NEW YORK STATE OF OPPORTUNITY. Office of Information Technology Services

KATHY HOCHUL
Governor

ANGELO "TONY" RIDDICK
NYS Chief Information Officer

November 4, 2022

David Buck, Principal
Deloitte Consulting LLP
111 Washington Ave, Suite 500
Albany, NY 12210

RE: Notice of Proposed Statement of Work Award to:
Deloitte Consulting LLP
Contract No. C000657
NYS ITS IES System Integrator Tier II Assignment
System Integrator Tier II: Lot 1 Integrated Eligibility System's Eligibility, Enrollment, and Case Management System

Dear David Buck:

As a result of the evaluation and award process set forth in the above referenced Contract and Tier II Assignment, the New York State Office of Information Technology Services (ITS) is proposing SOW award to Deloitte Consulting LLP ("Contractor").

This State of Work ("SOW"), bearing Contract Number IES744EECM, shall consist of the following documents listed below and deemed to constitute the SOW between the Parties, as if expressly set forth herein. Any conflicts among the below-referenced documents shall be resolved in the order of precedence set forth:

1. Appendix A - Standard Clauses for All New York State Contracts, incorporated herein by reference;

2. NYS ITS State Contract No. C000657and any amendments thereto, through which Contractor is authorized to provide for services hereunder;

3. This SOW as fully executed by the Parties, including Attachment A, excluding Attachment B;

4. The above-referenced Tier II Assignment entitled *System Integrator Tier II: Lot 1 Integrated Eligibility System's Eligibility, Enrollment, and Case Management System* (as amended April 14, 2022) including ITS's responses to vendor questions dated January 24, 2022;

5. Contractor's narrative, entitled "FM and EECM Consolidation Narrative" attached hereto and made a part hereof as Attachment B;

6. Contractor's revised final Financial Proposal dated August 29, 2022. The hourly rates proposed and the total fixed-price cost for each deliverable contained in such revised Financial Proposal are and will be the rates charged to ITS for services rendered by Contractor; and

7. Contractor's Response submitted in response to the Tier II Assignment dated May 6, 2022.

For purposes of this SOW, the Parties reiterate and agree that sections 18.2 and 50.1 (including but not limited to 7 CFR 277.18(l)(1)(ii), 42 CFR 495.360, 45 CFR 95.617) of Appendix C to the Contract regarding the requirements of Federal Ownership Rights are, and remain, applicable.

ITS rejects all other Extraneous Terms submitted by Contractor not expressly accepted herein.

Shaun Katz

Director, Vendor Sourcing and Management

11/4/22

Attachment A: Section 5 Core Service Level Agreement Change

SLA #	Service Level	Service Level Description	Service Level Calculation	Measurement Window	Metrics Input Provided by
C4	**Timely Completion of Iterations**	Measurement of timeliness and accuracy	[redacted]		*State*

Attachment B- FM and EECM Consolidation Narrative

OVERALL SUMMARY

This document serves to outline Deloitte's proposed approach to consolidate key areas across the Lot 3 (FinancialManagement - "FM") and Lot 1 (Eligibility, Enrollment and Case Management - "EECM") project teams and workstreams in order to realize efficiencies for the State of New York ("the State") in how we deliver the project and engage with the State's teams. By integrating FM and EECM together, we will refer to the integrated effort as "**IES Core**" solution and team going forward. It should be noted that the scope of this work has **not** changed from the originally approved scope from the Tier II assignments for both Lots 1 (EECM) and 3 (FM). As part of our recent discussions, the following are the focus areas for realizing integration efficiencies across the projects:

1. Timeline / Schedule
2. Deliverables
3. Organizational Structure
4. Project Governance

1. INTEGRATED TIMELINE / SCHEDULE

An integrated timeline creates efficiencies for the State and our collective project teams. It allows us to properly sequence activities across FM and EECM project plans, while keeping the scope of Lot 1 and 3 as outlined in Tier II Assignments. An integrated schedule results in us integrating key phases and teams of the project, resulting in efficiencies for the State. The proposed schedule incorporates the State's direction and plan for a start date of October 17, 2022, for FM and January 2, 2023 for EECM. The approach to IES Core, stays fully aligned to the prescribed SDLC (any change to the prescribed iterative processes identified in the Tier II assignment will be presented to, and approved by, NYS), the overall IES Program approach, and deliverables defined in the Lot 1 (EECM) Tier II assignment that ultimately culminates in a fully State-Owned system all the way down to the source code that the state will have the ability to maintain and operate the system on their own, with no future reliance or commitment needed whatsoever with SI implementor as laid out in the Lot 1 Tier II. [redacted] Since we have leveraged the [redacted] in other states and in other capacities, NYS can enter into agreements with these States (ex: memorandum of understanding) so these examples can be used as starting points and/ or inputs to the required deliverables in the Lot1 Tier II. This includes "what if" demonstrations that will help Business Stakeholders define the detailed requirements (as defined in the Lot 1 Tier II) of the NY system. We incorporate modifications and changes to the base solution to meet State specific needs, as applicable. As part of Step 1: Initial Planning and Discovery (previously Iteration 0), we will finalize and gain approval of the [redacted] (Iteration 1 and beyond). The table below summarizes the original timeline for FM and EECM.

	FM Duration	EECM Duration
Project Initiation to Rollout	[redacted]	[redacted]
Initiation to SIT	[redacted]	[redacted]
User Acceptance Testing	[redacted]	[redacted]
Pilot and Rollout	[redacted]	[redacted]

*Pilot and Rollout timeframes will continually be reassessed to meet the needs of all 58 NYS districts, while complying with federal regulations.

By integrating the timelines for IES Core, the following describes our approach to realizing efficiencies:

1. *Overall Timeline Optimization*: With the integration of projects, our updated schedule for IES Core is as follows:
    a. FM commences on October 17, 2022
    b. EECM commences on January 2, 2023, for a period of [redacted]
    c. FM will be aligned to end with EECM end date
    d. EECM and FM end together as part of IES Core in [redacted]
2. [redacted]
3.
4.
5.
6. *Pilot/Rollout*: IES Core is piloted and rolled out as a unified solution (with federal review and approval), providing efficiencies in training, communication, and thus reducing support efforts for the State and the impact on case workers across the State.

The figure below outlines the newly proposed timeline for **IES Core** that includes FM and EECM.

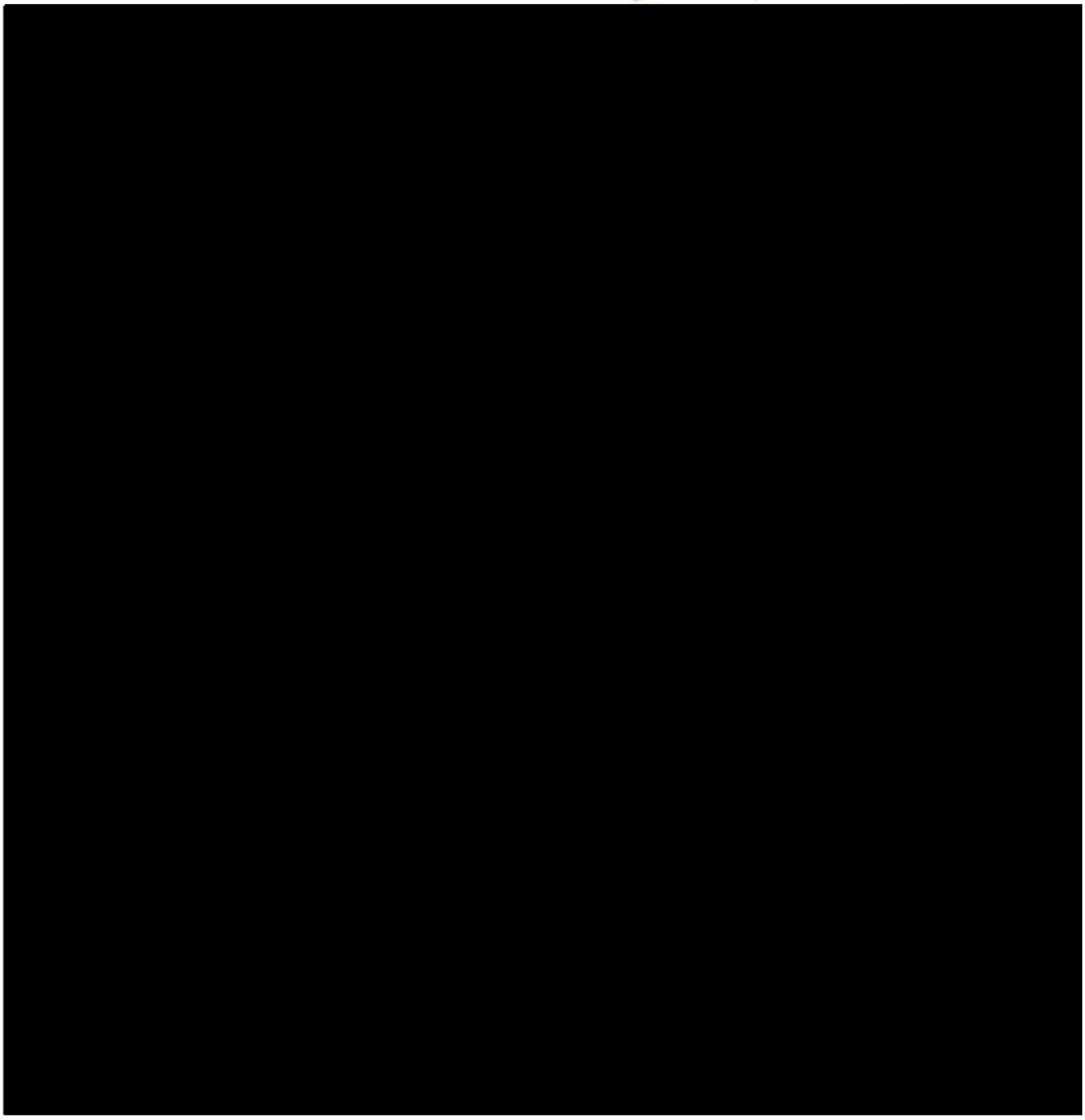
The first two phases, **Project Initiation and Initial Planning and Discovery (Step 1)** are both critical to the overall success of the project. Some of the key activities our team performs are as follows:

The activities and schedule for Step 1: Initial Planning and Discovery as its own iteration is shown in the figure below, which are further updated during Step 1.

The figure below expands on how our revised integrated team structure helps bring efficiencies across theiteration planning process by reorganizing [redacted]

This iteration plan represented below is developed based on our current understanding of the flow of activitiesand functionalities across FM and EECM and represents an initial version of how the iterations are structured.

This will be further refined during the Step 1: Initial Planning and Discovery phase as its own iteration and finalized before we commence Step 2 (Iterative Development) Iteration 1 and subsequent iterations.



2. DELIVERABLES

In order to identify opportunities for efficiencies through consolidation of how deliverables are worked upon, developed, and delivered, we analyzed each of the 46 deliverables (including 32 iterative deliverables) that exist between FM and EECM Projects. We scrutinized these deliverables and assessed the anticipated content of each ofthese deliverables. Our iterative cycle begins with Step 1, where we deliver a subset of the iteration-based deliverables, to reflect the baseline of detailed requirements and high-level design. These deliverables along with others will be subsequently updated during each iteration.

We organized the deliverables into three categories, based on the degree of consolidation that is feasible whilemaintaining the scope of the deliverables. They are as follows:

The dates for delivery of these deliverables, and especially the iteration-based deliverables will be bundled and repeated for the iterations. These dates will be identified in the project work plan delivered during project startup. The table below lists each of the requested deliverables and their respective category.

S No	Deliverable	Due	EECM	FM	Submission Approach
1	Project Plan/Schedule	Deliverable due within four weeks of project start; updated as needed	Y	Y	Integrated
2	Deliverable Management Plan	Due within five weeks of project start.	Y	Y	Integrated
3	Project Management Plan	Within 30 days of project start date	Y	Y	Single
4	Requirements Management Plan	By the end of Step 1, Initial Planning and Discovery Phase	Y	Y	Integrated
5	Experience Design Plan	By the end of Step 1, Initial Planning and Discovery Phase	Y	Y	Integrated
6	SSD Integration Plan	By the end of Step 1, Initial Planning and Discovery Phase	Y	Y	Integrated
7	Implementation Plan	By the end of Step 1, Initial Planning and Discovery Phase; updated as needed at the end of design phasefor each iteration	Y	Y	Integrated
8	Project Status Report	Biweekly	Y	Y	Integrated
9	Disaster Recovery Plan	By the end of Step 1, Initial Planning and Discovery Phase; updated as needed at the end of design phasefor each iteration	Y	Y	Integrated
10	Solution Test Strategy and Test Plan	By the end of Step 1, Initial Planning and Discovery Phase; updated as needed at the end of design phasefor each iteration	Y	Y	Integrated
11	Turnover Plan	Six months prior start of rollout	Y	Y	Integrated

S No	Deliverable	Due	EECM	FM	Submission Approach
12	Training Plan	Prior to start of UAT, Pilot, and Rollout	Y	Y	Integrated
13	Incident Management Plan	By the end of Step 1, Initial Planning and Discovery Phase; updated as needed at the end of design phase for each iteration	Y	Y	Single
14	Warranty Support Period	Quarterly for up to 18 months	Y	Y	Integrated
15	Business Rule Specification Document*	Foundational business rule specification document due at Step 1, Initial Planning and Discovery Phase, and updated with additional content as required in each iteration	Y	Y	Specific
16	Configured ODM Business Rules	Foundational configuration due at Step 1, Initial Planning and Discovery Phase, and update as required in each iteration	Y	Y	Specific
17	Incremental Requirements *	Every iteration	Y	Y	Specific
18	To-Be Process Flows*	Every iteration	Y	Y	Specific
19	Solution Backlog*	Every iteration	Y	Y	Specific
20	Nonfunctional Requirements *	As required in each iteration	Y	Y	Specific
21	Low-level Technical Design Document*	As required in each iteration	Y	Y	Specific
22	Workstream Architecture and High-level Design Document*	As required in each iteration	Y	Y	Specific
23	Data Models and Data Dictionary*	As required in each iteration	Y	Y	Specific
24	Prototypes/Wireframes (Design)*	Every iteration	Y	Y	Specific
25	Working Solution Increment	End of every iteration	Y	Y	Specific
26	Code and Unit Tests Scripts and Results	Every iteration	Y	Y	Specific
27	Integration Test Results	Every iteration	Y	Y	Specific
28	SIT Results	Every iteration	Y	Y	Specific
29	Compliance Test Results	As required	Y	Y	Integrated
30	Security Test Results	As required	Y	Y	Integrated
31	UAT Test Results	As required post-UAT	Y	Y	Integrated
32	Performance Test Results	As required	Y	Y	Specific
33	Regression Test Results	As required	Y	Y	Specific
34	Certification Test Results	Every iteration	Y	Y	Integrated

S No	Deliverable	Due	EECM	FM	Submission Approach
35	Failover and Resiliency Test Results	As required	Y	Y	Specific
36	Parallel Test Results	As required	Y	Y	Specific
37	Iteration Debrief Summary*	End of every iteration	Y	Y	Specific
38	Risk and Issue Register	As required	Y	Y	Integrated
39	System Defect Log	Every iteration	Y	Y	Specific
40	Workstream Requirements Traceability Matrix*	Every iteration	Y	Y	Specific
41	Interface Control Design Document	End of design phase for each iteration	Y	Y	Specific
42	System Security Plan	Every iteration	Y	Y	Integrated
43	Privacy Impact Assessment	End of design phase for each iteration	Y	Y	Integrated
44	Operational Readiness Test Report	End of each iteration	Y	Y	Specific
45	Operations and Maintenance Run Book	End of design phase for each iteration	Y	Y	Integrated
46	SSD Workflow Design document		Y	N	Specific

**provided as part Step 1 to address baseline requirements, and high-level design; and updated with other iterations*

3. INTEGRATED ORGANIZATION- ONE "IES CORE" TEAM

Integrating delivery teams across both FM and EECM provides staffing efficiencies while increasing coordination and collaboration across the project to drive consistency in design and delivery for the IES Core solution.

The integrated team (shown in the figure above) represents our new IES core organization and replaces the individual organizations of FM and EECM. This helps us focus on aligning resources based on required skillset and functional affinity across both FM and EECM. While the FM project is projected to start

4. INTEGRATED GOVERNANCE

Additional efficiencies are gained by integrating and streamlining project governance for both the State and Deloitte teams across both FM and EECM projects.

5. ADDITIONAL CONSIDERATIONS

As the project progresses, we will work with the State to identify additional areas where the teams can be aligned to create ongoing operational efficiencies.