

Section 1 Transmittal Letter	Section 2 Introduction (Executive Summary)	Section 3 Summary of the Bidder's Understanding of the Project Scope	Section 4 Bidder's Products, Methodology, and Approach to the Project	Section 5 Organization and Staffing
Section 6 Project Planning and Management	Section 7 Quality Assurance	Section 8 Project Work Plan	Section 9 Bidder's Qualifications and Credentials as Related to the Proposal	Section 10 Resumes of the Bidder's Proposed Staff

DE_SACWIS-001b_3

Introduction

Section 2

RFP reference: 7.2.1 Introduction, Page 22

The Introduction should act as the executive summary. It should contain a comprehensive, concise summary of the Bidder's proposed solution, excluding the cost proposal. The Introduction should contain, at a minimum, an overview of the Bidder's organization (background, financial status, human resource capabilities, availability to provide the proposed solution), understanding of the project, descriptions of all previous work completed in Delaware for any State agency, methodologies, product description, timelines, and proposed staffing.

Deloitte transfers to Delaware the nation's only federally assessed .NET solution, District of Columbia FACES.NET, that is nationally recognized by awards to DSCYF FACTS II Integrated Children Services project. We are deeply committed to the State of Delaware as demonstrated by the Deloitte and MAXIMUS team's continuing presence in Delaware HHS since 1993. We bring you the most experienced team in the market to help you realize your vision of an integrated children services business model of "One Child, One Plan, One Team."

DSCYF has taken an important and a strategic first step towards providing high quality care for children and youth in ways that lead to improvements in their functioning and in the functioning of their families. We believe that an integrated services model is the right direction to address the issue of providing services that are tailored to the holistic needs of the child, regardless of where the services are actually delivered. We share your vision, and we have been active in the market for more than 17 years to advance child welfare and integrated services models in health and human services agencies across the country. **Wade Horn, Nicole Fuller, and Arun Natesan**, our industry experts are actively involved in leading this very dialog in the child welfare domain at various conferences such as SITC, CWLA, APHSA and other forums.

DSCYF requires a proven partner who brings successful experiences implementing federally compliant SACWIS systems. We bring experiences and best practices from 24 relevant integrated child services projects demonstrated by our qualifications across the nation.

Deloitte with its proposed transfer is the team of choice to design, develop and implement integrated child services solutions across the nation:

- Deloitte is the **only team** with proven demonstrated experience transferring a federally assessed .NET SACWIS – **DC FACES.NET to Alabama FACTS, in 19 months.**
- We have experience delivering **24 integrated child services projects** relevant to Delaware FACTS II.
- We have worked with **19 child welfare agencies** across the US and Canada.
- We bring knowledge of your specific culture and needs to FACTS II from our **18 year presence with Delaware HHS.**
- We have successfully implemented **seven fully operational SACWIS systems.**
- We have assisted **six states through the federal SACWIS assessment review (SAR) process.**

Based on our deep child services and SACWIS experience and after carefully reviewing your specific requirements, Deloitte is proposing a proven transfer solution that has been validated in a production environment, matches **close to 80 percent** of your RFP requirements, is provisioned to integrate with your existing systems, and allows you the choice to integrate with other COTS solutions.

Our transfer solution, DC FACES.NET was selected for FACTS II because it is a **production proven solution** that has been transferred and successfully implemented in **other states and jurisdictions**, and presents the lowest risk to DSCYF.



Nicole Fuller



"As your proposed Project Manager, I am excited to bring my deep SACWIS and HHS program knowledge, and recent experience in transferring the nation's only federally assessed .NET SACWIS from the District of Columbia to Alabama, to DSCYF and implement FACTS II to support a system of integrated children services."



Our implementation projects using the DC FACES.NET transfer solution were completed on time, on budget, with all of the planned functionality delivered. If our goal is to minimize project cost and risk through the minimization of the development work necessary to meet your requirements, then we firmly believe that the transfer approach is the optimal way forward. For Deloitte, Delaware FACTS II does not simply represent a large technology implementation project. The table below demonstrates these successful transfer projects relevant and similar to the Delaware FACTS II project.



State	System	Timeline
Alabama	Family, Adult and Child Tracking System 	19 months
Allegheny County, Pennsylvania	Key Information and Demographics System 	17 months

Table 2-1. Deloitte's brings a Proven Transfer Solution for Delaware FACTS II that has been successfully transferred and implemented in two other states and jurisdictions.

We recognize the enormous responsibility of delivering a successful Delaware FACTS II project. Its success is an opportunity to truly make a difference to the children and families of Delaware. It also provides an opportunity for us to jointly define what it means to develop a truly “integrated children services” system.

Corporate Background and Experience

Background

Deloitte is uniquely qualified to design, develop, implement and deliver the Delaware FACTS II project. We are one of the world's leading management consulting and professional services firms. We employ 170,000 people worldwide; nearly 45,000 work in more than 89 U.S. cities. Known as an employer of choice for its innovative human resources programs, Deloitte is dedicated to helping its clients and its people excel.



distinguishing
FACTORS

“Deloitte’s strategy is to use its breadth of services, geographic reach, and industry expertise to serve clients of all sizes with an exceptionally well-integrated perspective and with flexibility and pragmatism.”

Source: Kennedy Consulting Research & Advisory

Global Consulting Marketplace 2010-2013; © BNA Subsidiaries, LLC.
Reproduced under license.

We focus on client service through a global strategy executed locally in more than 140 countries. Deloitte's member firms serve more than one-half of the world's largest companies, as well as large national enterprises and public institutions. In the United States, **Deloitte has more than 45 years of experience helping state and local governments to design, develop and implement large-scale technology projects.**

Deloitte's State Government practice has worked in all 50 states, including Delaware, as well as at the local and federal levels.

Experience

Deloitte has an extensive and dedicated child services practice and unparalleled experience in child services, child welfare and SACWIS to bring to the State of Delaware. We bring a rich and successful history of developing and maintaining child welfare solutions, beginning in Oklahoma where we helped the state design and implement the nation's first SACWIS system.

Since 1994, we have implemented seven fully operational SACWIS systems in Alabama, District of Columbia, Maryland, Massachusetts, Oklahoma, Tennessee, and West Virginia. The graphic below illustrates our 17 plus years of experience in implementing child welfare SACWIS and non SACWIS case management solutions. It is this experience that we intend to draw upon in delivering Delaware FACTS II to DSCYF.

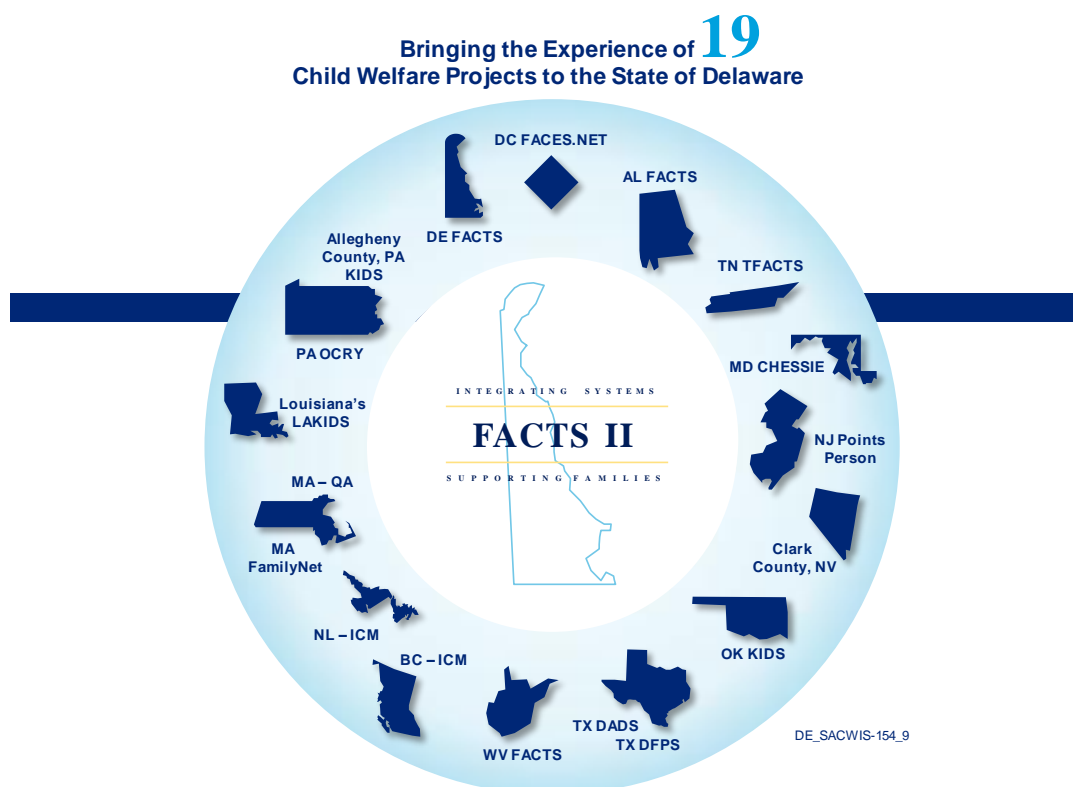


Figure 2-1. Deloitte's National Child Welfare Experience.

We leverage our 17 years of experience in implementing Child Welfare solutions for Delaware FACTS II.

Our Experience as a Corporate Citizen and Responsible Member of the Local Community

What further sets Deloitte's experience apart from that of other vendors is our corporate commitment to our clients and to the communities in which we work. We consider this to be a foundational element of our experience, particularly as it relates to our history serving the State of Delaware.

We believe that the success of our state government clients is inextricably tied to our commitment to corporate responsibility and our communities are intrinsic to our Health and Human Services (HHS) practice is. Our organization is comprised of individuals who have dedicated their careers to the cause of serving children, families, and communities. That commitment extends beyond the workplace into the communities in which we work and live.

The following table depicts a few of the national recognitions Deloitte has received for its commitment to its people and being a socially and locally responsible employer. DSCYF benefits from Deloitte's and our clients' awards and recognition because this third-party recognition provides you with confidence that our organization and projects are known for retaining high quality talent that can provide innovative, news-worthy solutions that help organizations grow and meet expectations.

Deloitte's Commitment to its People Is Recognized



Ranking on "100 Top Military Friendly Employers" by G.I. Jobs magazine in 2010

Deloitte is committed to a veteran-friendly workplace with company policies recognizing national guard and reserve service.



Top 10 ranking on "100 Best Companies for Working Mothers" by Working Mother's magazine in 2009

Through its Women's Initiative (WIN), Deloitte understands the importance of flexibility, childcare, time off and leaves, and culture with respect to women in the workplace.



Named to "Top 50 Companies for Diversity" and "Top 10 Companies for Asian Americans" by Diversity Inc. magazine in 2010

Deloitte sponsors communities in the workplace to bring together individuals across functions and regions who share some common background, characteristic, or program interests. The networks these communities foster support Deloitte's overall goal of achieving success through diversity.



One of the "Best Places to Work for LGBT Equality" as named by the Human Rights Campaign in 2010

The LGBT community is an active component of the Deloitte environment. Our policies, practices, and culture confirm that we are maintaining inclusive workplaces for lesbian, gay, bisexual, and transgender employees.

Deloitte's Commitment to its People Is Recognized



Number 3 ranking on the "Top 100 Employer" list as named by the Black Collegian

To be successful for our clients, we must attract, retain, and develop high quality talent. Our commitment to diversity is not only the right thing to do it also a business imperative for us.



Ranked one of the top 50 US companies on the Corporate Social Responsibility Index (CSRI) in 2008

The 2008 Corporate Social Responsibility Index (CSRI) by Boston College Center for Corporate Responsibility and the Reputation Institute is a listing that links public perception of corporate responsibility to reputation. Deloitte's overall CSRI score was in the "strong/robust" range. Our listing is a tribute to the mature areas of corporate responsibility at Deloitte, particularly our excellent programs supporting ethics and compliance, community involvement, and talent initiatives.



Presented with the Pro-Patria Award in 2010

Deloitte received the Pro-Patria Award, which recognizes employers for employment policies and practices that are supportive of their employees' participation in the National Guard and Reserve.



Honored with the President's Volunteer Service Award in 2008

Deloitte was honored for its outstanding commitment to skills-based volunteerism, when Deloitte CEO Barry Salzberg was awarded the President's Volunteer Service Award.



Presented with Corporate Engagement Award of Excellence in 2009

Deloitte earned the Point of Light Institute's 2009 Corporate Engagement Award of Excellence for an "Exemplary Workplace Volunteer Program."

Table 2-2. Deloitte has been Recognized Nationally for Its Commitment to Its People and Communities.

Deloitte Collaborates with States to Pioneer Innovative Solutions in HHS and Child Welfare

Across our 35 years of heritage in State Government, HHS and child welfare we have shared many innovative 'firsts' in large-scale public assistance system implementations—many of which we still maintain and operate today. We bring our established formal Network User Group to DSCYF that enables Deloitte and state project teams from across the country to collaborate and discuss the latest HHS policies, innovative project ideas, industry trends, and HHS training and course work.

In the next page we illustrate the breadth of our expertise and what we bring to our clients. The State of Delaware (DCIS II) project in the Department of Health and Social Services (DHSS) is part of this user group sharing best practices across the nation. We look forward to DSCYF and the FACTS II project joining this network.

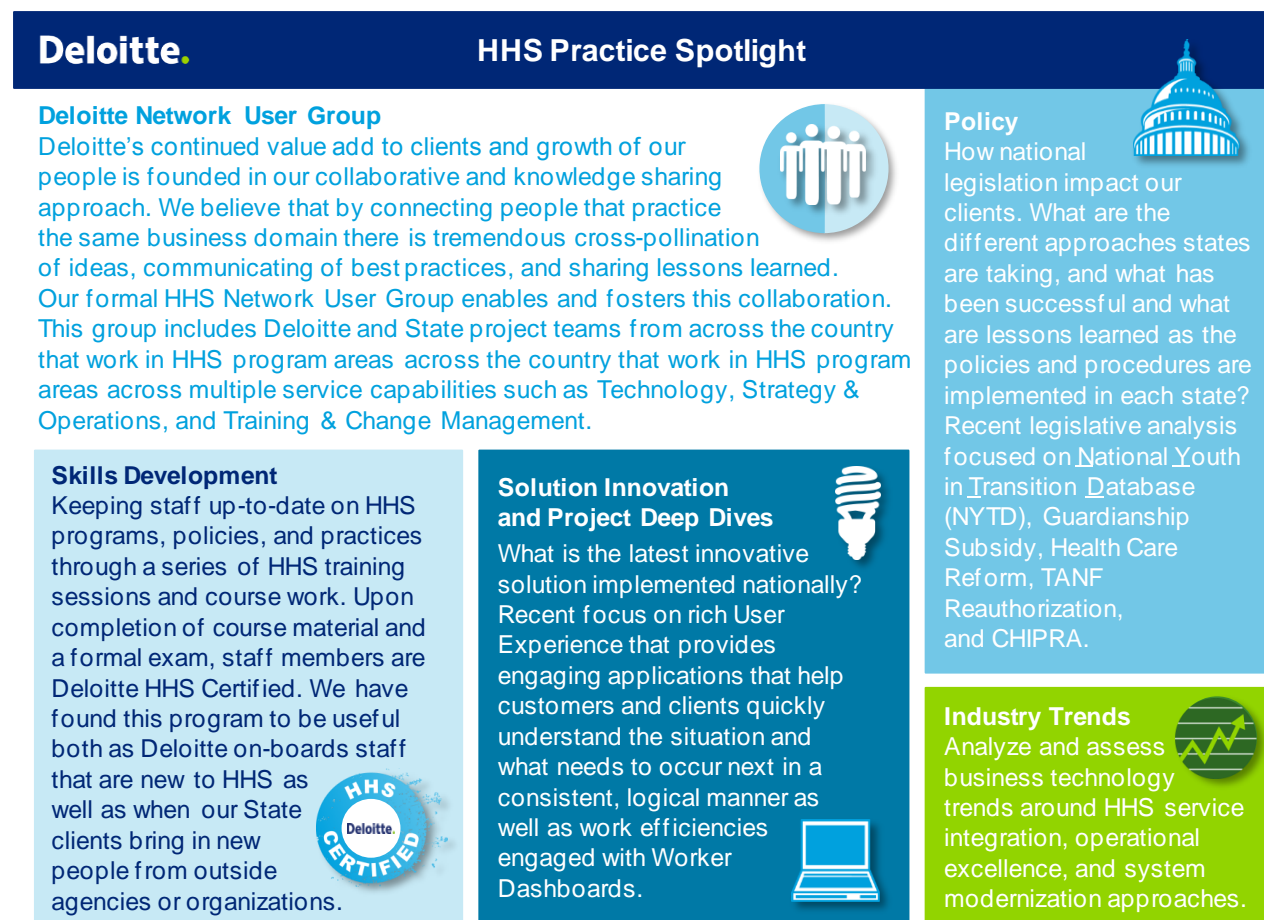


Figure 2-2. HHS Practice Spotlight.

Deloitte's Network User Group of leaders in HHS fosters dialogue and knowledge of up-to-date HHS issues.

The following graphic represents Deloitte's 35 year heritage serving state government agencies across the nation, collaborating on many first-of-a-kind initiatives, and how we bring current and continuous experiences in HHS to Delaware.

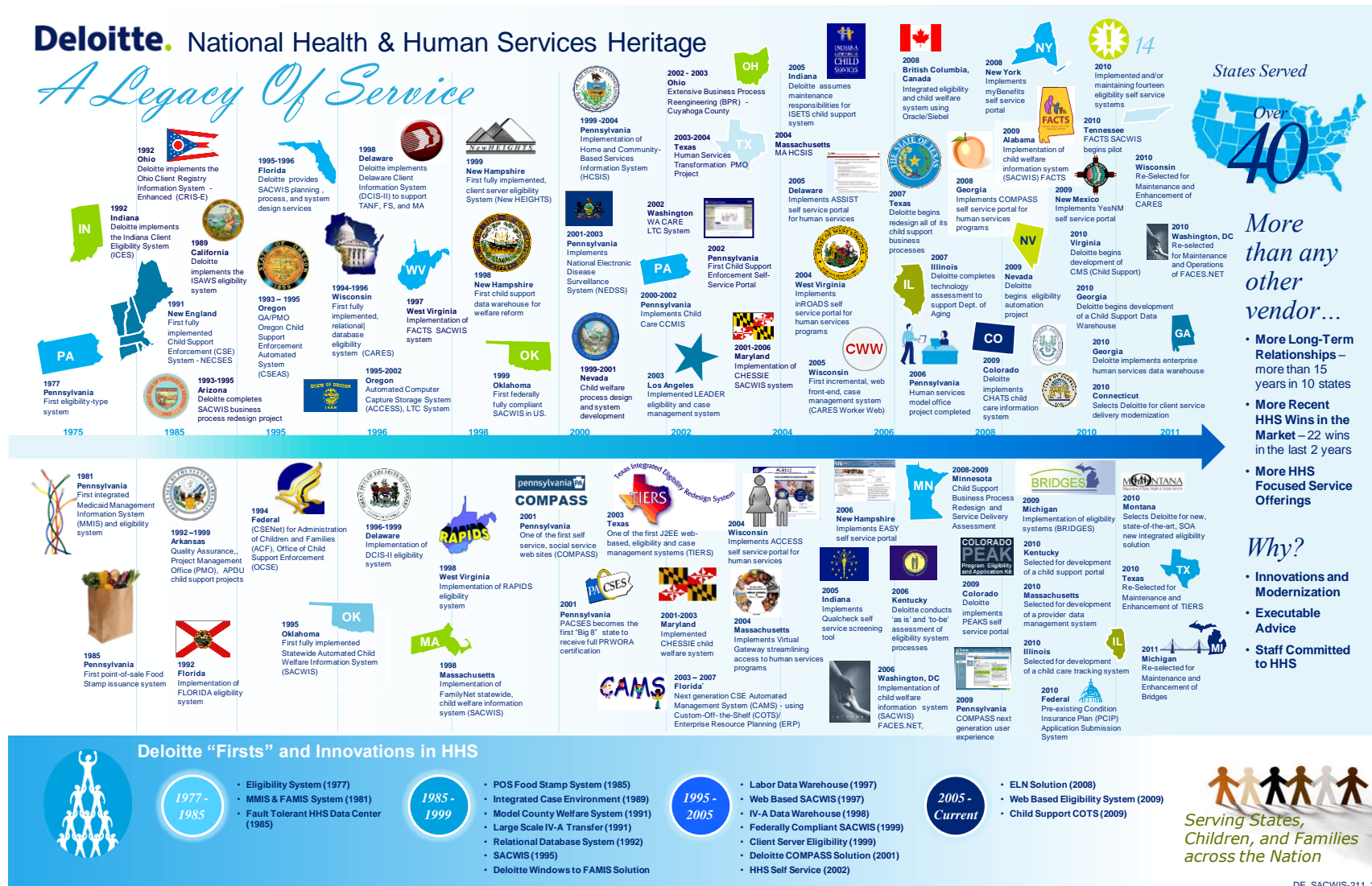


Figure 2-3. Deloitte’s National Health and Human Services Heritage.
DSCYF benefits from the knowledge and experience gained from our 35 year legacy as HHS leaders.

Financial Status

Deloitte LLP and its subsidiaries (the “U.S. Firms”) provide audit and enterprise risk services, consulting, tax, and financial advisory services through over 45,000 people in 89 U.S. cities. For the most recent fiscal year ended May 30, 2010, the U.S. Firms had revenue of US \$10.9 billion. See more detailed information in the chart below.

Since the U.S. Firms are privately owned partnerships, they do not have audited financial statements nor do they file other corporate financial information such as a 10-K. The following consolidated financial information for the U.S. Firms has been made publicly available. Should you have additional questions regarding the financial information, please contact Ken Gerdesmeier, Deputy Chief Financial Officer of Deloitte LLP, at (615) 882-7351.

Further, although the U.S. Firms do not have a rating from one of the nationally recognized credit rating agencies, their privately placed debt is rated by the National Association of Insurance Commissioners (“NAIC”). The U.S. Firms’ privately placed debt carries an NAIC 1 rating, NAIC’s highest rating, which is comparable to an A or better rating from one of the nationally recognized rating agencies.

Deloitte LLP and Subsidiaries – By The Numbers			
U.S. Firms	2010	2009	2008
Offices (national and regional)	100	102	102
People	45,730	42,637	44,275
Consolidated Revenues (US\$)	\$10,938 BB	\$10,722 BB	\$11,042 BB
Current Ratio	2.5:1	2.6:1	2.6:1
Total Assets (US\$)	\$6.4	\$6.8	\$5.3
Partnership Equity (US\$)	\$3.1 BB	\$3.0 BB	\$3.0 BB
Consolidated Revenue Breakdown By Area			
Consulting	41%	34%	32%
Audit and Enterprise Risk Services	34%	37%	40%
Tax	21%	24%	23%
Financial Advisory Services	4%	5%	5%

Source: Deloitte LLP, New York

Table 2-3. Deloitte LLP and Subsidiaries – By the Numbers.

This information includes data that shall not be duplicated, used, or disclosed in whole or in part for any purpose other than to evaluate a proposal or quotation.

Human Resource Capabilities

The strength of any successful project begins with its people, the leaders who manage the work, and the team that makes it all happen. With an established and proven project management approach to deploy, the Deloitte team is well positioned to facilitate a tightly integrated delivery of Delaware FACTS II in the most consistent and effective manner possible.

The Department can be confident that the individuals we propose for the Deloitte team have the requisite experience and expertise to design, develop, and implement the Delaware FACTS II project. As a leader in the child welfare industry, with more than 2,000 practitioners delivering HHS and numerous current child welfare and SACWIS systems across the country, we have access to an extraordinary talent base to draw from for this important project. To find the best project team members for Delaware, we have conferred with our primary subcontractor, **MAXIMUS**, and put together a staff whose talent is as wide as it is deep. The personnel proposed for Delaware are not new to successful collaboration on SACWIS workloads. Most of them have worked jointly on other similar contracts including DSCYF, Washington DC, Alabama and Allegheny County, PA among several others. Their approach to meeting requirements on prior contracts is an added value to them in their roles in the delivery of this contract.

Our team offers the State project experience, a broad understanding of DSCYF's programs, procedures, and environment, and a commitment to working with the Department and its contractors to design and implement the project improvements. Each key team member we propose possesses the necessary blend of SACWIS, health and human service case management, program integration and Microsoft.NET technical experience distinguishing our team from our competitors.

Our organizational approach is based on lessons learned from implementing health and human systems in more than 40 states and is made possible by the experienced individuals that make up our health and human services organization. The Deloitte team has the breadth and depth of experience to produce successful results for the Delaware SACWIS project. Additionally, the members of our proposed project team have worked together to deliver similar solutions. Advantageous to the Department, they have already demonstrated they work well collectively and understand each other's work styles, strengths, and competencies.

Unique and *Distinguishing* Factors



As a nationally recognized SACWIS and Systems Integrator, the Deloitte team brings:

- Demonstrated proof and continuity in delivering child services, child welfare and SACWIS solutions
- DC FACES.NET transfer approach, already proven in Alabama in 19 months

Availability to Provide the Proposed Solution

With 2,000+ dedicated HHS practitioners, Deloitte provides the proficiency and resources to complete projects of this size on time and without disruption. The depth and breadth of our social services and child welfare practice allows us to take on multiple projects similar to Delaware FACTS II and staff each with high-performing managers and staff. Our proposed Project Manager, Nicole Fuller, has both the insight and the ability to bring the right team to Delaware FACTS II in support of a successful implementation. Nicole also has access to Deloitte health and human service projects across the nation in order to hand pick the team that is the right fit for Delaware FACTS II.

Understanding of the Project

To understand the scope of the Delaware FACTS II project, we must understand how Delaware FACTS II fits into your larger DSCYF “One Child, One Team, One Plan” vision. You are embarking upon a transformational process with strategic efforts focused on building a service delivery infrastructure that supports a coordinated system of integrated child welfare, prevention and behavioral health, and juvenile justice services. We understand the goal of an integrated children services model is to provide high-quality care for children and youth in ways that lead to improvements in their functioning and in the functioning of their families.

We applaud this ambitious undertaking and believe that your vision of having a centralized system that is child centered, individualized, and family focused, strength/needs based, and seamless in service delivery is a “key” to realizing your goals.



DE_SACWIS-155_3

Figure 2-4. “One Team” Structure.

Our Delaware FACTS II solution is at the center of DSCYF’s vision for One Child, One Plan, One Team.

The primary goal for any children services agency is to promote family stability, preserve the family unit and protect the well-being of children through the provision of a comprehensive program of services to these children and their families. This is only possible when agencies strive to consolidate and teams across its various entities act as a “single unit” in providing care.

Reading through your RFP it is quite evident that DSCYF believes is this goal as it implements a “One Team” structure for its four divisions – Division of Family Services (DFS), Division of Prevention and Behavioral Health Services (DPBHS), Division of Youth Rehabilitative Services (YRS) and Division of Management Support Services (DMSS), including the Office of the Secretary.

We understand that, under the leadership and guidance of Secretary Vivian Rapposelli, the department as a whole is implementing business process changes to improve coordination of care. The Department has conducted an extensive restructuring of business practices in support of the implementation of the integrated children’s services model.

The restructuring has resulted in changes to case management practices and service philosophy, daily operations, data capture, case management workflow, and querying and reporting. These changes are not isolated to just your agency in the State of Delaware but are being looked at as a model by other State agencies.

This makes implementing an integrated children services system like Delaware FACTS II an important cog in this wheel of change. We have approached our response with this vision as our ‘guiding light’ and propose a solution, methodology, and approach that is driven by the “One Child One Team One Plan” model.

Descriptions of all Previous Work Completed in Delaware for Any State Agency

Deloitte’s Delaware Experience

Our team’s presence in Delaware spans 18 years across HHS and other state agencies. Deloitte has partnered with the Delaware Department of Health and Social Services (DHSS) since 1998 for maintenance and enhancement of the Delaware Client Information System (DCISII). Since 1993, MAXIMUS and/or the former PSI has worked closely with DSCYF in implementing the first iteration of Delaware FACTS.

Our collaboration with MAXIMUS to design, develop and implement Delaware FACTS II is key to the success of the new system and its users. MAXIMUS' relationship with DSCYF and the lessons learned from the previous implementation gives our team a unique advantage over the other vendors.

In early February 2011, DHS also provided an intent to award to Deloitte to implement an upgrade to the **Delaware ASSIST** solution using the **.NET based Pennsylvania COMPASS solution** as a transfer.

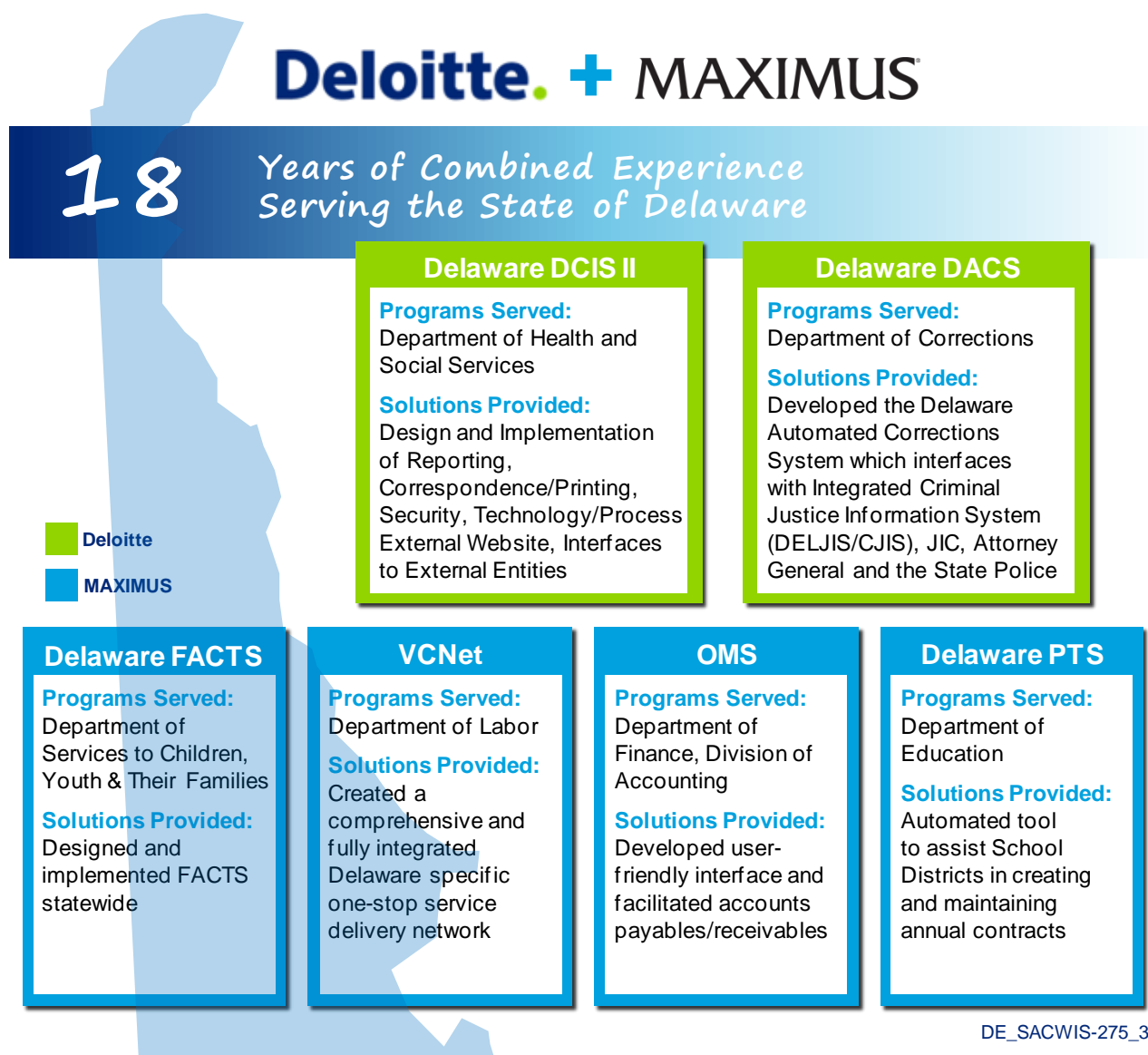


Figure 2-5. Years of Combined Experience Serving the State of Delaware.

The Deloitte-MAXIMUS team has 18 years of experience collectively in the State of Delaware that is leveraged to build a successful Delaware FACTS II solution.

Product Description

Our DC FACES.NET Proven Transfer Solution

We are excited to transfer our DC FACES.NET solution to Delaware. As a fully integrated Web-enabled SACWIS solution, it combines current technology features with user driven functional capabilities to offer an intuitive, easy to use solution for Delaware FACTS II.

DC FACES.NET is an n-tiered, object-oriented .NET system architecture, which provides **full production tested components** and **web services** that are ideally suited for SACWIS, Child Welfare, Juvenile Justice, and other integrated programs. Delaware FACTS II employs a modular, scalable, business oriented technical architecture that meets the requirements stated in the RFP.

DC FACES.NET helps provide needed SACWIS and child services functionality to a diverse set of users most efficiently. Through Deloitte's experience in transferring DC FACES.NET to Alabama we bring confidence to Delaware's success. It maximizes your ability to modify and enhance the application to support new functionality over time. Lastly, it minimizes your maintenance costs moving forward by minimizing redundant program logic.

Service Oriented Architecture (SOA) allows you to build functionality once to support several child services programs with common system requirements. Specifically, we use SOA technology as we incorporate system requirements to meet your five core areas of functionality. The use of SOA technology meets your goal of providing DHR with a comprehensive, automated, integrated child services information system without component and functional redundancy.

Our approach using **Microsoft's .NET Framework** offers a more productive and cost-effective application platform for object-oriented development. In an environment where IT investments require rigorous justification and clear evidence of a positive ROI, solutions need to be delivered faster, better, and cheaper to meet expectations. The use of a .NET framework and Visual Studio tool set cuts the time and cost of development and operations allowing users to take full advantage of robust applications within a shorter development cycle.

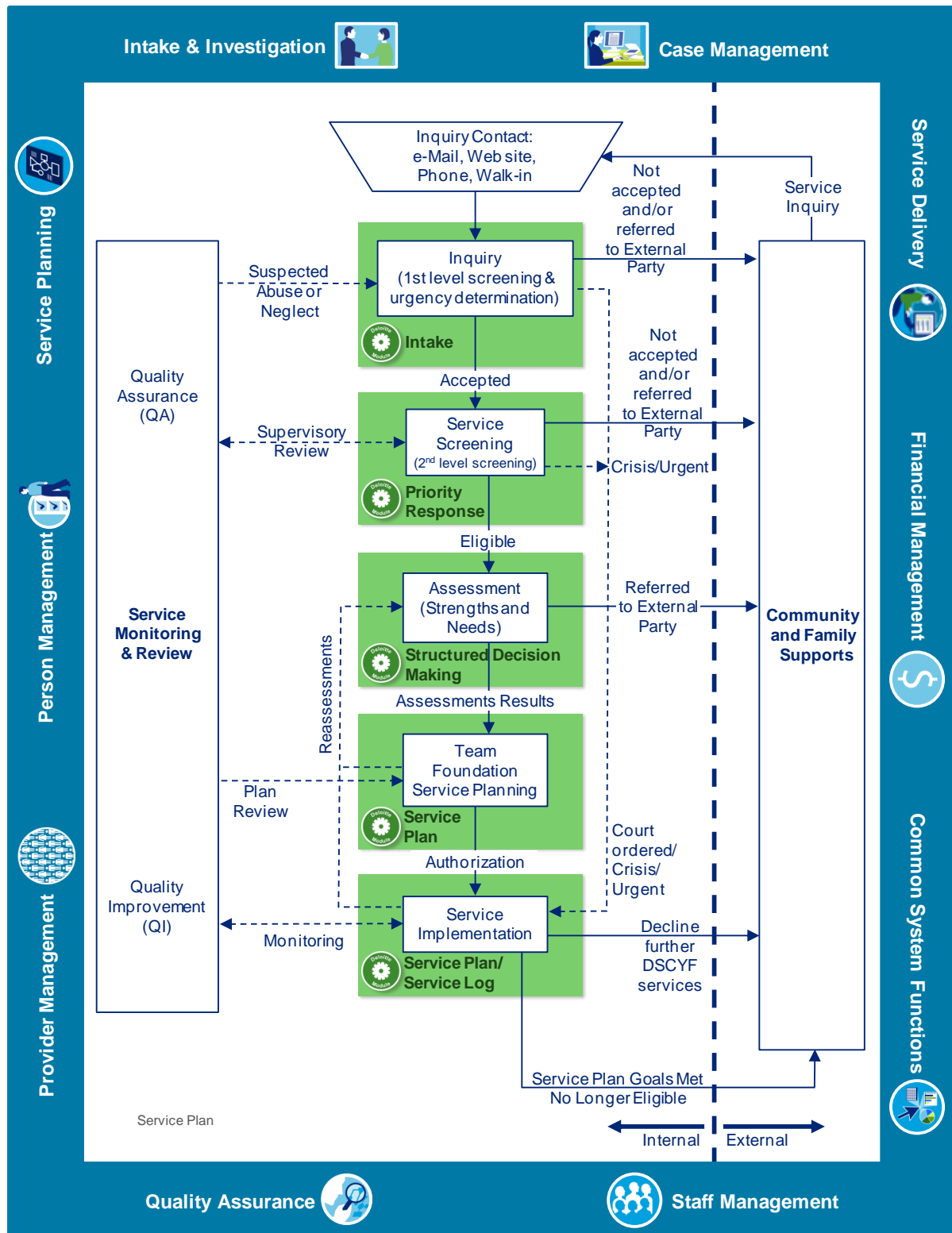
DC FACES.NET provides integrated children services functionality that has been used and continuously enhanced for over 11 years by case workers to meet changing federal and local practices. DC FACES.NET exceeds all SACWIS requirements and includes enhanced functionality such as automated Title IV-E eligibility, online federal reporting checklists for every child in foster care or adoption, supports Targeted Case Management (TCM) reimbursements, and integrated safety, risk, and service planning tools to match the continuum of care delivered during the full life cycle of a case.

In 2009, Deloitte received certification from the **Children's Research Center (CRC)** for successfully integrating CRC's Structured Decision Making (SDM) tools into our DC FACES.NET child welfare case management application. The certification and recognition from CRC represented the first time that SDM tools were integrated into a case management system and pointed to Deloitte as the market leader in child welfare information system assessments for the future.

The SDM tool uses archived data from thousands of cases as a way to spot warning signs that could signal risk or harm to a child. This functionality better positioned the District of Columbia to achieve child safety, permanency for children placed in foster care, and the well-being of the children and families overall.

DC FACES.NET includes **"Ease of Use" features** that were defined by users to make their life easier. DC FACES.NET includes features such as quick links to navigate, capability to have multiple work items open simultaneously, copy features, fast add features, calendaring of alerts, creation of task lists, and integration with email packages. All tools that workers have said are required to allow them an easier and increase time effective ways of getting their jobs done.

The functional graphic that follows depicts how our solution meets your Integrated Children Services Business Model requirements.



DE_SACWIS-092_6

Figure 2-6. Integrated Children Services Business Model.

Common components of Delaware FACTS II combined with enhancements, results in a system that meet's DSCYF's vision.

There is no better voice than you hearing from our clients, especially from the District of Columbia. On the following page, we are pleased to present DSCYF with a letter of reference from **Brady Birdsong, Chief Information Officer** for Child and Family Services Agency (CFSA), demonstrating our capabilities and character in delivering successful and tangible results in the child services programs and IT.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Child and Family Services Agency



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

August 12, 2010

To Whom It May Concern:

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

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

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

- **Structured Decision Making (SDM):** In April 2009, Structured Decision Making® tools (SDM) developed by the Children Research Center (CRC) were integrated into FACES.NET. The tools allow the District to better identify the warning signs that signal risk of harm to children; and as a result improve child safety and permanency for children in foster care, as well as promote the well-being of the children and families being served.
- **Guardianship Subsidy IV-E Eligibility:** The Title IV-E eligibility determination functionality in FACES.NET was enhanced in October 2009, to include Guardianship Subsidy eligibility determination process which enables the District to allow the determination of Title IV-E Guardianship Subsidy eligibility for clients who have been granted guardianship on or after 1st January 2009.

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

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

Sincerely,



Brady Birdsong
Chief Information Officer
Child and Family Services Agency
400 6th Street, SW
Washington, DC

Methodologies

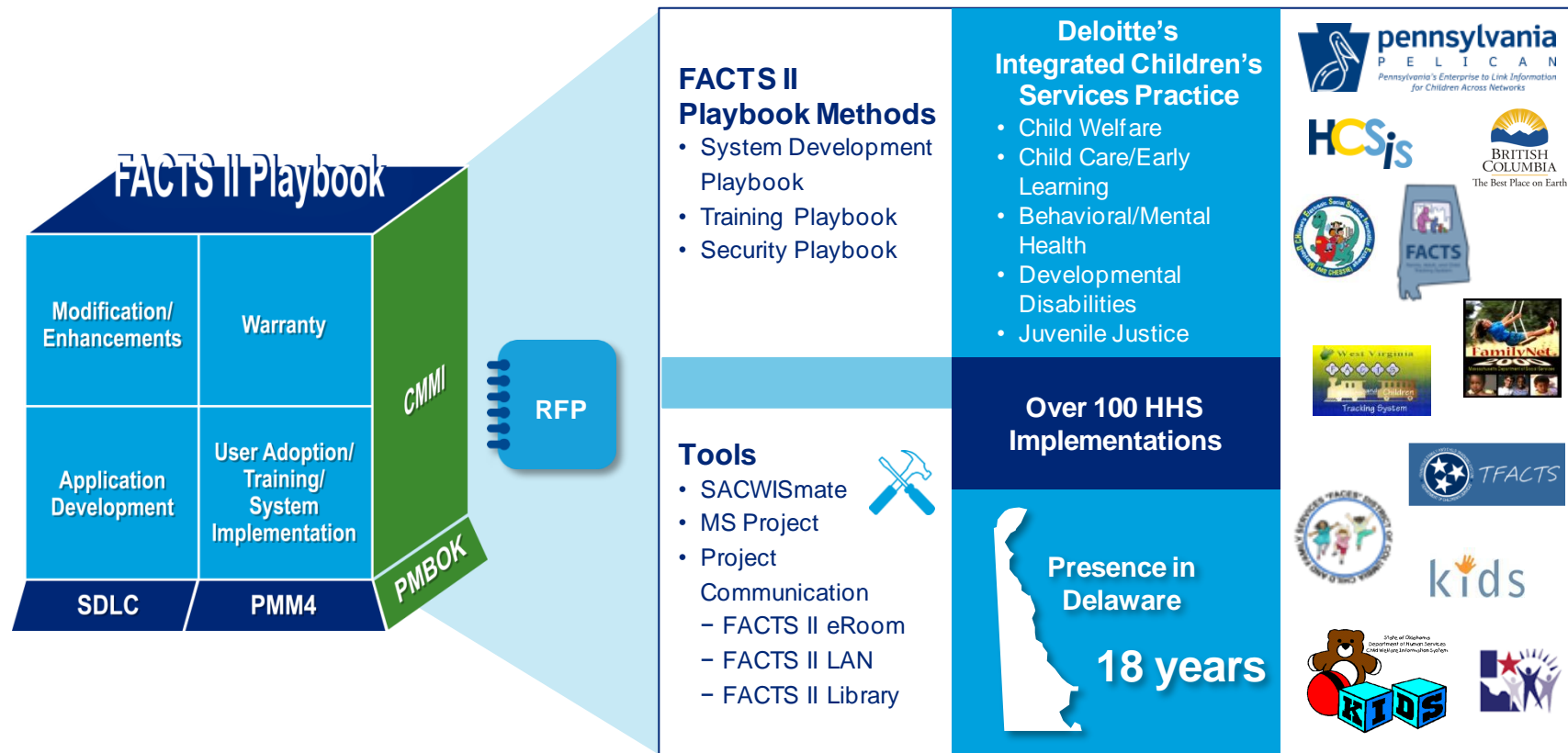
Deloitte's Delaware FACTS II Playbook Methodology

Our Delaware FACTS II Playbook is a framework of production tested methods, tools, and assets selected from 24 relevant successful system implementations that is tailored to meet DSCYF's specific needs.

The Delaware FACTS II Playbook methodology is based primarily on the Software Engineering Institute's (SEI) Capability Maturity Model Integration (CMMI ®) and the Project Management Body of Knowledge (PMBOK ®), and integrates with a wide range of industry standard methodologies including Waterfall Development Methodology. Deloitte's Delaware FACTS II Playbook consists of our foundational technology methodologies for project management and the SDLC combined with project specific blueprints and point of views and is based on the industry-standard CMMI Level 5 approach for software development.

DSCYF has specified project phases, and Deloitte will adhere to this terminology in order to continue what your staff and other vendors know and are trained in. Our methodologies will be used to supplement and enrich this approach.

We work closely with DSCYF to align our SDLC methodology with DSCYF's terminology and standards in order to continue what your staff and other vendors know and are trained in. This allows the Delaware FACTS II team to leverage a production-proven methodology while adhering to DSCYF standards.



DE_SACWIS-271_4

Figure 2-7. Deloitte's Delaware FACTS II Playbook Methodology.

Our Delaware FACTS II Playbook is based on the Software Engineering Institute's (SEI) Capability Maturity Model Integration (CMMI) and the Project Management Body of Knowledge (PMBOK).

Our Project Management Methodology – PMM4

Project Management Methodology (PMM4) integrates project management leading practices from the Project management Institute (PMI) and our own demonstrated project management methodology honed through numerous engagements. Based on Project Management Institute (PMI) principles, our methodologies are aligned with DTI's project management and organizational change management methodologies. An added benefit to our methodologies is that they can be easily adapted to DSCYF's methodologies.

The components of our project management approach are simple and address the fundamental needs of the project's organization. It is a comprehensive approach to project planning that includes the maintaining a comprehensive project work plan to organize project tasks and milestones, managing team resources, directing day-to-day activities, coordinating across the multiple stakeholders, controlling scope, measuring completion, reporting status to internal and external stakeholders, and evaluating overall project effectiveness.

Major processes in PMM4 are organized into five Project Management Book of Knowledge (PMBOK®) workflows: initiate, plan, execute, control, and close. Processes will be carried out and repeated as necessary throughout the project life cycle, from initiation through system operations. We believe our methodology offers DSCYF a fresh perspective, much needed flexibility, and approach to implementing and integrating the various services offered by the four divisions in DSCYF.

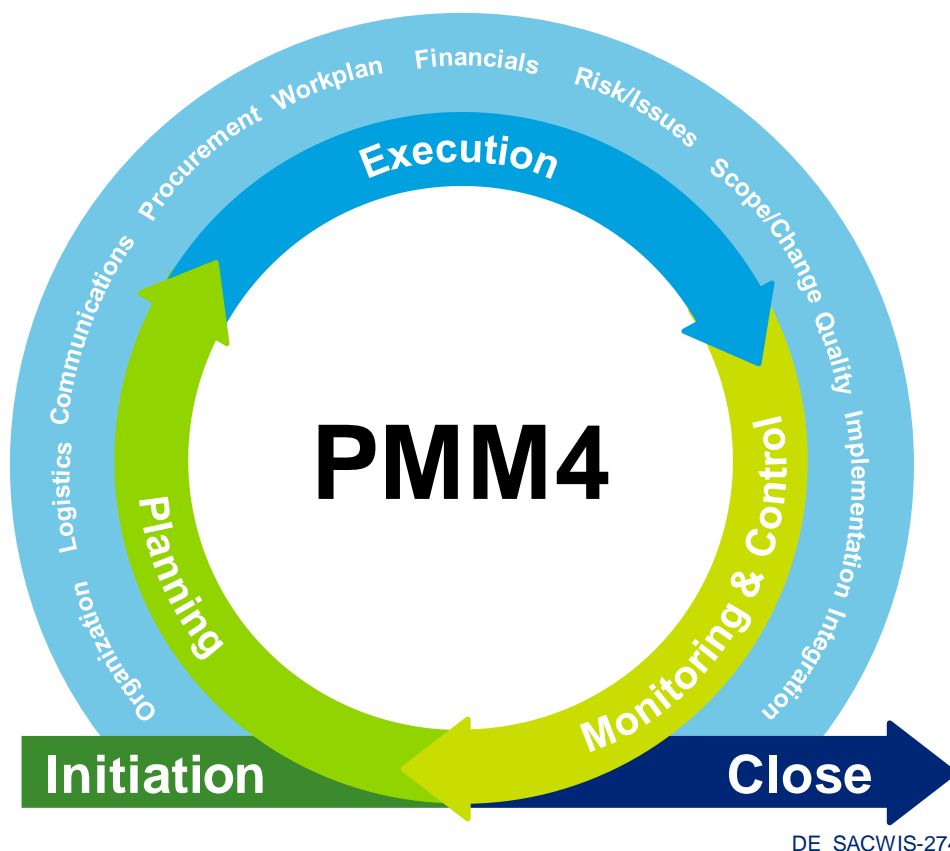


Figure 2-8. Delaware FACTS II Project Management Methodology.

Delaware FACTS II Project Management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing.

Timeline

Deloitte proposes an accelerated schedule to deliver the Delaware FACTS II project to DSCYF. To support our proposed timeline, we deliver both a strong and experienced team, as well as a proven transfer solution in Alabama. Our timeline is based on our past experience of delivering this transfer solution and includes all the services listed in your RFP.

Our approach brings implementation confidence to DSCYF, by delivering our transfer solution for FACTS II in 20 months statewide via a big-bang implementation and providing 12 months of warranty for a total 32 month project. As an experienced SACWIS integrator, we have successfully implemented our SACWIS solutions using our big-bang implementation, going live with full functionality. We are proposing the same for Delaware FACTS II – to implement the requirements as verified in 20 months statewide through a big bang implementation. We are also proposing to provide services for the additional optional maintenance period. Only Deloitte, with its experience in developing and transferring the nation's only federally assessed .NET SACWIS, can deliver that result.

On the next page we provide a view of our implementation confidence timeline.

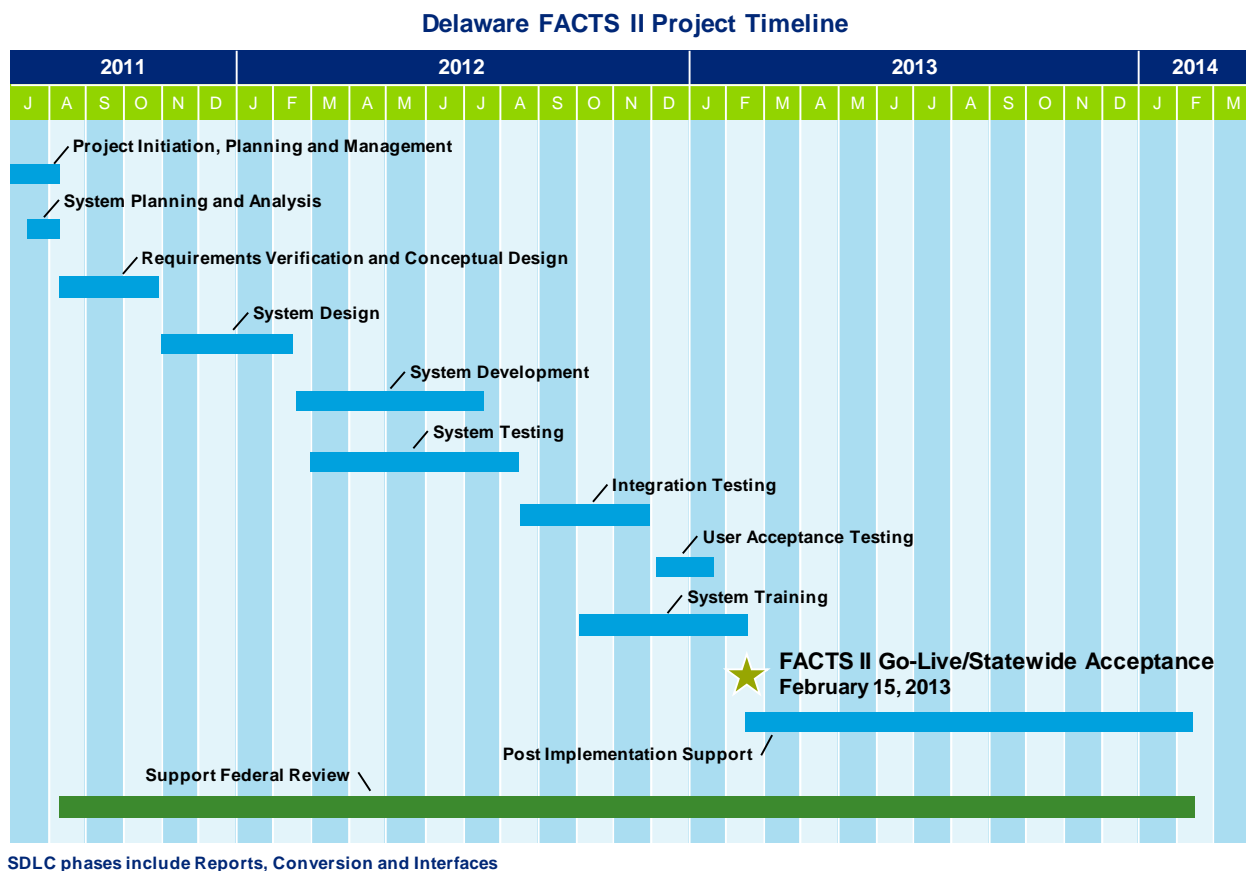


Figure 2-9. Our Proposed Timeline.

Deloitte provides a realistic approach for Delaware FACTS II and brings implementation confidence.

Proposed Staffing

Experience combined with Expertise = FACTS II Success

Technology, processes and methodologies do not by themselves make or break a project. Bringing an experienced team combined with the right expertise to deliver Delaware FACTS II is the secret to realizing the vision and goals set for this strategic project. Our Delaware FACTS II team includes:


- Deloitte practitioners who are known as market leaders in the SACWIS and program integration field
- MAXIMUS staff who bring a deep understanding of the existing Delaware business processes and the current FACTS I system

Our staffing model combines the key positions requested by DSCYF with the additional staff and experience we believe is necessary to successfully deliver the Delaware FACTS II project. We formed our Delaware FACTS II project team with practitioners with SACWIS, integrated children services, and technology specific experience.

In developing our staffing approach we carefully considered a productive organization model that closely integrates DSCYF members with the knowledge and experience requirements required for Delaware FACTS II.

In addition, the combined Deloitte/MAXIMUS team brings 18 years of experience in the State of Delaware to Delaware FACTS II; which brings DSCYF the benefit of a team with an understanding of the Delaware culture and needs.

The figure that follows depicts the combined Deloitte/MAXIMUS team for Delaware FACTS II, followed by a brief summary of experience for the key proposed staff. (The names of our key personnel have been included and are identified by a key indicator.) Simply put, no other vendor or team of vendors can bring similar or greater experience and capabilities.



Deloitte is Very Different from Other Vendors

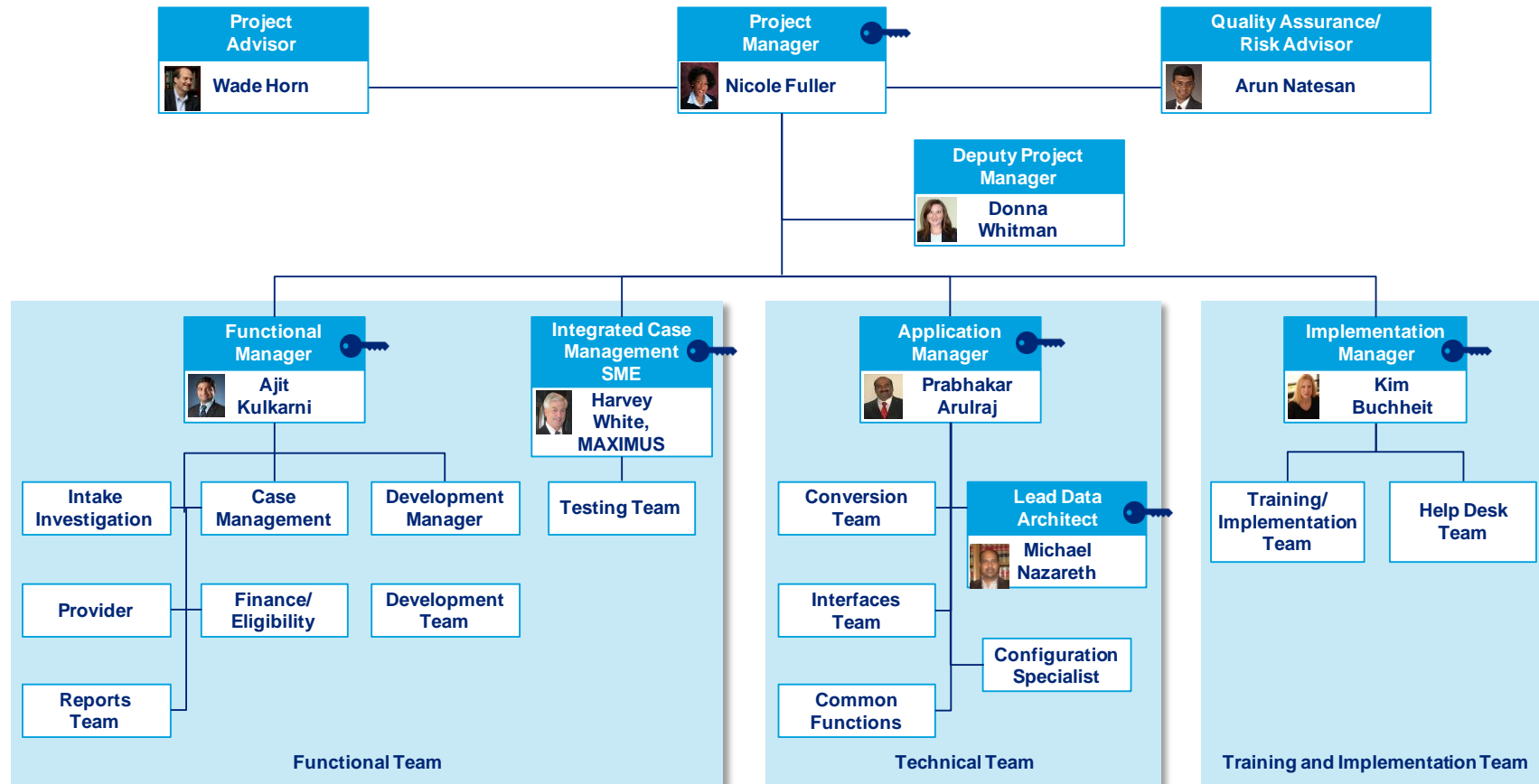
- ✓ More than 150 years of combined experience in children services programs and functions
- ✓ More than 80 years of experience in the FACTS II .NET based transfer solution
- ✓ More than 75 years of experience in .NET technologies
- ✓ 11 members of our proposed team have experience in transferring DC FACES.NET to Alabama FACTS or Allegheny County, PA
- ✓ Our proposed Project Manager, Nicole Fuller, led the transfer of DC FACES.NET to Alabama FACTS

DE SACWIS-500

Figure 2-10. Deloitte Team brings Unmatched Capabilities to Delaware FACTS II.

Our depth and breadth of experience in child services distinguishes Deloitte into a class unto itself. Our proficiency in program, policy, operations, service delivery, and information technology has made us the number one choice for child services solutions across the country.

Delaware FACTS II Team



DE_SACWIS-189_14

Figure 2-11. Delaware FACTS II Implementation Team.

In selecting our FACTS II implementation team, we consider the experience, subject area expertise, and individual project histories of our qualified practitioners.

Key Staff As Identified in RFP Section 7.2.10

Delaware FACTS II Project Key Staff	Exceeds Delaware Requirements
 <p>Nicole Fuller Project Manager</p>	<ul style="list-style-type: none"> Served as Project Manager for 3 SACWIS implementations – DC, Maryland, Alabama Experience with transferring DC FACES.NET to Alabama and Allegheny County, PA Led Federal SACWIS assessment review process for the District of Columbia, Maryland, and Alabama More than 18 years of IT and HHS experience Holds Master of Social Work from Howard University in Washington, DC Municipal Management Certification (CPM)
 <p>Ajit Kulkarni Functional Team Manager</p>	<ul style="list-style-type: none"> Deep SACWIS and child services functions experience Brings proven requirements and design JAD facilitation experience Serves as Project Manager of the proposed DC FACES.NET transfer solution Over 8 years of Project Management experience, with PMP certification More than 12 years experience in IT and Health and Human Services, delivering large-scale information systems across multiple social service agencies
 <p>Prabhakar Arulraj Application Manager</p>	<ul style="list-style-type: none"> Experience with transferring DC FACES.NET to Alabama Progressive SACWIS experience on DC FACES.NET and Alabama FACTS SACWIS projects over 14 years .NET and SOA Solution Architect expertise Previous Delaware experience delivering HHS initiatives Master of Science in Computer Science
 <p>Harvey White, MAXIMUS Integrated Case Management SME</p>	<ul style="list-style-type: none"> Served as MAXIMUS Project Manager of Delaware FACTS system Development and maintenance 21 years of data processing experience 11 years as a project leader building complex IT solutions using Waterfall methodology



Delaware FACTS II Project Key Staff	Exceeds Delaware Requirements
 <p>Michael Nazareth Lead Data Architect</p>	<ul style="list-style-type: none"> • 12 years of experience in technology and data administration • Oracle Database Administration expertise • Deep experience and skill set on database architecture, data modeling, data conversion and migration • Conducting performance tuning and optimization • Developing capacity plans, backup-recovery and database security approaches
 <p>Kim Buchheit Implementation Manager</p>	<ul style="list-style-type: none"> • Deep organization and change leadership expertise • Over 6 years experience working with public sector clients • Led multiple statewide implementation, training, help desk and support efforts • Masters degree in Public Policy and Management

Table 2-4. Delaware FACTS II Key Staff Experience Summary.

In addition to our qualified key staff, our FACTS II Implementation Team includes a Senior Quality Assurance/Risk Advisor and Project Advisor who provides assistance to the project team.



Delaware FACTS II Project Advisors	Exceeds Delaware Requirements
 <p>Arun Natesan Quality Assurance/Risk Advisor</p>	<ul style="list-style-type: none"> • Brings Risk Management and Quality Assurance best practices • Leads Deloitte's Child Services national practice • Held executive responsibility for PA CCMIS, DC FACES.NET and AL FACTS • Extensive experience in management and delivery of large-scale systems development, integration, and conversion projects with a focus around Web-based, SOA, .NET HHS and Child Services systems
 <p>Wade Horn Project Advisor</p>	<ul style="list-style-type: none"> • 25 years of experience in the delivery of effective social services at the federal, state and local level • Former Asst. Secretary for Children and Families, within U.S. Dept of HHS, overseeing 60 federal programs • National Leader in HHS, with past U.S. Senate confirmed position • Unique insight to Federal compliance issues and trends

Table 2-5. Delaware FACTS II Project Advisors.

Deloitte Brings SACWIS Implementation Confidence to the Delaware FACTS II Implementation

Deloitte brings the right team to deliver a successful Delaware FACTS II solution. We are the only firm that brings the proven track record of multiple, successful similar projects; a transfer solution that can be tailored to meet your unique business processes; and a team that is trained in the required tools and technologies to deliver the system and is familiar with DSCYF people, culture, and operations.

The scope of your RFP has detailed functional requirements, comprehensive training, knowledge transfer and implementation objectives, and requires the right technical architecture and expertise to support. In formulating our business case and assessing the associated project risks, our successful track record of implementing projects like yours give us confidence. You can share our confidence because our proposed deliverables, timelines and schedules are based on our real life successful experience in other Delaware FACTS II type projects. Our hardware and software estimates are based on information from other states that are running our solutions today; and when new requirements suddenly arise, you can feel confident that our team will collaborate with you to meet the challenge.

We are equally confident in our overall business case and approach and we understand the associated challenges and risks of this project. We have experienced most of the risks that we would expect to see working with you and have the processes and tools in place to identify risks early, mitigate them effectively, and keep the Delaware FACTS II project on time and at budget.

DSCYF needs a Delaware FACTS II solution that provides consistently positive outcomes for the children it serves. The solution that we propose can help you deliver positive results with a system that supports your current business needs, has the flexibility to meet future challenges and goals, and delivers on your “One Child One Team One Plan” theme.

Thank you again for the opportunity to be considered as your partner. Deloitte welcomes the opportunity to work with the State of Delaware and DSCYF to jointly deliver a successful Delaware FACTS II project.

