and unique agency requirements. Potential formats include PCM, Business Process Instruction (BPI), User Manual, SOP, and/or User Guides. • Support the agency in developing subsequent Business Specification Documents (BSDs) or System Change Requests (SCRs) and support the system development life cycle for new processes that necessitate system changes.
Pilot and Implement	• Pilot target processes and develop measurement plan and control matrix so the agency can monitor benefits realized, e.g., reduced manual processing, error rates, lead/cycle times (in coordination with the State's monitoring processes). • Conduct change management activities with stakeholders and implement the process in applicable entities, including the Departments. Change management includes role mapping, identifying changes to activities per role, and identifying the best way to orient users around "why" steps are changing, as well as general communications and training support.
Measure / Report	• Implement key measurement standards, including development of dashboards for process monitoring, and coordinate the broader program to support continuous monitoring and testing environment. • Update process documentation and conduct further training, as needed.

Figure 35. Standardized Business Processes: Techniques, Disciplines and Procedures.

Deloitte successfully manages and executes the largest treasury advisory practice among consulting firms in the United States. We leverage the breadth and depth of experience amongst our professionals to bring innovative and proven solutions to our clients. We bring value to our clients in the public and private sectors in a variety of ways including, but not limited to, cash and banking operations, investment, trust, revenue management, and technology enablement. We work with treasurers, CFOs, and CIOs to help them address challenges facing treasury organizations by offering deep experience across the spectrum of services that a treasury organization needs.

Treasury technology services are an important part of our transformation services. Our team possesses deep systems and implementation experience across leading technology platforms, whether they be ERP-based treasury modules or stand-alone treasury management solutions. Additionally, we have strong relationships and partnerships with top treasury technology vendors which allows us to always be on the leading edge of solutions and bring industry needed knowledge to our clients.

Key features in this response that demonstrate our value proposition include:

- Supply chain of cash (Figure 36): The treasury team analyzes and evaluates supply chain activities affecting cash. We evaluate how money comes in, the accounting and tracking of money within the organization, and how it is disbursed. We evaluate the various conduits of receipt processing, the accounting processes, and the application of those receipts are being performed. We also evaluate the payment processing associated with the various methods used to make payments and other associated activities such as stale dating and escheatment. We are also focused on proper controls and segregation of duties throughout the Supply Chain of Cash.
- Deep treasury experience: Our Treasury practice of about 150 professionals brings deep industry and consulting experience with transforming global treasury organizations and implementing enabling technologies. Our deep functional and technical treasury knowledge accrued from decades of working with similarly large clients with complex environments, combined with our public sector and higher education industry acumen will give you the experience and confidence that you require on such a strategic project.
- Experience modernizing treasurer's offices: We have helped several treasurers undertake very similar modernization that not only helped enhance operational efficiency and transparency but modernized aging technology platforms that were ineffective and unsustainable in the current era where the rate of technology advancements is at an exponential pace.
- Collaborative teaming: Our treasury, tax, cyber risk, technology strategy and public sector treasury professionals work together to consider issues and provide insights that span multiple disciplinary areas to our clients. Our ability to leverage and tap into deep technical experience as needed throughout the engagement will allow us to solve complex challenges and bring perspectives and insights in formulating your strategic roadmap.

## DELOITTE REVENUE, CASH MANAGEMENT, & TREASURY DIFFERENTIATORS

The Deloitte Treasury practice has the resources and experience to meet the requirements of the agency. Some of our differentiators include:

- Deep Treasury functional and technology resources enabling us to provide end-to-end solutions for business processes and technology associated with cash flows
- Strong teaming relationships and alliances with several main treasury system vendors such as Oracle/PeopleSoft, FIS (Quantum, SunGuard), ION Group, SAP, GTreasury, Reval, and Kyriba to name a few
- Extensive experience in integrating treasury processes and systems with ERP systems
- Our team has worked with SWIFT and banks for more than 25 years and has built strong relationships with banks, SWIFT, and other bank connectivity providers.
- Extensive experience with payment solutions operating in complex environments

- Treasury experience working with both global Fortune 500 commercial clients as well as public sector treasurer's offices, allowing us to provide leading practices and insights into emerging trends that apply to both private and public sector treasury processes
- Extensive experience around other ancillary treasury solutions; bank administration, bank connectivity solutions, FX trading platforms, reconciliation tools, exposure management and analytics solutions
- We can apply leading practices and trends working with many of the global Fortune 500 companies to the State
- Key resources positioned locally to the agency

METHODOLOGY AND APPROACH

Our approach is not a typical "run through the standard system implementation lifecycle." A trusted advisor needs to be experienced operating in a mature, multi-vendor environment, to provide relevant as-needed assistance. We have the experience to quickly understand business and technical environments, and then provide value add support ranging from strategic guidance to delivery execution "horsepower" to propel you further along your journey as you progress through your implementation timeline. Our approach is comprehensive, practical, and collaborative. Our iterative approach includes consistent communication and solicits feedback from management and key personnel throughout the entire process.
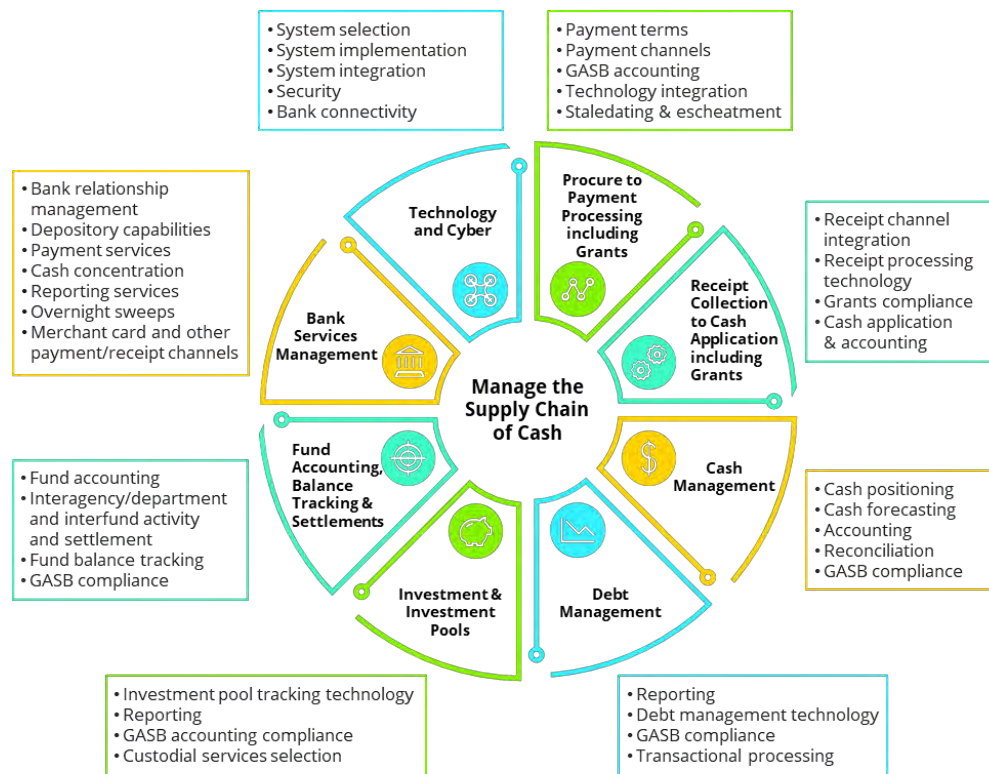
Figure 36. Supply Chain of Cash.

5.6.C CUSTOMER SERVICE

RFP Reference: RFP Document, Tab 5 Product and Services, 5.6.c Customer Service, Page 27

Evaluate the taxpayer customer service journey, identifying key pain points across service channels (web, phone, in person), and creating approach to addressing highest impact issues.

Deloitte recommends an initial workload analysis for the customer service department. The workload analysis will be designed to promote improvements in overall customer experience around technology services and reductions in incident resolution and service provisioning time, while continuing to provide increase security to the agency's technology environment in the future state organization. We will deploy ProfileIQ, Deloitte's proprietary analytics tool which enables rapid activity analysis to determine the appropriate number and type of staff needed.

Our recommendation for driving customer to a taxpayer eServices portal include:

Key Considerations	eServices Portal Recommendations
Consistent user experience	Consistent user experience is the golden rule in designing an e-portal solution. To provide a quality experience to taxpayers it is essential that the eServices portal solution is consistent in both design and content. Consistency is the biggest factor that separates a negative experience from a positive one.
Simple navigation	When it comes to an eServices portal solution, the navigation system acts like a road map to all the different areas and information contained within the portal. If the navigation is clear, a taxpayer will stay and have a good experience, which ultimately leads to more users.
Intuitive and streamlined services	The easier an eServices portal solution is to use; the more taxpayers will be inclined to engage with it and use it regularly. An essential part of "easy to use" is intuitive. Intuitive and streamlined services design means that when a taxpayer sees it, they know exactly what to do. If the design is intuitive, taxpayers can focus on the task at hand without stopping.
Mobile-friendly (but not apps)	Today's market prioritizes accessibility with access via mobile phones being among the most popular easy-access media. In fact, more and more constituents are inclined toward using mobile devices for low- to medium-complexity tax filings.
Make online answers very easy for customers to find	Taxpayers' patience runs thin quickly. To help find answers fast, a well-organized eServices portal website that has been optimized for search engines is needed. Self-service software with knowledge management applications can help achieve this objective.
Consider Omnichannel support for taxpayers who need more help	A multichannel support approach is key. Though most taxpayers will try to answer their own questions, not all will be successful. An Omnichannel customer support platform will help minimize frustrations for those who need to contact the Department through other channels and focus on improving user experience and taxpayer's engagement. It achieves this by integrating traditional contact channels, such as voice and email, with newer channels, such as SMS text messaging and live chat. This
Interviewing customers	Considering an e-portal solution redesign, interviewing taxpayers early in the process is very important. By conducting interviews, we can ensure that e-portal is designed and built with taxpayers in mind, addressing their expressed needs. We recommend hiring an unbiased third party to conduct taxpayer's interviews to capture all taxpayer's needs and expectations.

Figure 37. eServices Portal Recommendations.

We understand the criticality of developing a 24/7 accessible robust public-facing online solution allowing taxpayers or their representatives to securely register their accounts, file and pay taxes, and to access their already-filed documents like tax returns or payment confirmations. With our experience working with multiple state departments of revenue in implementing such a robust public facing portal solution, a multi-phased approach has often been a key contributing factor to the success of the implementation. Key considerations and functionalities for a multi-phased approach could include:

Key Considerations	Multi-phased Approach
Online chat capability	Provide taxpayers with an ability to a secured online live chat option with the state representatives for any of their clarification/question.
Seamless User Experience	Maintain co-branding banner (common header and footer) across all the UI screens including when integrating with different systems and their respective UI screens. This will help ensure a seamless experience for taxpayers with the feel of connecting to "One-Stop" eService solution for all their business needs.
Secured Communication	Improve taxpayer's experience by providing secured single login credentials instead of having them create separate user profiles for accessing separate eService applications.
ADA Compliant UI Screens	A new eServices solution should fully support and with sections 282.601(2), 282.603(1)(3), 282.605(4), and 282.606, F.S., for Americans with Disabilities Act compliance.
Ability to interface with existing vendor systems using secured gateway	A new eServices portal solution should allow a mechanism to interface with the State's existing vendors enabling taxpayers to apply for tax registrations, enroll, file & pay taxes etc.
Possibility of relieving any existing vendor-hosted applications	Review and relieve any possible existing vendor-hosted applications by including all those application functionalities under the umbrella of this new "One-Stop" eServices solution. This review should also consider minimum disruptions to any of the Department's high revenue generator applications like Sales and Use Tax, Motor Fuel Tax, etc.
Preference of notification	A new eServices solution should provide the taxpayers with the ability to select their preferences of receiving notification from the Department.
Multi-Lingual feature	Provide taxpayers a robust eServices solution with multi-lingual options.

Figure 38. Multi-phased Approach.

5.6.D FINANCIAL MANAGEMENT

RFP Reference: RFP Document, Tab 5 Product and Services, 5.6.d Financial Management, Page 28

Assess the overall financial management system of the Participating Agency to define overall strategy, identifying opportunities to improve performance (e.g., increase return, detect improper payments, eliminate fraud and abuse), defining actions to be taken to capture these opportunities.

One of the primary goals in improving an agency's financial management and reporting capabilities is to remediate existing financial management challenges. Financial reporting and accounting operations must overcome challenges related to stakeholder collaboration, quality of data inputs, beginning balance discrepancies, improper payments, and complex accounting requirements to effectively execute quarterly and annual financial close processes. To mitigate those risks, our financial reporting approach is built upon deploying a team with a blended skillset of Certified Public

Accountant (CPA) capabilities and audit remediation specialists with deep operational and information and technology knowledge.

Identification of Statistical Factors and Data Gathering

Assessment is the foundation to building a prototype of the agency's current revenue disbursement model. In this stage, the Deloitte team will conduct data discovery to gather specific data elements, such as but not limited to, policies, procedures, fiscal records, and interviews with functional leads, as needed. This will begin to address the proposal requirements outlined for "assessing the overall financial management system of the Participating Agency to define overall strategy, identifying opportunities to improve performance, and defining actions to be taken to capture these opportunities".

Requests for information will at a minimum include:

- Organizational data (such as Jurisdiction, local revenue account balance, etc.).
- Activities (such as how sales and use taxes are used/ allocated).
- Statistical factors (such as drivers used to allocate sales and use tax).
- Current reporting (such as monthly reports, forecasting plans, etc.).

Deloitte will conduct an operational assessment of the agency's overall business practices, including a holistic review of current practices and controls to identify gaps that could create fraud and abuse opportunities. This process will include the following actions:

- Identify and assess the agency's current accounting policies, guidelines, rules, and regulations used by staff to perform their duties.
- Identify and assess the agency's current, relevant Accounting Branch, Local Revenue Branch, and Research and Statistics Section (statistical factoring) procedures.
- Assess staff processes from the receipt of revenue into the organization, through the monthly closing tasks, to the final year-end reconciliation activities.
- Assess distribution processes.
- Identify critical program risks.

At the end of the assessment, Deloitte will provide an Interim Report of the FMD Operational Assessment - Overall Business Practices. This report will be provided to the agency's Project Manager, Chief Financial Officer, Controller, and the Chief of Financial Operations. After completion of the FMD Operational Assessment Deloitte will perform the following on the collected information leveraging Deloitte's extensive library of resources including industry leaders and benchmarks, templates, and other accelerators:

- Identify and compare industry leading practices to the agency.
- Identify the accounting policies, rules, regulations, and procedures followed by those agencies comparable in size and scope.

  – Identify and document the key performance indicators used by at least three U. S. State agencies and/or departments.

- Perform a process analysis on collection (remittance) – incoming revenue, and distribution and allocation to applicable jurisdictions.

At the end of the analysis, Deloitte will provide an Interim Report of Benchmarking and Best Practices. We will email an electronic copy to the agency Project Manager, Chief Financial Officer, Controller, and the Chief of Financial Operations.

After the Deloitte project team has collected the agency's specific information required for the revenue disbursement model prototype, we will begin the model build and strategize future state design(s). The prototype is a comparison tool, testing mechanism, and scenario tool:

- The prototype validates our team's assumptions and understanding of the agency's operations, providing fact-based results to be the foundation of our maturity assessment and recommended action.
- As a testing mechanism, it tests the agency's assertions and statements in a tangible means for our project team that is otherwise difficult to achieve.
- The team will identify data and knowledge gaps to address with either improved data or as observations for recommended improvements.
- The completion of the prototype provides the program with a baseline model that enables the Deloitte team to conduct a Gap Analysis of the agency's current practices, identifying the opportunities to streamline, simplify, and improve the processes.

The Deloitte team will leverage our in-house costing software to the extent possible to support more rapid development of a prototype. Deloitte also has access to many built-for-purpose modeling tools that are more reliable than modeling using spreadsheets that often have complicated formulas and little transparency. Our Deloitte tool will be used to offer additional advantages that spreadsheets or manual tools do not. Deloitte will use its built-for-purpose tools as an accelerator to expedite the analysis, design, and creation of the agency's future state model tools to be used for the improved processes owned by the accounting, revenue, tax, and statistics process owners.

5.6.E IMPLEMENTATION

RFP Reference: RFP Document, Tab 5 Product and Services, 5.6.e Implementation, Page 28

Support implementation of any of the priorities, strategies, and programs to improve the efficiency and effectiveness of the tax administration and collection.

Deloitte will develop a plan and approach consistent with the PMI framework that optimizes resources and timing for the implementation of the prioritized recommendations. Our overall approach includes designing and deploying a 1) implementation plan, 2) policy and procedure update plan along with governance documentation, 3) a change management strategy and plan, and 4) a communications and training plan. Once drafted, we will share the plans and roadmap for review and approval by project leadership.

Implementation Plan

Implementing the next major phase of this effort will include Governance, Preparation, Discuss, Document, and Update. We will consult with relevant and responsible parties, including leadership, to refine our implementation plan. The plan will highlight a technical approach that reflects the prioritized recommendations and activities, schedule, cost and human resources needed to complete all tasks that are within scope. Further, the plan will demonstrate how Deloitte will operationalize future outcomes by using a series of iterative model development and stakeholder comparison sessions to improve overall results. The plan will include a roadmap, relevant documentation, related methodologies, milestones, training and targeted outcomes.

To facilitate consensus on the plan and approach, we will prepare and share a briefing on the proposed plan and approach. We will adjust based on project leadership's feedback. Once the plan has been approved, we will work with the agency to implement the agreed upon recommendations related to accounting policies and staff processes, revenue distribution policies and staff processes, and statistical factoring processes.

Our approach to support implementation and oversight includes the following:

Task	Techniques, Disciplines, Procedures to be Followed
Implement	• Integrate new policies with existing internal controls and testing processes to clearly define the designed control environment and meet audit requirements. • Conduct training on topics that end-users have identified as challenging and provide change management and communications to implement policies that are understandable and operationally feasible.
Monitor	• Integrate updates/deployment with leadership to operationalize policy. • Support in identifying and correcting policy weaknesses based on internal control testing through root cause analysis of failing controls. Conduct further training, implement new or updated controls, suggest system changes, or provide additional communication based on effectiveness of the policy in successful resolution of identified control weaknesses.

Figure 39. Financial Policy: Techniques, Disciplines and Procedures.

Policy and Procedure Update Plan

As the future state approaches full implementation, we will develop a plan to design and deploy policies, procedures, and governance, which will include updating and maintaining related business and system processes. A key part of the plan design is to factor in the materiality and priority of the adjustments and existing procedures along with periods for stakeholders and leadership's review and approval. By considering these factors, we can update and develop policies and procedures, including governance, in a meaningful order with a positive impact.

One of the objectives of the policy and procedures update plan and governance documentation will be to gain buy-in from relevant stakeholders on changes to be implemented. Thus, we will engage the agency's leadership to collaborate on the plan and approach. We will update the plan based on feedback provided. Once the plan is finalized, we will implement the plan by adjusting and delivering procedures to reflect changes to existing processes or develop new processes to align to leading practices and recommendations.

We will minimize process changes and incorporate process owners in the update to enhance and facilitate process adoption. We will also update and/or develop governance documentation to support auditability from internal and external parties.

As part of this effort, we will engage the agency's leadership in the review and oversight of all policies and procedures along with the revenue allocation methodology. We will document and communicate the business rules and rationale for determining and substantiating different allocations. Once documented and transitioned to the agency's staff, we will, in accordance with our PM approach, observe and monitor the changes that have been successfully implemented. If adjustments are needed, we will work with staff to identify the relevant areas and develop a new procedure or mitigation plan. We will coordinate with the agency's leadership and staff based on its materiality and impact.

Change Management

Implementation and transformation work benefits from considering the 'people factor 'of change as the agency's leadership and staff will be the key enablers of this financial implementation and transformation. There will be an on-going need for Deloitte to support and enable the agency's leadership with strategies and communications on the business and process changes. We will leverage our Deloitte Change Framework that we have used successfully in our previous efforts to bring about significant change to an organization. Where possible, Deloitte will leverage our change management solution along with other templates and accelerators to facilitate a comprehensive change management approach.

Training Plan

A well-trained staff that understands the organization's objectives and desired end-state will enable and streamline the transition to the accounting and business processes.

Deloitte will leverage our accelerators to design a training plan that addresses leading practices for business and accounting processes within project scope. In consultation with the agency, we will determine the learning objectives and effective training methods available for use. Depending on the processes' risk levels, we will prioritize those areas for the training. Once the plan has been designed, we will engage the agency's leadership for feedback and adjustment.

Based on the approved training plan, we will develop training modules and materials that can be shared via a variety of distribution methods, including documentation, in person and virtual training. We will coordinate with leadership and staff to determine reasonable times to conduct the training.

5.8 BUILDING RESILIENCE AND CRISIS RESPONSE

RFP Reference: RFP Document, Tab 5 Product and Services, Page 28

5.8.A RISK ASSESSMENT TOOLS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.8.a Risk Assessment Tools, Page 28

Develop risk assessment tools and economic analysis to develop a robust fact base on the impact of climate change and other natural hazards, prioritizing cost-effective risk mitigation measures, and developing of action plans to mitigate these potential stresses.

Deloitte understands that state entities face multiple **physical and operational risks** associated with natural hazards exacerbated by climate change. We recognize the need to identify and quantify the likelihood of these risks and their impact, providing the State with the tools to prioritize these risks and evaluate different resilience actions to determine which investments will provide the most value. Deloitte's Climate Resilience Solution **addresses the need of government agencies** to understand climate **risks to physical assets and operations, develop action plans to mitigate the most pressing risks, and prioritize and optimize climate-resilient investments.**

Deloitte has developed a series of customizable tools designed to meet the needs laid out in this task. Our **Climate Risk Profiler** is a GIS-based **risk assessment and visualization solution** that maps critical assets and acute and chronic climate hazard data sets across multiple time horizons. This solution enables states to **rank and tier assets** by financial and operational impact, **compute the annualized cost of inaction**, and **visualize the analysis** through a series of dashboards with drill-down capabilities. The outcomes of the Profiler process are 1) annualized cost of inaction on climate risk for each critical State-owned asset, and 2) a climate risk index that ranks and prioritizes each of the assets based on the weighting of multiple factors (criticality, likelihood, cost to repair/replace, and expected time out of service) based on the organization's particular risk tolerance.

Deloitte has the capability to identify and evaluate multiple risk mitigation measures, using a multi-factor, data-and economic-driven approach to consider innumerable combinations to identify which sets of risk mitigation measures (including the timing and sequencing of those measures) will maximize the value of the State's investment. Deloitte will leverage **Resilience X**, a scenario-based project portfolio optimization tool, to guide the prioritization and sequencing of investments that **maximize long-term value, minimize risk exposure, and most efficiently achieve targets**. As a multi-factor decision-support tool, Resilience X can incorporate other project prioritization factors used by the organization so that climate resilience projects, or elements in other projects, can be incorporated into the organization's established asset management or capital planning processes rather than exist as a stand-alone analysis. With the Climate Risk Profiler and Resilience X outputs, Deloitte can help the State develop resilience actions plans and provide clear, objective and quantifiable data to support and communicate the rationale behind decision-making.

Past Performance:

NOAA 2030 Footprint Initiative; Infrastructure Resilience

Situation: NOAA engaged Deloitte to drive an enterprise-wide transformation of its real estate footprint, including a long-term re-visioning of location, mobility, workplace, and housing strategies

Our Solution:

- Created an approach to tackle the issues of assessing real estate footprint on a regional level through calculated operating costs.
- Identified and mapped facilities in resiliency risk areas using GIS support.
- Held interviews with regional stakeholders and conducted market research on regional industries, real estate markets, and talent pools to identify opportunities to enhance the facilities footprint.

Impact:

- Created a facilities footprint across multiple regions that will assist the agency in establishing and managing a more resilient, strategic facilities portfolio.
- Developed decision-making process for facilities management based on resiliency, mission alignment, and cost.
- Delivered preliminary recommendations around future-state governance, including structure, bodies, roles, and key decision-making rights.
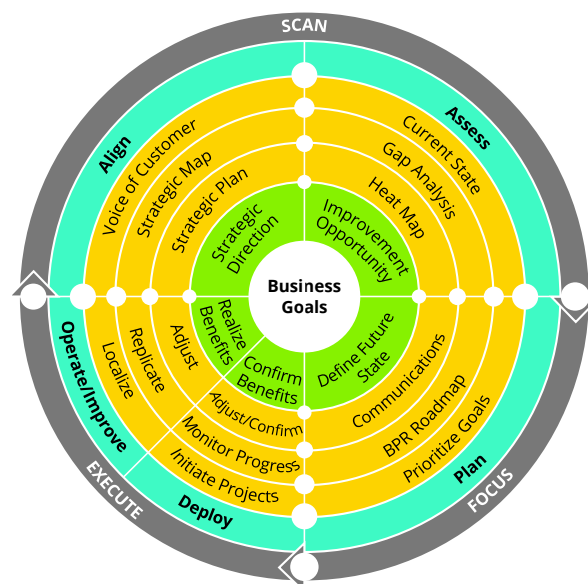
5.8.B ORGANIZATIONAL ASSESSMENTS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.8.b Organizational assessments, Page 28

Conduct organizational assessments of preparation and aid in the identification and adoption of best practices and capabilities for the management of acute events and the delivery of speedy, effective recovery in the aftermath of an event, building on lessons learned from prior crises.

We understand the disaster survivor comes first and policies, procedures, and programs must drive toward a positive outcome. We cannot predict when the next disaster will strike, and we must take the accumulated knowledge of each event to continuously learn from and improve upon. Team Deloitte will conduct an initial assessment of existing policies, principles, practices, and processes to gain deeper insights on the current challenges connected to Project Management (PM) during a disaster event. As indicated, we will apply Business Process Automation techniques (shown in Figure 40) for the initial assessment and analysis.

We will then align the vision, goals, objectives, and needs of the agency and its key stakeholders and partners. Taking findings from the initial assessment and the alignment activity, Team Deloitte will develop gap analysis against PMI best practices. Lastly, we will execute, and that is all about action. Team Deloitte will gain insights into the current culture that we will use to create targeted action plans to bring the culture vision to life.

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Figure 40. Business Process Automation Techniques.

To address PM process and knowledge gaps, Team Deloitte will develop training, tools, templates, and facilitation approaches that: 1) focus on solving the most pressing and impactful inefficiencies that, when resolved, can quickly demonstrate

value; and 2) establish common baseline of knowledge and understanding of PM methodologies, roles, and responsibilities across all stakeholder groups; and 3) increase efficiencies during a disaster event.

Deloitte will utilize best practices in Continuous Process Improvement (CPI) measurement and sustainment to facilitate successful improvement efforts. The Improvement Project Team members will collect relevant past and present process data to prepare Quick Look Reports that summarize findings, results of changes implemented, detail current to future state project data analysis, findings that describe the new business process and changes, and key trends. Complementary documents will provide the details of each of the re-designed processes along with the identification of imperative implementation factors and business decisions such as: staffing justifications, equipment and technology requirements, and change management activities (e.g., training, communication). Team Deloitte can develop the roadmap for the transformation that is tailored to the needs of the agency and stakeholders with dashboards that track the readiness of personnel to adopt change. A summary of the key activities associated with evaluating process improvement support is described below:

- **Data Collection:** Collect data associated with established performance measures by identifying data stores, conducting stakeholder interviews, and through process observation.
- **Reporting:** Report results to applicable stakeholders and leadership through status meetings, weekly reports, and After-Action Reports (AARs).
- **Communication & Recognition:** Communicate success stories and have Management recognize the Improvement Project Team performance and results through newsletters, email distribution lists, and specific webpages.
- **Knowledge Capture:** Develop documentation, lessons learned, and available contact information for others to replicate project success through an information management system.
- **Continuous Improvement:** Perform next cycle of project improvements or select a new project to begin implementing continuous process improvement based on stakeholder need and project prioritization sessions, and environmental scan. Measure project success against predetermined success indicators developed with leadership.

5.8.C RESILIENT DEVELOPMENT STRATEGIES

RFP Reference: RFP Document, Tab 5 Product and Services, 5.8.c Participating Agency, Page 28

Help the Participating Agency design resilient development strategies, ensuring maximum synergies between resilience, inclusive economic development and broader environmental sustainability and assist in deploying these strategies by testing these strategies through "war game" simulations, identifying potential funding source, and building capabilities.

Historic federal investments in hazard mitigation, sustainability, resilient infrastructure, and climate adaption have created an extraordinary opportunity for state, local, tribal, and territorial (SLTT) governments to confront climate change and inequitable disaster impacts. Deloitte has the experience and resources to assist jurisdictions in growing their mitigation and resilience capabilities. From developing enhanced mitigation plans incorporating climate action to project implementation and grants management, Deloitte is here to help.

We focus on building a comprehensive strategic plan to project implementation pipeline, including:

- Strategic planning and partnership development: Leverage strategic plans and partnerships to find projects and resilience investments.

- Project prioritization: Develop a project ranking methodology that elevates projects in line with local values and resilience opportunities.
- Fund source identification, deconfliction, and matching: Align federal and state fund sources with prioritized projects. Work with jurisdictions to identify sources of in-kind and cash match to meet requirements.
- Build and maintain a plan to project pipeline: Develop a pipeline of projects that can be updated and submitted whenever funding is available, including by leveraging FEMA project scoping and other technical assistance opportunities.
- Grant application management: Support all aspects of the grant application process.
- Project and grant implementation: Represent the jurisdiction with state and federal parts to guide a grant from award to closeout including document collection and reimbursement requests.

We apply a values-based approach to resilience strategy, that guides teams to look at:

- What Matters Most to the Community? What do people love about your community? What are the assets that are essential to quality of life, wellbeing, and effective operations? What can you not live without? Make sure the process for doing this is inclusive!
- What Threatens These Values? What hazards or conditions threaten the values and assets that are most important to your community?
- How Susceptible Are These Values? How susceptible (or vulnerable) are the assets and values to those threats? If a disaster does occur, what losses/damages would you expect? Look at susceptibility beyond the physical asset and consider social variables.
- What are the Consequences of Loss? If you do lose the asset, what are the consequences of that loss? What does the loss mean to the community? Go beyond physical damage assessments and understand the broader wellbeing, economic, environmental, and social benefits provided by the asset that may be impacted by a loss.
- What Will You Do to Protect the Values? If your asset is susceptible to a threat and you cannot afford to lose it, then protect it! Come up with a strategy that protects your value/asset and community wellbeing and a pathway to implement that strategy. Find a path to make progress on that strategy, no matter how incremental.

We build our approach on key tenets designed to maximize the benefits delivered to vulnerable communities and help the most effective projects rise to the top.

Equity	Help clients engage communities and set priorities to make hazard mitigation and climate adaptation opportunities accessible to underserved communities
Outreach	Hands-on engagement with stakeholders to build solutions for community priorities, promote equitable representation, and foster alliances
Technology	From custom modeling, decision support, and tracking tools to enterprise geospatial applications, our team leverages technology to help make processes more accessible, efficient, and effective
Capacity Building	Assist jurisdictions from initial planning to implementation so mitigation, resilience, and climate adaption are no longer stand-alone pursuits
Innovation	Track and communicate trends, develop funding strategies, and use data to identify great mitigation opportunities and the means to implement them

Figure 41. Benefits delivered to vulnerable communities.

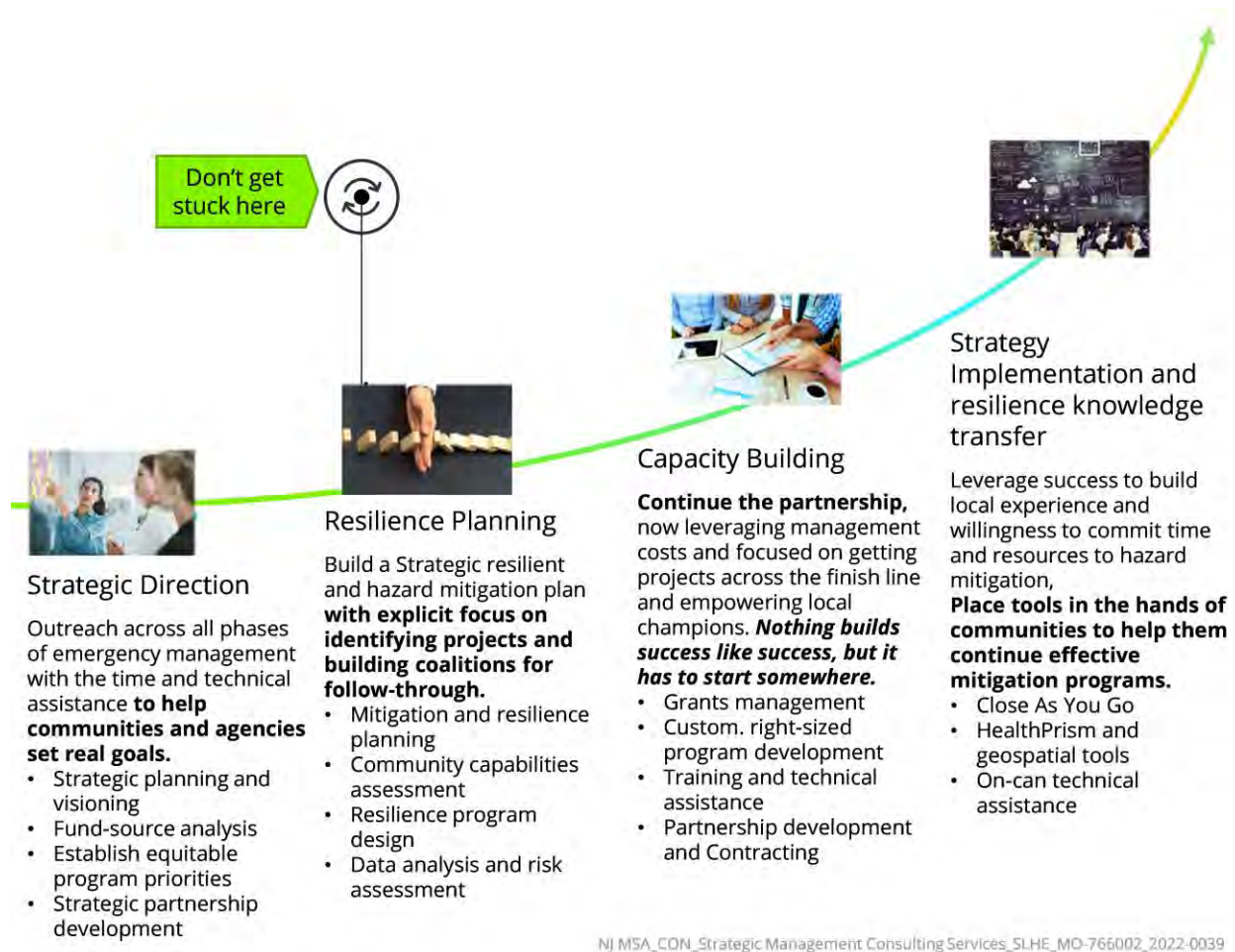**Our goal is a comprehensive, sustainable approach that guides clients from strategy through implementation.**

Figure 42. Guiding clients from strategy through implementation.

Past Performance:

California Department of Parks and Recreation Strategic Planning

SITUATION

California Department of Parks & Recreation engaged Deloitte to advise on an organizational transformation to address the unique challenges California's state parks faced and to identify solutions to solidify the future of the State Park system.

APPROACH

Over the past five years, Deloitte advised the Department in an organizational change process called Transformation. It consisted of a formal two-year process led by a fifteen-member Transformation Team, multiple Transformation Committees, more than 100 Partners/Stakeholders, and more than 500 Contributors.

Coming out of the Transformation process, Deloitte facilitated the creation of a five-year Strategic Operations Plan (SOP) through interactive work group sessions to produce a vision statement, strategic themes, goals, core values and statements, a SWOT analysis, objectives, metrics, and performance monitoring approach. Deloitte analyzed, synthesized, and incorporated work group outputs for the final draft of the Strategic Operations Plan.

OUTCOME

The Team and Department launched 37 initiatives and projects, completing many and handing off the remaining to departmental work groups. They also developed a Transformation Action Plan. Finally, the team guided the creation of a five-year Strategic Operations Plan.

5.8.D MISSION DELIVERY

RFP Reference: RFP Document, Tab 5 Product and Services, 5.8.d Managing Stakeholders, Page 29

Provide direct support to the Participating Agency experiencing a crisis to stabilize mission delivery, contain impacts, manage stakeholders, and learn from the experience to mitigate and better respond to future events.

When an organization experiences a crisis, Deloitte is there to provide unwavering support to ensure their continuity of operations (COOP). Team Deloitte supports the implementation of continuity programs with public and private sector clients including the U.S. Air Force Mission Partners Capabilities Office, the U.S. Department of Veterans Affairs (VA), and the State of South Carolina, among others. We know that an effective COOP program begins with developing an understanding of the impacts that a disruption will have on an organization's processes, its stakeholders, the public, and its ability to maintain operations.

Deloitte's systematic approach to understanding organizations and their businesses maps out an organization's processes, identifies and quantifies the threats and hazards that are most likely to lead to a continuity event, and outline interdependencies in business processes to respond effectively. We accomplish this by conducting a comprehensive review to include the processes, policies, procedures, as well as other relevant business metrics. Once we understand the organization on paper, we work closely with it to identify internal stakeholders representing the business essential functions. With these personnel identified, we conduct interviews, surveys, and workshops to gather an understanding of the critical processes that support the business essential functions, and processes to outline a vision for an effective response.

By collecting both quantitative and qualitative data from the organization, Deloitte prioritizes Business Essential Functions (BEF) and processes to ascertain which will have the greatest impact should they be interrupted. Deloitte uses this impact-based prioritization and translates it to time-based recovery objectives and minimum down-times. Finally, these timelines are mapped to internal and external interdependencies to prove the critical path to recovery following a disruption. This forensic approach to mapping out inter-dependencies helps organizations more completely understand their internal processes.

Section Highlights

COOP Project Spotlight SCDHHS BIA/BCP Project

Deloitte successfully developed a Business Impact Analysis & Business Continuity Plan for the South Carolina Department of Health & Human Services (SCDHHS). This project involved mapping out the Department's business essential functions, developing a business impact analysis, and developing a plan to minimize downtime and impacts to SCDHSS staff and stakeholders.

Next, Deloitte conducts a gap analysis between the current capabilities an organization has, and the required capabilities needed to meet the recovery times that limit the potential negative impacts of facility to perform business essential functions.

After establishing the impacts of disruption, Deloitte leverages other key principles such as the Hazard Identification Risk Assessment (HIRA) approach—which examines threats and hazards—and the Threat & Hazard Risk Assessment (THIRA)—a capability-based assessment. HIRA and THIRA help to quantify and compare risks and vulnerabilities. This information, in conjunction with a complete understanding of the impacts of failing to perform the organizations essential functions provides a foundation of rigorous, defensible, and tested analysis to build a COOP. The Deloitte methodology allows for engagement and prioritization of risk across the enterprise. This approach better prepares organizations for COOP operations, by applying a broader risk methodology to BEF prioritization, which allows for more effective COOP decision making and response prioritization.

Section Highlights

Continuity Project Spotlight
FEMA National Continuity Program

Deloitte currently serves as the program implementor FEMA's National Continuity Program (NCP). NCP is the foremost service and capability provider in support of whole community resilience. NCP plays a national leadership role in achieving the National Preparedness Goal: "A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk."

After fully understanding the organization, Deloitte can create or update COOP plans. To do this, we will continue to gather information on the essential business functions and critical systems and/or processes that support them through interviews focused on understanding the recovery strategies for each. The interviews will address capabilities and potential responsibly during a continuity incident, among other topics.

Once complete, the plan will address all elements of continuity:

- Program management, plans, and procedures
- Essential functions, orders of succession and delegations of authority
- Communications and information systems
- Essential records management
- Alternate locations
- Human resources
- Devolution and reconstitution
- Testing, training, and exercises

As a result, organizations will be postured to maintain delivery of its most important functions, no matter the challenge.

Further, our knowledge of COOP development gives Team Deloitte a unique advantage when assisting in a crisis. We are able to take our knowledge of the ideal response outlined in the elements of continuity and apply it to improve any crisis response. Following our crisis response, Deloitte will create Action Plans for implementation.

Team Deloitte will also train, coach, and assist stakeholders with best practices in quantitative and qualitive analysis. It is imperative to develop process improvement recommendations using sound and reliable data. We will utilize our proven and reliable methods in data collection, analysis, and

validation to develop courses of action and recommendations that are rooted in sound data practices. We will design and implement large scale data programs and analytics platforms that promote organizational intelligence.

Once a project has been successfully completed, Lean Six Sigma (LSS) deployment experience will be applied to develop, document and analyze performance metrics. We will use an industry best practice framework based on the Balanced Score Card to define measures of effectiveness and measures of performance that translate into Mission success and Shareholder Value for the organization.

Our approach requires the team to work with leadership to confirm output-based metrics and ensure targets are translated into actionable efforts that translate into outcomes. Before projects are closed, an ROI will be established for realized benefits, as well an assessment of future state impacts to organizational performance metrics. This baseline will serve as the target by which the organization can drive accountability and measure overall performance. If necessary, we will integrate any course corrections as necessary based on collected performance data.

5.8.E IMPLEMENTATION OF ACTION PLANS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.8.e Implementation of Action Plans, Page 29

Support implementation of action plans, best practices, capabilities and strategies to promote increased resilience and/or improved crisis response.

Today, agencies are facing a wide variety of hazards that threaten the communities they serve. This includes natural hazards, domestic terrorism, and cyber-based threats that require systematic implementation of mitigation strategies to increase community-based resilience. Therefore, a systematic approach to identifying areas for improvement, sourcing best practices, and implementing action plans to improve community-based resilience is needed. Deloitte proposes a data driven approach to the implementation of action plans that includes data collected through Exercises, Training, Incident-based After-Action Reports, and program evaluations.

Our approach includes:

- Analyzing quantitative and qualitative data to draw insights and learnings for the report.
- Leveraging data visualizations, maps, charts, graphics, and video, as appropriate.
- Prioritizing recommendations and structuring them into an actionable roadmap that frames activities in terms of value to the agency and to the mission.

Step 1 – Data Collection, Analysis, and Validation

Deloitte's data collection, analysis, and validation is a human-centered approach that encourages participation to optimize feedback, collaboration, and solutioning around complex issues identified in the field. This process begins by reviewing relevant documents, reports, and other key items related to action needing review. From there, Deloitte identifies relevant stakeholders and maps them to desired data collection strategies. We will implement multiple data collection methods to include surveys, document review, group debriefs or hotwashes and virtual interviews.

Deloitte utilizes proven techniques to analyze and validate information gathered during data collection. First, we will deploy a series of data cleansing steps to mitigate extraneous outlier effects and impute missing data. Next, Deloitte will conduct trend analysis of the findings through all data collection methods. Quantitative and qualitative analysis on source data as well as data obtained from other programs will be crosswalked to verify the information collected, and to develop

background, context, and objective perspective. Third, through close client interaction and development of iterative insight summaries, we will develop prescriptive courses of action. Finally, we will conduct follow-on data collection and validation of findings through the data-collection methods (surveys, workshops, and interviews) to further inform any new or key observations that comes out of analysis and validation. Deloitte's systematic approach to step 2 informs the final report and ensures that all relevant data is included in the AAR. Rather than a cursory review of data, Deloitte's approach is more comprehensive, producing a better AARs that are actionable.

Step 2 – After Action Report Production & Delivery

Deloitte will document observations and recommendations for the AAR. This includes using the outputs of the data collection, analysis and validation based on both quantitative and qualitative sources from all stakeholders, documentation, and responses from surveys, workshops, and interviews. We will also develop AAR products such as summary of findings and briefings to meet various communications needs. Throughout development, we recognize that faster, more frequent releases of smaller usable products will provide more immediate actionable intelligence that fosters incremental but consistent process improvement. Based on ground truth observations, these products will capture actionable recommendations for improving continuity operations.

Finally, we recognize that not all data gathered will be reflected in the AAR. Whereas we believe an AAR is a living process and not just an output, we will internally track issues and root causes that correlate to the AAR. To help organizations implement lessons learned from the AAR process, we can develop and deliver AAR process training. First, we will conduct a training needs assessment to determine necessary course content including objectives, materials, training modality, and tools necessary to facilitate. Then, we will develop a curriculum utilizing information and observations made during the AAR. It is important to conduct the AAR prior to proceeding to other tasks outlined in the RFQ as the data and outcomes of this process will inform subsequent tasks. Deloitte's approach benefits organizations by providing a next-level analysis beyond just the AAR document. This output is a broader blueprint to improve operations.

Deloitte will combine elements of the AARs, specifically focusing on preparing organizations to meet their mission during a pandemic response. Part of this process will include cross walking the AAR with other organizational plans.

Deloitte understands that the development of new programs creates a ripple effect of updates throughout the organization. Our team is prepared to assist in updating documents as directed by the organization to include revised documents to reflect changes based on our expertise as well as recommendations from interviews from key personnel. Our team will take compressive approach to ensure that all documents and tools utilized in the updated plans from the AAR are reviewed and updated to reflect the new polices. These may include but are not limited to a full review of alternate relocation sites, essential personnel considerations, alternate site/telework strategies, COOP checklists, and detailed communication strategies. In short, Deloitte's approach produces an actionable plan following AARs, rather than a large document with no utility. This is where Deloitte's proven approach exceeds the approach of others.

Past Performance: MULTIPLE OPTIONS

Bay Area UASI Strategy and Roadmap (A, B, C, D)

Deloitte conducted a strategic assessment to evaluate the Bay Area UASI's technology needs and to determine recommendations for improvement. We engaged with stakeholders to understand needs and used these to analyze options for new technologies to support grants management, performance management, stakeholder coordination, and web presence.

City of Boston Public Safety Assessment and Strategy (A, B, C, D)

Deloitte performed a programmatic assessment of the City of Boston's Office of Emergency Management's (OEM) Public Safety Network (PSnet), which provides interoperable data, video, and radio services to jurisdictions in the Metro Boston Homeland Security Region (MBHSR). The assessment was conducted to understand how PSnet currently is performing and to identify areas for improvement and evolution in the future. Deloitte conducted interviews with key PSnet stakeholders, a review of related documents, and research on emerging technologies.

5.9 TRANSFORMING BACK-OFFICE FUNCTIONS

RFP Reference: RFP Document, Tab 5 Product and Services, Page 29

We recognize the varied and complex environments in which participating agencies operate and understand the need to drive resiliency and adaptability in back-office operations to build the foundation to do more with less. We have helped clients across the public sector assess and re-design their operating models considering the rapid pace of digital development, disruptive market forces including new customer and employee expectations, and expectations around how citizens engage with their government.

Complexity and risk in enterprise service and back-office transformations are often driven by traditionally siloed and disparate approaches to transformation and available value levers (e.g., automation, cloud, consolidation/centralization, innovation). Our approach mitigates that by taking a holistic view of the desired future-state operating model of the agency or function (i.e., how work will get done in the future). To meet the mission needs of the participating agency and its customers (both government and citizens), it is important to consider not just the future-state processes, but also service delivery model, enterprise capabilities, technology, and governance that will enable the agency to achieve the desired future-state vision.

We have helped agencies assess their current state, including how work is delivered across the enterprise (e.g., centralized vs. distributed, automated vs. human-centric), the enterprise capabilities needed to conduct operations (e.g., governance, scope of services, service management), and required technology solutions. Our approach engages customers and leaders from across the organization to align on a shared ambition for the future-state of the organization and prioritized improvement areas. We then help select, design and implement the appropriate service delivery mechanisms to achieve those goals (e.g., shared services, SaaS, centers of excellence, automation).

Our end-to-end Enterprise Service Transformation methodology described in Figure 43 below will enable agencies to execute holistic transformations of back-office functions (single function or multi-functional), by considering 10 essential value threads that span the five phases of transformation. Subsections within 5.9 are broken down to address each of the five transformation phases.
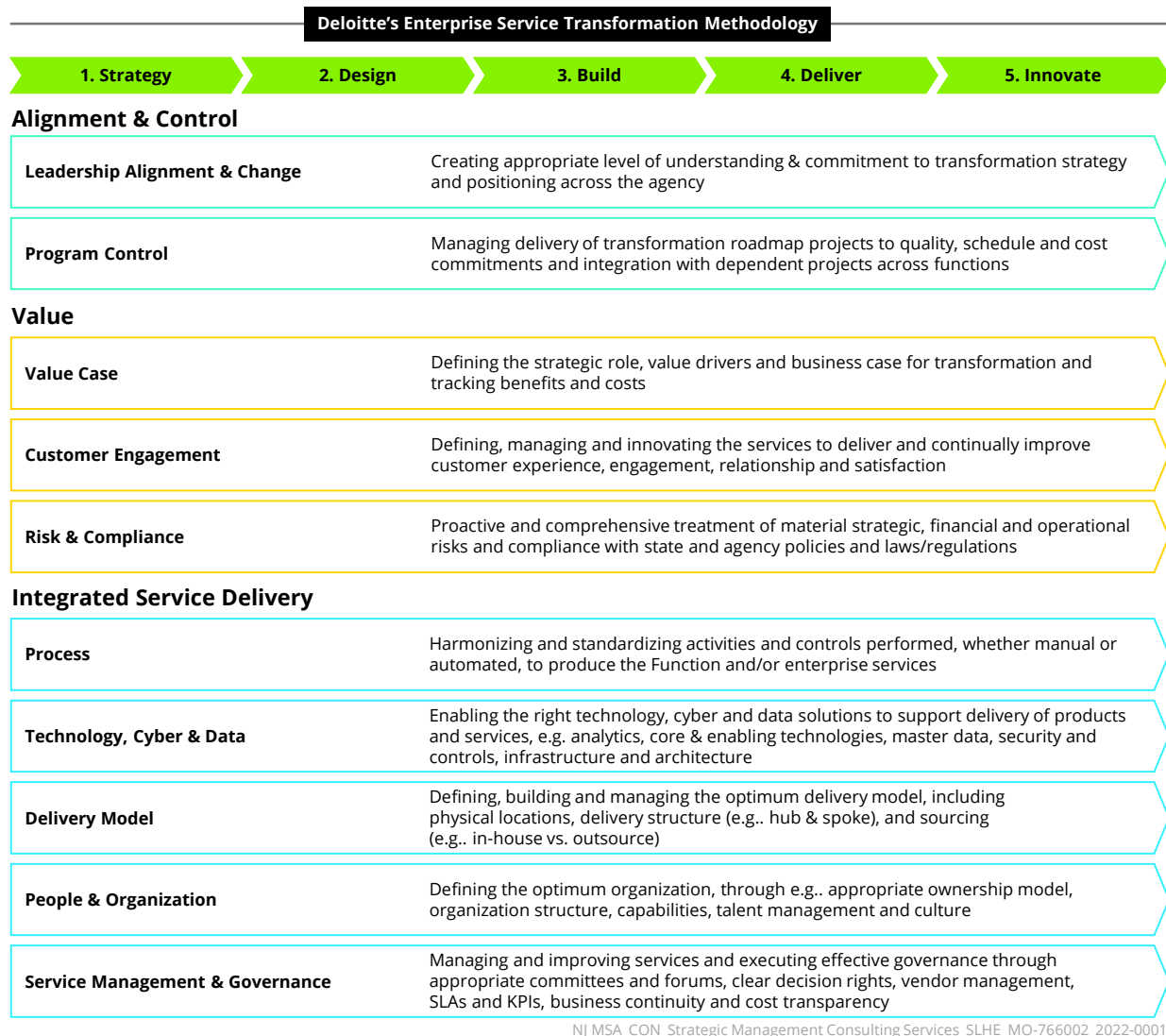
Figure 43. Deloitte Enterprise Service Transformation Methodology.

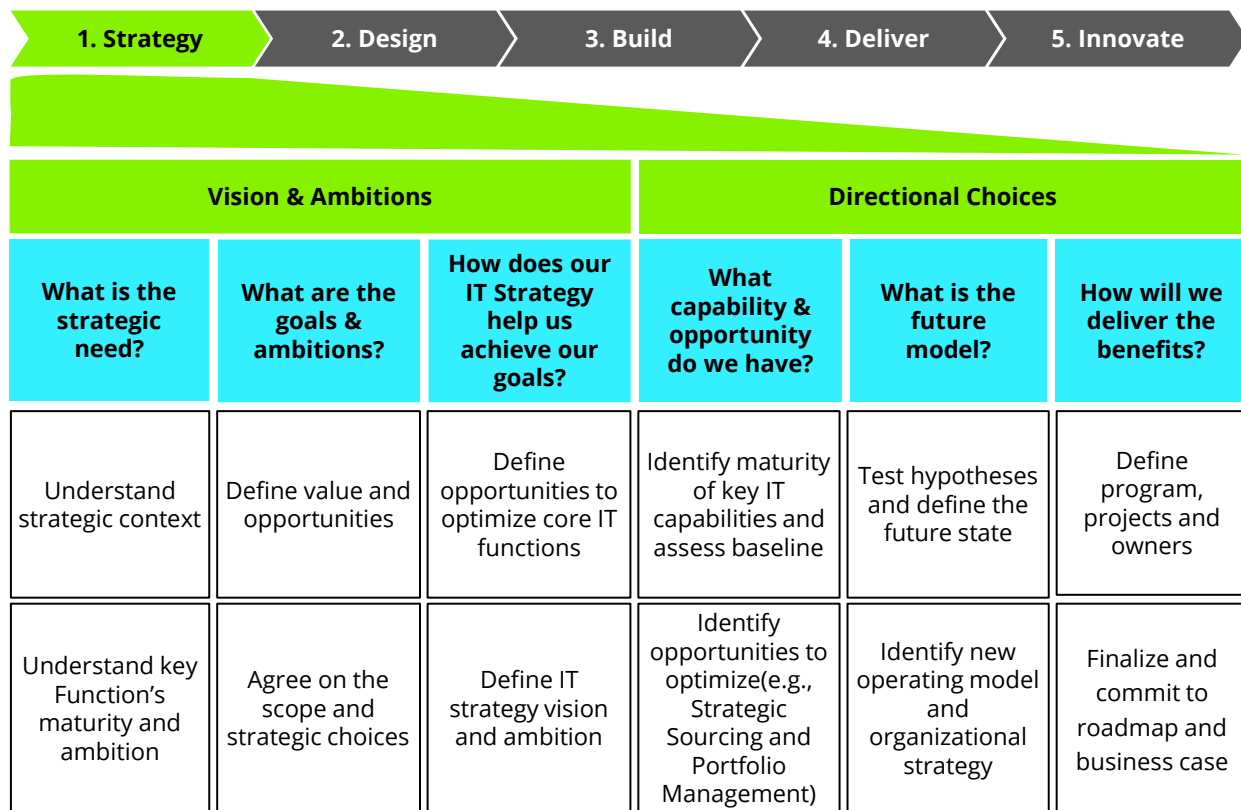## 5.9.A DIAGNOSTICS AND TRANSFORMATIONS

1. Strategy

RFP Reference: RFP Document, Tab 5 Product and Services, 5.9.a Diagnostics and Transformations, Page 29

Complete diagnostics and transformations of major back-office functions like Finance, HR, Procurement, Legal, Risk and others, including identifying financial opportunities, customer service improvements, and other benefits to the Participating Agency

We recognize the value of taking a holistic view of functional or multi-functional service delivery maturity and associated opportunities for improvement or transformation. Our approach and accelerators allow us to rapidly assess in-scope functional areas (or take an enterprise view across back-office functions in an agency) to enable data-driven decisions on opportunities and prioritization to forward into implementation. Our capability led approach allows us to prioritize the focus areas that will drive the greatest value and surface major design decisions that will guide transformation. When beginning a transformation and assessment, we consider both the organization and its customers (if applicable) to have a full understanding of all stakeholders who may be impacted.

In this section, we focus on the Strategy Phase of the Enterprise Service Transformation (EST) Lifecycle with discussion of implementation in Section 5.9.F (Build, Deliver, Innovate phases). Figure 44 below shows the breakdown of the key questions and choices we seek to answer with the Participating Agency in developing a transformation strategy.

1. Strategy	2. Design	3. Build	4. Deliver	5. Innovate

Vision & Ambitions			Directional Choices		
What is the strategic need?	**What are the goals & ambitions?**	**How does our IT Strategy help us achieve our goals?**	**What capability & opportunity do we have?**	**What is the future model?**	**How will we deliver the benefits?**
Understand strategic context	Define value and opportunities	Define opportunities to optimize core IT functions	Identify maturity of key IT capabilities and assess baseline	Test hypotheses and define the future state	Define program, projects and owners
Understand key Function's maturity and ambition	Agree on the scope and strategic choices	Define IT strategy vision and ambition	Identify opportunities to optimize(e.g., Strategic Sourcing and Portfolio Management)	Identify new operating model and organizational strategy	Finalize and commit to roadmap and business case

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Figure 44. Enterprise Services Transformation Strategy Back Office Transformation Phase.

Visions & Ambitions

We understand the importance and value of beginning any transformation effort with a structured assessment process to fully understand the strategic context and current state. By building a strong data-backed understanding of the current state, we can design an informed and tailored path forward with the stakeholder(s).

Step 1 – Understand Strategic Need & Goals: Align with leadership on the focus of the assessment (e.g., entire enterprise vs. s specific function or business need). The assessment will help answer: Where are we today? How do we compare to leading practices and market direction? What should we look like one year from now or five years from now?

Step 2 - Identify Stakeholders: Determine relevant leaders and stakeholders aligned to the assessment scope areas (e.g., Finance, HR, IT, etc.) to engage. Understanding the current state maturity and desired future-state operating model requires stakeholders with deep knowledge of the organization and ability to engage in decision making on future direction.

Step 3 - Conduct Stakeholder Interviews: Conduct interviews with key stakeholders identified in Step 2 to understand the needs, goals, ambitions, pain points, and degree of alignment of

leadership team. We will develop tailored interview guides covering not only the functionality of the back-office function but also other valuable qualitative data such as change management, workforce, and governance.

Step 4 - Conduct Capability Maturity Assessment: Utilizing Deloitte's ConsultHub platform, we will electronically deploy a comprehensive capability maturity assessment survey designed to understand the current-state maturity, future state and gaps. Capabilities are focused on the enterprise level (e.g., strategy; work delivery management; organization; and process, technology & infrastructure). This innovative platform allows us to objectively assess the current organizational maturity based on leading practices learned through hundreds of leading organizations and operating model transformations across industries.

Directional Choices

Step 5 - Test Hypotheses: Leveraging the ConsultHub platform, we will perform real-time analysis for alternative service delivery options / what-if scenarios using VisualChoice and OrgSuite dashboards. These dashboards work together to conduct data-driven workforce assessments and model future state organizational design scenarios. We will configure and compare operating models based on the underlying capability map to help guide operating model design and transformation.

Step 6 - Define Future State: We will augment the survey tool with input from stakeholder interviews, data, and documentation analysis to develop a detailed baseline and future state aspiration based on qualitative and quantitative data. This will allow us to provide a set of data-driven, implementable recommendations fully responsive to the specific task order and grounded in your operational and budgetary realities with highlighted potential roadblocks for implementation consideration.

To accelerate leadership alignment on the strategy and design of the transformation, we recommend a leadership alignment lab (detailed in Section 5.9.B below).

CONSULTHUB™ SNAPSHOT

ConsultHub™ is an integrated platform of tools and accelerators that helps organizations understand the current state of their operating model (at the enterprise and functional level), assess the current and desired future-state of their capabilities, and perform real-time prototyping and what-if scenario analysis to achieve business objectives. Using consistent functional taxonomies, aligned to the Participating Agency's business, the data is organized and integrated at each stage in the lifecycle

Key Benefits to Participating Agency:

- Platform provides a holistic view of an organization's performance.
- Brings interactive experience to transformation discussions to inform data-driven design.

Section Highlights

ProfileIQ Tool Spotlight: University of Kentucky (UK)

Deloitte conducted a rapid assessment of UK's research administration operations to help increase efficiency and effectiveness to enable future growth and enhance support for teams. Using ProfileIQ, Deloitte deployed an analysis survey to over 200 UK administrators to assess and determine the optimal number of FTEs to complete key functions based on peer and leading benchmarks, as well as industry norms. We recommended staffing levels to support existing research, as well as a capacity model to inform decision-making on adding staff based on future research growth.

Success Factors Embedded in our Approach

Commitment	• Strong commitment early and throughout project
Communication	• Implement an effective communication program to demonstrate senior leadership sponsorship, alignment, and visible actions supporting the project and project team members early in the project.
	• Communicate frequently with stakeholders. Open and honest communication creates an environment that can effectively address challenges.
Executive Sponsorship	• Executive and leadership alignment on expectations to improve decision making.
	• Early and continued executive involvement to provide enough lead time for their ideas and opinions to be incorporated into the project.
Strategy	• Develop an implementation strategy and approach early in the program that incorporates the ability of the departments and agencies to accommodate the changes.

5.9.B BACK-OFFICE-STRATEGY

> 1. Strategy   2. Design

RFP Reference: RFP Document, Tab 5 Product and Services, 5.9.b Back-office-strategy, Page 29

Support Participating Agency back-office strategy, lean management, and business process redesign efforts to improve performance, innovation, and service levels, including designing shared services transformations and process digitization as appropriate across function

When embarking on a transformation journey, it is essential to align leadership around a shared ambition for the future state (e.g., to improve performance, innovation, and service levels). We prioritize leadership alignment and understand how critical it is when developing a back-office strategy. To drive alignment, we employ an interactive, hands-on approach, we conduct an offsite to rapidly engage stakeholders on critical questions. During the offsite, the stakeholders will design the high-level future state and make strategic decisions on key characteristics of the implementation and future operating environment. These strategic choices and prioritization, supported by proven facilitation techniques, accelerators, and pre-work activities, flow through to every thread of our project management and implementation approach, allowing us to build with the end in mind.

In this section, we focus on the Strategy and Design Phases of the Enterprise Service Transformation (EST) Lifecycle with discussion of implementation in Section 5.9.F (Build, Deliver, Innovate phases).

Strategy Phase – Alignment Lab

We will host a "Greenhouse Lab" series. Our Greenhouse Lab series is an immersive, interactive, offsite experience that rapidly aligns executive stakeholders in a one-day hyper-focused session compared to traditional discovery sessions that could last weeks or months and often result in siloed understandings of the future-state vision.

The Greenhouse Lab modules and outcomes (shown in Figure 45) drive a holistic vision of the back office operating model and can help the participating agency reimagine how they do work and deliver value. The five modules are detailed in the section below:
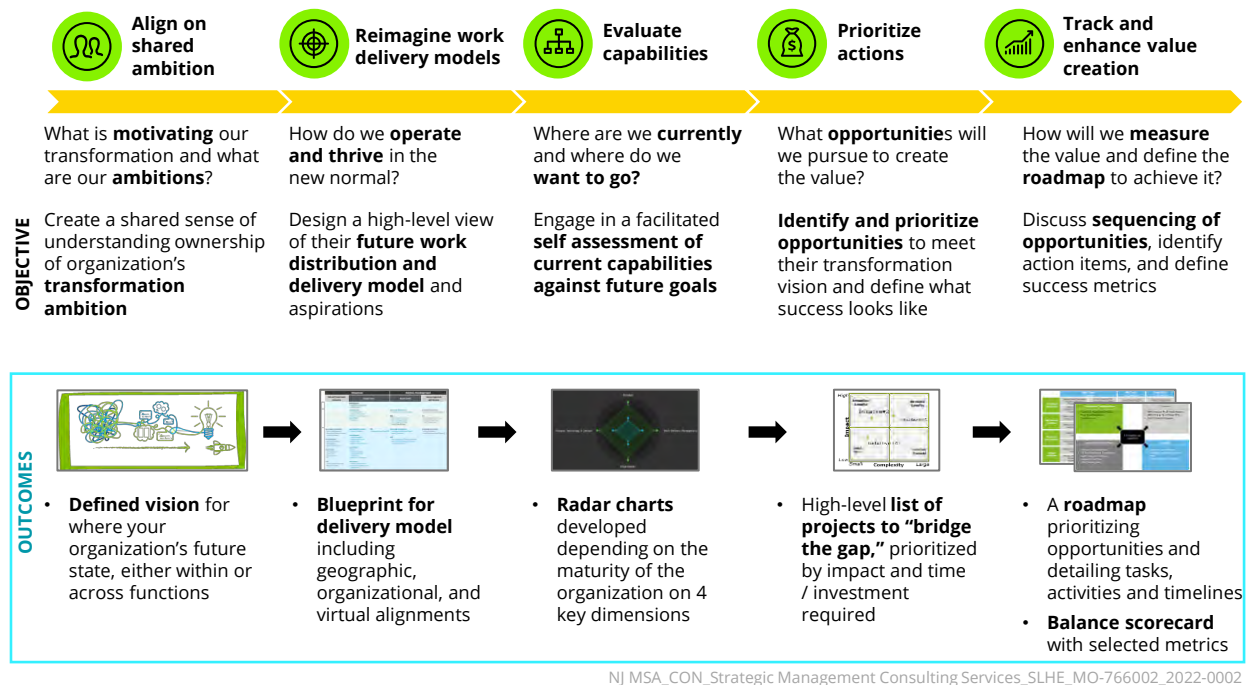
Align on shared ambition	Reimagine work delivery models	Evaluate capabilities	Prioritize actions	Track and enhance value creation
What is **motivating** our transformation and what are our **ambitions**?	How do we **operate and thrive** in the new normal?	Where are we **currently** and where do we **want to go?**	What **opportunitie**s will we pursue to create the value?	How will we **measure** the value and define the **roadmap** to achieve it?

OBJECTIVE

| Create a shared sense of understanding ownership of organization's **transformation ambition** | Design a high-level view of their **future work distribution and delivery model** and aspirations | Engage in a facilitated **self assessment of current capabilities against future goals** | **Identify and prioritize opportunities** to meet their transformation vision and define what success looks like | Discuss **sequencing of opportunities**, identify action items, and define success metrics |

OUTCOMES

- **Defined vision** for where your organization's future state, either within or across functions
- **Blueprint for delivery model** including geographic, organizational, and virtual alignments
- **Radar charts** developed depending on the maturity of the organization on 4 key dimensions
- High-level **list of projects to "bridge the gap,"** prioritized by impact and time / investment required
- A **roadmap** prioritizing opportunities and detailing tasks, activities and timelines
- **Balance scorecard** with selected metrics

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Figure 45. Enterprise Service Transformation Greenhouse Lab Overview.

Lab Module 1- Align on Shared Ambition: Alignment across the leadership team on a future state vision creates shared ownership of the agency's transformation ambition and what they seek to achieve through transformation. In this lab module, participants discuss their goals as well as their fears and concerns over what may go wrong, which helps stakeholders understand each other's' motivations and perspectives. We then facilitate an activity called "Design the Future Footprint" to develop an initial vision statement and define what type of service delivery organization you want to be in the future. Delivering value to the customer departments and citizens is driven by four primary levers which involve strategic trade-offs. Participants must allocate a total of 10 points across the four levers based on relative importance (forcing trade-off decisions), aggregated into a visual strategic footprint. Depending on the degree of emphasis on each value lever, a range of archetypal profiles are considered (as seen in Figure 46) each having distinct characteristics which will inform downstream decisions and prioritization (e.g., the degree of customization allowed for specific departments).
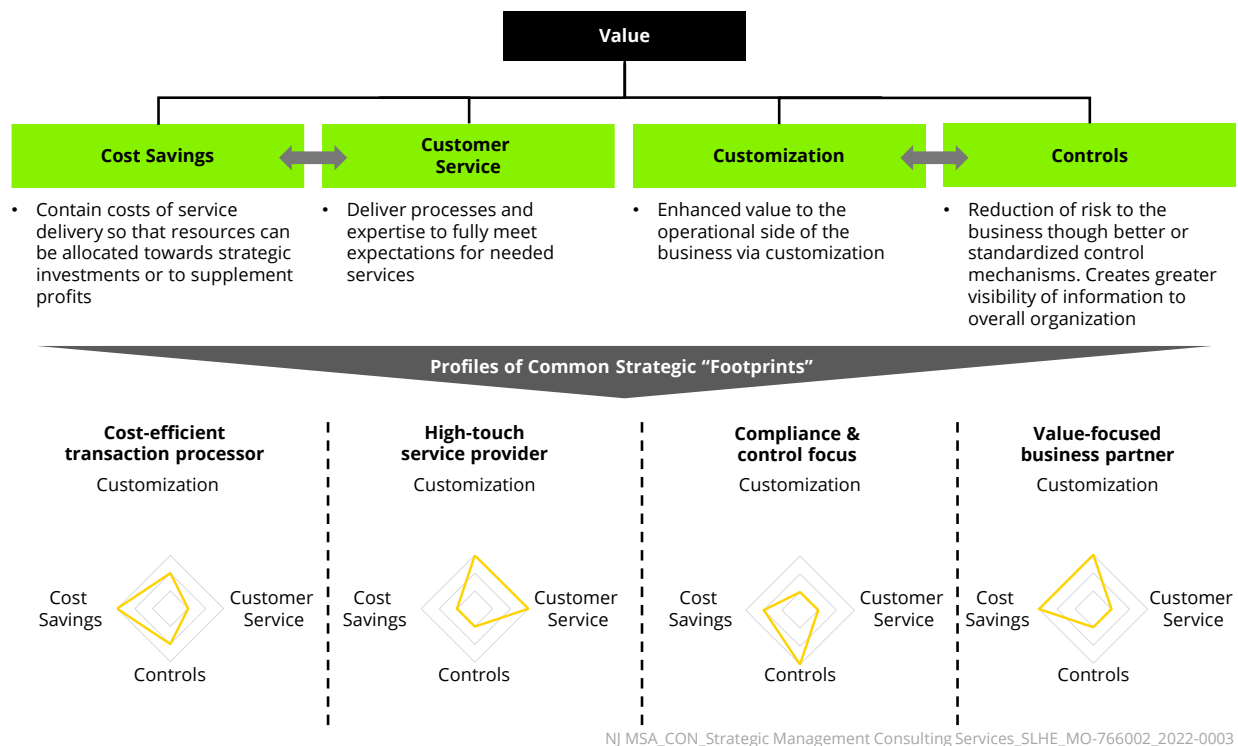
Figure 46. Strategic Trade-Offs & Common Strategic "Footprints".

Lab Module 2- Reimagine Work Delivery Models: Designing a future operating model is informed by the shared ambition for change and begins with an analysis of the nature of work in the impacted functions (e.g., finance, grants). Participants are guided through an "Enterprise functional delivery framework" activity bringing together multiple evaluation layers to create an integrated blueprint for the future. This activity encourages leadership to think broadly about the nature of work and how processes should be delivered given their transformation ambition.

- **Evaluate the inherent nature of work to be performed**: determine if the nature of work is transactional vs analytical/knowledge-based and determine if it can be delivered in a shared model agency or enterprise-wide vs department specific.
- **Classify work as primarily Technology vs Human driven:** Assess which processes are suitable for task/process automation (e.g., RPA) and which can be augmented with machines (e.g., AI, cognitive) and determine which enabling/accelerating technologies can support human-centric work and if they can shift how that work is delivered.
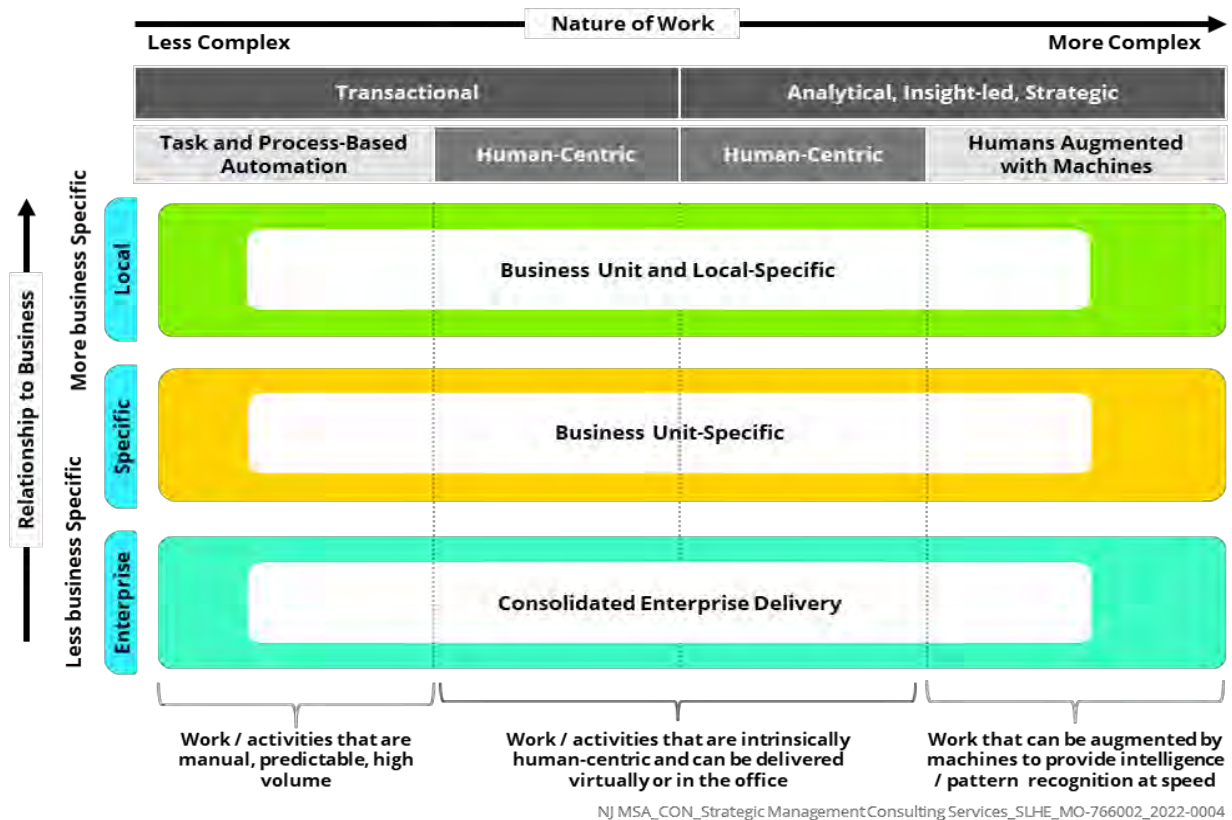
Figure 47. Deloitte's Work Delivery Framework.

Determine feasibility/value for virtual delivery vs onsite: Assess processes that could be delivered virtually using a set of considerations and risk factors to determine the appropriate balance of on-site and virtual.

Lab Module 3 - Evaluate Capabilities: To enable and sustain the future-state operating model, certain enabling capabilities are required at a functional or agency-wide level. In this lab module, participants explore current and desired future maturity across 5 levels for groupings of 90 capabilities (which can be tailored to the focus areas and needs of the agency), broadly organized into Strategy, Work Delivery Management, Organization, and Process, Technology, & Infrastructure. For example, participants will self-evaluate capabilities such as performance management, process automation, agile and lean management, and culture. As pre-work to the Lab, Deloitte uses our CapabilityEdge™ tool to deploy a web-based survey with pre-built leading practice maturity definitions that enables an interactive experience in the Lab using visualizations (see Figure 48) and drives discussions around capability gaps and prioritization. This activity provides actionable insights into both the technical and non-technical

Figure 48. Sample Capability Maturity Outputs

aspects of the organization that need to transform to achieve the agency's vision. The initiatives required to close gaps can then be built into an integrated transformation roadmap.

Lab Module 4 - Prioritize Actions + Track and Enhance Value Creation: These components build on each other to inform an actionable implementation plan forward. The goal is to leave the Lab with an integrated, holistic view of the future-state that considers all the facets of the environment to achieve the business and mission goals. To allocate scare time and resources, we guide participants in evaluating changes, gaps, and initiatives based on impact to the agency's goals and level of effort to determine if, how, and when to tackle different items through the transformation.

Section Highlights

Deloitte conducted an assessment for the United States Coast Guard (USCG) to identify opportunities to develop a more mature and effective finance program. This included holding a leadership alignment workshop, prioritizing initiatives, and developing a strategic roadmap.

Next Steps from Lab – Detailed Design

Following alignment on the strategy for the back-office transformation through a Greenhouse lab series, we will conduct detailed design of the future-state across all threads (e.g., including process, technology, organization, service delivery). Figure 49 below shows the breakdown of the key questions and choices we seek to answer with the Participating Agency in the Design phase.

1. Strategy	2. Design	3. Build	4. Deliver	5. Innovate

Develop Design Strategy	Design Solution		
Is the foundation for success in place?	**What is the detailed solution?**	**Is the solution fit for purpose?**	**Is the organization committed to proceed?**
Conduct leadership strategy & alignment session	Design function specific solutions & operational capabilities	Identify and prioritize opportunities for transformation	Confirm implementation capability & readiness
Confirm design scope, resources & plan	Understand the future work distribution and delivery model	Select required solutions (e.g. vendors, locations, technologies)	Confirm implementation plan & significant steps

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Figure 49. Design Strategy Approach.

The objective of the Design phase is to pull strategic decisions from the Strategy phase into a detailed design of the solution and prepare implementation and transition plan. The nature of the design will depend on the nature of the transformation (e.g., technology implementation, consolidation, capability development), but includes all aspects of the future state. This includes process, organization, governance, technology, and service management. It also includes any outsourcing or managed service structures, and a transition plan for implementation. The objective of the Design phase is to pull strategic decisions from the Strategy phase into a detailed design of the solution and prepare implementation and transition plan. The nature of the design will depend

on the nature of the transformation (e.g., technology implementation, consolidation, capability development), but includes all aspects of the future state. This includes (but is not limited to):

- Refine Future-State Operating Model
- Update governance structure
- Collect current KPIs and design performance measurement approach
- Develop functional and technical requirements
- Document processes
- Design organization
- Define talent transition strategy and plan
- Define training strategy, plan, and curriculum
- Conduct Change Impact Assessment
- Develop communications strategy and plan
- Develop deployment plans

Following detailed design, execution and implementation of shifts in service delivery, process redesign and/or digitization, establishment of appropriate service levels and SLAs, as well as organizational shifts will occur through the Build, Deliver, and Innovate phases, which are described in Section 5.9f.

Success Factors Embedded in our Approach

Communication	• Implement an effective communication program to demonstrate senior leadership sponsorship, alignment, and visible actions supporting the project and project team members early in the project.
	• Communicate frequently with stakeholders. Open and honest communication creates an environment that can effectively address challenges.
Commitment	• Strong commitment early and throughout project.
Executive Sponsorship	• Executive and leadership alignment on expectations to improve decision making.
	• Early and continued executive involvement to provide enough lead time for their ideas and opinions to be incorporated into the project.
Alignment	• Gain upfront stakeholder alignment and buy-in with the key business objectives to be achieved by the project so that all parties are aware and aligned on the goals of the project.

5.9.C STRATEGIC SOURCING, TECHNOLOGY RATIONALIZATION, AND ARCHITECTURE CAPABILITIES

1. Strategy	2. Design	3. Build	4. Deliver	5. Innovate

RFP Reference: RFP Document, Tab 5 Product and Services, 5.9.c Strategic Sourcing, Page 29

Develop or enhance strategic sourcing capabilities to optimize procurement effort and spend by identifying and applying best practices from the private and public sectors like clean-sheeting and fact-based negotiations; developing or enhancing staff capabilities in strategic sourcing and advisory firm management; and optimizing assets through initiatives such as application rationalization, architecture design and simplification, infrastructure consolidation, and/or technology rationalization.

As discussed in Section 5.9.b above, we believe that successful back-office transformations take a holistic, capability-led lens to drive integration, reduce risk, and maximize value from the transformation efforts. Building or enhancing enterprise capabilities provides the tools and competencies the Participating Agency needs to support and sustain the desired future-state.

However, building capabilities can represent standalone improvement initiatives based on the specific needs of the organization. Strategic Sourcing is an example of an enterprise capability and can go hand-in-hand with improvements to application rationalization, enterprise architecture, infrastructure consolidation, and overall technology rationalization. It is important to note that the IT function is one of the potential scope areas of a back-office transformation, and while it may be the focus, it can also be coupled with others in a more holistic, multi-functional transformation.

Strategic Sourcing Capability

Our approach begins in the Strategy Phase by aligning on project expectations and collecting procurement, overtime, and headcount data**.** During this activity we will gather the financial transaction information needed to conduct the **spend analysis**, gather any additional data needed to calculate quantitative and qualitative benchmarks, and identify Procurement, Operations and Budget Stakeholders across the Agency to interview, survey, and consult. We will use this information to execute our four-step Assessment Process to evaluate the agency's maturity level:

- **Conduct a function review.** Rapidly assess the organization, processes, and governance structure using quantitative and qualitative measures and input from stakeholder interviews to assess maturity of procurement and labor functions; distribution of procurement activities; procurement organization; processes; and governance structure for its ability to consistently provide States best value on purchased commodities and services while meeting other objectives. We will identify which vendors are strategic and require strategic vendor management.
- **Conduct a Spend Analysis.** Provide insight and transparency into spending with all third-party vendors by category using Deloitte's CognitiveSpend™ Analytics tool (See Figure 2.7-3). The CognitiveSpend™ Analytics tool uses artificial intelligence to rapidly cleanse, categorize and perform analysis on large volumes of financial transaction data. This will uncover opportunities for operational efficiencies, savings, and opportunities to increase fairness, social inclusion, and sustainability. Based on the savings calculated using the CognitiveSpend™ Analytics tool, Deloitte will also develop a strategic sourcing execution business case and roadmap showing the value of executing the strategic sourcing process.

Figure 50. Deloitte's CognitiveSpend™ Tool.

- **Conduct policy & legal review:** Identify Federal, state, and local statutory requirements within which the agency must operate and define opportunities to create procurement solutions to achieve best value.
- **Develop a Rule Set Analysis:** Include observations about the potential level of compliance to codes and regulations, identify whether compliance to codes or Procurement Policies is coming at the expense of customer service (expressed in terms of process cycle times), and assess Procurement current risk posture and identify opportunities to improve policies, regulations, or code to re-position the agency on this scale.

Work products from this four-step process will form the foundational analysis to support the Design Phase. During this activity we will define gaps, improvement opportunities, and quick wins; working with Procurement Stakeholders to identify the opportunities which are most meaningful to the agency. Based on this collaborative effort, we will define a high-level business case and implementation roadmap and plan to strengthen the Agency Procurement Organizations' ability to provide the best goods and services at the best value while improving transparency, M/WBE participation, fairness, social inclusion, and sustainability. The Design Phase includes two processes which will fundamentally transform PRMT and its operations: 1) Design of the Category Management Organization and 2) Develop Processes & Procedures.

Design Step 1: Category Management Organization

Design of the Category Management Organization will shift Procurement from its as-is to a new to-be governance and organization structure. Changes will extend beyond the organization chart to the roles and responsibilities across the agency.

Design Category Management Organization

Design Future Organization	Design Future Organization	Define Team Structure	Define Team Member Responsibilities	Identify Team Members
• Refine required capabilities (i.e., activities for which the organization will be responsible) • Ensure alignment with the departments on the activity descriptions and ownership model (i.e., centralized or de-centralized)	• Design high-level organization structure taking into account the activities identified in the "Refine Future Capability" step • Define span-of-control based on complexity of each category, criticality to the business/ programs, organizational culture, and domain knowledge required to manage the category • Develop metrics to measure the outcomes for which the organization Will be accountable. These metrics should be activity- specific • Align organizational design and performance metrics with department representatives via organization design workshop • Complete detailed design based on input from design workshop	• Based on category size, complexity number of sub-categories and required standard work activity, define the category team structure with specific roles • Gain alignment on roles with stakeholders	• Define the specific responsibilities of each role identified the team structure • Define the specific competency requirements of each role • Define success metrics for each role • Gain alignment on responsibilities	• Align with HR to define the internal recruiting requirements (e.g. internal job postings, interviewing, etc.) • Align with HR to define external recruiting requirements

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Figure 51. Design Category Management Organization.

Design Step 2: Develop Policies & Procedures

When the new organization is established, procurement policies and processes will need to be redesigned to align to the new model to achieve the desired benefits. We will standardize the new strategic sourcing process in a comprehensive playbook as well as develop/refine and finalize accompanying policies to support the new organization and sourcing process.

Develop Policies & Procedures

Author Policies & Procedures	Validate Policies & Procedures	Training and Support
• Draft base language for each policy • Determine required variations and exceptions to base policies • Conduct stakeholder workshops to consolidate and vet policy variations and exceptions • Refine initial policy drafts	• Conduct validation of policies • Incorporate final policy edits and compile into final policy manual • Obtain key stakeholder sign-off on policy manual	• Outline policy training requirements • Define intended support/role of policies • Develop roll-out plan

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Figure 52. Redesign Policies and Procedures.

To mitigate the risk of delays in value realization, Deloitte generally proposes executing Build and Deliver phases in parallel with Strategy and Design. We would augment the agency's current capabilities by deploying our proven 6-step sourcing methodology to expedite the realization of savings.

Six Step Sourcing Methodology					
Project Start Up	**Assess Demand/ Internal Process**	**Assess Supply Market**	**Finalize Sourcing Energy**	**Execute Sourcing Strategies**	**Codify Sourcing Strategies**
Activities • Assemble category team • Define and align on categories • Develop detailed cost baseline to be used for RFP package and to measure savings after sourcing	• Validate category demand drivers • Validate end-user buying processes • Model internal and external cost • Align with Agencies on buying process	• Assess supplier markets • Define supply base • Perform initial supplier assessment	• Finalize strategic sourcing strategies for each category • Align on competitive bidding process • Align with agencies on sourcing strategies and bidding process	• Develop supplier bid packages • Populate Technical Analysis templates • Prepare BAFO requests • Prepare and present award scenarios	• Develop savings tracking process and reports (Value Capture form) • Identify reporting frequencies • Create initial savings tracking reporting package
Tools • Baseline cost models	• Total cost models	• Supplier list from Deloitte database	• Deloitte Strategic Sourcing Library	• RFP Templates • Bid Optimization Tools	• Savings Tracking Models

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Figure 53. Team Deloitte's 6-Step Sourcing Methodology.

Optimizing assets through initiatives such as application rationalization, architecture design and simplification, infrastructure consolidation, and/or technology rationalization

With the increasingly strategic and direct role being played by an organization's application portfolio in advancing business objectives, the need to craft an overarching application portfolio strategy (APS), which can clearly align the application estate with the strategic goals of the organization is becoming paramount.

Deloitte offers a holistic and integrated approach that enables organizations achieve the following objectives:

- Identify the business value of each application and the health of the underlying IT infrastructure.
- Understand organizational impact of applications and identifying the best combination of applications to enable and optimize target business processes.
- Identify a robust vendor ecosystem to deliver portfolio solutions.
- Define an optimized roadmap to achieve the target application landscape with minimum investment and disruption to existing business operations.
- Identify the appropriate enterprise architecture and enabling cohesion between business needs, technical frameworks and capacity to drive value through comprehensive solutions.

As shown, in Figure 54 below, we recognize applications landscape assessment and optimization is a complex, but highly valuable exercise. We provide a systematic approach for analyzing the portfolio, evaluating migration options and enhancing application architecture for improved performance.

Phase 1: Understand Business & IT Environment	Phase 2: Establish Application Baseline	Phase 3: Define Business Value	Phase 4: Analyze & Prioritize Portfolio	Phase 5: Assess Total Cost of Ownership	Phase 6 : Develop Future State Roadmap	Phase 7: Adopt, Manage & Transform	Phase 8: Monitor & Govern
•Understand business objectives, IT issues, capabilities, and expectations •Define strategy and vision for software Asset Management •Identify IT implications of the APS process •Secure executive sponsorships	•Evaluate and baseline current application portfolio on the 7R framework •Map applications to industry specific business capabilities •Consolidate software acquisition requests •Maintain software catalog	•Determine the technical condition and use it to score the compiled in-scope applications •Evaluate the impact of the applications on the business to determine business value •Identify redundant applications with lesser business value	•Identify gaps between current state and future state application architecture •Understand application on-prem vs cloud suitability optimal target platform and migration path •Identify "At Risk applications through 7R model •Prioritize projects •Review new acquisition requests and analyze software contracts	•Calculate application TCO to review cost and identify its drivers •Analyze license cost associated to each application •Finalize future state architecture based on the identified rationalization opportunities	•Based on future state portfolio, application TCO and target platform, develop a sequenced roadmap and financial summary •Communicate the roadmap to all the key stakeholders	•Execute portfolio based on application roadmap •Create migration portfolios and execute a pilot phase to migrate select applications to upgraded infrastructure (cloud or data centers) •Based on Blueprints and test, model solution concepts focused on MVP and aligned to prioritized capabilities •Providing annual training in SAM and relevant licensing to personnel	•Implement transparent governance process and best practices •Conduct regular portfolio reviews •Maintain software inventory-contract licenses and deployment •Establish procedures to ensure adherence to security policies

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Figure 54. A robust application portfolio strategy is a critical component of all business and IT initiatives.

Our approach recognizes the critical success factors for conducting an application portfolio strategy and rationalization:

• Data Capture: Understanding the criticality of minimum viable data that defines the base for Application Portfolio Strategy
• Cost Modeling: Consistent cost modeling and cost-benefit analysis frameworks allow unbiased assessment of applications
• Benefit Articulation: Benefits measurement should be across 3 parameters – completeness, effectiveness and efficiency

- Synergy with Other Organizational Functions: Alignment with the objectives of Enterprise Architecture as well as the overall enterprise strategy

In collaboration with a robust application portfolio strategy and rationalization approach, Deloitte offers architecture design support through our enterprise architecture expertise. Our architects bring a variety of experience in modern EA best practices, standards, and methods. From investment management to project management, our enterprise architecture design approach aligns mission and objectives with technology assets and infrastructure. This approach enables organizations to better manage IT assets throughout their lifecycles.

Our approach to architecture design is initiated through engagement with key stakeholders in a series of workshops to confirm the participating agency's Strategic View (the "What for" on the left side of the figure below) – its mission, values, strategic priorities, and goals. Our decades of experience serving other state and local, federal, and commercial clients informs our belief that securing consensus early on these key drivers and the outcomes the business desires are critical success factors which then inform the analysis we perform on agency's As-Is IT View (the "With what" on the right side of the figure below).
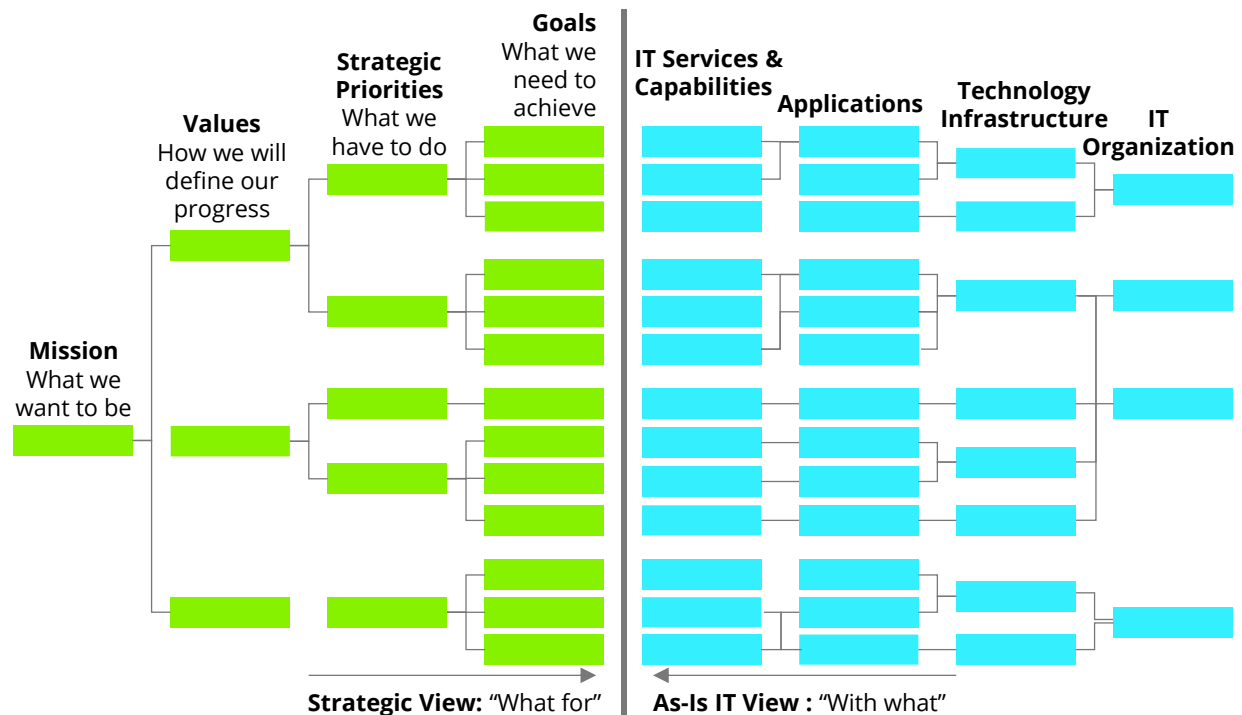
Figure 55. Alignment of Strategy to IT Capabilities and Infrastructure.

Our analysis of the participating agency's IT environment informs the recommendations we will make to consolidate the agency's infrastructure, rationalize its mix of technologies and applications, and confirm the IT services and capabilities needed to enable key business capabilities for participating Agencies. Our analysis and recommendations will inform deliberate IT portfolio management and capital planning to align spending with service and IT organization strategies.

Success Factors Embedded in our Approach

Governance	• Frequent stakeholder and implementation team communication to monitor progress. • Clear lines of authority and decision making, including a single stakeholder (person or department) with accountability and authority to finalize designs and own functional outcomes.
Strategy	• Develop an implementation strategy and approach early in the program that incorporates the ability of the departments and agencies to accommodate the changes.
Training	• Actively engage the process teams in the development, validation, and quality control of training deliverable. • Training should support business processes and decision making rather than training to simply execute transactions. Focus the training on the right people at the right time with the right level of information. • Leverage all tools for developing training available including on-demand online training, customized videos for system walkthroughs and guided learning and instructor led sessions to allow users to learn in many ways.

1. Strategy

5.9.D IT STRATEGIES

RFP Reference: RFP Document, Tab 5 Product and Services, 5.9.d Financial Management, Page 29

Develop IT strategies that directly help the Participating Agency achieve its goals and objectives, and design corresponding organization and governance approaches that deliver the highest value including optimizing core IT functions (e.g., architecture, infrastructure, and application management), defining how technology supports business processes, and identifying opportunities to transition to new or updated technologies or systems.

We believe that developing IT strategies early in the transformation process, as part of the broader holistic future-state vision, is imperative to the success of the transformation. Additionally, while the IT function of the participating agency may be the focus of the transformation, technology is also a thread embedded in any transformation. In addition, designing an integrated IT Operating Model is critical to ensuring that IT delivers the maximum value possible to an organization. By weaving together tailored IT strategies with a robust IT operating model, we can set up a transformation that allows IT to support all an agency's business needs.

We understand that IT organizations face numerous challenges in achieving their mission, goals, and objectives. These challenges include a constantly changing threat environment, misalignment of technology competencies, excess technical debt, and most importantly facing the need to modernize, shape and execute technology transformation. We follow a five-step process to develop an IT strategy that addresses these challenges, and enables the organization to focus on mission fulfillment, increased efficiency, and consistent processes and outcomes for the customer.

Step 1 – Identify Role of IT: To develop the strategic technology plan, each agency's programs and IT need to work together to clearly outline the value that IT will deliver to the organization. The agency must define what role IT will play when aligning itself to business processes to effectively deliver on the value proposition. These strategic choices help provide the context within which an IT strategy can be successfully formulated.

Step 2 – Develop Value Proposition: Our team will work with each agency and its stakeholders to develop the three-year strategic technology plan (methodology shown in Figure 56). This plan will identify high value opportunities to transition to new technologies and systems and provide recommendations based on best practices.

The plan will also contain high-level cost estimates, which will enable leaders, governance boards, and stakeholders to evaluate each recommendation on an equal footing. Each cost estimate will be developed using a common and industry recognized IT lexicon. Our structured approach will enable leaders to make decisions about its technology strategy and conduct fact-based conversations with stakeholders and oversight organizations.
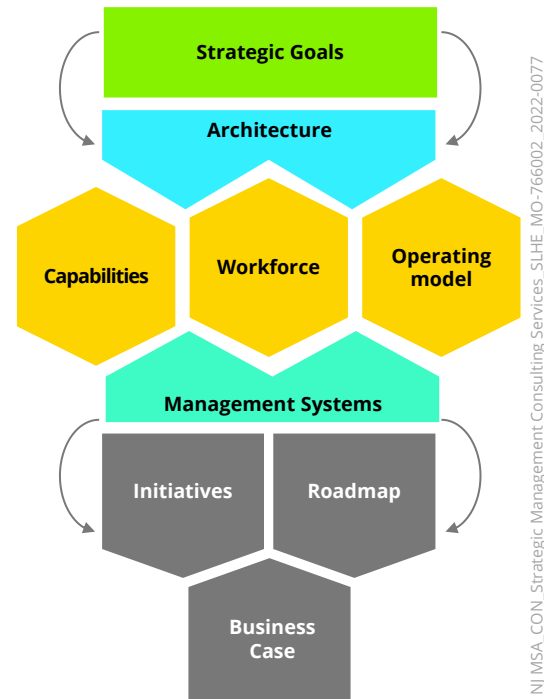
Figure 56. Strategic IT Assessment Framework.

Step 3 – Identify Key Interdependencies: Decisions made across programs can have ripple effects on operations, which may require revisions to technology, organization, and processes. We will work with the agency to identify key interdependencies between IT and stakeholders that may have critical implications for the strategic technology plan.

Step 4 - Develop Iterative Roadmap: We will develop a roadmap focused on the highest-priority areas for targeted improvements. These will include improvements that can be addressed immediately and provide near-term results. The plan will enable the agency to build on these near-term successes, developing organizational capabilities throughout the three-year plan. We will develop the roadmap so that each initiative will build on previous success, incorporate lessons learned, and continue to demonstrate regular, tangible business results.

Distinguishing Factors

At the University Corporation for Atmospheric Research (UCAR), Deloitte developed a strategic assessment and plan for enterprise services, infrastructure, and business applications. This included a strategic roadmap for prioritization of initiatives, improving IT delivery and innovation.

Step 5 – Strategic Review: After completing initiatives, we will help the agency compare actual outcomes to expected outcomes. This will provide a checkpoint to validate the overall strategic goals and vision, review the initiative roadmap, and adjust the timing and priority of future initiatives. Ongoing checkpoints will enable stakeholders to agree on the overall readiness of the organization and technology and agree together to proceed to the next stage and set of initiatives.

We understand the importance of technology operating models, and that now more than ever, technology operating models are evolving in terms of how technology organizes, executes, and behaves. Traditional organizations are becoming more adaptable, innovation is evolving from being needs based to a forward thinking, fail fast culture, and manual process and legacy tech are being

replaced by data and automation. To manage these shifts, we leverage the Deloitte Technology Capability Model and associated playbook. This represents Deloitte's best practice guide on how digitally enabled technology organizations should function from a people, process, and tools perspective to establish efficient operations and better serve the demands of the Business, Customers, and End Users. As part of our Key Capability Assessment, we work with clients to analyze the organization's current state in the focus capability areas, benchmark findings against leading practices, and recommend initiatives to address challenges inclusive of both quick wins and long-term solutions. Our Deloitte Technology Capability model includes maturity levels, common pitfalls to avoid, key roles and interactions, processes, and required tools and technologies. The Deloitte Technology Capability model provides an opportunity for us to collaborate with clients on identifying quick wins for the organization leveraging key differentiating characteristics of the model including an approach that provides a platform for embracing new emerging technologies (such as Cloud, Digital, etc.). **Figure 57** illustrates Deloitte's Technology Capability Model disciplines and the six domains that they fall into.

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Figure 57. NCPA will benefit from a comprehensive approach covering the full spectrum of IT functions required to enable a successful IT organization.

Each core discipline has its own maturity model, assessment approach, and set of supporting resources, including research repositories, best practices, and identified experts from across our firm. The agency will benefit from our ability to bring these assets together to develop

comprehensive, insightful reports and advisory services. We provide a definition of each domain in Figure 58 below.

Strategy and Portfolio	*Works closely with the organization to **set the business-technology strategy,** manage the enterprise architecture and pursue innovation opportunities. **Oversees portfolio delivery and prioritisation to maximise investment outcomes.***
Product & Platform Delivery	***Delivers, enhances and maintains products and platforms** that provide tangible business value and great customer experiences by delivering at the right speed and in close collaboration with the organization.*
Protect	***Protect the organization's technology,** and ultimately the organization from exposure to information security breaches and cyber-attacks, minimising any operational and reputational risk.*
Business of Technology Management	***Support technology to operate as an effective business**, managing and growing the technology workforce, making technology a great place to work and overseeing financial performance.*
Service Orchestration	***Orchestrates all parties involved in the delivery of products and services,** providing a front door for user engagement, maintaining quality standards and making service performance visible.*
Analytics & Insights	***Build a world-class "data driven" organisation**, generating business insights from well-managed data assets, while building trust and confidence in the data through proactive data governance.*

Figure 58. The Deloitte Technology Capability Model details the capabilities that are necessary to deliver world-class business and technology services to the wider organization.

IT Strategy Spotlight: Considering ERP Cloud for Transforming Back-Office Functions

Cloud ERP is an important consideration when discussing IT strategy and transformation opportunities. We understand that these transformational efforts require changes to business and technology systems that are decades old, deeply embedded in existing processes, and touch multiple stakeholders. Deloitte brings breadth and depth of public sector experience and a deep team of experienced resources to help address your mission-critical needs and offer innovative solutions.

Deloitte is the only vendor in the marketplace that is currently implementing all major SaaS multi-tenant software solutions (Oracle, SAP, Workday, and Infor) as part of an Enterprise Statewide Cloud ERP transformation in state government. This provides us a unique perspective on the nuances of each solution and the ability to share knowledge and experiences across a broad spectrum of projects and solutions.

We have earned the leading position in business transformation by delivering hundreds of public sector business transformation and system implementation engagements. This includes over 18 active and ongoing Public Sector ERP projects, including five States, three Counties/Cities, and over ten Universities.

Demonstrated Ability

25+ years of experience implementing industry-leading solutions

- Oracle Platinum/Cloud Elite Partner driving business transformation and providing operations and maintenance services for the full suite of Oracle software solutions.

- Highest-level partner with SAP since 1989 and is SAP's leading State and local government implementation firm and the global leader across sectors implementing SAP's latest generation ERP solutions.

- Workday Platinum Partner with experience implementing in highly complex environments.

- Infor partner since 1994 serving more than 125 clients and in 2017 was selected as a preferred Global Systems Integrator.

- IDC named Deloitte the sole global leader in Enterprise Performance Management and a leader in Business Analytics Services worldwide.

We have experience addressing the unique challenges of the public sector, including but not limited to:

- Building the Chart of Accounts structure.
- Producing a State Annual Comprehensive Financial Report (ACFR).
- Providing access to authorized users and agencies with automated workflows and dashboards.
- Executing cost allocation across projects and grants.
- Meeting the accounting and financial reporting standards as set by the Governmental Accounting Standards Board (GASB).

We believe this experience is important to the agency's success because we bring both the agnostic technology lens and a deep understanding of the inner workings of a broad set of cities, counties, agencies, departments, and broader public sector institutions. This deep government experience allows us to bring a unique combination of an understanding of the agency's challenges, knowledge of the specific transformational needs of the organization, and the ability to speak in your language.

Success Factors Embedded in our Approach

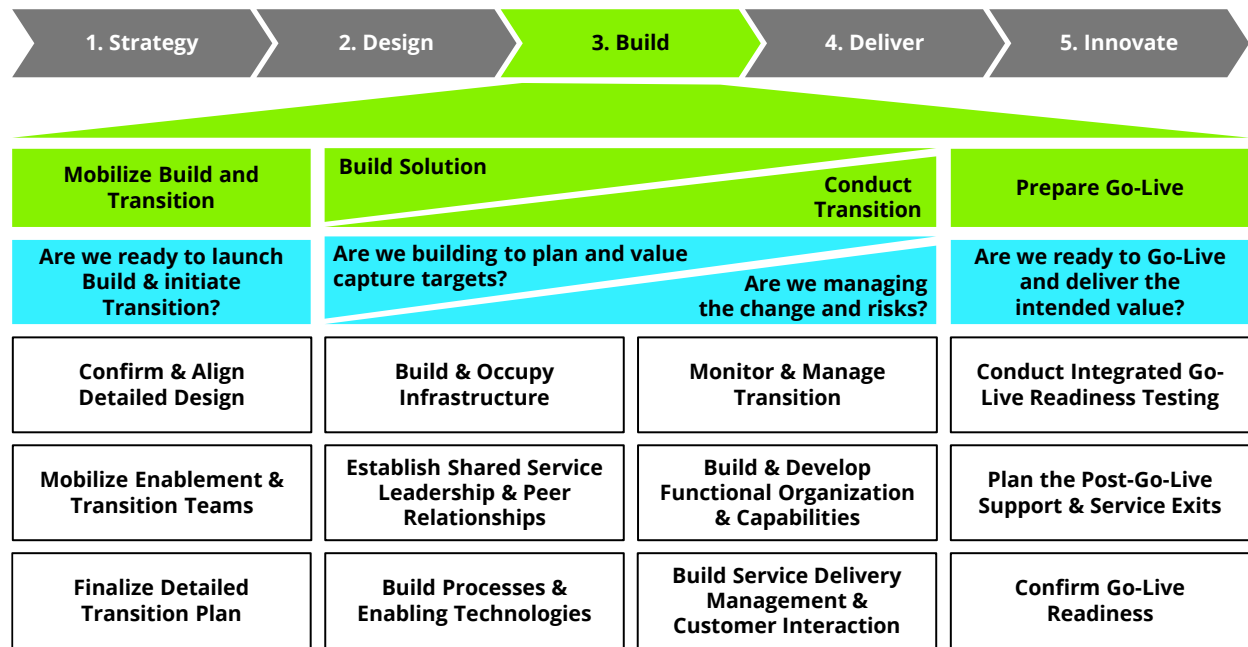| Communication | • Implement an effective communication program to demonstrate senior leadership sponsorship, alignment, and visible actions supporting the project and project team members early in the project. |
| | • Communicate frequently with stakeholders. Open and honest communication creates an environment that can effectively address challenges. |
| Strategy | • Develop an implementation strategy and approach early in the program that incorporates the ability of the departments and agencies to accommodate the changes. |

5.9.E IT PORTFOLIO MANAGEMENT

| 1. Strategy | 2. Design | 3. Build | 4. Deliver | 5. Innovate |

RFP Reference: RFP Document, Tab 5 Product and Services, 5.9.e IT Portfolio Management, Page 29

Help improve IT portfolio management and capital planning to align spending with service and IT organization strategies including assisting on IT project value assurance.

As discussed in Section 5.9.b above, we believe that successful back-office transformations take a holistic, capability-led lens to drive integration, reduce risk, and maximize value from the transformation efforts. Building or enhancing enterprise capabilities such as IT Portfolio Management provides the tools and competencies the Participating Agency needs to support and sustain the desired future-state. However, building capabilities can represent standalone improvement initiatives based on the specific needs of the organization. Our IT Portfolio Management Framework provides NCPA a repeatable and iterative approach to align spending with service and IT organization strategies as shown in Figure below.
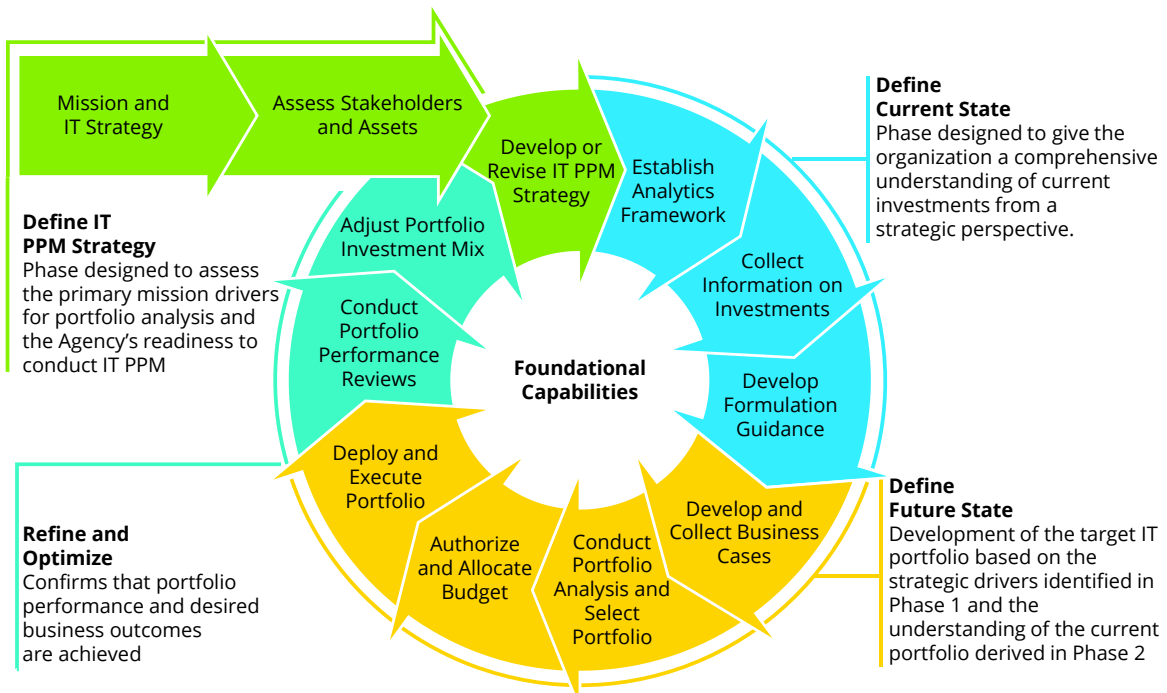
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Figure 59. Our IT Portfolio Management Approach will help the agency define the IT Portfolio Management goals, gain an understanding of the current state, select a portfolio of investments, and ensure the IT portfolio continues to represent the best value for IT spend.

Our holistic approach is built upon a set of foundational capabilities and four iterative stages which provides the agency repeatable steps based on industry standard practices:

- Foundational Capabilities: Foundational capabilities represent the key people, processes, and technologies necessary to conduct meaningful IT portfolio management. These activities include ensuring that investment management processes, governance processes, decision support tools, data management plans, and human resource capabilities are in place. Foundational Capabilities enable other IT PPM stages.
- Stage 1 - Define IT Project and Portfolio Management Strategy: The strategic diagnostic process is designed to assess the primary mission drivers for portfolio analysis and the enterprise's readiness to conduct IT PPM. This stage results in a diagnostic assessment and IT portfolio management strategy. The portfolio strategy will serve as the roadmap for the next investment stage and identify recommendations for governance, processes, tools, data, and human capital capabilities.
- Stage 2 - Define Current State: Characterizing the current portfolio is designed to give the organization a comprehensive understanding of current investments from a strategic perspective. In addition to baselining the current portfolio, this stage also identifies how well the portfolio compares to the business drivers identified in Stage 1, the strengths and weaknesses of the current portfolio, and the preliminary analytics on target areas of improvements to meet the business drivers.
- Stage 3 - Define Future State: Formulating and approving the proposed target state IT portfolio based on the strategic drivers identified in Stage 1 and the understanding of the current state portfolio derived in Stage 2. The activities in this stage ensure that IT portfolio analysis is efficient and targeted to priorities. This stage also includes strong linkages to the governance process to make IT portfolio approval decision.
- Stage 4 – Refine and Optimize: Monitoring and adjusting the IT portfolio ensures that portfolio performance and desired business outcomes are achieved. Regular reviews of the portfolio are conducted based on standardized criteria as well as investment specific metrics. This stage also details the process for assessing new demand on the portfolio, making appropriate adjustments, and conducting impact analyses.

As part of IT Portfolio Management, Deloitte is experienced in supporting capital planning and investment control programs and is aware of the challenges associated with integrating these requirements. Deloitte has a staff of experienced professionals that focus on effective strategies to support NCPA's capital planning programs to ensure it is linked to strategy. This typically involves an emphasis on ad hoc cost benefit, risk, and trade-off analysis to drive enterprise-level business and investment decisions. Our capital planning approach, which begins with a current-state strategic assessment, provides a framework detailing the value and performance of each investment in presentations, reports, and portfolio recommendations. Program reports combining elements of analysis drawn from an Earned Value Management system (EVMS), and standard capital planning and investment control reporting will be provided monthly to track and assess project progress.

As capital planning programs mature, emphasis on integrating with IT strategy and operations areas continues to increase. Deloitte's experience in developing, deploying, and maintaining integrated IT governance programs can provide an agency with the ability to enhance the current programs by integrating budget formulation and execution, enterprise architecture, and IT operations. This holistic approach provides an agency with the ability to manage IT investments as a portfolio through the evaluation of strategic alignment, risks, benefits, performance metrics and financial

information to make sound investment decisions. Our support will consist of developing reports, supporting business case development; providing analytical support, to include the development of cost-benefit and ROI analyses; supporting EVM activities; and providing general capital planning program management support including input to portfolio management tools, EA, and other planning processes.

Success Factors Embedded in our Approach

Governance	• Frequent stakeholder and implementation team communication to monitor progress.
	• Clear lines of authority and decision making, including a single stakeholder (person or department) with accountability and authority to finalize designs and own functional outcomes.
Strategy	• Develop an implementation strategy and approach early in the program that incorporates the ability of the departments and agencies to accommodate the changes.

`3. Build` `4. Deliver`

5.9.F TRANSFORMATION IMPLEMENTATION

RFP Reference: RFP Document, Tab 5 Product and Services,

Support the Participating Agency, in implementing back-office improvement strategies across any combination of back-office functions.

Following our end-to-end Enterprise Service Methodology, we will execute the back-office transformation and implement the desired solutions, capabilities, and changes described above from the Strategy and Design phases. The specific activities, tasks, and deliverables will depend on the scope and nature of the solution itself (e.g., technology implementation, capability development, shift to shared services model).

Build Phase

The objectives of the Build Phase are to develop the solution by preparing the agency organizations, implementing the technology, building facilities (in-house), preparing for vendor transition (i.e., for business process outsourcing), and preparing for execution. Key elements of our approach that span the 10 value threads (e.g., change management, program control, technology/cyber/data) are described in Figure 60 below.

1. Strategy	2. Design	3. Build	4. Deliver	5. Innovate

Mobilize Build and Transition	Build Solution	Conduct Transition	Prepare Go-Live
Are we ready to launch Build & initiate Transition?	Are we building to plan and value capture targets?	Are we managing the change and risks?	Are we ready to Go-Live and deliver the intended value?
Confirm & Align Detailed Design	Build & Occupy Infrastructure	Monitor & Manage Transition	Conduct Integrated Go-Live Readiness Testing
Mobilize Enablement & Transition Teams	Establish Shared Service Leadership & Peer Relationships	Build & Develop Functional Organization & Capabilities	Plan the Post-Go-Live Support & Service Exits
Finalize Detailed Transition Plan	Build Processes & Enabling Technologies	Build Service Delivery Management & Customer Interaction	Confirm Go-Live Readiness

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Figure 60. Build Phase of Deloitte's EST Methodology.

Key outcomes of the Deliver Phase include having new leadership in place (e.g., for a new shared services organization); new operational roles in place; technology built, tested, deployed and signed off (if applicable); sites are ready (captive and vendor); processes have been standardized and streamlined; SLAs agreed and signed; all personnel trained; and knowledge transfer completed.

Deliver Phase

The objectives of the Deliver Phase are to transition in-scope processes and business units and realign the organization for future state environment. Key elements of our approach that span the 10 value threads (e.g., change management, program control, technology/cyber/data) are described in Figure 61 below.

Distinguishing Factors

Deloitte's IndustryPrint 5 (IP5) accelerator is a business process modeling tool that includes both process modeling tool capabilities as well as leading practice enterprise-wide business process models that incorporate State government-specific knowledge and leading practices. This accelerator significantly improves speed and quality of process definition through implementation.

| 1. Strategy | 2. Design | 3. Build | **4. Deliver** | 5. Innovate |

Deliver Go-Live		**Stabilize GBS**	**Launch Improvement Platform**
Is go-live complete?		**Is GBS stable and tracking to value capture targets?**	**Is GBS self sufficient and ready to drive value to the enterprise?**
Go-Live **Confirm Go-Live Completion / Responsibility Transfer (by waves)**	**Conduct Post-Go-Live Risk & Issue Analysis**	**Stabilize and Streamline Operations and Retained Org**	**Assess Post-Go-Live Environment & Identify Gaps Against Value Realization Plan**
Enable Governance Authority	**Mitigate Gaps in Service Delivery (e.g. customer engagement, service delivery, retained org.)**	**Conduct Post-Go-Live Support & Services Exits (i.e., Deloitte, other 3rd parties)**	**Prioritize Improvement Areas & Launch Continuous Improvement**
	Monitor Enterprise Environment (i.e., outstanding go-lives, changing policy environment)	**Track to value capture targets & monitor appetite for change**	

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Figure 61. Deliver Phase of Deloitte's EST Methodology.

Key outcomes of the Build Phase include a future-state functional environment that is operational and stabilized from implementation/change, the retained organizations are operational and stabilized (in outsourcing or shared service situations), value tracking approach is in place, and all component projects' go-lives are completed.

Innovate Phase

The goal of the Innovate phase is to support operations of the agency functions and drive optimization with a view to achieving end-state goals through evaluation and implementation of service improvements. Key outcomes include continuous improvement of services in line with long-term, strategic objectives and maturity development across all capabilities.

Success Factors Embedded in our Approach

Testing	• Place significant emphasis on testing the system including the interface processes. • Involve end users to make certain the system meets their needs and users understand how to perform their duties with the back-office software.
Security and Controls	• Include security and internal control requirements that are important to the State as part of the standard design methodology. • Avoid identifying security and control gaps and incurring higher costs associated with having to retrofit controls after the solution is already implemented. • Involve internal audit staff on-site to provide an independent assessment of security and internal controls and to become a knowledgeable resource of the back-office implementations.
Technical Process Alignment	• Develop and communicate a solid plan, schedule, and governance around development and process changes such as executing technical interfaces and report testing, data conversion management and validation, and end user self-service execution and engagement.
Go-Live Support	• Consider placing a team to cover high transaction areas and large departments that require extensive in-house support to provide users with responsive support. • Consider partnering departments and agencies with similar missions to provide additional hands-on experience and support.

Deloitte has experience addressing the unique challenges of the Public Sector. Deloitte brings experience working with Agencies to create holistic strategies and managing complex back-office transformations. We understand how to drive these considerations into broader design of back-office operating models and organizations with the needed capability maturity to support it.

5.10 DRIVING OPERATIONAL TRANSFORMATIONS

RFP Reference: RFP Document, Tab 5 Product and Services, Page 29

5.10.A CURRENT/TRENDING DEPARTMENT

RFP Reference: RFP Document, Tab 5 Product and Services, 5.10.a Current/Trending Department, Page 29

Provide an independent perspective on current/trending department, agency, or program performance to assess issues, risks, and performance trajectory through tailored diagnostics and devising flexible, tailored solutions to address the department's, agencies, or program's particular operational needs.

Through longstanding relationships with state, local government, and higher education departments and agencies, we understand the culture and complexity of the client's organization. We routinely help our clients assess and achieve operating transformation goals.

Our team's approach to defining business and process gaps, developing operational business requirements, and guiding operational transition uses standardized business analysis methodologies and is structured in three phases: Organizational Assessment, Priority Area Gap Analysis, and Transition Planning. In the Organizational Assessment, we will define current capabilities and processes in agreed upon priority areas. The Priority Area Gap Analysis phase is centered on identifying gaps between current state and future vision, defining requirements, and developing options, while the Transition Planning phase will focus on how the department will implement changes to reach its future state.

Project Management

Organizational Assessment *6 weeks*	Priority Area Gap Analysis *10 weeks*	Transition Planning *4 weeks*
Activities		
• Capability Alignment • Current State Assessment	• Future State Visioning • Gap Analysis and Requirements • Options Development	• Transition Plan Development • Stakeholder Outreach and Engagement Planning
Deliverables		
	• Gap Analysis Summary Reports	• Transition Plan • Stakeholder Outreach and Communications Plan

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Figure 62. Deloitte's Approach.

Organizational Assessment: This first phase of our approach is focused on assessing current capabilities in the priority scope. This phase focuses on information-gathering activities such as reviewing policies and procedures, conducting interviews with key stakeholders, analyzing relevant data, documenting current processes, and developing a list of initial observations. This is done with the goal of creating a shared understanding of the current processes for oversight and operational management.

- **Capability Alignment**: After the project kick-off, our team will submit a document and data request for relevant and existing documentation and data for each of the priority areas in scope. These documents and data will serve as the starting point to identify the core capabilities of the department to understand key functions. These may include standard operating procedures, policies, and key performance metrics. This functional capability alignment will also help to begin identifying gaps that may exist for the department's future operating model. Capability alignment can be supported by Deloitte's ConsultHub™ platform to rapidly visualize and design the future operating model. The ConsultHub™ platform helps agencies and departments to understand the current state of their operating model, assess their capabilities, and perform real-time prototyping and what-if scenario analysis to achieve business objectives.

Understand current state	Test hypotheses	Define future state
• Deploy capability maturity assessment and employee activity allocation analysis • Baseline current state data on a single platform for analysis	• Perform real-time, what-if analysis • Conduct immediate financial assessments of service delivery model and geography selections	Using the outcomes of real-time prototyping determine the best way to: • Optimize internal investments to focus on strategic capabilities and processes • Streamline functional processes to reduce costs and improve service quality • Restructure functional delivery to reduce cost

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Figure 63. ConsultHub Platform.

- **Current State Assessment:** Using the information gathered during interviews and initial activities, we will evaluate and document the organizational structure, workflows, business practices, and the underlying technology infrastructure. We will gather leading practices from peer organizations to understand national trends as they relate to the priority areas. The outcome of this assessment is a summary report that details the existing operational structure and components of the boards. Our team will conduct a validation session with leadership and key stakeholders to review our findings within this report before it is finalized.
- **Priority Area Gap Analysis:** The gap analysis phase focuses on clearly assessing issues and risk and identifying what needs to change in the priority areas to enhance performance trajectory. This phase also includes significant stakeholder engagement where we discuss the future state vision while evaluating and gathering input on options. The outcome of this phase is a summary for each priority area that details the gap analysis outcome, recommendations, and a high-level roadmap for transition.
- **Future State Visioning**: Our first step of the Gap Analysis phase is to conduct a future state visioning session to discuss how the new responsibilities can be integrated most efficiently. We will bring together leadership and key stakeholders to think through the "to-be" processes and

set the overall vision for each of the priority areas in scope. Using the current state assessment and best practices gathered, our team will facilitate the visioning session to gather priorities, goals, and guiding principles for the transition.

- **Gap Analysis and Requirements**: Once the high-level vision of the future state is defined, our team will compare this to the current state to identify gaps in the priority areas. We will use the current state findings to inform opportunities and challenges the priority areas in scope and define the differences between the current state and future state vision. For these gaps, we will document high-level requirements for key functions in each of the priority areas. Our team will conduct working sessions with key stakeholders to validate the gaps and requirements. The participants for these working sessions will be identified based on role and responsibility to confirm that we have accurately described the future state.

- **Options Development**: After gaps and requirements are documented, our team will focus on developing options to close these gaps. Options will be aligned to the gaps they address, beginning with the most critical gaps. We will conduct a cross-functional stakeholder input session to gather feedback on the starting list of options and prioritize initiatives based on business needs. The session will be highly interactive and stakeholders will have opportunities to share their considerations on specific options. By engaging experts and stakeholders on the list of options, we will market-test the considerations prior to designing the transformation roadmap. Within the stakeholder input session, we will discuss the efficiency, feasibility, and cost-effectiveness of the proposed options, which enables easier comparisons, evaluation, and prioritization. The outcome of the session is consensus on the preferred options within each of the priority areas. After we have gathered key stakeholder input and gained consensus on options, our team will develop the gap analysis summary that details for each of the four priority areas: gap analysis results, recommendations, and high-level transition roadmap that outlines key milestones. The high-level roadmap will align to the future state vision and communicate the overall direction for the transition for each of the priority areas in scope. Further details are defined during the Transition Plan development phase.
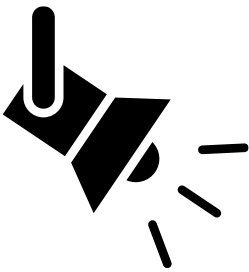
Project Spotlight

Pennsylvania Office of Medical Assistance Programs (OMAP) Operating Model Reorganization

Deloitte is supporting an operating process redesign to enable OMAP to transform into the Medicaid agency of 2040 while continuing to serve over 3 million individuals enrolled in Medicaid and CHIP. Key activities include:

- Facilitating interviews and strategic discussions with 20+ OMAP stakeholders to understand and document current state functional capabilities;
- Conducting a gap analysis to identify opportunities to transform into the Medicaid agency of 2040 addressing areas such as innovation, continuous improvement, whole person health, and results management; and
- Developing concise operating model reorganization recommendations along with change management guidance.

- **Transition Planning and Stakeholder Outreach**: The final phase focuses on working with leadership and key stakeholders to define the activities, sequencing of activities, and timeline for transition in a project plan. As part of the transition plan, our team will evaluate stakeholder

needs and develops an outreach and communications plan to prepare both internal and external stakeholders for the transition.

- **Transition Plan Development**: Our team will co-create the transition plan with the department using the high-level transition roadmap as our starting place. Our team will work with stakeholders to define activities for each of the priority areas. For each activity, we will identify an owner, the anticipated timeline for completion, and key dependencies among other transition-related activities. After gathering these inputs and building out the project plan, we will present the transition plan to the department, update based on feedback, then submit as a formal deliverable.
- **Stakeholder Outreach and Engagement**: As our team is creating the transition plan, we will also develop the stakeholder outreach and communications plan to align when and how to engage stakeholders as part of the transition strategy. Well-prepared communication is key to well-informed stakeholders; and well-informed stakeholders drive project success. Deloitte has a strong history of developing effective stakeholder engagement and communication plans. Our experience allows us to understand common stakeholder needs based on their level of impact and anticipate challenges that may arise in engaging with different types of stakeholders.

5.10.B DESIGNING AND PLANNING

RFP Reference: RFP Document, Tab 5 Product and Services, 5.10.b Designing and Planning, Page 29

Assist with designing and planning implementation for new programs, including the concept, requirements, cost and resource estimates, and business case.

Environment-driven shifts will continue to disrupt how agencies and departments deliver their mission. More impactful solutions must be implemented more rapidly—and in a way that requires less upfront cost and with greater flexibility to adapt to shifting priorities. Other external drivers, such as digital innovation and health and social crises, will test agencies' skill and agility in pivoting their operations when these challenges arise. Agencies that can respond and thrive through these shifts will reap the benefits of this disruption through streamlined service delivery, cost reduction, and increased citizen engagement.

To adapt and respond to the disruptors of today and in the future, program management organizations (PMOs) must evolve their strategies, methods, and tools for delivering their large scale, transformation programs. To address this shift, Deloitte's Government and Public Services practice has created Program Management Exponential or PM^x. PM^x provides a set of methods, tools, and assets focused on helping government agencies deliver the full potential of their transformational investments across a digital and dynamic landscape.

PM^x is comprised of a set of core solutions that are delivered by tailoring and implementing our methods, tools, and accelerators. It provides the following program management solutions that are tailored to meet the unique needs of the program and organization:

Solutions	Methods
Program Management Maturity	• **Maturity assessment:** Measuring the maturity of a client's existing program and results management processes to identify specific and actionable recommendations to improve the organization's program management effectiveness and the alignment of the program to its strategic goals and intended business results

Solutions	Methods
	• **Continuous improvement:** Planning and facilitating lessons learned elicitation activities, documenting results, and developing recommendations and action plans to improve program management efficiency and effectiveness
Program Management Design	• **Program integration and operating model design:** Applying design principles to determine the scope and scale of program management functions needed to deliver the program's intended results; distributes best-fit alignment of roles and responsibilities across impacted stakeholder organizations • **Program management and integration planning:** Defining how the organization will structure, execute, and administer the program; establishing the breadth of management activities for which the program is responsible, and illustrating the operating model for how the program and its component projects will work across impacted stakeholders to deliver results
Program Management Execution	• **Program and Project Management standup:** Implementing the processes, developing the artifacts, and securing the resources needed to rapidly standup a Program or Project Management Office • **Enterprise value delivery for program and project management (EVD for PPM):** Deloitte's PMBOK-aligned methodology and standard for executing program and project management processes
gGovernance for Results	• **Governance design:** Applying design principles to establish the roles, responsibilities, and decision and escalation thresholds that will be followed to monitor, manage, and control program cost, schedule, and performance • **Decision management:** Implementing the processes, procedures, and information sharing standards needed to prepare stakeholders to make timely, informed, and data-driven decisions; documenting and communicating the decisions to impacted stakeholders so the appropriate actions can be taken as determined • **Benefits management:** Defining the program's planned business benefits and mapping these benefits to the organization's strategic objectives; implementing processes to measure and evaluate program performance against the planned benefits

Figure 64. PMx Program Management Solutions.

PMx is focused on helping agencies deliver the full potential of their transformational investments across a dynamic landscape and delivers an approach that is:

- **Responsive**: governance and program operating models are designed to achieve a careful balance of rigor, inclusivity, and efficiency; the governance structure and operating models are refined as program priorities shift and as the program progresses through the lifecycle
- **Right-sized**: methods, tools, and processes (MTP) are anchored on industry standards and best practices, then tailored up-or-down to meet the unique needs of each program; MTP further evolve and adapt through continuous improvement
- **Real-time**: digitized dashboards and information sharing workflows provide program managers and decision-makers the "facts and data" they need to make business decisions; this enables decisions to be made in a timely manner and with confidence and transparency
- **Results-focused**: a traditional focus on cost, schedule, and scope is augmented with a strategic focus on the program's defined business results; progress against these business results is measured real-time and controlled through governance throughout the lifecycle

5.10.C PARTICIPATING AGENCY

RFP Reference: RFP Document, Tab 5 Product and Services, 5.10.c Participating Agency, Page 29

Help the Participating Agency sustain performance through capability building at all personnel levels and across all functions, applying continuous learning and cross organizational communications, and designing performance management tools to keep the organization on track going forward.

Sustaining performance and capability building touches on multiple facets including cultural learning, engaging with staff, and working across silos. It is also critical to employ the necessary tools to monitor and track ongoing progress. We have the skills in continuous learning, workforce assessment, communications, and tool design and implementation that spans each of these facets.

Capability Building and Capacity Transfer

From our experience of delivering hundreds of business and technology transformation projects for federal, state, and local agencies, we know that capacity building, interim leadership, and transition planning are key pillars for sustained, long term success. It is critical to not just have a strong structure in place, but also equip leaders within that structure with the right knowledge and tools to continue moving forward in your journey.

We focus on capacity building from day one by sharing knowledge throughout the project (e.g., regular discussion meetings, documentation of work products and walkthroughs, one-on-one discussions as needed). We support interim leadership by working together to co-facilitate staff and union discussions, providing you our methods and tools for various activities (e.g., validate workflows, update in-scope programs), and providing key talking points and communication materials. Establishing the transition plan and schedule early allows the right owners to be identified and for transition activities to occur in a timely manner.

Project Spotlight

Deloitte helped to stand up the New York State Justice Center for the Protection of People with Special Needs. Pre go-live services we provided included:

- Launching an Agency Implementation Network team to manage the coordination of go-live activities
- Developing a Change Impact Assessment and Transition plan to prepare for go-live and ongoing operations
- Identifying, training, and transitioning 500+ staff members to new positions, roles, and responsibilities

Transferring skills and knowledge to your resources is a top priority in delivering a sustainable program. Our job as your advisor is not complete unless we help your workforce develop the knowledge, skills and capabilities to own subsequent performance improvement initiatives and provide continued employee education. Deloitte's capability transfer approach focuses on identifying key capabilities and skills, setting up a capability transfer infrastructure, and with the department, driving accountability for continuous learning. Emphasis is placed on providing the right experiences for project team members as they gain new functional and technical responsibilities. Eventually, the department's employees will become experts, serving as mentors to future employees and driving sustainable change.

Workforce Assessment

Workforce Assessment enables the department to understand the employee perspective and activate organizational strategy by helping to quickly gather data at-scale in order to gain critical insights that inform business decisions. Deloitte's workforce planning analytical capabilities measure, analyze, assess, and predict human capital performance to make strategic decisions about how the applicable workforce can improve mission, operational, and financial goals. These findings can be found in the Workforce Dashboard, an easy to view dashboard of key workforce metrics, and the Gap Analysis Report, detailing recommendations to close the workforce gaps.

For sustained performance and increased capacity within the organization it is also critical to match the mix of skills and experiences of your staff to the strategic priorities of your organization, several actions can be taken, including the following.

- Conduct a full skills assessment, looking critically at what skills your company may need in the coming years.
- Establish a specialist committee or panel to illustrate collective skills of the organization as a whole and to identify missing skills.
- Broaden the pool of candidates for specific roles as your current network may not have people with the skills and backgrounds that help fill those gaps.

Continuous Learning

For effective, enhanced learning, we enable department leaders to create stakeholder personas and experience journeys to determine the organizational and human change impacts and lay out an end-to-end Journey Map for each role in the current and desired future states. Deloitte works with leaders to validate the defined Role-Based Personas and accompanying Journey Maps and characterize the baseline for change readiness (e.g., skill gaps) for each role, including articulating what an effective role looks like and determining how the department will track progress.

Deloitte reviews key insights and measurable accomplishments to inform the development of **Role-Based Training**. The Role-Based Training Plan provides a recommended combination of different learning approaches (e.g., micro-lessons, job shadowing, web-based simulations) for the department's stakeholder groups to build the competencies and skills required for their roles around the transition.

Continuous learning is integral to sustained performance management. A collaboration that focuses on role-based training and "learning by doing" while actively engaging the department's leaders and employees through joint ownership and accountability is essential. It is not simply a task to be completed at the end of the project; rather, it is a critical process that is planned from the outset and must be constantly reinforced by the department's project and business leadership. This will allow the department's resources to own the process and have the knowledge, skills and abilities to be successful well into the future.

Culture, Change Management, and Communications

Changing structures, systems and behaviors requires a deliberate and comprehensive program that addresses culture, change management, and communications. Organization and operational change can only be sustained if the culture of the organization will support and influence the change required. Culture informs change management enabling the identification of people-related risks and the development of formal plans to mitigate their impact. Strong channels of communication help achieve sustainable goals and it is our experience that without a comprehensive communications program in place, it is easy for an organization to get stuck in-between new ways of

working and old modes of behavior. The key to preventing these risks and successfully managing the overall change effort is to design an integrated effort that creates a coherent experience for all stakeholders and builds momentum and alignment toward the adoption of new ways of working.

Deloitte could perform the following activities and provide deliverables as described within the unique requirements and needs of the department.

- Conduct initial stakeholder assessments and identify quick win communications / key messages.
- Tailor our proprietary CulturePathTM survey to include the culture traits / shared beliefs to measure.
- Launch the CulturePathTM assessment first with the Executive Leadership Team to determine leadership's readiness to embark on the transformation.
- Engage top leaders in a culture visioning workshop to align on the culture needed to enable the department's future and help management to prioritize 2-3 culture traits to develop.
- Develop a change management and communication plan related to the strategic transformation initiatives.
- Design pulse surveys to engage leaders in helping them drive change.
- Collaborate with the department to create culture sprints, bringing knowledge of norms and expectations.
- Collaborate with the department to create tailored communication and engagement materials to be used with targeted stakeholder groups.
- Embed findings into design planning, projected sequencing, and prioritization of strategic transformation initiatives.

Culture, Change Management, and Communications Deliverables

Deliverable Name	Description
CulturePath™ Survey and Findings	Data-driven insights on current state of culture and how to manage change based upon unique agency demographics.
Change Management and Communication Strategy and Plan	Targeted change management and communication strategy and plan related to the TMO and strategic transformation efforts.
Culture Lab	Interactive lab with <Client Name> leadership to align around required shifts in organizational culture.
Communication Toolkit	Templates and key messaging needed for communications distribution to stakeholders.
Pulse Surveys	Pulse Surveys (before engagement begins and at designated mid-point check) measuring the effectiveness of communication mechanisms that incorporate feedback to improve program outcomes throughout the engagement.

Performance Management Tools

A robust performance management capability will help the department achieve its goals by understanding the desired end states, creating quantifiable measures that provide insight into end states, designing a governance process that supports the systematic evaluation of process outputs, visualizing and contextualizing performance information, and identifying ways to drive performance toward stated objectives.

We have developed a flexible, proven performance management approach to establish performance management capability within the agency's organization. Based on the core principles

of efficiency, transparency, quality, and cost savings, our modular framework serves as the foundation for delivering value. Deloitte takes a four-phased approach to evaluate, design, develop, and implement a performance management capability (see Figure 65).
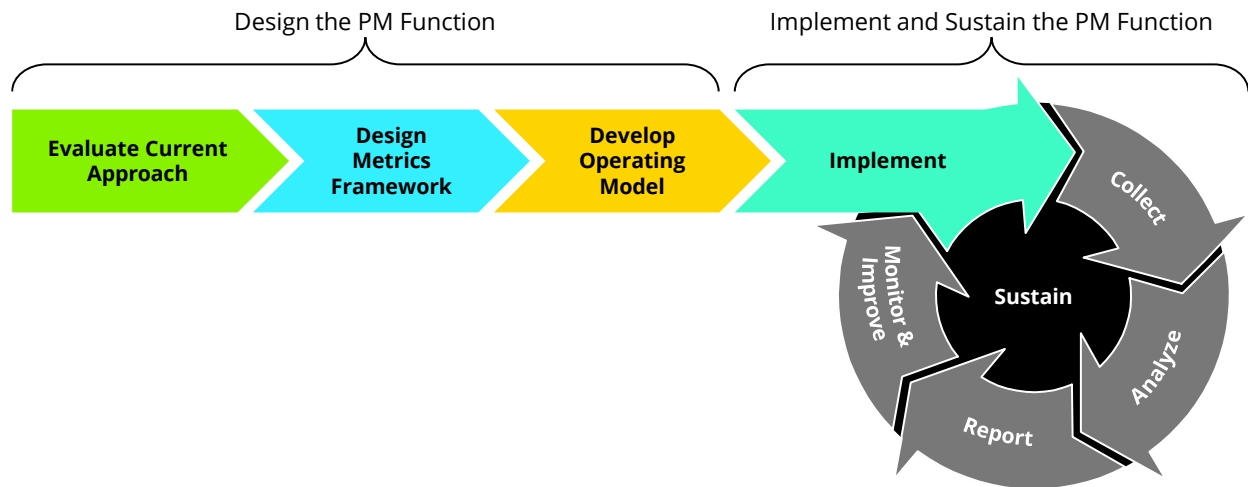
Figure 65. Performance Management Process.

During the initial three phases, we work with the client to define ideal performance management capability, taking existing processes and metrics into account while identifying necessary improvements. Additionally, we will develop a robust set of measures with clear accountability and oversight to promote transparency and understanding across the organization. In the fourth phase, we will implement and sustain the performance management capability by continuously collecting, analyzing, reporting, and supporting process improvement activities. Our approach will incorporate the many facets of the agency are considered as our team helps achieve aligned goals through comprehensive performance management.

Performance Management Offerings and Capabilities	Description
Evaluate Current Approach	Evaluate the current state of performance management across the entire client organization and recommend a roadmap to guide the design and implementation of a performance management capability.
Design Metric Framework	Develop and evaluate metrics to establish standards for performance indicators that will provide a clear picture of each function of business and its impact on the overall mission.
Develop Operating Model	Develop an operating model by establishing performance management processes and governance, as well as clear and concise performance management communication.
Implement Performance Management Lifecyle	Leverage outputs from the model to collect, analyze, and report on all data pertaining to the client's performance management processes and monitor and continuously change to improve the program and its effectiveness.

Figure 66. Performance Management Offerings.

- **Evaluate Current Capability and Approach**: Our team will first evaluate the current state of performance management across the organization. During the initial assessment phase, our team will interview key decision makers, stakeholders, and end-users about their goals for the

organization as they relate to the mission in order to define measurement drivers. Our team will evaluate data measurement requirements and reporting efforts in the organization and will determine whether these efforts align to the organizational goals. We will review the implementation and sustainment of any performance measurement as it relates to recurring data collection, reporting, analyzing, and monitoring processes. We will also develop a comprehensive list of potential metrics that can support the achievement of organizational requirements. We will document all organizational/internal requirements to bring a performance management capability that aligns with the organizational communication procedures and governance processes. The results of the assessment phase will guide the creation of a roadmap with milestones and timelines for our team to design, implement, and operate the new performance management capability while providing us the interpretation of which performance management tools to use.

- **Design Metrics Framework**: The team will use the results of the assessment to guide the design of the metrics framework. We will work with the department to define performance measurement focus areas and desired outcomes, and we will develop metrics that address strategic, operational, and tactical levels while aligning to relevant industry standards. The final metrics framework and performance indicators from this phase will provide the department with a clear picture of business functions and their impact on the mission.
- **Develop Operating Model**: Our team will use the metrics framework and data gap analysis to shape the development of the performance management operating model. Sustainment of the performance management capability requires clear processes, a governance infrastructure, and workforce adoption. We will create standard operating procedures (SOPs) for metric reporting and will communicate technology and workforce requirements necessary to maintain operational capability. Using an accountability framework, we will develop a governance structure clearly outlining roles and responsibilities. As roles naturally evolve, we will review roles with impacted personnel so stakeholders at all levels understand how to take ownership of the performance management activities in their purview.

  Finally, we will develop a strategic communications plan to distribute metrics reports to key stakeholders. We will provide educational resources to the workforce on the new performance management expectations, processes, and benefits to themselves and the organization. Our team will conduct periodic trainings through webinars so stakeholders have clear direction on responsibilities for metric tracking, reporting, and efforts to improve metrics. The performance management process SOPs, accountability framework, and strategic communications plan will promote the sustainability and organizational support of the performance management capability.
- **Implement Performance Management Lifecycle**: The first three phases of the performance management process establish a robust measures set, clear reporting requirements, business process SOPs, a governance framework, and a strategic communications plan. Armed with these documents and guidelines, the agency will be well-positioned to implement a robust performance management capability. The performance management lifecycle is a cyclical process that begins with data collection. We will collect performance data in a standardized format.

5.10.D IMPROVING DELIVERY

RFP Reference: RFP Document, Tab 5 Product and Services, 5.10.d Improving Delivery, Page 29

Implementing program, department or agency level operational strategies, process transformations or new program deployments to improve delivery.

We have experience working with State, Federal, non-profit and commercial clients to improve effectiveness, efficiency and transparency and are committed to bringing the right tools and approaches to improve how services are delivered to citizens and enhance the long-term performance and safety of the public sector agencies. Within our Government and Public Services (GPS) practice, we have four market offerings focused on providing Operations Transformation, Enterprise Performance Transformation, Workforce Transformation, and Strategy and Analytics services.

Our teams apply deep knowledge of our clients' business and operations to help them maximize operational efficiencies, embrace business and technology transformations, and become a risk intelligent enterprise. We bring decades of experience, proven methodologies and tools in business support to measure, improve, and secure programs, processes, and systems that are critical to meet the department's mission requirements. We rely on our comprehensive industry and Deloitte created frameworks, which have been developed for the specific services requested and can be tailored to the agency's unique needs and goals. In addition to our PMx methodology, described in Section 5.10.b for new program deployments, additional key methodologies highlighted in the sections below include our **Business Process Redesign Methodology**, **Target Operating Model Methodology**, **Results Management Office Framework**, and **Risk Intelligence Program Methodology.** These frameworks are utilized in tandem with our established templates to deliver consistent services and ensure project goals and visions are achieved.

- **Process and Performance Improvement Advisory**: The task of improving quality and efficiency in the delivery of services for public sector agencies can be a complex process. Deloitte's process and performance improvement methodology is grounded in a proven, iterative framework to drive and deliver results. As a firm with decades of operational excellence experience in the public sector, Deloitte understands that process and performance improvement is not just a "one-and-done" effort, but rather, a central and ongoing component to continual reevaluation, and enhancement by streamlining business processes, increasing productivity, and reducing cost across the full range of back-office functions – including finance, technology delivery models – as well as the effective and efficient delivery of services. Our approach to providing consultation, conducting business process redesign, and developing organizational improvement strategies is structured in three phases of work using Deloitte's Business Process Redesign (BPR) Methodology.

Project Phase	Organizational Assessment		Options Analysis		Plan Development	
Deloitte BPR Methodology	Vision & Alignment	As – Is Assessment	To – Be Assessment	Gap Analysis & Recommendations	Prioritization	Roadmap
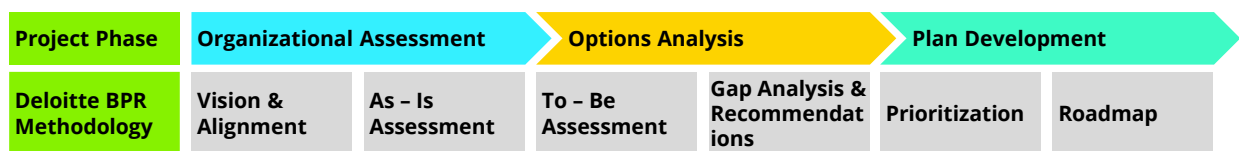
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Figure 67. Deloitte's Business Process Redesign (BPR) Methodology.

- **Agency/Organization Transformation Support:** Deloitte knows that agencies are currently tackling major transformation initiatives such as modernizing their data and technology delivery models, hybrid work models, enhancing consumer engagement, and addressing health inequities. Our Target Operating Model Methodology helps agency leaders deliver services and

programs in line with the agency's mission, stakeholder expectations, and residents' needs. Some examples of areas of support we provide for agency/organization transformation include:

– Aligning programs and services to focus on outcomes and legislative intent or mandates.
– Adapting business models to new budget realities, grant requirements and changing workforce demographics and skills.
– Improving transparency with oversight entities, stakeholders, and residents.
– Creating a forward-looking (proactive versus reactive) approach to evolving an organization's operating model.
– Providing ability to create a new organization from legislation to operations, and
– Helping align with the budget pressures organizations are facing to drive efficiency and service improvements.

Our approach is structured in four phases to help execute an agency/organizational transformation from vision through implementation

Visualize and Strategize	Assess Capabilities	Design the Operating Model	Design the Organizational Structure
Review organizational vision and strategy to determine what and where the organization needs to be in the future.	Identify the current state people, process, and technology capabilities and understand how they integrate to support the organization's mission and vision.	Identify the optimal operating structure by configuring capabilities to support the future state vision and enhance the distribution and delivery of work.	Develop a structure that groups the organization's capabilities according to strengths and outlines their roles & responsibilities to define decision-making.

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Figure 68. Deloitte uses its Target Operating Model Methodology to Inform Organization Transformation efforts.

Our approach transformation support is also enhanced by our OperateEdgeTM platform. This proprietary operate service delivery automation platform is integrated with application infrastructure, ITSM tools, DevSecOps tools, and leverages AI technologies to drive greater insight and automation into all activities associated with effectively managing enterprise operations. Benefits of OperateEdge include:

- Drives standardization of Operate services by providing repeatable operate-focused tools
- Integrates with diverse infrastructure and toolsets to break down domain silos and provide a single-pane view of enterprise operations
- Leverages Advanced and Predictive Analytics, and AI/ML technology to measure performance and drive efficiencies
- **Business Support:** Leaders in state and local agencies are constantly balancing business needs with their budget and staffing capacity restrains. Through our business support services, we assist and advise agencies on high priority focus areas. Examples of common areas of support include, but are not limited to:

  – Program and Policy Evaluation Support: Deloitte's approach to program and policy evaluation combines our subject matter knowledge with our Proactive Policy Analysis tool to provide guidance to agencies on assessing how political risks impact agency budgets, operations, mission, strategic planning and execution.
  – Regulatory Compliance Support: In an era of constantly shifting Federal priorities, we can help agencies navigate compliance with regulations while simultaneously helping identify how changes to program requirements may open new options and flexibilities for programs. Our

Deloitte teams have access to new regulatory analyses via our knowledge-based resources such as the Center of Government Insights and Center for Regulatory Strategy to bring our clients new ideas and implementable strategies. For example, Deloitte's Center for Regulatory Strategy is a source of critical insight and advice, designed to help clients to anticipate change and respond with confidence to the strategic and aggregate impact of national and international regulatory policy. The Center combines the strength of Deloitte's network of experienced risk, regulatory, and industry professionals-including a deep roster of former regulators, industry specialists, and public sector and business advisers-along with regular dialogue with institutions, trade associations, and other regulatory stakeholders, to provide clients with a rich understanding of the impact of public policy and regulation.

– Financial Analysis and Modeling Support: In order to conduct financial studies, analysis and produce evidence based reports, our teams apply our domain and client expertise with a mastery of data management and modernization, advanced analytics, data science, and artificial intelligence. Our approach is based on the objective of the research and available data and will leverage specialized teams within the firm, such as our Survey Research Center (SRC), specializing in research design consultation, questionnaire design, data collection and processing, statistical analysis and sample design, report preparation and automation, data visualization, qualitative research services, data-driven decision-making for qualitative, quantitative and mixed-methods studies.

– Communications and Change Management: We can help organizations conduct stakeholder assessments, develop communications plans, and guide your organization through change management strategies.

- **Program and/or Project Management:** We recognize that a robust program and project management methodology is critical to executing transformational initiatives while enabling agencies to make better business decisions on the cost, schedule, performance, and risks of their programs. Deloitte's program and project management frameworks enable our teams to provide robust project management services based on industry-leading practices that are also flexible for projects that vary in size and scope and building upon the management practices and resources already in place within public sector agencies. Our approach leverages industry-leading practices including Project Management Institute (PMI) principles, Project Management Body of Knowledge (PMBOK®), Results Management Office (RMO), as well our centralized project management platform, Project Management Center (PMC). Recognizing that the traditional Project Management Office (PMO) model is primarily geared toward confirming on-time/on-budget delivery, we also use the RMO framework to help deliver projects on time and on budget while meeting broader strategic outcomes such as program strategy and mission alignment, organizational readiness, and effective and efficient delivery of services.

- **Business Continuity Planning:** At Deloitte, we distinguish ourselves through our robust network of continuity specialists, an extensive catalogue of tools and resources, and a deep understanding that it takes a collaborative effort to develop and implement a comprehensive business continuity plan (BCP) and program. We employ our proven methodology to not only conduct BCP planning, but also develop and mature continuity of operations (COOP) programs, and deploy resources to identify, prepare for, mitigate and recover from emerging threats. Our methodology is anchored in three essential elements and aligns with all global and US Federal standards (i.e. ISO2230/ISO27001, FCD-1, PPD-8, etc.). These elements - Analyze, Develop, Implement – are

established as part of our approach while continuously focusing on improvement and quality assurance.

- **Risk Management:** Deloitte recognizes that the risk landscape for public sector agencies continuously evolves requiring agency leaders to have new and updated technologies, processes, and people in place to understand, defend, recover, and manage against these risks. Our ability to help agencies with risk management is rooted in our approach that begins with a robust risk-planning process and continues with developing and deploying strategies across governance, management, and ownership areas. Deloitte uses the concept of the Risk Intelligent Enterprise™, and then the Risk Intelligence Program Methodology (RIPM). A Risk Intelligent Enterprise accelerates the attainment of strategic goals, drives resilience, and delivers enhanced financial results by establishing three foundational elements, as outlined below:

  – Risk Management System: Technology-enabled platform that combines humane expertise with risk data and analytics to generate risk intelligence.
  – Integrated Assurance Program: Integrated assurance framework, methodology, and system that aligns risk-reporting and assurance activities across all lines of defense to enhance risk management effectiveness.
  – Effective Governance: Structures that enable management to execute the preferred strategy within regulatory boundaries and improve the probability of achieving strategic and financial objectives.

5.11 CREATING A BETTER CITIZEN EXPERIENCE INCLUDING DIGITIZATION

RFP Reference: RFP Document, Tab 5 Product and Services, Page 30

5.11.A CITIZEN JOURNEYS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.11.a Citizen Journeys, Page 30

Define and assess the "citizen journeys" that citizens, residents, and businesses experience in interacting with government through "voice of the customer" feedback, interviewing government officials, building a fact base around the channels through which citizens, residents, and businesses engage with the government (including in person, phone, web and app-based interactions) and analyzing customer and employee perspectives with analysis of operational data, (e.g., service request volumes, speed to complete a request, cost to the Participating Agency to deliver an end-to-end service).

Deloitte works with clients across all levels of government to deliver better citizen experience. Our combined experience allows us to "hit the ground running" with a clear vision of the tools and techniques required to conduct specified task orders. To date, we have worked to elevate the human experience ("HX") across 35 State and Local governments, 40 Federal agencies and many Fortune 100 companies.

Our unparalleled reach and scale make Deloitte distinctly capable of delivering compelling stories across multiple channels and platforms to generate results for State governments and drive residents to desired actions. The graphic below, showcases just a few of the clients that we've supported in transforming customer and digital experiences.

Figure 69. Sampling of private and public sector clients with customer and digital experience projects.
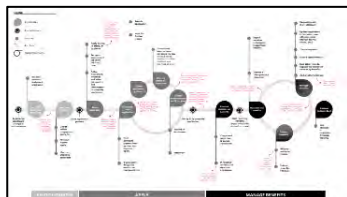
Project Spotlight

When Deloitte built a new Business One Stop with the State of Connecticut, our research team interviewed dozens of business owners and key stakeholders across the state to build a comprehensive understanding of user pain-points and needs. These foundational insights allowed our team to craft testable artifacts to guide the synthesis of user needs and state requirements. This agile, iterative approach to design enabled us to create a solution that puts the Connecticut business owners at the center of the new experience. These efforts resulted in measurable impacts:

• Launched a minimum viable product (MVP) in 6-months
• Established security and access platform, so residents can be served holistically
• Reduced rejection rate for online filings
• Increased compliance for annual reports due to periodic compliance reminders
• Almost all business registration and maintenance transactions are now filed online

Deloitte utilizes many tools and techniques to understand the "voice of the customer" and has experience deploying the following capabilities. Some of these capabilities are outlined in the table below.

Citizen Journey Capabilities	Description	Sample Artifact
Stakeholder Ecosystem Mapping	Visual web showing connections between stakeholders, users, and others in their environment, as they relate to the problem and each other. Used to inform problem framing and discovery; creates shared understanding of who is involved in a process.	
Ethnographic Research	Starting with research plans and field research guides, we listen to the voice of the customer through many tools: • One-on-one interview (in person or virtual) • Digital diaries • Surveys • Social listening • Focus groups • Virtual user testing	
Current State Journey Mapping	Visual timeline which covers stakeholder actions, interactions, and emotions, as they move through a process or meaningful length of time. This may be a day, week, or year, as the detail demands. Used to create a shared vision around the user experience and communicate future state processes and opportunities for improvement; informs evaluative research.	
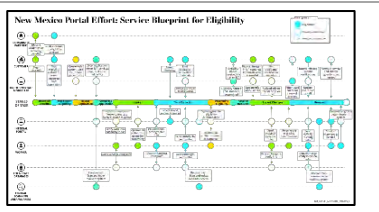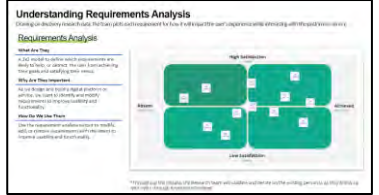
Citizen Journey Capabilities	Description	Sample Artifact
Personas, Modes, and Mindsets	Represent users' goals, needs, and motives, based on attributes from the in-person interviews, focus groups, observations, and surveys. Used to validate and solidify use cases of typical days for key users and to communicate about different types of users for those unable to be part of the research process.	
Current State Service Design Blueprints	Research synthesis tool that visualizes the back-stage enabling processes and tools that are required to produce a desired customer experience. Used to pinpoint problem areas that inhibit mission effectiveness and stakeholder satisfaction.	
Field Research Outputs	Synthesis of themes, insights, and opportunities based on research findings (such as interviews, focus groups, surveys). Used to identify friction and pain points along the journey to inform design.	
Requirements Analysis and Prioritization	A method of plotting each requirement on an axis corresponding to satisfaction and achievement. Identifies requirements that can create friction for users.	

Figure 70. Voice of the Customer Tools and Capabilities.

5.11.B CITIZEN CENTRIC PROCESS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.11.b Citizen Centric Process, Page 30

Design a citizen centric process transformation including conducting design sprints, launching prototypes and pilots of redesigned experiences, creating a perspective on opportunities for digitization and other enabling technology changes, and building off a library of public and private sector best practices.

Creating a citizen centric process requires a mindset, process, and set of tools and methods to solve complex problems. Here we provide an overview of some of the most important concepts that can be applied in every stage of the process.

SHIFTING MINDSET

Delivering a better citizen experience requires a mindset shift. Our user-centered approach and mindset is guided by five key elements:

- **Empathy**: Teams immerse in the user's world through investigatory research. Deepening empathy with users of a particular service grows an organization's understanding of the service from their unique perspective and optimizes the relevance of improvements.
- **Open-Mindedness**: We explore new ideas and possibilities with sincerity and entertaining them as possible futures. It's best to have an open mind to discovery and idea generation to capture as many transformational ideas as possible, then leverage prioritization tools later.

Distinguishing Factors

Forrester named Deloitte a leader in Digital Experience Agencies in 2019.

"Building from strength to focus on co-innovation and business creation. Compared with other providers we evaluated, Deloitte Digital has higher customer adoption and ratings of its experience design, content services, analytics, and client portal or app services. It has good adoption of creative services, customer data, and commerce as well" - The Forrester Wave™: Global Digital Experience Agencies, Q4 2019 report.

- **Creativity**: We detach from the ordinary to solve problems in unique, original ways. Out-of-the-box thinking helps designers release the shackles of convention and open themselves, their teams, and their clients to new possibilities.
- **Experimentation**: Teams must be willing to try something new, reflect, and learn. Methodology during the prototyping phase ensures that ideas are tested at least in part and measured before large-scale implementation.
- **Collaboration**: We partner with cross-department stakeholders to elevate each other towards a shared goal. Systems changes often require getting multidisciplinary stakeholders on-board to realize how their slice of the world impacts customers' experience.

OUR DESIGN PROCESS

Deloitte's design process is organized to be inherently flexible and scalable. It follows a four-phased approach: discover, define, develop, deliver.
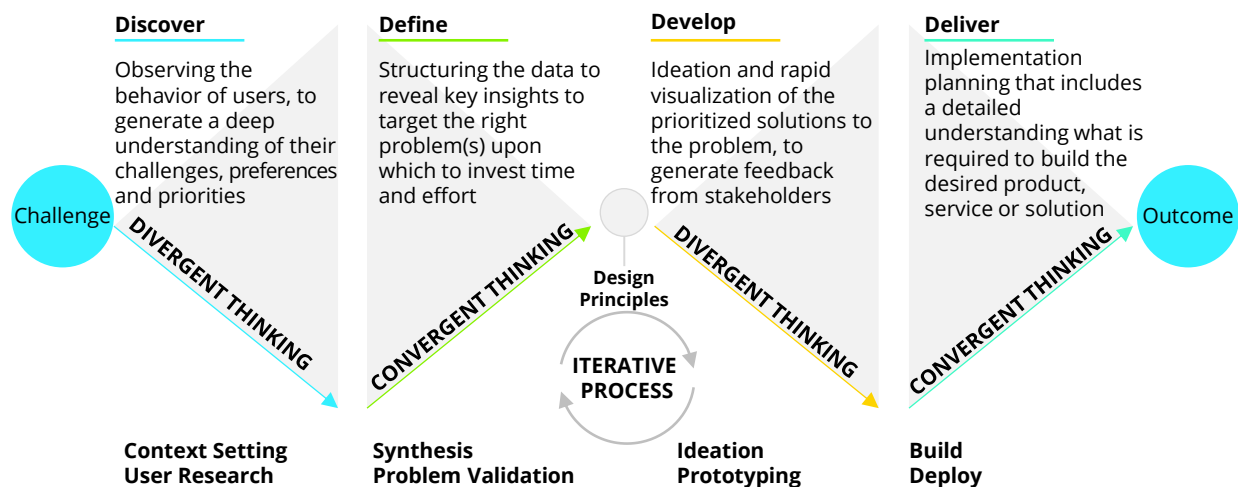
Figure 71. Deloitte's design process.

Discover

In this phase, the team begins to understand the context in which their problem lives: the agency's mission, business model, stakeholders, and market. A hallmark of Discovery is ethnographic research of citizens, service recipients, and stakeholders to uncover unmet needs, root causes of challenges, and opportunities for action. During this phase we also begin to conduct discovery within the organization to gain rich knowledge of business processes, systems, and service delivery.

Define

The second phase – "Define" – involves synthesizing findings to uncover patterns, combine insights, and frame and prioritize problems for exploration. An effective service system requires a clear understanding of the right problem. Building on information collected in Discover, synthesis activities expose unique user needs as well as the barriers they face. Explicitly stating the problem provides stakeholders a common understanding and enables them to work towards a shared goal.

Develop

Using this process, we move quickly from insight to action using design sprints in the third phase – "Develop" – through ideation, iterative brainstorming, and tangible prototypes. Tools for generating, prioritizing, and refining prototypes enables instant testing of ideas in safe environments that allow for failure, iteration, and reframing. Early user testing can head off investments in non-viable, infeasible solutions – saving resources and creating efficiencies.

| **Low-Fidelity Wireframe** | **Iteration/ Feedback** | **High-Fidelity Wireframe** |
| Card Sorting; Affinity Mapping; Collaborative Ideation | Clickable Prototyping; Content Development; User/SME testing | Visual Design Layering; Motion Design, Development Handoff |
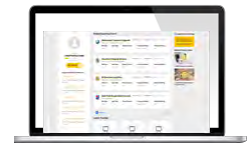
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Figure 72. Sampling of prototyping activities.

Deliver

The fourth phase – "Deliver" – crafts targeted solutions, plans for implementation, and proactively collects feedback for ongoing improvement, using build sprints. Here, the project is monitored against initial business goals as well as the needs of customers and employees whose input has shaped its development. Delivery is not the end of the design process but a period when the team determines how to measure the service's impact on mission, efficiency, and customer satisfaction.

5.11.C SERVICE TRANSFORMATION PLAN

RFP Reference: RFP Document, Tab 5 Product and Services, 5.11.c Service Transformation Plan, Page 30

Build an overall service transformation plan, including cross-agency strategies, develop related communications and change management strategies (including citizen and employee engagement), and define on-going management processes to drive on-going improvements.

Building an overall service transformation plan is critical for implementing better citizen experience. We have experience delivering service transformation in multiple states – learn about our work in New York State in the project spotlight. In addition, some of Deloitte's key capabilities that support developing a service transformation plan are noted in the table below.

Project Spotlight

Deloitte partnered with New York State to manage and scale the Excelsior Pass program, which provides a free, fast and secure way for residents to present digital proof of COVID-19 vaccination or negative PCR test result. Deloitte conducted extensive primary research with businesses, residents, and State employees to understand needs and opportunities for the program and leveraged these insights to help NYS scale Excelsior Pass to over 50 marquee adopting organizations (including Broadway, NBC studios, Yankees Stadium) with nearly 11M passes retrieved. Recently, Deloitte helped the State roll out an enhanced version of the pass, Excelsior Pass Plus—a comprehensive digital vaccination record aligned to open interoperable standards. Excelsior Pass Plus has enabled the State to establish partnerships such as Marriott and American Airlines, along with other countries to support the safe reopening of travel corridors.
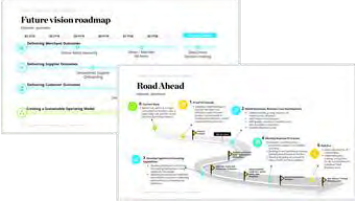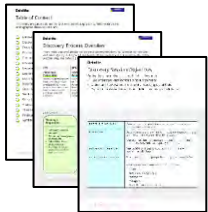
Service Transformation Capabilities	Description	Sample Artifact
Activation / Scaling Roadmaps	This is about summarizing findings and identifying prioritized best practices to move forward. It allows for prioritization of efforts.	
Co-creation Workshops	A collaborative approach of bringing users of a system and builders of a system together to co-create solutions. Getting input and perspective from users allows for the designers and builders to improve their design and functionality.	
Future State Journey Map and Service Design Blueprints	Demonstrates the user's journey using the proposed solution to enable comparison between the current state and future state journey; helps demonstrate proposed changes.	
Customer Experience Dashboards	Interactive visualizations of customer experience data. Provide visual representation of customer experience data and key insights for agencies.	
Project Playbooks	Captures the key learnings and activities for the project. Enables client staff to reference learnings and apply a repeatable process for future process.	

Figure 73. Service Transformation Tools and Capabilities.

HUMAN-CENTERED CHANGE MANAGEMENT

Throughout the design process, it is important to practice human-centered change. Human centered change brings human-centered design (HCD) thinking to organizational change management's strategy, unlocking new ways to address the people side of change and enhance the stakeholder change experience.

The goal of human-centered change are authenticity and empathy to build human connection. It goes a step beyond traditional change management by employing HCD to build strong understanding of the interests, assumptions, and behaviors of the people impacted by the change.

It is important to incorporate human-centered change into every step of the design process. We use creative interview tactics and exercises to understand how change may affect stakeholders. Researchers use tactics such as "How Might We" brainstorming and "hunching" to build a stakeholder-focused change plan. Human-centered change also co-creates with stakeholders to bring them into the process early, encouraging engagement and keeping their needs top-of-mind. We prototype change techniques and work in an agile fashion to quickly bring change tactics that are most effective.

COLLABORATION IN ACTION

Workshops with internal stakeholders promote collaboration, buy-in and decision making. These are collaborative and enable interactive co-creation. They're also a way for our team to transfer research insights to the State in a way that sticks.

During these workshops, we share raw data points and synthesized insights (such as stakeholder maps, personas, and survey results). At the end, we collectively prioritize features and identify the need for any additional user story refinement.

We took a similar approach when we worked with Connecticut's Digital Service to conduct interviews and card sorting activities to understand priority needs and user intentions to build out a comprehensive proposed sitemap for Business.CT.gov.
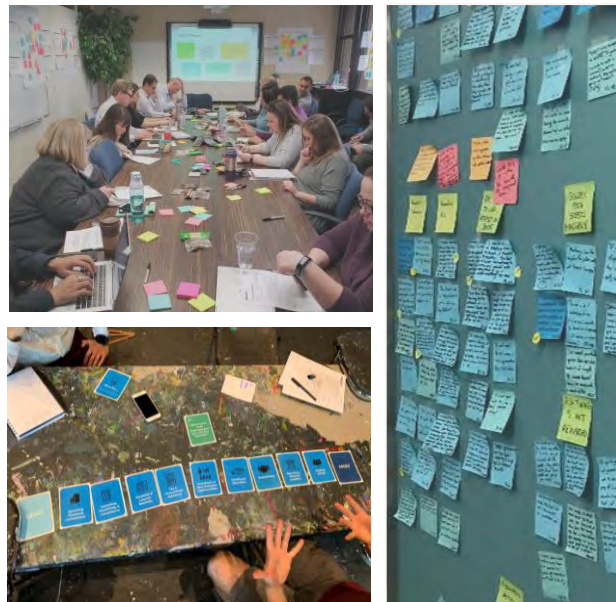
Figure 74. Transformation Planning Tools and Capabilities.

5.11.D DEPARTMENTS/AGENCIES

RFP Reference: RFP Document, Tab 5 Product and Services, 5.11.d Departments/Agencies, Page 30

Support implementation of citizen experience and digitization strategies within or across departments/agencies.

We have redesigned and modernized other state government portals – so we know what it takes.

We've worked with numerous government clients to reimagine digital experiences and modernize applications, including Connecticut, New York, Pennsylvania, Ohio, Kentucky, California, and Texas, to name just a few. We have decades of experience in the space.

Our Work in TEXAS

Modernized 125 citizen-facing applications on Texas.gov used by 13M visitors every year

Updated the site's site map, design, and SEO, Increasing site traffic by 65%

Created mobile-responsive frameworks, increasing mobile device visits from 30% to 45%

Won a Gold w3 Award in the Government State Website category
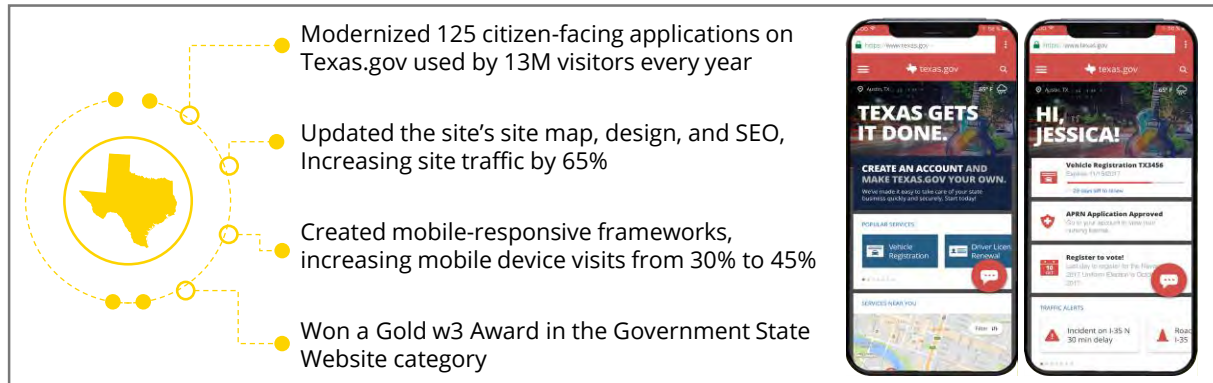
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Figure 75. Digital Transformation Project Spotlight.

Our work in Texas is a particularly strong example of the type of impact we've made for government clients. In 2018, Deloitte assumed responsibility for the maintenance and ongoing modernization of 125+ citizen-facing applications that constitute the Texas.gov State portal. A significant portion of our work was focused on two primary goals: 1) Modernize and optimize the constituent experience and technology environment for the state's official website, and 2) Enable the publication of relevant and robust content in a more timely and efficient manner.

We conducted agency stakeholder interviews and **surveyed 800 Texans** to gather qualitative and quantitative data to better understand the Texas.gov audience and their general opinions of the website. We used this input to design a more personalized, improved user experience. As a part of this work, we:

- **Improved the site's overall information architecture** and empowered users to locate the information they're seeking – from helpful resources to online transaction-based services.
- Designed and developed standardized, **mobile-friendly page templates** to achieve development efficiencies, deliver a consistent experience, and ensure ADA compliance.
- **Implemented a new Content Management System (CMS)** that provided an easier, more efficient way for non-technical resources to add and maintain content.
- Wrote **new content** to ensure users could get accurate, meaningful, and trusted information for relevant topics, directly access online services, and engage with content.
- **Performed intensive SEO research** and leveraged these insights to improve the organic findability of content and improve the site's page ranking within search engines.

Deloitte successfully launched Texas.gov on April 24, 2021. Since launch, site traffic, mobile device usage, and SEO performance have all improved. In recognition of the improvements in user experience, availability, functionality, and usability, the redesigned website was honored with a **Gold w3 Award in the Government-State Website category** in 2021. We leverage the research and lessons learned from Texas and other client engagements for our work in other States.

5.12 ADDRESSING CAPITAL PRODUCTIVITY AND CAPITAL MANAGEMENT

RFP Reference: RFP Document, Tab 5 Product and Services, Page 30

For this scope section, Deloitte will leverage its Infrastructure and Capital Projects practice, which has a strong track-record of improving capital management and productivity for large government agencies. Deloitte understands the importance of the capital planning process as it is the foundation for successful project execution and investment. Improving allocation and efficiency will provide better return on investment, achieve greater impact, and allow an agency to grow. Deloitte is also a trusted partner by many to provide support in executing major programs and projects with cost savings in mind. When brought on to capital program improvement engagements, Deloitte brings a proven approach consisting of discovery, analysis, design, and implementation. The team would apply discovery, analysis, and design to determine improvement strategies and methods. Implementation would then be applied to roll-out all improvements effectively. **Figure 76** below highlights key activities that take place during each phase.

Discovery	Analysis	Design	Implementation
• Stakeholders interviews • Data collection • Landscape review	• Fit-gap analysis • Benchmarking	• Future-state mapping • Collaborative workshops • Modeling	• Business requirements • System design • Change management
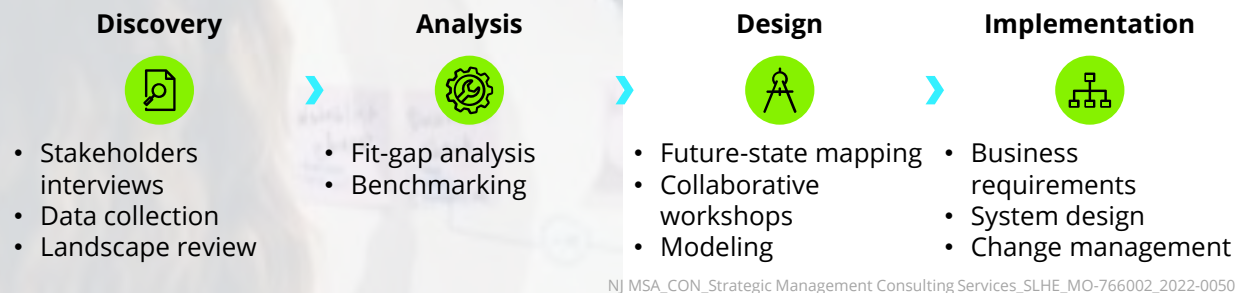
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Figure 76. Capital Improvement Approach.

5.12.A CAPITAL PLANNING

RFP Reference: RFP Document, Tab 5 Product and Services, 5.12.a Capital planning, Page 30

Design an improved capital planning and allocation process focused on better overall investment decisions, creating more transparency, and building a more robust data foundation for future capital planning that prioritizes funding for capital projects.

Deloitte understands the desire and importance of increasing an agency's ability to strategically manage and effectively execute against its capital plan. To kick off an engagement, Deloitte will spend time on-site immersed in the agency's capital planning operations to collect information assets (e.g., strategic goals and objectives, associated KPIs, draft guidance, requirements, systems and manuals), develop process models where necessary, conduct stakeholder interviews, and help develop buy in. To assist in this, the team will reference the Capital Planning Maturity Model: a proprietary model developed over the course of hundreds of engagements that provides a standard set of criteria for drilling down on an agency's capital planning capabilities. It also utilizes an inventory of questions and topics for stakeholder interviews and focus groups, which will be leveraged in this phase. These cover aspects such as the business case process, portfolio prioritization process, and data and solutions requirements. The current-state data, processes, and planning documents that are gathered in this phase will be used to analyze and define the areas needing improvement and create an overall roadmap for enhancing capital planning and allocation toward the desired future state.

The team will have the following tools available to support discovery: Project Management Center (PMC) and IndustryPrint. Deloitte's PMC is a custom SharePoint platform that provides accessibility to all engagement stakeholders. PMC is a platform that allows for secure storage and sharing of critical information across all project stakeholders. Information sharing and communication is critical, and the PMC provides a capable platform. Deloitte can also make use of its proprietary IndustryPrint platform, a process modeling software, to develop process models for agency's current state capital planning operations. IndustryPrint utilizes Deloitte's extensive experience in business process modeling to provide a leading approach in an easy-to-use web-based application. It provides an initial foundation on which to build an organization's future state process designs.

Following the discovery of the agency's current-state capital planning practices and capabilities, the team will analyze this information through a fit-gap analysis. The purpose of the fit-gap analysis is to assess the areas of capital planning needing improvement at the agency. The main output of the fit-gap analysis will be the scoring of the agency against Deloitte's Capital Planning Maturity Model. Information assets, current-state processes, and existing laws, regulations, policy and guidance will all be synthesized and fed into our Capital Planning Maturity Model. This provides a methodology for assessing the current state and will give a baseline understanding of where the agency stands relative to the desired future state Capital Planning and Allocation process. Our Maturity Model, displayed in **Figure 77** below, diagnoses capital planning operations against four dimensions: Process, Governance, Systems, and Analytics.

	Initial	Developing	Comprehensive	Integrated	Strategic
Process	Few defined processes for risk identification, process efficiency, financial returns or strategic alignment	Creating an initial link between risk, strategy and finance; beginning to define and streamline some processes and workflow	Consistent process, workflows and data sources established	Process, roles, workflows defined and enforced, documented and linked to performance management	Lessons captured and continuous improvement implemented, better and faster investment decisions enabled
Governance	Project ranking by "advocacy" approach; few defined roles, responsibilities and thresholds; qualitative risk assessment if any	Project ranking based on single criteria; some defined roles, responsibilities and thresholds; some quantitative risk assessment but not consistent	Project prioritization based on multiple criteria; clearly defined roles, responsibilities and thresholds; measures developed strategic and political matters	Project optimization instead of simple ranking; federated governance model enabled; risk measures allow aggregation across risk types and business units	Dynamic reporting and portfolio optimization combined with period reassessment; board engaged in oversight; risk analysis integrated with business planning using scenario planning and probabilistic risk methods
Systems	No defined tools, systems or IT architecture for decision making	Proof-of-concept tools developed; business unit (silo) optimization of IT	Comprehensive models and dashboards driving consistent results; standardized technology implemented for IT efficiency	Tools developed and integrated across business units; clearly defined and optimized core data strategy for operational efficiency	Fully embedded data analytics and visualization tools; business modularity enables enterprise strategic flexibility
Analytics	**Heuristics:** • Informal valuation process, decisions based on "hunch"	**Market Peers:** • Key valuation metrics from peers to assess value ranges	**Discounter Cash Flow Analysis:** • Key assumptions and drivers of value are mapped qualitatively	**Probabilistic Distribution:** • Key uncertainties modeled in probabilistic ranges	**Portfolio Analysis:** • Analyze sequencing, combinations, synergies, interdependencies and deferral impacts

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Figure 77. Capital Planning Maturity Model.

Understanding the importance of collaboration in design, the team will use lab-style sessions to design future-state processes and models. Collaboration and input from all stakeholders in the design phase will help achieve buy-in and make the roll-out of solutions simpler. Deloitte's proprietary Capital Allocation Lab was developed through years of research and client engagements as a way to accelerate alignment on the design and transition steps necessary to enhance capital planning. A multi-stakeholder, one day, facilitated session, the Capital

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Figure 78. Sample Capital Allocation Lab Activities.

Allocation lab will create a shared understanding of the results of the Fit Gap analysis, enumerate the common challenges faced by the agency, elicit agreement on project scrubbing and prioritization mechanisms, create the business case for future state adoption, and identify the activities required to achieve the future state. As depicted in **Figure 78**, during this lab we will:

- Integrate all discovery and fit-gap analysis results. This provides a starting point for understanding "where we are" and "where we want to go".
- Tailor a plan for enhancing capital planning using the maturity model, and team self-assessment.
- Discuss value architecture which serves as a blueprint for developing portfolio level trade-off analysis – a framework for valuing, comparing, and prioritizing divergent projects.
- Summarize and prioritize key tasks for enhancing capital allocation, clustering tasks that are interdependent, and prioritizing them by importance and urgency.
- Identify the enablers and areas for development within the five areas of Process, People, Technology, Analytics and Risk.
- Begin to develop an action plan for closing the identified gaps, building models, and begin to develop the business case for the future state to generate stakeholder buy-in.

To assist in the future state capital planning and allocation process, the Deloitte team would build a robust optimization model to capture and prioritize projects. By leveraging the standardized business case template and a developed optimization model, the agency will be able to expedite the assessment of hundreds of capital investment projects and produce a schedule of projects based on their benefit to the agency's mission and their relative risk or readiness for execution. The model will also build a database that can be used to create program and project performance dashboards. This will help to constantly improve the model and make more informed decisions in future planning. We can link data information
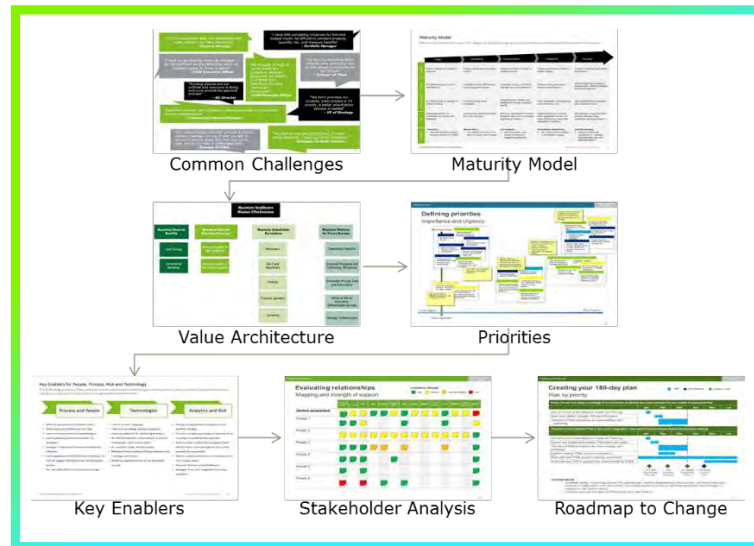
Project Spotlight

USDA Forest Service Comprehensive Capital Improvement Plan

- Deloitte designed and implemented an optimization model to generate a rolling 5-year funding schedule, prioritizing projects based on their impact to the mission while constraining to available budget and incorporating agency risk tolerance.

from the model to data visualization software, such as Tableau, which will allow us to analyze and visualize data in many ways. Focusing on cost and schedule information, our team will analyze cost and schedule variances and report this in a scorecard format. Through interviews with the various agency stakeholders and use of KPIs established in the Capital Allocation Lab, we will also develop interactive reports in Tableau that can be standardized and printed as deep dive reports. **Figure 79** provides an example of a report we have created in Tableau. The goal of an analytical

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Figure 79. Sample Tableau report.

dashboard is to allow users to interactively view different levels of information, with the ability to drill down into details as necessary. Stakeholders at all levels of the agency will be able to interact with the reports at levels that best suit their needs.

5.12.B PROJECT EFFICIENCY OPPORTUNITIES

RFP Reference: RFP Document, Tab 5 Product and Services, 5.12.b Opportunities, Page 30

Evaluate efficiency opportunities on new or ongoing projects to reduce budgeted spend and/or accelerate capital project delivery, including improving capital procurement processes and supporting individual project execution in any phase from programming/design through execution, including but not limited to benchmarking, RFP design, project value assurance.

Efficient project management and delivery is a fundamental component of the capital projects process as it can be a major driver of cost savings. Deloitte's Capital Projects professionals have deep construction industry experience and are equipped with leading practice knowledge across all phases of project delivery. Deloitte's professionals also have unique access to a global network of leading practices and lessons learned from mega capital programs and projects across the globe. As highlighted in the project spotlight, Deloitte has worked on highly scrutinized, mega infrastructure projects to provide project management advisory. Through this, Deloitte has become a trusted partner to engage on all types of projects in need of enhanced execution. From business case development on through contracting practices, innovation and technological advancements in

Project Spotlight

Transport for London: Crossrail Program Recovery has been Europe's largest transit infrastructure project over the last decade, and Deloitte worked with Transport for London in various capacities throughout the project. Most notably, Deloitte was engaged to recover the program when it faced schedule delays, cost overruns, and public scrutiny in 2018. Deloitte successfully led a program controls transformation to get the project across the finish line.

engineering and construction are changing the way capital projects are delivered. To begin evaluating programs and projects for efficiency opportunities, the team will work to establish deep foundational knowledge of an agency's practices through discovery.

Deloitte will conduct stakeholder interviews at the agency focused on project execution. These stakeholders will be across all groups involved in project execution with the primary goal of understanding current state practices and project controls. These interviews will help the team to understand challenges and pain points in current processes from the agency perspective. The team will also look to gather project cost and schedule data along with information on what tools are being used to support project execution. Deloitte acknowledges that every agency is different and that there is no one-size-fits-all approach to project execution, so stakeholder input on the desired future state of agency processes will also be documented in this phase.

Following discovery of current state project execution practices, the Deloitte team will conduct fit-gap analysis along with project benchmarking where necessary. The fit-gap analysis will be run using industry leading practice knowledge, combined with desired future state feedback of the agency. The results of this gap analysis will show the area's most needing improvement and begin to show the steps needed to achieve the desired future state. Project benchmarking can also highlight the areas ripe for improvement.

Opportunity areas that Deloitte identifies as enablers of project efficiencies are often in technology implementation. Innovative digital project management solutions are connecting project owners with service providers online or in the cloud, which makes it easier to conduct business and efficiently manage projects. These technologies can digitize and alleviate labor-intensive processes that require manual, duplicate entry. They are also allowing for more robust and comprehensive scenario analysis, business case development, and risk allocation on the capital planning side. Yet these technologies require evaluation for security, compatibility, and cost as the landscape is ever-changing. The Deloitte team is equipped with knowledge of the latest and industry leading trends in project management technology and can advise on what tools best fit an agency's needs.

Other key considerations to enhance project management and delivery will likely focus on:

- **Alternative procurement strategies** such as grouping similar projects or regions and engaging the private sector to share risk and reward in various phases of delivery. In a typical P3 structure, responsibilities are allocated between the public and private sector entities for six areas: designing, building, financing, operating, maintaining, and owning the asset. Structures typically range from the private party designing and building (DB) the asset, to the full design, build, finance, operate, and maintain (DBFOM) structure. In general, responsibilities and associated risks should be allocated to the party that is best equipped to manage that risk. **Figure 80** below highlights the spectrum of partnership structures with key considerations.
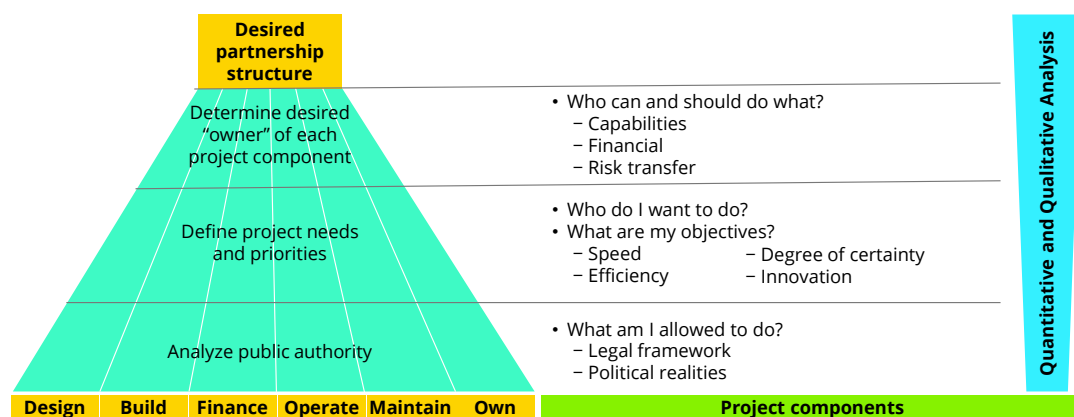
Figure 80. Project Partnership Spectrum.

- **Different contracting vehicles** such as job order contracts, master service agreements, etc. can be used across projects to streamline procurement and delivery.
- **Internal staffing models and accountabilities** can greatly impact efficiency on projects and the Deloitte team is well experienced in analyzing organizations for transformation opportunities.
- **Innovative building methods** such as modular construction, pre-fabrication, autonomous machinery, and geo-enabled technology.

Overall, Deloitte's approach to enhanced project management methodology is to develop capital projects processes, internal controls, and governance to create an efficient set of guidelines that can be adapted to a variance of scale in relation to project value and/or complexities, while maintaining an organization's required policies. The agency's relevant stakeholders would become more streamlined and efficient in the delivery of capital projects, possibly resulting in a reduction to future operating costs, combined with improved service delivery.

5.12.C VALUE FROM GOVERNMENT ASSETS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.12.c Identifying Opportunities, Page 30

Identify opportunities to create value from government assets including reducing operating costs, shifting uses, monetization, and other levers.

Optimizing the value of government assets can result from a combination of reducing operation costs, efficient procurement, innovative revenue generation, and taking steps to extract value from mature assets to be leveraged elsewhere.

As a starting point, the Deloitte team will identify and study the assets that the government agency holds. As all agencies and assets require a different approach, the team will build a foundational understanding of the agency and its assets during this stage through interviews and documentation studies. Once the assets are documented and studied, Deloitte can use its global experience developing the deeper quantitative and qualitative analysis necessary to select the appropriate value opportunities and develop the business cases necessary.

Potential mechanisms that will be evaluated and analyzed are procurement and financing mechanisms. In many cases, financing mechanisms may include value capture opportunities like Tax Increment Financing, and Special Tax districts. They will also generally include a consideration if additional value can be achieved by pursuing additional revenue sources (e.g. "air rights", naming rights, advertising, retail, mixed-use development, etc.) or leveraging the private sector to perform significant parts of the project. Sources of value from the private sector come from cost savings due to innovative technology or construction techniques, and the shifting of performance and cost overrun risk to the private sector. In some cases, the shifting of this risk may reduce the flexibility available to the agency to make some change orders during project development, and we will analyze the impact of this loss of flexibility for the agency.

It may be that an "asset recycling" approach provides the optimal solution to the agency. Asset Recycling is the monetization of a mature revenue-generating infrastructure asset, often through the issuance of a long-term concession to a private partner to upgrade, operate and maintain that asset in exchange for a significant up-front payment. This payment is then "recycled" to deliver other much-needed infrastructure. While the public sector needs to carefully analyze this approach to ensure greater value can't be achieved elsewhere, these transactions can provide significant benefits when thoughtfully delivered.

The Deloitte team will also explore options in efficiency and climate resilience. As resilience of assets against the climate is becoming a greater issue and has the ability to affect the value of assets, Deloitte is working to develop a methodology to incorporate climate risk into asset management decision-making processes. This will be done through a dashboard with geospatial interface that combines open-source climate risk data and asset data (such as location, age, condition, etc.) to produce a visual display and categorization of assets and their climate risk. This can then inform decision making to transition assets to more resilient and efficient operation methods.

5.12.D IMPLEMENTATION OF IMPROVEMENTS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.12.d Implementation, Page 30

- Support implementation of improvements in Participating Agency capital planning, projects design and implementation, increasing the value of assets, or improving overall capital productivity

Recommended improvement strategies related to capital planning, project execution, and increasing asset value will not deliver impact to an agency without proper implementation. The Deloitte team understands the importance of these and has extensive experience implementing capital improvement strategies. The team will bring a proven approach of the following steps: alignment, testing, knowledge transfer, and roll-out. **Figure 81** below summarizes this approach.

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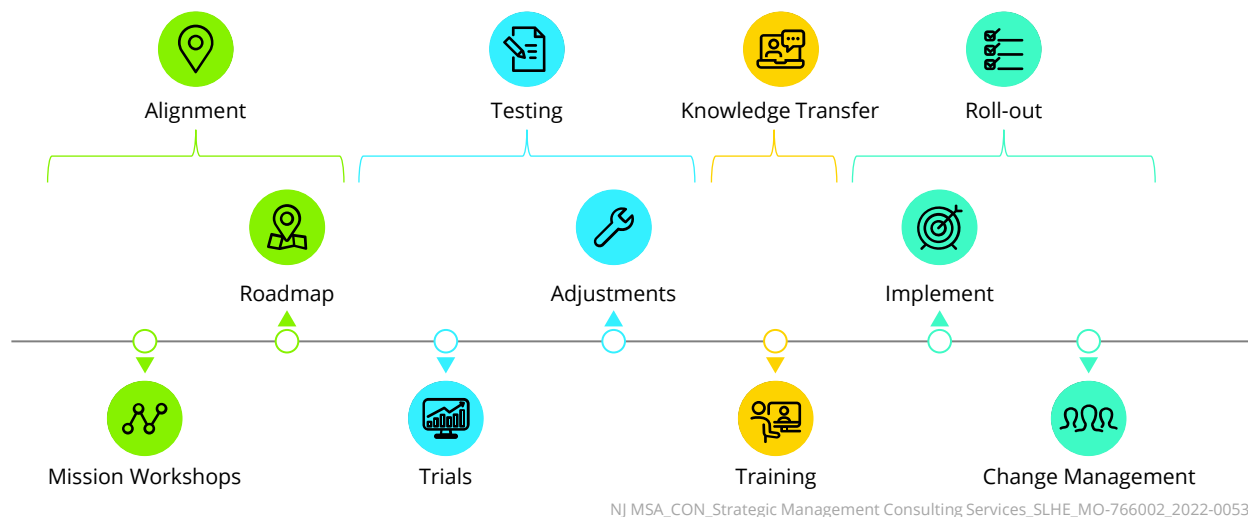
Figure 81. Implementation Approach.

In the alignment phase, we will take future state plans, models, and strategies developed in the discovery, analysis, and design phases and gain consensus and commitment from leadership on direction. This buy-in and agreement set the foundation of a smooth transition and successful roll-out. This alignment is achieved through workshops with all leaders and sponsors in the room together. The culmination of this phase will be the mission and roadmap of the capital program. The roadmap will outline the agency, projects, and assets to be used as pilots for initial roll-out.

In the testing phase, Deloitte will trial any new models or future state processes with existing projects to validate outputs and identify any necessary adjustments. Implementing the solutions on a smaller scale will help pilot the future state with real-world scenarios. This is necessary to apply any changes and improvements identified and limit fixes needed when the solution is fully rolled out. It also gives agency leadership and project teams the opportunity to see it in action in a low-risk fashion, which will help develop the confidence and commitment needed when the full transition is

made. This phase will be an iterative process and continue until consensus is gained that the solution works as planned.

Following testing, knowledge transfer will begin where the Deloitte team will train agency staff on any models or processes that require intimate familiarity. This step is necessary to prepare the agency to operate new databases and technology effectively. We will document all processes and provide the process documentation to the necessary stakeholders. Deloitte will also provide training and supporting materials related to any models, interactive Tableau reports, and maintenance of the Tableau dashboard. In addition to the documentation and training, we will provide recommendations for future enhancements to the analytics tool based on the improvement opportunities identified in the previous phase.

Finally, full roll-out incorporates future state processes to all agencies, projects, and assets. We understand that the roadmap set forth will initiate changes that are, in some cases, a fundamentally different way of doing things. We understand that to be successful, change must be well defined and understood by the impacted staff. This clarity supports effective engagement with all the stakeholders and provides a foundation on which the differing perspectives of staff are used to build a consensus and shared commitment to the change. We have a strong track record of building that consensus with large agencies. We are committed to developing a sound change management plan that is a living document, assessed and updated regularly. **Figure 82** below highlights keys to successful implementations of capital improvements gathered through years of experience.
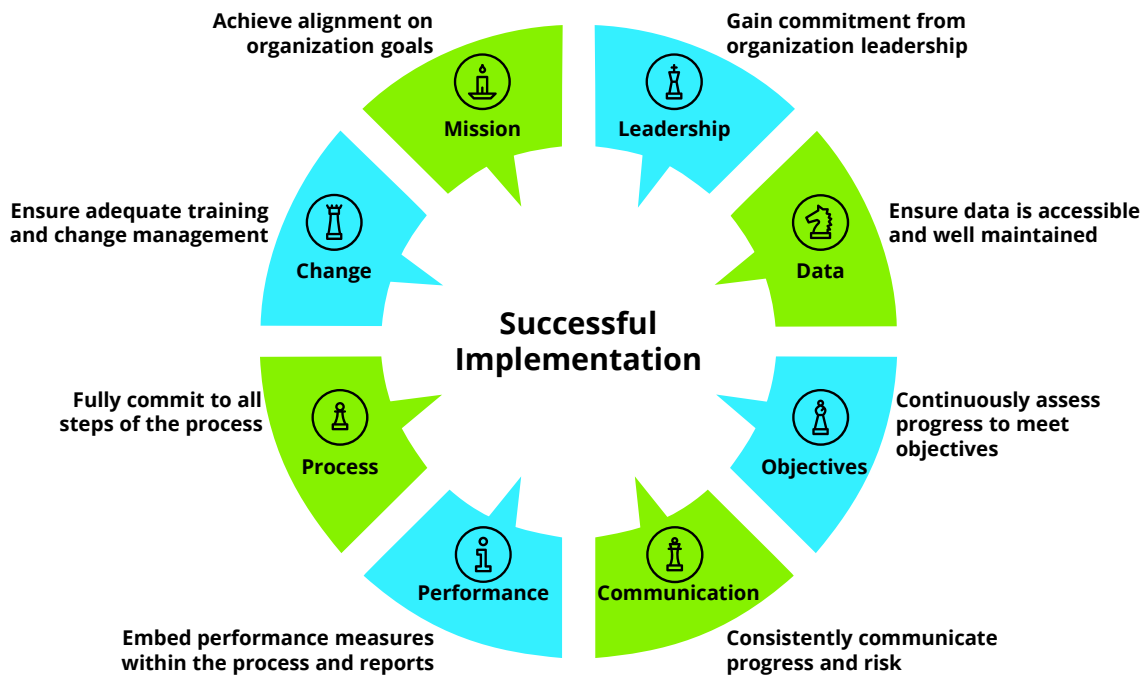
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Figure 82. Keys to Successful Implementations.

5.13 DEVELOPING EFFECTIVE STRATEGIES AND PLANS

RFP Reference: RFP Document, Tab 5 Product and Services, Page 30

Deloitte has served as a trusted advisor to public sector organizations for over 50 years. Our team draws on a nationwide resource pool of approximately 20,000 dedicated professionals, who bring unique insights and experiences from their work in State agencies, local government, higher education, healthcare, and nonprofit management. Deloitte teams collaborate closely with client agencies to understand their specific needs and to develop strategies and plans that are outcome-oriented and actionable.

Recent Experience & Accolades
Deloitte serves 48 states, multiple local governments, all cabinet level agencies of the US government, and non-profit and commercial clients across the country
Deloitte achieved Gartner's highest rating, Strong Overall in Vendor Rating (Gartner, 2022)
Deloitte was named as a leader in Innovation Consulting Services (Forrester, 2021)

Figure 83 below highlights our firm's strategic planning processes, which are proven and flexible. Based on the situation and client need, agencies can implement all services together, or select several to implement in a modular fashion. Each strategic planning service is amended and tailored

Conduct Current State Assessments	Analyze Strategic Alternatives	Validate Requirements	Develop Strategic Roadmap	Support Implementation
• Evaluate current strategy and plans • Document and define business processes • Develop baseline metrics • Prioritize and recommend actions	• Develop and analyze strategic alternatives • Engage stakeholders to validate and stress test options	• Identify requirements and performance gaps • Validate approach with key stakeholders	• Develop strategic roadmap • Establish performance management model for transformation	• Support implementation of strategic objectives
Continuous Communication and Collaboration				

Figure 83. Framework used to develop effective strategies and plans.

For each strategic planning service, Deloitte brings:

- **Collaborative leadership** who work with you to select and tailor strategic planning services to align with agency goals, timeline, and budget targets.
- **Skilled practitioners**, chosen for their knowledge, experience, and alignment with agency needs.
- **Proven processes, tools, and accelerators**, refined over decades of experience developing actionable strategies and effective plans for State agencies.
- **Access to extensive of Deloitte resources**, including proprietary research, future-focused tools, and a network of national and global industry subject matter experts.

5.13.A CONDUCT CURRENT STATE ASSESSMENTS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.13.a Conduct assessments, Page 30

- Conduct assessments of Participating Agency's existing strategic and operational plans, procedures, and practices to document and/or define the business processes and develop baseline measurements to assess their effectiveness; assist with prioritizing critical output, productivity, and outcome measures; and identify how the Participating Agency could better achieve its mission and reporting the findings.

Developing effective strategy and operational plans requires a clear understanding of the current state, including defining baseline measurements to prioritize and track progress towards mission goals. To develop current state assessments, our team analyzes existing strategic and operational plans, procedures, and practices, as well as industry best practices and insights our team brings from experience. Our team works with agencies to clearly define business processes, baseline measures, and prioritization criteria for critical output, productivity, and outcome measures. Based on this shared understanding, our team aligns key stakeholders for recommendations on how the agency can best achieve its mission.

EVALUATE CURRENT STRATEGY AND PLANS

Deloitte understands the importance of understanding each agency's specific mission, situation, and challenges. When performing current state assessments, our team considers multiple sources of input, including:

- Client agency mission and aspirations.
- Existing agency strategy, plans, procedures, and practices.
- Perceptions of leadership, staff, partners, and program participants.
- Qualitative and quantitative data, trends, and available tools.
- External pressures and constraints.

Our team tailors our approach to information collection and evaluation based on a client agency's situation and goals. We balance the need for detailed understanding with keen awareness of the need to minimize the time and cost burden on staff related to information collection. Current state assessment activities may include stakeholder interviews, data analysis, document reviews, surveys, facilitated workshops, subject matter expert discussions, and other approaches. We work with client agency leadership to select high value, low burden approaches to develop a holistic, shared understanding of the current state.

The Deloitte Team

Deloitte has conducted over 1,500 governmental and organizational efficiency assessments and over 1,100 benchmarking engagements across public, private, and non-profit sectors.

DOCUMENT AND DEFINE BUSINESS PROCESSSES

Clearly documenting and defining business processes enables an agency to identify possible gaps and areas for improvement. To map existing business processes, Deloitte applies a Human-Centered Design (HCD) approach, which includes defining goals, conducting user research, and distilling insights. Deloitte uses these activities to document and define effective business process improvements.

DEVELOP BASELINE METRICS

Developing baseline measures is critical to managing and measuring progress over time. We understand the importance of using data to drive decision, direct effort, and achieve mission goals. Deloitte has demonstrated experience with tracking data against a baseline to help client agencies understand, prioritize, communicate, and improve effectiveness of programs/services that impact the lives of their diverse constituents. Our approach includes:

- Defining measurable goals for complex outcomes;
- Developing processes to collect, track, analyze, and report data;
- Benchmarking data and incorporating practices to align actual outcomes with agency goals/desired outcomes; and
- Delivering training and facilitation to further adoption and effectiveness of tracking initiatives.

PRIORITIZE AND RECOMMEND ACTIONS

To develop effective strategies and plans, client agencies must prioritize critical outputs, and outcome measures, and identify the strategic actions and investments that will maximize productivity and mission impact. Deloitte assists agencies by synthesizing insights from the current state assessment and identifying options and key decision points. The process to prioritize and recommend actions includes:

- Summarizing key findings.
- Identifying critical outputs, productivity measures, and outcomes.
- Identifying key decision points and implications.
- Making recommendations, based on current state assessment findings and industry best practices, and reporting findings.

Figure 84 below provides examples of Deloitte's experience conducting current state assessments, including evaluating current state strategies and plans, defining business processes, identifying baseline metrics, and prioritizing and recommending actions.

Examples of Deloitte Experience Conducing Current State Assessments

Finance Transformation for California Department of Water Resources	The California Department of Water Resources (DWR) Finance team engaged Deloitte to perform a Current State Assessment and to evaluate and recommend improvements to finance and accounting processes for the State Water Project (SWP). Current State Assessment activities included conducting stakeholder interviews; reviewing policies, processes, and procedures; and bringing in subject matter expert perspective to identify opportunities for business process improvement. The Deloitte team collaborated with DWR to identify areas for enhancement and to document and define specific business process improvements.
Strategic Planning for Parks California	Parks California, a nonprofit founded to work with California State Parks, engaged Deloitte to conduct a Current State Assessment and support development of its 3-year Strategic Plan. Deloitte worked with Parks California to review, refresh, and operationalize current strategic plan and priorities, based on insights from California State Parks' Path Forward Strategic Plan, stakeholder engagement, and facilitation. To help Parks California realize its strategy, the team supported development of metrics, milestones, and action plans to implement strategic goals and drive short, medium, and long-term success.
Listos California Campaign Final Report and Future Strategy	The Listos California campaign engaged Deloitte to undertake a Current State Assessment to validate results of the first year of the campaign and engage community partners to plan for the campaign's future. Deloitte helped assess the results of the campaign by collecting and analyzing relevant quantitative data. The team used this information to visualize key insights and outputs from Year 1 and consolidate learnings to guide the future of the campaign. The team helped the Listos California campaign develop a final report which will be made accessible to all local, state, and national emergency management stakeholders. The report will inform readers about the experiences of the Listos California campaign as well as encourage similar models to be implemented locally, regionally, and nationwide. The team also developed a future strategy and budget request.

Figure 84. Examples of Deloitte Experience Conducting Current State Assessments.

5.13.B ANALYZE STRATEGIC ALERNATIVES

RFP Reference: RFP Document, Tab 5 Product and Services, 5.13.b Developing Models, Page 30

- Develop models to analyze the potential consequences of strategic alternatives and facilitate the Participating Agency's review and debate of strategic options, such as by validating and stress testing options or alternative approaches using stakeholder engagement and the applicable governance processes.

Developing models to analyze strategic alternative options creates a powerful tool to understand the potential benefits and consequences of strategic options, and to align stakeholders on an approach. Deloitte brings deep experience working with client agencies to design, build, and facilitate use of models to analyze strategic alternatives. Our team

works closely with agencies to understand the most important potential benefits and consequences, and to align stakeholders around the strategic direction.

DEVELOP AND ANALYZE STRATEGIC ALTERNATIVES

Agencies consider multiple dimensions of potential benefit and cost when modeling and evaluating strategic alternatives. Considerations may include:

- Expected impact on mission outcomes.
- Equity of outcomes among diverse stakeholder groups.
- Benefits or risks related to partner relationships and reputation.
- Cost, complexity, and risk related to execution.
- Implications for organizational change management, knowledge transfer, and training.
- Timescale and ability to measure impact.
- External incentives, pressures, and/or constraints.

Our team understands the need for strategic alternatives to reflect vision, ambition, practical understanding, and risk. Deloitte works with client agencies to identify strategic alternatives and the appropriate dimensions of benefits and costs for analysis. Our team then works with client agencies to select and tailor appropriate models to analyze strategic alternatives.

VALIDATE STRATEGIC ALTERNATIVES

Deloitte brings multiple proven models to analyze and visualize strategic alternatives. Our team works with agencies to tailor tools and approaches to meet client needs. Our team then uses these models and analysis to facilitate stakeholder discussions and decision-making.

Figure below highlights a selection of the models and approaches our team uses to analyze and stress test strategic options and facilitate effective stakeholder discussion and decision-making.

Strategic Alternative Model	Description	Benefit(s) to the agency
CapabilityEdge™	Deloitte's tool brings a digital, interactive, accelerated experience to our client discussions around transformation. A capability-led approach allows us to prioritize focus on areas that drive the greatest value and surfaces major design decisions that will guide transformation.	Helps to facilitate engaging workshops, create and edit content in real-time, and collaborate with stakeholders.
Strategic Choices Cascade	The Strategic Choice Cascade is an approach that guides organizations through the development of a strategy by asking targeted questions about the goals, focus, required capabilities, and priorities of the organization. It describes the level of detail that enables a team to take an inspiring vision and turn it into powerful results.	Deloitte's Strategic Choices Cascade framework will assist the agency in understanding key challenges and priorities before developing a strategy that offers solutions.

Strategic Alternative Model	Description	Benefit(s) to the agency
Deloitte Enterprise Consciousness	Deloitte's business process modelling tool, which is used to account for human factors, quantify risk of changes, deplete options for alternative paths (equivalent and/or exceedingly mutually exclusive and collectively exhaustive), and understand the key design factors, change impacts and attributes.	By utilizing Deloitte Enterprise Consciousness modelling tool, the agency will thoroughly comprehend, measure, and modify business processes while optimizing them.

Figure 85.   Tools to Support Validation of Strategic Alternatives.

Below figure provides examples of recent Deloitte experience analyzing strategic alternatives for client agencies.

Examples of Deloitte Experience Analyzing Strategic Alternatives

 Commonwealth of Kentucky Workforce Modernization Strategic Plan	Deloitte worked with the Kentucky Workforce Innovation Board to modernize its strategic plan, including analysis of strategic alternatives. Project activities included: • Conduct a strategic assessment of initiative areas, including a review of existing materials and facilitate strategic planning meeting(s) with key stakeholders (staff, board members, partners, program participants, volunteers, and beneficiaries). • Create a summary of the strategic review items for discussion by the Board of Directors that identifies and outlines key questions/actions to be addressed by the organization. • Synthesize (in collaboration with staff) the discussions into a three-year strategic plan which also connects to Kentucky's operational WIOA plan for the Kentucky Workforce Innovation Board for review and approval by the Board of Directors. • Convene public strategy meetings throughout Kentucky with Kentucky Workforce Innovation Board members and partners as well as facilitate plans for regional coordination of implementing the vision and strategic plan.

Figure 86.   Examples of Deloitte Experience Analyzing Strategic Alternatives.

5.13.C ENGAGE STAKEHOLDERS TO VALIDATE REQUIREMENTS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.13.c Requirements, Page 30

● Understand current and future requirements and any perceived department or agency performance gap as input for a strategic plan or a major plan update by engaging key stakeholders, such as leadership, departmental or agency staff, industry, other government partners or other external stakeholder groups.

Developing effective strategies and plans requires building a shared understanding among stakeholders on the current state and actions necessary to achieve the future state vision. Deloitte brings deep experience engaging internal and external stakeholders to develop shared and actionable strategies, based on both qualitative and quantitative data. Our team works with agency leadership to engage key stakeholders, validate current and future state requirements, and build support to fill gaps.

Deloitte brings multiple proven approaches and methodologies to engage stakeholders and validate requirements. Our team works with agency leadership to select the set of tools and approaches that are most effective for an agency's situation, goals, timeline, and constraints. These approaches include, but are not limited to:

- Stakeholder interviews and workshop facilitation.
- Maturity model analysis.
- Data-driven analysis of current state requirements, future state requirements, and agency performance gaps, including service-based budgeting.

INTERNAL AND EXTERNAL STAKEHOLDER ENGAGEMENT

Our team works with client leadership to design and implement meaningful engagement with appropriate internal and external stakeholders. This support may include a range of services, from specific, targeted stakeholder interviews to large, facilitated workshops for internal and external stakeholders. Stakeholder engagement activities may include, but are not limited to:

- Stakeholder interviews and executive coaching.
- Interactive workshops for internal and/or external stakeholders.
- Community listening sessions and surveys.
- Support for formal presentations, such as Board meetings or legislative hearings.

Across stakeholder engagement activities, our team listens closely, synthesizes insights, and translates lessons learned into actionable findings and decision points.

MATURITY MODEL ANALYSIS

Deloitte has developed multiple, industry-specific maturity models, which enable client agencies to articulate their current state, future desired state, and gaps across a number of dimensions. These maturity models are based on industry best practices and our team's experience with industries and initiative maturity, including:

- Digital transformation
- Diversity, equity, and inclusion (DEI)
- Citizen engagement
- Healthcare management
- Higher education and nonprofit management

Maturity models help client agencies build consensus for the: 1) target level of maturity that the agency plans to pursue in the upcoming strategic planning cycle; 2) how far the agency has to travel to achieve targets from the current state; and 3) prioritization of gaps.

DATA-DRIVEN ANALYSIS OF REQUIREMENTS AND GAPS

Deloitte has deep experience analyzing and developing data sets to drive identification, validation, and prioritization of requirements and gaps. In some cases, analysis and discussion of existing data sets yields the information and insights necessary to validate requirements. In other cases, building consensus among key internal and external stakeholders, including legislators, requires building new, actionable data sets to identify the specific current and future state resources necessary to meet mission goals, and the resulting gaps. For example, for California Department of Parks and Recreation, Deloitte performed service-based budgeting (SBB), which created new, detailed data sets

identifying: 1) staff hours and skills mix required to meet the desired mission state; 2) staff hours and skills mix currently allocated to each mission goal; and 3) resulting gaps in terms of agency ability to meet mission goals. This analysis led to the authorization of new, sustained funding from the California State Legislature to fill the specific staff resource gaps identified.

Examples of Deloitte Experience Validating Requirements

Children's Health Fund (CHF)	Deloitte helped identify the future performance management and evaluation vision for Children's Health Fund (CHF) and provided recommendations on short-term, medium-term, and long-term activities to strengthen and develop a positive 360-degree feedback culture, create effective performance management evaluations measuring impact, and strengthen team and professional development within the organization. This project included engaging stakeholders to validate requirements. To support effective teaming and organizational empathy, our team delivered workshops on Business Chemistry and Strengths Finder. The team shared best-practices on having difficult conversations, feedback conversations, leadership, diversity, equity, and inclusion with CHF as ongoing resources.
Transformation at California Department of Parks and Recreation	California Department of Parks and Recreation engaged Deloitte to guide the development of a new five-year Strategic Operations Plan (SOP). Deloitte brought together over 100 Parks leaders and frontline workers. Using training, facilitated breakout sessions, and post-workshop exercises, Deloitte defined and refined development of the SOP. The team produced a vision statement, strategic themes, goals, core values and statements, and a SWOT analysis and will guide the implementation, of the Strategic Operations Draft Plan.

Figure 88.   Examples of Deloitte Experience Validating Requirements.

5.13.D DEVELOP STRATEGIC ROADMAPS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.13.d Develop Strategic Roadmaps, Page 31

Develop strategic roadmaps to implement strategic objectives including evaluating portfolio-based strategic planning approaches and developing a strategic performance management model to establish the governance, processes, and infrastructure required to manage transformation activities from concept through design and implementation.

Deloitte understands the importance of translating strategic insights into actionable roadmaps. Strategic roadmaps establish the organizational processes, ownership, and objectives that will drive transformation. In this way, strategic roadmaps serve as the bridge between strategy and implementation.

Deloitte brings deep experience developing strategic roadmaps for implementation. Our team works with client agency leadership to tailor the approach based on client needs, timeline, and priorities. Strategic roadmaps may be expressed as succinct visual wall charts, which bring stakeholders together around the key concepts, timeline, and activities to implement the strategic plan. Strategic roadmaps may also include detailed plans, such as a full concept of operations and/or supporting artifacts, such as governance charters, necessary to begin implementation. The content of strategic roadmaps is tailored to the client agency's strategy, and may include:

- Portfolio-based planning and management processes.

- Organizational change management and training processes.
- Outcome-tracking processes and tools.
- Governance structure recommendations.
- Activity timeline and ownership.
- Processes to track and incorporate feedback for continuous improvement.

Across engagements, our team works with agency leadership to build strategic roadmaps that are practical and actionable, providing clear direction to operationalize and sustain the organization's strategic direction.

Figure 88 below describes recent Deloitte experience developing strategic roadmaps to deliver large-scale strategic transformation.

Examples of Deloitte Experience Developing Strategic Roadmaps

Transformation at California Department of Parks and Recreation	California State Parks Transformation was a multi-year effort to help set the Department on a path to a sustainable future. Deloitte provided program management support, conducted a program assessment, and developed a Transformation Roadmap for completing their goals, supporting eight committees across eleven priority initiatives. The work resulted in transformational changes across the State Parks organization, including changed policies, budget management process, organizational structure and culture, as well as improved public outreach and the use of technology within the Department.
Strategic Planning and Implementation for California State Water Project	DWR SWP engaged Deloitte to create a new Strategic Plan and Implementation Roadmap that incorporates metrics, milestones, and projects for a clear path to implement and drive the outcomes. Deloitte is developing, reviewing, refining, and implementing a long-term SWP Strategic Plan that includes measurable metrics, collaboratively involves stakeholders to drive accountability and enables SWP to prioritize projects over the next five years and beyond. Activities to develop the Implementation Roadmap include developing a Governance Model, defining a Stakeholder Engagement Plan, and evaluating and defining metrics, and identifying key milestones, owners, ad timeline.

Figure 89.   Examples of Deloitte Experience Developing Strategic Roadmaps.

5.13.E SUPPORT IMPLEMENTATION

RFP Reference: RFP Document, Tab 5 Product and Services, 5.13.e Implementation, Page 31

- Support implementation to deliver against strategic objectives of Participating Agency.

Agencies understand that implementation involves more than just following charts and checklists; support plans are looked at as an added measure for long-term change adoption and acceptance. Thorough and relevant support is in the best interest of the organization, the workplace, and the workforce.

Deloitte grasps the importance of support at every stage of implementation, from planning and delivery to maintenance and operations phases of project efforts. In every engagement, we put conscious and inclusive thought into resources necessary to meet strategic objectives, making those

resources relevant and available to the unique needs of our client. Our goal, in supporting our clients throughout the engagement lifecycle, is that they are well placed to continue to deliver excellence in its core programs and services.

The wide range of resources and services within the firm, ensure clients receive the type and amount of support that will make transformation efforts thrive long after implementation. Deloitte has breadth and depth of implementation support, including:

- PMO Services
- Business Process Transformation
- Quality Management
- Data Analytics
- Incident Management

It is important that agencies feel confident in their understanding of transformation efforts and empowered in their ability to fully adopt the strategic objectives. We are prepared to work with agencies to seamlessly transition from implementation to maintenance.

Deloitte has demonstrated experiences as a strategic partner that has guided organizations through important organizational transformations and implementations. In a time of regular change and required resilience, Deloitte has proven experience in its ability to help organizations create a flexible plan around a modern workforce. Plans are meant to consider all phases of implementation; department and agency clients can expect plans that support planning phase requirements, implementation phase objectives, and maintenance phase reinforcement.

Figure below describes two State-specific clients; the agency efforts below thrived with the implementation support of Deloitte teams and, with some, continue to support as evidence of commitment to the long-term success of our clients.

Examples of Deloitte Experience Supporting Implementation

Service-Based Budgeting for California Department of Fish & Wildlife	California Department of Fish and Wildlife (CDFW) engaged Deloitte to design and implement Service-based Budgeting, a data-driven approach to identifying mission requirements, current resources, and gaps, to better align staff and financial resources to mission outcomes.
	Deloitte designed and implemented an IT tool to collect data from across the department on tasks performed by the Department today, level of labor resources required to perform tasks at the mission level, and gaps in department resources. Our team collaborated with hundreds of stakeholders, both internal and external, to develop the overall portfolio of services and tasks necessary to deliver the CDFW mission. Deloitte aligned activities into defined programmatic areas that allow CDFW to create workforce planning models, identify service levels, and make a data-based budget and allocation decisions. This project:
	• Operationalized long-term service-based budgeting through a governance model, operational plan, training, and knowledge transfer.
	• Analyzed CDFW's existing revenue structure and program activities to identify where activities suggest different funding sources than currently used today.
	• Performed a data-driven analysis of how current service levels, activities, expenditures, and staffing levels compare with the service standards and tasks needed to meet mission objectives.

Figure 90. Examples of Deloitte Experience Supporting Implementation.

5.14 APPLYING ADVANCED ANALYTICS

RFP Reference: RFP Document, Tab 5 Product and Services, Page 31

Advanced Analytics provides a multitude of benefits - from offering deep and actionable insights into student success and identifying individuals in crisis to proactively improving state worker efficiency. Additionally, with continued changing legislation, growing unemployment, reductions in funding, and demand for enhanced service delivery the use cases for advanced analytics seem to be never ending.

Successfully planning, developing, and implementing advanced analytics poses a series of core questions: What are my key business objectives or use cases? What tools or technologies are needed? What data is required? How is my PII and confidential data protected and secured? Which analytics model of the scores that are available is best for my task? How can I reduce bias? How can I tune and calibrate my model? How can I maximize adoption after implementation? The answer, simply stated, is that you need a vendor who brings deep experience planning, designing, and implementing advanced analytic solutions and capabilities that meet your business objectives.

Distinguishing Factors

- Deloitte brings a dedicated Agile for Advanced Analytics (AAA) approach which is built on lessons learned and best practices delivering hundreds of advanced analytic and machine learning projects.
- Deloitte employs over 10,000 practitioners focused on delivering analytics and AI providing the scale and skill set to deliver your Advanced Analytic needs.
- Deloitte was named the undisputed worldwide leader in Business Analytics Consulting by Gartner.

Deloitte is uniquely qualified to meet your advanced analytics needs and objectives. We bring a blended team which has extensive data science, machine learning, predictive modeling, and data analysis skill sets along with programmatic subject matter experts experiences across a myriad of state and local agencies. This team allows us to help agencies improve strategic decision making and achieve their business objectives. The section below further describes some of our comparative advantages in the field of advanced analytics:

Our Team: Our team is comprised of key personnel who have extensive experience delivering advanced analytics solutions for our clients. We bring more than 10,000 practitioners with deep expertise in advanced analytics including experience in artificial intelligence, machine learning, visualization, data exploration, data transformation, big data, data lakes, predictive modeling, statistical analysis, data strategy, governance, data quality, security, sensor fusion, process automation, natural language processing and more. Our team can quickly scale to meet your specific advanced analytic needs and objectives.

Significant State Government Experience: We have been serving U.S. state government clients for more than 50 years and have served all 50 states. Throughout this experience, we have built a detailed understanding of state business objectives and a myriad of experience supporting education programs, health agencies, human services, higher education, labor and workforce programs, environmental protection, transportation agencies and more. This experience helps us to design solutions which improve program transparency, enhance data driven decisions, and improve overall outcomes for the state residents.

Our Approach: We have a proven methodology, Agile for Advanced Analytics (AAA), that combines lessons learned and best practices delivering analytic services and projects. This methodology helps

guide and accelerate our overall project delivery through a series of tools, templates, processes, and deliverables which can be leveraged for any project. Our AAA methodology spans the essential components of analytics, outlining the key governance, personnel, technology, communication, and delivery processes required to successfully plan, design, develop, implement, maintain, and use analytics.

Commitment to Collaboration and Transparency: Our team will help you tune a single, consistent voice across programs and business areas to help maximize standardization, improve program trust, support security and confidentiality, promote governance, ensure data quality, and maximize open lines of communication. We facilitate weekly collaboration touchpoints to help encourage feedback, review solution design and demonstrations, and to help maximize adoption of advanced analytics solutions.

A Focus on Innovation: We continue to evolve and modernize our advanced analytic capabilities to bring the latest solutions, capabilities, and technologies to your organization to drive value (when applicable). We have a dedicated AI Innovation team focused on exploring emerging technology trends and helping to adopt those trends to our clients' specific programmatic needs.

Our Approach - Agile for Advanced Analytics (AAA)

Our overall approach toward delivering the services requested as part of this MSA rests atop the foundation that is our **Agile for Advanced Analytics (AAA) methodology**. Our AAA methodology combines lessons learned, best practices, and experience delivering advanced analytic projects for hundreds of commercial, federal, and state clients. The method provides a robust repository of accelerators, tools, and playbooks focused around delivering key analytics capabilities. Additionally, our method is based on the principles from the Information Technology Infrastructure Library (ITIL) and the Project Management Book of Knowledge (PMBOK). This guarantees a standardized, replicable, and defined project management processes. Some of the key benefits from our AAA method and approach include:

Section Highlights

CEO of healthcare delivery system, "It would have taken us over a year to implement the process, standards, and deliverables required to deliver advanced analytics. Deloitte's approach allowed us to focus from day 1 on what really mattered most – the business objectives and needs we wanted to solve through advanced analytics."

- Enhancing delivery quality through leveraging lessons learned, defined management processes, and accelerators.
- Providing flexibility to react quickly to changing client needs and priorities.
- Reducing program risk with tried and tested processes.
- Accelerating the analytics journey by embedding insight capabilities into core processes and operations.
- Increasing client engagement and feedback through agile approaches.

The AAA methodology, outlined in the graphic at right, spans the essential components of analytics, outlining key governance, personnel, technology, communication, and delivery processes. AAA encompasses a series of agile delivery phases to guide projects throughout the lifecycle. We classify these five phases as: Discover, Explore, Build, Validate, and Implement. In addition, our methodology guides projects from a top-down perspective—considering all of the affected disciplines that must

Figure 91.   Agile for Advanced Analytics Methodology.

be managed during a project implementation such as project monitoring, quality management, communication, risk management, change management, and more.

We have learned, based on decades of experience providing data analysis and advanced analytics services, that tailoring our method to the agency's needs and requirements is critical. Throughout the remainder of this section, we highlight our tailored approach to deliver the following requested services:

- Analytics Strategy
- Develop Policies
- Advanced Analytics
- Analytical Models
- Implementation

5.14.A ANALYTICS STRATEGY

RFP Reference: RFP Document, Tab 5 Product and Services, 5.14.a Analytics strategy, Page 31

- Shape a long-term analytics strategy for the Participating Agency leveraging interviews, government best practice, and private sector best practice.

An effective strategy is critical to successfully designing, developing, and implementing advanced analytics solutions that improve transparency, increase data driven decision making, and meet your business objectives. This involves navigating a series of challenges and key questions - Where does one start? What projects and tasks should be prioritized? What are our objectives and goals? What tools and technology are required? What data is available? What skills are needed to conduct the actual analytics, and what training and adoption activities are required to empower staff?

The answer rests with a well-defined and tailored analytics strategy. Deloitte has worked closely with a myriad of stakeholders to deliver analytic strategies. We have supported every US state, which has given us the experience to develop a tested analytics strategy playbook that begins each project with a base sketch of state government program needs and objectives. This cache of experience positions us to help the agency define an analytics strategy focused on meeting your advanced analytic goals and objectives.

Analytics Strategy for Commonwealth of Pennsylvania: Deloitte collaborated with the PA Department of Human Services to explore emerging analytic capabilities related to big data storage, predictive analytics, process automation, natural language processing and metadata management. Deloitte worked with DHS to define targeted use cases for each advanced analytic capability, created tool evaluation criteria, and facilitated multiple interviews with DHS program and technical staff. Finally, as part of the Analytics strategy Deloitte created an advanced analytics roadmap to help prioritize and operationalize PA's analytic strategy.

To define an analytics strategy for the agency we leverage our AAA approach which provides detailed steps and activities. These activities help our team collaborate with you to assess your advance analytic capabilities, workshop define your target state goals, objectives, and architecture, discover and prioritize key gaps between the then and the now, and ink a roadmap for getting you there.
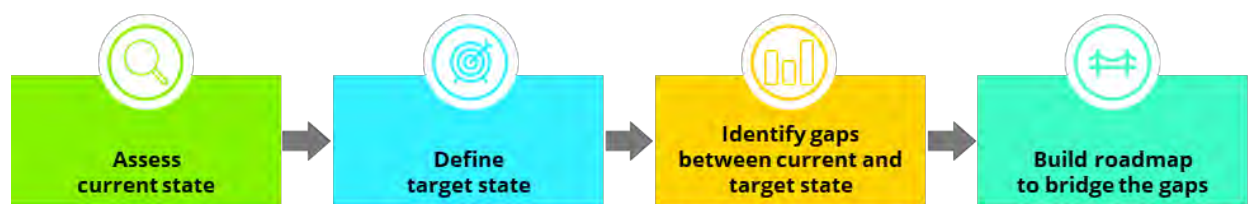
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Figure 92. Process of Assessing Client Analytics and Data Management.

Using the above AAA framework, we will work to create an advanced analytic strategy that helps meet your current needs and objectives but also lays the framework for future advanced analytic growth and innovation. The table below further details activities we support as part of strategy development.

Process: A Four-Phase Journey

Assess	Deloitte works to explore your existing data sources, infrastructure, and analytics capabilities. We capture and define the key business objectives, goals, and requirements that will underpin your advanced analytics strategy.
Define	We collaborate to ink your vision of the future – where you want to be. Prioritize the functionality to meet organizational business objectives and outline resources and technologies required to build and operate. Often, this includes facilitating an Analytics Discovery lab where we bring leaders from across our practice to meet with your stakeholders to discuss and demonstrate emerging analytic trends/ capabilities, explore specific business use cases for Agencies, and begin to outline a roadmap which helps to prioritize your key advanced analytic needs.
Gap Analysis	We work to identify and remediate any gaps between your current environment and the proposed to-be solution. This includes analyzing the technology, processes and policies – needed to effectively deliver your requested use cases or requirements.
Roadmap	Deloitte works with you to identify and configure teams, outline the schedule, define the reporting processes, initiate iterative kickoff tasks, and convert a customized analytics strategy into action.

Figure 93. Process: A Four-Phase Journey.

5.14.B DEVELOP POLICIES

RFP Reference: RFP Document, Tab 5 Product and Services, 5.14.b Develop policies, Page 31

Develop policies and processes for storing, accessing, and analyzing citizen and employee personally identifiable information including developing and executing on a strategy for creating appropriate agency data architecture and "data lake" to integrate and link agency data where appropriate.

With the exponential growth of data at such a rapid pace, it is becoming increasingly important for organizations to have defined and stringent policies and processes in place to help effectively govern, analyze, and secure data that can help support your mission and objectives. Defined analytic policies and processes are critical to help the agency to add trust, understanding, and ongoing quality of your data.

Deloitte has worked in close collaboration with hundreds of clients to establish data focused policies and processes to effectively govern, security, and analyze citizen and employee PII data. Below are some of the key benefits we've helped our clients to deliver.

- **Data Security:** Helps to ensure that confidential, PII data, PHI data is properly safeguarded, monitored and controlled. Also, includes robust data threat protection safeguards.
- **Architecture:** Helps organizations to define the appropriate architecture which aligns to their advanced analytics objectives. This may include creating a data lake, a data warehouse, and operation data store, or a hybrid architecture which helps to store, access, and analyze data.
- **Data Transparency:** Data transparency helps organizations to understand what data is available and who is allowed to access it.
- **Data Consistency:** Manage and use data across your organization in a consistent manner through defining metadata.
- **Data Discovery:** Enhance data discovery, insight, and decision making.

- **Reporting Accuracy:** Improve accuracy of the reports/ analytics through reducing data errors and gaps.
- **Data Accessibility:** Ease of accessing data for analysis and reporting.
- **Shareability:** Support data sharing and integration across departments and programs.
- **Operations Efficiency:** Establish enterprise-wide processes rather than maintaining individual process for each program area.
- **Shared Definitions & Understanding:** Define common definitions of data attributes across functions.
- **Data Use:** Increase the use of data across functions to enable evidence-based decision making.

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Figure 94. Benefits of Effective Data Policy, Process & Strategy.
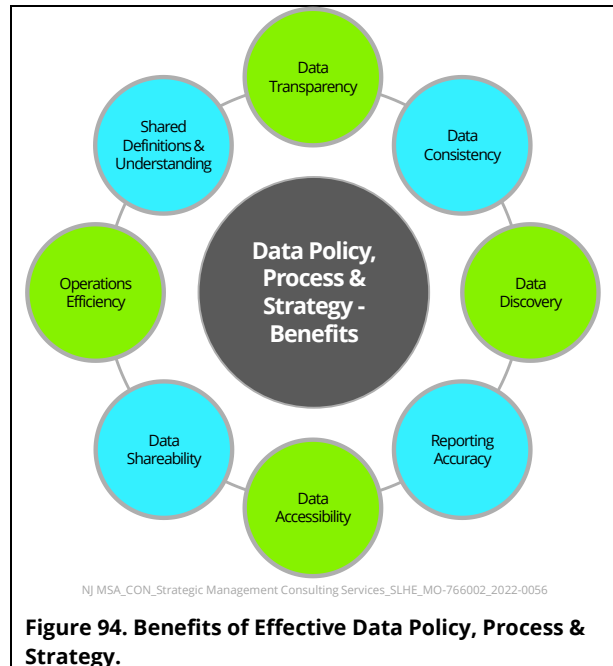
Deloitte's approach to establish advanced analytic policies and processes is grounded in our Agile for Advanced Analytics approach which provides guidance, accelerators, tools, and best practices to help organizations on their enterprise data management journey. As we work with the agency, we will work to help establish advanced analytic policies across each of the following key domains:

Data Standards: Data standards provide simple definition of terms, such as the field name, description, business rules, and requirements. For example, your data management solution may rely on a collation of attributes such as Date of Birth, Social Security Number, Master Client Index, Address, and more. Having clear data standards around these fields ingrained into your source applications is critical to success.

Governance. Governance is a vital component to any successful data management solution. Governance helps to determine who the data owner is and who should have input (and final word) into data standards and business rules. Governance also provides clarity on individual roles/ responsibilities within the organization. If the data management tool flags a potential quality issue, incomplete match, or requires an additional manual business rule to be

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Figure 95. Key Domains to Establish Analytics Policy.

established then governance helps to identify the responsible individual(s). While data management solutions aim to automate matching and merging of data, they often require manual intervention to resolve and mitigate data issues.
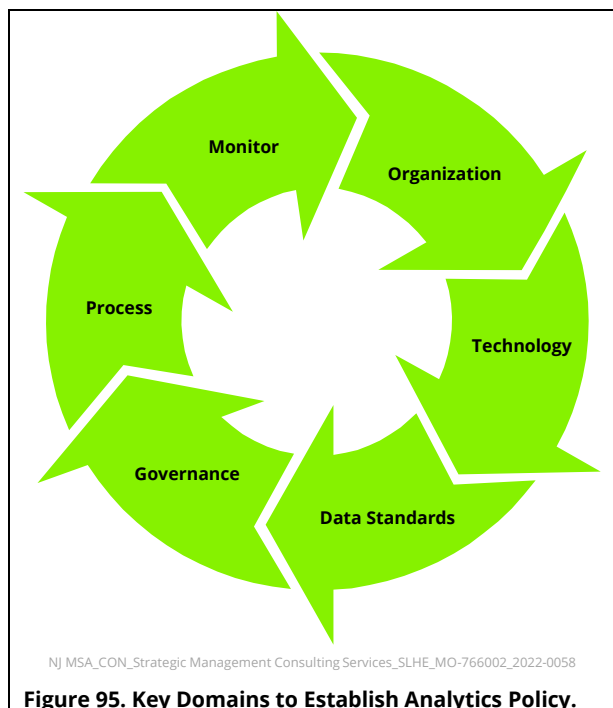
Processes. Regulations change. Standards change. Data errors spike. For every event, there should be a process to follow. Data stewards should review and correct data on a regular basis. Developing and maintaining these processes isn't glamorous, but it's necessary to ensure ongoing success of your data management solution. Additionally, establishing clear processes help support onboarding new data stewards into your organization and position them for success in managing your data management solution.

Organization. A critical component of a successful implementation of data management solution is establishing organization buy-in and clear roles/ responsibilities. Data management relies on a multitude of stakeholders which includes executives, business/ program, and technical stakeholders. Helping to clearly outline the benefits of data management and receiving executive buy-in is critical to the success of your data management solution. This helps quickly pave the way for establishing data sharing agreements, identifying data stewards, implementing an MDM tool, and supporting MDM processes are followed.

Technology. Most information management professionals say technology "is the easy part." Still, it's a challenge for organizations to manage hundreds or even thousands of attributes being originated from disparate systems. They must automate the application of business rules to handle granularity, manage timing, select data from the right sources, and apply data transformation and mapping rules. They must also provide a "publishing layer," which is a fancy way of saying "making data available to other systems." A properly designed Data management solution also provides a comprehensive audit trail that tracks all data inputs, transformations, and changes. We recommend that as you begin exploring procuring a master data management tool you conduct an assessment. You should consider factors such as your metadata management needs (how you catalog and track data), integration components for master data management (do you have an existing ETL tool, do you need to create real-time APIs, are batch processes needed), data quality requirements (do you have an existing quality tool in place, or are you looking for your MDM solution to help automate data quality), analytics/ reporting (does the tool audit usage, provide reports or data extracts), alignment to your organizations' skill sets, and the licensing model/ cost.

Project Spotlight

State of Florida: MDM & Data Lake Solution: Deloitte creating a master data management solution and data lake for the State of Florida focused on integrating data across their Substance Abuse & Mental Health program, Child Welfare, Medicaid, and Child Care. This data lake solution helped Florida to proactively identify and mitigate the number of individuals in crisis through tracking key metrics such as involuntary committals, length of time in care, substance use disorders, child maltreatment, and more.

In addition to creating and implementing advanced analytic policies and processes it is critical that the right architecture be created to support the agency's goals and objectives. Our understanding is that you are interested in exploring the creation of a data lake solution to help integrate and link agency data (where appropriate). Deloitte has designed, developed, and implemented data lake solutions for over a dozen state and federal clients. A Data Lake is a centralized repository that holds raw data in its native format at scale. It is largely used to process and store non-relational data such as log files, sensor data, XML objects, Word documents, PDFs, and images, but can also be used for structured and semi-structured data. Data Lakes use a schema-on-read approach where data is loaded as-is from data sources and provides business users and data scientists with the ability to apply their own lens to the data based on their needs. This benefits the Agency by allowing participating agencies to quickly

and seamlessly integrate data to support a myriad of data science and data exploration use cases. Additionally, Data Lakes help to significantly reduce the storage and compute costs traditionally required in legacy on-premises data warehouse solutions.

5.14.C ADVANCED ANALYTICS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.14.c Advanced Analytics, Page 31

Identify and deliver a set of advanced analytics use cases that agencies could deploy to identify how to improve outcomes or understand the drivers of key problems and turning these use cases into pilots to demonstrate their value.

Advanced Analytics allow organizations to better manage and interpret signals from the vast amounts of data they collect to help improve outcomes, enhance strategic decision making, and overall improve service delivery. In order to successfully deliver advanced analytics organizations should work to clearly define their business goals and objectives. This includes creating detailed use cases, defining key business questions, and capturing requirements to clearly define the business goal(s) of the advanced analytic solutions.

Deloitte brings experience working with an array of organizations to deliver a myriad of business or program use cases. As indicated in the graphic below we focus on helping organization define and understand which business questions they hope to address. This may include questions related to improving workload efficiencies, predicting individuals at risk, analyzing network inadequacies, improve care consolidation, helping individuals find gainful employment, enhancing safety, improving additional outcomes, or more.
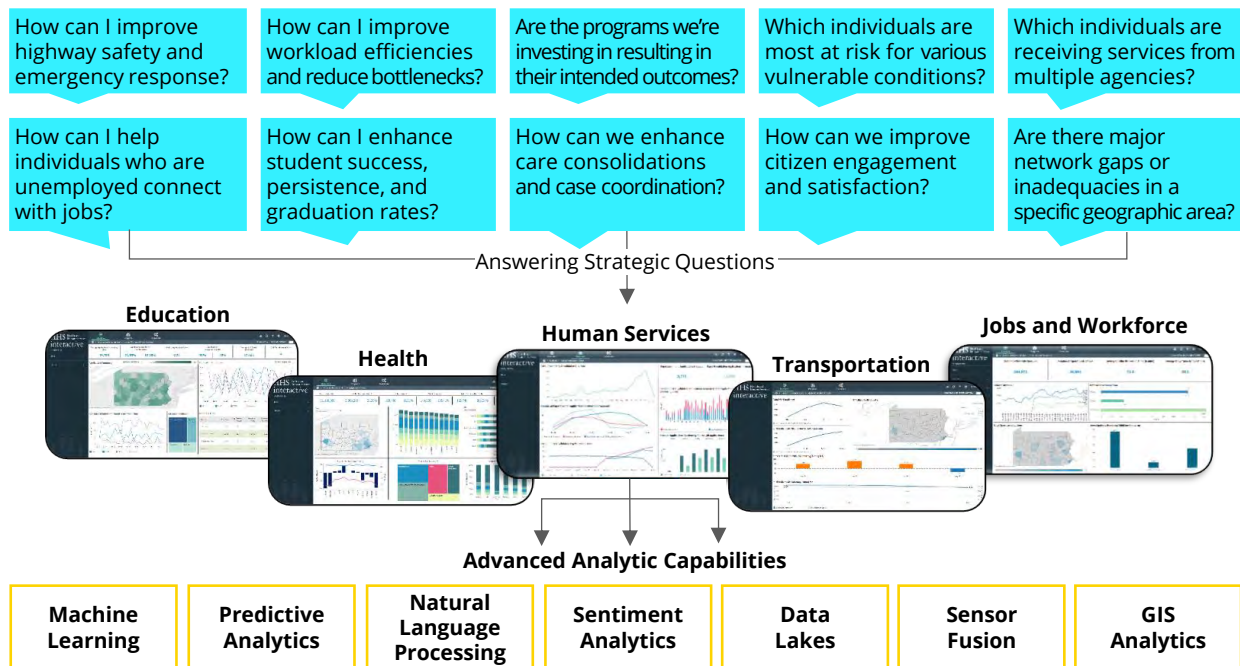
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Figure 96. Analytics Example.

After defining your specific business goals and objectives we utilize our Agile for Advanced Analytic approach to align the appropriate analytic capability. These capabilities intend to help achieve your use cases and requirements. A subset of the capabilities we deliver include Machine Learning,

Predictive Analytics, Natural Language Processing, Sentiment Analytics, Data Lakes, Senor Fusion, GIS Analytics and more. Our team brings deep expertise in each of these capabilities and are familiar with the dozens of technologies that are aligned to each. We have a dedicated Advanced Analytics Learning Guild which provides a dedicated forum for our practitioners to share ideas, tools, and leading practices in the field of advanced analytics. Our guild provides a research and development environment which provides our practitioners with access to hundreds of tools and technology to build hands on expertise. Our guild includes more than 2000 Deloitte practitioners helping us the ability to quickly assemble and scale a team to meet your specific needs.

On many projects our team works to create small proof of concepts or pilots to help demonstrate the value advanced analytic capabilities and the associated technology solution can deliver for your organization. Additionally, pilots help to analyze the key features for a given technology such as interoperability with your existing architecture, licensing and infrastructure costs, advanced analytics capabilities, ease of use, ability to meet your requirements, and more. Once a pilot is complete, we work with organizations to fully implement specific advanced analytics use cases. In order, to do this we leverage our AAA method to follow a focus approach to help discover, build, test, and implement a solution which is meets your business and program needs.

Project Spotlight

US Internal Revenue Service - Network Analysis: Deloitte combined knowledge of business relationships in taxpayer data with the Neo4j graph database to develop subcommunity detection algorithms that identify taxpayer networks. The process outlined network topologies and pinpointed distinguishable clusters of taxpayer groups. The IRS is now better positioned to assess the influence of network characteristics on taxpayer behavior.

From improving taxpayer compliance to optimizing spending portfolios, to automating time consuming tasks, to driving service outcomes our teams have hands on experience delivering a myriad of advanced analytics use cases. As a recent of our advanced analytics experience in action we worked with the Internal Revenue Service to help their agents prioritize and improve taxpayer reviews. Our solution helps to identify and visually display the multitude of business, individuals, organizations, and groups that taxpayers may interact with (which we refer to as a node). Treatment of a node can have effects that travel across connections and impact the behavior of connected nodes. These network effects can be harnessed to improve compliance. The IRS employed Deloitte to create a Neo4j graph database and develop subcommunity detection algorithms that construct networks of individuals non-filing taxpayers based on known business relationships. The resulting solution has helped the IRS to more effectively deploy examination resources and, through that, improve taxpayer compliance across the board.

5.14.D ANALYTICAL MODELS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.14.d Analytical Models, Page 31

- Turn analytical models, decision making and impact tracking tools into more robust instruments that can be scaled and sustained by the Participating Agency over time and build the capacity of the front line and managers to understand, use, and sustain the models, tools, and processes through capability building.

For analytics models to have a long term and lasting impact you need an approach which allows your organization to design, develop, and implement models in a comprehensive manner. Additionally, you need to consider the ongoing support, maintenance, and enhancement of advanced analytics models in your organization. Finally, you need dedicated training and tool enablement services tailored to specific stakeholders.

Deloitte's approach to scaling and sustaining analytical models is grounded in our Agile for Advanced Analytics methodology. Withing our methodology we have a built a detailed eight step approach that helps to provide extensive guidance, processes, and steps to successfully build models. As indicated in the graphic below our approach provides guidance related to data acquisition, data analysis, engineering, feature selection, predictive modeling, model selection, error analysis, and model ensembling. While we understand not all analytical models will require each of these eight steps, we've built this approach to be comprehensive to serve a multitude of advanced analytic needs.

2 Exploratory Data Analysis
- Sorting/aggregation data for discovering meaningful relationships
- Suggesting and verifying hypothesis
- Candidate model selections
- Providing a basis for further data collection

3 Feature Engineering
- Categorical encoding
- Adding (polynomial) terms
- Word embedding
- TF-IDF

8 Model Ensembling
- Model inference, averaging and voting
- Boosting
- Bagging
- Stacking
- Ensemble prunin

7 Error Analysis
- Researching error patterns
- Fixing high variance problems
- Fixing high bias problems
- Comparison with state-of-the-art models where available

1 Data Acquisition
- Document conversion and decomposition
- Centering and scaling
- Transformations to resolve skewness
- Transformations to resolve outliers
- Dimensionality reduction
- Assessing assumptions

4 Feature Selection
- Wrapper methods (AIC, backward/forward/ stepwise selection, genetic algorithms)
- Filter methods (Chi2, Bonferroni correction)

5 Predictive Modeling
- Linear models
- Basis expansions and regularization
- Additive models and Trees -based models
- Neural networks

6 Model Selection & Assessment
- Model selection
- Model assessment
- Resampling techniques (k-fold cross validation, bootstrap)
- Bayesian approach and BIC

Exploratory Data Analysis · Feature Engineering · Data Acquisition · Feature Selection · Predictive Modeling · Model Ensembling · Error Analysis · Model Selection & Assessment

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Figure 97. Delivery Methodology Overview.

The section below briefly describes each of the 8 steps which we can support to deliver analytics models for your organization.

1. **Data Acquisition.** *Securing, cleaning and preparing data for further analysis.*
2. **Exploratory Analysis.** *Understanding the data's underlying structure.*
3. **Feature Engineering.** *Modifications that provide more meaningful features capable of enhancing machine learning model performance. This step is particularly important in building natural language processing models. Examples of Feature Engineering include converting collections of documents into Term Frequency Inverse Document Frequency (TFIDF) matrices and encoding categorical variables.*
4. **Feature Selection.** *Identifying characteristics most meaningful in yielding strong model performance.*
5. **Predictive Modeling.** *Surveying and testing the efficacy of various machine learning models. This step often involves testing and tuning hyperparameters – such as the number of clusters in a k-means algorithm, or the regularization parameter in a support vector machine – specific to each algorithm.*

6. ***Model Selection & Assessment.*** *The best models for the specified task are selected and optimized using methods such as k-fold cross validation and F-score comparison.*
7. ***Error Analysis.*** *Following model selection, underlying problems with a chosen model are thoroughly examined. This step involves correcting both over-sensitive and under-sensitive models to yield reliable model performance on hold-out datasets.*
8. ***Model Ensembling.*** *Models might best be combined to optimize performance. Techniques used in model ensembles include bootstrap aggregation or model stacking.*

The eight-step development methodology outlined above leans heavily on our teams' deep familiarity with applied mathematics, statistics, computer science and engineering. In grained within each of the 8 steps above are underlying disciplines such as training. Our training approach fosters a "build the right skills at the right time" approach to best train workers and staff on how to use the advanced analytics solution.

In creating a training curriculum and materials, Deloitte considers not only the content, but also the best delivery method. Deloitte has the unique ability to tailor curriculum and training to include techniques to address the learning needs of each type of user role, including hands-on, real-life scenarios end users encounter as they use the advanced analytic solutions. Generally, our training is tailored towards the following three groups:

- Advanced Technical Training: Advanced technical user training focuses on building knowledge and capabilities related to the model technology. Typically, this training is targeted for data scientists or developers. Training objectives include understanding the type of advanced analytics model, reviewing the data model, understanding the transformation logic, reviewing the specific model variables, performing model tuning and training, and more. Users are provided hands on training so that they can support or maintain the advanced analytics model.

Project Spotlight

HealthPrism: The March of Dimes selected Deloitte's Health Prism analytics platform to identify maternity care deserts across the US. This platform includes hundreds of Social Determinants of Health fields predicted using advanced algorithms. The March of Dimes' product is now being used to more equitability to allocate health resources to those most in need of pregnancy related health services. Deloitte work closely with March of Dimes to train their team on how to utilize and explore data using HealthPrism.

- Intermediate User Training: Intermediate user training focuses on providing a base technology overview, teaching the fundamentals of data science and data modeling, reviewing the developed solution, and teaching users how to leverage the solution to support exploratory analytics. Typically, intermediate user training it targeted towards business or technology analysts.
- Foundational Training: Foundational user training focuses on teaching the fundamentals. This includes understanding how to interpret results from the model, how to do basic data exploration, understanding data model fundamentals, and how to engage or interact with a given model/ solution. Foundational training is catered towards a wide audience of users including business analysts, directors, executives, supervisors, and more.

Our training activities can be delivered in person or virtually. Additionally, we provide a train the trainer class focused on helping to empower your organization to facilitate and drive training. Deloitte also provides a series of training playbooks aimed at providing self-paced training and solution reference to help understand the specific solution created for your organization. All these

activities help empower your organization to create, deploy, maintain, and utilize advanced analytic solutions.

5.14.E IMPLEMENTATION

RFP Reference: RFP Document, Tab 5 Product and Services, 5.14.e Implementation, Page 31

Support implementation of advanced analytics capabilities, models and use cases.

Implementing advanced analytic solution requires a dedicated approach/ methodology, and a team which brings the requisite analytic expertise. Deloitte brings both – a team with deep experience creating, designing, and implementing advanced analytics, along with our Agile for Advanced Analytics methodology which helps to improve quality, accelerate delivery, and drive standardization.

Our AAA methodology encompasses a series of agile delivery phases to guide projects throughout the advanced analytics lifecycle. These phases include Discover, Explore, Build, Validate, and Deploy. We have learned, based on decades of experience providing data analysis and predictive analytics services, that tailoring an approach to your needs and requirements is critical. Based on the key use cases and your business objectives we will tailor the below approach to meet your needs.

Discover	Explore	Build	Validate	Deploy
• Project initiation and planning • Define hypothesis • Collect required data sets	• Data quality review and fit gap analysis • Exploratory data analysis • Predictor Selection	• Develop predictive models • Conduct wrapper and univariate analysis • Model refinement	• Model tuning and calibration • Model selection	• Knowledge transfer and turnover • Outcomes review
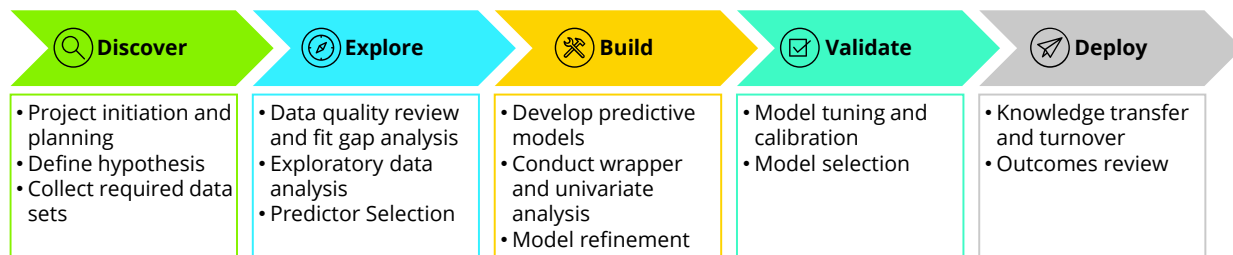
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Figure 98. Delivery Approach of the AAA Methodology.

Our approach begins with the **Discover** phase. This phase is executed during the first several weeks and begins with project planning and initiation. Project planning and initiation includes facilitating a project kickoff, understanding key business objectives for a given task, and creating a project work plan to clearly outline tasks, timelines, deliverables, and dependencies. During Discovery, our focus is on identifying the core business questions and/or hypothesis that the Department would like to achieve as part of a given task order/ implementation. These are identified through focused discovery sessions conducted with key stakeholders. Deloitte helps accelerate discovery sessions by bringing in resources with subject matter experience related to the specific task. Based on the task, we can provide additional supporting activities, such as data identification and collection and data loading, into our Deloitte environment. We also can use demos of existing solutions from other clients with similar business questions.

The second phase of our approach is **Explore**. The first step in the explore phase focuses on conducting a data quality review of the collected data sets. Deloitte assesses quality based across six core dimensions – completeness, uniqueness, timeliness, validity, accuracy, and consistency. Exploratory data analysis is the focal point of the phase and includes identifying key data trends, patterns, outcomes, or observations. Based on the given task order, Deloitte can leverage a series of exploratory data analysis approaches including visualization creation, SQL queries, leveraging statistical modeling tools/ techniques, or a combination of these approaches.

The third phase of our approach is the **Build** phase. This phase focuses on development activities for a given task. From an advanced analytics standpoint, the Build phase includes activities related to base model selections, model development, and model analysis. Model analysis includes wrapper and univariate analysis to evaluate models using procedures that add and/or remove predictors to find the optimal combination that maximizes model performance. From a visualization standpoint, build activities include creating dashboard themes, controls, graphs, and filters. Visualization development often also includes security setup and creation to provide defined role-based access. At the conclusion of the Build phase, Deloitte reviews the developed objects for the agency's feedback.

The fourth phase of our approach is **Validate**. In general, this phase encompasses the key testing activities which take place to validate the developed solution accurately addresses your business questions and hypothesis. As part of this phase, we conduct extensive end-to-end testing to confirm that the solution is functioning as designed. Any defects identified during testing activities are reviewed, triaged, and prioritized by Deloitte in collaboration with the agency. All prioritized defects are resolved and re-tested for confirmation. Based on the task order, additional Validate activities may be required. For example, if we are delivering a predictive analytics task order, a series of validation activities are executed to tune and calibrate the model. These activities may include various predictive modeling validation techniques such as root mean squared error (RMSE) or root mean squared deviation (RMSD) which statistically measure the difference between the values predicted by a model and the ones observed.

The fifth and final phase of our approach is the **Deploy** phase. This is the shortest phase. This phase typically is only a week and focuses on the review of key project outcomes. In addition, this phase includes knowledge transfer, training, and turnover activities needed to implement the advanced analytics solution. The Deploy phase concludes with task closure which officially completes a given task.

In addition to the project life cycle, our methodology also covers projects from a top-down perspective considering the affected disciplines that must be managed during a project implementation. These disciplines include:

Project Monitoring	Supports overall project tracking across various project phases and key activities. Provides guidance related to scope control, schedule tracking, budget tracking.
Quality Management	Includes tasks to plan and monitor for data quality, verify and validate work products, and audit project processes and assets against defined organizational standards
Process and Application	Addresses business process design, package software configuration, user requirements definition and management, business process controls, functional testing and business continuity planning.
Performance Management	Includes the identification and tracking of service line agreements during the duration of the initiative.
Communication Management	Addresses the communication approach of an initiative. It encompasses the establishment of clear communication channels through verbal and written communication, transparency and progress measurement by providing monthly status reports.
Risk Management	Provides a proactive approach to tracking, identifying, analyzing and mitigating any risk or issues that may adversely impact the project.
Technology	Define the approach to explore, validate and operate the infrastructure and software components required for the system applications.
Change Management	Addresses adoption and sustainability of the change initiatives. It encompasses an integrated approach communication, stakeholder engagement and preparation, training and organizational alignments and transition.
Value	Provides an approach to identify, measure and track expected implementation benefits. It includes tasks to identify, prioritize and quantify improvement opportunities, develop the business case, measure potential value impact, and develop an approach to track benefits utilization.

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Figure 99. Project Management Disciplines of the AAA Methodology.

All the above phases, activities and disciplines help to support successful implementation of your advanced analytic solutions. Our team can provide a subset or all these activities in order to support your implementation needs.

5.15 TRANSFORMING ORGANIZATIONS, WORKFORCE AND CULTURE

RFP Reference: RFP Document, Tab 5 Product and Services, Page 31

INTRODUCTION

Deloitte is a global leader in Human Capital consulting. Our Human Capital practice provides broad-based consulting services designed to help organizations effectively manage their human resources. As a result, our clients can meet performance standards, increase productivity, and accomplish more. Within the Human Capital practice, our Organization Transformation service line practitioners are consistently recognized for thought leadership in organizational design, organizational change management, talent management, cultural transformation and learning solutions for commercial, state, and local governments. Our Organization Transformation services help you set up your organization to thrive in an adaptable world.

Demonstrated Ability

- Named the global leader by ALM across all regions for Talent and Workforce Consulting.
- Regularly publishes eminence on the Future of Work and Adaptive Workplaces, including reports on Human Capital trends and the Simply Irresistible Organization.

Deloitte has deep experience and practices built around Federal, State and Local government organizations — such as recent project experience with the State of Tennessee, Commonwealth of Massachusetts, City of Boston, US Postal Service, and the US Departments of Commerce, and Veterans Affairs — where we transitioned their organizations to a new future state and developed effective workforce strategies to execute within the human resource function.

5.15.A CURRENT STATE

RFP Reference: RFP Document, Tab 5 Product and Services, 5.15.a Current state, Page 31

Evaluate current state of organizational design, governance, and management processes, and provide organizational design services to develop or refine department or agency-level structure, functional structure, governance, management processes, decision-making, and/or top teams (group organization or individual roles).

Deloitte's breadth of experience, available tools and accelerators, and proven organization assessment methodology can provide agencies with the current state understanding and forward-looking insights it needs to plan for the future of their organizations.

Deloitte 2022

Our perspective, approach, and tools enable:

- Enhanced **assessment of the current state** of the agency's organizational design, workforce health, governance and management processes and systems.
- An innovative **leadership engagement strategy** to align leaders around a common understanding of the agency 's current state and **insights to inform about the organization's future.**
- A tailored set of organizational **recommendations and opportunities** for future organizational development.

Our organizational assessment methodology is executed with the following key activities, options for differentiating tools, and tested frameworks we use to apply innovative solutions.

During the evaluation of the current state, we work with the high-influence and high-impact stakeholders to define a data & survey strategy to gather and analyze the appropriate current-state information that will help us understand of agency's organizational design, governance, and core management processes. Then, through a combination of quantitative and qualitative assessments, we gain a clear picture of agency's current state organization and internal operations with thorough analysis of agency's workforce and culture, business operations, and current organizational design.

What we do.	How we do it.	Why we do it.

Project Management
- Conduct Project Kick-off
- Conduct Project Strategy & Alignment Session to confirm, focus and:
  – Project Workplan with a detailed schedule
  – Data gathering methodologies
  – Draft survey questions
  – Best-practice organizations
	Status meetings **and collaborative, weekly working sessions** are scheduled with agency stakeholders to provide proactive touchpoints regarding the project status, in-flight project deliverables, and overall content review.	Enhanced project delivery experience with the agency, including **proactive stakeholder feedback and insight**, and overall clear communication with leadership.

Figure 100. Current State Assessment.

PROJECT KICK-OFF

To initiate project activities, we conduct a **Project Kick-off meeting**, via teleconference or in person, with agency's Project Manager and team. During this meeting, we share introductions, review the objectives of the assessment, discuss the overall survey strategy, identify types of questions needed for a draft survey questionnaire, define other data collection methods, and review the project milestone schedule and timeline.

Immediately following the Project Kick-off meeting, Deloitte works with the Project Manager to schedule and conduct a **project strategy and alignment session** with the agency's senior project sponsors to present the **Project Workplan**, which includes a detailed schedule of planned activities, proposed data gathering methodologies, draft survey questions, and proposed companies and organizations to use as comparison benchmarks during the assessment phase. Deloitte also works with the agency to establish guiding principles for the overall Project based on the agency's vision, mission, and goals, including specific areas of the agency's organization to focus assessment efforts.

Our proven approach is designed to assess up to three key departments or aspects of the agency's organization to attain a representative understanding of the enterprise. During the **project strategy and alignment session**, we work with the agency to confirm the departments or aspects of the agency's internal organization that will be the focus of the organizational assessment, such as the Department of Administration and the Department of Human Resources, which include essential back-office operations that enable the organization's ability to adapt and pivot to new goals and technologies while navigating the future of work and driving frontline operations and impact for staff and customers. In these initial touchpoints with the agency, we work to understand and validate these or other key areas of focus, understanding the core goals and current pain points of the agency as an organization.

With this confirmation in hand, Deloitte collaborates with the agency after the session to identify and define the types of specific information the team will collect and analyze and begin the appropriate data collection methods for the organizational assessment. Deloitte segments the organizational assessment into three categories, leveraging leading tools, frameworks, and approaches to optimize the agency's future opportunities: *Workforce and Culture*, *Business Operations*, and *Organizational Structure.*

ASSESS ORGANIZATIONAL DESIGN AND CULTURE

To begin the assessment of the agency's current workforce and culture, Deloitte collaborates with the agency to prepare for the employee survey(s), focus groups, and interview launches. Through these stakeholder engagement mediums, Deloitte captures and analyzes the agency's current culture, employee engagement, and the skills and capabilities of the workforce.

Engaging the Agency's Stakeholders

Deloitte begins the current state assessment by engaging the agency's workforce through two key mediums: employee focus groups & interviews and the selected, proprietary employee survey(s). The stakeholder engagement begins as we confirm the overall approach to conduct confidential focus groups and interviews with key agency stakeholders. Through these interviews and focus groups we seek to understand individual perspectives on employee sentiment toward the organization, current pain points and opportunities for improvement, and other factors that influence the organization's work and how it is accomplished. These focus groups and interviews provide us the opportunity to test our initial insights about the agency's current organizational alignment at the leadership level and the workforce planning areas it may need to address. During these conversations, we gain essential qualitative perspective to complement the quantitative and objective insights from the survey(s) and trend findings.

To facilitate the interviews and focus groups, Deloitte will work with the agency to create the makeup of the groups, develop the method for selecting the participants, and identify issues and types of questions for the moderator.

In parallel to confirming the overall approach for the focus groups and interviews, we define the survey strategy for the agency's organizational assessment, including the determination of the number, frequency, length, and scope of surveys, target audiences, implementation timelines, supporting tools and technology, and specific preferences on communications. We collaborate with agency leadership and identify stakeholder groups across Finance, Audit, Human

Resources/Organizational Development, Communications, Office of Innovation, Legal and Authority Compliance and various departments to further develop, review, and refine the survey content.

The draft survey questionnaire consists of a variety of close-ended & open-ended questions and addresses the identified areas of assessment, including the agency's culture, engagement, organizational health, and employees' skills and capabilities. Once the survey content is finalized, Deloitte embeds the content into the optional, proprietary accelerators (e.g., CulturePath™, EngagePath™, and the Future of Work (FOW) Workforce Insights Survey) based on the agency's preferences and needs. Deloitte also works with the agency's leadership to organize the implementation of a tailored communications plan and messaging to drive employee participation. Deloitte routinely conducts employee surveys across organizations of all industries and sizes; throughout the survey development process, we work with the agency to ensure the survey(s) are Section 508 compliant (as noted by the Web Content Accessibility Guidelines (WCAG)), secure, private, confidential, and available to employees 24/7 from a variety of electronic devices. When the survey responses are delivered, the responses will be in aggregated form with no individual data reported.

These survey questions may be informed and hosted across a variety of our proprietary, analytics accelerators to maximize the agency's current state understanding. The Recommendations section describes the proprietary tools that may be used to optimize the employee survey process and the agency's current state assessment.

Assess agency's Business Operations

Deloitte continues to assess agency's business operations in parallel to the workforce. Deloitte leverages the industry expertise of our experienced team and an optional tool, FutureCast, to conduct an industry analysis as well as an evaluation of the business' environment, processes, and systems.

Conduct Industry Analysis

To further understand current agency internal operations and opportunities, the Deloitte team conducts a series of data-based, industry analyses. Leveraging best practice industry frameworks, STEEP (Societal, Technological, Economic, Environmental, and Political) and SWOT (Strength, Weakness, Opportunity, and Threats), Deloitte analyzes and evaluates the agency organizations across key, interrelated factors that will impact its future opportunities and challenges. Our firm-wide experience and insights, as well as the industry expertise of our team members from Foursquare ITP, elevate the traditional industry analysis process to provide the agency with a comprehensive, data-backed understanding of their current internal state, broader industry trends, and overall impacted stakeholders.

Examples of the types of challenges and opportunities we evaluate in our analyses include:
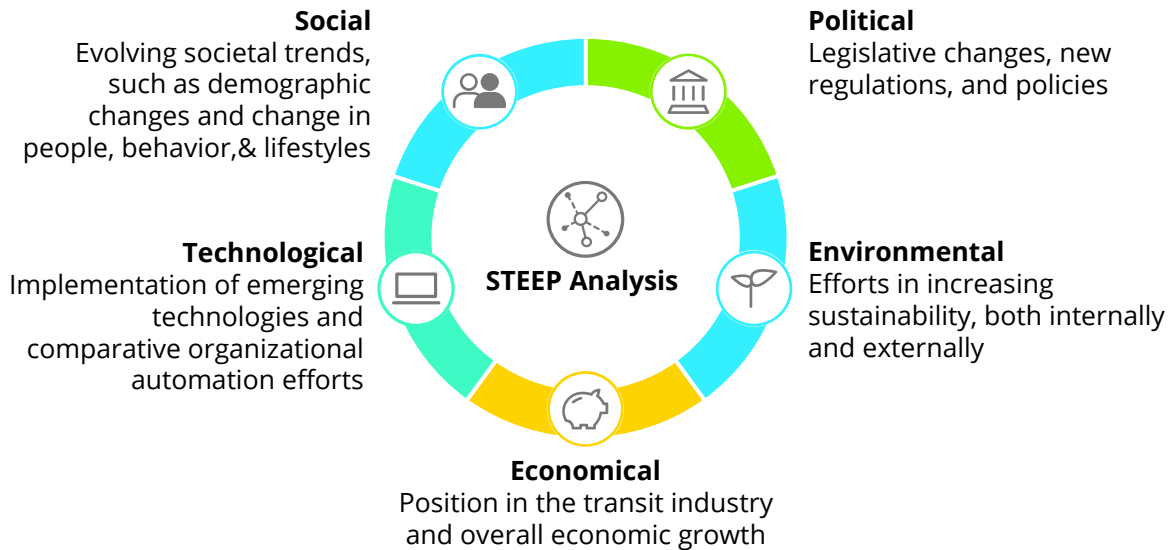
Figure 101. Example STEEP Analysis Evaluation Areas.

In addition to conducting both the STEEP and SWOT analyses of the agency's internal organization, we conduct a comparison analysis between the agency and other similar organizations. We work with the project manager and project sponsors to identify and confirm these organizations.

Using our expertise and experience in the future of work, we provide detailed insights into the strengths and weaknesses of the agency's internal business environment and processes, including where agencies excel in the industry and the overall organizational strengths. Our insights not only reflect how agencies currently adapt to ever evolving external societal, technological, economic, environmental, and political landscapes, but the potential impediments to an agency's ability to meet their future goals and to keep pace with the industry and the overall organizational weaknesses. After this thorough industry analysis, we provide tailored recommendations for improvements agencies can capitalize on to meet current and future goals.

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5.15.B RECOMMENDATIONS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.15.b Recommendations, Page 31

- Provide recommendations for improving organizational health, deploying diagnostic tools, and helping Participating Agency leadership to drive cultural change, aligning the organization to execute on its mission and adapt to new challenges ("Organizational health" is the organization's ability to align, execute, and renew itself to sustain exceptional performance over time.)

The success of the agency's future strategy, employee engagement, and state of operations is dependent largely on the alignment of leadership behind that strategy and their commitment to implement the organizational changes that make that strategy possible. Agency leadership needs to be aligned behind the future vision of the organization, open to change, and ready to lean into new opportunities; we understand that this alignment or perspective may or may not yet exist across all functions and leaders.

In building recommendations, we focus on sharing the insights discovered during our assessments of the current state, engaging leaders in interactive discussions about what those insights reveal and aligning leaders around recommendations for the agency to explore in the future as it responds to growing demand and changing technologies and disruptors. Within our current state evaluation, we also begin work to assess what best practices should be implemented for the agency to monitor and adjust internal business operations to meet current and future goals. Furthering our understanding of the agency workforce landscape to design recommendations including the following proprietary tools and key activities:

CulturePath™: a market-leading culture framework and diagnostic tool

We have a philosophy around driving culture: the purpose of improving culture is to enhance business results and enable strategy execution. Culture creation starts with leaders, must stick with all employees, and be reinforced by organizational processes and the talent experience, including related policies. We believe that an effective culture transformation requires:

- **A clear vision and alignment** to the business strategy.
- **Focused implementation plan** based on precise diagnostics.
- **Active engagement and dialogue** with leaders throughout the journey.

CulturePath™'s framework and analytic tools allow us to deploy a tailored survey for agencies and analyze the results. The CulturePath™ framework, which is grounded in empirical research and our experience in culture change transformations, consists of eight indices which measure the critical aspects of an organization's culture. For example, the Commitment index measures agency employees' level of pride and ownership for the success of the organization. The Change & Innovation index provides insight into the level to which agencies currently embraces shifting priorities, ambiguity, new ideas, and risk to drive innovation, an important aspect of implementing new strategies and ways of working. Each of these indices, depicted in this sample CulturePath™ output, represents a key behavioral insight that is essential to understanding NCPA's current culture.

The CulturePath™ framework and tool also allows us to compare aspects of the agency's current culture across different functional groups, levels, or other cohorts. Armed with this insight, we can more effectively pinpoint the specific levers to pull to influence groups toward change, from employment policies and the formal organizational structure for agency leaders to teaming norms and the flow of information across functions. This allows a clearer, more personalized gap analysis and strategic plan for specific groups.

Uncovering Employee Engagement using EngagePath™

We know that employee engagement affects organizations in myriad ways and can be a competitive advantage or a primary weakness. Employee engagement is a critical business issue that should be considered as part of any broader organizational assessment, and it can be measured and diagnosed with the right framework and tool, such as EngagePath™. EngagePath™'s diagnostic survey assessment uses an innovative, analytics-driven approach to access, identify opportunities to improve, and monitor engagement across an organization. Deloitte's EngagePath™ solution is designed to help organizations reimagine employee engagement – optimizing business performance along the way.

Proven Experience
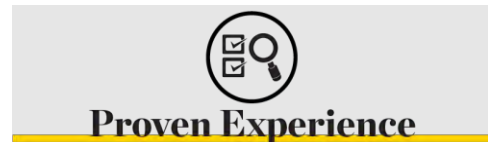
Deloitte partnered with a large state office to assess their cultural profile and provide insights. Deloitte's approach:

- Utilized Deloitte's Culture Visioning Lab to help the state articulate its desired future state.
- Deployed CulturePath to collect data on culture across eight indices.
- Conducted interviews and focus groups to supplement the survey and guide the organization in getting to the heart of its organizational objectives.
- Led to an action plan to embed behaviors into critical processes, leadership actions, and resources to achieve the desired future state.
- Fostered employee awareness of the long-term culture change plan and structural changes to support the business strategy.

Reflective of today's workforce, powered by robust analytics, and linked to action planning, our EngagePath™ approach is comprehensive, with a full-service delivery model that incudes developing a detailed understanding of the current state through a customized core survey developed from extensive market research and data analysis and utilizes a powerful analytics engine that results in visually compelling data analytics and reports. Aligned to six indices that make an organization "Simply Irresistible," the EngagePath™ survey measures key aspects of employee engagement and yields results that would enable agencies to gain meaningful

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Figure 102. Sample Output: EngagePath™ Dashboard.

and actionable insights into the organization's key drivers, strengths, opportunities. Organizations can leverage EngagePath™'s analytics and reporting capabilities to better understand the drivers of engagement for their workforce and utilize these insights to develop targeted action plans to respond to employee feedback and increase engagement. Figure 103 Sample Output: EngagePath™ Dashboard

Preparing States' Workforce for the Future using Deloitte's Workforce Insights Survey

In addition to exploring the culture and employee engagement of agencies' organization, we understand the importance of understanding the current skills and roles that existing employees bring and how those skills and roles might need to shift for its future. That's why we are committed to exploring and assessing the skills and capabilities beyond current workforce job titles to fully optimize and sustain an agency's long-term opportunities. From our unique bank of survey questions focused on workforce capabilities and the future

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Figure 103. Sample Output: Skills Inventory.

of work, we can create a survey that uncovers employees' current skill sets and characteristics. Through this survey we dive deep into the employee's sentiments for the future, their hidden talents, and their willingness, readiness, and capability to perform new and/or additional tasks to fulfill agency's goals and future operations. We also ask questions that allow us to assess the level of employee skill and capability compared to well-run, high-performing companies/providers in the market.

From here, we create a skills inventory that captures employees' current skills and capabilities and highlights areas for growth and development, revealing key insights into the workforce's skills, sentiments, and capabilities. By analyzing this data, we are able to identify key skill gaps and make tailored recommendations for specific workforce groups to address them through workforce development and training. These insights enable organizations to identify what must be changed in their workforce to prepare for the future and address changes to skills, jobs, and talent in a proactive, strategic way.

5.15.C HUMAN CAPITAL CONSULTING

RFP Reference: RFP Document, Tab 5 Product and Services, 5.15.c Human Capital Consulting, Page 31

- Provide human capital consulting services to develop or refine the Participating Agency's talent management, workforce strategy and planning, including developing actionable and segmented insights into talent strategy, defining a department or agency level talent agenda to support the organization's mission and shape talent practices to achieve its strategic objectives, and building excellence in the human resource function to drive strategic people initiatives while improving the cost, quality and speed of key services such as recruiting, training, and administration.

Deloitte is uniquely suited to deliver in all those categories. As a global leader in workforce management and talent and management consulting with over 2,000 practitioners specializing in workforce strategy, we bring proven methods and tools, a nation-wide network of advisers, and rich experiences supporting state and local clients through transformations of their organizational development systems. We uniquely possess the insight to "connect the dots" between states' organizational development and cultural change efforts, so that the two sets of activities support and reinforce each other as one cohesive strategy. Further, we support states in developing robust talent management strategies that resolve gaps in service delivery across their organizations and promote the holistic development of employee's skillsets and career journeys.

For states, we bring our Future of Work (FoW) framework to guide our approach. As shown in the graphic below, the Future of Work framework illustrates the interplay of three dimensions: Work, Workforce and Workplace. All three elements of the FoW framework are interconnected, meaning a change to work, workforce, or workplace will impact each of the other two elements. A fresh examination of these three dimensions can reveal options to benefit an organization and its workforce. In particular, the Work and Workforce components of the FoW framework address states' strategies for the full lifecycle of talent management across all talent models and competencies. Woven throughout the FoW framework are organizations' commitment to learning and development, promoting the continuous engagement of employees to achieve their career goals as the organization matures.
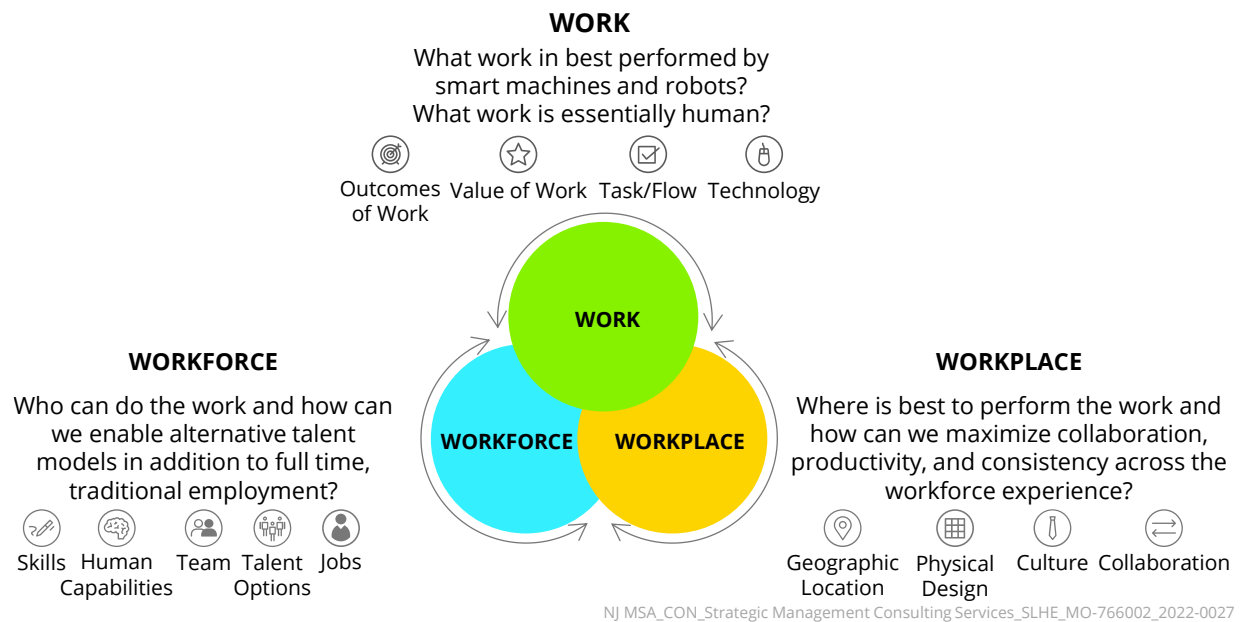
Figure 104. The Future of Work Framework.

For states, we will use our FoW framework to explore what needs to change, what are key challenges, and what are we seeing elsewhere within transportation, as explained below.

Work: The activities performed and the technology applied to produce work outcomes and customer value. Questions include what work is essentially human and what could be performed by existing or emerging technologies—for instance, what is the impact of driverless technologies? What is the difference in work as well as associated skillsets and background requirements by workforce groups, such as mission support, mission delivery, and workforce and customer engagement stakeholders?

Workforce: The combination of skills, talent options (such as FTEs, contractors, gig workers, and crowd sourcing), jobs, and teams to perform the work. Questions include what are the categories of workforce groups that exist within the states' workforce, in terms of mission support (i.e., professional trades); mission delivery (i.e., transportation, skilled trades); and workforce and customer engagement (i.e., support.) what new skillsets will be needed in the workforce to support the work getting done, and what workforce groups be in line for leadership roles when the current workforce exits for retirement.

Figure 105. The Deloitte Integrated Approach to NCPA's Organization Development Needs.

Workplace: The environment in which work is done, including physical design and technologies, collaboration, culture, and workforce presence. Examines workforce expectations and requirements needed to deliver the work. This is critical in the post-pandemic era, where three out of five workers who have been working remotely during the pandemic would prefer to continue doing so post-pandemic.

In our approach, all activities are underpinned by use of data-driven analysis and artificial intelligence (AI)/machine learning and anchored to the DEI goals of the organization.

The specifics of our approach are detailed in the following sections.

CREATING WORKFORCE PLANNING STRATEGIES

Employees are both an organizations' most important asset as well as its most costly. That's why strong organizations utilize workforce planning strategies to strike a balance between required/critical skills and cost efficiency. Through a sound workforce planning strategy, HR, Finance, and business operations can align in their understanding of the current workforce and future needs, agree on a shared vision, and set actionable plans into motion to support goals. For organizations focused on adopting DEI principles, the workforce planning strategy must also identify gaps in representation from a workforce demographics standpoint and strategies to close them.

To create workforce planning strategies, Deloitte utilizes our proprietary **Workforce Planning Framework**, which is designed to harness the power of underutilized workforce data so leaders can

leverage insights as an edge against market and internal forces, "expect the unexpected" within their talent pool, and gain visibility to critical skills gaps. Deloitte's Workforce Planning Framework includes activities focused on capabilities and processes that translate strategic goals into supply and demand, enabling the organization to model the needs for meeting business objectives and align the workforce plan to the overall organizational Strategic Plan. Critical components to modeling the needs include short- and long-term time horizons, headcount, external demand and supply factors (i.e., recruitment sources and channels), the organization's annual plans and DEI objectives. Outputs of the Workforce Planning Framework include a refined talent strategy, workforce strategy, and geographic/location-based strategy.

By leveraging our Workforce Planning Framework, agencies can expect to:

- Refine its workforce and talent strategy.
- Leverage a data-driven approach to increase/ramp-down hiring in alignment with operational and financial goals.
- Plan for costs related to recruiting, onboarding, training, mentoring, and other essential employee lifecycle activities.
- Develop strategies to support career mobility in the workplace to increase retention, and
- Create alignment between its DEI Road Map and the broader organizational workforce strategy.

A robust **talent management strategy resolves gaps in service delivery across an organization and promotes the holistic development of employees' skillsets and career journeys. Organizations that align around a learning, leadership, and development model are able to engage their employees through**

RIGHT-SIZING THE CHANGE THROUGH DATA DRIVEN ANALYSIS

Periods of change compel organizations to re-examine their workforce structure for operational effectiveness and efficiency. For agencies, this means the time to focus on rightsizing is now. During this time of returning to normal operations in the post-pandemic era, virtually no aspect of agency operations has escaped change. Decreased ridership levels have reduced budgets, which are projected to remain impacted for the foreseeable future. The great resignation has reduced the number of experienced workers and the profile, skills, and expectations of the next generation of employee is vastly different from that of generations in the past generations.

Deloitte's approach to change activities is driven by data, artificial intelligence, and machine learning assets that combine pre-configured solutions by industry with organization-specific data to right-size the change. The approach is flexible, taking into consideration desired organizational outcomes, stakeholder involvement, data available, and the creation/collection of new data (e.g., workforce demand). Our process, utilizing the Workforce Planning Framework described above, falls into 4 phases of work:

- **Defining:** Understand the strategies of the business and desired value-based outcomes over a constrained time-horizon (typically, short term: ~2 years and long term: ~5 years). Assess the current state and skills of the workforce including headcount, skills, and competencies (in other words, states' supply). Collect and generate demand data based on environmental drivers, workforce and organization strategy and infrastructure. Define a set of key performance indicators (KPIs) that tie back to business goals to quantify effectiveness of new activities.

- **Modeling:** Model internal demand based on a variety of factors, including but not limited to management and operational requirements, critical workforce segments, and financial metrics for long- and short-term planning. Forecast supply using HRIS data and predictive algorithms, understand talent supply adjacencies, and evaluate sources and competition to access talent. Model quantitative and qualitative demand and supply data; conduct a gap analysis that clearly defines new and future requirements to establish hiring requirements, both in terms of competencies/skills and quantity by critical workforce segment.
- **Planning:** Leverage gap analysis to transform talent acquisition, recruiting, onboarding, and retention activities. Meanwhile, invest in employee development (learning) programs for current employees such as mentoring, job mobility and experience diversity to upskill/reskill current workforce, increase retention to quickly address gaps in the workforce, transform the work, and redefine workplace definition and location(s) where possible. Consult with DEI team to inform the transformation of hiring practices and career mobility/development. Define talent actions to close skill and headcount gaps, building the workforce pipeline in new and innovative ways and sources.
- **Activating:** Based on gap analysis findings, implement new talent acquisition activities and strategy to source new employees. Engage employees and various stakeholders on the refreshed workforce strategy, and what it means to them, how it will support them, and inform of new and exciting opportunities to grow skill set(s) (These activities are explained in the section below, Improving HR communication channels and supporting the adoption of change.). Measure steady-state performance health relative to planned levels, including workforce headcount measurement, financial and operational metrics. Continually monitor effectiveness of talent acquisition and employee development programs to adjust as needed.

Beyond the Deloitte Workforce Planning Framework, Deloitte possesses a spectrum of specialized workforce planning assets, available at an additional cost. These provide differentiated experiences that are underpinned by data driven analysis, AI and insights, and built-in intelligence to deliver fit-for-purpose solutions. Depending on an organization's specific needs for speed or specificity, by leveraging a combination of these assets, not only can delivery be accelerated, but additional critical insights can be gleaned and leveraged by states with limited contractor support in the future.

Optional Workforce Planning Assets	Description
The Sourcing Tool	Enables the maximization of investments in recruiting, to focus activities on the right places (i.e., regions, technical programs) for candidates with the desired skillsets, facilitating targeted recruiting campaigns, increasing the likelihood of filling open positions with highly qualified candidates.
The Workforce Planning Model	Utilizes predictive analytics to generate insights on supply and demand in the workforce of the future. It builds on current state data by modeling the future workforce, and identifying which positions have the highest likelihood of vacancy in the future. The predictive model also identifies any trends in attrition (i.e., retirement eligibility, turnover rate in specific occupations,) to inform the creation of a retention plan to preserve the workforce base. It accounts for external and internal factors that will fundamentally shift the organizations' mission, in order to anticipate future needs in specific occupations.

Optional Workforce Planning Assets	Description
Competency and Career Pathing Tools	Continuously monitors the workforce's progression for skills, experiences, certifications, and qualifications necessary to support state jobs. It helps highlight what the workforce needs to be successful and can be used to create a learning curriculum that maps development activities to specific Knowledge, Skills, and Abilities (KSAs), either technical skills or soft skills, to support increases in retention rates. In addition, enables workforce to understand the variety of career paths and requirements for promotion or their next job/adjacent occupation.
Workforce Optimization Tool	Analyzes the workforce size at key locations and enables a talent strategy to relocate the workforce based on location of the work or workforce. Based on gaps of employees in key geographic and critical areas, enables a targeted recruitment strategy for prospective candidates to address gaps.
FutureCast	Examines multiple work and task characteristics to identify where high potential for automation exists so organizations can reconsider how to redesign jobs and/or work processes. Examines work and workforce data leveraging multiple open-source and private data sets to provide advanced visualizations to inform forecasts and decisions about critical workforce segments. FutureCast allows organizations to identify occupations/jobs with high automation potential and enables the re-purpose of employees via upskilling and reskilling once tasks are automated.

Figure 106. Workforce Planning Assets.

STREAMLINING HR POLICY AND PROCEDURE DEVELOPMENT TO BE AN ADAPTABLE ORGANIZATION

In today's digital age, streamlined HR policies and procedures allow organizations to have the structure in place to inform day-to-day processes and operations more efficiently, effectively, and quickly, regardless of the physical or virtual workplace of the worker. Organizational policies and procedures provide guidelines for how the work should get done in the workplace, driving employee behaviors for executing work, identifying competency and skillsets required, and shaping workforce position needs. With flexible and adaptable policies and procedures, organizations can respond to internal and external factors in an increasingly agile way to enable organizational efficiencies, produce the best quality of work possible, and remain competitive. For states, this means being able to effectively manage seen and unforeseen challenges like today's war for talent, and circumstances arising from the return to normal operations in post-pandemic times.

Deloitte's **Adaptable Organization** framework serves to help assess the maturity of organizational systems compared to industry best practice as well as an organization's responsiveness to the changing economic ecosystem. The Adaptable Organization framework enables large organizations to operate with agility and drive modern people practices, which include empowered networks of teams and policies and procedures to support them. Policies and procedures are designed in such a way that allows flexibility in response to market shifts and developments, while energizing talent to deliver required services. Mapping states' organizations to this framework will give states the ability to understand how financial drivers can change to enable higher revenues, identify how, and where they compare to industry benchmarks , obtain an assessment of critical versus optional functions

both operationally and for current jobs, and identify ways for agencies to work to increase collaboration, and quickly respond to emerging technology and changing environmental factors without dealing with red tape and bureaucracy (e.g., ridership patterns, mode usage, and impact to current and future workforces).

For an organization to pivot when circumstances change, the adaptability of its leaders is essential. Leaders must be able to energize, empower, and connect talent across the ecosystem. Leadership, talent structures, and job architecture according to our Adaptable Organization framework differs from traditional, role-based views of leadership. State leaders can gain flexibility, for example, by assessing jobs in aggregate at the Job Family level to allow for an organizational assessment of the respective families and job re-architecture based on states' needs.

5.15.D IMPLEMENTATION

RFP Reference: RFP Document, Tab 5 Product and Services, 5.15.d Implementation, Page 31

- Support implementation of organization, workforce, talent and culture strategies and transformations to improve satisfaction, quality, effectiveness, and efficiency of human capital.

Deloitte understands that an effective implementation of organization, workforce, talent and culture strategies require an approach that fosters buy-in from all stakeholders within an organization. During implementation, the Deloitte team will validate the synthesized insights generated in earlier phases and prioritizes key issues to create a comprehensive Culture Change Plan and Implementation Roadmap which will consist of recommendations based on best practices and the environment unique to each state. Specific activities during the implementation of a state's human capital transformation include:

- **Prioritize Recommendations:** Evaluate and prioritize outputs from Phase I and determine incremental implementation steps to drive culture change and generate momentum.
- **Deploy Culture Change Roadmap:** Establish a foundational and customizable change plan to implement quick wins, long-term changes, and more difficult interventions.
- **Launch Change Management:** Communicate culture change impacts that align team members and leaders toward organizational goals.
- **Monitor Progress:** Proactively manage implementation through pulse surveys and iterative decision-making.

Deloitte will leverage its expertise in program and change management to drive integration and employee adoption of the Culture Change Plan. As a recognized leader in change management consulting, Deloitte understands the importance of providing efficient and thorough Organization Change Management (OCM) support – and our team has the knowledge, skills, and commitment to guide states in a successful OCM experience to lead to their desired future states.

Deloitte's OCM framework is integrated with both the quantitative data collected through the potential accelerators deployed in earlier phases of the project – CulturePath, EngagePath, and OrgSuite, among others – as well as the qualitative initial visioning sessions and workshops, and the Culture Change Plan and Implementation Roadmap validation sessions. During implementation, our team's experience provides us with the ability to anticipate roadblocks and challenges and identify quick wins to move stakeholders and individuals along the commitment curve of the Culture Change Plan and subsequent organizational structure changes.

Outcomes of the overarching efforts include:

1. Empowered leaders with data driven insights and tools to champion change and drive culture transformation.
2. Increased employee awareness of culture priorities and how to promote culture excellence.
3. Equipped change drivers with tools and intentional messaging resources to guide the workforce through an informed transition process via strategic communication and outreach materials.

5.16 MANAGING RISK

RFP Reference: RFP Document, Tab 5 Product and Services, Page 32

5.16.A RISK MANAGEMENT

RFP Reference: RFP Document, Tab 5 Product and Services, 5.16.a Risk Management, Page 32

- Build enterprise risk management and develop a risk culture by designing and implementing integrated risk management solutions and bringing a risk-reward perspective to strategic decision-making and day-to-day operations.

Over the last ten years, there has been a dramatic change in the risk environment in which city, local government, schools, higher education institutions, state and government agencies, and nonprofit organizations ("organizations") operate. An increased use of technology, changing regulations, and evolving risks mean that there is an increased risk and controls burden for organizations.

Deloitte's Enterprise Risk Management (ERM) practice is an established offering under Deloitte's Risk and Financial Advisory practice. Within our ERM offerings, there are over 100 ERM practitioners dedicated to designing, implementing, and maturing ERM capabilities and services for our clients, which include higher education institutions, state and local governments, and federal government organizations. We leverage our thorough understanding of risk at a wide array of organizations to develop customized, sustainable, and self-managed ERM programs. We understand that to develop an ERM program that provides real value, organizations need a partner with the expertise to build a pragmatic, fit for purpose ERM program inclusive of core capabilities that will enable an organization to identify, evaluate, prepare for, and respond to risks and opportunities it faces.

Deloitte brings a differentiated approach to ERM by leveraging tools and technology to support the key processes of risk identification, assessment, and prioritization to optimize the alignment of resources against the organization's priorities and most significant risks. The table below provides an illustrative summary of Deloitte's ERM services and capabilities.

Illustrative ERM Services	Brief Description of Deloitte's Capabilities
Risk Framework Development	Deloitte's approach to the development of risk frameworks for organizations includes supporting and implementing foundational program elements and processes as well as enhancing current capabilities to advance program maturity. When developing these frameworks, we leverage widely accepted standards such as Committee of Sponsoring Organizations (COSO) and ISO31000 to customize the framework for our clients. Services include the development of risk taxonomies, maturity models, risk profiles, risk response strategies and risk appetite and tolerance indicators.
Implementation Support	Implementing ERM is a continuous, ever-evolving process that, when prioritized, allows organizations to execute the ERM framework. Deloitte supports ERM implementations by deploying training and awareness for institution stakeholders, developing risk dashboards as well as reporting and monitoring tools and templates, providing executive coaching, and supporting core ERM program functions and initiatives.
Strategic Risk Assessments	Deloitte can help organizations understand the risks associated with taking on a new strategy, initiative, or launching a new project, as well as help them gain a deeper understanding of their most pressing risks. The value of strategic risk assessments are the insights gained from taking a "deep-dive" into a particular issue to obtain a greater understanding of its root causes on the institution. With our agile, innovative, and collaborative approach to risk assessment utilizing technology, data, and enhanced stakeholder engagement nets results. Our experience with utilizing an ERM approach to risk assessment will drive: • A focused process that identifies, assesses, and prioritizes **top risks facing organizations.** • Coordination and collaboration with **broader stakeholder groups.** • Ability to **link top enterprise risks** to the internal audit plan. • Higher levels of **assurance** provided to the organization. • Elimination of duplication of **efforts and tapping stakeholders more than once.**
Process and Governance Design	A solid governance structure is a critical component of true program success – it is where organizational leadership can see progress made around risk decisions, trade-offs, and overarching progress towards risk mitigation. Our approach to establishing governance connects appropriate leaders for regular discussions on risk information that lead to greater understanding and decisive action. Deloitte is well equipped to assist with designing a sustainable program, including governance, operating model, processes, tools, and capabilities to identify and manage risks. Additional services include the development of ERM and organizational structures and ERM integration with other management functions.
Risk Culture Assessments	Risk culture is critical to the long-term sustainability of an organization's ERM program. An organization's risk culture is what drives the values and behaviors of the institution that shapes day-to-day risk decisions. Understanding the management systems, behaviors, and symbols and mindsets that drive cultural behaviors at an organization will help

Illustrative ERM Services	Brief Description of Deloitte's Capabilities
	organizations identify the drivers and potential modifications that are needed to create lasting sustainability in an organizations ability to manage its enterprise risks. We support organizations to evaluate the current culture of risk at the organization. This can be done leveraging existing data (e.g., through staff engagement / climate surveys), or by using Deloitte's proprietary risk culture survey and analytics. The results of this assessment provide a complete assessment of an organizations risk culture and will provide an objective assessment of the organizations culture of risk. The results can be used by leadership to identify, target, and shape the specific behaviors and values that will lead to a sustainable risk culture that facilitates effective ERM.

Figure 107. ERM Services.

In addition to our ERM capabilities, Deloitte provides Internal Audit (IA) services to assist our clients in managing risk through an IA lens. Through our client work, we have seen firsthand that an unprecedented set of challenges has led to broadened demands on Internal Audit (IA) functions. In addition, the pace and scale of innovation in the profession pointed to the need for an update to the traditional approaches to IA. Organizational leadership and audit committees now need IA support on new and dynamic matters, including:

- Guidance on decisions, processes, and responses related to the global pandemic and the resulting supply chain, remote work, security, and regulatory issues.
- Environmental, Social, and Governance (ESG).
- Diversity, Equity, and Inclusion (DEI) issues, and reputational risks.

Deloitte IA Innovation

Analytics and Visualization. We integrate analytics to identify higher risk areas to focus testing, enhancing coverage, efficiency and depth of insight through fact-based, quantifiable findings. Assurance done faster, cheaper and more comprehensively; and presented to the business in **an interactive and visual** way that allows them to interact with their risks and understand exposures.

Risk Prediction. IA becomes more valuable through a **predictive lens.** We can assist in moving the way analytics is used up the value chain from population coverage (i.e., Accounts Payable (AP) and payroll) to helping formulate the assurance plan, predict outcomes through greater 'situational awareness' and pinpoint where sample selection is of greatest value.

Continuous Auditing. IA departments are challenged to **continuously innovate** their IA approach, be an effective third line of defense, and **provide insight and value** to the company. By utilizing data analytics and digitalization, we help our clients build platforms that enable them to recognize cost savings for the company, establish an effective continuous auditing and monitoring function, and proactively access and mitigate risk.
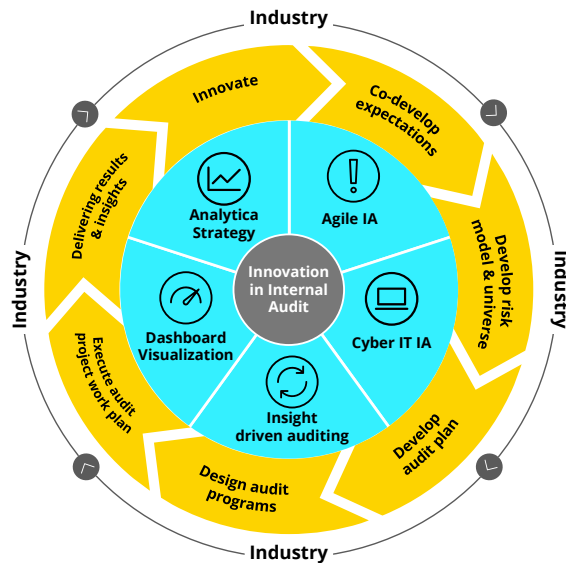
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Figure 108. Innovation Tools.

Although many IA functions have moved into advisory and risk anticipation activities, the pace at which they have done so has often been outpaced by the evolving needs of their organizations, and the speed at which risk events have emerged. Ongoing disruption is here to stay: We have all moved beyond "change is the only constant" to an environment of ongoing disruption. Over recent years we've observed the following key lessons from functions who have successfully embedded a culture

of continuous improvement and innovation: Speed and agility are essential, big bang approaches tend not to work, and haphazard efforts undermine progress.

Deloitte's gold standard IA practice has over 2,300+ dedicated U.S. professionals and is defined by our breadth of capabilities; we bring skilled professionals to meet your specific needs and leverage a proven and customizable IA methodology. Leveraging our team's experience, credentials, and subject matter experience in areas such as data analytics and digitization, we are reshaping what the future of IA looks like. Our approach is focused on continually refreshing IA through innovation to provide greater assurance, efficiency, and deeper insights enabled by technology. Through innovative methods and advanced analytics our IA services help clients not only provide assurance, but also advise on critical business issues and anticipate risks.

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Figure 109. IA Capabilities.

In response to these changing needs and our observations of ongoing disruption, Deloitte has developed an IA 4.0 Framework which we use as the foundation to our approach on each engagement. Our updated IA 4.0 framework focuses on providing value through the four A's – Assure, Advise, Anticipate, and Accelerate while consistently considering the organizations purpose and future innovations. By aligning internal audit's outcomes with the organization's **purpose**, helping **accelerate** organizational change and learning, and further embracing **digital**, we believe internal audit can upgrade and maximize its impact and the value it delivers.

	Assure	Assure management on the basic controls and significant risks—this is the core of IA.
	Advise	Advise management on control effectiveness. IA is proactive, transparent, relevant and valued by the organization.
	Anticipate	Anticipate emerging risks and assist the business in understanding those risks, and craft pans to address them.
	Accelerate	Accelerate the internal audit process through adaption, agility and continuous learning.

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Figure 110. Pillars of IA.

5.16.B ADVANCES TOOLS

RFP Reference: RFP Document, Tab 5 Product and Services, 5.16.b Advances Tools, Page 32

- Use advanced tools, techniques, and expertise (e.g., advanced analytics) in strategy formulation and organizational transformation to help the Participating Agency improve performance, increase productivity, and reduce risk exposure. Assist the Participating Agency in deploying or updating strategies in response to regulatory changes or compliance issues.

Deloitte has a wide array of IA, ERM, and risk reporting tools, templates, and methodologies available. We will bring these leading practices as we create customized tools to facilitate risk discussions and highlight the highest risks for an organization. Deloitte has experience in developing risk visualization and discussion tools, where we have leveraged risk registers, heat maps, and other tools to promote risk appropriate attention and response. Deloitte will work to tailor our heatmap and tools to fit each organization's needs.

The following charts are examples of how organizations can display the details of their risk register, such as the risk impact, the risk likelihood, and other risk factors. These examples can be customized but are intended to show how we have developed these summaries with other clients after working with them to determine what information is most necessary and what format would best convey the desired information.
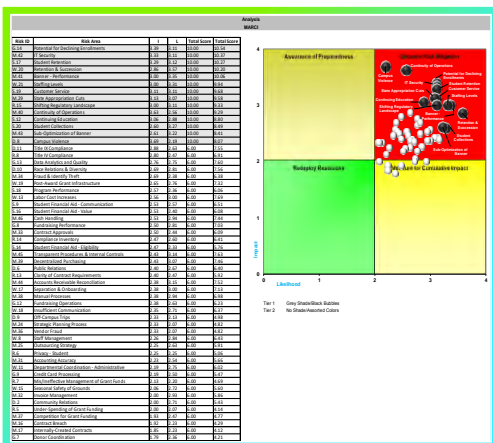
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Figure 111. ERM Heat Map

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Figure 112. ERM Dashboard

Additionally, many institutions and organizations are advancing their ERM capabilities by implementing predictive risk intelligence (PRI) models and analytics to strengthen strategic decisions. When done right, PRI will help organizations navigate a variety of business challenges and opportunities to make stronger, more informed risk-based decisions, including objectives related to:

- **Trends and events**. Monitor real time information and data related to specific topics, trends, and events (e.g., state hosted events involving potentially controversial speakers).
- **Brand and reputation**. Monitor and answer questions about reactions to brand and reputation, and what are the drivers to current stakeholders' perceptions, and how to respond.
- Crisis response and management. Monitor online activity about a crisis event that has occurred involving state employees to help inform or monitor the response.
- **Individual reputation**. Generate profiles on specific individuals at the State to help individuals understand and protect their digital fingerprint.
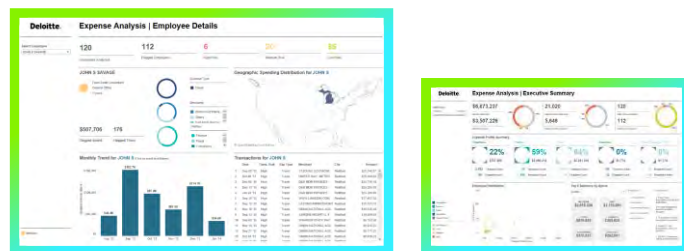
- **Third-party risks**. Identify current or emerging risks to the network of third parties that provide critical services to the organization to better manage relationships and contract requirements.
- **Regulatory changes**. Scan for potential changes in the regulatory, legislative, and policy landscape which could impact an organizations business model, operations, and compliance risks to facilitate shaping and responding to proposed or final changes.

Our approach is anchored on the ability to identify the strategic objectives, including the KRIs/KPIs that PRI can be used to enhance. This will include determining the availability of data, the desired type of reporting, and the appropriate techniques and to support organizational objectives. We will then work with specialists who develop leading-edge artificial intelligence and machine learning technologies to develop PRI models based on the objectives established. We will then produce reports that include the output of the PRI capability to inform risk-based decisions.

Deloitte can also assist our clients in embracing digital capabilities throughout their IA lifecycle to manage the evolving risk landscape. The following represents a summary of two advanced analytics tools used to help our clients transform their organizations, improve performance, increase productivity, and reduce risk exposure.

AuditWise Analytics Platform

At the heart of Deloitte's Digital Internal Audit approach is Insight Driven Audit (IDA); a methodology tried, tested and refined over multiple iterations and client engagements. IDA combined with advanced analytics and AuditWise (Digital IA's Advanced Analytics Platform) provides the principles to successfully deliver value

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Figure 113. Auditwise Analytics Dashboard

and impact on every audit. AuditWise is a proprietary platform and repository of risk indicators and external data sources that reflect leading practices for key processes. The platform contains modules and capabilities related to the most relevant financial process in higher education including: P-Cards, Travel & Entertainment, Payroll, Procure to Pay and General Ledger. The platform includes:

- Accelerated approach to get data extracted, cleansed, and loaded with risk modelling and aggregation to get some quick traction.
- Automated feeds of external data sources including Sanctions Lists, Fraud & Corruption watch lists, and Country risk rankings enhance client data and modelling to focus testing and deliver insight.
- Dashboards that can easily be used to communicate observations and risks with key leaders, including the Audit Committee (the images to the right are examples of the dashboards created within the platform).
- A machine learning approach for identifying the high-risk and fraudulent finance transactions within large transactional datasets.

Dynamic Risk Assessment Solution

With an increasing focus on risk management throughout various enterprise functions, it is vital to cut through silos and adopt an enterprise approach to risk management aligned with the organizations strategic vision and goals. Leveraging a Dynamic and Integrated Risk Assessment enabled through digital capabilities offers far greater coverage while using real-time external and internal inputs.
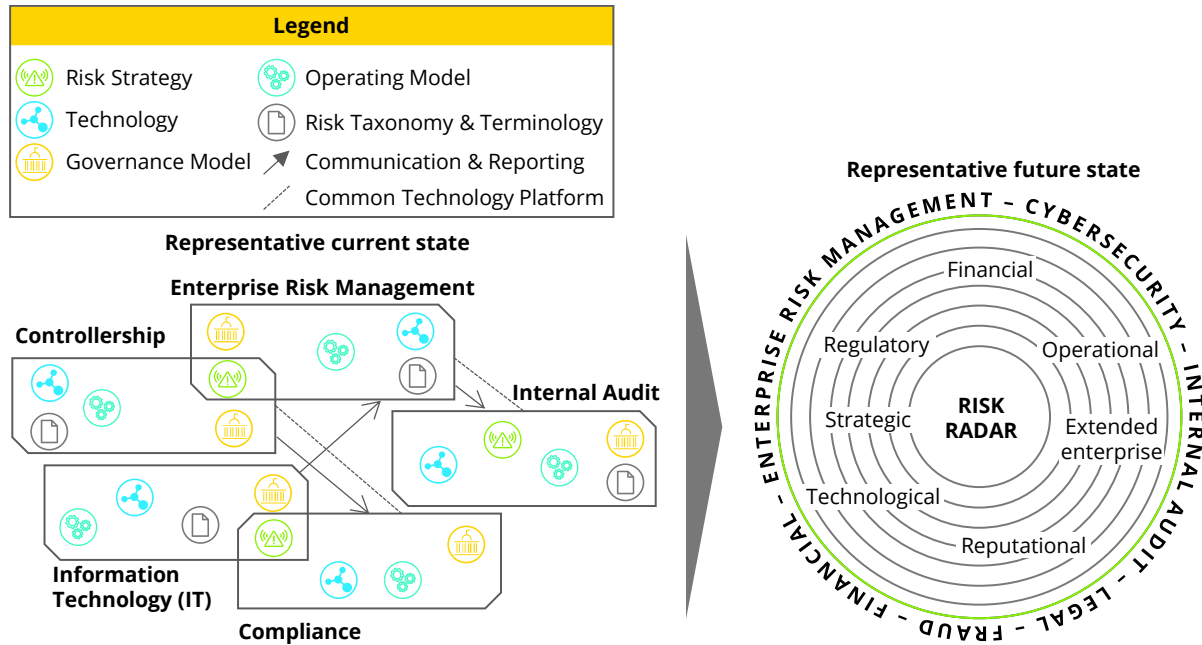
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Figure 114. Alignment of ERM and IA.

Our Dynamic Risk Assessment Solution can enable the risk assessment process through digital capabilities helping our clients realize their vision of data powered insights through end-to-end digital enablement. Key components of the solution include:

- Cloud Based Surveys – We leverage the power of the cloud to facilitate surveys with automatic survey analytics workflow, real-time reporting, and advanced text analytics.
- AI Powered Interviews – Through the use of a standardized process for capturing interview notes, we use Machine Learning (Natural Language Processing) algorithms to sift through the data to find trends and patterns.
- Dynamic Risk Monitoring – We identify Potential Risk Indicators (PRI) and implement a process to measure and monitor these risk indicators in order to note trends and potential spikes in risk areas.

TAB 8
Value Added Products and Services

Value Added Products and Services
TAB 8

RFP Reference: RFP Document, Tab 8 Value Added Products and Services, Page 35

Include any additional products and/or services available that vendor currently performs in their normal course of business that is not included in the scope of the solicitation that you think will enhance and add value to this contract for Region 14 ESC and all NCPA participating entities

Deloitte's Innovation Focus

From strategy to implementation, we deliver solutions that help drive transformation, improve productivity, and streamline operations. Our practical, innovative solutions are linked to measurable goals to help you achieve competitive advantage.

Innovation is a top priority for Deloitte. As we transform the way we serve our clients, develop our people and lead our industry, we are investing more time, resources and money than ever before. Over the past two years, we've increased our investment in innovation, revitalized our culture of innovation, and deepened our commitment to not only evolve with our clients, but anticipate the next generation of solutions and capabilities they'll need to meet an ever-changing set of challenges. This investment includes continuous exploration to find novel ways to integrate new technologies across the span of all of our businesses to transform how we deliver value to our clients. Having the courage to see and do things in new ways and staying ahead of new technologies and business models helps drive breakthrough benefits and industry-leading impact for our clients and for our own organization.

Deloitte's Innovation Framework spans three dimensions: innovation perspective; investment; and approach.

Innovation perspective. We see disruption as an opportunity to recombine existing assets and know-how in new. This approach calls for organizations to encourage curiosity, creativity, and collaboration – within and outside their walls.

Innovation investment. Deloitte spends hard and soft dollars on innovation:

- Though we have no innovation expense line items, we estimate global spending of roughly $500 million (half in the US).
- Doblin, our dedicated team of innovation practitioners, works with clients to set innovation strategy and design, build, and launch innovations, helping clients become better innovators, create breakthrough businesses, and rapidly scale across the globe.
- The Catalyst Fund, uniquely instituted as Deloitte's innovation unit, supports development of dozens of new technology-based solutions and focuses on several technology domains critical to the evolving digital.
- Our numerous ecosystem alliances with emerging technology leaders.

Our innovation approach has five dimensions:

- People: How will people react to this change? Are we organized for innovation?
- Process: How will we need to change the way we work? Have we thought through all processes and workflows that may be affected by this change? Do we embrace experimentation?

- Technology: Will the new technology work? What technology risks need to be managed, and which technology risks are most likely to yield the biggest returns?
- Governance: Do we have the organizational discipline to execute on this innovation? What are our quality controls and accountability mechanisms?
- Policy: How do shifting regulatory policy and legal requirements impact our need to change and the likelihood of our success in innovation initiatives?

We help clients innovate by generating new ideas, solutions, business models, and relationships that can help transform organizations, positioning them to address the most pressing challenges they face today, as well as in the future. We are building innovative offerings, infrastructure, an external ecosystem, and a cultural mind set to help clients successfully drive innovation – both sustaining and disruptive – as well as anticipate with greater precision what's around the corner.

Below is a list of our available innovative offerings:

Figure 115. Deloitte Innovation Offerings.

We support a collaborative and entrepreneurial environment that maximizes the potential of our people as well as the value of external ecosystems, open networks and alliances among leading thinkers and doers in academia, industry, professional organizations, and business. Our innovation ecosystem includes the following value-added relationships:

Our strategic alliance with **Singularity University** enable us and our clients to connect with the world's top entrepreneurs, scientists, technologists, and thought leaders; Together, we lead interactive educational sessions and strategic workshops to drive innovation across multiple industries and business sectors

Deloitte's partnership with **London Business School** provides access to:
• The latest academic views and research
• Promising entrepreneurs by sponsoring the Deloitte Institute of Innovation and Entrepreneurship (DIIE)
• LBS's vast global network of relationships and alumni

Deloitte partners with **MIT Media Lab Digital Currency Initiative** to address pressing issues and business opportunities driven by Blockchain technology; this also allows us access to world-class academic research capabilities in this very rapidly moving industry

Our alliance with **APX Labs** combines the start-up's Skylight™ software products with Deloitte's leading consulting capability to provide a platform for experimentation and solution development powered by the "smart glass" technology

Through our partnership with the **Cambridge Innovation Center** (CIC), we leverage the vast network of start-ups in Boston, Rotterdam and St. Louis, three of the leading hubs of innovation ecosystem and incubation

We work with **Cognitive Scale** to integrate cutting-edge cognitive computing platforms. Deloitte's Strategy and Technology teams work to develop system strategies and implement customized solutions that address our clients' most challenging problems

Our alliance with **Gigwalk** enables Deloitte to apply crowdsourcing capabilities to drive client insights and integrate crowdsourcing platforms with the enterprise functions of retail clients; it helps brands and retailers better collaborate, find and fix retail execution problems, and improve in-store sales

In partnership with **Communitech**, one of Canada's most prominent innovation centers, we run the d {} lab, allowing Deloitte to offer industry insight and leverage technical solutions to rapid prototype ideas

Deloitte Greenhouses are cutting-edge physical spaces located around the world, providing unique methodologies in behavioral science, analytics, technology, and facilitation to help clients tackle complex problems. The Greenhouses operate in 16 facilities across 27 countries

Argus is a powerful artificial intelligence application that uses advanced machine learning techniques and natural language processing to identify, analyze, and extract key information from client documents

Center for the Edge (C4Edge) develops original research and perspectives on new corporate growth. Based in the Silicon Valley, with teams in Europe and Australia, we help senior executives make sense of and profit from emerging opportunities on the edge of business and technology

SMSF Audit Portal is an end-to-end workflow management tool to facilitate greater efficiency in the audit of self managed super funds

Exponentials.xyz is a one-stop shop for the world's best content on the topic of exponentials, allowing the community collaborates and engages in a conversation.

Spigit is a crowdsourcing platform that enables Deloitte to tap into the minds of 200,000+ internal practitioners. It helps surface the best ideas for global innovation and strategic initiatives, including the search for new products and services, process improvement, and client solutions

The **Deloitte Innovation center** provides start-ups with key resources, expertise, and relationships. Focus areas include: Analytics, Digital, Cyber security, Mobility

Business Chemistry draws upon the latest analytics technologies to understand highlight statistically relevant behavioral cues in a business environment to help improve productivity, collaboration

E³ uses automation, analytics, and visualization in a due diligence process to enhance the M&A Data Analytics delivery and client experience

Deloitte is actively investing in the research and development of Blockchain technology by hosting **internal and external hackathons** around the world to advance its applications and collaboration

Figure 116. Deloitte Innovation Ecosystem.

We help clients face disruption with confidence, striving to understand and harness its potential to propel them forward in a positive way. That means taking risks, encouraging experimentation, and embracing transformation. We offer numerous capabilities that distinguish Deloitte as a provider committed to innovation, including:

We focus on sensing emerging trends and incubating breakthrough technologies and service delivery platforms. We leverage a blend of sensing, digital and creative capabilities with deep industry knowledge, business strategy, hybrid solutions, and analytics offerings to help companies anticipate and innovate to seize new business opportunities to make a lasting impact that matters.

Technology Industry Alliances & Partnerships

Technology is changing expectations about how government should interact with people. Citizens expect services from the public sector to match their private sector experiences with fast, intuitive

interactions. But legacy applications can weigh down the mission by forcing leaders to rely on outdated technology that is not secure and expensive to maintain.

At Deloitte, we combine leading technology, our time-tested business acumen, and our alliances with more than 100 of the world's leading companies to solve agency's most complex challenges. These strategic relationships partnered with our renowned consulting services give agencies the diverse experience and capabilities necessary to envision and shape around changing human needs.

We help agencies deliver value through these connections, which can take several forms:

- Providing adaptive solutions to improve value delivery.
- Continuously utilizing best practices in strategy, operations, and technology.
- Seizing opportunities in the future through innovation and new capabilities.

Below you will find examples of our value-added Deloitte alliances and partnerships that have been utilized to serve agencies in the present and get them to their futures, faster.
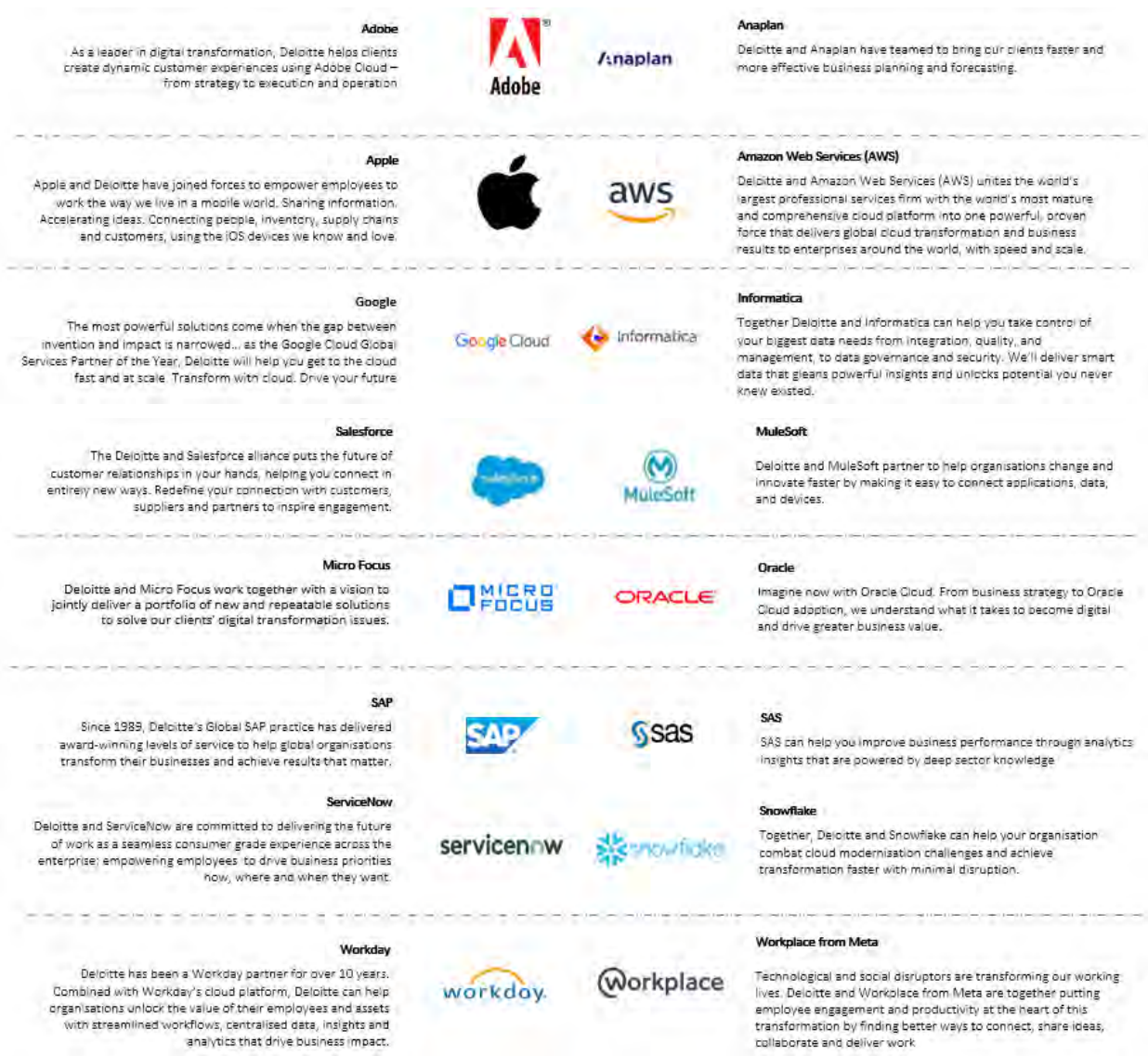

Figure 117. Deloitte Alliance Partnerships.

Award Winning Capabilities

We develop our solutions, our teams, and our relationships as an integral part of delivering better value for client agencies. Whether for industry certifications or for designing and implementing comprehensive digital transformations, the awards and recognition we have received are a testament to our commitment, our innovation, and our capabilities.

We're better together, and we keep getting recognized for it

Our successes span the full breadth of our relationships. Here are just a few of the latest awards.
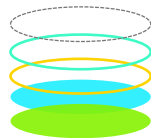
- 2022 **Adobe** Digital Experience Partner of the Year, APAC
- 2022 **Adobe** Digital Experience Delivery Quality Partner of the Year, Americas
- 2020 **Adobe** Digital Experience Solution Partner of the Year
- 2022 **Anaplan** Global Partner of the Year
- 2021 **AWS** GSI Partner of the Year (Southeast Asia)
- 2021 **AWS** Migration Partner of the Year (GSI)
- 2020 **AWS** Global Systems Integrator Partner of the Year (Australia, New Zealand)
- 2019 **BeyondTrust** Global Alliance Partner of the Year
- 2019 **BlackLine** North American Partner of the Year
- 2019 **Blue Prism** Managed Services Partner Award
- 2021 **Boomi** Worldwide Partner of the Year
- 2022 **Commercetools** Global System Integrator
- 2022 **Dell** Excellence In New Business Development Partner of the Year
- 2022 **Dell** VMware Global Partner Collaboration Achievement Award
- 2020 **Dell** VMware Enterprise Partner of the Year for Cloud Platform Transformation (US & Global)
- 2021 **Forrester** Wave Leader for Salesforce Consulting Partners Worldwide

- 2021 **Gartner** Global Leader in CRM and Customer Experience Implementation
- 2021 **Google Cloud** Global Industry Solutions Partner of the Year
- 2020 **Google Cloud** Public Sector Partner of the Year
- 2019 **Google Cloud** Global Services Partner of the Year
- 2022 **Guidewire** Association of Strategic Alliance Professionals: Best Ecosystem Solution Award
- 2022 **Guidewire** Association of Strategic Alliance Professionals: Individual Alliance Excellence Award
- 2019 **HPE** Global SI Partner of the year—As-a-Service
- 2022 **IBM** StateScoop State IT Innovation of the Year
- 2020 Beacon Award for Outstanding Service or Solution Built and Delivered on the **IBM** Cloud for HealthInteractive™
- 2020 **Infor** Global System Integrator of the Year
- 2019 **Manhattan Associates** Consulting Partner of the Year
- 2019 **MicroStrategy** Innovative Partner of the year
- 2020 **MuleSoft** Global Channels Partner of the Year
- 2020 **NetSuite** Global Alliance Partner of the Year
- 2019 **Okta** Global Systems Integrator of the year
- 2020 **OpenText** Global SI Partner of the Year

- 2021 **Oracle NetSuite** Global Partner of the Year Award
- 2019 **Oracle** Excellence Award, Global Cloud Transformation Partner of the Year
- 2019 **PTC** IoT Partner of the Year
- 2021 **Qlik** EMEA System Integrator Partner of the Year
- 2020 **SailPoint** Global Partner of the Year
- 2022 **SAP** Pinnacle Award - SAP Business Technology Platform
- 2022 **SAP** Pinnacle Award - Industry Cloud
- 2022 **SAP** Pinnacle Award - Sales Excellence – Large Enterprise
- 2022 **SAP** Pinnacle award Cloud Business Transformation – Sales Excellence
- 2021 **SAP** S/4HANA Partner of the Year—Large Enterprise Customers
- 2021 **SAP** Customer Experience Partner of the Year– Large Enterprise
- 2021 **SAP** Delivery Excellence Partner of the Year
- 2021 **SAP** SuccessFactors Solutions Partner of the Year – Large Enterprise
- 2022 **ServiceNow** APJ Creator Workflow Partner of the Year
- 2022 **ServiceNow** APJ Partner of the Year
- 2022 **ServiceNow** Global Employee Workflow Partner of the Year
- 2022 **ServiceNow** Global Partner of the Year

- 2020 **ServiceNow** Global Employee Workflow Partner of the Year
- 2022 **Snowflake** Global SI Partner of the Year
- 2020 **Snowflake** Global SI Partner of the Year, APAC
- 2019 **Sony (Innovation Studios)** Advanced Imaging Society Award (AIS) for best use of Virtual Production
- 2020 **Splunk** Public Sector System Integrator Partner of the Year
- 2021 **Tableau** Global Partner Award: Impactful Solution of the Year Resell / Services Partners
- 2021 **Tableau** AMER Strategic Win
- 2021 **Tableau** EMEA Global Winner Impactful Solution of the Year
- 2020 **UiPath** Partner of the Year: Empowering Customer Resiliency
- 2021 **Workday** Partner Industry Innovation Awards in Financial Services and Retail & Hospitality
- 2020 **Workiva** Global Partner of the Year

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Figure 118. Deloitte Alliance Awards.

Innovative Thought Leadership

Deloitte is a recognized thought leader, producing leading research and best practices through our variety of innovation centers and publications. Our approach towards technical and industry thought leadership includes intense involvement in industry research, monitoring and fostering legislative developments and solutions, and sponsorship of symposia and other educational opportunities. We will bring to our client agencies the full value of our multidisciplinary capabilities through the proactive delivery of insights, recommendations, and interpretations of trends and developments. Please see below for a sample of the resources that are made available to our clients.

Deloitte Center for Government Insights
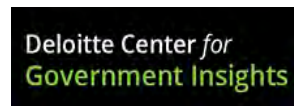
Our Center for Government Insights produces groundbreaking research to help governmental agencies solve their most complex problems. Through publications, forums, and immersive workshops, we engage with public officials on a journey of positive transformation, crystallizing insights to help them understand trends, overcome constraints, and expand the limits of what is possible. We believe in working alongside our client agencies and in being part of your mission.

Deloitte Center for Higher Education Excellence
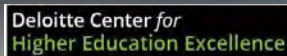
Our Center for Higher Education Excellence focuses on groundbreaking research to support institutions in navigating top issues and reimagining their futures. Through the Center, we engage the Higher Education community through forums and immersive lab sessions to increase collaboration and knowledge sharing in teaching, learning, and research.

Deloitte Center for Health Solution

The source for fresh perspectives in health care: The Deloitte Center for Health Solutions (DCHS) is the research division of Deloitte LLP's Life Sciences and Health Care practice. DCHS looks deeper at the biggest industry issues and provides new thinking around complex challenges. Cutting-edge research and thought-provoking analysis give industry insiders the insights they need to see things differently and address the changing landscape.

Deloitte AI Institute for Government

The Deloitte AI Institute for Government is a hub of innovative perspectives, groundbreaking research, and immersive experiences focused on artificial intelligence (AI) and its related technologies for the government audience. Through publications, events, and workshops, our goal is to help government use AI ethically to deliver better services, improve operations, and facilitate economic growth.

A Commitment to Diversity, Equity, and Inclusion (DE&I)

Diversity and inclusion are core to our culture. We aim to create an inclusive environment, where all employees feel comfortable to do their best and be their authentic selves. Deloitte is committed to not only standing up a diverse team, but also ensuring that we foster a culture of inclusion. In addition, over the past two years, Deloitte has embedded a focus on DE&I in our process redesign sessions, ensuring that the conversation covers areas of potential unconscious bias in each process workflow.

LEADING BY EXAMPLE

First woman chair of Big Four professional services firm

First woman Consulting CEO

First Indian chair and global CEO

2/3 of our new hires and our total US population are woman and/or racially and ethnically diverse

50%+ of new partners, principals, and directors were women and/or racially and ethnically diverse over the past 3 years

Deloitte's **6-month** paid family leave set the bar for peers and all companies

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Figure 119. DEI key stats.

Deloitte has established inclusion goals for our consulting practice that include establishing a DE&I accountability framework, investing in differentiated sourcing, hiring, and onboarding practices, instituting identity- based cohorts to foster belonging, activating equity in performance management, providing education toward elevating our awareness and understanding of anti-ism concepts, and to using data to identify at risk individuals. Working together with our agency partners, we will bring our mutual commitment to diversity and inclusion to our day-to-day work.

Specific assets we bring to our DE&I efforts include:

- **Inclusion Playbook**, which drives a strategy to help diverse professionals connect, belong, and grow wherever they sit within our organization.
- **Leading Inclusive Virtual Teams Toolkit,** which includes practical strategies for leaders at all levels to support inclusivity as they conduct work in a remote environment.
- **Inclusive policies** such as paid family leave that help accommodate and retain professionals when life requires additional time to adjust to a new normal.

Taking bold action alongside our clients

Deloitte has been a leader in diversity and inclusion for many years. In 1993, we became the first professional services organization to establish women's and diversity initiatives. Since then, we have set the standard by being an organization of firsts: the first Indian CEO of the Big Four, first woman CEO of the Big Four, the first Indian chairman, first woman chairman, and first woman CEO of a consulting organization of its size. Today, two-thirds of our professionals and two-thirds of new hires in the US are women and/or racially and ethnically diverse. We have more than 2,000 women or minority partners, principals, and managing directors and more than 50 percent of our board members are women or racially and ethnically diverse. Additionally, we have established a Black Action Council to sustain a culture of anti-racism for our people, our firm, and within our communities.

Through our own recruitment processes and programs such as Deloitte Pathways initiative and the Career Opportunity Redefinition and Exploration (CORE) Leadership Program, we provide support to military members, veterans, and their partners.

Deloitte now issues an annual DE&I Transparency Report to remain accountable to these commitments and to track our progress, publicly, over time.

Activating equity every day

We are on a continuous journey to reimagine equity and inclusion, meet the needs of our people, and evolve with the changing realities of work and society, including:

- Action-oriented Project-driven Inclusion toolkits to build inclusive environments on our account teams.
- Launch of the Black Action Council in the wake of the killings of George Floyd with a mission to create an anti-racism, equitable Deloitte.
- Office-based umbrella to our business resource groups to strengthen diversity and cultivate inclusion.

Recognition across leading DE&I measures

Year after year, we are honored to be selected for an array of "top company" awards:

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Figure 120. DEI Awards.

- For the fifth time, Deloitte has been recognized as one of the Top Companies for Executive Women by the National Association for Female Executives (NAFE) honoring companies that drive accountability for gender-equity and have a strong focus on best practices that move women to senior ranks, including mentoring, sponsorship, executive succession planning, and leadership development.
- Deloitte was included on the Fortune Best Workplaces for Women™ list for 2021 based on what women report about their workplace, how well represented women are throughout the organization, women's experiences of innovation and company values, and a consistent leadership experience for both men and women.
- Deloitte was named a "Best Place to Work for Disability Inclusion," earning a score of 100% on the Disability Equality Index® (DEI). The DEI, a joint initiative of Disability:IN and the American Association of People with Disabilities (AAPD), is the nation's most comprehensive disability inclusion benchmarking tool.
- Deloitte earned 100% on the 2021 Human Rights Campaign (HRC) Corporate Equality Index for the 15th consecutive year, making us a "Best Place to Work for LGBTQ Equality." HRC assesses an organization's non-discrimination workplace protections, equitable benefits for LGBTQ+ professionals and their families, inclusive culture, and corporate social responsibility.
- CAREERS & the disABLED magazine asked readers to rank the employers for whom they would most like to work or that provide a progressive environment for people with disabilities. They selected Deloitte as the #1 organization.
- Deloitte was included in the 2021 "Best for Vets" ranking. This survey is the most comprehensive annual ranking of the country's best employers with military-connected employment programs, benefits, and support efforts.
- Deloitte was recognized on the 2022 "Military Friendly® Employer" and "Military Friendly Employer for Spouses" lists which recognizes organizations for their commitment to serving the military and veteran community.

Deloitte.

MAKING AN
IMPACT THAT
MATTERS
since 1845

TAB 9
Required Documents

TAB 9
REQUIRED DOCUMENTS

- Federal Funds Certifications

- Clean Air and Water Act & Debarment Notice

- Contractors Requirements

- Required Clauses for Federal Assistance by FTA

- Federal Required Signatures

- Antitrust Certification Statements Texas Government Code § 2155.005

- State Notice Addendum

FEDERAL FUNDS CERTIFICATIONS

Participating Agencies may elect to use federal funds to purchase under the Master Agreement. The following certifications and provisions may be required and apply when a Participating Agency expends federal funds for any purchase resulting from this procurement process. Pursuant to 2 C.F.R. § 200.326, all contracts, including small purchases, awarded by the Participating Agency and the Participating Agency's subcontractors shall contain the procurement provisions of Appendix II to Part 200, as applicable.

APPENDIX II TO 2 CFR PART 200

(A) Contracts for more than the simplified acquisition threshold currently set at $250,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.

- Pursuant to Federal Rule (A) above, when a Participating Agency expends federal funds, the Participating Agency and Offeror reserves all rights and privileges under the applicable laws and regulations with respect to this procurement in the event of breach of contract by either party.

(B) Termination for cause and for convenience by the grantee or subgrantee including the manner by which it will be effected and the basis for settlement. (All contracts in excess of $10,000)

- Pursuant to Federal Rule (B) above, when a Participating Agency expends federal funds, the Participating Agency reserves the right to terminate any agreement in excess of $10,000 resulting from this procurement process in the event of a breach or default of the agreement by Offeror as detailed in the terms of the contract

(C) Equal Employment Opportunity. Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 CFR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

- Pursuant to Federal Rule (C) above, when a Participating Agency expends federal funds on any federally assisted construction contract, the equal opportunity clause is incorporated by reference herein.

(D) Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). When required by Federal program legislation, all prime construction contracts in excess of $2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay

wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non- Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland "Anti-Kickback" Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

- Pursuant to Federal Rule (D) above, when a Participating Agency expends federal funds during the term of an award for all contracts and subgrants for construction or repair, offeror will be in compliance with all applicable Davis-Bacon Act provisions
- Any Participating Agency will include any current and applicable prevailing wage determination in each issued solicitation and provide Offeror with any required documentation and/or forms that must be completed by Offeror to remain in compliance the applicable Davis-Bacon Act provisions.

(E) Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). Where applicable, all contracts awarded by the non-Federal entity in excess of $100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

- Pursuant to Federal Rule (E) above, when a Participating Agency expends federal funds, offeror certifies that offeror will be in compliance with all applicable provisions of the Contract Work Hours and Safety Standards Act during the term of an award for all contracts by Participating Agency resulting from this procurement process.

(F) Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of "funding agreement" under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

- Pursuant to Federal Rule (F) above, when federal funds are expended by Participating Agency, the offeror certifies that during the term of an award for all contracts by Participating Agency resulting from this procurement process, the offeror agrees to comply with all applicable requirements as referenced in Federal Rule (F) above

(G) Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended— Contracts and subgrants of amounts in excess of $150,000 must contain a provision that requires the non- Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401- 7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251- 1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

- Pursuant to Federal Rule (G) above, when federal funds are expended by Participating Agency, the offeror certifies that during the term of an award for all contracts by Participating Agency member resulting from this procurement process, the offeror agrees to comply with all applicable requirements as referenced in Federal Rule (G) above

(H) Debarment and Suspension (Executive Orders 12549 and 12689)—A contract award (see 2 CFR 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

- Pursuant to Federal Rule (H) above, when federal funds are expended by Participating Agency, the offeror certifies that during the term of an award for all contracts by Participating Agency resulting from this procurement process, the offeror certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any federal department or agency. If at any time during the term of an award the offeror or its principals becomes debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any federal department or agency, the offeror will notify the Participating Agency

(I) Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)—Contractors that apply or bid for an award exceeding $100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

- Pursuant to Federal Rule (I) above, when federal funds are expended by Participating Agency, the offeror certifies that during the term and after the awarded term of an award for all contracts by Participating Agency resulting from this procurement process, the

offeror certifies that it is in compliance with all applicable provisions of the Byrd Anti-Lobbying Amendment (31 U.S.C. 1352). The undersigned further certifies that:

- o No Federal appropriated funds have been paid or will be paid for 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 a Federal contract, the making of a Federal grant, the making of a Federal loan, the entering into a cooperative agreement, and the extension, continuation, renewal, amendment, or modification of a Federal contract, grant, loan, or cooperative agreement.
- o 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 grant or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.
- o The undersigned shall require that the language of this certification be included in the award documents for all covered sub-awards exceeding $100,000 in Federal funds at all appropriate tiers and all subrecipients shall certify and disclose accordingly.

RECORD RETENTION REQUIREMENTS FOR CONTRACTS
INVOLVING FEDERAL FUNDS

When federal funds are expended by Participating Agency for any contract resulting from this procurement process, offeror certifies that it will comply with the record retention requirements detailed in 2 CFR § 200.334. The offeror further certifies that offeror will retain all records as required by 2 CFR § 200.334 for a period of three years after grantees or subgrantees submit final expenditure reports or quarterly or annual financial reports, as applicable, and all other pending matters are closed.

CERTIFICATION OF COMPLIANCE WITH THE ENERGY POLICY
AND CONSERVATION ACT

When Participating Agency expends federal funds for any contract resulting from this procurement process, offeror certifies that it will comply with the mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (42 U.S.C. 6321 et seq.; 49 C.F.R. Part 18).

CERTIFICATION OF COMPLIANCE WITH BUY AMERICA PROVISIONS

To the extent purchases are made with Federal Highway Administration, Federal Railroad Administration, or Federal Transit Administration funds, offeror certifies that its products comply with all applicable provisions of the Buy America Act and agrees to provide such certification or applicable waiver with respect to specific products to any Participating Agency upon request. Participating Agencies will clearly identify whether Buy America Provisions apply in any issued solicitation. Purchases made in accordance with the Buy America Act must still follow the applicable procurement rules calling for free and open competition.

CERTIFICATION OF ACCESS TO RECORDS

Offeror agrees that the Inspector General of the Agency or any of their duly authorized representatives shall have access to any non-financial documents, papers, or other records of offeror that are pertinent to offeror's discharge of its obligations under the Contract for the purpose of making audits, examinations, excerpts, and transcriptions. The right also includes timely and reasonable access to offeror's personnel for the purpose of interview and discussion relating to such documents. This right of access will last only as long as the records are retained.

CERTIFICATION OF APPLICABILITY TO SUBCONTRACTORS

Offeror agrees that all contracts it awards pursuant to the Contract shall be bound by the foregoing terms and conditions.

CLEAN AIR AND WATER ACT AND DEBARMENT NOTICE

By the signature below (Under Federal Required Signatures), I, the Vendor, am in compliance with all applicable standards, orders or regulations issued pursuant to the Clean Air Act of 1970, as Amended (42 U.S. C. 1857 (h), Section 508 of the Clean Water Act, as amended (33 U.S.C. 1368), Executive Order 117389 and Environmental Protection Agency Regulation, 40 CFR Part 15 as required under OMB Circular A-102, Attachment O, Paragraph 14 (1) regarding reporting violations to the grantor agency and to the United States Environment Protection Agency Assistant Administrator for the Enforcement.
I hereby further certify that my company has not been debarred, suspended or otherwise ineligible for participation in Federal Assistance programs under Executive Order 12549, "Debarment and Suspension", as described in the Federal Register and Rules and Regulations.

Vendor	**Deloitte Consulting LLP**
Print Name	**John Rampulla**
Address	**100 Kimball Drive**
City, State, Zip	**Parsippany, NJ 07054**
Authorized Signature	_(signature)_
Date	**November 17, 2022**

CONTRACTOR REQUIRMENTS

Contractor Certification
Contractor's Employment Eligibility
By entering the contract, Contractor warrants compliance with the Federal Immigration and Nationality Act (FINA), and all other federal and state immigration laws and regulations. The Contractor further warrants that it is in compliance with the various state statues of the states it is will operate this contract in.

Participating Government Entities including School Districts may request verification of compliance from any Contractor or subcontractor performing work under this Contract. These Entities reserve the right to confirm compliance in accordance with applicable laws.

Should the Participating Entities suspect or find that the Contractor or any of its subcontractors are not in compliance, they may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

The offeror complies and maintains compliance with the appropriate statutes which requires compliance with federal immigration laws by State employers, State contractors and State subcontractors in accordance with the E-Verify Employee Eligibility Verification Program.

Contractor shall comply with governing board policy of the NCPA Participating entities in which work is being performed.

Fingerprint & Background Checks
If required to provide services on school district property at least five (5) times during a month, contractor shall submit a full set of fingerprints to the school district if requested of each person or employee who may provide such service. Alternately, the school district may fingerprint those persons or employees. An exception to this requirement may be made as authorized in Governing Board policy. The district shall conduct a fingerprint check in accordance with the appropriate state and federal laws of all contractors, subcontractors or vendors and their employees for which fingerprints are submitted to the district. Contractor, subcontractors, vendors and their employees shall not provide services on school district properties until authorized by the District.

The offeror shall comply with fingerprinting requirements in accordance with appropriate statutes in the state in which the work is being performed unless otherwise exempted.

Contractor shall comply with governing board policy in the school district or Participating Entity in which work is being performed.

Business Operations in Sudan, Iran
In accordance with A.R.S. 35-391 and A.R.S. 35-393, the Contractor hereby certifies that the contractor does not have scrutinized business operations in Sudan and/or Iran.

Authorized Signature _____

Date **November 17, 2022**

REQUIRED CLAUSES FOR FEDERAL ASSISTANCE
PROVIDED BY FTA

ACCESS TO RECORDS AND REPORTS

Contractor agrees to:

a) <u>Maintain</u> all non-financial books, records, accounts and reports required under this Contract for a period of not less than two (2) years after the date of termination or expiration of this Contract or any extensions thereof except in the event of litigation or settlement of claims arising from the performance of this Contract, in which case Contractor agrees to maintain same until the FTA Administrator, the U.S. DOT Office of the Inspector General, the Comptroller General, or any of their duly authorized representatives, have disposed of all such litigation, appeals, claims or exceptions related thereto.

b) <u>Permit</u> any of the foregoing parties to inspect all non-financial work, materials, and other data and records that pertain to the Project, and to audit the non-financial books, records, and accounts that pertain to the Project and to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed for the purpose of audit and examination. The right of access detailed in this section continues only as long as the records are retained.

FTA does not require the inclusion of these requirements of Article 1.01 in subcontracts.

CIVIL RIGHTS / TITLE VI REQUIREMENTS

1) <u>Non-discrimination</u>. In accordance with Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000d, Section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, Section 202 of the Americans with Disabilities Act of 1990, as amended, 42 U.S.C. § 12132, and Federal Transit Law at 49 U.S.C. § 5332, Contractor or subcontractor agrees that it will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, marital status age, or disability. In addition, Contractor agrees to comply with applicable Federal implementing regulations and other applicable implementing requirements FTA may issue that are flowed to Contractor from Awarding Participating Agency.

2) <u>Equal Employment Opportunity</u>. The following Equal Employment Opportunity requirements apply to this Contract:

    a. <u>Race, Color, Creed, National Origin, Sex</u>. In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal Transit Law at 49 U.S.C. § 5332, the Contractor agrees to comply with all applicable Equal Employment Opportunity requirements of U.S. Dept. of Labor regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor, 41 CFR, Parts 60 <u>et seq.</u>, and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may affect construction activities undertaken in the course of this Project. Contractor agrees

to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, marital status, or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, Contractor agrees to comply with any implementing requirements FTA may issue that are flowed to Contractor from Awarding Participating Agency.

b. Age. In accordance with the Age Discrimination in Employment Act (ADEA) of 1967, as amended, 29 U.S.C. Sections 621 through 634, and Equal Employment Opportunity Commission (EEOC) implementing regulations, "Age Discrimination in Employment Act", 29 CFR Part 1625, prohibit employment discrimination by Contractor against individuals on the basis of age, including present and prospective employees. In addition, Contractor agrees to comply with any implementing requirements FTA may issue that are flowed to Contractor from Awarding Participating Agency.

c. Disabilities. In accordance with Section 102 of the Americans with Disabilities Act of 1990, as amended (ADA), 42 U.S.C. Sections 12101 *et seq.*, prohibits discrimination against qualified individuals with disabilities in programs, activities, and services, and imposes specific requirements on public and private entities. Contractor agrees that it will comply with the requirements of the Equal Employment Opportunity Commission (EEOC), "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 CFR, Part 1630, pertaining to employment of persons with disabilities and with their responsibilities under Titles I through V of the ADA in employment, public services, public accommodations, telecommunications, and other provisions.

d. Segregated Facilities. Contractor certifies that their company does not and will not maintain or provide for their employees any segregated facilities at any of their establishments, and that they do not and will not permit their employees to perform their services at any location under the Contractor's control where segregated facilities are maintained. As used in this certification the term "segregated facilities" means any waiting rooms, work areas, restrooms and washrooms, restaurants and other eating areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees which are segregated by explicit directive or are in fact segregated on the basis of race, color, religion or national origin because of habit, local custom, or otherwise. Contractor agrees that a breach of this certification will be a violation of this Civil Rights clause.

3) Solicitations for Subcontracts, Including Procurements of Materials and Equipment. In all solicitations, either by competitive bidding or negotiation, made by Contractor for work to be performed under a subcontract, including procurements of materials or leases of equipment, each potential subcontractor or supplier shall be notified by Contractor of Contractor's obligations under this Contract and the regulations relative to non-discrimination on the grounds of race, color, creed, sex, disability, age or national origin.

4) Sanctions of Non-Compliance. In the event of Contractor's non-compliance with the non-discrimination provisions of this Contract, Public Agency shall impose such Contract sanctions as it or the FTA may determine to be appropriate, including, but not limited to: 1) Withholding of payments to Contractor under the Contract until Contractor complies, and/or; 2) Cancellation, termination or suspension of the Contract, in whole or in part.

Contractor agrees to include the requirements of this clause in each subcontract financed in whole or in part with Federal assistance provided by FTA, modified only if necessary to identify the affected parties.

DISADVANTAGED BUSINESS PARTICIPATION

This Contract is subject to the requirements of Title 49, Code of Federal Regulations, Part 26, "*Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs*", therefore, it is the policy of the Department of Transportation (DOT) to ensure that Disadvantaged Business Enterprises (DBEs), as defined in 49 CFR Part 26, have an equal opportunity to receive and participate in the performance of DOT-assisted contracts.

1) Non-Discrimination Assurances. Contractor or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this Contract. Contractor shall carry out all applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by Contractor to carry out these requirements is a material breach of this Contract, which may result in the termination of this Contract or other such remedy as public agency deems appropriate. Each subcontract Contractor signs with a subcontractor must include the assurance in this paragraph. (See 49 CFR 26.13(b)).

2) Prompt Payment. Contractor is required to pay each subcontractor performing Work under this prime Contract for satisfactory performance of that work no later than thirty (30) days after Contractor's receipt of payment for that Work from public agency. In addition, Contractor is required to return any retainage payments to those subcontractors within thirty (30) days after the subcontractor's work related to this Contract is satisfactorily completed and any liens have been secured. Any delay or postponement of payment from the above time frames may occur only for good cause following written approval of public agency. This clause applies to both DBE and non-DBE subcontractors. Contractor must promptly notify public agency whenever a DBE subcontractor performing Work related to this Contract is terminated or fails to complete its Work, and must make good faith efforts to engage another DBE subcontractor to perform at least the same amount of work. Contractor may not terminate any DBE subcontractor and perform that Work through its own forces, or those of an affiliate, without prior written consent of public agency.

3) DBE Program. In connection with the performance of this Contract, Contractor will cooperate with public agency in meeting its commitments and goals to ensure that DBEs shall have the maximum practicable opportunity to compete for subcontract work, regardless of whether a contract goal is set for this Contract. Contractor agrees to use good faith efforts to carry out a policy in the award of its subcontracts, agent agreements, and procurement contracts which will, to the fullest extent, utilize DBEs consistent with the efficient performance of the Contract.

ENERGY CONSERVATION REQUIREMENTS

Contractor agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the State energy conservation plans issued under the Energy Policy and Conservation Act, as amended, 42 U.S.C. Sections 6321 *et seq.* and 41 CFR Part 301-10.

FEDERAL CHANGES

Contractor shall at all times comply with all applicable FTA regulations, policies, procedures and directives, listed directly or by reference in the Contract between Public Agency and the FTA, and those applicable regulatory and procedural updates that are communicated to Contractor by Public Agency, as they may be amended or promulgated from time to time during the term of this contract. Contractor's failure to so comply shall constitute a material breach of this Contract.

INCORPORATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) TERMS

The provisions include, in part, certain Standard Terms and Conditions required by the U.S. Department of Transportation (DOT), whether or not expressly set forth in the preceding Contract provisions. All contractual provisions required by the DOT and applicable to the scope of a particular Contract awarded to Contractor by a Public Agency as a result of solicitation, as set forth in the most current FTA Circular 4220.1F, published February 8th, 2016, are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Contract. Contractor agrees not to knowingly perform any act, knowingly fail to perform any act, or refuse to comply with any reasonable public agency requests that would directly cause public agency to be in violation of the FTA terms and conditions.

NO FEDERAL GOVERNMENT OBLIGATIONS TO THIRD PARTIES

Agency and Contractor acknowledge and agree that, absent the Federal Government's express written consent and notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of the underlying Contract, the Federal Government is not a party to this Contract and shall not be subject to any obligations or liabilities to agency, Contractor, or any other party (whether or not a party to that contract) pertaining to any matter resulting from the underlying Contract.
Contractor agrees to include the above clause in each subcontract financed in whole or in part with federal assistance provided by the FTA. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS

Contractor acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. §§ 3801 et seq. and U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR Part 31, apply to its actions pertaining to this Contract. Upon execution of the underlying Contract, Contractor certifies or affirms, to the best of its knowledge, the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to me

made, pertaining to the underlying Contract or the FTA assisted project for which this Contract Work is being performed.

In addition to other penalties that may be applicable, Contractor further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on Contractor to the extent the Federal Government deems appropriate.

Contractor also acknowledges that if it makes, or causes to me made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S.C. § 5307, the Government reserves the right to impose the penalties of 18 U.S.C. § 1001 and 49 U.S.C. § 5307 (n)(1) on the Contractor, to the extent the Federal Government deems appropriate.

Contractor agrees to include the above clauses in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clauses shall not be modified, except to identify the subcontractor who will be subject to the provisions.

Contractor	**Deloitte Consulting LLP**
Print Name	**John Rampulla**
Address	**100 Kimball Drive**
City, State, Zip	**Parsippany, NJ 07054**
Authorized Signature	
Date	**November 17, 2022**

FEDERAL REQUIRED SIGNATURES

Offeror certifies compliance with all provisions, laws, acts, regulations, etc. as specifically noted in the pages above. It is further acknowledged that offeror agrees to comply with all federal, state, and local laws, rules, regulations and ordinances as applicable.

Offeror   Deloitte Consulting LLP

Address   100 Kimball Drive

City/State/Zip   Parsippany, NJ 07054

Authorized Signature

Date   November 17, 2022

ANTITRUST CERTIFICATION STATEMENTS
TEXAS GOVERNMENT CODE § 2155.005

I affirm under penalty of perjury of the laws of the State of Texas that:

(1) I am duly authorized to execute this contract on my own behalf or on behalf of the company, corporation, firm, partnership or individual (Company) listed below;

(2) In connection with this bid, neither I nor any representative of the Company has violated any provision of the Texas Free Enterprise and Antitrust Act, Tex. Bus. & Comm. Code Chapter 15;

(3) In connection with this bid, neither I nor any representative of the Company has violated any federal antitrust law; and

(4) Neither I nor any representative of the Company has directly or indirectly communicated any of the contents of this bid to a competitor of the Company or any other company, corporation, firm, partnership or individual engaged in the same line of business as the Company.

Company Name   Deloitte Consulting LLP

Address   100 Kimball Drive

City/State/Zip   Parsippany, NJ 07054

Telephone Number   +1 973-602-6000

Fax Number   +1 973-602-5050

Email Address   jorampulla@deloitte.com

Printed Name   John Rampulla

Title   Consulting Managing Director

Authorized Signature

STATE NOTICE ADDENDUM

The National Cooperative Purchasing Alliance (NCPA), on behalf of NCPA and its current and potential participants to include all county, city, special district, local government, school district, private K-12 school, higher education institution, state, tribal government, other government agency, healthcare organization, nonprofit organization and all other Public Agencies located nationally in all fifty states, issues this Request for Proposal (RFP) to result in a national contract.

For your reference, the links below include some, but not all, of the entities included in this proposal:

http://www.usa.gov/Agencies/State_and_Territories.shtml

https://www.usa.gov/local-governments