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STATE OF NEW YORK

Lot 1 IES Eligibility, Enrollment, and Case Management System

May 6, 2022 | 03:00 PM EST

Technical Proposal

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Deloitte.

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May 6, 2022

Laura Crammond, Contract Management Specialist
NYS Office Of Information Technology Services
Vendor Sourcing And Management Organization
Via email to its.sm.bestvalue@its.ny.gov

RE: SYSTEM INTEGRATOR TIER II: LOT 1 INTEGRATED ELIGIBILITY SYSTEM'S Eligibility, Enrollment, and Case Management System

Dear Ms. Crammond:

Deloitte Consulting LLP (Deloitte[1]) is pleased to submit this response to Master Service Contract C000540 Lot 1 - SYSTEM INTEGRATOR TIER II: LOT 1 INTEGRATED ELIGIBILITY SYSTEM'S Eligibility, Enrollment, and Case Management System (the "IES-EECM"). We recognize the IES-EECM is the solution that will be the most impactful to meeting New York's goals of improving worker efficiency, client outcomes, provider management, and program management. With successful delivery of IES-EECM, New York gains a modern, comprehensive, and configurable solution to support Social Service Districts (SSDs) as they deliver human services programs across New York. We are excited to help you achieve your IES-EECM business goals and objectives.

Our proposal offers New York:

- An SSD-focused approach to designing and delivering the IES-EECM solution that builds buy-in across SDDs
- Alignment with ITS's preferred, iterative, incremental approach and tools like Jira, Blueprint, and SharePoint, delivering a non-proprietary and modular IES solution
- Directly relevant experience gained through implementing and/or supporting [redacted], in county administered states, and in the State of New York
- An experienced team with [redacted] system development, and New York state, county and New York city experience
- A thoughtful project schedule that engages SSDs and ITS staff efficiently and effectively, leading to a complete EECM implementation

ITS ultimately benefits by lowering the risk in delivery of the IES-EECM project while implementing a quality statewide solution.

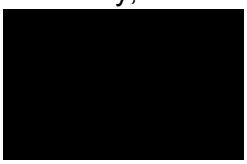
[1] As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and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

Please note that in addition to our response to the core RFP requirements for the Technical response, we have included within our response the following:

- Appendix N: NYS Freedom of Information Law (FOIL) Disclosure Exemption Request (per section *52.2, Public Information, and the NYS Freedom of Information Law* of Contract #C000657)
- Appendix O: Performance Bond Commitment Letter (per section *1.3 Performance Bond Requirement* of the Amended SI Tier II Assignment - EECM Module solicitation document)

We are looking forward to the opportunity to support you in this important project and to continue to serve ITS and the State. If you have any additional questions, please do not hesitate to contact me at +1 203 918 0097or via email at dbuck@deloitte.com.

Sincerely,



David Buck
Principal
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Attachment 5: EECM Technical Requirements Response Matrix
Appendix A: Sample Project Management Plan
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Appendix C: Sample Quality Management Plan
Appendix D: Meeting Minutes Template
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Appendix H: Example Data Dictionary Deliverable
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Appendix N: NYS Freedom of Information Law (FOIL) Disclosure Exemption Request
Appendix O: Performance Bond Commitment Letter

NYS OFFICE OF INFORMATION TECHNOLOGY SERVICES
ESP, SWAN STREET BLDG, CORE 4, 2ND FLOOR, RM 2404
ALBANY, NY 12223

IES SYSTEMS INTEGRATORS TIER II ASSIGNMENT

IES Eligibility, Enrollment and Change Management (EECM)

Contractor: Please convert this executed document to PDF, attach the PDF with the Contractor's full submission, and e-mail before the Systems Integrators (SI) Tier II Assignment deadline. The original hard copy should be sent via mail within two weeks from electronic submission.

The Contractor Submission must be fully and properly executed by an authorized person. By signing you certify your express authority to sign on behalf of yourself, your company, or other entity and full knowledge and acceptance of this Tier II Assignment (including any Questions/Answers or addendums), the Systems Integrator (SI) Tier I contract and that all information provided is complete, true, and accurate. *(Where Procurement Lobbying Law is applicable, by signing, Contractor affirms that it understands and agrees to comply with New York State procedures relative to permissible contacts. Information may be accessed at: Procurement Lobbying: http://www.ogs.ny.gov/aboutOgs/regulations/defaultAdvisoryCouncil.html)*
The Office of Information Technology Services (ITS) will not be held liable for any cost incurred by the Contractor for work performed in the preparation of a proposal to this Tier II Assignment or for any work performed prior to the formal execution of an Agreement. Proposals to the Tier II Assignment must be received as specified in Key Dates and Events. Contractor assumes all risks for timely, properly submitted deliveries of this Tier II Assignment proposal. A Contractor is strongly encouraged to arrange for delivery of Tier II proposals prior to the date of the bid opening. LATE Tier II Assignment PROPOSALS may be rejected. The received time of Tier II proposals will be determined by the clock at the Authorized User's location.

Contractor's Federal Tax Identification Number	Contractor's NYS Vendor Identification Number
06-1454513	1000011249
Legal Business Name of Company Responding (must match the SI Tier I Contract): DELOITTE CONSULTING LLP	
D/B/A – Doing Business As (if applicable):	
Systems Integrator Contract Number: C000657	
Contract[redacted] Title: PRINCIPAL	Printed or Typed Name: DAVID A. BUCK Date: April 28, 2022
☐ • CONTRACTOR DECLINES TO RESPOND TO THE TIER II ASSIGNMENT for the following reasons:	
☒ • Insurance Affirmation: All insurance forms, including Professional/Technology Errors and Omission and Crime Coverage have been provided to OGS and are up to date.	
☐ • Additional Incentives	

STATE OF NY }

} SS.:

COUNTY OF NY

On the 28th day of April in the year 2022, before me personally appeared DAVID BUCK, known to me to be the person who executed the foregoing instrument, who, being duly sworn by me did depose and say that he maintains an office at DELOITTE CONSULTING LLP 111 WASHINGTON AVE, ALBANY, NY, and further that:

[Check One]

☐ **If an individual:** __ executed the foregoing instrument in his/her name and on his/her own behalf.

☐ **If a corporation:** __ is the _____ of _____, the corporation described in said instrument; that, by authority of the Board of Directors of said corporation, __ is authorized to execute the foregoing instrument on behalf of the corporation for purposes set forth therein; and that, pursuant to that authority, __ executed the foregoing instrument in the name of and on behalf of said corporation as the act and deed of said corporation.

☑ **If a partnership:** DAVID is the PRINCIPAL of DELOITTE CONSULTING LLP, 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 purposes set forth therein; and that, pursuant to that authority, _he executed the foregoing instrument in the name of and on behalf of said partnership as the act and deed of said partnership.

☐ **If a limited liability company:** __ is a duly authorized member of _____ LLC, the limited liability company described in said instrument; that _he is authorized to execute the foregoing instrument on behalf of the limited liability company for purposes set forth therein; and that, pursuant to that authority, _he executed the foregoing instrument in the name of and on behalf of said limited liability company as the act and deed of said limited liability company.

Leslie Alwadish

LESLIE ALWADISH
Notary Public, State of New York
NO. 01AL4852847
Qualified in New York County
Commission Expires Feb. 10, 2026

Notary Public 01AL4852847
Registration No.

[redacted]

The information provided in response to this document should clearly describe the Contractor's approach to the project scope. The Contractor is to return a project plan and financial submission based on the above information. There cannot be any indication of financial information included within the technical proposal. The Contractor's proposal to this Tier II Assignment should address all elements listed below as included within the Tier II Assignment following the order listed in this document. Proposals will be evaluated based upon how well the description of the contents of the requirements and deliverables will meet the requirements of this Tier II Assignment. For each requirement and deliverable, please include a narrative that explains how your firm would approach producing the deliverable. Include the methodology, tools, techniques, and best practices that you would employ to produce each deliverable. Please provide all necessary information stated below, either by inserting below or via reference of an attachment. Bids not submitted according to these instructions may be considered nonresponsive. No extraneous elements or enhancements are to be included in the bid response.

When completing the Technical Proposal, DO NOT include any pricing information. Technical proposals must include the requested information below, in the order, and in some cases, using the provided charts. Technical proposals will be evaluated and scored based on how well the Bidder demonstrates that they can successfully undertake and complete a project of the scale and scope set forth in this Tier II Assignment. The percentages below represent the percentage or the 70 percent.

Section A: Executive Summary and Experience (5%)

Executive Summary:

The Bidder must submit an Executive Summary, not to exceed three pages in length that includes:

1. A concise description highlighting the Bidder's understanding of the requirements presented in the Tier II Assignment, ITS' needs, approach, and how the Bidder can assist ITS in accomplishing its objectives. The description provided should demonstrate the Bidder's understanding of (1) the scope of work included in the Tier II Assignment, and (2) the effort, skills, and processes necessary to successfully complete the software development services detailed in this Tier II Assignment, while adhering to the software development lifecycle (SDLC) prescribed by the State using State-defined tools, methodologies, and technologies and operating on a State-owned or prescribed platform.
2. A high-level summary describing the activities the Bidder is proposing to undertake and successfully execute the detailed scope of work as described in the Tier II Assignment.

Previous Experience:

The Bidder must describe their relevant previous experience and related experience within the public sector, which will be scored more favorably, not to exceed five pages in length that includes:

1. An overview of the Bidder's organization and experience relevant to the scope of this assignment.
2. A description of completed projects the Bidder previously worked on with similar in scope and size to this assignment.

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SECTION A: EXECUTIVE SUMMARY AND EXPERIENCE

A.1 EXECUTIVE SUMMARY

RFP Requirement/Deliverable Addressed

The Bidder must submit an Executive Summary, not to exceed three pages in length that includes:

(1) A concise description highlighting the Bidder's understanding of the requirements presented in the Tier II Assignment, ITS' needs, approach, and how the Bidder can assist ITS in accomplishing its objectives. The description provided should demonstrate the Bidder's understanding of (1) the scope of work included in the Tier II Assignment, and (2) the effort, skills, and processes necessary to successfully complete the software development services detailed in this Tier II Assignment while adhering to the software development lifecycle (SDLC) prescribed by the State using State-defined tools, methodologies, and technologies and operating on a State- owned or prescribed platform.

(2) A high-level summary descr bing the activities the Bidder is proposing to undertake and successfully execute the detailed scope of work as descr bed in the Tier II Assignment.

New York's Office of Information Technology Services' (ITS) implements a modern, configurable, non-proprietary Eligibility, Enrollment, and Case Management (IES-EECM) system for its Social Service Districts (SSD) through Deloitte Consulting's ("Deloitte") iterative, experienced-based, low-risk delivery approach. Our approach enables ITS to deliver a complete IES-EECM solution that provides continuity of services from its legacy systems, addresses technology constraints, standardizes workflow, and optimizes case management for SSDs. We deliver with the most IES experienced team in the industry, with an SSD-focused delivery approach that has been proven in large, county-administered states like New York, backed by our successful record delivering IES solutions nationwide. Deloitte is the experienced firm to partner with ITS in its multi-vendor environment to anticipate risks, reconcile requirements across policy, SSDs, and ITS, and deliver a modern IES-EECM solution that support New York human services for years to come.

Key TAKEAWAYS

- Relevant, related, and recent experience from [redacted] implementations nationally.
- Delivery of the EECM solution to UAT in [redacted] supported by our [redacted] for IES method.
- An IES-EECM team that averages [redacted] system development, OTDA, and/or ITS experience.
- A proven approach to EECM workflow design with county-administered states.
- Our non-proprietary [redacted] brings baseline functionality aligned to all [redacted] to jumpstart SDLC services.

Figure A-1. Deloitte and Our New York-focused Account Team are Committed to ITS's Success in Delivering a Complete EECM Solution.

A.1.1 WE UNDERSTAND ITS'S REQUIREMENTS AND OBJECTIVES

Lot 1's functional scope and complexity is by far the largest of all MSA lots. Each SSD has a specific way of managing their daily activities that will be supported by the new IES-EECM solution. The multitude of systems and processes across counties, cities and local offices make New York one of the most complex eligibility service delivery models in the country. The most **critical success factors** for delivering this project are 1) building **consensus** across the SSDs around what the new IES-EECM solution will do for them, 2) demonstrating tangible progress and delivering on commitments to sustain project momentum and stakeholder buy-in, and 3) using an **experience-based, user-centered**, design and development approach to the IES-EECM solution that builds on ITS work to date (e.g., rules extraction initiatives and legacy system analysis) to prevent loss of legacy functionality and SSD operational disruption. We bring a detailed understanding of **software development services** as defined in Tier II assignment to meet your needs:

- **Scope of Work:** We understand the size, scale, and complexity of developing a complete EECM solution across your diverse array of programs, residents who need these services, and the various forms of delivering these services to them. We also recognize its close alignment with the scope of Lot 3.
- **Level of Effort:** We estimated the timeline, and associated level of effort based on our experiences from delivering IES in [redacted] and specific experience in delivering human service solutions in NY
- **Skills:** We recognize that New York's IES effort is one of the most complex human service projects in the nation – a county administered, state supervised model, delivering services across a geographically spread-out State. We bring skilled resources who have succeeded in this environment
- **Processes:** We bring a strong understanding of county-based processes, program and policy processes that need to be automated, coordination with SSD systems, federal interfaces, and other Lots, and the data management solutions, resulting in an enterprise EECM
- **Alignment with State SDLC:** We understand ITS's SDLC preference and our approach aligns and uses its prescribed tools, methodologies, technologies, frameworks, and operating platforms

Using our approach, aligning with ITS's SDLC, we deliver a **complete EECM** solution using our proven IES accelerators, is non-proprietary, and results in ease of maintenance and support. Key features include:

Key Features of Our Approach	How it Benefits IES-EECM
Delivery of the IES-EECM solution to [redacted] with an approach that follows the tasks and deliverables laid out in ITS RFP.	• Aligns with ITS's desired delivery approach and adheres to ITS vision from a vendor that knows how to deliver, including multi-vendor coordination.
Alignment with **ITS's preferred, iterative, incremental approach and tools like** Jira, Blueprint, and SharePoint	• More manageable project throughput that accommodates stakeholder bandwidth during all SDLC activities and demonstrates project progress.
Use of a **Model Iteration** to test drive iteration processes across our joint team.	• Allows ITS and Deloitte to adjust processes for what works, and doesn't work, and validate our delivery schedule will work for our joint team
Uses our [redacted] asset as a design accelerator using the **IES Technical Framework components**.	• Enables us to reduce ITS's risk by using a IES "starter kit" to help model NY's IES-EECM solution with proven design patterns.
Use of an **Iteration 0: Discovery phase** during project planning to validate and align requirements to iterations	• Reduces risk of scope and requirement gaps before starting into large scale, multi-team, DDI iterations

Figure A-2. How Our Approach Delivers your Objectives for IES-EECM.

A.1.2 HIGH-LEVEL ACTIVITIES SUMMARY FOR PROJECT SUCCESS

To develop our IES-EECM delivery approach we reviewed ITS's functional, non-functional, and technical requirements from ITS's RFP and Attachments 4 and 5. As shown below, we used our experience with IES Technical Framework components, [redacted] methodology, and national IES experience to deliver a comprehensive work breakdown structure and detailed workplan.

Figure A-3. Deloitte's Capabilities Allow Us to Deliver a Low-risk EECM Solution Approach that Meets New York's Needs.

As shown below, we organized our core design and development activities into **5 development threads** in alignment with the EECM's capability groupings, and **six-week development iterations** to deliver EECM, and using your SDLC, technical framework and development tools. This approach delivers EECM incrementally building on each iteration – reduces risk, increases adoption by SSD, and results in staged and smooth rollout.

Figure A-4. NY ITS Benefits by Reducing Risk and Realizing Demonstrable Progress with Our Realistic Schedule.

A.2 ORGANIZATION AND PREVIOUS EXPERIENCE

RFP Requirement/Deliverable Addressed

The Bidder must describe their relevant previous experience and related experience within the public sector, which will be scored more favorably, not to exceed five pages in length that includes:

(1) An overview of the Bidder's organization and experience relevant to the scope of this assignment.

(2) A description of completed projects the Bidder previously worked on with similar in scope and size to this assignment.

Deloitte's **relevant IES experience** [redacted] **NY State, and NYC delivery experience,** and broad experience in **public sector** enables us to lower ITS's project risk and deliver a more robust IES-EECM solution. With our market leading approach, we work with ITS to transition out of your legacy environment, use our accelerators, and solutions, and proactively manage risks to deliver IES-EECM.

[redacted]

• Improved Worker Efficiency • Improved Client Outcomes • Better Vendor Management • Better Decision Making

NYS_CON_IES_Lot 1_EECM_MO-617368_2022_1001_3

Figure A-5. ITS, through Deloitte's Market-leading IES Experience, Delivers the IES-EECM Project.

A.2.1 ORGANIZATION OVERVIEW

The following chart describes our organization, across industry and capabilities that are relevant to IES-EECM:

Deloitte.

[redacted]

Figure A-6. Deloitte's Multi-disciplinary Organization Delivers the Right Skills and Capabilities Needed for the Project.

A.2.2 SPECIFIC EXPERIENCE RELEVANT TO THIS ASSIGNMENT

We bring more experience delivering IES systems than any other vendor, particularly in **county-administered states like New York** where buy-in from SSDs is critical to project success. This is coupled with broad human services experience matched by no other vendor as shown below. ITS benefits from our qualifications, capabilities, and understanding of New York as it allows us to field the right team, supported by our extended network of IES experience, to mitigate IES-EECM project risks, and deliver Lot 1 successfully.

Figure A-7. Deloitte Brings National Experience and Network of IES Specialists to Deliver the IES-EECM Project.

Deloitte has served the **state health, human and social services** market for over 50 years, implementing our first custom eligibility and financial management systems in [redacted] in the late 1970s. The current legacy solution in New York (Lot 1, 3) has similarities to the PA legacy solution, both of which were built on Unisys platforms. Since then, we have implemented IES systems in [redacted], including county-based implementations across mainframe, client server, open systems, and now cloud based deployments. We developed our IES solution architectures using custom, frameworks, J2EE [redacted] and now cloud centric micro services using [redacted]. With [redacted], we continue to invest in our solution approach and accelerators, as technologies continue to evolve rapidly, and our culture of continuous innovation brings the latest solutions to our clients.

We understand that New York has unique needs for its IES solution:

- A county administered, state-supervised environment
- Requirement for custom development and use of no proprietary software
- Large state with complex stakeholder groups and competing interests
- Requirement for iterative development and delivery
- Migration off a legacy mainframe system like WMS
- Large scale data conversion
- Multi-lot, multi-vendor delivery approach

Based on New York's characteristics above, we have highlighted our **IES projects** below that are most **relevant and related,** and **similar** in **scope, size, and complexity** to that of New York.

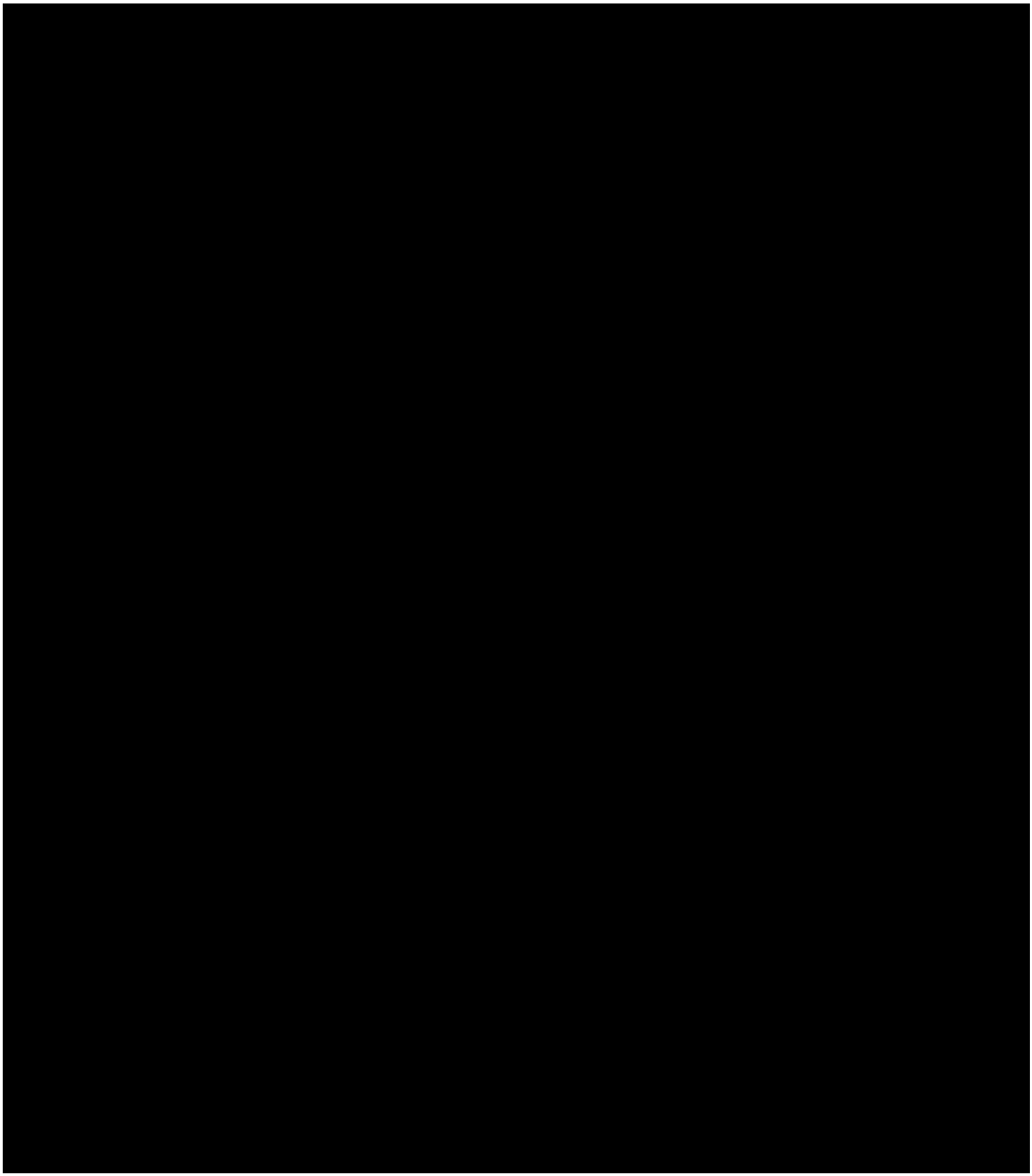
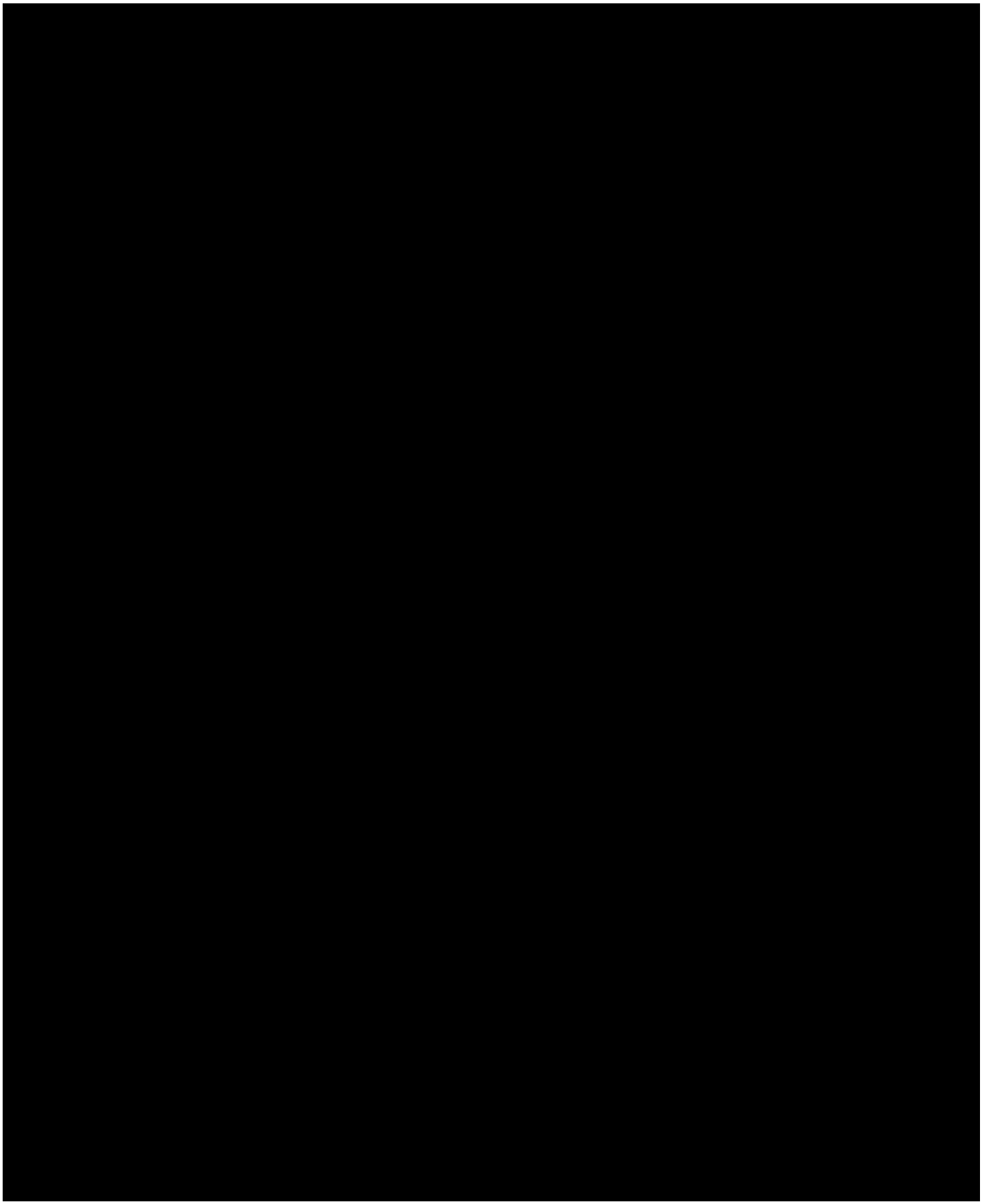


Figure A-8. Specific Projects that have Similar, Relevant Characteristics to New York's IES-EECM Project.

A.2.3 COMPLETE LIST OF STATEWIDE IES PROJECTS