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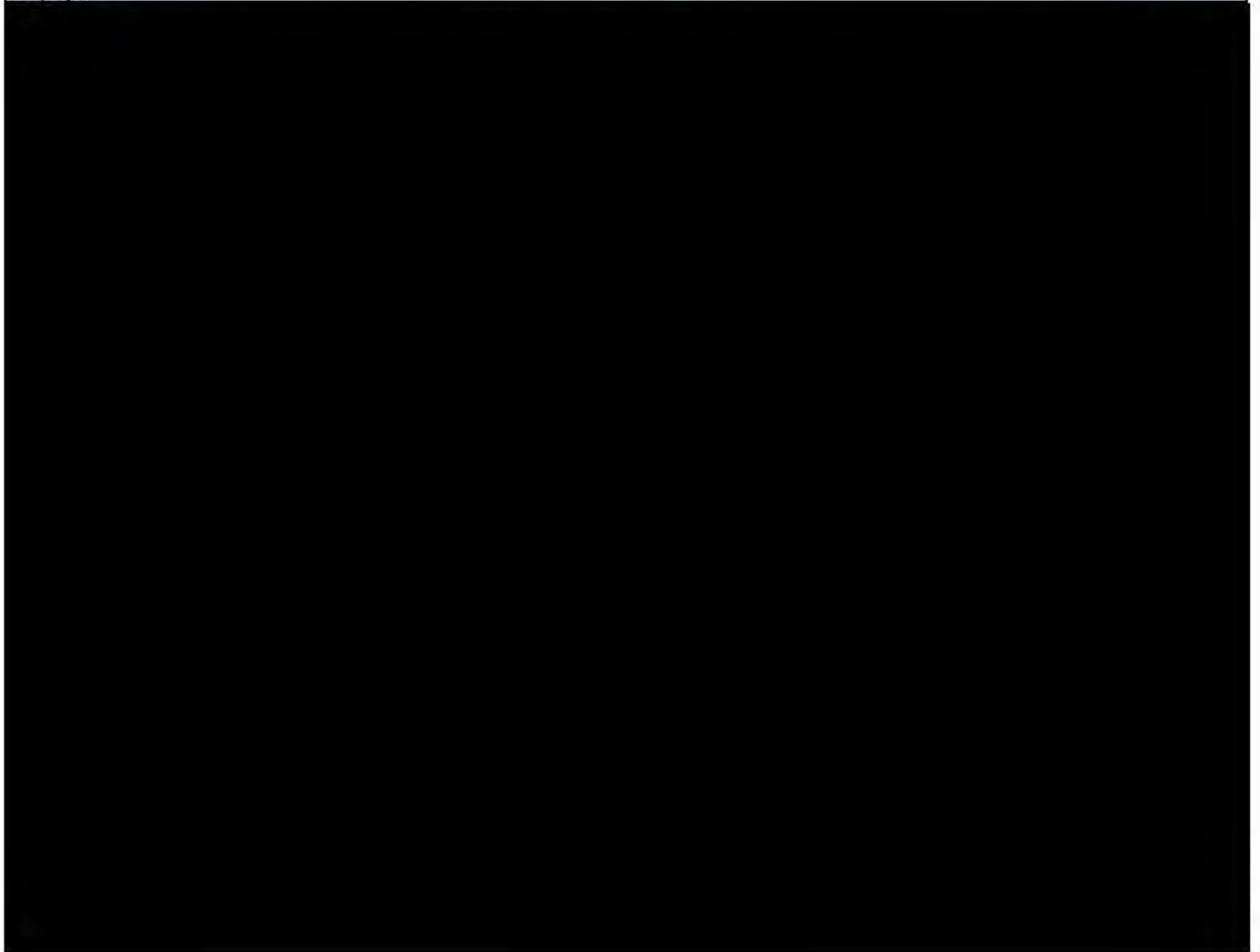
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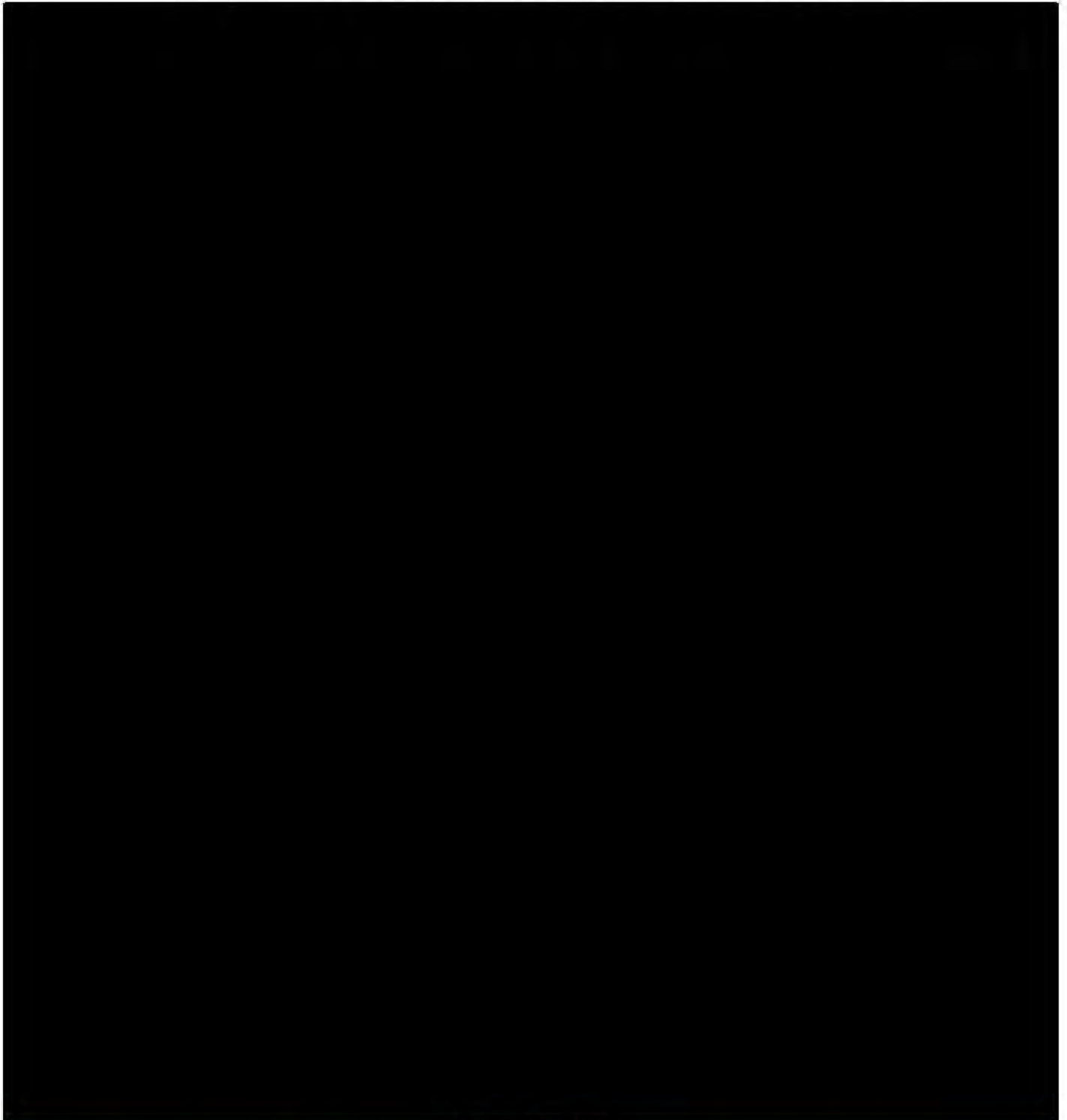
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- the overall estimated cost at initiation and actual cost if complete (estimated if not complete) and if/how the Bidder was able to achieve deliverables within the projects' budget; and
- a description of the Bidder's staffing resources originally projected to be required to complete the project and the staffing resources ultimately deployed if the project is completed or planned to be deployed if the project is not yet completed and how, if any, change requests were approved by the client.

Coordination of Work

Below, Bidders should discuss their project experience in terms of the items below:

- include a list of the other prime contractors that were working simultaneously on the software development in the shared system and if there were multiple vendors on the project, how was the Bidder able to coordinate work with other contractors in a shared environment; and

- how many business units (e.g., finance department, agency policy office) or program areas (e.g., SNAP, HEAP) were involved in the project and how the Bidder was able to coordinate between units and program areas.

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Lot 1 Specific Experience

Bidders must include Lot-specific experience in the narrative below related to **Lot 1**: experience as the prime contractor on an eligibility, enrollment, and/or case management IT project.

Lot 2 Specific Experience

Bidders must include Lot-specific experience in the narrative below related to **Lot 2**: experience as the prime contractor on reports and analytics IT project.

Lot 3 Specific Experience

Bidders must include Lot-specific experience in the narrative below related to **Lot 3**: experience as the prime contractor on a financial management IT project.

Lot 4 Specific Experience

Bidders must include Lot-specific experience in the narrative below related to **Lot 4**: experience as the prime contractor on a public sector fair hearings or appeals IT project.

Scope, Schedule and Budget

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RFP# C000540 IES System Integrator Master Service Agreement

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PART 6: PROJECT STAFFING

ITS expects that Contractors will identify and propose staff with skill sets and experience specific to each Assignment. The names and qualifications of proposed staff members will be submitted and evaluated as part of any Response. Within its response to this RFP, the Bidder, at this part of its Technical Proposal, must address the following, not to exceed twenty (20) pages:

1. The Bidder's overall organizational capacity and skills development processes for ensuring success in general;
2. The Bidder's ability to manage appropriate levels of staffing on a project, including the removal and replacement of specific staff;
3. The Bidder's organizational capacity and skills development processes specifically regarding the job titles listed in Appendix L to fill, and as necessary replace, individuals on projects; and
4. An explanation of the how the Bidder handles knowledge transfer and transition continuously on a long-term project and indicate whether its proposed approach to handle knowledge transfer and/or transition will differ from how it currently handles those factors should the Bidder be awarded a contract resulting from this RFP.

The Bidder will be scored based upon its responses to the above criteria.

Project Staffing (Attachment 16, Part 6)
Section 8

New York State ITS benefits from Deloitte's continuous investment in talent development and retention. As the largest professional services firm in the world, we have 300,000 practitioners worldwide, over 84,000 in the United States, and over 14,000 dedicated to serving Health and Human Services (HHS) agencies. Attracting the best and most diverse practitioners in the market is our priority. Our size, structure, health and human service capabilities, and talent development model mean we can provide system integration services on an on-demand basis in support of the Integrated Eligibility System (IES) program.

Through 50 years of HHS systems integration services delivery experience across 47 states, including New York State, we have built an HHS practice capable of delivering talent with the right SI services skill sets across the four Lots and the right IE experience to help New York State ITS successfully deliver each of its four planned Lots. We have tailored our operating model to nationally source and locally deploy resources with the needed technical expertise to support HHS agencies as they modernize their systems. Our organizational capacity and large presence in New York State mean we co-locate with you where you need us five days a week to forge shoulder-to-shoulder, long-term working relationships between Deloitte and New York State ITS, OTDA, OCFS, and DOH staff. We have the organizational capacity and skills development processes, the ability to manage staffing, and the ability to manage knowledge transfer and transition that New York State can rely on to deliver across the four Lots for the entirety of the project plan.

SECTION HIGHLIGHTS

New York State benefits from Deloitte's investment in its people:

- As the largest services provider firm in the world, Deloitte has the organizational capacity to deliver the right staff, at the right time, for the right length of time.
- Our forward-thinking, people-focused organizational structure and enabling technologies allow us to proactively manage staffing levels across the eight IES job titles.
- Deloitte's goal is to consistently deliver the #1 talent experience for our people. We invest in skills development and empower our practitioners to learn, grow, and develop—you get the best, at their best.
- Deloitte invests in long-term client partnerships. As such, we have developed knowledge transfer and transition into a core competency.

We have structured our response to address each of the requirements in Attachment 16, Part 6. *Section 8.*1 describes our overall organizational capacity and skills development processes to verify success in general, while *Section 8.2* expands on Deloitte's ability to manage appropriate levels of staffing on a project, including the removal and replacement of specific staff. *Section 8.3* describes our organizational capacity and skills development processes specifically regarding the job titles listed in Appendix L to fill and—if necessary—replace individuals on projects. Finally, *Section 8.4* describes our approach to conducting knowledge transfer and transition continuously on a long-term project. The following table provides an overview of our capabilities and their benefits to New York State.

Features	How our Approach Benefits New York State

Figure 8-1. Features and Benefits of Deloitte's Project Staffing Approach.

8.1 OUR ORGANIZATIONAL CAPACITY AND SKILLS DEVELOPMENT PROCESSES

Attachment 16 – Part 6: Project Staffing

1. The Bidder's overall organizational capacity and skills development processes for ensuring success in general;

[black redacted box]

OUR UNDERSTANDING

With multiple legacy systems, 58 Social Services Districts (SSDs), multiple vendors, and multiple Lots over a projected six-year delivery schedule, Deloitte delivers access to the necessary talent with diverse skill sets and the right HHS experience that can be deployed rapidly, productively, and locally.

MEETING YOUR REQUIREMENTS

[black redacted box]. We exceed New York State's ITS requirements by delivering market leading **Organizational Capacity and Experience** and by providing the #1 talent experience and **Skills Development Process.**

OUR ORGANIZATIONAL CAPACITY AND EXPERIENCE

With 300,000 practitioners and offices in 150 countries we are the largest services provider firm in the world. We have more than 84,000 professionals in the Deloitte US Firms located in over 100 US offices. Our firm differentiates itself by offering multiple integrated services designed to help transform the complete enterprise, including mobile solutions, applications management, and systems integration.

The breadth of our capabilities is combined with more than 50 years of public sector consulting and delivery experience. Deloitte's GPS practice is dedicated to serving government-related entities, including state government agencies; federal, civilian, and defense agencies; cities, counties, and states; colleges, universities, and school districts; mass transit authorities, ports, airports, and cultural complexes. We serve as a trusted advisor to many of the largest state government agencies in the United States and we have served 47 of the 50 states. The result of our dedicated public sector experience is a group of professionals who can apply industry-leading practices in technology projects for government agencies.

Figure 8-2. Deloitte's Government & Public Services (GPS) Practice.
Deloitte's GPS practice—our people, ideas, technology, and outcomes—are designed for impact.

HUMAN SERVICES TRANSFORMATION PRACTICE

Deloitte has more than 50 years of experience in the HHS industry, including more than 40 years of implementing and maintaining statewide eligibility determination systems for SNAP, TANF, HEAP and other HHS programs including MA and CHIP. We have implemented robust, flexible solutions that are easily expandable to include new program offerings or can be modified to adapt to new legislation, such as the Affordable Care Act. In addition to having implemented IE systems in more than 30 states, we have recently been at the forefront of implementing, maintaining, and operating new solutions, modernizing legacy systems, meeting Affordable Care Act (ACA) mandated deadlines, conducting MARS-E and IRS compliance auditing, and helping HHS agencies find a path forward to achieving strategic objectives.

Our over 10,000 HHS dedicated practitioners provide market-leading SI services to HHS state agencies of similar size and complexity to New York State. Our national HHS experience, thousands of skilled technologists, HHS experts knowledgeable in state government solutions, and the breadth of our program experiences are the foundation of our ability to deliver for New York State. This experience provides us with a deep knowledge of the core skills and abilities needed to design, develop, implement, and maintain an integrated eligibility solution in a manner that optimizes quality, cost, and efficiency. We offer our proven experiences and lessons learned, a steadfast solution, the most experienced and qualified staff, and a market commitment to facilitate a successful working relationship and project outcome for New York State.

Deloitte brings a track record of incrementally moving eligibility and case management systems to modern platforms. We have assisted states moving from mainframe, COBOL human service systems to modern J2E, Dynamics, .NET, and PaaS platforms. This real-world experience allows us to serve as a trusted advisor on your options and consider the impacts across the spectrum of people, process, and technology. We are proud of the work we have accomplished together with our clients to design, develop, implement, maintain, enhance, and support system operations.

We have the organizational capacity and experience to deploy the mix of talent needed to deliver each of your four Lots. Your Tier II Assignments will be staffed by people with the skills and competencies to serve New York State successfully from Day One.

OUR COMMITMENT TO NEW YORK STATE: LOCAL ON-DEMAND CAPACITY

Deloitte may be global, but our home is New York State. Our headquarters is in NYC and we have five other office locations across New York State, including our Albany office. We have over 5,600 practitioners who call New York State home and are committed to the State's success ███████████

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███████████. Our statewide presence and existing office locations means we will be able to deliver project teams in both Albany and NYC helping to align stakeholders, streamline communications, and share information more effectively.

WE ARE STRUCTURED TO DELIVER FLEXIBILITY TO NEW YORK STATE ITS

Solving complex problems is our passion. Our structure allows our business to work better to flexibly deliver on-demand talent to our clients. Our multidisciplinary portfolio and multiple resource pools empower Deloitte professionals to deliver deep business capability and industry insights across a broad spectrum of services. We draw our resources from:

Deloitte has more than **135 years of experience** providing professional services to the public and private sectors **in the State of New York**

Deloitte is committed to helping New York strengthen its economy by creating hundreds of local jobs supporting our 6 office in New York State.

Deloitte is committed to being available locally to support our clients from 2 major offices at **111 Washington Ave** in **Albany** and **30 Rockefeller Plaza** in **New York City**

Figure 8-4. Deloitte's Commitment.
Deloitte is committed to the State of New York.

Resource Pool	Responsibilities
Deloitte Consulting Employees	Within Deloitte, suitable candidates are identified who are proficient in the technical and functional aspects of health and human services systems and who have worked on integrated eligibility implementations. With Deloitte's significant prior experience on HHS and IE projects, we have access to a pool of over 10,000+ skilled resources and can deliver the right skills for this project. Our employees are empowered to follow multiple career models which include working locally, traveling to client sites, relocating, or working remotely. This career model flexibility allows us to assemble the right blend of resources to deliver the right skill sets for the right duration, maximizing productivity and providing value.
Deloitte Centers of Excellence and Specialists	██ ██ ████████████████████ • **Custom Development.** The Custom Development COE focuses on bringing together the leading-edge practitioners focused on .Net, Java, Rules, Agile, and Forms to continue to enhance and deploy their expertise across multiple clients, industries, and use cases. • **Testing.** The Testing COE was created to bring together best practices with respect to testing processes, testing tools, and accelerators that help QA practitioners excel in delivery and testing career. Seventy-five percent of our quality assurance staff are International Software Testing Qualifications Board (ISTQB) certified, helping us to reduce invalid defects by 25 percent and drive a 95 percent test case first-pass rate in User Acceptance Testing. • **Analytics.** Analytics combines our expertise on big data, Extract, Transform, Load (ETL) and robotics and process automation to create an organization and practitioners capable of creating actionable information and solutions delivered anytime and anywhere using multiple toolsets and flowing through any number of sleek, yet simple devices or platforms. • **Human Capital.** ████████████████████████████ ██ ██ ██ ██ ██ ██ ██ ████████████████████████████████████ ██ ████████████████
Deloitte Contingent Workforce Services (CWS)	Deloitte's Contingent Workforce Services (CWS) group has more than 10,000 skilled resources staffed on over 1,300 client service projects. The CWS team has access to many resources within HHS industry and within New York State that have the experience, required technical expertise and ability to support New York State in meeting its MWBE requirements.

Figure 8-5. Deloitte Resources.

Deloitte brings the required breadth of experience and ability to flexibly deliver the talent that New York State needs to address the technology, business process, operational, and organizational change management challenges in each of the four Lots. The depth of our HHS talent and our flexibility in sourcing talent from our various resource pools will help us assimilate seamlessly into a multi-vendor environment.

OUR NEW YORK MINORITY, WOMAN, AND SERVICE DISABLED-OWNED BUSINESS ENTERPRISE INTEGRATION

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████████████████ Through this centralized sourcing, staffing, and payment process, Deloitte has been able to address our clients' requirements of engaging disadvantaged business groups while continuing leading customer service. Meanwhile, the procurement services provided by CWS also help Deloitte reduce legal risk in engagements, thus lowering project risks for our clients as well. CWS has nurtured partnerships and established contracts with multiple New York certified Minority Business Enterprise [MBE], Woman-owned Business Enterprise [WBE], and Service-Disabled Veteran-Owned Businesses (SDVOB) based in NYS which bid on contractor resource requests for information technology skills (e.g., Java/.NET/COBOL developers, quality assurance testers, trainers).

We believe in developing and mentoring small and diverse businesses. We've brought five relationships detailed in attachment 17 that will support NYS in meeting its MWBE and SDVOB goals. Our careful selection process and long-term strategic relationships mean we trust our suppliers to deliver high-quality resources and services to New York State.

Our PMO team manages subcontractor task execution and performance using the same management, quality, and risk processes we use with our own Deloitte resources. This approach benefits New York State through consistent and repeatable processes that reduce cost and schedule risk while promoting higher quality. We train our team members on our methodologies, processes, and procedures fostering project quality through up-front collaboration and planning, performance incentives, and joint support and execution. We integrate our subcontractors into a "badgeless" organization to deliver as one unified team.

OUR SKILLS DEVELOPMENT PROCESS

Deloitte provides robust learning opportunities that span thousands of topics and competencies delivered through in-person, virtual, and self-study channels that allow our practitioners to enhance and develop their skills. This allows us to attract and train top talent, so we can provide clients like New York State ITS the right people to deliver complex projects like IES with higher quality and lower risk. Attracting and retaining the most qualified and diverse professionals is our top business priority. Deloitte retains employees by combining compensation, benefits, career development, flexible work arrangements, employee recognition, community involvement, and skills development opportunities to form an integrated professional culture. New York State ITS benefits from our focus in this area because our low turnover and continuity of staff will contribute to higher-quality deliverables, reduced risk, and consistency and confidence in the staff deployed to the project.

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Training Program	How Our Continual Investment in Skills Development Helps New York State
New Hire Training	• Initial training for Deloitte professionals includes participating in the New Hire Orientation; Deloitte History; Delivering the Deloitte Client Experience; Getting Started; Benefits, Tools and Technology; Career Development; Independence, Ethics, and Compliance; Learning; Communications; Office Services; and Internal Programs.
Skills Development	• Beyond our new hire training, Deloitte requires each professional to develop an annual competency development plan and encourages practitioners to complete at least 40 hours of training yearly. To support them in meeting these goals, the firm gives employees access to more than 17,000 classroom and online training courses in a wide variety of subject areas, including: – **Consulting Management and Leadership.** Training in service excellence, sales and marketing, management and leadership effectiveness, and personal development. – **Service Areas.** Training in enterprise applications, technology integration, strategy and operations, and human capital; training relevant to industries including HHS and healthcare. – **Certifications.** Agile; Information Technology Infrastructure Library (ITIL); Amazon Web Services (AWS); Salesforce; Oracle; SAP; Enterprise Lean/Six Sigma (LSS) learning and certification; Project Management Institute Project Management Professional certification; Certified Government Financial Manager credentials; Human Resource Certification Institute credentials; Harvard Business School Management and Leadership Certificate programs; enterprise resource planning credentials
Graduate School Assistance Program (GSAP)	• GSAP is a Deloitte Consulting program that provides financial support to practitioners pursuing a full-time graduate degree. It is a selective program for top-performing individuals who meet the eligibility requirements and receive the appropriate support and approvals. • GSAP enables Deloitte to continue investing in the long-term future of its top talent. We partner with the world's best business schools to send our top talent for continued education and our client benefit in turn from fresh perspectives.

Figure 8-6. Deloitte's Training Programs.

Skills development is not limited to the classroom. To promote a culture of learning and development, we continue to develop, deploy, and connect with our people in meaningful ways, such as providing hands-on learning in the workplace in an apprenticeship culture and exposing our professionals to new challenges. We offer our people guidance and opportunities to network inside and outside the organization to help us improve performance and infuse new ideas. Finally, we foster a culture of open dialogue, candor, and feedback. Deloitte's approach to performance management is grounded in frequent, meaningful conversations to fuel the development of our people and teams. These conversations, when coupled with real-time, reliable data and insights enable us to understand and recognize performance throughout the year.

Figure 8-7. Components of Deloitte's Performance Management System.
Deloitte has reinvented performance management to fuel the development of our people and teams.

We are seeing first-hand how more frequent conversations improve the performance and engagement of our people (and teams) which means continued delivery excellence for New York State.

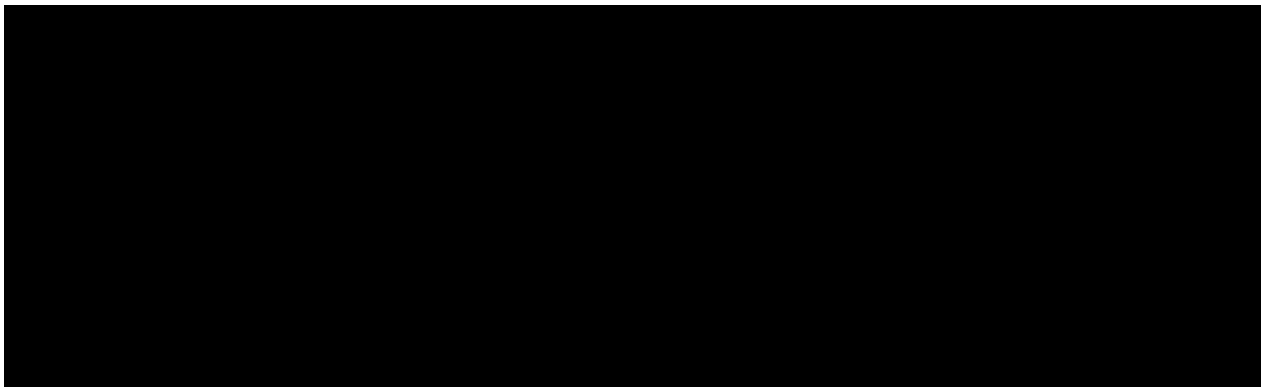## 8.2 OUR ABILITY TO MANAGE APPROPRIATE STAFFING LEVELS

Attachment 16 – Part 6: Project Staffing

2. The Bidder's ability to manage appropriate levels of staffing on a project, including the removal and replacement of specific staff;

Deloitte has the size, scale, and qualifications to deliver the mix of staff needed to help NY ITS implement systems defined in its four Lots. We utilize a firmwide staffing availability and profile system that allows us to quickly search and find staff with different skills sets and experience, and track when they are becoming available. This is coupled with full-time resource managers assigned to New York State that actively work with our project managers to find the right practitioners to deliver for our clients. The result is that we anticipate needs and appropriately manage staffing levels over the course of delivery.

OUR UNDERSTANDING

Four Lots, four agencies, 58 SSDs, one very big city, and a six-year roadmap present a challenge unique to New York State. Deloitte has successfully navigated 33 IE deployments and statewide technology rollouts nationwide. We understand the importance of identifying the right team and actively managing staffing levels to maximize productivity. Deloitte has designed and developed unique staffing solutions for IE deployments with multiple states with similar size and complexity to that of NYS. For example,

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██████████████████████████████████ Looking across each of our HHS clients you find the same story, a trusted partner who has managed talent over multiple years to deliver multiple DDI projects while anticipating and responding to staffing needs.

MEETING YOUR REQUIREMENTS

Our six offices in New York State, including our global headquarters in New York City, our 5,600 practitioners who live in New York State, and our 10,000+ HHS practitioners nationwide allow us to deliver the right staff and proactively manage staffing levels. Our structure includes multiple resource pools and sourcing options, which allows us to bring a balanced team capable of delivering the system integration services in the right capacity throughout the project life cycle. Our relationships with teaming partners in New York State through CWS and our ability to integrate them seamlessly into our vendor management process means we will support MWBE goals. Further we use our IES and project estimation experience, staffing identification and tracking processes, project controls, and staff replacement procedures to effectively manage appropriate levels of staffing over the duration of a SDLC.

EXPERIENCED, REALISTIC PROJECT ESTIMATION

Deloitte has developed a parametric estimation for project estimation that mitigates issues that often arise from more traditional methods, like analogous estimation and bottoms-up estimation. Our approach is a balance between these traditional methods, using a parametric approach to provide more accurate and useful estimations of project costs and expected budget. Parametric estimation uses a statistical relationship between historical data and other variables to estimate project parameters; when combined with a supporting tool, it produces more accurate estimates for effort, deliverables, and resources for a project.

Deloitte has honed estimation from an art to a science by creating standard models and tools that practitioners can use to create an estimate and infusing them with experience from 32 IES projects. PE&PS drives consistent estimation of effort, costs, and resources for the delivery of our technology transformation projects, with the goal of increasing quality of our services. Deloitte's method also facilitates easy adoption by teams through a standard that is communicated and promoted through awareness sessions, workshops, and videos throughout the organization. Our estimation standard requires pursuit and project teams to use the model and tool, align project effort, and to re-estimate when significant changes are made to scope, assumptions, or schedule. More accurate estimation translates to better value and a smoother delivery for New York State ITS.

STAFFING IDENTIFICATION AND TRACKING PROCESS

Deloitte's high standards attract and retain outstanding practitioners. Due to the breadth of our services and global reach, we have the recruiting processes and brand reputation in place to attract the top

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students graduating from undergraduate and graduate programs. With a continual influx of new talent and development of existing staff, Deloitte has created the processes and accelerators that allow us to match practitioner skill set and passion to New York State's needs. Our staffing identification and tracking processes and our parametric estimation approach allow us to anticipate market needs, tailor our recruiting efforts and balance our practitioner availability to verify we have the capacity to staff long-term engagements and the flexibility to adjust volume with client needs.

Application	How Our Staffing Identification and Tracking Processes Benefit New York State

Figure 8-8. Deloitte Staff Identification and Tracking Platforms.

To meet the demands of the project and provide the flexibility needed for success, Deloitte selects and delivers staff from the proper resource pools with the right mixture of skill set and locality to meet the needs of any or all of New York State ITS's four Lots. Our Deloitte One-Team philosophy of collaboration between Deloitte employees, partners, vendors, and the client creates a highly integrated team focused on the same goals. We believe our approach to staffing provides a unique ability to manage staffing levels on long-term engagements. Deloitte's approach to staffing the New York State project is designed to provide a project team that fits New York State's diverse needs. The staffing approach for building this team must provide access to the right people to execute the right function at the right time. Our team brings deep national experience, proven project management methodologies, successful experience implementing health and human services projects of similar size, scale, and complexity to NYS, and a pragmatic, collegial approach to meeting your requirements.

PROJECT CONTROLS AND STAFF REMOVAL AND REPLACEMENT

An integrated, cohesive, and skilled team is a critical success factor at every phase of the project. This requires the comprehensive initial staffing approach described above, as well as organizational structures

that manage the performance of practitioners for the duration of the project. Deloitte has a successful track record of retaining our employees and, when the need arises, replacing key and critical personnel with individuals who meet or exceed the required qualifications. Should a requirement to change key or critical personnel arise, the Deloitte Project Manager and, if needed, the Engagement Executive will work closely with New York State to determine an appropriate changeover period between personnel to promote a smooth transition and to maintain project continuity.

We have recruiting managers dedicated to meeting the recruiting and replacement needs of our large projects, working closely with Deloitte leadership to forecast needs and maintaining a rolling resource pool of qualified professionals who can be shifted rapidly into critical roles as needed. This approach facilitates a very low-risk onboarding process and helps our team replace staff with an individual of equal or better skills and effect seamless, low-risk transitions for both the Agency and the Deloitte Team.

8.3 OUR SKILLS DEVELOPMENT PROCESS FOR IES JOB TITLES

Attachment 16 – Part 6: Project Staffing

3. The Bidder's organizational capacity and skills development processes specifically regarding the job titles listed in Appendix L to fill, and as necessary replace, individuals on projects; and

Deloitte provides robust learning opportunities that span thousands of topics and competencies delivered through in-person, virtual, and self-study channels that allow our practitioners to enhance and develop their skills. This allows us to not only retain staff, but also attract top talent, so we can provide clients like New York State ITS the right people to deliver complex projects like IES with higher quality and lower risk than our competitors.

OUR UNDERSTANDING

The battle for the most qualified personnel, particularly among eight IES job titles, is fierce. Attracting, hiring, and retaining talent in a global economy is a challenge. That challenge is magnified by the fact that the technological skill sets required change every year. ████████████████████████████
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MEETING YOUR REQUIREMENTS

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████████████████████████████████ The breadth, scale, and continuity of our practice has enabled us to develop the talent pipeline and skills development process specific to the eight job titles referenced in Appendix L – Job Titles/Positions. As a firm, Deloitte invests more than $100 million each year in training our staff. As an HHS transformation practice, we have developed additional curricula specifically designed to educate on the service delivery models and challenges facing our HHS clients. The following table outlines some our skills development opportunities.

Training Program	Description
Health and Human Services	Purpose-built HHS curricula delivered in-person and through virtual channels to continue developing and deepening our practitioner's expertise in service delivery • Organizational redesign for integrated delivery systems • Trends and implications of the current state of the Healthcare industry

Training Program	Description
	- Claims processing - HHS Overview - Integrated Eligibility Solution Overview - Provider Departmental Productivity Approach - Third-party Reimbursement Overview - Healthcare revenue cycle solution set training - Non-labor Cost Reduction Strategies - Provider Performance Improvement Approach - Health Insurance Portability and Accountability Act (HIPAA) training - Integrated Eligibility Bootcamp
Initial Onboarding	- Personnel deployed to the project will attend required onboarding training and receive a handbook before deployment. The agenda of the training and content of the handbook include topics such as: - Overview of the contract and MSA - Summary of the Program Management Plan and its effect on project operations and management - Key elements of our management information system - Integrated eligibility and [other trainings], where applicable

Figure 8-9. Deloitte's Training Programs.

OUR IES PRACTITIONER SKILLS DEVELOPMENT PROCESS

While Deloitte places a strong emphasis on project onboarding and project experience, we give equal weight to the formal training that arms our practitioners with the fundamentals and tools to maximize the benefit of their project experience. To affirm the importance of taking time to focus on the professional development of our talent, our staff are encouraged to complete 40 hours of learning credit each performance calendar year above and beyond any project work assignments.

We understand that project demands may sometimes limit the ability of staff to attend offsite training. We provide supplemental learning opportunities with onsite project-oriented training that spans project specific topics to industry and technology trends suited to the present and future project initiatives. With a published core curriculum and extracurricular content ranging from interactive online presentations to classroom opportunities, there is a wide catalog of learning aligned by level, competency, and service line to help practitioners gain the skills, knowledge, and confidence to achieve their clients' goals. These learning opportunities are available through several different modalities including Project Training, Deloitte University, Deloitte Internal Boot Camps, and Deloitte Digital Learning.

HEALTH AND HUMAN SERVICES TRAINING

Project training starts with onboarding staff to the project logistics, overall project objectives, processes, and role. Within our HHS transformation practice, Deloitte practitioners are required to take specific HHS and integrated eligibility trainings, both in person and online. We encourage our practitioners to become HHS Certified. This certification means they have completed our HHS and state government focused curriculum that emphasizes delivering business solutions, enabled by technology.

This curriculum is intended to provide our state government HHS clients with the most qualified consulting support possible through establishing extensive knowledge of the industry and the key drivers within it.

DELOITTE UNIVERSITY

A significant portion of our HHS and practitioner development training takes place at Deloitte University (DU), our learning and leadership development center in Westlake, Texas. DU is a major commitment to develop the leadership, technical, and business skills of our people so that they can solve our clients' most complex business challenges. With a vision to grow world leaders, DU's objectives are to:

- Help attract and retain top talent
- Serve as a catalyst for our transformational learning and leadership development, which emphasizes technical, industry, professional, and leadership skills through simulations and interactive learning
- Provide an environment where our people can come together, meet with colleagues face-to-face, and share values that foster a strong culture
- Commit to establishing a facility that is "uniquely Deloitte," speaks to our brand promise, and builds on our legacy for years to come.

DELOITTE DIGITAL LEARNING

Digital learning allows Deloitte staff to access internal learning and training materials as well as external resources around the clock. This flexibility makes knowledge and skill acquisition just a click away in convenient, easy to use formats. Below are a few examples of the types of digital learning delivery methods available to our staff:

- **LinkedIn Learning.** An online resource offering in-depth video courses paired with keyword-searchable transcripts, articles, practice files, tutorials, and instructional playlists. Deloitte's investment in LinkedIn Learning is part of our continued effort to empower our people to build broad core consulting and technical skills to make the greatest impact on our people and our clients.
- **Harvard Business Publishing.** Experts from Harvard Business School and recognized business leaders provide insights and expertise on leadership development learning solutions.
- **Deloitte Internal Public Sector Training.** The Deloitte Center for Government Insights produces groundbreaking research to help government consultants solve their clients' most complex problems. Through forums and immersive workshops, we engage with public officials on a journey of positive transformation, crystallizing insights to help them understand trends, overcome constraints, and expand the limits of what is possible
- **Knowledge Exchange Research Tools.** Deloitte practitioners are provided access to the some of the most powerful research tools and database available including Factiva, Wall Street Journal, D&B Hoovers, EIU, EMIS Emerging Markets, Gartner, Forrester, Thomson ONE, and more.
- **Bersin by Deloitte.** Deloitte practitioners can access significant research capability from Bersin by Deloitte, which focuses on aspects of human resources, including learning and development and leadership development. Their extensive research includes learning solution benchmarks that address mission-critical challenges, and training and development program shortfalls.

ALIGNMENT TO APPENDIX L JOB TITLES/POSITIONS

Position Title	Deloitte Skills Development
Business Analyst	Through the Business Analyst Development Program (BADP), Consultant Development Program, initial onboarding trainings, and DU, Business Analysts are well prepared to communicate with stakeholders at any level and document their needs. Our BAs attend our HHS trainings and are provided access to a broad array of trainings across many domains such as business process reengineering, enterprise and business architecture, facilitation, and process mapping
Developer	Our Technology Development Consulting Program is a multi-year program designed to build core consulting and leadership skills that Consultants need to expand their capabilities as business and technology practitioners. The development program addresses seven focus areas and includes tools and resources that Consultants will find most critical to their individual and team success.
Architect	Solution architect is a specialization within our Technology Development Consulting Program. Our learning and development program offer hundreds of architecture courses with the majority specific to a practitioner's technical stack. ███████████ ███████████████████████ Deloitte's large project teams often sponsor technology specific trainings as a means of expanding the resource pool.
Project Manager	Deloitte focuses on the leadership development of project managers through Deloitte's Manager Development Program. Multiple in-person trainings are held to prepare managers in managing engagement, staff, and project operations. In addition, we offer a PMP Certification Prep Program, an intensive onsite program to prepare practitioners in taking the PMP certification exam.
Trainer	Deloitte offers onboarding and development programs specifically designed for Human Capital practitioners that focus on organizational transformation areas such as communication, training, and learning. These programs include Human Capital Discover Analyst Program, Human Capital Launch Consultant Milestone Program, and New Hire Readiness Program.

Position Title	Deloitte Skills Development
Tester	Experienced Deloitte professionals can meet New York State requirements for the tester position having gained eligibility and program experience from previous projects. Additionally, testers will have experienced testing system functionality, are able to proficiently identity defects, and can translate their findings into test plans.
Security Analyst	These in-person bootcamps are geared toward cyber security, and include Cyber Risk: Application Bootcamp, Cyber Risk: Data Bootcamp, and Cyber Risk: Infrastructure Bootcamp. They confirm that practitioners gain relevant knowledge around cyber security, risks, and applications. In addition, Deloitte sponsors practitioners through major industry recognized certifications helping to verify a well-qualified and robust resource pool.
Specialist	Deloitte offers analytics and data management trainings and certification programs through Analytics University, Examples include Google Cloud, AWS, and Robotics Process Automation certifications and courses that introduce program languages, data visualization tools, and business application platforms.

Figure 8-10. Skills Development by Position.

8.4 OUR KNOWLEDGE TRANSFER AND TRANSITION APPROACH

Attachment 16 – Part 6: Project Staffing

4. An explanation of the how the Bidder handles knowledge transfer and transition con inuously on a long-term project and indicate whether its proposed approach to handle knowledge transfer and/or transition will differ from how it currently handles those factors should the Bidder be awarded a contract resulting from this RFP.

Developing and nurturing lasting relationships is fundamental to what makes Deloitte successful for our clients and people. We bring an extensive record of long-term partnership with HHS agencies having supported them through long-term technology DDI projects. New York benefits from our knowledge transfer and transition competency that enables us to deliver quality systems that meet our clients' needs as technology and business practice change.

OUR UNDERSTANDING

Designing, developing, and implementing New York State IES will be a multi-year project. As with any long-term engagement, recognizing, planning for, and mitigating turnover is critical to maintaining positive momentum and maximizing effectiveness.

MEETING YOUR REQUIREMENTS

Decades of experience investing in long-term relationships has produced leading-edge knowledge transfer and transition competencies We are committed to establishing and following the project management and knowledge transfer protocol to help verify that staff are provided the necessary knowledge and skills. The table below includes a sample of Deloitte's commitment to its HHS clients.

Deloitte Engagement

Deloitte Engagement

Figure 8-11. States Served.

CONTINUOUS KNOWLEDGE TRANSFER

Over the course of a multi-year SDLC, circumstances, decisions, and personnel change. We view knowledge transfer as occurring when:

- **New staff join the project.** Deloitte takes pride in our ability to successfully transfer knowledge between practitioners within our firm. Through experience we have found that job shadowing or pairing a new Deloitte staff member with a Deloitte staff member currently working on the project is essential to facilitate collaboration, maximize productivity, and promote knowledge sharing and knowledge transfer. Deloitte encourages a two-week onboarding time period that subsequently leads to a new Deloitte practitioner becoming quickly involved with the project.
- **New eligibility system policies or procedures are implemented.** Deloitte's experience conducting knowledge transfer on large eligibility determination projects has enabled us to be proactive when new polices or procedures are implemented. Our Center for Government Insights actively track and analyze proposed federal rule changes impacting the HHS communities and helps prepare clients and projects for their implementation. We are prepared to leverage materials and processes, providing the most up to date content to our staff.
- **Changes to eligibility system policies or procedures are implemented.** Many forces beyond just federal rule changes impact state-level policies and procedures. We understand the influences that the state legislatures, court systems, advocacy groups can have and focus on educating staff quickly and effectively when changes to policies or procedures are implemented to minimize disruptions. We are prepared to update and deliver internal knowledge transfer if this occurs during the duration of the project.

To verify that we as a team internalize changes and maintain forward momentum, we have built our processes on comprehensive documentation and process catalogs that retain and manage through an online repository. Deloitte's methodology for project documentation leverages various tools, including our SharePoint-based Project Management Center of Excellence (PMCoE) platform and teams, to enable effective management of documents and includes features to hold multiple versions and track changes. Our platforms enable us to produce an audit trail for changes to the document and are customized to manage approvals for the documents.

New York State ITS gains our understanding of the importance of maintaining a central repository of project documents, materials, and training resources for reference and use. These items are easily accessible by staff and regularly maintained. Examples of possible resources include, but are not limited to:

- Training materials and PowerPoint presentations developed for and used on the project at-hand
- Documents outlining project procedures
- Documents used during mentoring (e.g., checklists, spreadsheets)
- Webinar recordings of formal knowledge transfer sessions
- Additional self-study materials (e.g., online training resources, manuals, and links to online forums)

We continuously maintain our knowledge repository in conjunction with our clients and, should staff change, have a recruiting manager and CWS practice dedicated to meeting the recruiting and replacement needs of the HHS practice and its portfolio of projects. The recruiting manager works closely with our project leads to forecast the possible needs for IES professionals and to maintain a rolling resource pool of qualified professionals who can be shifted rapidly into critical roles when the need arises. This approach facilitates a very low-risk onboarding process and helps our team replace staff with an individual of equal or better skills enabling a seamless, low-risk transitions for both the agency and the Deloitte team.

Deloitte is the largest services provider firm in the world and has the organizational capacity to deliver the right staff, at the right time for the right length of time. Our forward-thinking organizational structure and enabling technologies allow us to proactively manage staffing levels across the eight IES job titles. Our capacity and structure coupled with our goal of consistently delivering the top talent experience, our investment in the skills development of our people, and knowledge transfer and transition capabilities prove Deloitte is the partner New York State ITS can be confident in.

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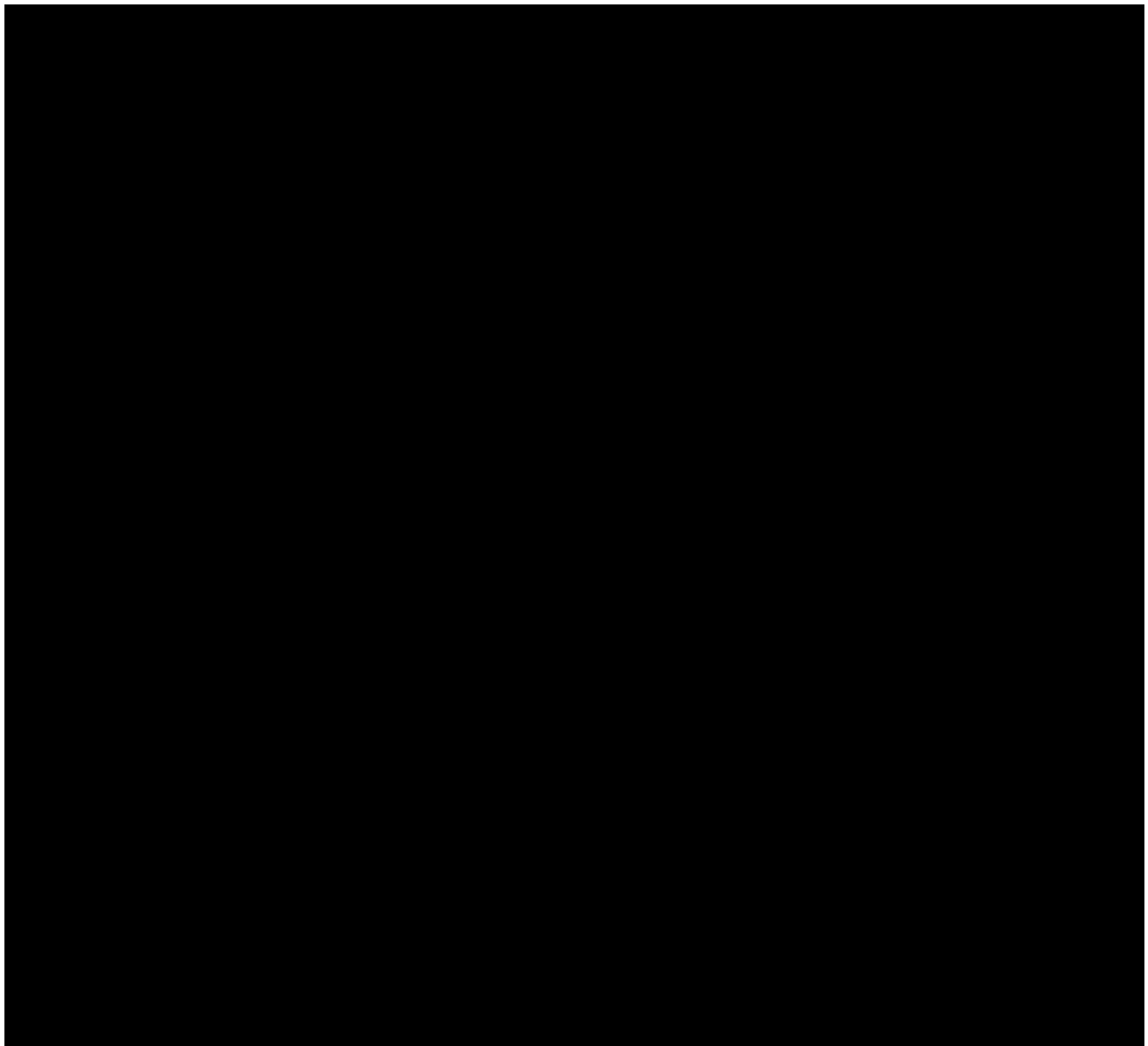## ATTACHMENT 17- KEY SUBCONTRACTOR INFORMATION

Corporate/Business Background of Subcontractor

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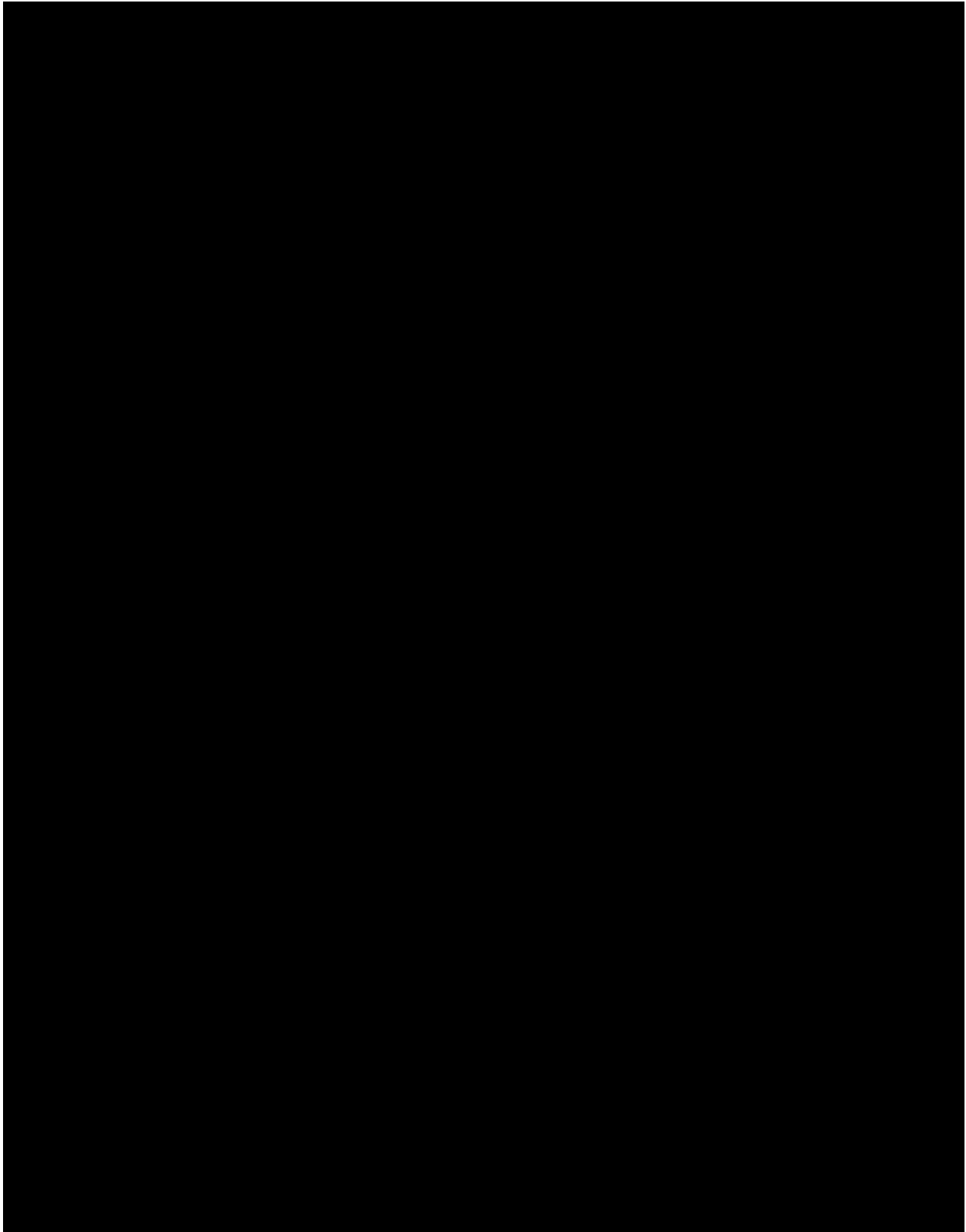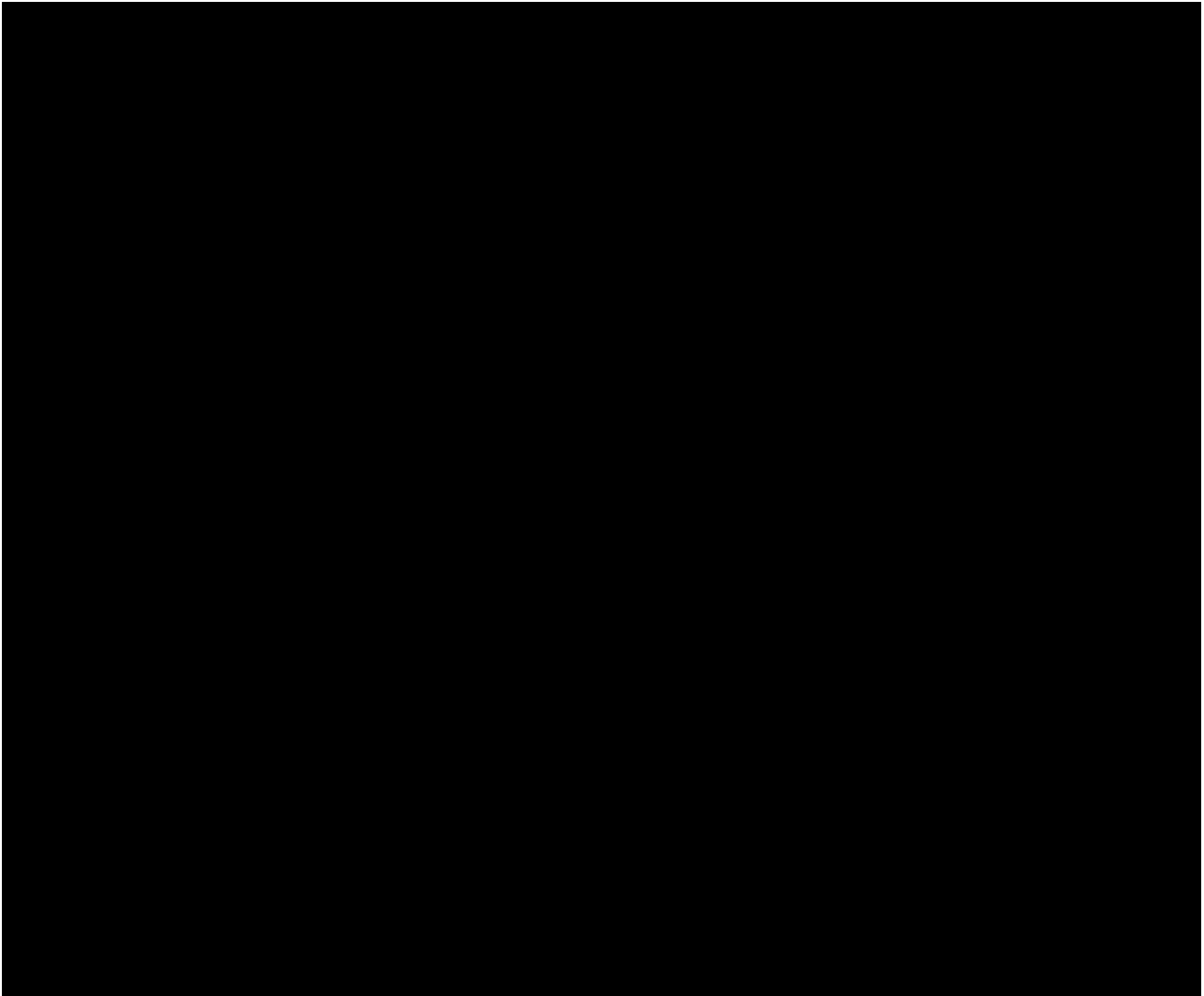
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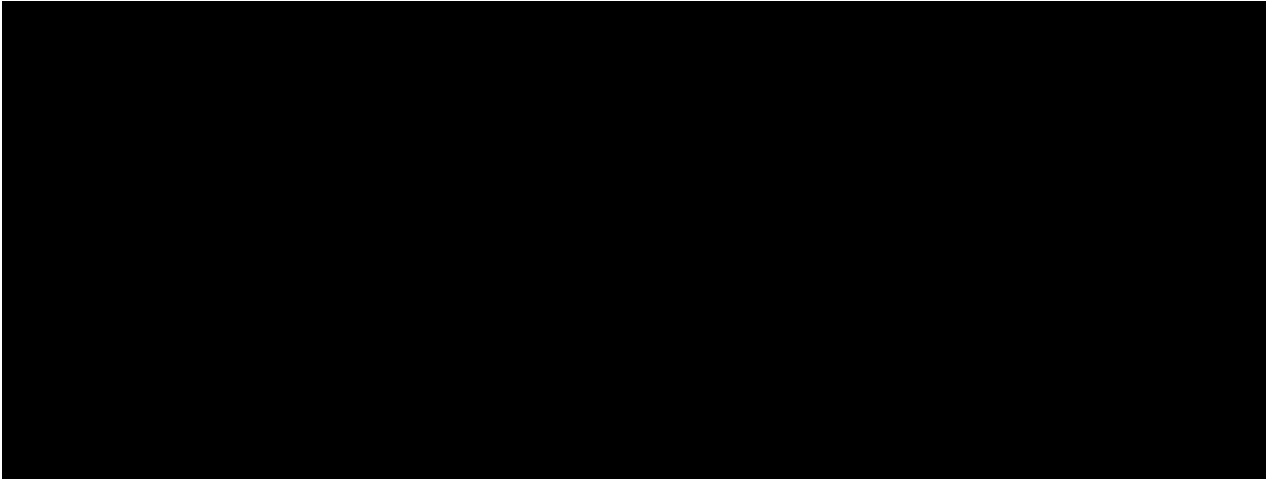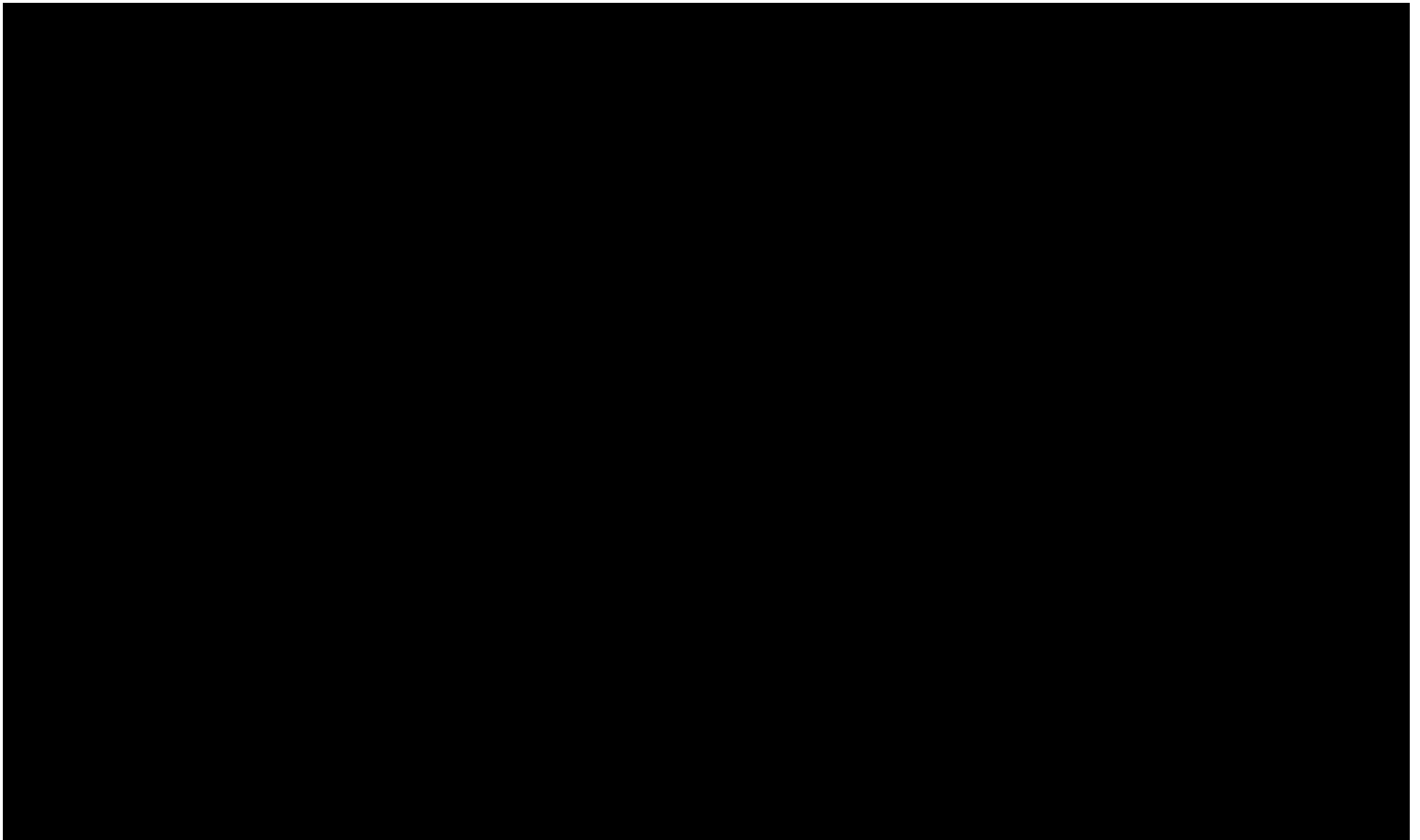
Key Subcontractor Information (Attachment 17)

Section 9

Attachment 17

Like New York State, Deloitte believes that partners help to deliver successful projects. Partners bring numerous benefits to us and our clients in the form of specific skills and experience, relationships with key stakeholders, and diverse corporate cultures. We consider our partnering approach a differentiator, not only to deliver the IES project, but also to support the state's overall goals to promote minority, women-owned, and service disabled-owned business throughout the State.

In supporting New York State's goals to encourage Minority/Women-owned Business Enterprises (MWBE's) and Service-Disabled Veteran-Owned Small Businesses (SDVOB's), we have actively engaged these firms to bring needed skills and expertise to our team. Additionally, we will work closely with Deloitte's Office of Small Business and Supplier Diversity Programs (OSSDP), which has a tailored Program to enable us to:

- Provide MWBEs and SDVOB's the maximum practicable opportunity to compete for subcontract awards to deliver excellent client service
- Deliver strategic programs that support suppliers' skills and capabilities development, mentor-protégé relationships, and strategic market growth

SECTION HIGHLIGHTS

ADDRESSING IES NEEDS WHILE SUPPORTING DISADVANTAGED BUSINESSES

Deloitte partners with key companies that will allow us to deliver for ITS. Our Core Partner team will bring key competencies to bear:

- Local New York State, City, and County Expertise
- Nationally Recognized Integrated Eligibility System Experience
- Specific Needs with Key partners

Our Core Team will be expanded as needed to meet the needs of the IES Modernization Project.

█████████████████████████████ Understanding that there are unknowns about specific work to follow, ████████

Based on the themes above, the following table summarizes the core partners we have chosen for this MSA. The team will likely be expanded based on the needs of individual Tier II assignments to follow.

Our Core Partners

Our Core Partners

Our three themes have resulted in a focused, capable, and diverse team, the members of which complement our Deloitte practice and professionals. We will leverage our OSSDP as well as the NYS ESD Mentor Protégé Program. Furthermore, we will expand the core team as needed, leveraging our extensive partner network we have built over the past decade in Albany.
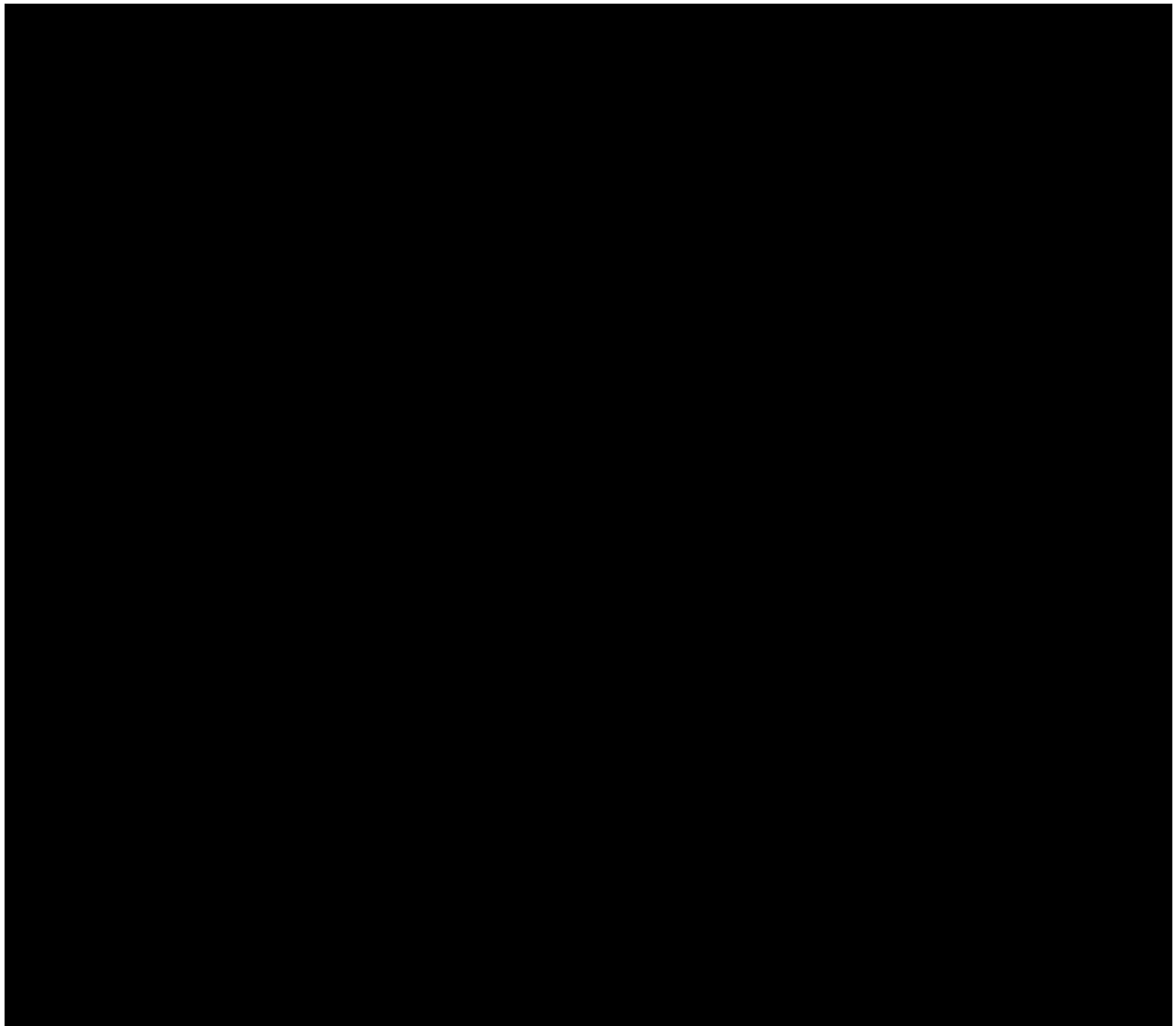
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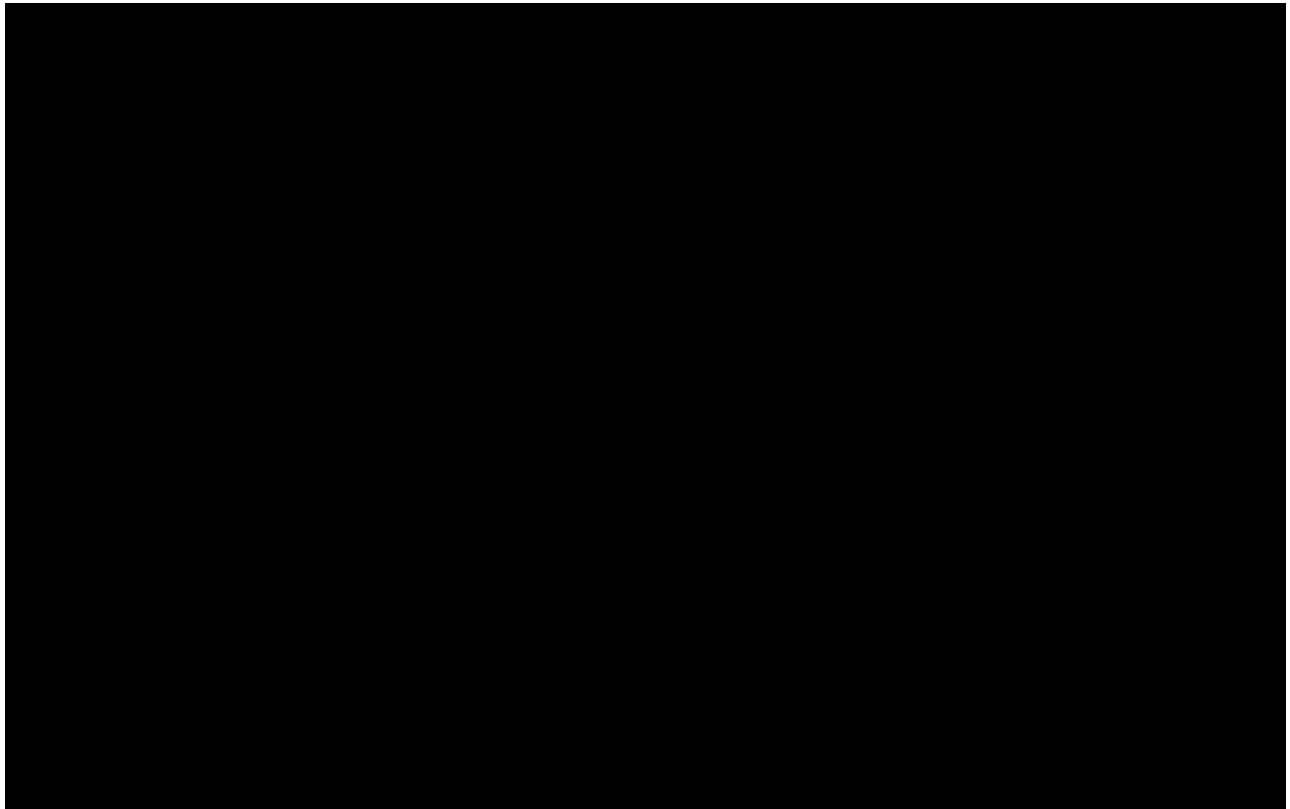
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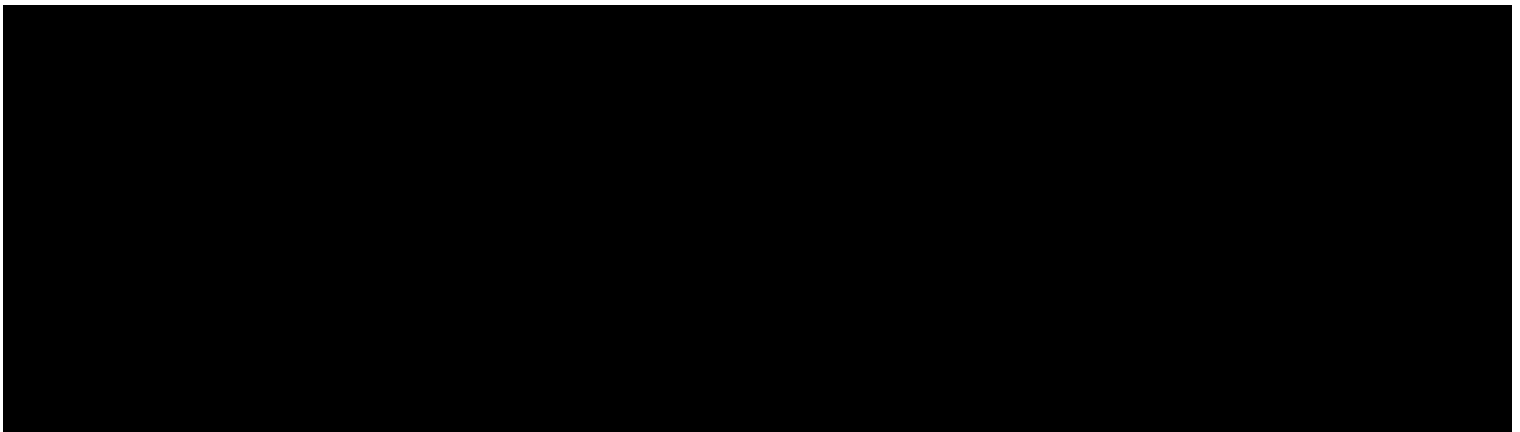
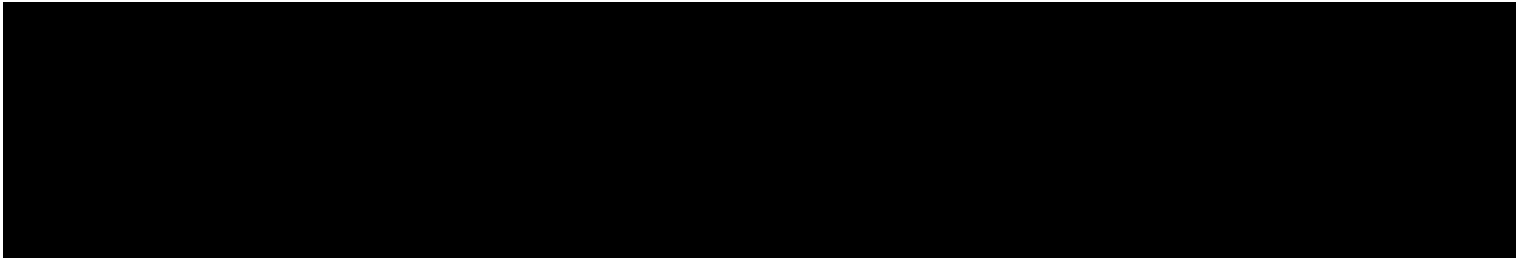## History of Working with Proposed Subcontractor

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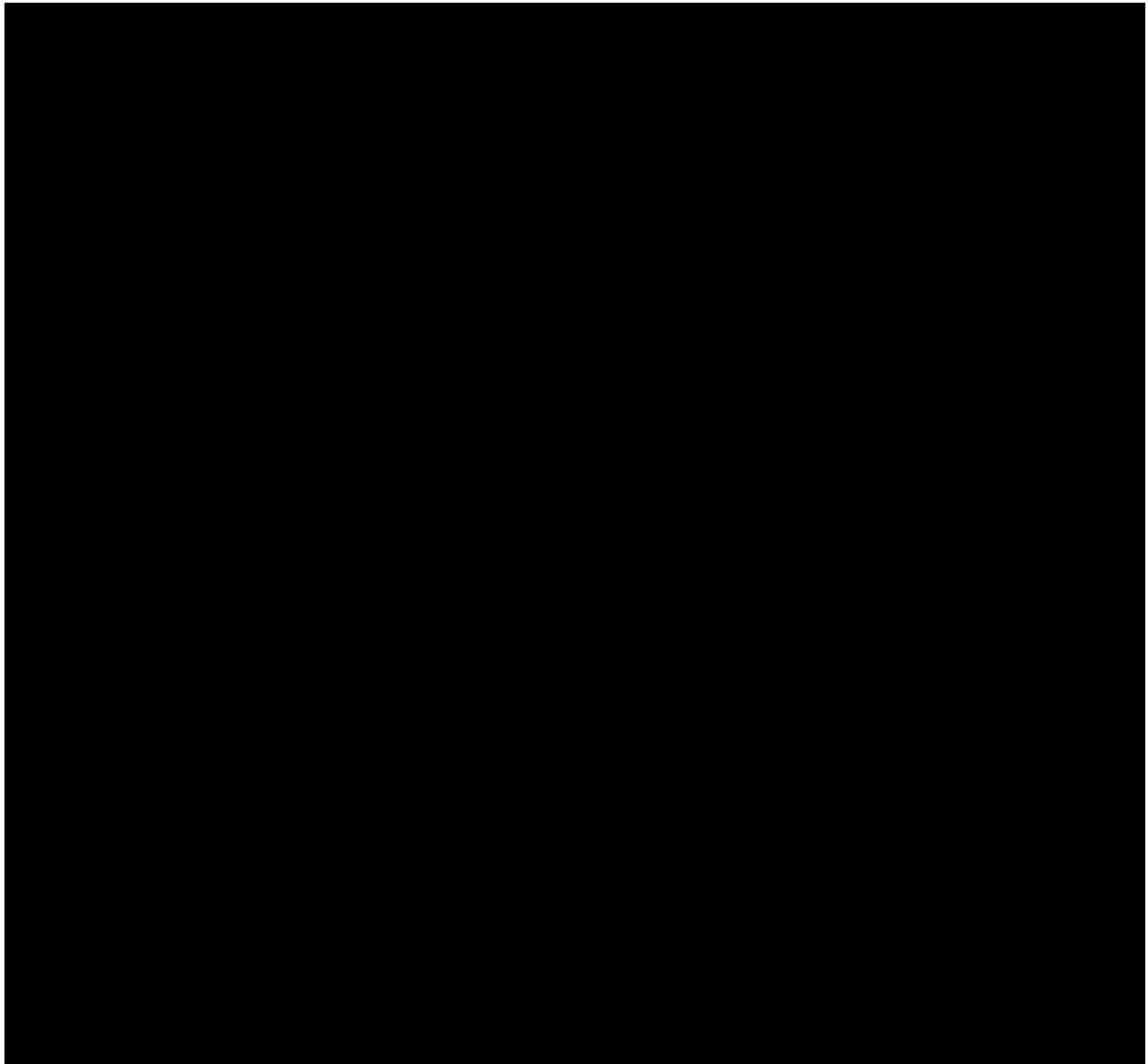
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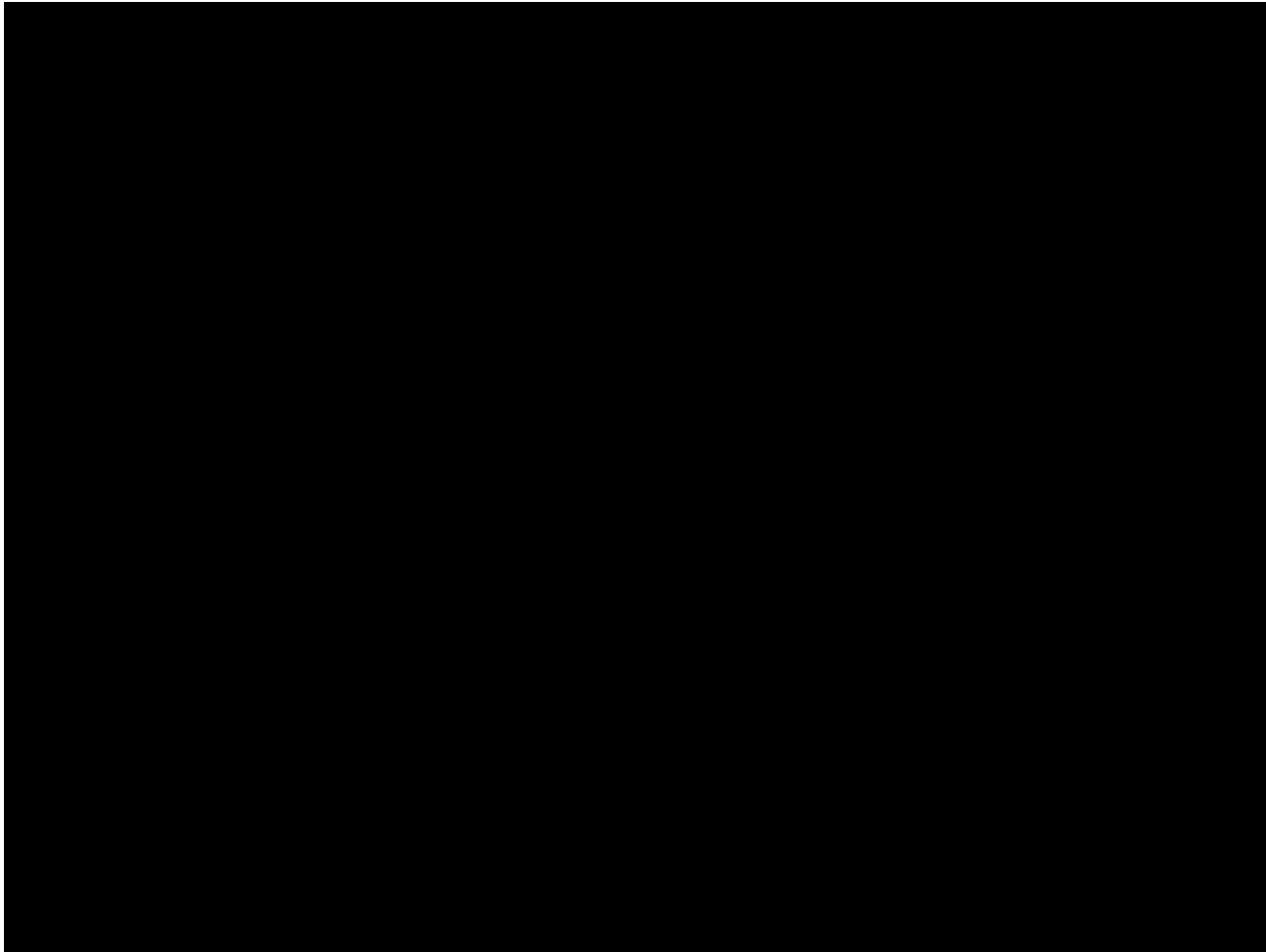
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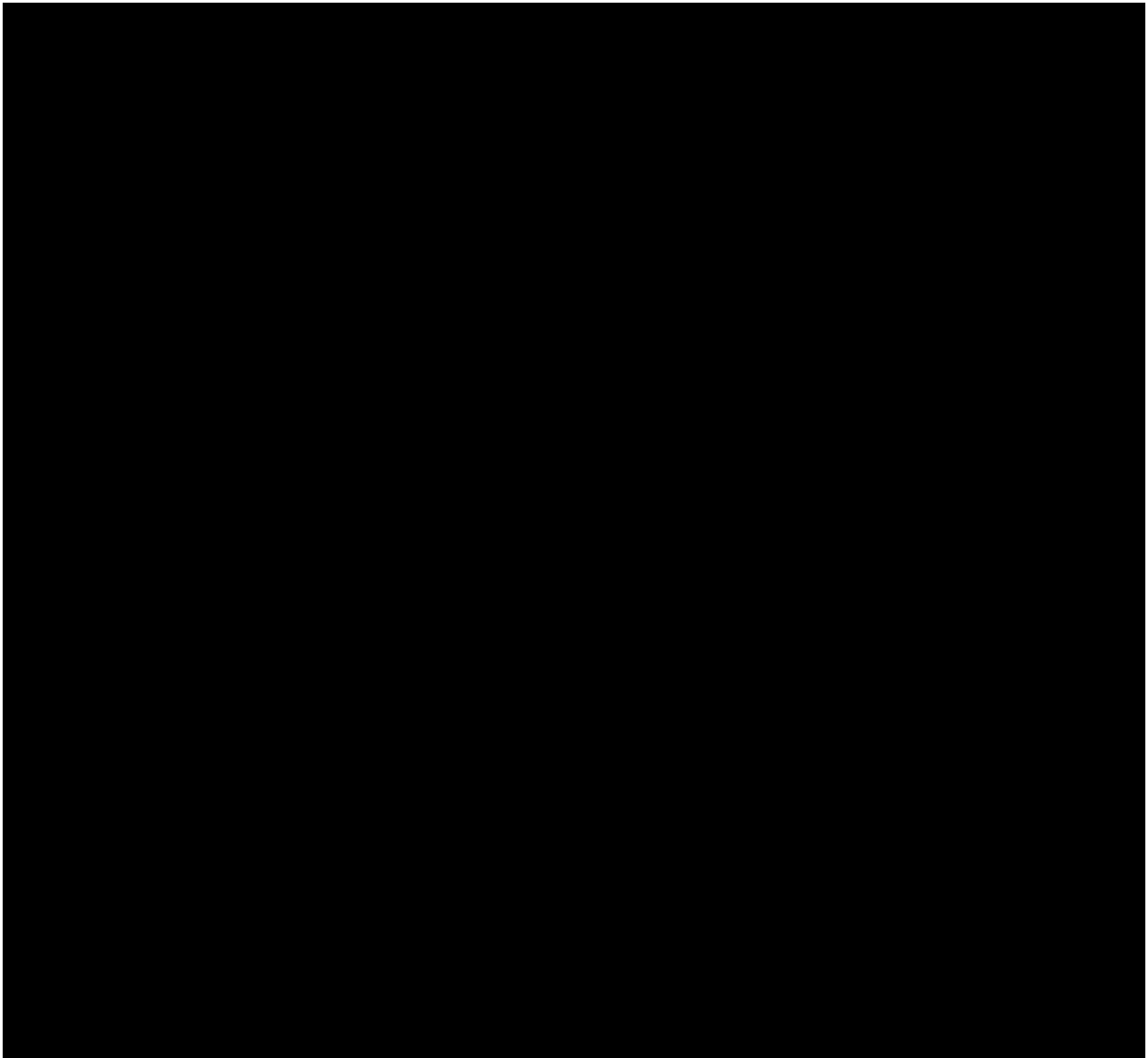
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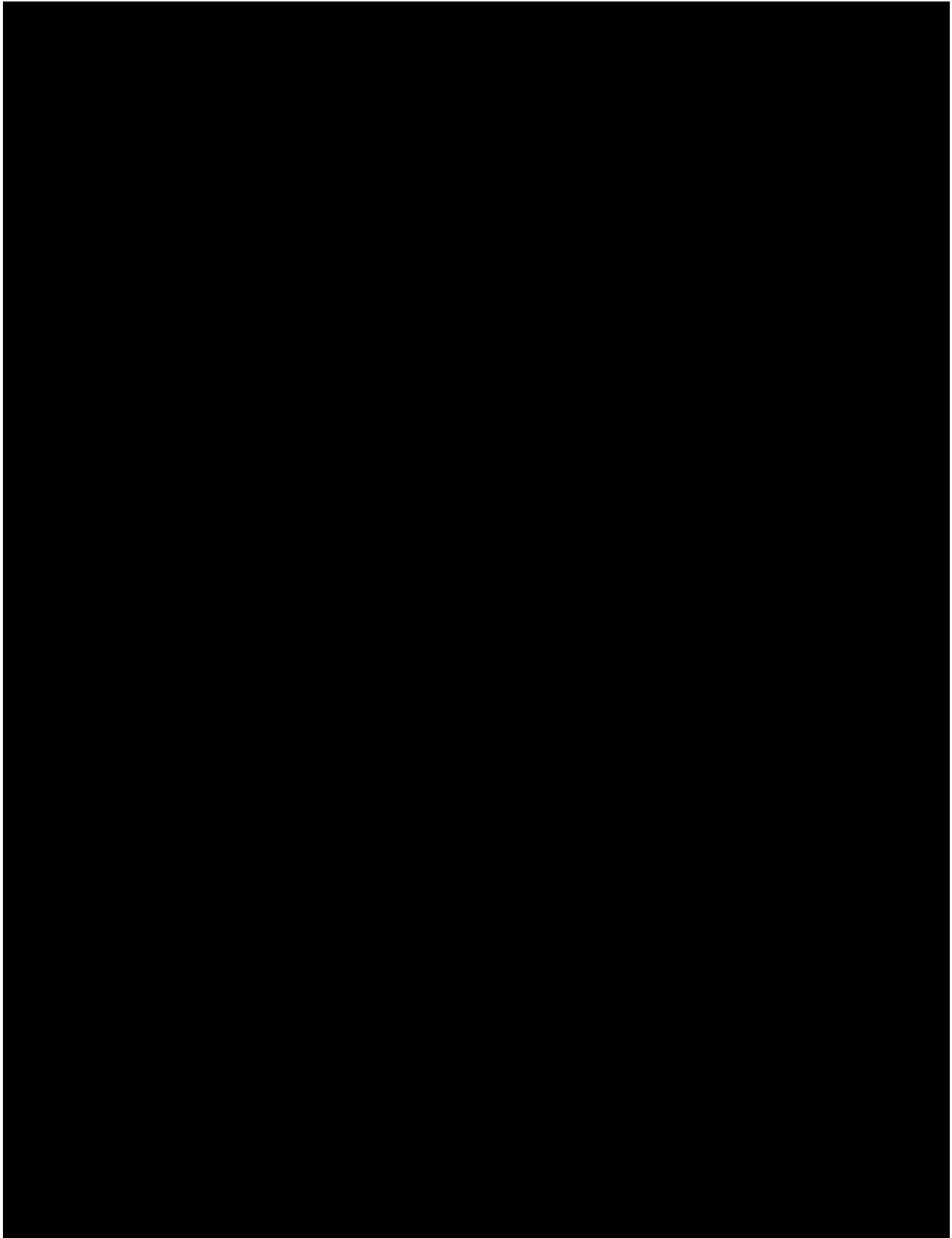If the Bidder will not be subcontracting with any Key Subcontractor(s) to provide Project Services, the Bidder should provide a statement to that affect at this part of its Technical Proposal.
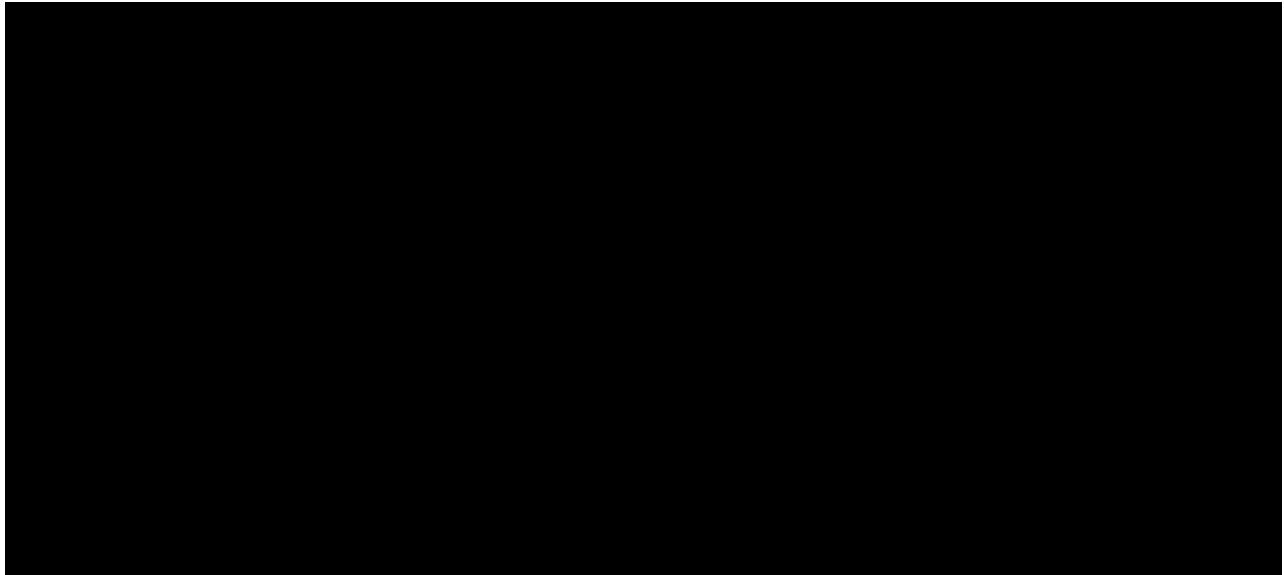

CONFIDENTIAL

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Number of engagements worked together: None

Engagement 1 - Describe nature of relationship	Start Date	End Date	Engagement budget	Number and type of staff involved	Percent budget split between Bidder/Subcontractor

Engagement 2 - Describe nature of relationship	Start Date	End Date	Engagement budget	Number and type of staff involved	Percent budget split between Bidder/Subcontractor

Engagement 3 - Describe nature of relationship	Start Date	End Date	Engagement budget	Number and type of staff involved	Percent budget split between Bidder/Subcontractor

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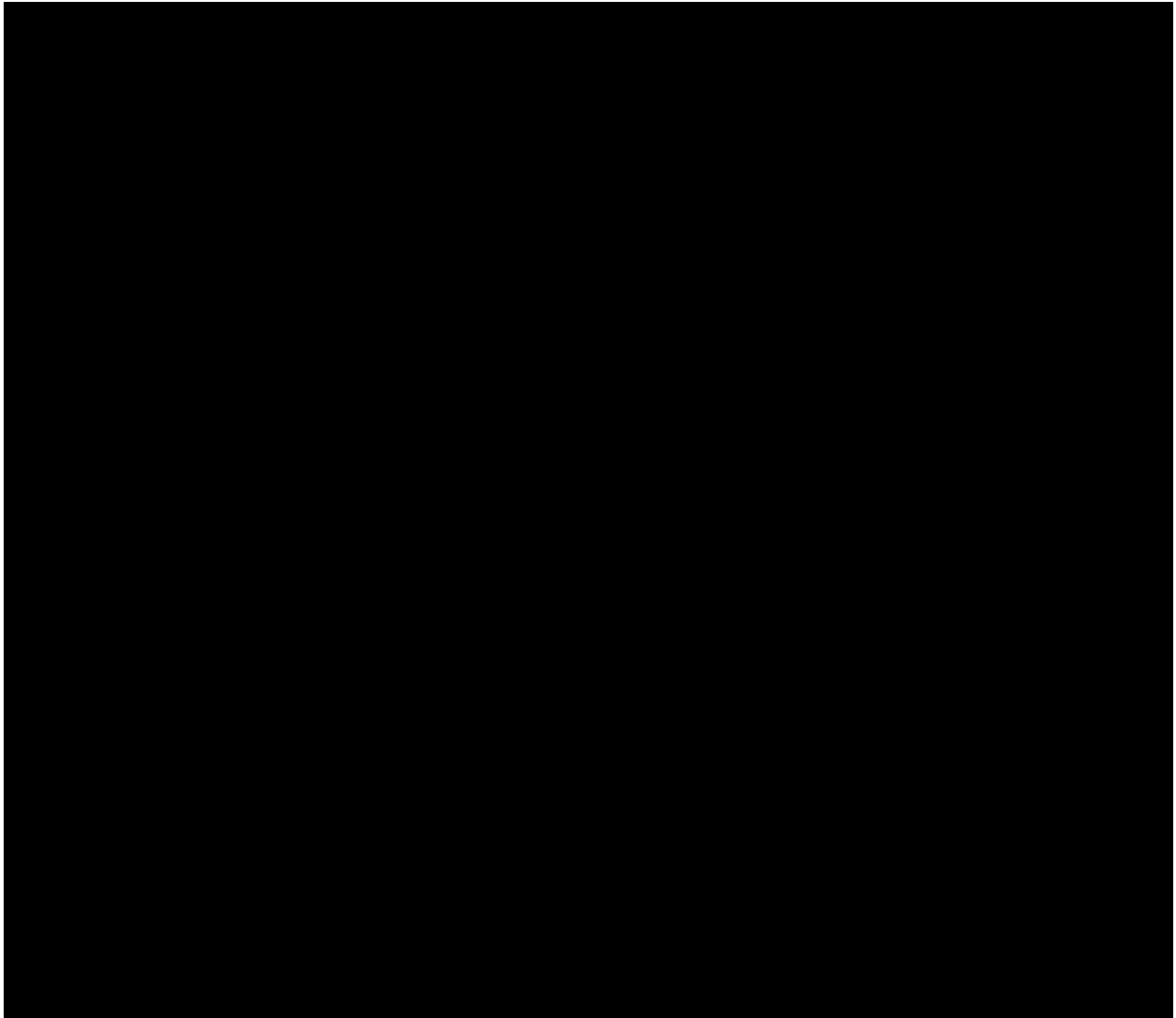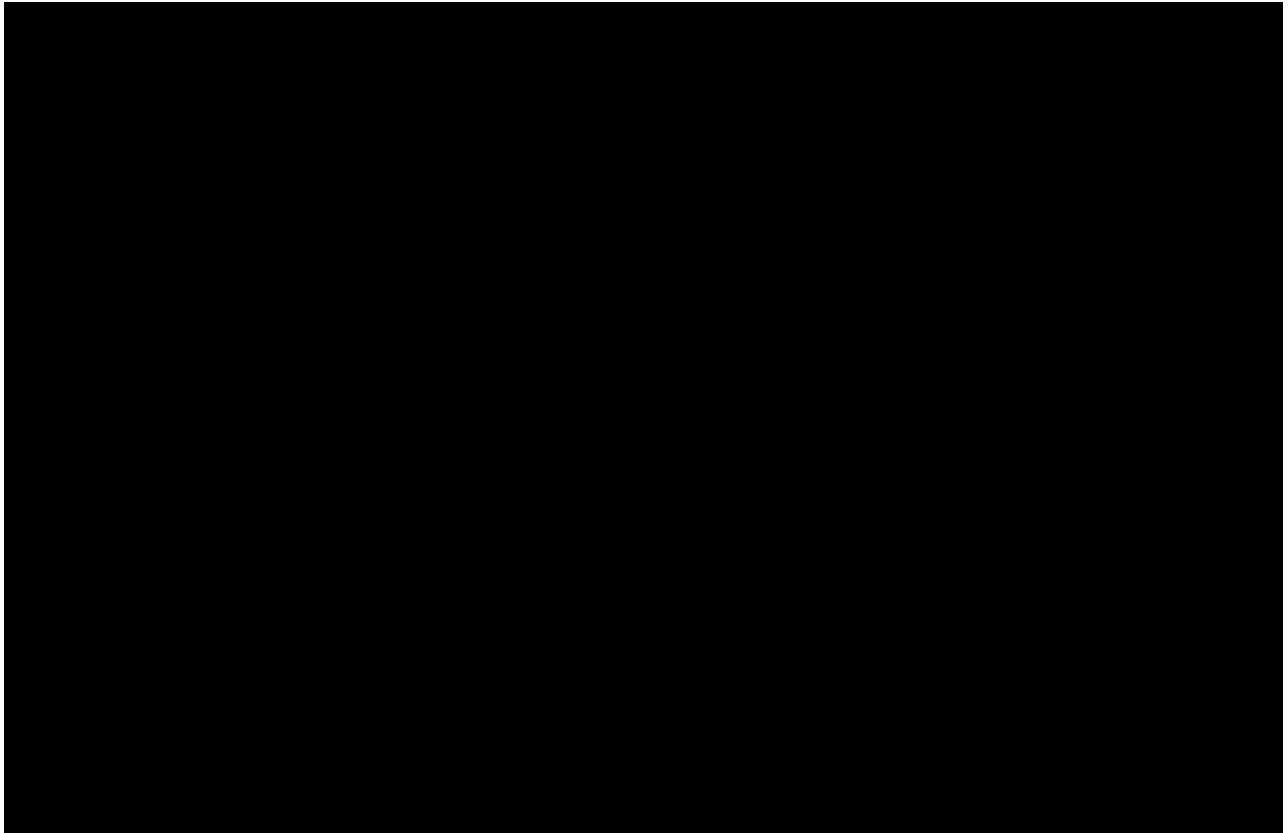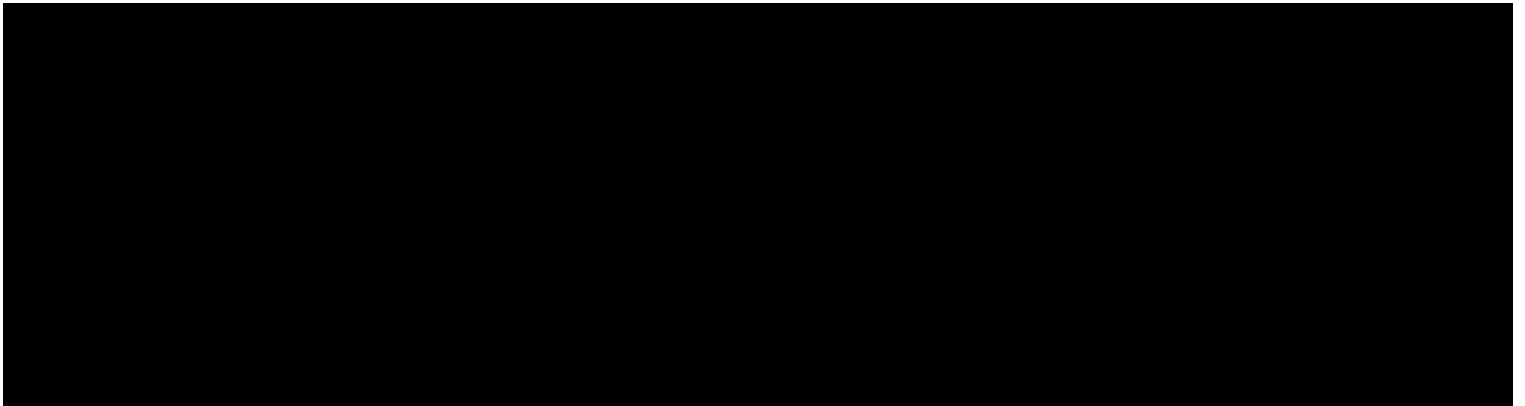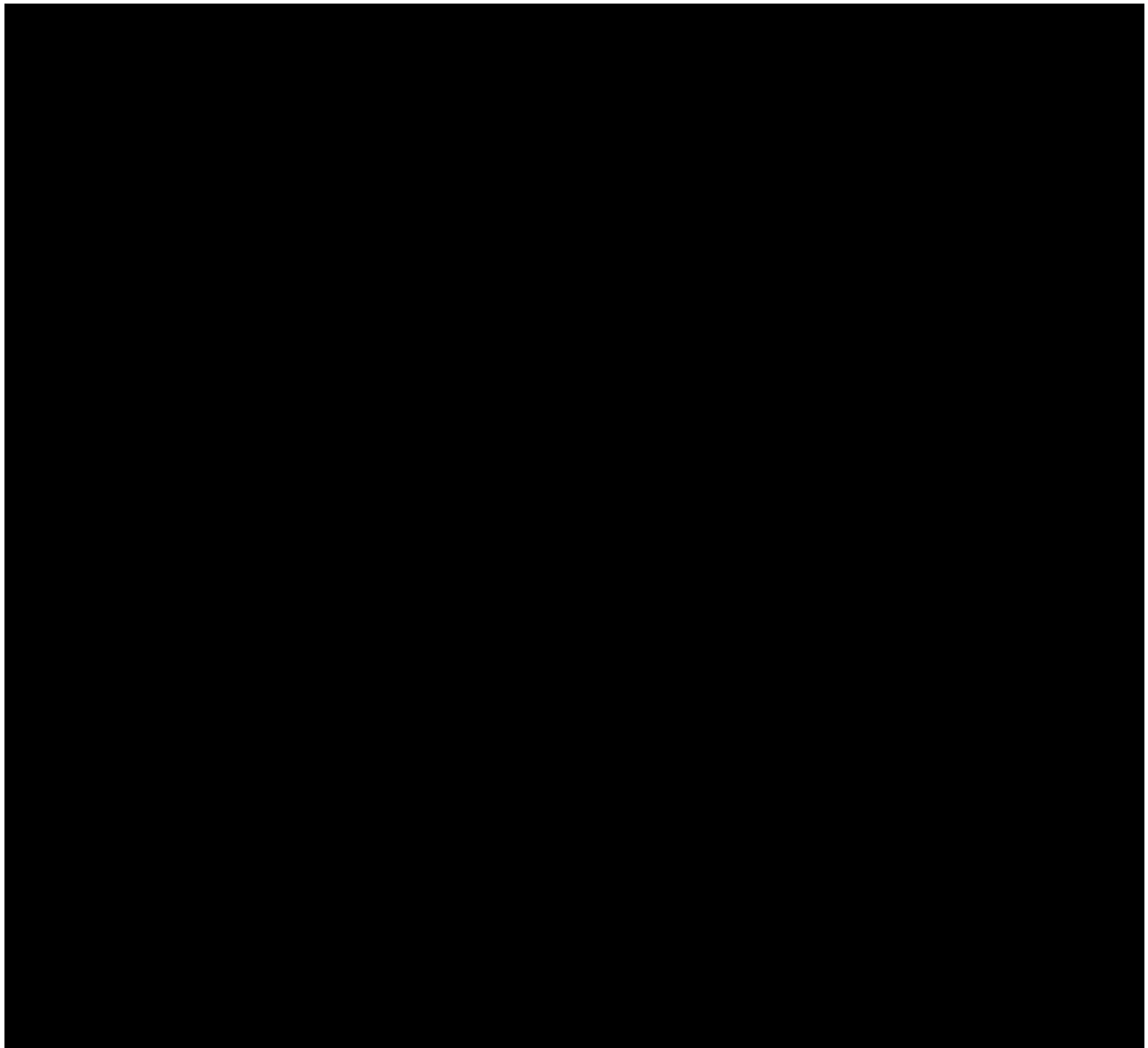| Engagement 3 - Describe nature of relationship	Start Date	End Date	Engagement budget	Number and type of staff involved	Percent budget split between Bidder/Subcontractor

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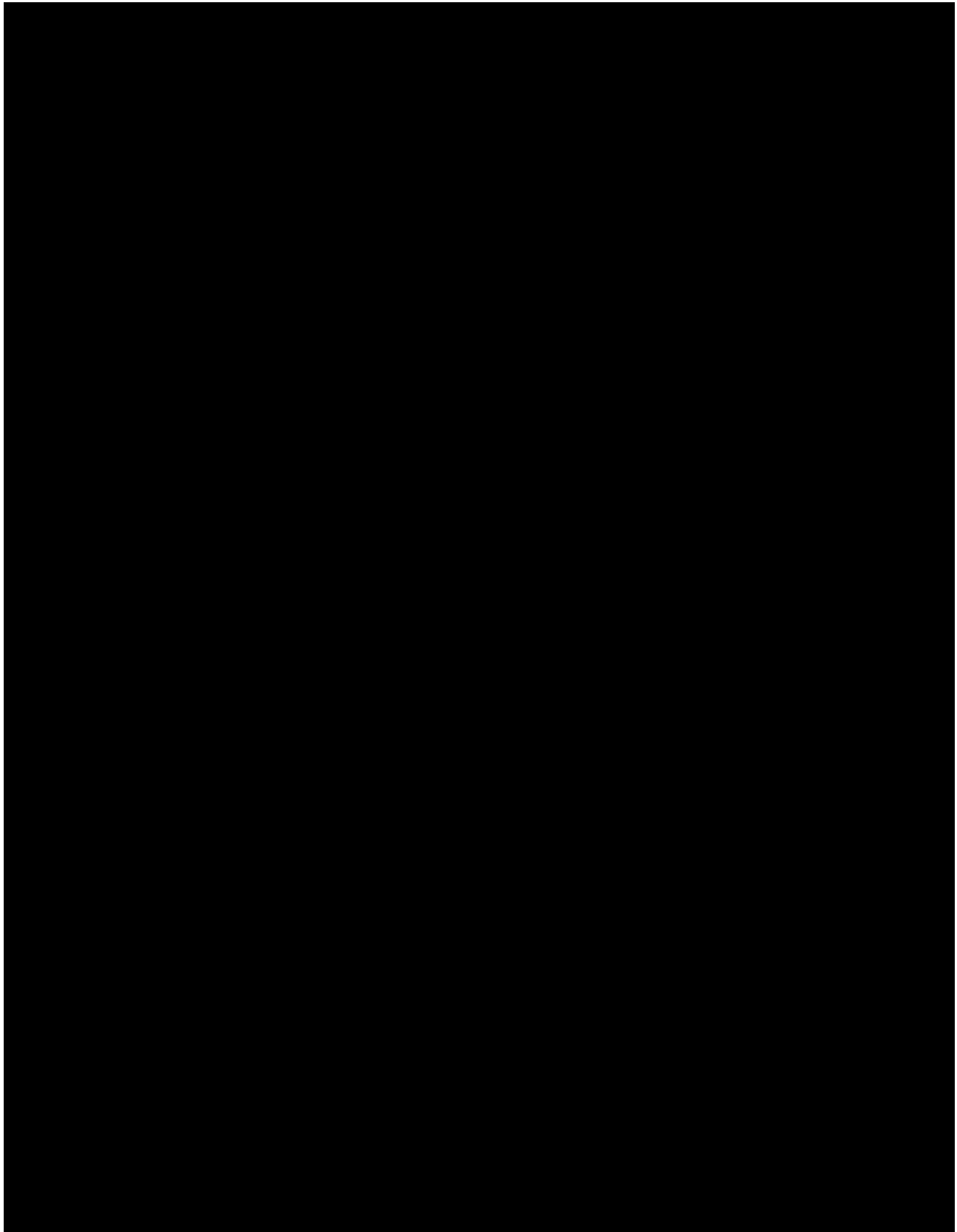If the Bidder will not be subcontracting with any Key Subcontractor(s) to provide Project Services, the Bidder should provide a statement to that affect at this part of its Technical Proposal.

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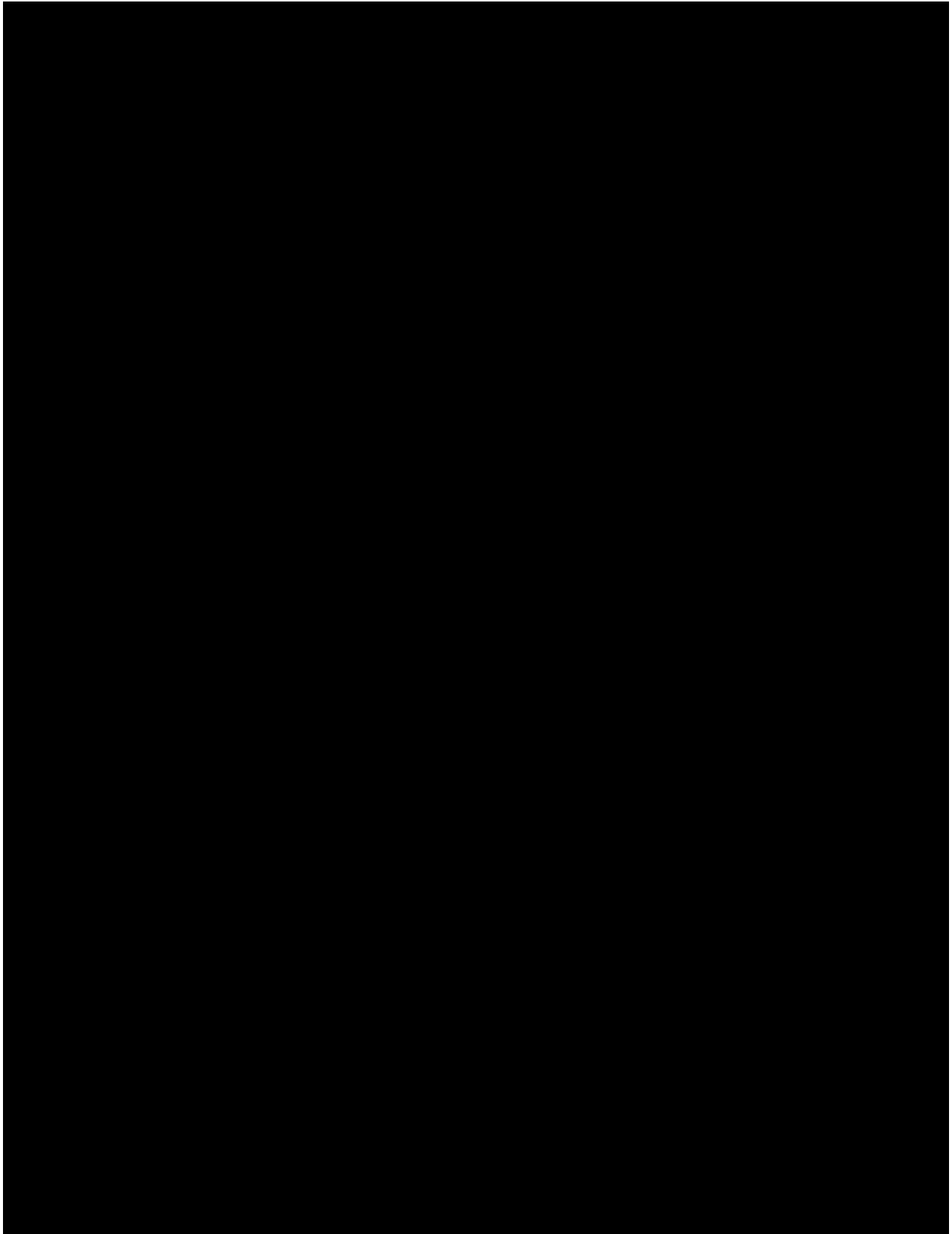
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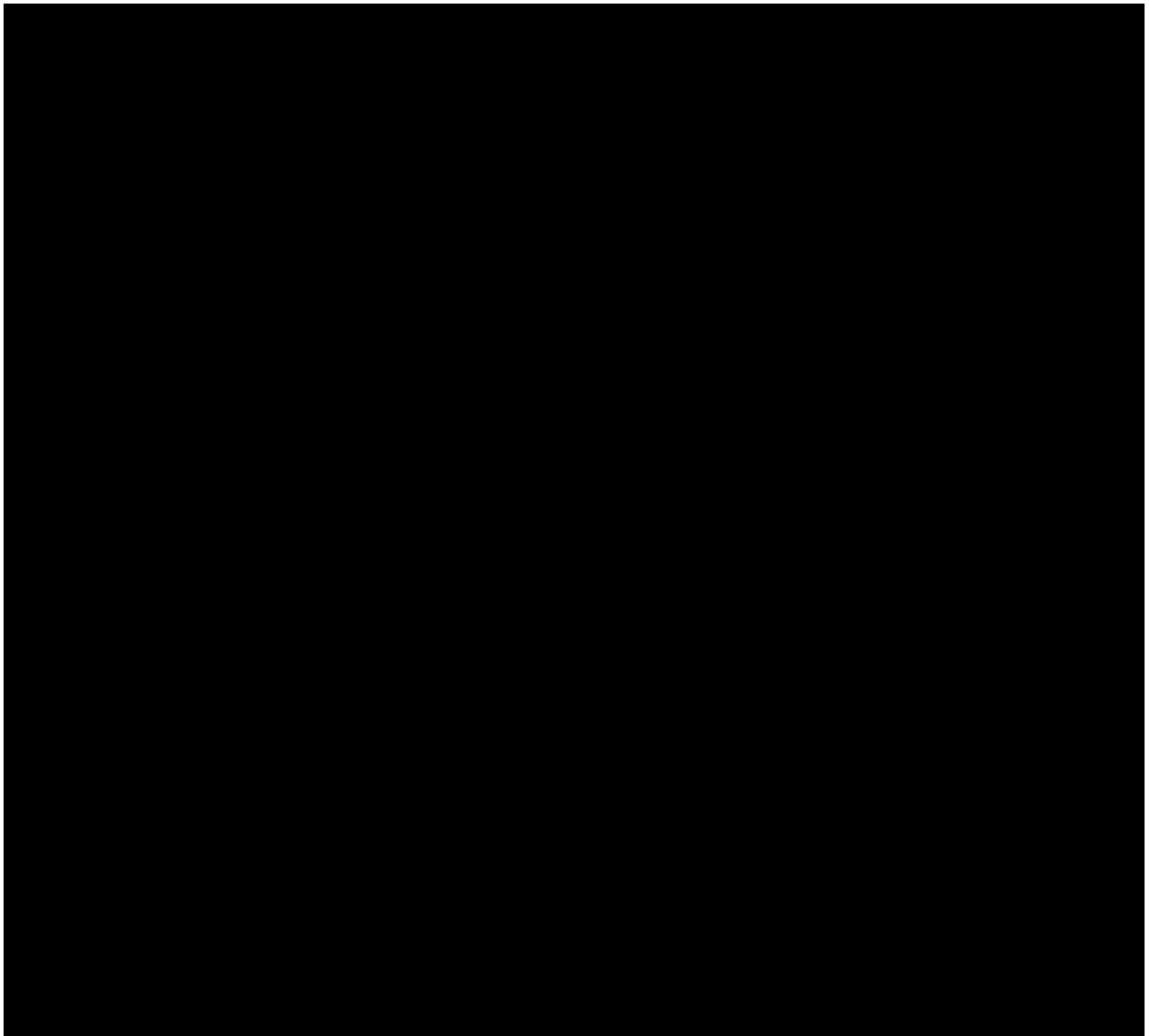| Engagement 3 - Describe nature of relationship	Start Date	End Date	Engagement budget	Number and type of staff involved	Percent budget split between Bidder/Subcontractor

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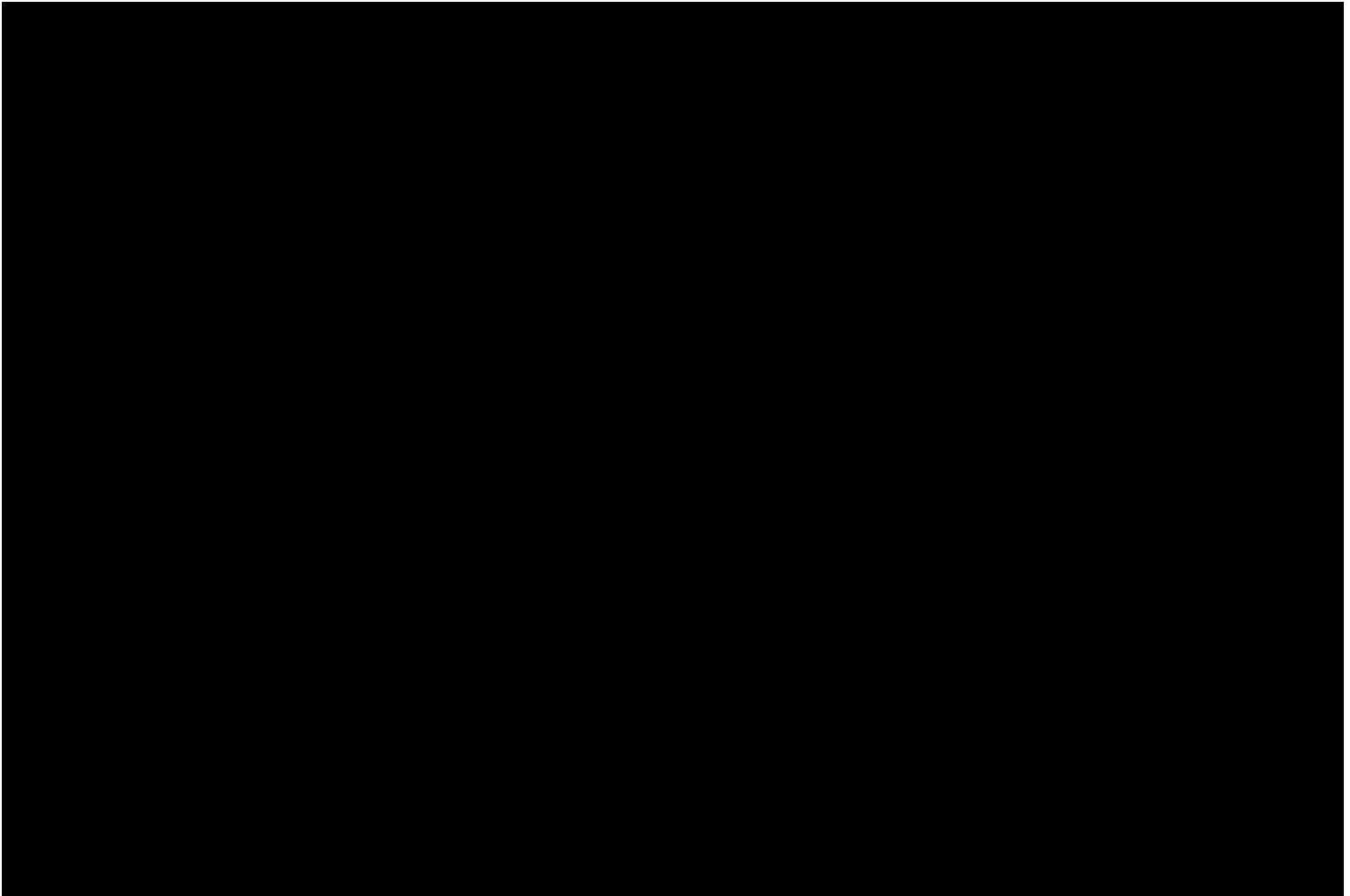## History of Working with Proposed Subcontractor

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Bidder References

For each Lot covered by the Bidder's Proposal, the Bidder must provide at least one but not more than three (3) client experience(s) (i.e., active project or an engagement concluded within the past year) (hereinafter "Bidder Reference") in the format specified herein. Bidder References must be signed by the client and should reflect the Bidder's ability to provide services of similar scope to the Lot for which the reference is being provided and of similar size and complexity to that as set forth herein this RFP for the Lot for which the reference is being provided.

(Note: bidder references will not be separately evaluated and scored.)

References (Attachment 18)

Section 10

Commitment and collaborative dedication to achieving business goals are cornerstones of successful long-term partnerships for complex project implementations like the Office of Information and Technology Services' (ITS') modernization project. ITS has established a clear vision, goals, and anticipated outcomes for the Integrated Eligibility System (IES) project. Deloitte has worked hand in hand with our clients over the course of more than 50 years and across 47 states to collaboratively execute large-scale, complex IT modernization projects like IES. We are proud to present client references demonstrating this experience and our capabilities for all four of your RFP Lots. We take pride in our commitment to our clients and in serving the most vulnerable fellow citizens. We look forward to bringing this level of commitment, and our team of dedicated professionals, to New York.

SECTION HIGHLIGHTS

ITS benefits from Deloitte's collaborative approach and unmatched resume:

- Deloitte is the country's largest HHS systems integrator, with **integrated eligibility solutions implemented in 33 states**.
- We have a track record across 47 states, 70+ federal agencies, and a public sector practice of 14,000+ practitioners.
- Systems we have built or maintain deliver more than **$2 billion in benefits per year**.
- In the past five years alone, 7 government agencies have **selected Deloitte over their incumbent vendor** as their prime DDI vendor.
- We have earned over **100 accredited awards** for projects within the HHS domain for clients we serve.
- We bring proven, demonstrated DDI experience and client references across **all four RFP Lots**.

Within this section, we have selected multiple client references for each Lot. These references highlight our system delivery experience, including design, development, implementation, and change management for complex enterprise systems similar in size, complexity, subject matter, and scope to NYS IES.

PROJECT REFERENCES THAT EXCEED RFP NEEDS FOR ALL FOUR LOTS

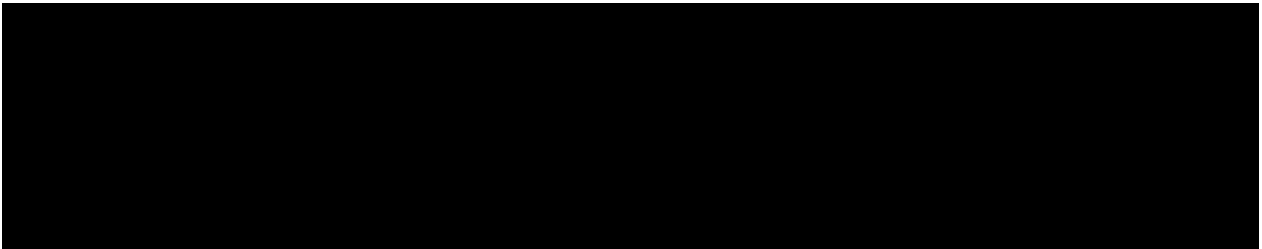| LOT 1	LOT 2	LOT 3	LOT 4
IE SYSTEMS	REPORTING & ANALYTICS	FINANCIAL & PROVIDER MANAGEMENT	HEARINGS & APPEALS

We have selected up to three projects for each Lot as references for NYS IES and show how each is similar in size, complexity, and scope.

LOT 3 – FINANCIAL AND PROVIDER MANAGEMENT

We have provided 3 references for Lot 3 from the Commonwealth of Pennsylvania and states of Delaware, and New Hampshire. The **Client Information System (CIS) for the Commonwealth of Pennsylvania** provides a set of tools which supports an integrated case processing and eligibility solution, including financial and provider management modules. For CIS, we have adopted an incremental modernization approach in collaboration with the Department of Human Services to *modernize their legacy Unisys mainframe system*.

The remainder of this section contains bidder reference forms from our relevant clients.

Bidder Name: Deloitte Consulting

LOT #: 3

On the following pages, please find completed reference forms for the following state departments:

- Delaware, Department of Health and Human Services
- New Hampshire, Department of Health and Human Services
- Pennsylvania, Department of Human Services

Bidder Reference # 1	
Name of the Bidder:	Deloitte Consulting LLP
Name of the Client Firm:	
Project Reference #:	
Briefly describe the type and scope of services of the engagement (include role and relevance to this RFP).	
Engagement Budget:	

Bidder Reference # 1	
Name of the Bidder:	
Name of the Client Firm:	
Engagement term:	
Client Contact Name and Title:	
Phone Number:	
Client Signature and Date	

![New York State of Opportunity. Office of Information Technology Services]

RFP # C000540 IES System Integrator Master Service Agreement
Attachment 18 – Bidder References

Page 1 of 2

Bidder Reference # 2	
Name of the Bidder:	Deloitte Consulting LLP
Name of the Client Firm:	
Project Reference #:	
Briefly describe the type and scope of services of the engagement (include role and relevance to this RFP).	

RETURN THIS PAGE AS PART OF RFP RESPONSE

ITS FOIL 2022-31 001785

Bidder Reference # 2	
Engagement Budget:	
Engagement term:	
Client Contact Name and Title:	
Phone Number:	
Client Signature and Date	

Office of Information Technology Services

NEW YORK STATE OF OPPORTUNITY.

RFP # C000540 IES System Integrator Master Service
Agreement
Attachment 18 – Bidder References
Page 1 of 3

Bidder Reference # 3	
Name of the Bidder:	Deloitte Consulting LLP
Name of the Client Firm:	
Project Reference #:	
Briefly describe the type and scope of services of the engagement (include role and relevance to this RFP).	

Bidder Reference # 3

Bidder Reference # 3	
	███████████████████
Engagement Budget:	
Engagement term:	
Client Contact Name and Title:	
Phone Number:	
Client Signature and Date	

Financial Proposal Contents

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Deloitte Consulting LLP
111 Washington Ave., Suite 500
Albany, NY 12210
USA

Tel: +1 518 426 4890
www.deloitte.com

February 3, 2020

Mrs. Ward
Contract Management Specialist
Empire State Plaza
Swan Street Building, Core 4
Albany, NY 12223

Dear Mrs. Ward:

<div align="center">

RE: RFP C000540 IES System Integrator

<u>Firm Offer to the State of New York and Conflict of Interest Disclosure</u>

</div>

Deloitte Consulting LLP (Deloitte) hereby submits this firm and binding offer to the State of New York in response to New York State Request for Proposals (RFP) # C000540 IES System Integrator Master Service Agreement, by the New York State Office of Information Technology Services. The Proposal hereby submitted by **Deloitte** meets or exceeds all terms, conditions and requirements set forth in the above-referenced RFP. This formal offer will remain firm and non-revocable for a minimum period of 180 days from the date proposals are due to be received by the State, or until a Contract is approved by the NYS Comptroller and executed by the State.

Deloitte's complete offer is set forth in three, separately bound volumes as follows:

Technical Proposal:	Total of one (1) original hard copy and two (2) electronic copies on PC Compatible Windows USB Flash-Drive saved as Microsoft Word, Excel and/or Adobe Acrobat formats, and in Windows file format
Financial Proposal:	Total of one (1) original hard copy and two (2) electronic copies on PC Compatible Windows USB Flash-Drive saved as Microsoft Word, Excel and/or Adobe Acrobat formats, and in Windows file format
Administrative Proposal:	Total of one (1) original hard copy and two (2) electronic copies on PC Compatible Windows USB Flash-Drive saved as Microsoft Word, Excel and/or Adobe Acrobat formats, and in Windows file format

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As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Deloitte hereby affirms that the solution proposed by the Bidder in the Proposal meets or exceeds the service level requirements set forth in the above-referenced RFP, including referenced attachments.

Deloitte hereby affirms that, at the time of Proposal submission, Bidder knows of no factors existing at time of Proposal submission or which are anticipated to arise during the procurement or Contract term, which would constitute a potential conflict of interest in successfully meeting the contractual obligations set forth in the above-referenced RFP and the Proposal hereby submitted, including but not limited to:

1. No potential for conflict of interest on the part of the Bidder or any due to prior, current, or proposed contracts, engagements, or affiliations; and

2. No potential conflicts in the sequence or timing of the proposed award under this RFP # C000540 relative to the timeframe for service delivery, or personnel or financial resource commitments of Bidder or to other projects.
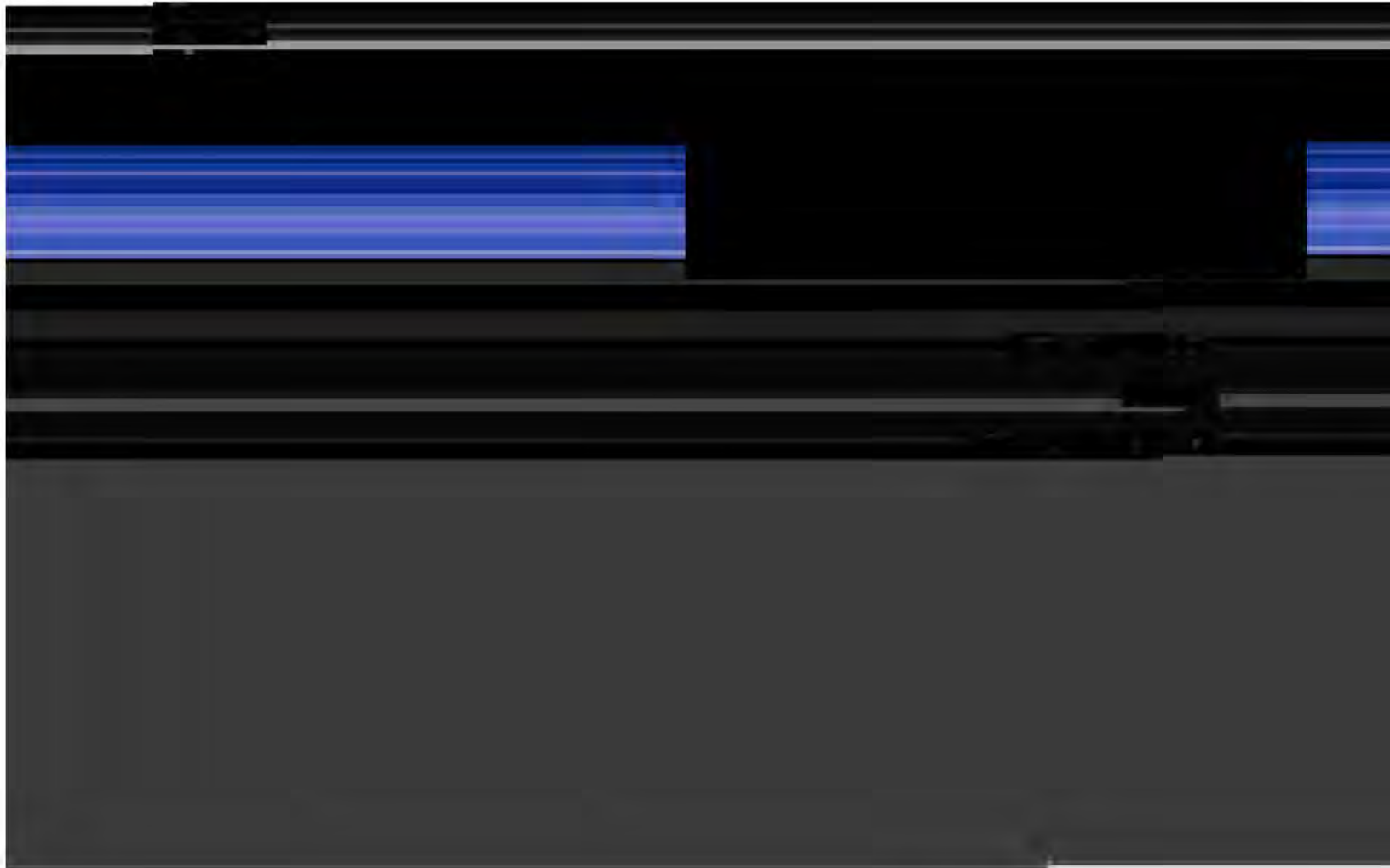
To comply with the Vendor Responsibility Requirements outlined in Appendix C, Section 48 of the above-referenced RFP, #C000540 IES System Integrator Master Service Agreement. hereby affirms that (enter an "X" in the appropriate box):

X   An on-line Vendor Responsibility Questionnaire has been updated or created within the last six months, at the Office of the State Comptroller's website:

https://portal.osc.state.ny.us/wps/portal

☐   A hard copy Vendor Responsibility Questionnaire is included with this Proposal and is dated within the last six months.

☐   A Vendor Responsibility Questionnaire is not required due to an exempt status. Exemptions include governmental agencies, public authorities, public colleges and universities, public benefit corporations, and Indian Nations.

By signing, the undersigned individual affirms and represents that he has the legal authority and capacity to sign and make this offer on behalf of, and has signed using that authority to legally bind **Deloitte** to the offer, and possesses the legal capacity to act on behalf of Bidder to execute a Contract with the State of New York The aforementioned legal authority and capacity of the undersigned individual is affirmed by the enclosed Resolution of the Corporate Board of Directors of **Deloitte.**

CORPORATE ACKNOWLEDGMENT

STATE OF   }

                          :ss.:

COUNTY OF   }

                On the _____ day of _____ in the year 20 __ ,
before me personally came:
_____ , to me known, who, being
by me duly sworn, did depose and say that   he/she/they reside(s) in
_____ ; that he/she/they is
(are) _____ (the President or other officer or director or
attorney in fact duly appointed)   of
_____ ,   the
corporation described in and which executed the above instrument; and that he/she/they signed
his/her/their name(s) thereto by authority of the board of directors of said corporation.

_____

Signature and Office of Person Taking Acknowledgment

PARTNERSHIP ACKNOWLEDGMENT

STATE OF   } Pennsylvania

                          :ss.:

COUNTY OF   } Dauphin

On the 21st day of January in the year 20____ before me personally came: [text obscured] duly sworn, did depose [text obscured] that he is
_____ (the General/Managing Partner or other officer
or attorney in fact duly appointed)   of _____ , the
partnership described in said instrument; that, by the terms of said partnership, _he is authorized to
execute the foregoing instrument on behalf of the partnership for the purposes set forth therein; and that,
pursuant to that authority, _he executed the foregoing instrument in the name and on behalf of said
partnership as the act and deed of said partnership.

Mary Christina Keller notary

Signature and Office of Person Taking Acknowledgment

COMMONWEALTH OF PENNSYLVANIA
NOTARIAL SEAL
Mary Christina Keller, Notary Public
City of Harrisburg, Dauphin County
My Commission Expires Sept. 28, 2020
MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES

INDIVIDUAL ACKNOWLEDGEMENT

STATE OF   }

FINANCIAL PROPOSAL

INSTRUCTIONS FOR SUBMISSION

The Bidder must respond to all sections of the Financial Proposal in the format specified in the Pricing Schedule as contained herein this RFP, **Attachment 19**, respectively. The *Financial Proposal* must be furnished in hard copy, with electronic version in Microsoft Word, Microsoft Excel, Microsoft Project, Visio or Adobe Acrobat, as applicable. In the event of a discrepancy between the hard copy and electronic copy, the hard copy shall govern.

The *Financial Proposal* must contain the following information, in the order enumerated below:

Attachment 19 – PRICING SCHEDULE

Pricing Schedule Instructions/Assumptions

INSTRUCTIONS FOR COMPLETION

This Form (Attachment 19), must be completed in its entirety according to the following instructions:

- Bidders are instructed to utilize the job titles as listed and described in Appendix L even if they are not consistent with the Bidder's existing job titles.

- The Financial Proposal must include the hourly rate (U.S. dollars) for each title listed in Attachment 19. A dollar rate of zero is **not acceptable**.

- All hourly rates must be presented as a fixed dollar amount. Rates as quoted should be expressed in decimals, not to exceed two places for each item.

- Submit only one rate for each job title; a range of hourly rates is **not acceptable**. **Do not leave blanks or fail to provide a rate for each title in the given lot you are bidding on**.

- The Bidder must certify that their proposed, not-to-exceed hourly rates cover all services required in this RFP. **The proposed rates must be inclusive of all direct and indirect costs, fees, profit and all overhead expenses, including, but not limited to, all training, travel costs, parking fees, and other ancillary fees and costs including permits, licenses, and insurance and any necessary office space within 50 miles of the Capital Region.**

*Please note that the hourly rates proposed in any Tier II responses must not exceed the Contractor's hourly rates proposed for the Tier I Contract; must cover all of all direct and indirect costs, fees, profit and all overhead expenses, including, but not limited to, all training, travel costs, parking fees, and other ancillary fees and costs including permits, licenses, and insurance.

Financial Proposal (Attachment 19)

Deloitte is pleased to provide a competitive financial response in the format specified in the Pricing Schedule as contained in Attachment 19 – Financial Proposal and compliant with the instructions specified in RFP Section 4.6 Financial Proposal Requirements.

We have leveraged our deep experience in designing, developing, implementing, and operating HHS solutions that are similar in size and complexity as New York IES to determine the optimal staffing that match the qualifications and experience required per Appendix L of the RFP.

Our practices focused on Human Services Transformation and Integrated Eligibility provide requisite skills and experience to NYS across HHS business lines, technology platforms, industry best practices and repeatable project management and SDLC methodologies. Our proven experiences and demonstrated capabilities enable us to propose a highly competitive Not-to-exceed Pricing Schedule as shown in the Albany and NYC pricing schedules below.
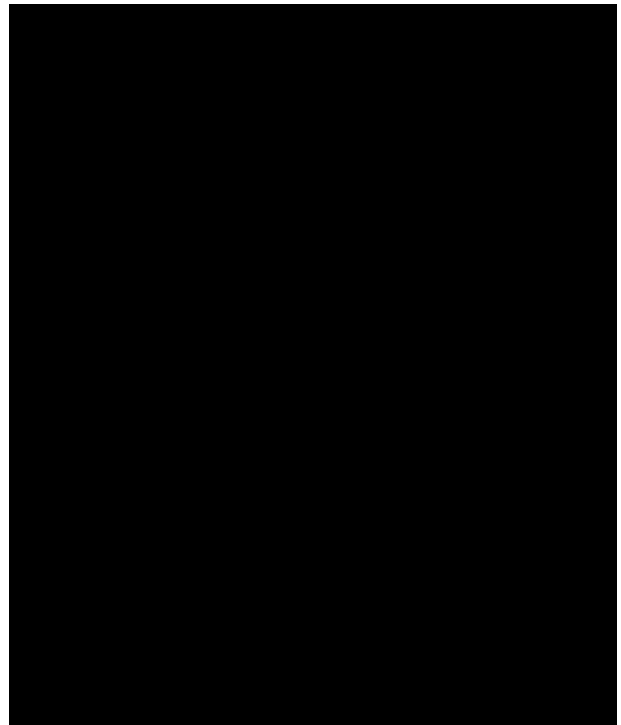
During Tier II, we will deliver the right blend of experienced and capable resources to help New York deliver its mission on time and within budget. Our organizational capacity with over 14,000 practitioners dedicated to Government and Public Services projects and our six (6) offices in New York including our global headquarters in New York City with 5,600 professionals will allow us to quickly and proactively bring the right resources to New York IES. In addition, the State of New York will also have access to Deloitte's 10,000+ practitioners who are dedicated to improving HHS solutions across the United States.

Overall, our financial proposal response and the Pricing Schedule shown here will enable Deloitte to offer comprehensive pricing for Tier II assignments optimizing quality, cost and efficiency, and consistent with the best interests of NYS.

PRICING SCHEDULE

Consistent with the RFP financial proposal requirements (Section 4.6 - Financial Proposal Requirements & Attachment 19: Financial Proposal), Deloitte is pleased to submit pricing schedules for Albany and for New York City.

Deloitte certifies that our proposed not-to-exceed hourly rates cover all services required in this RFP and are inclusive of all direct and indirect costs, fees, profit and all overhead expenses, including, but not limited to, all training, travel costs, parking fees, and other ancillary fees and costs including permits, licenses, and insurance and any necessary office space within 15 miles from 40 N. Pearl St., Albany, NY.

The "Not-to- Exceed" Hourly Rates proposed herein (Attachment 19 page 3 of 4 and page 4 of 4) shall remain fixed during the first year of the Contract Term, and the proposed "Not-to-Exceed" Hourly Rates and Deloitte's "Best and Final" Hourly Rates are to be adjusted once annually thereafter in accordance with the methodology outlined in RFP C000540 – IES System Integrator Master Services Agreement, Appendix C – ITS Terms and Conditions, Section 14 COMPENSATION/PAYMENT FOR SERVICES, BILLING, AND PRICING on page 8 and 9.

Pricing Schedule – Albany

Please note that all figures are in US dollars.

Job Title	Job Level	Not-To-Exceed Hourly Rates Lot 1	Not-To-Exceed Hourly Rates Lot 2	Not-To-Exceed Hourly Rates Lot 3	Not-To-Exceed Hourly Rates Lot 4
Business Analyst	Level I				
Business Analyst	Level II				
Business Analyst	Level III				
Architect	Level I				
Architect	Level II				
Architect	Level III				
Developer	Level I				
Developer	Level II				
Developer	Level III				
Project Manager	Level I				
Project Manager	Level II				
Project Manager	Level III				
Security Analyst	Level I				
Security Analyst	Level II				
Security Analyst	Level III				
Specialist	Level I				
Specialist	Level II				
Specialist	Level III				
Tester	Level I				
Tester	Level II				
Tester	Level III				
Trainer	Level I				
Trainer	Level II				
Trainer	Level III				

Pricing Schedule – NYC

Please note that all figures are in US dollars.

Job Title	Job Level	Not-To-Exceed Hourly Rates Lot 1	Not-To-Exceed Hourly Rates Lot 2	Not-To-Exceed Hourly Rates Lot 3	Not-To-Exceed Hourly Rates Lot 4
Business Analyst	Level I				
Business Analyst	Level II				
Business Analyst	Level III				
Architect	Level I				
Architect	Level II				
Architect	Level III				
Developer	Level I				
Developer	Level II				
Developer	Level III				
Project Manager	Level I				
Project Manager	Level II				
Project Manager	Level III				
Security Analyst	Level I				
Security Analyst	Level II				
Security Analyst	Level III				
Specialist	Level I				
Specialist	Level II				
Specialist	Level III				
Tester	Level I				
Tester	Level II				
Tester	Level III				
Trainer	Level I				
Trainer	Level II				
Trainer	Level III				