

# Subcontractors

## Appendix A

Below we have supplied information about our subcontractor, Maximus. This information can also be found in proposal *Sections 5.0, Organization and Staffing, and 9.0, Bidder's Qualifications and Credentials.*

As the prime contractor, Deloitte is responsible for the services provided for the Delaware FACTS II Project. We have a long-standing practice of forming strategic subcontracting relationships in order to establish the most effective team to achieve our client's objectives. We integrate our subcontractors into the project team and manage their work effort and performance in the same way we do for Deloitte staff. The subcontractor organization is not accountable for the delivery of any project deliverables. Deloitte is the single point of accountability and quality management. For an effort of the magnitude of Delaware FACTS II, we believe that the team selected has the business and technical experience required for Delaware FACTS II. As we considered partners for Delaware FACTS II, we sought an organization with the following:

- Knowledge of Delaware's current SACWIS legacy system including Delaware IT infrastructure, policies and practices
- In-depth knowledge of FACTS and DSCYF business processes
- Successful record in maintaining and operating health and human service solutions
- Individual team members with years of SACWIS and health and human services experience

We selected MAXIMUS as a partner that could match our commitment to the welfare of children at a state and national level. Together we can offer understanding and direct experience in working with not for profit private child placing agency and child welfare service providers that no other vendor can bring. We formed a partnership that complements our understanding of federal child welfare laws, allowing us to exceed the expectations of the State of Delaware in creating and moving toward your new future child welfare practice. We bring together valuable lessons learned from our prior experiences.

MAXIMUS is a large, public corporation, and the leading pure-play provider in the consulting for and administration of government health and human services programs, including Medicaid, CHIP, Medicare, Employment Services, and Education. Headquartered in Reston, Virginia and with over 6,500 committed employees worldwide, MAXIMUS focuses on building public-private partnerships with municipalities, states, and federal governments to deliver reliable, cost-effective solutions. With revenues having grown from \$100 million in FY1997 to more than \$750 million in FY2009, strong recurring cash flows and no debt, MAXIUMS has the financial strength that represents a high level of stability and, hence, reliability to their clients and employees

For over three decades, MAXIMUS has partnered with state, federal, and local governments to provide critical health and human service programs to a diverse array of communities. Their 6,500 employees are dedicated to providing innovative programs that improve the quality of life around the globe. A leader in government services, they are pioneers in welfare reform.

Mr. Harvey White, MAXIMUS, will serve as the Integrated Case Management Subject Matter Expert. Harvey White has more than 21 years of data processing experience including 11 years of project leadership building complex IT solutions using Waterfall and RAD based methodologies. His expertise includes project management, system design, system development, implementation, and restructuring of complex mainframe and PC-based client/server applications.

Mr. White has performed as a system developer, development team leader, and most recently as the MAXIMUS Project Manager of the Delaware FACTS system development and maintenance for the State of Delaware Department of Services for Children, Youth, and Their Families (DSCYF).

Mr. White's role is to provide critical insight into the DSCYF business processes and the legacy system FACTS. In his role as the Integrated Case Management Subject Matter Expert, he collaboratively works with the Deloitte Functional Team Manager through the SDLC, serves as the Function Test Team Lead, and leads the creation, execution, reporting, and monitoring of the integration and regression test activities.

Deloitte and MAXIMUS have also identified other resources who have FACTS experience who will be on the FACTS II team. Representative resumes of MAXIMUS staff who will be considered are presented in Section 10 – Resumes of Bidder's Proposed Staff – Non Key Sample Resumes. Deloitte acknowledges that DSCYF retains the right to accept or reject all proposed project personnel and to remove staff from the project, as necessary. Further, Deloitte acknowledges that DSCYF reserves the right to request another staffing resource without cause for any reason.

## MAXIMUS' References

### Delaware Family and Child Tracking System

Delaware Family and Child Tracking System (FACTS)			
<b>Delaware FACTS</b>	State of Delaware Department of Services to Children, Youth & their Families	<b>Dates of Project</b>	July 1993 to Present
<b>Project Leader, Contact Information</b>	Eugene Mitchell (302) 892-6404 Eugene.Mitchell@state.de.us	<b>Name of subcontractor (if applicable)</b>	N/A

#### Relevance to Delaware

The Delaware Family and Child Tracking System (FACTS) was designed and implemented as a statewide case management system, intended to support a wide variety of health and human services case management functions for children. FACTS provides support for all DSCYF client-service functions from "outreach to outcome."

MAXIMUS has been the sole contractor for the life cycle of FACTS, from design through implementation, as well as for subsequent enhancements and maintenance and support services. The MAXIMUS team and the DSCYF Project Team members agreed to a management plan, including budgets, staffing, scheduling, and resource usage plans. MAXIMUS used project teams and facilitated workshops to address and support project tasks.

In order to quickly meet management and community expectations for the system within a three-year window of enhanced federal funding, a rapid application development (RAD) process was used on the project. This process makes extensive use of a user team to confirm that requirements are being completely addressed. MAXIMUS was responsible for requirements analysis, design and development. FACTS became one of the first operational SACWIS systems in the US in 1996.

The MAXIMUS approach focused not on automating an existing process, but on automating a "better" process. The BPR aspect focused on process improvement within the Department through modeling, to document and analyze current and alternative workflows, and plan for new technologies to support emerging functions.

Knowledge transfer and mentoring were formal aspects of this project. Client staff responsible for project management, application support and database administration were identified and assigned to work directly with MAXIMUS staff. They assumed responsibility for substantive portions of the project. Finally, MAXIMUS provided "Train-the-trainer" training sessions throughout the life cycle of FACTS. Our training materials included PowerPoint Presentations, handouts of case scenarios, and updated user manuals. To date, MAXIMUS continues to deliver enhancements and provide support as specified by DSCYF.

Required Minimum Experience of this Qualification		
Requirement	Bidder or Subcontractor	Meets Req't
<b>Five (5) years of experience managing the full SDLC.</b> <i>This requirement must be met by the Bidder. Subcontractor experience may supplement but not replace, Bidder experience.</i>	Subcontractor	✓
<b>Three (3) years of experience in Health and Human Services Application Development.</b> <i>This requirement must be met by the Bidder; Subcontractor experience may supplement, but not replace, Bidder experience.</i>	Subcontractor	✓

**Delaware Family and Child Tracking System (FACTS)**

**Three (3) years of experience using the Bidder's proposed development framework.**

*This requirement may be met by either the Bidder or a Subcontractor.*

Subcontractor



**Three (3) years of experience in providing computer-and classroom-based training.**

*This requirement may be met by either the Bidder or a Subcontractor.*

Subcontractor



**Two (2) years of experience in help desk support.**

*This requirement may be met by either the Bidder or a Subcontractor.*

Subcontractor



**Delaware Family and Child Tracking System**

**Delaware Family and Child Tracking System (FACTS)**

<b>Delaware FACTS</b>	State of Delaware Department of Services to Children, Youth & their Families	<b>Dates of Project</b>	July 1993 to Present
<b>Project Leader, Contact Information</b>	Eugene Mitchell (302) 892-6404 Eugene.Mitchell@state.de.us	<b>Name of subcontractor (if applicable)</b>	N/A

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## Delaware Pupil Transportation System (PTS)

Delaware Pupil Transportation System (PTS)			
<b>Delaware PTS</b>	State of Delaware Department of Education	<b>Dates of Project</b>	October 1998 to Present
<b>Project Leader, Contact Information</b>	Ronald Love (302) 735-4280 rlove@doe.k12.de.us	<b>Name of subcontractor (if applicable)</b>	N/A

The Pupil Transportation System (PTS) is an automated tool to assist Delaware School Districts in creating and maintaining annual contracts for the delivery of school bus transportation to their students and families. It has been successfully and continuously in operation since the 1998 -1999 School Year. The application maintains current and past history on over 17,000 Contracts, maintains information on over 250 Providers (Contractors), 21 Local School Districts, and tracks utilization of more than 3,800 buses.

Beginning in 2007 MAXIMUS re-engineered the portion of the application utilized by the District Transportation Supervisors into compliance with DOE Technology standards. The newly created ASP.NET Portal maintains all existing PTS functionality to School District users. MAXIMUS rewrote PTS using a SQL Server 2005 database platform and MS Visual Studio 2005 IDE. Reports are developed using MS Query Analyzer Tools. District personnel access the application directly through this Portal.

The primary PTS Functions are:

- User Maintenance
- Formula and Support Table Maintenance
- Provider Management
- Bus Management
- Contract Management
- Printing
- Reports

## Delaware Family VCNet

VCNet			
<b>VCNet</b>	Delaware Department of Labor	<b>Dates of Project</b>	1998 to 2006
<b>Project Leader, Contact Information</b>	Thomas Smith Director, Employment & Training Delaware Department of Labor (302) 761-8129 thomasm.smith@state.de.us	<b>Name of subcontractor (if applicable)</b>	N/A

Through the efforts of the Delaware Workforce Development Council and the Family Services Cabinet Council, the State of Delaware has established a "No Wrong Door" service delivery philosophy. Central to this approach was the establishment of a one-stop service delivery network which would allow a wide variety of partners to provide first class workforce development services to both employers and the citizens of Delaware through the use of state-of-the-art telecommunications and information systems technology. VCNet resulted in a comprehensive and fully integrated Delaware specific one-stop service delivery network.

## Delaware OMS Department of Accounting

OMS Department of Accounting			
<b>OMS</b>	Department of Finance Division of Accounting	<b>Dates of Project</b>	1996 to 2010
<b>Project Leader, Contact Information</b>	Jackie Keel, Network Administrator Department of Finance Division of Accounting (302) 672-5500 Jackie.Keel@state.de.us	<b>Name of subcontractor (if applicable)</b>	N/A

The State of Delaware's mainframe based financial system, (DFMS), lacked a user-friendly interface and provided only standardized and cumbersome reports. MAXIMUS developed the Operations Management System (OMS) to overcome these deficiencies. OMS provided a user-friendly interface that streamlined data entry and facilitated accounts payables and receivables. Each user Agency maintained a database for individualized reporting. At its height, OMS served over 75% of all State Agencies and nearly 50% of all school districts. Recently supplanted by the State's new ERP, (PeopleSoft Financials), OMS along with FACTS established MAXIMUS as a valued partner for the State of Delaware.