Section 4 **Bidder's Products, Methodology, and Approach to the Project**	4.1 FACTS II Requirements Summary	4.11 Interfaces
	4.2 Functional Requirements	4.12 System Development
	4.3 Technical Requirements	4.13 System Testing
	4.4 Customer Relations Management Tools	4.14 System Training
	4.5 Project Initiation and Management	4.15 Conversion
	4.6 System Hardware	4.16 System Implementation
	4.7 System Planning and Analysis	4.17 Post Implementation Support
	4.8 Requirements Verification	4.18 Support Federal Review
	4.9 System Design	4.19 Security
	4.10 Reports	DE_SACWIS-002e_4

4.5 Project Initiation and Management

RFP reference: 6.5 Project Initiation and Management, Page 42

Deloitte brings the ability to implement SACWIS solutions while maintaining quality and adherence to timelines primarily because of how we manage our projects. We bring a skilled project delivery team who has previously served in various projects to combine their experience with the principles in our FACTS II Playbook. Our FACTS II Playbook is aligned with Project Management Institute (PMI) standards and the PMBOK – is the "Right Fit" with the Delaware DTI's PMO processes, deliverables, and work products for each project milestone.

4.5.0 Project Management & Initiation Activities

The Deloitte team understands DSCYF's mission to assist children and families in making positive changes with services that support child and public safety; mental and behavioral health; and individual, family, and community well-being. This mission is embodied in your "Supporting Families Integrating Systems" theme defined for Delaware FACTS II. We understand that the implementation of Delaware FACTS II is mission critical for DSCYF and provides a new technical foundation to integrate the system of care to achieve the overall goal of "One Child, One Team, One Plan."

section HIGHLIGHTS

- Our "one-team" approach promotes collaboration between DSCYF, DTI, Project Management and QA Vendor

- Our project initiation tasks sets the foundation for the project and a successful implementation

- Our FACTS II Playbook provides proven project management processes and assets

- Our transfer approach sets the implementation Playbook for all steps needed to implement.

Figure 4.5-1. One Child, One Team, Plan.

RFP reference: 6.5 Project Initiation and Management, Page 42

The Bidder will be responsible for the management of all project activities, under the direction and guidance of the Delaware FACTS II Executive Steering Committee, the State Project Manager, and the Contracted Project Manager. The Bidder will ensure compliance with DTI's PMO project management, based on Industry standard Project Management Institute principals, and organizational change management methodology. The Bidder's Project Manager will be the primary point-of-contact with the State's project management teams. The Bidder's Project Manager is responsible for the day-to-day planning and management activities that ensure that the project runs efficiently and meets all contract dates.

The Deloitte team is in a unique position to incorporate our unmatched knowledge from implementing case management solutions from our national Integrated Children's Services practice into our project management and initiation approach. Our extensive success is attributed largely to our "one-team" approach which **promotes collaboration** between our respective teams from project initiation to project close.

Large systems integration projects are composed of many inter-dependent elements. Success for these projects requires tight coordination and integration between the people, process, and technology components. An effective project management methodology is the thread that brings all these components together into a cohesive whole to not only achieve project goals, but also to continuously monitor, control, and improve upon regular processes and procedures. Our project management strategy guides the Delaware FACTS II project from initiation through project close – during this contract and beyond.

As discussed in detail in *Section 6,* our FACTS II Playbook is used to manage the project.
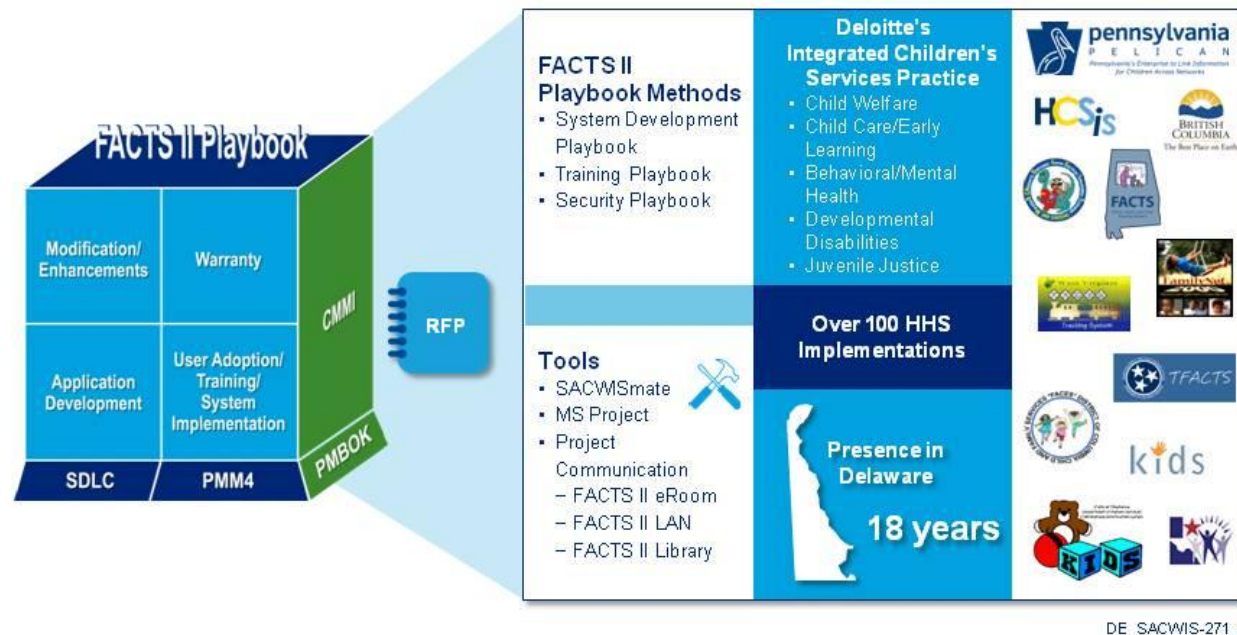

Figure 4.5-2 FACTS II Playbook.

Additionally, the FACTS II Playbook provides the framework throughout the systems development life cycle. Our FACTS II Playbook includes the structured guidelines of the Project Management Institute's (PMI's) Project Management Body of Knowledge (PMBOK) and focuses on applying proven project management principles and best practices to project delivery. It focuses on delivering software development solutions based on the use of patterns and frameworks. This comprehensive methodology provides the basis for instituting day to day project management procedures and controls for the Delaware FACTS II project.

The Deloitte Team is responsible for the management of all project activities, under the direction and guidance of the Delaware FACTS II Executive Steering Committee, the State Project Director and the Contracted Project Manager. This section addresses how we use our FACTS II Playbook to manage the project, outlines the deliverable review process to "keep the project moving", and identifies project initiation activities.

Key components of how we manage the Delaware FACTS II project and DSCYF benefits are described in the table below.

Features of Deloitte's Project Initiation and Management Approach	Benefits to DSCYF
• Use repeatable project management processes that have delivered SACWIS projects nationally	• Proven success building project plans that are executable – and then executing them • Deloitte's project management and software development methodologies are CMM compliant • Deliverables, work products, and templates that meet PMI standards

Features of Deloitte's Project Initiation and Management Approach	Benefits to DSCYF
Experienced staff: • Our resources have experience supporting similar SACWIS projects and are dedicated HHS practitioners • Full-time, onsite project manager provides management oversight and has full authority over resources • Full-time, onsite key staff, functional/business analysts, and other technical staff • "One Integrated Team" approach to grounded in open communication	• Provides project accelerator with a team that "hits the ground running" immediately • Decreased learning curves • Lower project risk and increases confidence • Immediate communication, feedback, and resolution procedures • Culture of "No surprise"
• Complies with DTI's PMO and is based on PMI's principles of Organizational Change Management Methodology	• Conforms to processes that DTI is aware and used to. • High rate of success using a PMI repeatable process

Table 4.5-1. Features and benefits of our FACTS II Playbook for Project Management and Initiation.

Hear From Your Peers

Our past and current successes provide DSCYF with a firm that demonstrates repeatable, positive results for our clients. We feel this evidence is paramount when considering a social services solutions integrator for a project of this size and complexity. To demonstrate our direct and relevant project experience, we feel there is no better voice than you hearing from our clients. Below we are pleased to present DSCYF with a letter of reference from one of your peers demonstrating our capabilities and character in delivering successful and tangible results in a large-scale technology implementation for a human service agency.

"Throughout our three years together, Deloitte has proven to be a working partner with a strong commitment to learning our business and to assist the Office in building the capacity to design, build, and manage this integrated, web-based system. The strength of this partnership is felt and expressed by the DPW program office staff, as well as the provider and county users that have been part of this project since the beginning."

Gary Rossman
Director, Office of Mental Retardation
Department of Public Welfare
Commonwealth of Pennsylvania
Project Manager, for the Home and Community Based Services
Information System (HCSIS) project

STATE OF WEST VIRGINIA
DEPARTMENT OF HEALTH AND HUMAN RESOURCES
Office of Management Information Services
RAPIDS Project
1012 Kanawha Boulevard, East
Charleston, West Virginia 25301-2840
Telephone: (304) 348-0840   Fax: (304) 348-0875

Joe Manchin III
Governor

Patsy A. Hardy, FACHE, MSN, MBA
Cabinet Secretary

July 28, 2010

To Whom It May Concern:

Deloitte has been a technology and business vendor with the West Virginia Department of Health and Human Resources (DHHR) for the past 16 years. In 1994, the state of West Virginia contracted with Deloitte Consulting to develop the state-wide Recipient Automated Payment and Information Data System (RAPIDS) for administering TANF, Medicaid, Children's Health Insurance Program (CHIP), SNAP, and other state programs such as Emergency Assistance and Low Income Energy Assistance Program (LIEAP). Since implementation of RAPIDS in 1996, Deloitte has managed all aspects of the system's development lifecycle supporting maintenance and major enhancements to the system and supplementary applications like the inROADS self service portal and RAFT Data Warehouse.

In more recent years, the WVDHHR has engaged Deloitte to provide a strategy and implementation plan for transforming the mainframe-based eligibility system to a web based system using J2EE technologies. In January 2007, the State of West Virginia deployed the first release of its incremental renewal initiative, known as eRAPIDS. Two additional major releases have been deployed to production since then providing enhanced usability and efficiency to county office workers. With respect to defining and executing the incremental renewal strategy for the mainframe system, Deloitte has shared best practices and lessons learned from other states like Pennsylvania and Wisconsin. Deloitte has delivered the enhancements within the existing RAPIDS maintenance budget, and has also lowered risk as small increments are easier to manage. Further, the DHHR incremental renewal solution outlined by Deloitte minimizes a training and implementation burden on state staff--often a common challenge with the alternative "big bang" approach.

Deloitte has been a reliable partner over the past fifteen years. WVDHHR and Deloitte have collaboratively worked on numerous initiatives which have continually improved case management and eligibility processes while positively impacting worker productivity and customer service. Deloitte brings the right people and a "team approach" in order to implement innovative business and technology solutions.

If you have any additional questions regarding RAPIDS, our programs, or the role of Deloitte in supporting WVDHHR, please feel free to reach me at 304-348-0880 or email me at Cecilia.A.Matheny@wv.gov.

Sincerely,

Cecilia Matheny
Director, RAPIDS Project

CM/rk

4.5.1 Managing the Project

Effectively managing a project begins with a working style that differentiates us from other vendors—our collegial style of working. Projects of this scale are challenging. We firmly believe that an essential foundation for our success is a determination to work side-by-side with DSCYF, the Quality Assurance Vendor and Project Manager Vendor through the ups and downs that come naturally with any project and this must be the norm. Collaboration is at the root of Deloitte's project management philosophy. Our experience has taught us that a collaborative and structured approach to managing the project that is independent of technology and considers project governance and "teaming" are major components of a project's success. We recognize the fundamental need to have a strong relationship with DSCYF is the key to project delivery.

The foundation of Deloitte's approach is based upon the guiding principles which are outlined below and have been used to successfully deliver nationally:

- Prepare, Participate, Review, Comment, and Communicate: These are the fundamental iterative activities that keep a project moving.

- Project Management is about managing risk through all project phases.

- No Surprises: Open communication and fact based decision processes throughout the life cycle of the project. We communicate what we are doing, how we are doing it and when we are doing it so that at any point in time the State team is aware of activities happening in the project.

- Consistent and open dialogue at all levels across the team: Scheduled status meetings, status reports and use of a common project tracking tool to which the State has access to.

Our Project Manager – Nicole Fuller

Our proposed Project Manager, Nicole Fuller, is the fulltime project manager for FACTS II. Nicole is a principal in Deloitte Consulting who has committed her career to our Integrated Children's Service practice in the delivery of child and family case management solutions. Nicole is uniquely skilled to lead large complex integration projects

key staff
SPOTLIGHT

Nicole Fuller
FACTS II Project Manager

"*My team and I are dedicated to your success and are focused delivering FACTS II. From day one, we work side by side with you to manage and deliver the Delaware FACTS II project. I am excited for the opportunity of leading and supporting DSCYF in the implementation of FACTS II.*"

because of her real-life experiences as a Master in Social Work (MSW) practitioner, combined with her technology and project management competencies.

Over the last eleven years at Deloitte, she has successfully led the implementations of SACWIS and child care/early learning solutions that include, DC FACES, MD CHESSIE, AL FACTS, served as an advisor on TN KIDS and Allegheny KIDS, Commonwealth of Pennsylvania Office of Children Youth & Families Client Registration, and the Commonwealth of PA Pelican. As a technology principle, her primary focus is in modernizing and extending these systems from legacy to new and emerging technologies and program integration.

She has led several SACWIS clients through the process of preparing for and participating in the federal assessment process – completing the SARGe herself. As a result, she has built relationships with the Administration of Children and Families (ACF), and has a deep understanding of state as well as federal expectations from such implementation. As a SACWIS expert, Nicole is an annual presenter at the annual National Child Welfare Meeting, the Child Welfare League of America, and APHSA Data Conference.

Nicole is a highly skilled SACWIS project manager. Her collaborative working style is perfect for the tasks ahead in Delaware. State SACWIS managers have come to trust him to manage the SACWIS development and implementation and act as a sounding board for business change.

As a principal and the "Responsible Executive", Nicole is responsible for the delivery of FACTS II to DSCYF and Deloitte Consulting. Delivering FACTS II is very important to us – that is why a firm principle is leading the project. She is the primary point of contact with the State's project management teams and has the authority to make decisions to lead the team, manage the project, and delivery FACTS II. She is at the project site and is responsible for the day to day planning and management activities that confirms that the project runs efficiently and meets all contract dates.

Deloitte brings a project manager who has delivered large complex case management solutions like Delaware FACTS II, manages by using effective communication and works in a collaborative working style. Understanding "what keeps a project moving" is equally important. We know that the answer is simple – having a project manager who has done it before and who understands your business and technology goals.

Project Governance

The Deloitte team acknowledges the need and value of the project governance structure. Deloitte understands that the Delaware FACTS II Executive Steering Committee provides executive oversight for the Delaware FACTS II Project and consists of the Executive Sponsor and the Division Directors for each DSCYF division involved in the Delaware FACTS II Project. Vivian Rapposelli, Cabinet Secretary for the Department of Services for Children, Youth and Their Families (DSCYF), and Jim Sills, Delaware's Chief Information Officer and Cabinet Secretary for the Department of Technology and Information are the

Co-Executive Sponsors for the Delaware FACTS II Project. Members of the Delaware FACTS II Executive Steering Committee are listed in the table below.

Name	Title	Agency	Role on Delaware FACTS II Project
Vivian Rapposelli	Cabinet Secretary – DSCYF	Department of Services for Children, Youth and Their Families (DSCYF)	Executive Sponsor
Jim Sills	Chief Information Officer	Department of Technology and Information (DTI)	Executive Sponsor
Laura Miles	Division Director	Division of Family Services (DFS)	Member, Executive Steering Committee
Susan A. Cycyk	Division Director	Division of Prevention and Behavioral Health Services (DPBHS)	Member, Executive Steering Committee
Carlyse Giddins	Division Director	Division of Youth Rehabilitative Services (YRS)	Member, Executive Steering Committee
Karryl McManus	Division Director	Division of Management Support Services (DMSS)	Member, Executive Steering Committee
Mathew Payne	Chief Technology Officer	Department of Technology and Information (DTI)	Member, Executive Steering Committee

Table 4.5-2. Members of the Delaware FACTS II Executive Steering Committee.

The Delaware FACTS II project governance structure is shown in the figure that follows.

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Figure 4.5-3. Delaware FACTS II Project Governance Structure.

The Deloitte team believes that the success of the Delaware FACTS II project is dependent on the **collective expertise** of the Delaware FACTS II project team (DSCYF, DTI, QA Vendor, Project Manager Vendor), both from a subject matter as well as a technical perspective, to guide the implementation of complex business and system requirements of Delaware FACTS II as envisioned. Additionally, guidance from DSCYF executive teams establish strong management practices to monitor that the project is completed as scheduled, within the set budget, and according to requirements. The Deloitte team recognizes that DSCYF has identified and defined in detail key project roles and responsibilities that create the foundation of governance for Delaware FACTS II.

Role	Responsibilities
Executive Sponsors	The Executive Sponsors for the Delaware FACTS II Project have the authority to: - Ensure that all issues are considered, all necessary resources are secured, and the project proceeds expeditiously; - Decide unresolved policy issues including uniform practices and procedures where consensus is not attained; - Represent the departments with the other branches of government on matters relative to this initiative; and, Designate liaisons and advisors to the Working Committee in order to provide a integrated children's services perspective regarding the development of uniform business practices and procedures, decision making, issue resolution as necessary, and confirm compatibility with the state's Information infrastructure.
Delaware FACTS II Executive Steering Committee	The Delaware FACTS II Executive Steering Committee consists of the Cabinet Secretary of DSCYF, the State CIO, the Division Directors, the Chief Technology Officer for the State of Delaware, and selected Directors from other cooperating state agencies that will spend up to 5% of their time providing executive oversight for this project. The committee shall guide and direct the development of the solution for the Delaware FACTS II system, establish statewide uniform practices and operating procedures, and resolve issues beyond the scope of the Delaware FACTS II Project Committee. In addition to having responsibility for executive oversight for the project, the Delaware FACTS II Executive Steering Committee will also serve in an advisory capacity to confirm that policy amendments and other decisions made as part of the design and implementation processes of Delaware FACTS II support the long-term vision of DSCYF. The Delaware FACTS II Executive Steering Committee will receive input from and provide guidance to the Delaware FACTS II Project Committee, the Delaware FACTS II Project Management Team, the Change Management Team, and partner agencies.
Delaware FACTS II Project Director	The Project Director with the advice of the chair of the Delaware FACTS II Working Group, the DSCYF Information Resources Manager (IRM), the DMSS Deputy Director, and they shall be responsible for contract issues, Delaware FACTS II Project Plan development, and Delaware FACTS II Project Plan Management. This team reports to the DMSS Director.
Delaware FACTS II Organizational Change Management Team	The Organizational Change Management team is comprised of the Delaware FACTS II Organizational Change Management Specialist, the Senior Fiscal Management Analyst for DMSS. The team shall be responsible for guiding the organizational change management concerns for the Delaware FACTS II project. This team reports to the Delaware FACTS II Project Director.
Delaware FACTS II Project Committee	The Delaware FACTS II Project Committee consists of two to four staff members from each operating division within DSCYF (to provide for succession and confirm attendance at critical meetings thus minimizing the chance of project delays due to absences) and the Delaware FACTS II Project Manager. The team's primary responsibilities will be to: - Review and approve deliverables and work products; - Provide guidance and oversight to the Deloitte team; and, - Provide the first line in the resolution of issues that arise during each phase of the project, as well as offer a pass-through management mechanism for those that cannot be resolved at their level. This group reports to the Delaware FACTS II Project Director.

Table 4.5-3. DSCYF defined roles and responsibilities.

Deliverable Review Process – Moving through Project Phases

Each phase of the project has associated deliverables that are required by the Department. Deliverables **must** be approved by the Department prior to the Bidder beginning work on subsequent dependent deliverables. If the Bidder begins work on the next scheduled deliverable without receiving the Department's approval, the Bidder does so at the Bidder's risk. The Department may approve proceeding conditionally on dependent deliverables; however, if the Bidder chooses to proceed without State agreement, work done on the subsequent deliverable is done at the Bidder's cost and cannot be invoiced to the Department.

The Department recommends a 10-day review period for the State team to review each deliverable, with a corresponding 10-day resolution period for the Bidder to correct any deficiencies; however, because of the anticipated size of some of the project deliverables, the Department invites the Bidder to propose a reasonable review cycle and/or a method to expedite review of large deliverables that will not obstruct the overall project schedule.

We believe that establishing a **collaborative** environment that engages both us and DSCYF stakeholders in the deliverable process is a key ingredient to help determine overall quality. The Deloitte team understands the importance of establishing a robust deliverable review process during the early stages of the project. The deliverable process is a foundation of a SACWIS engagement. We believe and cultivate a "No Surprise" relationship with our clients regarding deliverables. As an integrated project team, the DSCYF team participants throughout the project phases and activities, we provide documentation, and feedback is provided by DSCYF as we complete project activities. As a result, deliverable content has been created for the formal deliverable. As the end point of activity completion, our project management strategy enforces an iterative cycle of information sharing and feedback to facilitate the "No Surprise" deliverable review process.

Based on lessons learned from previous project experiences, there are a number of key elements that should be incorporated into the deliverable review process. These include establishing a deliverable team for each deliverable, clarifying deliverable expectations, and using deliverable walkthroughs to maintain an open, collaborative deliverable development, comment, and approval process. As a result, the DSCYF Deliverable Review Team always knows the content and quality of a final deliverable. All deliverables are formally submitted to DSCYF for review, comment, and approval. With the proposed Deliverable Review Process, DSCYF is intimately familiar with the deliverable through informal evaluations and has ample opportunity to "shape" the deliverable and provide a significant amount of input toward its final form.

We engage with DSCYF staff on frequent informal reviews of deliverables throughout the project. We also communicate and provide status updates on the status of the deliverables to the impacted Delaware FACTS II Project Team. Each phase of the project has associated deliverables that are required by DSCYF. Deliverables are submitted for approval to DSCYF prior to the Deloitte team beginning work on subsequent dependent deliverables. DSCYF may approve proceeding conditionally on dependent deliverables.

The Deliverable Review Process
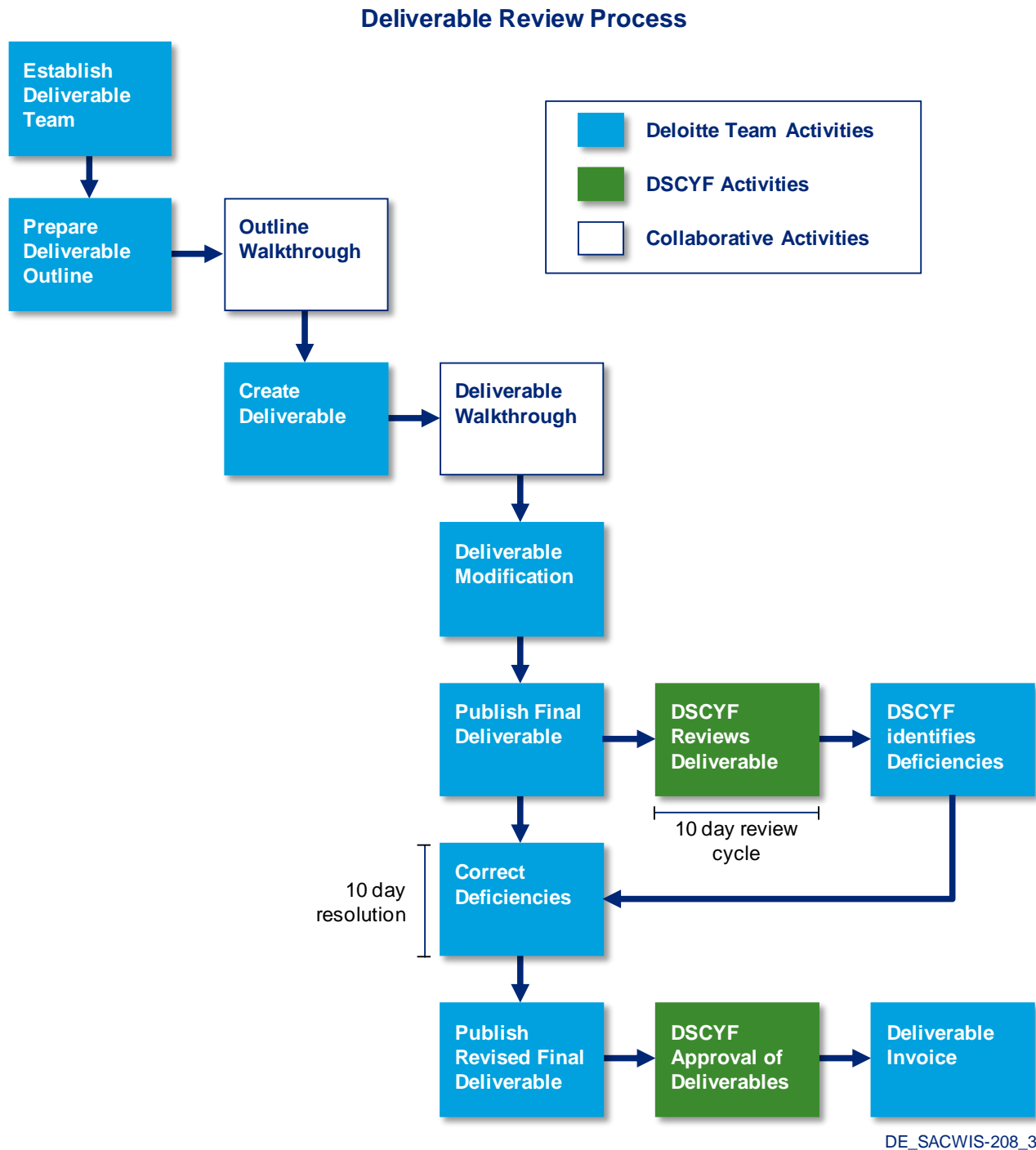
Deliverable Review Process

Figure 4.5-4. Deliverable Review Process.

To confirm clarity and avoid delays or impact to project schedule, in preparation, the Deloitte team submits a draft of the deliverable outline - Deliverable Expectation Document (DED) at the beginning of the project phase for each Deliverable that is due at the end of the phase. The DED identifies the deliverable review team, the outline and structure of the actual deliverable and schedule for deliverable review and ultimate approval process.

The Deloitte team conducts a walkthrough of the deliverable outline with the DSCYF deliverable review team. The DED goes through a "review, comment and modify" cycle finally ending with DSCYF approval of the deliverable specification.
A 5-day review period is recommended for the DED review and feedback cycle. Once a DED is approved by DSCYF, the Deloitte team starts putting together the actual Deliverable per the approved DED. By doing this, the Deloitte team and DSCYF get prepared and participate in the deliverable review process. The Deliverable is submitted to DSCYF as per the work schedule in the Master Work Plan detailed in *Section 8.*

As per DSCYF recommendation, the Deloitte team agrees with a 10-day review period for the DSCYF deliverable review team to review each deliverable and a corresponding 10-day resolution period for the Deloitte team to correct any deficiencies would be suitable. For large complex deliverables, Deloitte may provide an alternate deliverable process or review method to not obstruct the overall project schedule but to still allow for full DSCYF review.

A good example is the review cycle of the Detailed Design deliverable. This review actually begins as the project work product documenting the output from Joint Application Design (JAD) sessions is reviewed. To capture the detailed design information that includes the validated requirement that defines the modification of the transfer solution, outlines the functional business rules and technical specifications in non-technical language, we use our project tracking tool, SACWISmate to support JAD sessions where the documentation becomes the Detailed Design deliverable. The initial design specification document is disseminated to JAD session participates as pre-reading to help them prepare for the session and frame the discussion. SACWISmate is used during the session to capture JAD session comments, issues, and direction provided by DSCYF. We update the design specifications and review iteratively until the session is complete. This method provides the JAD session reviewers and DSCYF deliverable review team with the Detailed Design deliverable documentation as we build it – creating a "No Surprise" initial review of the deliverable. Collectively, this initial review results in the voluminous complex Detailed Design deliverable being significantly reviewed for approval before the formal deliverable is submitted.

4.5.2 Project Initiation

As part of their proposal responses, Bidders are required to identify their plans for project initiation, to include a plan for the acquisition of office space if this option is chosen by the State, initial project staffing, office start-up tasks (i.e., procuring hardware, connectivity, office supplies, etc.), and contingency plans to ensure that project activities commence as scheduled. Bidders are required to outline their approach and strategy for each of the deliverables identified in Section 6.5.1 –Associated Deliverables.

Our FACTS II Playbook provides us the Delivery Management defined processes, templates, and outputs to initiate a project. The goal of the project initiation phase is to build a strong foundation to position Delaware FACTS II for success in the subsequent project phases. Much of the work during this phase includes collaborative discussions where decisions and finalized approaches are documented and become part of the Project Management Plan deliverable. We work with DSCYF to take components of our FACTS II Playbook methodology and customize them for the Delaware FACTS II project. Determining the project communication methods, documentation library procedures, reporting, status, and finalizing internal project procedures are examples of how we use our FACTS II Playbook methodology as a framework to guide the project.

The figure that follows depicts our FACTS II Playbook Methodology.

The following table provides a summary of the activities, tasks, and resulting project work products that are completed during the project initiation phase. Tasks and activities may be occurring parallel as planned and completed.
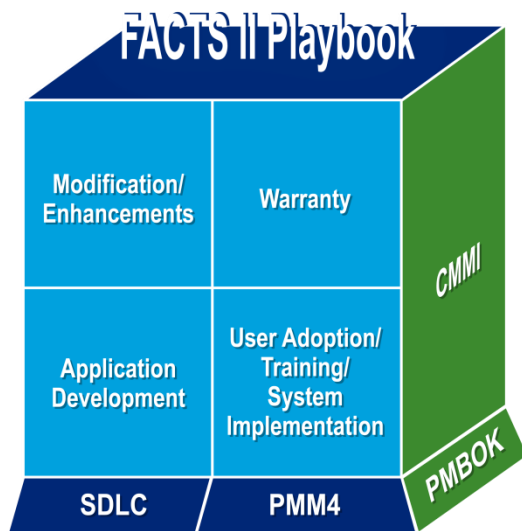
Figure 4.5-5. FACTS II Playbook.

Task	Activity	Work Product
Confirming the Project Initiation Activities and Schedule	Define and finalize the project initiation activities, timeframes and output documents	Finalized project initiation activities, timeframes and output documents
Establish a Project Site	Confirm Project Site and the operations as needed for Delaware FACTS II	
Establish the Project Team	Finalize Project Roles and Staffing	Staffing Plan
Establish the Project Charter and Governance	Confirm Visioning Session attendees, schedule, prepare and conduct project visioning sessions, document and confirm Project Charter and Governance	Project Charter and Governance
Identify Stakeholder Needs	Identify, review and finalize stakeholders	Communication Plan
Confirm Project Communication Mechanisms	Assess communication procedures and formats, Develop communications, document roles and responsibilities in terms of communication.	Communication Plan
Conduct On-boarding Training for Staff	Hold sessions focused on Project culture, goals, objectives and high level requirements. Hold sessions on project tools	Meeting Minutes
Schedule Meeting Structures and Times	Schedule project management meeting, weekly status meetings Define meeting template to give structure to each meeting	Meeting Templates
Establish Knowledge Management mechanisms	Setup Delaware FACTS II LAN Setup Delaware FACTS II Library	Knowledge Management Plan
Conduct Review and Confirmation of the Project Plan	Develop and submit the project plan for review and confirmation	Project Management Plan
DSCYF Business Discussions	Conduct business discussions with program staff to document business flows.	Business Flows

Table 4.5-4. Project Initiation Tasks, Activities and Work Products.

Confirming the Project Initiation Activities and Schedule

Before we begin project initiation activities, in conjunction with DSCYF, we define and confirm a schedule for the project initiation activities. This process also help us, as a team, put together a finalized list of activities, the time frames in which these activities need to occur and a list of output documents that need to be generated out of this phase.

Establish a Project Site

We start by getting all respective teams in one unified project space. DSCYF has identified the facility at 119 Lower Beech Street Wilmington, DE to be used for the Delaware FACTS II Project. This office space supports the integrated team comprising of Deloitte staff, DSCYF staff and the QA staff and Project Manager Vendor. This project site supports 80 personnel and has three conference rooms. It is assumed that the proposed facility provides the following amenities:

- Project site equipment and supplies (fax machine, copier, network printers, file cabinets, storage, general desktop and office supplies, and computer supplies)

- Communication connectivity

- LAN/WAN/Voice connectivity with access to project PCs and servers, network printers, and high speed Internet connectivity

- Furniture, fixtures, equipment and supplies typical to an office environment and a technology system development project

- Security (24/7 Access, Key Card access, security camera, and security guard)

- Janitorial services

- Utilities (water and electricity)

- Air-conditioning and heating

- Proper lighting

- Work area and surfaces suitable for desktop computers

- Local and long distance telephone services

- Voicemail, Teleconference and Video Conference services

- Conference/meeting/training rooms with whiteboards and projectors

Establish the Project Team

Deloitte proposes the **"one-team"** approach that includes one single integrated team composing of Deloitte staff, DSCYF staff and staff from the selected QA vendor. Our SACWIS work experience and corresponding results demonstrate our clear understanding of the importance of bringing the right people at the right time to the project. Our proposed team and staffing plan is based on realistic expectations and we are confident that our proposed team members bring the knowledge be it program knowledge, technical skills, and project management needed for this project. We work with you to support the overall SACWIS resource needs – getting the right resources when needed to hit the ground running at the appropriate time in the project schedule.

Our staffing approach includes a proven delivery team that has experience in serving health and human services organizations for a number of states, our staffing plan clearly establishes responsibility and accountability, as well as the requisite qualifications

for each role. We have reviewed DSCYF organizational structure and have aligned our organization chart with DSCYF organization structure to create an integrated organization chart – this becomes the baseline organization for how we collectively deliver the Delaware FACTS II. An example of the integrated organization chart is show in the figure that follows.
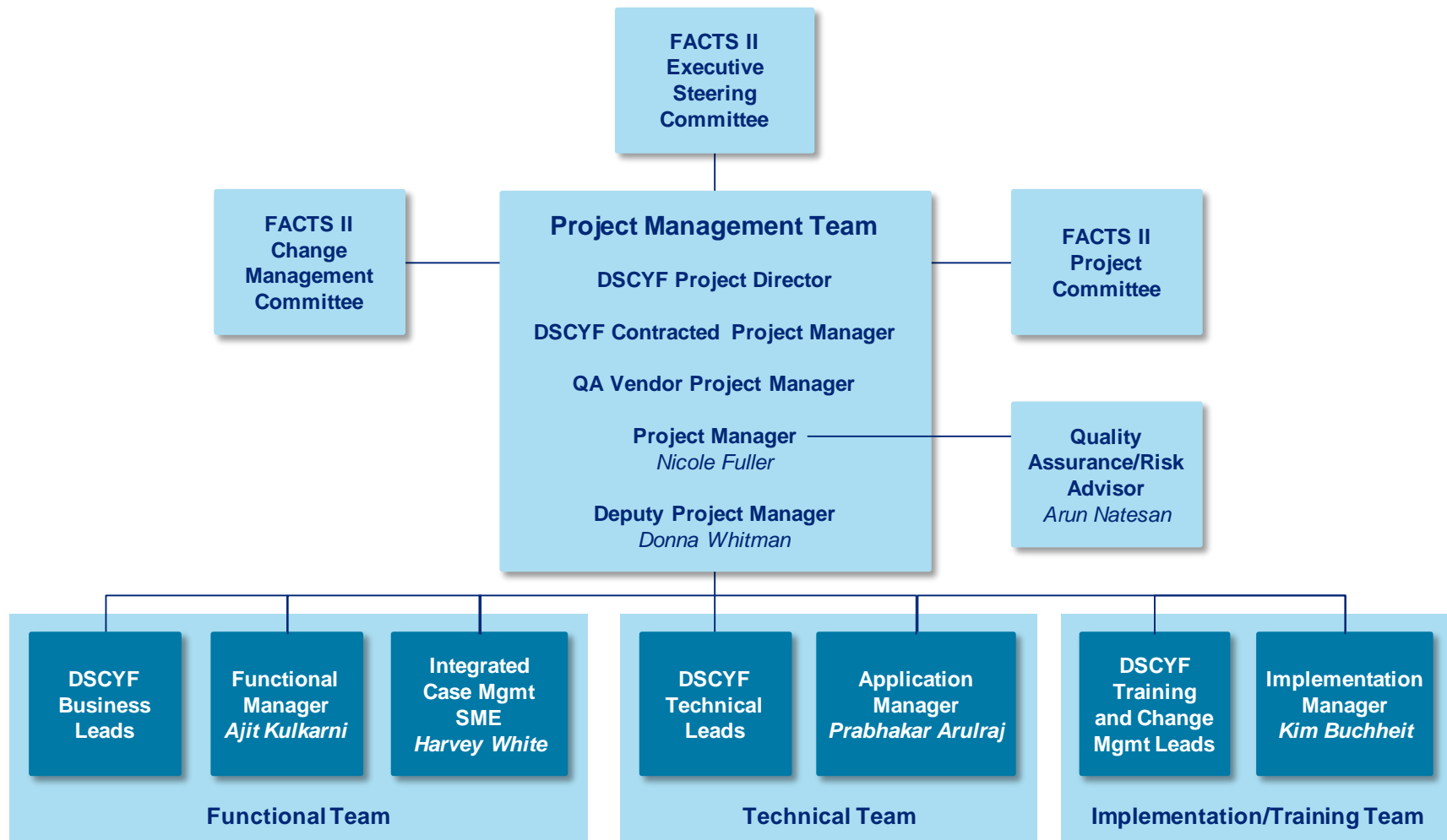
Figure 4.5-6. Integrated Team Organization Chart.

In addition to defining the integrated project team, confirming the overall project governance during the project initiation phase is equally important. As an integrated project team, we collectively discuss the project mission, vision, and objectives to establish a project charter and finalize the governance structure to guide us through the life of the project.

The project team interacts and communicates with the Delaware FACTS II Steering Committee and other governance personnel at a predetermined schedule. To facilitate this interaction and communication, the Deloitte team proposes to use a Project Scorecard that gives the Delaware FACTS II Steering Committee an up to date status of all activities that are being performed in the project. The Deloitte team works with DSCYF staff and the QA vendor to design the scorecard with parameters and metrics that are conducive to report project status, progress and health.

Identify Stakeholder Needs

Identifying stakeholders is a critical aspect of a successful project. In order to confirm the right people are informed and are abreast of the status of the Delaware FACTS II Project, it is vital for us to work collaboratively with DSCYF to identify the project's stakeholders. During this phase, we work as a team to identify, review and finalize stakeholders impacted by the FACTS II project and determine the best approach for working with each stakeholder group.

Deloitte uses its proven project initiation approach to establish a project management strategy that meet the needs of the Delaware FACTS II project, to establish a strong working foundation with DSCYF staff and other key stakeholders, and to quickly get oriented with the current system landscape. Throughout this process, several activities need to be performed. These activities are described in greater detail below.

Confirm Project Communication Mechanisms

Effective communication involves the timely and appropriate generation, collection, and dissemination of project information and documentation. This activity allows the project team to document, review and finalized communication mechanisms internal to the project as well as to external stake holders. This activity includes, but is not limited to, establishing document locations on a local area network, intranet and/or library. The process to establish communication mechanisms is as shown in the figure that follows.

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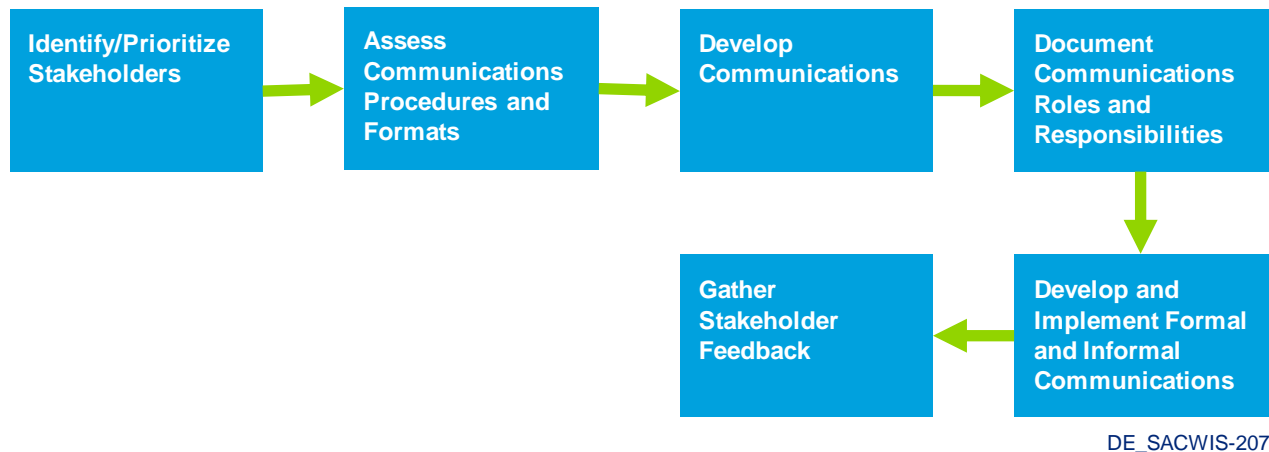
Figure 4.5-7. Establish Communication Mechanisms for the Project.

Conduct On-boarding Training for Staff

On-boarding staff is important to provide all project stakeholders a strong starting point. This activity allows new team members to be educated about the vision and key goals of the project, the project plan, timelines, methodologies, and tools that are used. While this should continue to be an ongoing activity throughout the project to educate new team members, this has equal importance as the project commences to educate the team at the start of the project on these same topics. Starting staff across teams with the same understanding helps build a strong foundation in building a cohesive team to drive a successful implementation. Training includes, but is not limited to, training in the FACES.NET transfer solution, Deloitte's FACTS II Playbook and upcoming phases/activities.

Project Management Tools

We bring a set of project management tools to meet a range of requirements, including long-term project planning, initial startup, and detailed daily project activities. The tool set consists of specialized in-house (SACWISmate) and commercially available (Microsoft) applications developed by leading software vendors. From the beginning to the completion of the project, we leverage a variety of tools that supports our project management approach and let us jump start the project. We use a variety of automated tools to help us execute our project management approach.

Microsoft Project

Microsoft Project is proposed to be used to track the project work plan including tasks and milestones. MS Project is widely used, both in the public and private sectors, and contains a host of built-in reporting, including automated Gantt charts and other common tracking reports. Additional information regarding the Project Work Plan is available in *Section 8.*

Microsoft PowerPoint

Microsoft PowerPoint is to be used for creating visual displays to share information with the project team. PowerPoint is an 'industry standard' for presentation work. Its system of templates, 'wizards' and menu-based commands allows us to create high quality presentations quickly and easily.

SACWISmate

To enable streamlined Project Management throughout a SACWIS project, Deloitte has developed and uses SACWISmate. SACWISmate is a custom built Systems Development Life Cycle (SDLC) tracking tool developed in Microsoft Access. This tracking tool has been designed and developed specifically with the intent of implementing SACWIS projects. SACWISmate consists of several component modules that track requirements, design, traceability, test scripts, scenarios, incidents/defects/changes, issues, risks and time reporting. During the project initiation phase, we transfer SACWISmate, identify any modules that require customization, install on the project LAN to support team wide access, and load the initial RFP requirements in preparation for upcoming requirement validation sessions.

SACWISmate is the single source of information during various phases of the project. SACWISmate has reporting features which report status reports, progress reports as well as produce various deliverables during the different phases in the project. SACWISmate has the following modules that are used to support the Delaware FACTS II project:
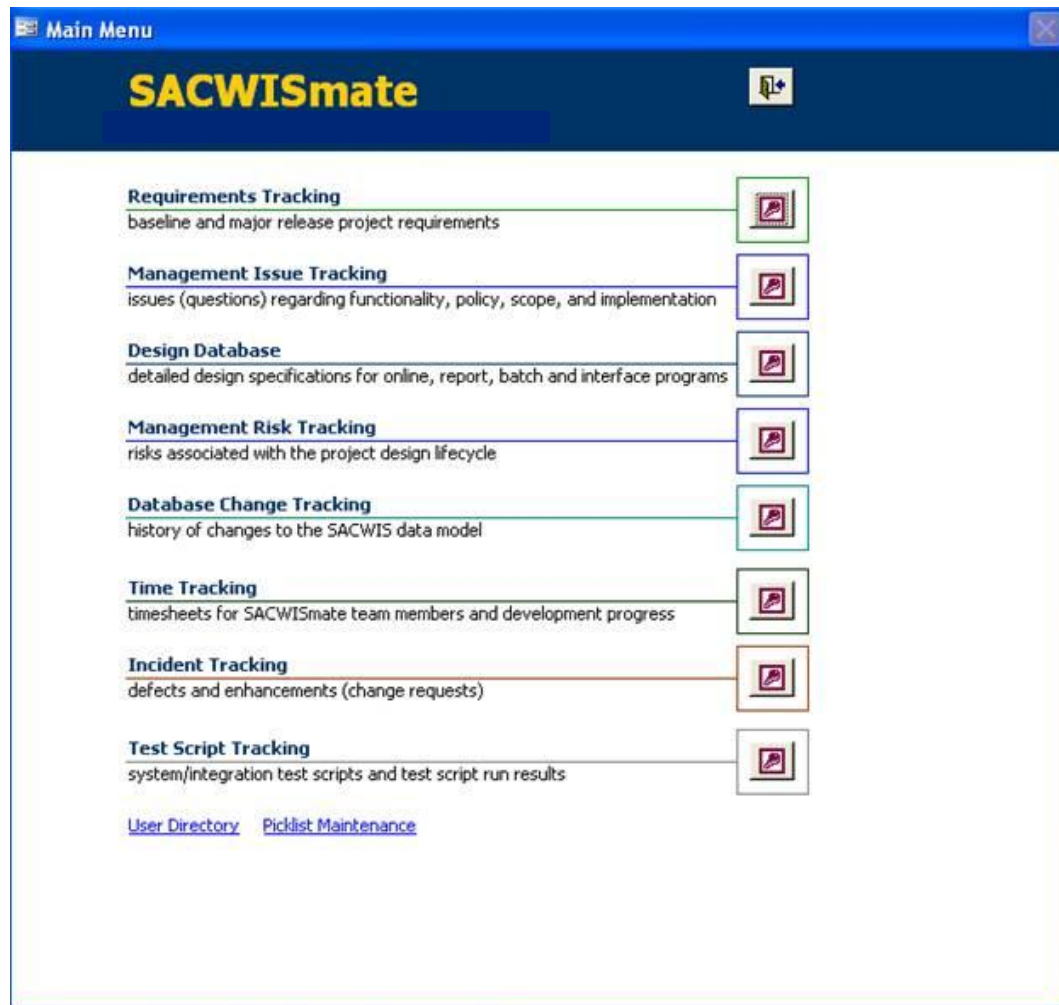
DE_SACWIS-183

Figure 4.5-8. SACWISmate

- **Requirement Tracking.** Tracks the baseline and major release requirements for the project.

- **Management Issue Tracking.** Details the latest issues around functionality, design, project scope, and resources.

- **Design Database.** Tracks detailed design specification for online, report, batch and interface programs.

- **Management Risk Tracking.** Details the latest risks associated with the project life cycle.

- **Database Change Tracking.** Tracks the history of changes to the data model.

- **Time Tracking.** Timesheets for team members and development progress.

- **Requirement Tracking.** Tracks the baseline and major release requirements for the project.

- **Incident Tracking.** Tracks defects and enhancements/change requests.

- **Test Script Tracking.** Tracks system/integration test scripts and test run results.

Schedule Meeting Structures and Times

The most effective approach to communicating a message is through verbal discussion. A project as complex and challenging as the Delaware FACTS II project demands frequent and frank discussions. Our approach to communicating early and often encourages openness and serves as a catalyst for early issue identification and timely decision-making. To facilitate effective communication among all team members throughout the project life cycle, we finalize our internal communication techniques such as:

- **Weekly Status Meeting.** Weekly status meetings are conducted with the Delaware FACTS II project management team.

- **Oversight Committee Meetings – Delaware FACTS II Steering Committee, Delaware FACTS II Project Committee, Delaware FACTS II Change Management Committee.** The Deloitte team leverages key project stakeholders to provide direction for planning, development, and implementation of the completed Delaware FACTS II project. These meetings are a vehicle for project staff to step back from the day-to-day operations of the project and assess the overall status, direction and health of the project. In addition, these meetings provide a forum to raise issues which require swift and decisive leadership for their resolution.

- **All-Staff Meetings.** All-Staff meetings are conducted with all project team members. These meetings provide status updates to all project staff so they are apprised of project conditions. These meetings help achieve effective communication among all parties involved, as well as provide a means for identifying and potentially resolving problems.

- **Other Face-to-Face Meetings.** Other project meetings are conducted as necessary with appropriate project team members. These meetings have a variety of purposes such as conducting a JAD session or conducting a meeting to resolve a functional or design issue.

Define Meeting Minute Template

Meeting minutes capture the essential information of a meeting – decisions and assigned actions. They keep attendees on track by reminding them of their role in a project and clearly define what happened in a group session. With minutes to refer to, everyone is clear. As meetings are ongoing throughout the life of a project, it becomes extremely important that a template be defined as early in the project as possible so that the structure and tone of all meeting are standardized going forward. Minutes are meant to record basic information such as the actions assigned and decisions made. Then, they are saved and used for reference or background material for future meetings relating to the same topic.

We bring a meeting minutes template as part of our FACTS II Playbook for recording our meeting minutes which includes the following information:

- Date and time of the meeting

- The purpose of the meeting

- The meeting lead or chair's name

- List of Attendees

- Assigned action items

- Decisions made

The following diagram shows a sample meeting minutes template.

DE_SACWIS-065

Figure 4.5-9. Meeting Minutes Template.
An example of the Delaware FACTS II Project approved meeting minute template that has been drafted by Deloitte during a JAD session with the Department.

Recording meeting minutes confirms that the decisions and actions resulting from a meeting are not lost or forgotten. By taking the time to record proper meeting notes we make sure the time and effort that goes into a meeting is not wasted.

Establish Knowledge Management mechanisms

There are several tools and approaches that we use to accumulate, store, and access project knowledge:

- Delaware FACTS II Project LAN
- Delaware FACTS II Project Library

Delaware FACTS II LAN

A comprehensive project LAN (local area network) is established on the project. The LAN contains multiple network drives in order to differentiate the content type and access-level to project files. The figure below shows the sample Delaware FACTS II LAN taxonomy used on several of our projects.

Local Disk (C:)
FACTS II Project Management (P:)
FACTS Shared (S:)
FACTS II Development (X:)
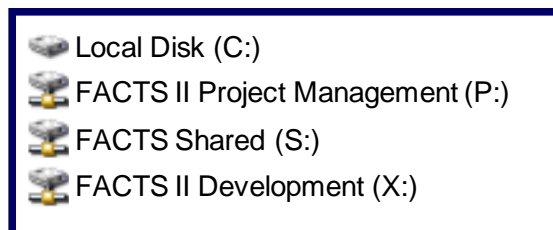
DE_SACWIS-052_3

Figure 4.5-10. Sample Delaware FACTS II LAN Taxonomy.

For example: All project files are stored on the project LAN. The P: drive (Project Management) is used to store deliverables, the project work plan, and other project management related documents. The S: drive (Shared) is used to store working project files including SACWISmate. The X: drive (Development) is used to store application files such as source code for the Delaware FACTS II Solution.

Permissions to each drive and relevant subfolders are assigned to control both access and update permissions. For example, only project management and track leads are able to update the project work plan within the P: drive. Accordingly, developers do not have access to the P: drive. The project LAN drive structure and permissions are defined as a project initiation activity.

Project Library

Within the project site, we designate a select portion of the office as a physical project library. The library stores hardcopies of project documents including deliverables, communications, work products, and other key project documents such as APDUs and Federal AFCARS and NCANDS documentation.

While these documents would also be available in soft-copy on the Project LAN, we have learned on our SACWIS projects the value of creating a library for frequently referenced documents. Project staff has found it very convenient and helpful to have access to printed documents for quick review and reference.

Conduct Review and Confirmation of the Project Plan

Deloitte recognizes that developing a strong work plan early in the project life cycle is critical to the success of any software project. During the initial stages of the project, Deloitte uses the information gathered from the RFP, the proposed solution and the stakeholder visioning sessions to develop a baseline work plan. This plan illustrates the

major tasks within each phase and release of the Delaware FACTS II system. In addition, it identifies which resources have been assigned to each task and call out any tasks that have been assigned to DSCYF staff or other project contractors.

Throughout the course of the project, the baseline work plan is compared against the actual project status as a way to track overall progress. Deloitte addresses major discrepancies between planned and actual work with DSCYF staff in order to identify an appropriate resolution strategy. If major scope or scheduling changes occur throughout the course of the project, this work plan is updated and re-baselined accordingly. When this occurs, changes to the baseline work plan require approval by DSCYF staff. The Project Work Plan is detailed in *Section 8.*

DSCYF Business Discussions

During this phase, we ask DSCYF staff to facilitate business sessions with the team. While we are experts in integrated children services, behavioral mental health, and juvenile justice, we need to know and learn DSCYF specific processes and workflow. You are the experts of your own business practices and who best to understand the intricacies of your business and culture.

Documentation from these discussions become business flows that are used in subsequent requirement validation sessions and is the beginning work product that is ultimately the Conceptual Design deliverable.

Project Management Plan Deliverable

In the project initiation phase, the Deloitte team and DSCYF establishes the project site, the project team, the project charter and the governance structure. Additionally we define communication and knowledge management mechanisms, meeting schedules and meeting minute templates. DSCYF staff facilitates business sessions with the team to know and learn DSCYF specific processes and workflows. Collectively, this results in the creation of the Project Management Plan deliverable. A sample project management plan is shown in the figure below.
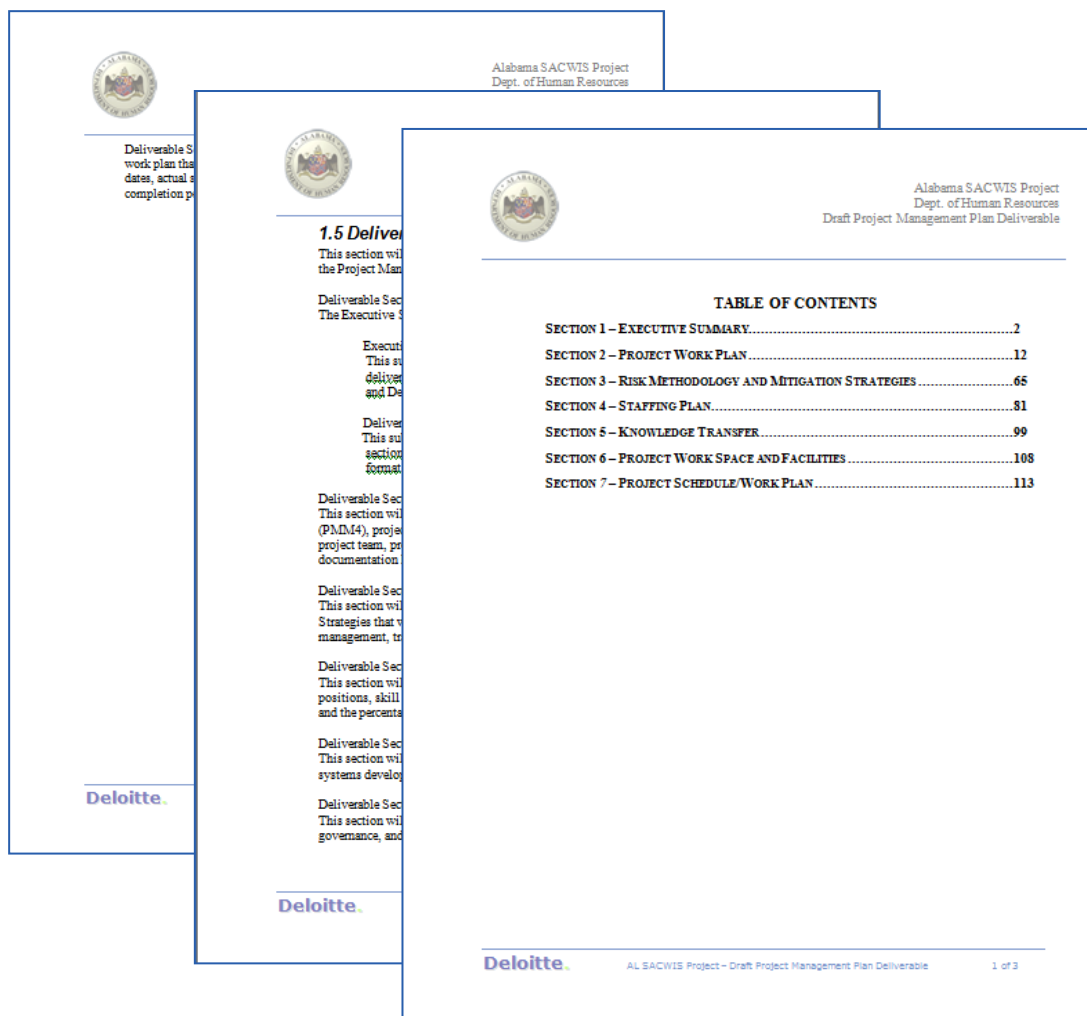
DE_SACWIS-1513

Figure 4.5-11. Sample Project Management Plan.

The Project Management and Initiation phase of the Delaware FACTS II project ends with the submission of the Project Management Plan Deliverable. The following table gives the approach and strategy for each deliverable during this phase.

Tasks	Deloitte Responsibilities	DYSCF Responsibilities	FACTS II Deliverables	Tools used
Finalize Project Work Plan	Prepare and Submit Project Work Plan	Review and Approve Project Work Plan	Project Work Plan	Microsoft Word
Finalize Project Schedule	Prepare and Submit Project Schedule	Review and Approve Project Schedule	Project Schedule	Microsoft Project

Tasks	Deloitte Responsibilities	DYSCF Responsibilities	FACTS II Deliverables	Tools used
Finalize approach to Disaster Recovery	Prepare and Submit approach to Disaster Recovery	Review and Approve approach to Disaster Recovery	Disaster Recovery Plan	Microsoft Word
Finalize approach to Quality Management	Prepare and Submit approach to Quality Management	Review and Approve approach to Quality Management	Quality Management Plan	Microsoft Word
Finalize approach to Risk Assessment, Mitigation and Management	Prepare and Submit approach to risk assessment, mitigation and management.	Review and Approve approach to risk assessment, mitigation and management.	Risk Plan	Microsoft Word
Finalize Project Staffing	Prepare and Submit Project Staffing	Review and Approve Project Staffing	Project Staffing Plan	Microsoft Word
Finalize approach to software change control	Prepare and Submit approach to software change control	Review and Approve approach to software change control	Software Configuration Management Plan	Microsoft Word
Finalize approach to Business Cultural Change Management	Prepare and Submit approach to business cultural change management	Review and Approve approach to business cultural change management	Change Management Plan	Microsoft Word
Finalize deliverable submission, review and approval process	Prepare and Submit deliverable review process	Review and Approve deliverable review process	Deliverable Review Process	Microsoft Word
Approach to Data Security	Prepare and Submit approach to Data Security	Review and Approve approach to Data Security	Data Security Plan	Microsoft Word

Table 4.5-5. Project Management Plan.

Weekly Status Reports

Status reporting and both formal and informal meetings facilitate a continuous project dialogue. This dialogue enables information to continually flow between all appropriate parties and sees that efforts remain concentrated on the tasks at hand. The Deloitte team is responsible for updating its project work plan on a weekly basis during the contract

period. We work with the DSCYF staff to draft status reports templates that would be suitable for this purpose. Status reports are provided to the Project Management team on a weekly basis. Weekly written status reports keep project staff aware of the completion of activities, the start of new activities, tasks delayed and reasons for delay, tasks in progress and the identification of issues.

The status reports allow members of the project team to learn about activities of other teams and to assess if and how any issues affect their area of responsibility. Additionally, the status reports enable members of the project team to see the progress of the project as a whole. The Deloitte Project Manager works with the contracted Project Manager to finalize the content of the weekly status report and the personnel that the status report would be sent to. This report is delivered to the meeting participants 24 hours before each weekly meeting. At the very least, the Weekly Status Reports contains the topics shown in the figure that follows.
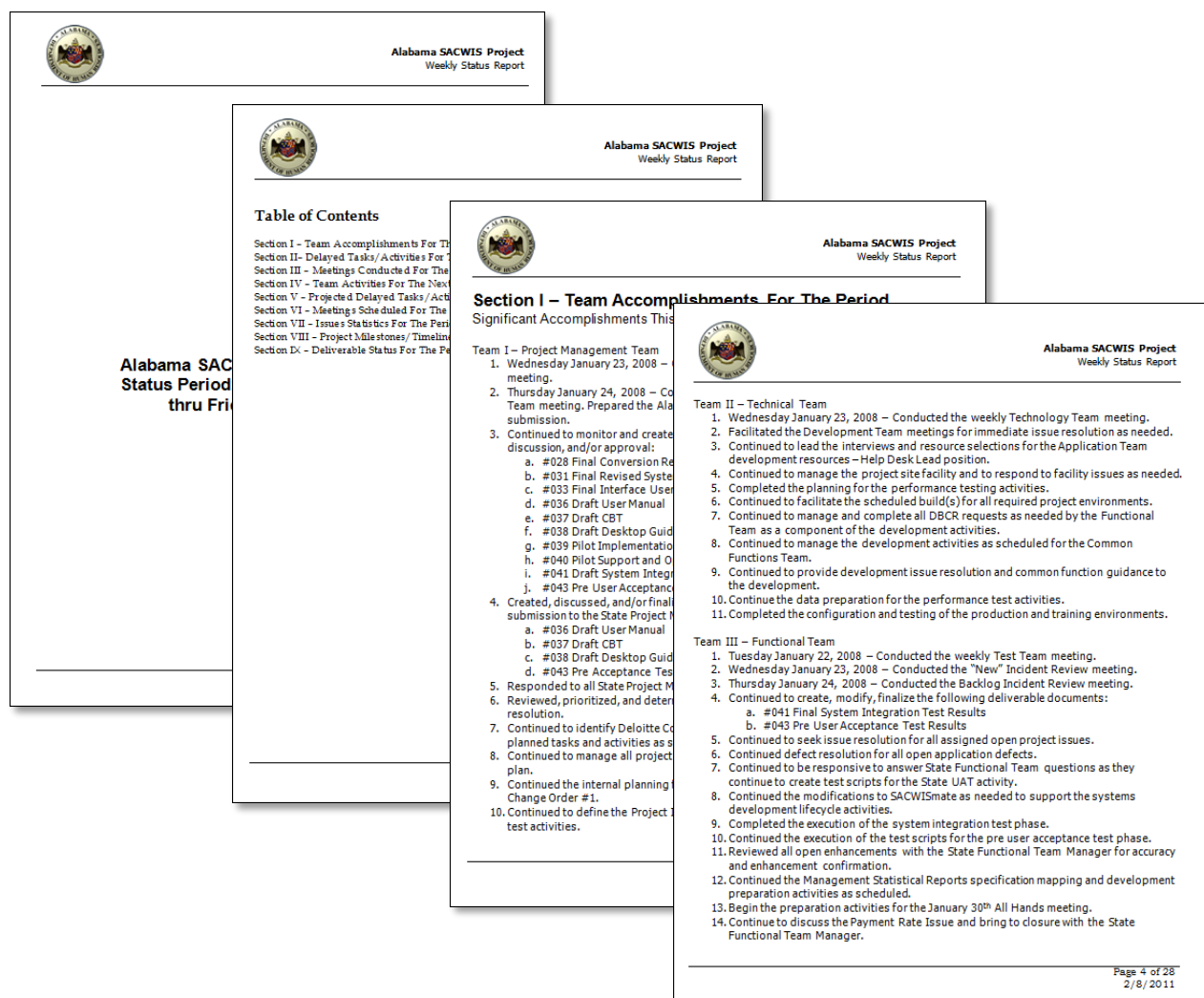

DE_SACWIS-331

Figure 4.5-12. Weekly Status Report Sample.

Monthly Progress Reports

The Deloitte team produces monthly Progress Reports with Project Work Plan Updates, Key Milestones, and Risks/Issues to be provided to the Executive Steering Committee. We work with the DSCYF staff to draft the progress report templates that would be suitable for this purpose. A sample monthly progress report is shown in figure 4.5-12.

DE_SACWIS-307

Figure 4.5-13. Monthly Progress Report Sample.

Contingency Planning

We understand the criticality of the delivery of Delaware FACTS II is to DSCYF not only from a business perspective but also from a schedule perspective. To this effect, the implementation of Delaware FACTS II has to start and finish as per planned schedule. We recognize that any project is at high risk during project initiation and starting on time as one of the biggest challenges in project management and planning. To ensure that the project

activities commence as scheduled, we propose the following activities to be performed to address dependencies that affect project initiation.

Identify an alternate project site

An alternate project site or location is identified which has the same or similar facilities as the project site at 119 Lower Beech Street Wilmington, DE. The alternate project site is accessible to DSCYF staff and the Deloitte staff. Alternate site is available as per scheduled project start date.

Contingency for Staffing

Our staffing approach includes contingency planning that centers on several key tasks, including the establishment of back-up or shadow resources for key roles and in critical areas of other roles; providing cross-module knowledge transfer for critical areas, particularly those with common integration points; and leveraging our deep pool of social services professionals and strong vendor relationships to backfill any needed roles on Delaware FACTS II.

Alternate resources are identified for all key positions to ensure that key resources are on site on Day 1. Every key position is to have a primary and a secondary. The skill sets for the primary and the secondary are the same so that if the primary is not available at project start then the secondary can start on the project without impact to schedule.

Should the FACTS II project experience challenges that cause it to fall behind the agreed upon schedule, if determined to be appropriate, we have the ability to act quickly to on-board additional, experienced resources in various areas of the project to help get the project back on track. Deloitte can support the contingency with the following organizational attributes:

- **Expansive pool of social services practitioners – 2000+ deep,** from which we can draw any additional staff or specific expertise.

- **Strong relationships with our teaming partners** to quickly confirm and on-board new staff, as needed.

- **Contingency planning based on 35 years of successfully delivering** social services development projects.

Deloitte project leadership responsible for delivering Delaware FACTS II is able to leverage our presence as a global consultancy and call upon resources with skill sets similar to proposed team members or on-board those with additional expertise to augment the team. The following graphic describes our organization and illustrates the global capabilities we bring to DSCYF in delivery of FACTS II.

We also approach the resolution to personnel issues in a similar manner. Deloitte is responsible for the staffing and delivery of the FACTS II project, and the Deloitte project management team is empowered in our organizational structure to make necessary staffing decisions. As such, should any personnel issues arise we address and resolve the issues in a manner agreeable with DSCYF.

4.5.3 Associated Deliverables

RFP reference: 6.5.1 Associated Deliverables, Page 42

The following deliverables are required during the Project Initiation Phase, unless otherwise noted.

- Project Management Plan, which should include, at a minimum, the following details.
  - Project Work Plan, developed in Microsoft Word and updated throughout the life of the project (in conjunction with the Project Schedule), will include descriptions of all objectives, activities and tasks, relationships to one another, associated timeframes, resources, etc.
  - Project Schedule, developed in Microsoft Project and updated throughout the life of the project, will include all key deliverables/milestones referenced in the cost sheet and the associated tasks to achieve the milestones. The Bidder is responsible for collecting schedule tasks from the teams that are involved in completing the work.
  - Approach to disaster recovery.
  - Quality management practices and approach to working with a QA vendor. Approach to issues management will include methodology, recommended tool(s), and escalation process.
  - Approach to project communications.
  - Approach to risk assessment, mitigation, and management, including methodology, recommended tool(s), and escalation process.
  - Project staffing plan.
  - Approach to software change control, including methodology, recommended tool(s), version management, and escalation process.
  - Approach to business culture change management, including working with a change management team.
  - Approach to deliverable submission, review, and approval will include a reasonable review cycle for the Department and a reasonable modification cycle for the Bidder, based on the Department's feedback.
  - Data Security Plan will be applicable to all phases of the project.
  - Weekly Status Reports with Project Work Plan Updates for the Delaware FACTS II Project Team will be delivered weekly for the contracted period.
  - Monthly Progress Reports with Project Work Plan Updates, Key Milestones, and Risks/Issues will be provided for the Executive Steering Committee.

The outcome of the Project Initiation and Management phase is the creation and submission for DSCYF approval the following deliverables:

- **Project Management Plan**, which should include, at a minimum, the following details.
  - **Project Work Plan**, developed in Microsoft Word and updated throughout the life of the project (in conjunction with the Project Schedule), includes descriptions of all objectives, activities and tasks, relationships to one another, associated timeframes, resources, etc.
  - **Project Schedule**, developed in Microsoft Project and updated throughout the life of the project, includes all key deliverables/milestones referenced in the cost sheet and

the associated tasks to achieve the milestones. The Bidder is responsible for collecting schedule tasks from the teams that are involved in completing the work. See sample project schedule below.

Figure 4.5-15. Sample Project Schedule.

- **Approach to disaster recovery**.

- **Quality management practices and approach to working with a QA vendor.** Approach to issues management includes methodology, recommended tool(s), and escalation process.

- **Approach to project communications.**

- **Approach to risk assessment**, mitigation, and management, including methodology, recommended tool(s), and escalation process.

- **Project staffing plan.**

- **Approach to software change control**, including methodology, recommended tool(s), version management, and escalation process.

- **Approach to business culture change management**, including working with a change management team.

- **Approach to deliverable submission, review, and approval** includes a reasonable review cycle for the Department and a reasonable modification cycle for the Bidder, based on the Department's feedback.

- **Data Security Plan** inapplicable to all phases of the project.

− **Weekly Status Reports with Project Work Plan Updates** for the Delaware FACTS II Project Team is delivered weekly for the contracted period. See sample weekly status report in Figure 4.5-12.

− **Monthly Progress Reports with Project Work Plan Updates**, Key Milestones, and Risks/Issues will be provided for the Executive Steering Committee. See sample monthly progress report in Figure 4.5-13.