

**RFP 21-2355 BUSINESS PROPOSAL
ATTACHMENT E**

Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.

Business Proposal

- 2.3.1 General** - Please introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFP.

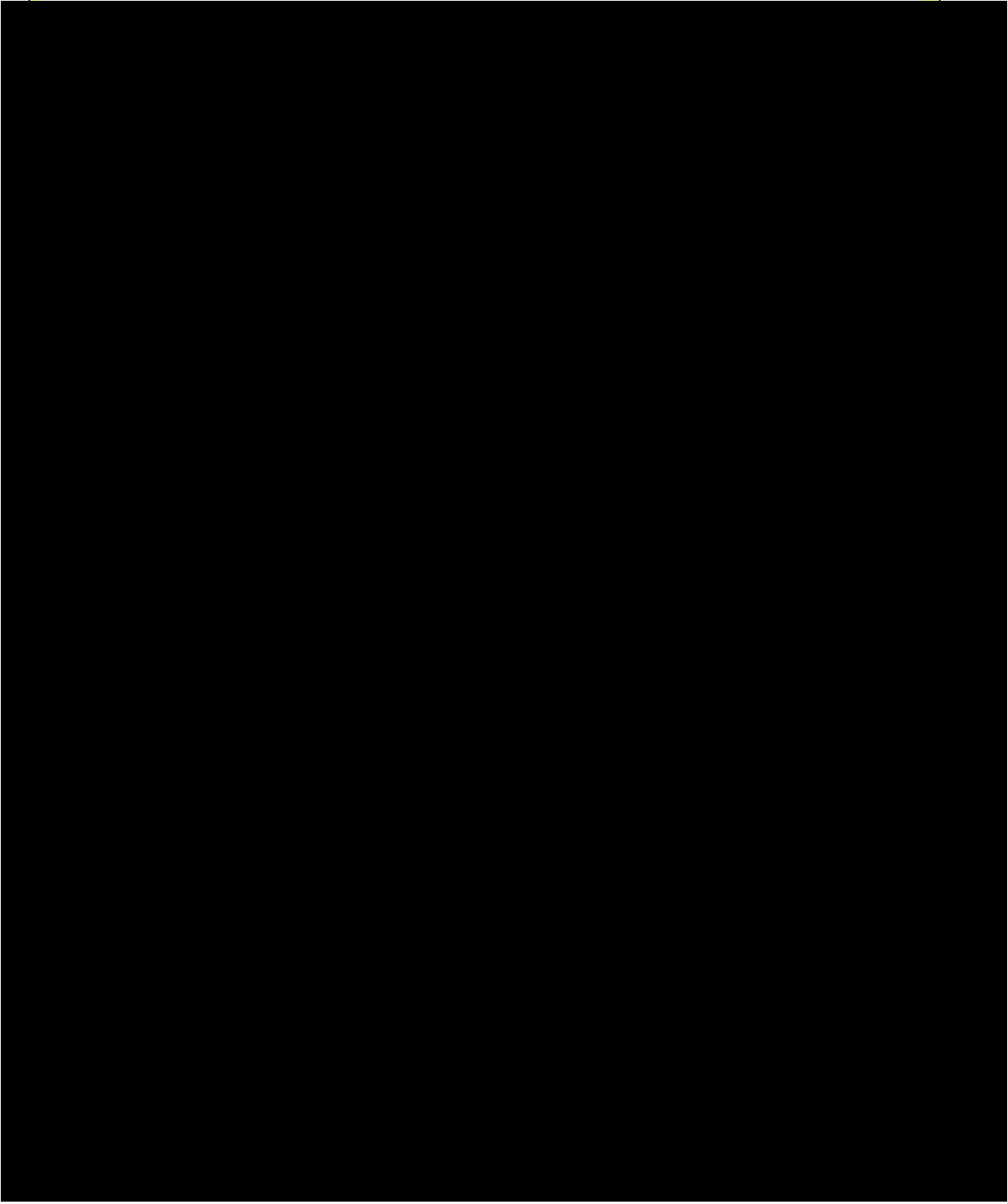
The State of Indiana's Family and Social Services Administration (FSSA) Office of Medicaid Policy and Planning (OMPP) is looking to execute on a bold vision of expanding its Fraud, Waste, and Abuse (FWA) efforts through a new and improved Fraud Abuse and Detection System (FADS) to prevent improper payments. FWA is becoming more prevalent in the healthcare industry, making it more challenging for Medicaid agencies to focus on their mission of compassionately serving Hoosiers of all ages and to connect them with social services, health care, and their communities. Through development of programs like the Healthy Indiana Plan (HIP), FSSA has long been at the forefront of Medicaid innovation, and FADS is another example of this. It is a program that combines traditional approaches focused on overpayment recovery of improperly paid claims with a pre-payment review approach that includes proactive provider education. FSSA has made a commitment to protect the care and benefits upon which so many Hoosiers depend, which would be more difficult without maintaining a broad provider network. In a time of tightening budgets, agencies must find new and alternative ways of doing more with less – FSSA is doing just that.

In order to fully realize the vision of this program, FSSA needs a firm that not only delivers on the systems and technology solution, but also the business acumen and understanding to execute the entire post-pay and pre-pay review process. In addition, it requires a collaborator which has performed this type of work successfully before – through its people, with its teaming partners, and while leveraging technology for cost-effective delivery. Throughout the proposal, it will become clear that the Deloitte team brings this and more. Our experience in this area enables us to fully execute on all areas of the scope of services, to deliver in a timely and efficient manner, and to provide insight and innovative solutions throughout the performance of this program.

Together with [REDACTED] along with our superior technology – Pallium™ – the Deloitte team is the right partner for the State.

Our Qualifications

We bring a number of strengths that will enable OMPP to realize its vision for this program to improve integrity of the payment systems by avoiding future overpayments and swiftly and accurately facilitating recovery of improperly paid claims.



A history of success in serving Indiana

Deloitte has **teamed with FSSA for three decades to deliver technology solutions** that meet the needs of FSSA and its clients. First, with the Indiana Client Eligibility System (ICES) and more recently the Indiana Eligibility Determination Services System (IEDSS) and the Indiana Community Connect. Through all of these technology implementations, we have worked with FSSA and the respective departments to bring a business perspective, with a focus on the policies and programs that serve fellow Hoosiers.



Efficient clinical team that understands provider burden

Our certified professional coders and clinicians work together to evaluate medical records and clinical documentation for incomplete, imprecise, illegible, conflicting, or absent documentation of diagnoses, procedures, and treatments, as well as supporting clinical indicators to determine whether claims comply with OMPP policy. Our teams are experienced in communicating with the provider community in a way that minimizes the burden on the administrative staff. We will draw on our experiences to identify claims and conducting medical reviews for CMS, State Medicaid agencies, and Medicaid MCEs to help **reduce the risk of false positives and payment delay**, minimizing provider burden and abrasion.



A full-service professional services Firm

In order to successfully implement the FADS, FSSA needs a vendor that can lead in all aspects of this project. **Deloitte has been recognized by Gartner as the world leader in Data and Analytics, Cloud, and Cybersecurity** for our completeness of vision and ability to execute. In addition, we employ hundreds of Project Management Professionals (PMPs) and Certified Fraud Examiners (CFEs), making us one of the most sought-after professional services



firms for both program management and fraud risk management.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

As requested in Section 2 of the Request for Proposal, we have organized our response into sections covering the Business Proposal including details on our References and Subcontractors, Technical Proposal, and Cost Proposal. Our Cost Proposal demonstrates our commitment to providing a cost-effective solution even with a superior technical platform, team, people, and project management plan. At a strategic level, we present FSSA with the following:

Business Proposal

The Deloitte team (“Deloitte” or “team”) brings decades of experience in healthcare fraud and abuse detection, system implementation, post-pay and pre-pay medical review, provider education, with an advanced analytics practice that has **prevented billions of dollars of improper payments** for nearly every state, over 15 federal agencies, and dozens of commercial agencies. Our teaming partners are leaders in Program Integrity and fraud analytics, having performed a variety of data analysis projects in the State of Indiana ([REDACTED]) as well as serving as the [REDACTED] for CMS performing thousands of post-pay and pre-pay reviews each year, including covering Medi-Medi plans in Indiana [REDACTED]. Our team represents both the least risk and greatest upside for FSSA in the execution of FADS.

Technical Proposal

Sections 4 and 5 – Contractor Systems and Technology and Contractor Services

Our platform, Pallium™, was built exactly for the scope requested in the RFP. Already deployed and operational in multiple Medicaid and commercial healthcare payers, it contains a cutting-edge, dynamic analytics engine that allows for provider peer comparisons tied into a seamless case management system. Our solution is built upon decades of success in major program integrity (PI) programs, such as preventing fraudulent tax returns at the Internal Revenue Service (IRS) and combating fraudulent activities within the US financial system. This continuously enhanced platform finds probable FWA in the Medicaid program through a timely and efficient completion of the Audit and Investigation, Overpayment Recovery, and Pre-Payment Review Process. It also has the necessary structure to support the MCE Oversight, Call Center, and Return on Investment (ROI) Calculation processes. It is a configurable platform that has been refined by our investigators, clinicians, and medical coders create an easy to use system with minimal training required. This allows for FSSA to “hit the ground

running” with minimal risk for transition in. Finally, we recognize the value of Provider Education, both to maintain a solid provider network to better serve Hoosiers as well as to prevent the State from paying for improperly billed claims. To that end, we are teaming with [REDACTED] the current creators of the provider education modules, to take advantage of lessons learned while applying leading practices developed by Deloitte in our Customer Service & Applied Design practice.

Section 6 – Contractor Staff

We bring a cadre of industry leaders – **FWA specialists, data scientists, experienced medical reviewers, vulnerability experts, Medicaid advisors, clinical staff, and program management staff** – to fulfill the scope of this program. [REDACTED]

Our team has the experience to implement, operate, and maintain the FADS while keeping an eye on changing fraud schemes and future directions that the State should take to better protect the vital benefits for over 1.6 million Hoosiers.

Sections 7 and 8 – Contractor Administrative Duties and Transition from Current Solution

The Deloitte team brings the experience of designing thorough work plans built on Project Management Institute principles that are designed to deliver an efficient and effective project from Design, Deployment, and Implementation (DDI) to Maintenance & Operations (M&O). To help FSSA maximize its return on investment for this program, our DDI phase is estimated at 18 weeks thus **starting the Fraud and Abuse Detection process sooner in the first contract year.**

The Deloitte team is the right answer for FSSA. We understand your needs and have the proven ability to predict emerging needs as, and even before, they arise in a cost-effective manner.

Our Approach

We recognize that there are two major components of this project: (1) implementation and maintenance of a configurable platform for a Provider Peer Comparison Tool (PPCT) and Case Management System with the associated reporting and training as well as (2) provision of services for fraud and abuse detection including the complete

lifecycle of investigation and review of post-pay and pre-pay claims. In addition, overpayment recovery, provider education, MCE oversight, and CMS ROI calculation are components requiring execution. There is a nuance to the development and execution of these components, and that is where our approach brings forth the right, innovative solution for FSSA.

This is a **complex program requiring communication and coordination with numerous external and internal systems and stakeholders**. We have meticulously analyzed the OMPP Medicaid Management Information System (CoreMMIS) in order to propose a technological solution that reduces OMPP risk and complexity by minimizing implementation time while leveraging our knowledge of FSSA as the IEDSS contractor. [REDACTED]

[REDACTED]



Our People

For the Department to effectively and efficiently implement this program, it needs a team with integrity, high standards of performance, customer service, and fiscal awareness. The Deloitte team brings all of this and more. When building a team of people, the sum of the parts is greater than the whole; this is the case for the Deloitte team. From the project leadership, to each workstream manager, to the staff performing the day-to-day operations, we pride ourselves on being not just a contractor, but a meaningful part of the OMPP team. We strive to provide **exceptional customer**

service through technical expertise and an organizational culture that is an excellent match for OMPP.

Our Vital Staff, Additional Staff, Project Leadership, and Subject Matter Advisors bring **combined experience working with FSSA, FSSA systems, State Medicaid programs, and PI in Medicaid, Medicare, and commercial insurance.** As an example, the proposed Project Manager, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

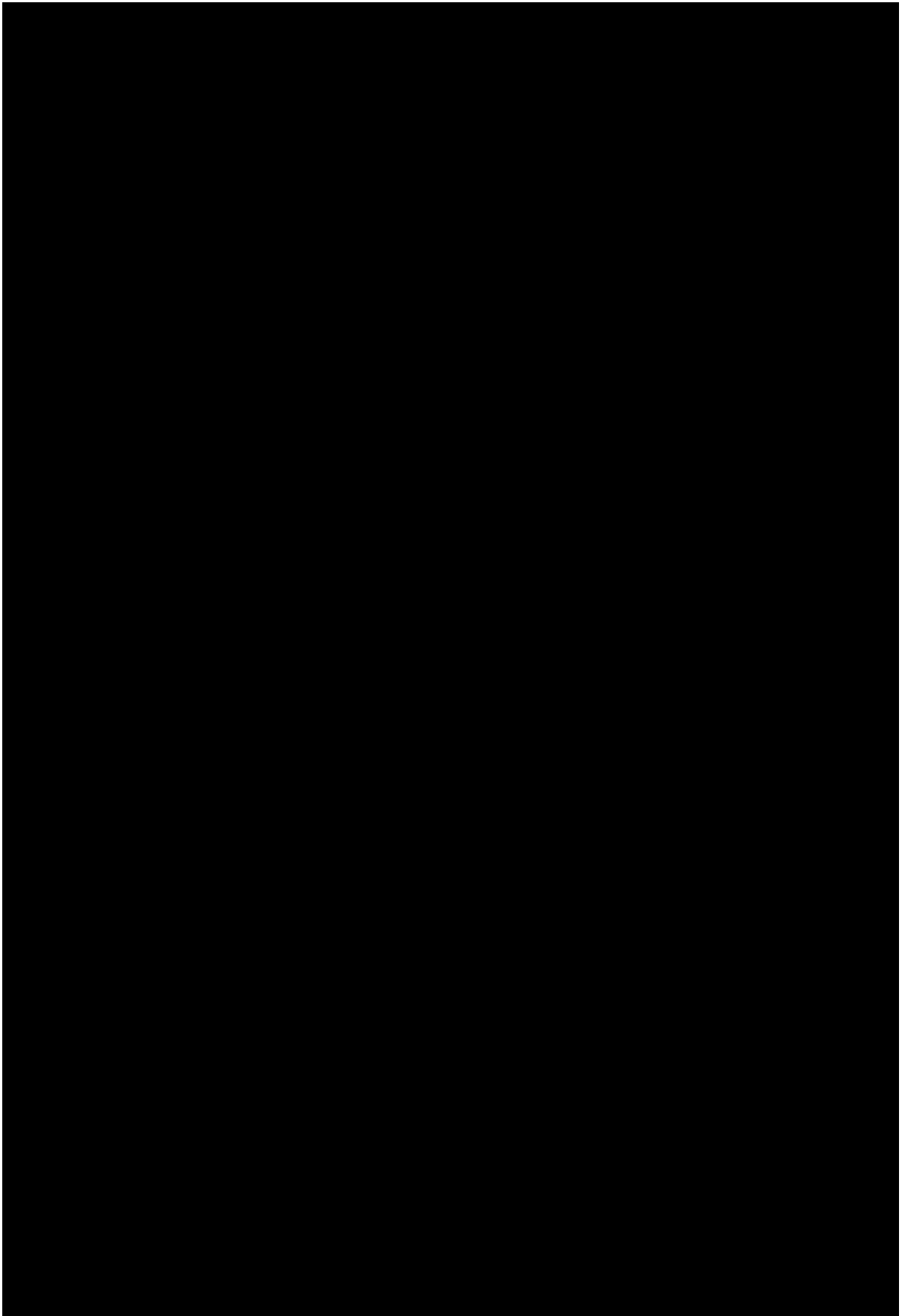
[REDACTED]

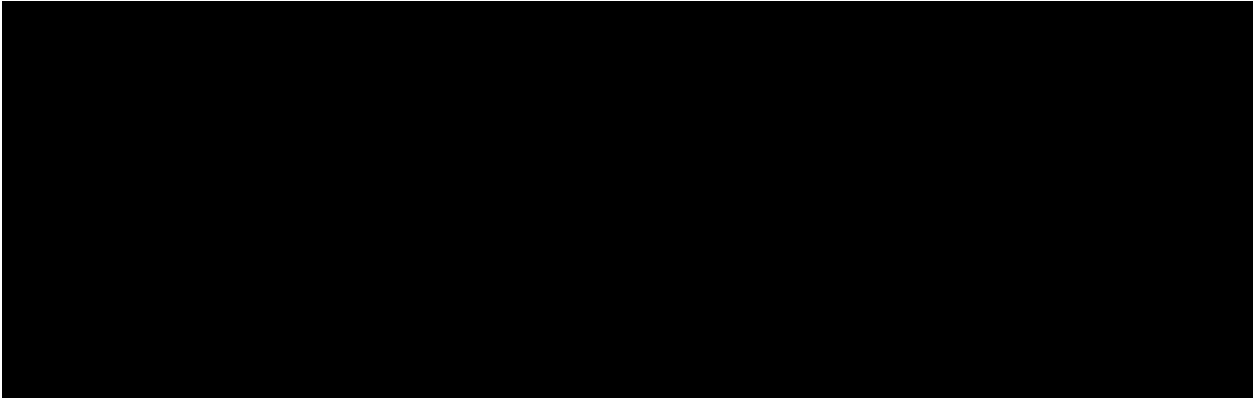
The Deloitte Team

What we Bring to Indiana

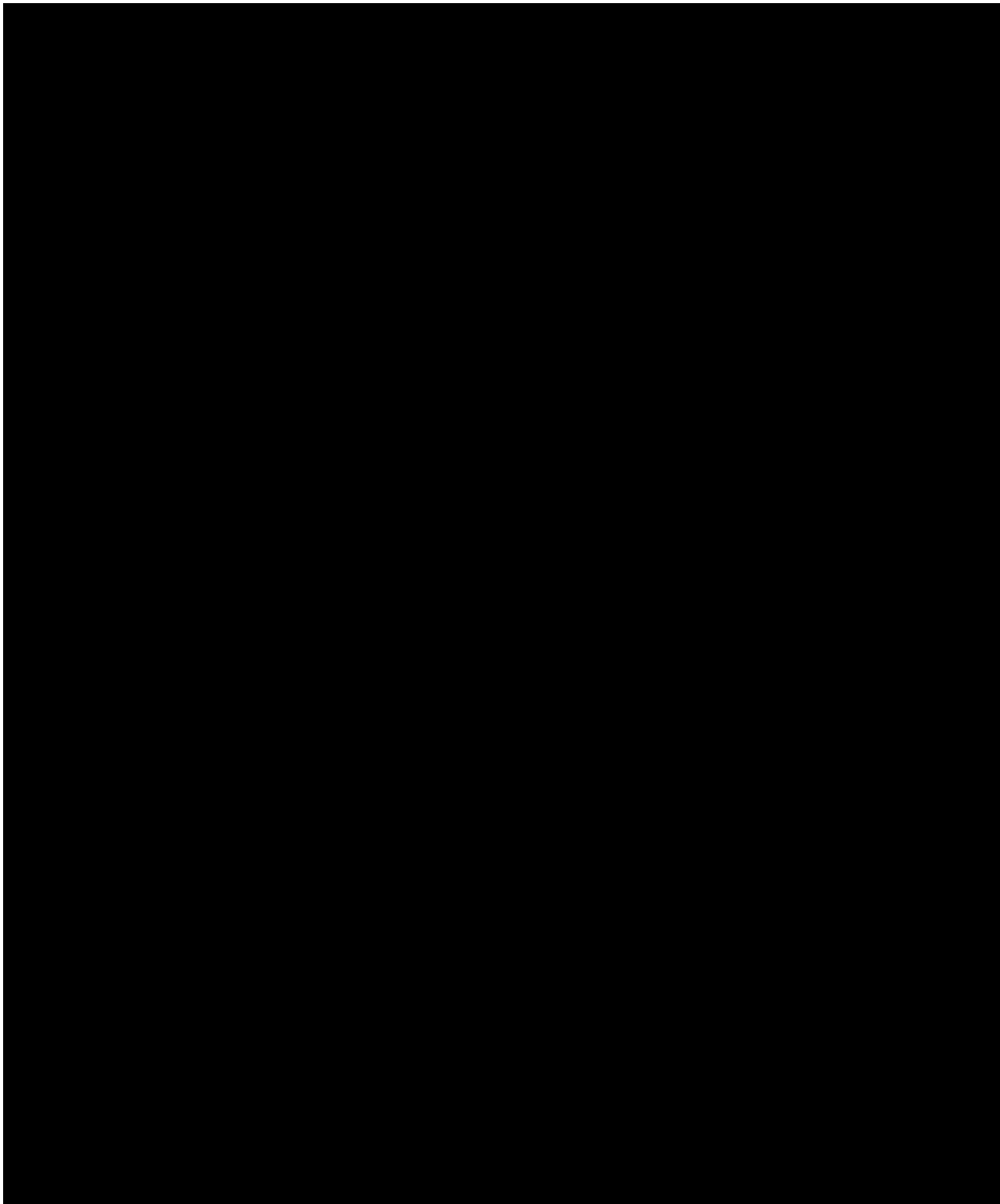
Deloitte.

- Currently providing healthcare FWA data analysis support to [REDACTED]
[REDACTED]
[REDACTED]
- Named by Gartner as the worldwide leader in data and analytics services in its Magic Quadrant for Data Analytics Services Providers for being a visionary and ability to execute on strategy
- Brings advanced analytical rules/models that deliver over \$2B in recoveries
- Achieved significant savings through medical reviews with a low appeal rate





Additionally, our organizational structure is designed for efficient delivery through clear lines of responsibility from DDI through M&O. We also have created a series of workstreams – Audits and Investigations, Pre-Payment Review, and Technology and Data Science – intended to execute tasks while incubating new ideas and innovative approaches to the tasks. In part, this is accomplished by building our workstreams with individuals from the full Deloitte team. This structure enables and challenges our professionals to think in new and pioneering ways. All of this will have a direct, positive impact on OMPP and this project. Additionally, we present a diverse team, possessing a variety of backgrounds, with a mix of professional experiences and specialties. It is the strength of that diversity that sets us apart from our competitors.



We are excited about the prospect of delivering the proposal that follows. We are the right choice for FSSA, and we look forward to collaborating on this initiative. Our experience in the scope of this project decreases the risk of delivery while focusing on

what truly matters: a best-in-class Medicaid program that has the financial capability to provide excellent care to all Medicaid members in the State of Indiana.

2.3.2 Respondent's Company Structure - Please include in this section the legal form of the Respondent's business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

The State of Indiana seeks an experienced vendor that can support its mission to satisfy the need for FADS. For the last 175 years, clients worldwide have worked with Deloitte to develop solutions for some of their most complex problems. We are a full service, multi-functional professional services organization and are currently the largest global professional services firm and have 126 offices in the United States. State Government is an important priority for Deloitte as we provide this full range of services to bring an informed, 360-degree perspective to each State Government project we undertake. To supplement our first-hand knowledge of Indiana clients gained over the past 29+ years, Deloitte brings deep experience through our dedicated PI practice. This practice specializes in helping government agencies prevent and detect fraud, waste, abuse, including improper payments, while also meeting the highest standards of quality and access. The team's offering combines program-specific health and human services knowledge with our capabilities in fraud risk management, machine learning and analytics, domain expertise, medical review, investigations, litigation support, and forensic technology.

Deloitte has supported hundreds of health care organizations and 47 states on a wide range of technology, human services, and healthcare-related projects. These projects include Medicaid Management Information System (MMIS), medical management, Medicaid and integrated eligibility, mission support and program strategy, hospital information systems, Electronic Health Records (EHR), Health Insurance Exchanges (HIX), and Health Information Exchange (HIE) implementations, claim and encounter medical review, FWA analytics, and other forensic services. Our State healthcare history includes working alongside agencies for more than 45 years in the Health and Human Services (HHS) business and more than 25 years implementing and supporting State claims, eligibility, and service delivery solutions. Complementing our State



SECTION HIGHLIGHTS

- Deloitte LLP and its subsidiaries are limited liability partnerships.
- Deloitte LLP and its subsidiaries, including Deloitte Transactions and Business Analytics LLP, are organized in the State of Delaware, with its headquarters in New York City.
- Deloitte is the largest professional services firm in the world, providing technology, risk management, human capital, and strategy consulting services across a wide variety of business areas, including a strong practice in Government and Public Services and 45+ years of experience in Health and Human Services.

capabilities are our extensive experiences supporting CMS including program integrity analytics efforts. This Federal perspective has enabled us to share industry insights, strengthening our ability to effectively respond to healthcare priorities and issues.

The Legal Form of the Respondent's Business Organization

Deloitte Transactions and Business Analytics is a limited liability partnership.

The State in Which Formed

Deloitte Transactions & Business Analytics LLP is organized in the State of Delaware and have 30 Rockefeller Plaza, New York, NY 10112 as its headquarters. A certificate of authority is included on the following page.

Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "DELOITTE TRANSACTIONS AND BUSINESS ANALYTICS LLP" IS DULY FORMED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE TWENTIETH DAY OF OCTOBER, A.D. 2020.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "DELOITTE TRANSACTIONS AND BUSINESS ANALYTICS LLP" WAS FORMED ON THE TENTH DAY OF OCTOBER, A.D. 2013.



5413730 8300

SR# 20207935683

You may verify this certificate online at corp.delaware.gov/authver.shtml

A handwritten signature in black ink, appearing to read "JB", is written over a horizontal line. Below the line, the text "Jeffrey W. Bullock, Secretary of State" is printed in a small font.

Authentication: 203901834

Date: 10-20-20

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Figure E-5. Deloitte Transactions & Business Analytics LLP Certificate of Authority.

The Types of Business Ventures in Which the Organization is Involved

Deloitte provides technology, financial advisory and risk management, human capital, and strategy consulting services, as well as tax and audit, across a wide variety of business areas, including government, consumer and industrial products, energy and resources, financial services, technology, media and telecommunications, and life sciences.

Deloitte has a large Government and Public Services (GPS) practice serving both state and federal clients. Within GPS, Deloitte has dedicated groups of professionals focusing on delivering Program Integrity and Health and Human Services projects, with extensive experience in Fraud and Abuse Systems like Indiana's. Deloitte also has a broad array of complementary practices like Digital Government, Consulting, Strategy and Analytics, as well as Regulatory and Legal Support to holistically support the implementation, maintenance, operation, and enhancement of government systems.

Deloitte is consistently recognized as a leader by Forrester, Gartner, and others in government services due to the depth and breadth of our capabilities and long history of successfully serving state governments across the country. We continue to build on that success by staying committed to better supporting our clients, taking on their toughest challenges, delivering consistent, high-quality results, and helping our clients provide extraordinary services to their customers.

Comprehensive solutions, strong capabilities, client confidence, and a collaborative culture are traits of the work that we do at Deloitte. This unique experience was earned in Deloitte's early days and today has become the foundation from which Deloitte serves its clients – including the State of Indiana. The remaining sections in this attachment further detail the specific business ventures of the firm that are especially relevant to the IN FADS project, especially our experience in government services and fraud and abuse.

The following figure highlights facts about Deloitte and its impact on the professional services industry, both as a worldwide firm and as a U.S. firm.



Figure E-6. Deloitte Global and U.S. Statistics and Facts.

A Chart of the Organization

Deloitte’s Operating Model supports our continuous growth and puts us ahead of the rapidly changing marketplace. Our structure enables us to deliver specialized solutions for our clients, while empowering us to develop our people and innovate for the future across a variety of practices. We bring our best solutions to clients in the context of our market-responsive Offering Portfolios and Industries, as shown in the figure below, which coordinate together and complement each other to holistically meet our clients’ needs. Deloitte’s multi-dimensional structure fosters proficiency in our practitioners to deliver within the context of their client’s industry, which encourages flexibility and innovation through knowledge exchange and cross-practice coordination.

The following figure provides an organizational chart of Deloitte LLP, highlighting those business areas which are most applicable to the Indiana FADS project.

Overview of Our Risk and Financial Advisory Practice

For the IN FADS project, our **Risk and Financial Advisory** practice is comprised of several business areas that work together to support government technology systems. Deloitte has a large global **Operate** practice with experience maintaining and operating technology systems for both government and commercial clients. Deloitte has a unique Hybrid-Operate: **Program Integrity and Health Care offering** supported by thousands of practitioners that are experienced in implementing, maintaining, operating, and enhancing health and human services systems, including **Medicaid** systems like IN FADS.

Government and Public Services Practice

Within our GPS Practice, our people, ideas, technology, and outcomes are designed for impact. Deloitte professionals across the country bring fresh perspective – from inside and outside government – to help clients anticipate disruption, reimagine the possible, and fulfill their mission promise. Our GPS Practice is comprised of 15,000 cross-functional professionals dedicated to serving various government-related entities, including Federal agencies, states, cities and counties, labor organizations, colleges and universities, housing authorities, human service agencies, public retirement systems, and workforce agencies. The result of this dedication is a group of professionals who apply industry-leading practices in strategy, scenario planning, operations improvement, systems integration, human capital, and outsourcing specifically to government agencies. Deloitte's work in GPS has impacted the lives of over 100+ million Americans. Deloitte has 300 dedicated employees based in Indiana with the GPS skillsets and knowledge to support Indiana's vision for its IN FADS project.

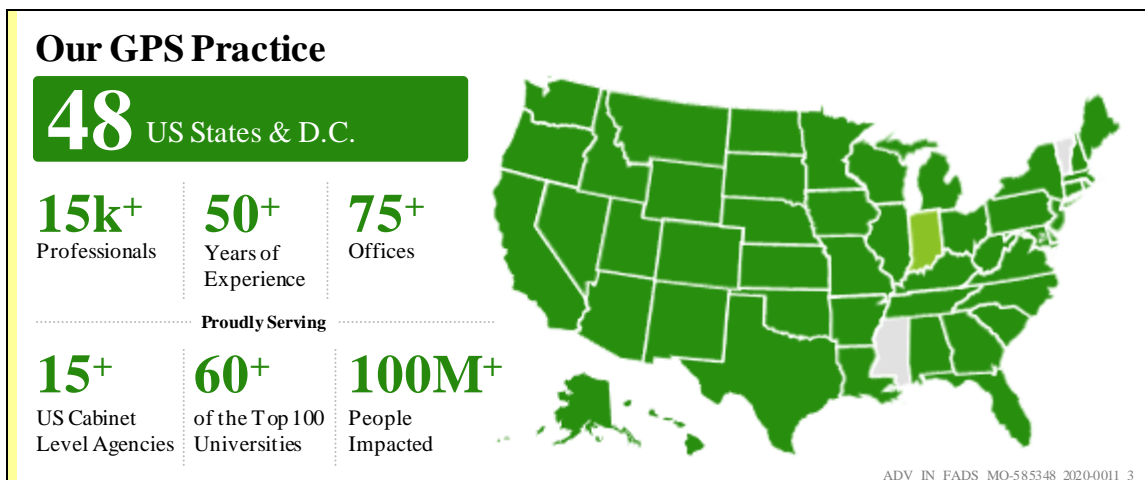


Figure E-8. Deloitte Government and Public Services Practice.

Operate Practice

Deloitte has a robust global operate practice which brings stability, optimization, and innovation to its clients by leveraging deep industry knowledge and domain experience with a focus on impact for our clients. We have delivered numerous large-scale complex services to government and commercial clients globally. For example, we have delivered operate services for a National Health Provider where we delivered 30% cost savings safely and securely. Deloitte has specifically been recognized as a best in class provider for System Management and Enabling Tools. This means we deliver unmatched results for our clients and deploy this capacity across multiple client scenarios.

Operate Practice



Figure E-9. Deloitte's Global Operate Practice.

Hybrid-Operate: Program Integrity for Health Care

Health care payers need a disruptive solution to effectively detect and prevent improper payments. Our hybrid Operate: *Program Integrity for Health Care* offering delivers an end-to-end offering for health care fraud, waste and abuse prevention and recovery, enabling commercial, federal and state health care organizations to effectively prevent and recover costs, limit risk and increase efficiencies. We bring together data scientists, health care specialists, and the latest in forensic and analytic technology to provide payers with solutions designed to effectively analyze claim payments and enable actionable evidence-based decisions.

Our solution helps commercial health care organizations, Medicare/Medicaid agencies, and state and federal health and human services agencies effectively identify, recover and prevent health care fraud, waste and abuse. Its actionable, analytic approach proactively reduces FWA in both the pre- and post-payment claim stages.

Program Integrity leverages our distinct Hybrid-Operate delivery model and combines the global scale of our anti-fraud and FWA prevention knowledge and experience, demonstrated process optimization, and a powerful ever-evolving technology solution. With this approach, we are flexible and nimble to address emerging FWA schemes. With our solution, Indiana is well-positioned for current and future FWA identification and recovery with agility, visibility, continuous monitoring and improvement, and reduced need for costly recovery or remediation.



DID YOU KNOW?

Examples of Emerging FWA Schemes

- Billing for “impossible days” of telehealth by upcoding or not providing services
- Providers who inappropriately bill telehealth services using New Patient visit codes
- Recruiting members for COVID-19 testing and adding other unnecessary tests to a “panel” of lab billing
- Prescribers with high amount of prescribing of opioids without billing on the medical side
- Sanctioned or disciplined providers joining and participating in OMPP

2.3.3 Company Financial Information - This section must include documents to demonstrate the Respondent’s financial stability. Examples of acceptable documents include: most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.

Deloitte LLP and its subsidiaries (the “U.S. Firms”) provide audit, advisory, tax, and consulting services through approximately 113,000 people in 102 cities. For the most recent fiscal year ended May 30, 2020, the U.S. Firms had revenue of [REDACTED]

[REDACTED] See more detailed information in the chart below.

Since the U.S. Firms are privately owned partnerships, they do not have audited financial statements, nor do they file other corporate financial information such as a 10-K. Should you have additional questions regarding the financial information, please contact [REDACTED]

[REDACTED].
Furthermore, although the U.S. Firms do not have a rating from one of the nationally recognized credit rating agencies, their privately placed debt is assigned a designation by the National Association of Insurance Commissioners (“NAIC”). The U.S. Firms’ privately placed debt carries an NAIC 1 designation; NAIC’s highest designation, which is comparable to an A or better rating from one of the nationally recognized rating agencies. Detailed information regarding Deloitte LLP in the U.S. is provided in the following figure.

The above financial information was prepared for internal purposes. This financial information has not been audited and does not present the financial position, results of operations, or other financial information in accordance with generally accepted accounting principles.

The use of this information is restricted to your consideration in providing you professional services. Any other use or circulation of this information is prohibited.

Deloitte Transactions and Business Analytics LLP

Deloitte is more than just a consulting organization and more than just an accountancy. We offer services in four Business Areas including Audit, Advisory, Consulting, and Tax. Each of these subsidiaries is organized under Delaware law, is separately capitalized, has its own Chairman, CEO, and Board of Directors, and provides a distinct array of services. Within this response, “Deloitte” refers to Deloitte Transactions and Business Analytics LLP, a subsidiary of Deloitte and Financial Advisory Services LLP, a for-profit company and the legal entity submitting this proposal. A more detailed description of the legal structure of Deloitte LLP and its subsidiaries can be found at www.deloitte.com/us/about. The chart in the figure below shows the organizational operating structure of Deloitte’s U.S. Member Firms, representing the four main areas of service and the annual revenue for each of the subsidiaries is shown in the above table under Consolidated Revenue Breakdown by Area.

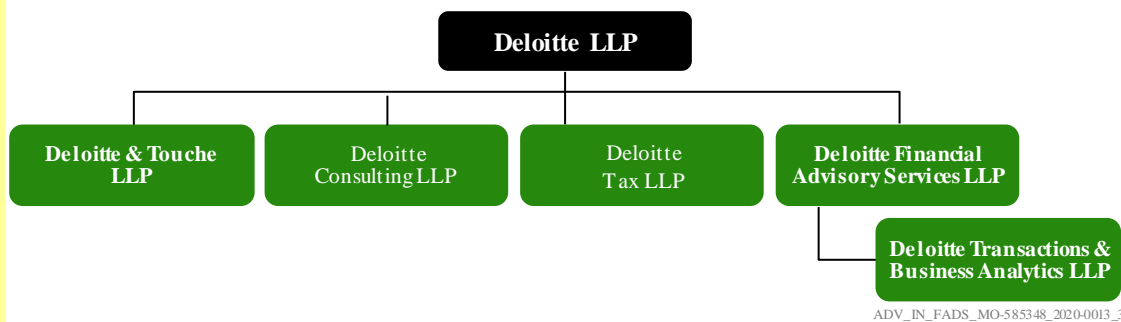


Figure E-11. Deloitte LLP and Subsidiaries.

Consolidated annual revenue information for Deloitte LLP and its subsidiaries, including DTBA is provided in **Figure E-10**.

Dun and Bradstreet Report

On the following pages, we have provided a copy of our latest Dun and Bradstreet financial report to provide additional information regarding our financial stability. Because Deloitte LLP is a privately held organization, it does not disclose certain financial data. As such, the following report may be based on incomplete information.

DELOITTE LLP

D-U-N-S® 01-412-7109

Headquarters(Subsidiary)
30 Rockefeller Plz,
New York, NY 10112

Phone 212 492-4000

Premier Gold

Purchase Date: 04/14/2020
Last Update Date: 01/03/2020
Attention: 266194674

Executive Summary

Company Info

Year Started	1994
Employees	65,000
Employees Here	Undetermined at this location
Trade Styles	(FOREIGN PARENT IS DELOITTE GLOBAL SERVICES LIMITED, LONDON, UK)

Predictive Analytics

Financial Stress Class



The Financial Stress Class of 4 for this company shows that firms with this class had a failure rate of 0.84% (84 per 10,000).

Financial Stress Class	4
Financial Stress Score	1,447
Highest Risk	1,001
Lowest Risk	1,875

Credit Score Class



The Credit Score class of 4 for this company shows that 9.40% of firms with this classification paid one or more bills severely delinquent.

Credit Score Class	4
Credit Score	478
Highest Risk	101
Lowest Risk	670

D&B Viability Rating

D&B Viability Rating

3 3 B Z

Supplier Evaluation Risk Rating

Risk Rating



D&B Rating

D&B Rating

1R3

Composite Credit Appraisal



D&B PAYDEX®

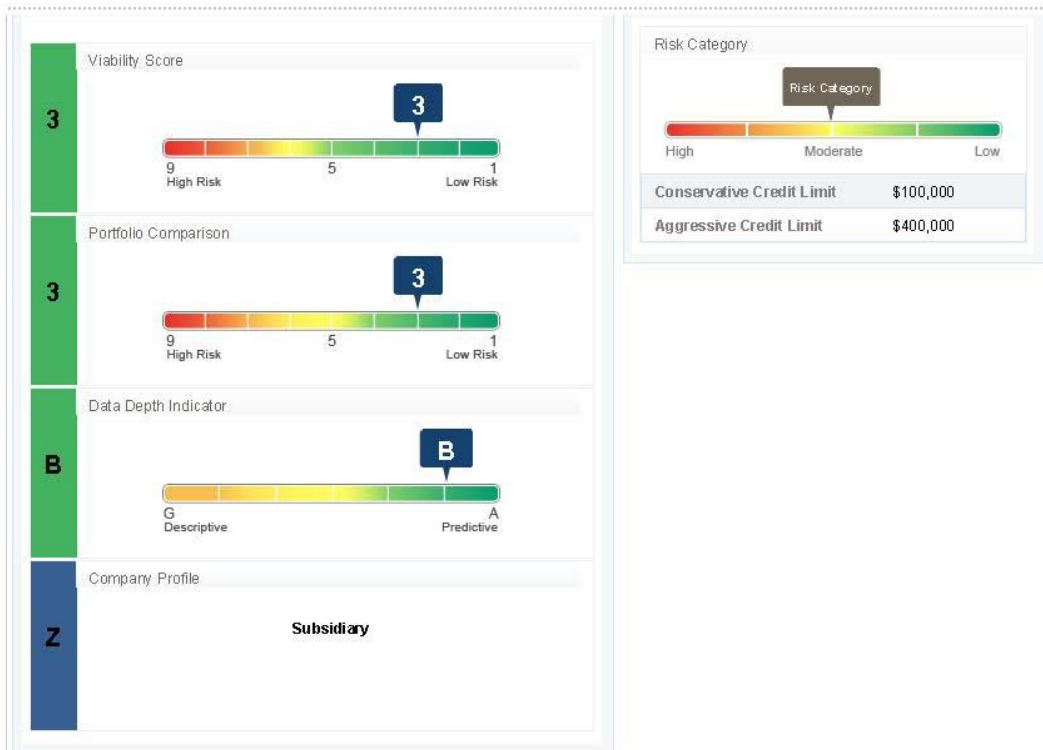
Up to 24 month D&B PAYDEX



Up to 3 month D&B PAYDEX



Credit Limit Recommendation



Supplier Risk Data

Supplier Evaluation Risk Rating



Probability of Ceased Operations/Becoming Inactive

The probability of ceased operations/becoming inactive indicates what percent of U.S. businesses is expected to cease operations or become inactive over next 12 months.

Probability of Supplier Ceased Operations/Becoming Inactive	3.1%
Average Probability of Supplier Ceased Operations/Becoming Inactive	5.6%
% of US Businesses with SER Rating	12%

Supplier Risk Score Analysis

Key Commentary

The business has a Supplier Evaluation Risk (SER) Rating that shows:

- Proportion of past due balances to total amount owing
- Evidence of open liens
- Proportion of slow payment experiences to total number of payment experiences reported
- Unstable Paydex over last 12 months

Business Information

Business Summary		Credit Capacity Summary	
Branch & Division	YES	D&B Rating 1R3	
SIC	8742 Management consulting services, accounting/auditing/bookkeeping	<div>Composite Credit Appraisal</div> <div> </div>	
NAICS	541611 Administrative Management and General Management Consulting Services	Prior D&B Rating	1R3
History Status	CLEAR	Rating Date	12/27/2017
		Payment Activity (based on 131 experiences)	USD
		Average High Credit	\$127,179
		Highest Credit	3,000,000
		Total Highest Credit	9,420,500

D&B Viability Rating	
<p>The D&B Viability Rating uses D&B's proprietary analytics to compare the most predictive business risk indicators and deliver a highly reliable assessment of the probability that a company will no longer be in business within the next 12 months.</p>	
<div>3</div>	<div>Viability Score</div> <div> </div> <p>Compared to All US Businesses within D&B Database:</p> <ul style="list-style-type: none"> • Level of risk: Low Risk • Businesses ranked 3 have a probability of becoming no longer viable: 3% • Percentage of businesses ranked 3: 15% • Across all US businesses, the average probability of becoming no longer viable: 14%
<div>3</div>	<div>Portfolio Comparison</div> <div> </div> <p>Compared to all Businesses within the same MODEL SEGMENT:</p> <p>Model Segment: Established Trade Payments</p> <ul style="list-style-type: none"> • Level of risk: Low Risk • Businesses ranked 3 within this model segment have a probability of becoming no longer viable: 3% • Percentage of businesses ranked 3 within this model segment: 11% • Within this model segment, the average probability of becoming no longer viable: 5%
<div>B</div>	<div>Data Depth Indicator</div> <div> </div> <p>Data Depth Indicator Details:</p>

- ✓ Rich Firmographics
- ✓ Extensive Commercial Trading Activity
- ✓ Basic Financial Attributes

Greater data depth can increase the precision of the D&B Viability Rating assessment.

You have the ability to influence the confidence of the viability assessment by asking the business to report more information to D&B at <https://update.dnb.com/Update/>

Z	Company Profile	Subsidiary
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Business History

Officers
 JOSEPH B. UCUZOGU, CEO;
 TRINA HUELSMAN, VICE CHM;
 KENNY SMITH, VICE CHM;
 RODNEY SIDES, VICE CHM;
 CATHY ENGELBERT, CEO;
 FRANK FRIEDMAN, COO-CFO;
 SCOTT BARET, VICE PRESIDENT;
 PAUL WELLENER, VICE CHM

Directors THE OFFICER(S)

As of 01/03/2020

The Delaware Secretary of State's business registrations file showed that Deloitte LLP was registered as a Limited Liability Partnership on August 15, 1994, under file registration number 2426319.

Business started 1994.

RECENT EVENTS:

On September 24, 2018, sources stated that Deloitte LP, New York, NY, has acquired the artificial intelligence platform business of Magnetic Media Online, Inc., New York, NY, on September 10, 2018. Terms of the deal were not disclosed. Further details are unavailable.

On March 17, 2016, sources stated that Deloitte LLP, New York, NY, has acquired substantially all of the assets of Heat Ventures LLC, San Francisco, CA, on February 29, 2016. With the acquisition, Heat Ventures LLC will now operate as a subsidiary of Deloitte LLP. Employees and management were retained. Terms of the deal were not disclosed. Further details are unavailable.

On July 31, 2015, sources stated that Deloitte, LLP, New York, NY, has acquired System Dynamics Group Limited, Dublin, Ireland, on July 14, 2015. Terms were undisclosed.

On November 28, 2012, sources stated that Deloitte LLP, New York, NY, has acquired Recombinant Data Corp., Newton, MA, on October 29, 2012. With this acquisition, Recombinant Data Corp. will no longer operate as a legal entity and all operations were integrated into Deloitte LLP. Terms of the deal were not disclosed. Further details are unavailable.

On January 31, 2012, an inside source stated that Deloitte LLP, New York, NY, announced the acquisition of Ubermind Inc., Seattle, WA, on January 4, 2012. Ubermind Inc. will now operate as a subsidiary of Deloitte LLP. Terms of the deal were not disclosed. Further details are unavailable.

On January 28, 2011, sources stated that Deloitte LLP, New York, NY, has acquired substantially all of the assets of Altos Management Partners, Inc., Los Altos, CA, on January 14, 2011. With this acquisition, Altos Management Partners, Inc. will operate as a subsidiary of Deloitte LLP. Further details were not available.

On December 20, 2010, an inside source stated that Clear Carbon Consulting Inc., Arlington, VA, has merged with and into Deloitte LLP, New York, NY, on December 13, 2010, with Deloitte LLP being the surviving entity. With this merger, Clear Carbon Consulting Inc. discontinued its operations and this location now operates as a branch of Deloitte LLP. The employees and management were retained at this time. Further details are not disclosed.

On December 20, 2010, an inside source stated that Domani Sustainability Consulting Service, Central Islip, NY, has merged with and into Deloitte LLP, New York, NY, on December 13, 2010, with Deloitte LLP being the surviving entity. With this merger, Domani Sustainability Consulting Service discontinued its business and its operations were integrated into Deloitte LLP. The employees and management were retained at this time. Further details are not disclosed.

On May 14, 2009, sources stated that Deloitte LLP, New York, NY, has closed the acquisition of substantially all of the assets of North American Public Services business of BearingPoint's, Mc Lean, VA, on May 8, 2009. Further details were not disclosed.

On April 17, 2009, sources stated that Deloitte LLP, New York, NY, completed the acquisition of substantially all of the assets of Solbourne Computer, Inc., Boulder, CO, on July 17, 2008. With this transaction, Solbourne Computer, Inc. discontinued its business and operations of Solbourne Computer, Inc. were integrated into Deloitte Consulting LLP, New York, NY, a subsidiary of Deloitte LLP. No operations will remain at the previous location of

Solbourne Computer, Inc. Employees and management of Solbourne Computer, Inc. have joined Deloitte Consulting LLP. Further details are unavailable.

Business name was changed from Deloitte & Touche USA LLP to Deloitte LLP on March 14 2008.

JOSEPH B. UCUZOGLU. Antecedents are unknown.

TRINA HUELSMAN. Served as audit and enterprise risk services leader for the process and industrial products sector.

KENNY SMITH. Served as principal of Deloitte Consulting LLP.

RODNEY SIDES. Antecedents were not available.

CATHY ENGELBERT. 50yrs.

FRANK FRIEDMAN. 2011-present active here.

SCOTT BARET. Antecedent were not available.

AFFILIATES:

The following are related through common principals, management and/or ownership: Deloitte Touche Tohmatsu Services, Inc., New York, NY. Started '1992'. DUNS #938342565. Operates as accounting, auditing and bookkeeping services.

AFFILIATES:

The following are related through common principals, management and/or ownership: DELOITTE FINANCIAL ADVISORY SERVICES INDIA PRIVATE LIMITED DUNS #860254336.

Business Registration

CORPORATE AND BUSINESS REGISTRATIONS REPORTED BY THE SECRETARY OF STATE OR OTHER OFFICIAL SOURCE AS OF May 19 2012:

Registered Name	DELOITTE LLP	Registration ID	2426319	Filing Date	08/15/1994
State of Incorporation	DELAWARE	Status	STATUS NOT AVAILABLE	Registered Agent	CORPORATION SERVICE COMPANY 2711 CENTERVILLE ROAD SUITE 400, WILMINGTON, DE 198080000
		Where Filed	SECRETARY OF STATE/CORPORATIONS DIVISION, DOVER, DE		

Government Activity Summary

Activity Summary		Possible candidate for socioeconomic program consideration			
Borrower	No	Labor Surplus Area	N/A	Small Disadvantaged	No
Administrative Debt	No	Small Business	N/A	HUB-Zoned Certified	No
Grantee	No	Women Owned	N/A	Historically Under Utilized	No
Party Excluded from Federal Programs	No	Minority Owned	N/A	Veteran Owned	No
Public Company	N/A	Disadvantaged Business Enterprise	No	Vietnam Veteran Owned	No
Congressional District	12	Ethnicity Classification	N/A	Disabled Owned	No
Contractor	No			Historical College Classification	N/A
Importer/Exporter	Importer				

The details provided in the Government Activity section are as reported to Dun & Bradstreet by the federal government and other sources.

Operations Data

As of 01/03/2020

Description: Subsidiary of Deloitte Global Services Limited, London, which operates as an accounting/auditing/bookkeeping.

Foreign Parent is Deloitte Global Services Limited, London, UK. DUNS number 216725944 and reference is made to that report for background information on the parent and its management.

Provides management consulting services. Provides accounting, auditing and bookkeeping services, specializing in certified public accounting.

Terms are based on Cash and billing procedures vary by client and can include time and expenses or flat-fee period invoices. Sells to commercial concerns. Territory : International.

Nonseasonal.

Employees: 65,000 which includes partners. Undetermined employed here.

Facilities: Occupies premises in a building.

Special Events

As of 03/28/2020

MERGER/ACQUISITION: According to published reports, Deloitte, DUNS 014127109, (New York, NY) announced that it has acquired Bistech for an unspecified sum.

As of 11/15/2019

The Chief Executive Officer is now Joseph B. Ucuzoglu, CEO.

Industry Data

SIC

Code	Description
87420000	Management consulting services
87210101	Certified public accountant

NAICS

Code	Description
541611	Administrative Management and General Management Consulting Services
541211	Offices of Certified Public Accountants

Family Tree

Parent

DELOITTE GLOBAL SERVICES LIMITED;
(D-U-N-S®:21-672-5944)
Hill House,
1 Little New Street,
LONDON, EC4A 3TR,
GB

Branches Domestic

DELOITTE LLP (D-U-N-S®:07-205-3697) 111 MONUMENT CIR STE 4200, INDIANAPOLIS, IN 46204-5105	DELOITTE LLP (D-U-N-S®:83-646-5349) 300 CORPORATE CENTER DR STE 301, CAMP HILL, PA 17011-1744	DELOITTE LLP (D-U-N-S®:83-299-6263) 200 BERKELEY ST, BOSTON, MA 02116-5085	DELOITTE LLP (D-U-N-S®:08-131-2384) AKA: DELOITTE 330 HUDSON ST FL 9, NEW YORK, NY 10013-1046	DELOITTE LLP (D-U-N-S®:02-599-5078) 633 CRESCENT RD, MURFREESBORO, TN 37128-6132
DELOITTE LLP (D-U-N-S®:03-735-7370) 980 9TH ST STE 1800, SACRAMENTO, CA 95814-2738	DELOITTE LLP (D-U-N-S®:05-218-6698) 215 LINCOLN AVE STE 220, SANTA FE, NM 87501-1940	DELOITTE LLP (D-U-N-S®:07-915-3542) 185 ASYLUM ST 32ND FL, HARTFORD, CT 06103-3456	DELOITTE LLP (D-U-N-S®:01-397-0972) 50 N LAURA STREET STE 3400, JACKSONVILLE, FL 32202-3623	DELOITTE LLP (D-U-N-S®:11-480-3820) 1601 WEWATTA ST STE 400, DENVER, CO 80202-6479

DELOITTE LLP (D-U-N- S@00-712-7267) 1305 SETTLE AVE, SAN JOSE, CA 95125-2364	DELOITTE LLP (D-U-N- S@60-298-6478) 3883 HOWARD HUGHES PKWY, LAS VEGAS, NV 89169-0928	DELOITTE LLP (D-U-N- S@07-985-2358) 1400 16TH ST, DENVER, CO 80202-1487	DELOITTE LLP (D-U-N- S@07-984-4800) 2 JERICHO PLAZA, JERICHO, NY 11753-1859	DELOITTE LLP (D-U-N- S@04-672-5405) 225 LIBERTY STREET FL 3, NEW YORK, NY 10281-1088
DELOITTE LLP (D-U-N- S@08-086-7985) AKA: DELOITTE 200 BERKELEY ST, BOSTON, MA 02116-5085	DELOITTE LLP (D-U-N- S@09-771-2927) AKA: DELOITTE & TOUCHE 1001 HEATHROW PARK LANE, LAKE MARY, FL 32746-4776	DELOITTE LLP (D-U-N- S@03-462-7226) 21550 OXNARD ST, WOODLAND HILLS, CA 91367-7100	DELOITTE LLP (D-U-N- S@08-873-8099) 6678 BEECHWOOD DRIVE, INDEPENDENCE, OH 44131-4633	DELOITTE LLP (D-U-N- S@08-924-9013) AKA: DELOITTE & TOUCHE 1707 BELLEVUE AVENUE APT 308, SEATTLE, WA 98122-2040
DELOITTE LLP (D-U-N- S@04-747-9322) 9 PASSAIC AVE, SUMMIT, NJ 07901-1102	DELOITTE LLP (D-U-N- S@04-805-1381) 1907 TRAIL VW, FRIENDSWOOD, TX 77546-7831	DELOITTE LLP (D-U-N- S@05-020-3100) 1380 VETERAN AVE, LOS ANGELES, CA 90024-4817	DELOITTE LLP (D-U-N- S@05-867-2880) 15 NORWAY ROAD, MILTON, MA 02186-1720	DELOITTE LLP (D-U-N- S@05-868-3077) AKA: DELOITTE 30 N 3RD STREET STE 800, HARRISBURG, PA 17101-1728
Subsidiaries Domestic				
DELOITTE & TOUCHE LLP (D-U-N- S@00-166-4820) 30 ROCKEFELLER PLZ, NEW YORK, NY 10112-4399	DELOITTE CONSULTING LLP (D-U-N- S@00-256-3455) AKA: DELOITTE 30 ROCKEFELLER PLZ, NEW YORK, NY 10112-0015	DELOITTE TAX LLP (D-U-N- S@16-816-5327) 30 ROCKEFELLER PLZ, NEW YORK, NY 10112-0015	ALTOS MANAGEMENT PARTNERS, INC.; (D-U-N- S@17-681-8672) 334 STATE ST STE 204, LOS ALTOS, CA 94022-2802	DELOITTE FINANCIAL ADVISORY SERVICES LLP; (D-U-N- S@60-379-5159) AKA: DELOITTE 30 ROCKEFELLER PLZ, NEW YORK, NY 10112-0015
DELOITTE CONSULTING (HOLDING SUB) LLC; (D-U-N- S@11-896-8036) 600 RENAISSANCE CTR STE 900, DETROIT, MI 48243-1807	DELOITTE CONSULTING (GLOBAL) LLC; (D-U-N- S@82-998-1914) 30 ROCKEFELLER PLAZA, NEW YORK, NY 10112-0015	DELOITTE CONSULTING LLC (D-U-N- S@05-552-6624) 22 HOLLYMEAD DR, THE WOODLANDS, TX 77381-5112	UBERMIND, INC. (D-U-N- S@01-570-9293) AKA: UBERMIND FUELED BY DELOITTE 837 N 34TH ST STE 100, SEATTLE, WA 98103-8965	DELOITTE SERVICES LP (D-U-N- S@82-546-0145) 30 ROCKEFELLER PLZ, NEW YORK, NY 10112-0015
Subsidiaries Global				
DC Outsourcing Netherlands B.V.; (D-U-N- S@40-575-1475) Westerdoksdiik 423, Amsterdam, 1013 BX, NL	DELOITTE (D-U-N- S@55-991-8520) AKA: DELOITTE & TOUCHE MAURITIUS Standard Chartered Tower 19-21 Bank Street, Cybercity, Ebene, 72201, MU	DELOITTE YOUSUF ADIL (D-U-N- S@64-572-6865) 1st Floor, Block 7 & 8, A-35 Cavish Court, KARACHI, 75350, PK	Deloitte Consulting Inc. (D-U-N- S@69-017-1442) 10 Gukjegeumyung-ro, Yeongdeungpo-gu, SEOUL, 07326, KR	DELOITTE TOUCHE BUSINESS & TAX CONSULTANT; (D-U-N- S@72-646-6261) Wisma Antara, Jl. Medan Merdeka Sit 17, --, 10110, ID
DELOITTE LIMITED (D-U-N- S@85-045-8760) Deloitte Place, Waiyaki Way, NAIROBI, 00100, KE	DELOITTE & TOUCHE (D-U-N- S@85-051-4920) Gourgas, ABIDJAN, CI	Deloitte Inc. (D-U-N- S@85-374-8528) Costa del Este,, Edificio Capital Plaza, Piso 7, PANAMA CITY, PA	DELOITTE & TOUCHE LLP (D-U-N- S@85-502-4428) 361 South Marine Corps Dr, TAMUNING, 969133911, GU	Deloitte Ltd (D-U-N- S@87-565-0277) AKA: DTTL Corner House 20, 20 Parliament Street, HAMILTON, HM 12, BM

DELOITTE CORPORATE FINANCE S.A.C.; (D-U-N- S@93-432-3378) AKA: DELOITTE CORPORATE FINANCE SAC CAL. LAS BEGONIAS NO. 441, LIMA, 27, PE	FUNDACION DELOITTE (D-U-N- S@93-510-0439) CAL. LAS BEGONIAS NO. 441, LIMA, 27, PE	DELOITTE & TOUCHE ECUADOR CIA. LTDA.; (D-U-N- S@93-510-4653) AKA: Deloitte Av. Amazonas No. n35-17 Esq. Juan Pablo Sabz, Edif. Xerox Sector. Carolina, QUITO, EC	DELOITTE TOUCHE SOLUTIONS (D-U-N- S@72-782-1444) The Plaza Office Tower32nd Floor, Jl. M.H. Thamrin Kav. 28-30, Central Jakarta, Central Jakarta 10350, ID	
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Affiliates Global

DGSL PRIVACY
SERVICES LIMITED;
(D-U-N-
S@98-574-1220)
29 Earlsfort Terrace,
Dublin, 2,
IE

This list is limited to the first 25 branches, subsidiaries, divisions and affiliates, both domestic and international. Please use the Global Family Linkage Link above to view the full listing.

Financial Statements

Key Business Ratios (Based on 18 establishments)

D&B has been unable to obtain sufficient financial information from this company to calculate business ratios. Our check of additional outside sources also found no information available on its financial performance. To help you in this instance, ratios for other firms in the same industry are provided below to support your analysis of this business.

	This Business	Industry Median	Industry Quartile
Profitability			
Return on Sales	UN	4.6	UN
Return on Net Worth	UN	8.4	UN
Short Term Solvency			
Current Ratio	UN	1.6	UN
Quick Ratio	UN	1.2	UN
Efficiency			
Assets Sales	UN	94.5	UN
Sales / Net Working Capital	UN	8.0	UN
Utilization			
Total Liabs / Net Worth	UN	117.6	UN

Most Recent Financial Statement

As of 11/15/2019

On November 15, 2019, the name and address of this business have been confirmed by D&B using available sources.

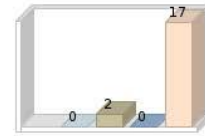
Indicators

Public Filings Summary

The following data includes both open and closed filings found in D&B's database on this company

Record Type	No. of Records	Most Recent Filing Date
Judgment	0	
Lien	2	06/03/2019
Suit	0	
UCC	17	04/11/2016

Public Filings



■ Bankruptcy ■ Judgment ■ Lien ■ Suit ■ UCC

The following Public Filing data is for information purposes only and is not the official record. Certified copies can only be obtained from the official source.

Full Filings

Liens

Amount	\$547	Latest Info Received	08/01/2019
Status	Withdrawn	Type	State Tax
Where Filed	SALT LAKE COUNTY 3RD DISTRICT COURT, SALT LAKE CITY, UT	Status Attained	07/15/2019
Filed By	UTAH STATE TAX COMMISSION	Date Filed	06/03/2019
against	DELOITTE LLP, HERMITAGE, TN AND OTHERS	FILING NO.	196913517

Amount	\$563	Latest Info Received	06/25/2015
Status	Open	Type	State Tax
Where Filed	RICHLAND COUNTY REGISTER OF DEEDS, COLUMBIA, SC	Status Attained	05/08/2015
Filed By	SOUTH CAROLINA DEPARTMENT OF REVENUE	Date Filed	05/08/2015
against	DELOITTE LLP	BOOK/PAGE	2026/714

A lienholder can file the same lien in more than one filing location. The appearance of multiple liens filed by the same lienholder against a debtor may be indicative of such an occurrence.

UCC Filings

Collateral	Equipment and proceeds	Latest Info Received	05/10/2016
Filing No.	2016 2122875	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, DOVER, DE	Date Filed	04/11/2016
Secured Party	U.S. BANK EQUIPMENT FINANCE, A DIVISION OF U.S. BANK NATIONAL ASSOCIATION, MARSHALL, MN		
Debtor	DELOITTE LLP		

Collateral	Leased Computer equipment and proceeds	Latest Info Received	07/13/2011
Filing No.	2011 2422361	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, DOVER, DE	Date Filed	06/23/2011
Secured Party	IBM CREDIT LLC, ARMONK, NY		
Debtor	DELOITTE LLP		

Collateral	Leased Computer equipment and proceeds	Latest Info Received	04/20/2011
Filing No.	2011 1203010	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, DOVER, DE	Date Filed	03/31/2011
Secured Party	IBM CREDIT LLC, ARMONK, NY		

Debtor	DELOITTE LLP		
Collateral	Leased Computer equipment and proceeds	Latest Info Received	10/14/2010
Filing No.	2010 3271685	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, DOVER, DE	Date Filed	09/20/2010
Secured Party	IBM CREDIT LLC, ARMONK, NY		
Debtor	DELOITTE LLP		
Collateral	Leased Computer equipment and proceeds	Latest Info Received	09/15/2010
Filing No.	2010 2959314	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, DOVER, DE	Date Filed	08/24/2010
Secured Party	IBM CREDIT LLC, ARMONK, NY		
Debtor	DELOITTE LLP		
Collateral	Leased Computer equipment and proceeds	Latest Info Received	09/01/2010
Filing No.	2010 2771933	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, DOVER, DE	Date Filed	08/10/2010
Secured Party	IBM CREDIT LLC, ARMONK, NY		
Debtor	DELOITTE LLP		
Collateral	Leased Computer equipment and proceeds	Latest Info Received	07/22/2010
Filing No.	2010 2194342	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, DOVER, DE	Date Filed	06/23/2010
Secured Party	IBM CREDIT LLC, ARMONK, NY		
Debtor	DELOITTE LLP		
Collateral	Leased Computer equipment and proceeds	Latest Info Received	07/22/2010
Filing No.	2010 2155210	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, DOVER, DE	Date Filed	06/21/2010
Secured Party	IBM CREDIT LLC, ARMONK, NY		
Debtor	DELOITTE LLP		
Collateral	Leased Computer equipment and proceeds	Latest Info Received	07/14/2010
Filing No.	2010 2081051	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, DOVER, DE	Date Filed	06/15/2010
Secured Party	IBM CREDIT LLC, ARMONK, NY		
Debtor	DELOITTE LLP		
Collateral	Leased Computer equipment and proceeds	Latest Info Received	07/14/2010
Filing No.	2010 2065633	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, DOVER, DE	Date Filed	06/14/2010
Secured Party	IBM CREDIT LLC, ARMONK, NY		
Debtor	DELOITTE LLP		

The public record items contained in this report may have been paid, terminated, vacated or released prior to the date this report was printed. Additional UCC and SLJ filings for this company can be found by conducting a more detailed search in our Public Records Database.

Commercial Credit Score

Summary

Credit Score Class



Incidence of Delinquent Payment

Among Companies with This Class	9.40%
Average Compared to All Businesses	10.20%
Credit Score Percentile	28
Credit Score	478
Number of Payment Experiences	131

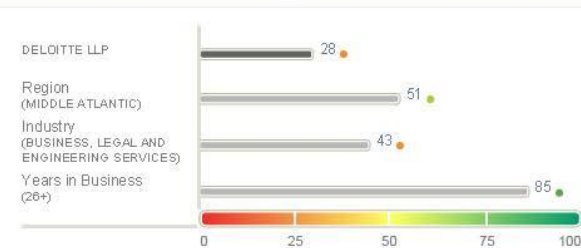
Key Factors

- Proportion of past due balances to total amount owing
- Increase in proportion of delinquent payments in recent payment experiences
- Higher risk industry based on delinquency rates for this industry
- Proportion of slow payments in recent months
- Evidence of open liens

Notes:

- The Credit Score Class indicates that this firm shares some of the same business and payment characteristics of other companies with this classification. It does not mean the firm will necessarily experience delinquency.
- The Incidence of Delinquent Payment is the percentage of companies with this classification that were reported 91 days past due or more by creditors. The calculation of this value is based on D&B's trade payment database.
- The Credit Score Percentile reflects the relative ranking of a firm among all scorable companies in D&B's file.
- The Credit Score offers a more precise measure of the level of risk than the Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.

Credit Score Percentile Norms Comparison

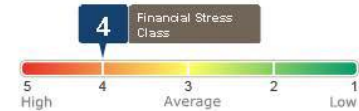


- Higher risk than other companies in the same region.
- Higher risk than other companies in the same industry.
- Higher risk than other companies with a comparable number of years in business.

Financial Stress Score

Summary

Financial Stress Class



Financial Stress Score Percentile

Financial Stress National Percentile	33
Financial Stress Score	1447
Probability of Failure with This Score	0.84%
Failure per 10K	84/10,000
Average Failure Rate within D&B database	0.48%
Failure per 10K	48/10,000
Number of Payment Experiences	131

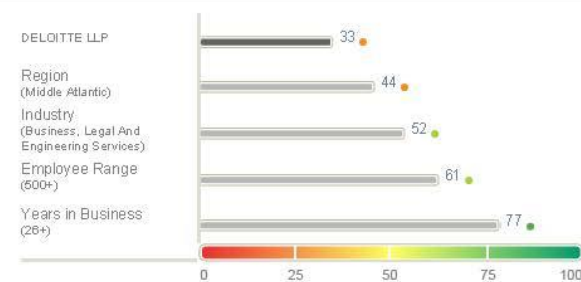
Key Factors

- Low proportion of satisfactory payment experiences to total payment experiences.
- High proportion of slow payment experiences to total number of payment experiences.
- UCC Filings reported.
- High proportion of past due balances to total amount owing.
- High number of inquiries to D&B over last 12 months.
- Unstable Paydex over last 12 months.

Notes:

- The Financial Stress Class indicates that this firm shares some of the same business and financial characteristics of other companies with this classification. It does not mean the firm will necessarily experience financial stress.
- The probability of failure shows the percentage of firms in a given percentile that discontinue operations with loss to creditors. The average probability of failure is based on businesses in D&B's database and is provided for comparative purposes.
- The Financial Stress National Percentile reflects the relative ranking of a company among all scorable companies in D&B's file.
- The Financial Stress Score offers a more precise measure of the level of risk than the Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.

Financial Stress Percentile Comparison



- Higher risk than other companies in the same region.
- Higher risk than other companies in the same industry.
- Higher risk than other companies in the same employee size range.
- Higher risk than other companies with a comparable number of years in business.

Advanced Paydex + CLR

D&B PAYDEX®

Shows the D&B PAYDEX scores as calculated up to 3 months and up to 24 months of payment experiences.

Up to 3 month D&B PAYDEX



When weighted by dollar amount, payments to suppliers average 6 Days Beyond Terms. Based on payments collected over last 3 months.

Up to 24 month D&B PAYDEX



When weighted by dollar amount, payments to suppliers average 6 days beyond terms. Based on payments collected up to 24 months.

When weighted by dollar amount, the industry average is 6 DAYS BEYOND terms.

High risk of late payment (average 30 to 120 days beyond terms)

Medium risk of late payment (average 30 days or less beyond terms)

Low risk of late payment (average prompt to 30+ days sooner)

Payment Trend	unchanged *	Total Payment Experiences for the HQ	131	Highest Now Owing	\$3,000,000
Payments Within Terms	69%	Total Placed for Collection	0	Highest Past Due	\$500,000
Average High Credit	\$127,179	Largest High Credit	\$3,000,000		

* compared to payments three months ago

Credit Limit Recommendation

Risk Category



Recommendation Date: 04/14/2020

Conservative Credit Limit: \$100,000

Aggressive Credit Limit: \$400,000

Key Factor

Risk is assessed using D&B's scoring methodology and is one factor used to create the recommended limits

PAYDEX Yearly Trend

Shows PAYDEX scores of this Business compared to the Primary Industry from each of the last four quarters. The Primary Industry is Management consulting services, accounting/auditing/bookkeeping, based on SIC code 8742.



Note

- Current PAYDEX® for this Business is 76, or equal to 6 days beyond terms.
- The 24 month high paydex is 76.0, or equal to 6 DAYS BEYOND terms.
- The 24 month low paydex is 67.0, or equal to 18 DAYS BEYOND terms.
- Industry upper quartile represents the performance of the payers in the 75th percentile.
- Industry lower quartile represents the performance of the payers in the 25th percentile.

Payment Habits

Credit Extended	% of Payments Within Terms	No. of Payment Experiences	Total Amount USD
Over \$100,000	90% <div></div>	13	\$8,900,000
50,000-100,000	0% <div></div>	0	0
15,000-49,999	91% <div></div>	14	390,000
5,000-14,999	74% <div></div>	13	82,500
1,000-4,999	55% <div></div>	14	30,500
Under 1,000	57% <div></div>	20	8,300

Based on up to 24 months of payments

Payment Summary

The Payment Summary section reflects payment information in D&B's file as of the date of this report.

There are 131 payment experiences in D&B's file, with 70 experiences reported during the last three month period. The highest Now Owes on file is \$3,000,000. The highest Past Due on file is \$500,000.

All Industries

Industries	Total Received	Total Amounts	Largest High Credit	Within Terms (%)	Days Slow (%)			
					0-30	31-60	61-90	90+
Telephone communictns	11	\$3,037,600	\$3,000,000	100	0	0	0	0
Nonclassified	10	405,300	200,000	51	0	49	0	0
Radiotelephone commun	8	9,500	2,500	18	0	5	11	66
Prepackaged software	5	1,132,500	1,000,000	56	0	44	0	0
Mfg computers	5	118,500	100,000	51	3	2	44	0
Investment advice	5	9,500	5,000	24	32	39	5	0
Whol computers/softwr	4	3,220,750	3,000,000	100	0	0	0	0
Public finance	4	112,500	100,000	100	0	0	0	0
Short-trm busn credit	3	247,500	200,000	92	8	0	0	0
Mfg nonwd office furn	3	15,000	10,000	42	8	0	0	50
Help supply service	2	45,000	25,000	100	0	0	0	0
Trucking non-local	2	15,750	15,000	5	47	48	0	0
Electric services	2	150	100	100	0	0	0	0
Natnl commercial bank	1	500,000	500,000	100	0	0	0	0
Periodical-print/publ	1	200,000	200,000	50	0	0	50	0
Employment agency	1	200,000	200,000	100	0	0	0	0
Travel agency	1	100,000	100,000	100	0	0	0	0
Real estate agent/mgr	1	15,000	15,000	100	0	0	0	0
Misc computer service	1	15,000	15,000	100	0	0	0	0
Whol plumb/hydronics	1	2,500	2,500	100	0	0	0	0
Scheduled air trans	1	2,500	2,500	50	0	50	0	0
Whol furniture	1	2,500	2,500	100	0	0	0	0
Arrange cargo transpt	1	1,000	1,000	100	0	0	0	0
Coating/engrave svcs	1	750	750	0	100	0	0	0
Executive office	1	750	750	100	0	0	0	0
Mfg blankbook/binder	1	750	750	50	50	0	0	0
Misc business service	1	500	500	100	0	0	0	0
Books-print/publish	1	500	500	50	0	0	50	0

Other Payment Categories

Category	Total Received	Total Dollar Amounts	Largest High Credit
Cash experiences	50	\$9,100	\$2,500
Payment record unknown	2	100	50
Unfavorable comments	0	0	0
Placed for Collection	0	0	0

Detailed Payment History

Date Reported	Paying Record	High Credit	Now Owes	Past Due	Selling Terms	Last Sale within(months)
April 2020	(001)	\$100	\$0	\$0	Cash account	1
	(002)	50	0	0	Cash account	1
March 2020	Ppt	3,000,000	0	0	N/A	4-5

	Ppt	20,000	20,000	500	N/A	1
	Ppt	20,000	0	0	N/A	6-12
	Ppt	15,000	0	0	N/A	1
	Ppt	7,500	7,500	0	N/A	1
	Ppt	7,500	5,000	0	N/A	1
	Ppt	5,000	1,000	0	N/A	1
	Ppt	5,000	0	0	N/A	2-3
	Ppt	500	500	0	N/A	1
	Ppt	100	50	0	N/A	
	Ppt	50	50	0	N/A	
	Ppt	0	0	0	N/A	1
	Ppt	0	0	0	N/A	1
	Ppt	0	0	0	N/A	1
	Ppt	0	0	0	N/A	1
	Ppt-Slow 15	1,000	1,000	1,000	N/A	1
	Ppt-Slow 30	40,000	30,000	750	N/A	1
	Ppt-Slow 30	5,000	0	0	N/A	6-12
	Ppt-Slow 30	2,500	2,500	0	N/A	1
	Ppt-Slow 90	100,000	0	0	N/A	1
	Ppt-Slow 90	750	500	500	N/A	1
	Ppt-Slow 90	500	0	0	N/A	4-5
	Ppt-Slow 90+	10,000	0	0	N/A	4-5
	Slow 45	500	500	500	N/A	
	Slow 80	500	500	500	N/A	
	Slow 60-90	5,000	0	0	N/A	2-3
	Slow 90	100	100	100	N/A	
	Slow 90	100	100	100	N/A	4-5
	Slow 90+	2,500	2,500	2,500	N/A	
	Slow 110	2,500	2,500	2,500	N/A	
	(033)	2,500	0	0	Cash account	1
	(034)	1,000	0	0	Cash account	2-3
	(035)	1,000	0	0	Cash account	6-12
	(036)	500	0	0	Cash account	1
	(037)	0	0	0	Cash account	6-12
February 2020	Ppt	200,000	85,000	0	N/A	1
	Ppt	200,000	95,000	5,000	Lease Agreemnt	1
	Ppt	200,000	50,000	0	N30	1
	Ppt	45,000	0	0	N/A	4-5
	Ppt	40,000	25,000	0	N/A	1
	Ppt	30,000	0	0	N/A	1
	Ppt	20,000	0	0	N/A	6-12
	Ppt	2,500	0	0	N/A	1
	Ppt	1,000	1,000	0	N/A	1
	Ppt	750	0	0	N/A	4-5
	Ppt	500	0	0	N/A	4-5
	Ppt	500	0	0	N/A	6-12
	Ppt	250	250	0	N/A	1
	Ppt	250	0	0	N/A	4-5

	Ppt-Slow 60	1,000,000	700,000	500,000	N/A	1
	Ppt-Slow 60	2,500	1,000	1,000	N/A	1
	Slow 30-60	5,000	5,000	5,000	N/A	4-5
	(056)	250	0	0	Cash account	1
November 2019	(057)	100	0	0	Cash account	1
	(058)	50	0	0	Cash account	6-12
October 2019	Ppt	7,500	0	0	N/A	6-12
	Ppt	750	0	0	N/A	1
	(061)	0	0	0	Cash account	6-12
	(062)	100	0	0	Cash account	1
	(063)	100	0	0	Cash account	1
	(064)	100	0	0	Cash account	1
	(065)	100	0	0	Cash account	1
	(066)	100	0	0	Cash account	1
	(067)	50	0	0	N/A	1
	(068)	50	0	0	Cash account	1
September 2019	(069)	100	0	0	Cash account	6-12
	(070)	50	0	0	Cash account	2-3
August 2019	Ppt	2,500	0	0	N/A	1
June 2019	Ppt	100,000	0	0	N/A	1
	(073)	50	0	0	Cash account	1
	(074)	50	0	0	Cash account	1
	(075)	50	0	0	Cash account	1
April 2019	Ppt	500,000	0	0	N30	6-12
November 2018	Slow 30-60	15,000	10,000	10,000	N/A	2-3
August 2018	(078) Cash own option	50	0	0	Cash account	4-5
July 2018	Ppt	2,500	0	0	N/A	6-12
April 2018	Ppt	2,500	0	0	N/A	6-12

Lines shown in red are 30 or more days beyond terms

Payment experiences reflect how bills are met in relation to the terms granted. In some instances payment beyond terms can be the result of disputes over merchandise, skipped invoices etc.

Each experience shown is from a separate supplier. Updated trade experiences replace those previously reported.

Disclaimer: The software and information ("Services") accessed herein were developed exclusively at private expense, and are proprietary to Dun & Bradstreet, Inc., and its affiliates and subsidiaries (collectively, "D&B"), and may include copyrighted works, trade secrets, or other materials created by D&B at great effort and expense. If the Customer accessing the Services is part of the executive, legislative or judicial branches of the U.S. Federal Government, the Services contained herein are a Commercial Item as that term is defined in FAR 2.101, and are comprised of Technical Data, Computer Software and Computer Software Documentation as those terms are defined in FAR 52.227-14(a) and DFAR 252.227-13. Customer's rights to use the Services are as described in the government contract signed between D&B and the Government. Under no circumstances will the Customer accessing the Services have greater rights in the Services provided hereunder than "Limited Rights" as that term is defined in FAR 52.227-14 (ALT II) and DFAR 252.227-7013(f) and "Restricted Rights" as that term is defined in FAR 52.227-14 (ALT III) and DFAR 252.227-7014(f), respectively.

Figure E-12. Deloitte Dun & Bradstreet Report.

2.3.4 Integrity of Company Structure and Financial Reporting - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The particular areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

In accordance with the RFP requirements, the following figure is our letter demonstrating Deloitte's financial reporting responsibilities.



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4022 Sells Drive
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November 06, 2020

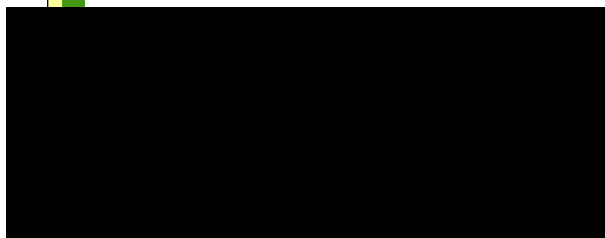
Indiana Department of Administration
Procurement Division
402 W. Washington St., Room W468
Indianapolis, Indiana 46204

RE: RFP 21-2355 Indiana Department of Administration Fraud and Abuse Detection System (FADS) RFP

To Whom It May Concern:

This letter is to meet the requirements in the above referenced Request for Proposal, Section 2.3.4 Integrity of Company Structure and Financial Reporting.

As US Firms' Chief Accounting Officer for Deloitte LLP, I certify that I am responsible for the thoroughness and correctness of any/all financial information supplier with this proposal. I am not aware of any circumstances materially or adversely affecting our financial condition that are not accounted for in the enclosed Deloitte Financial Information.



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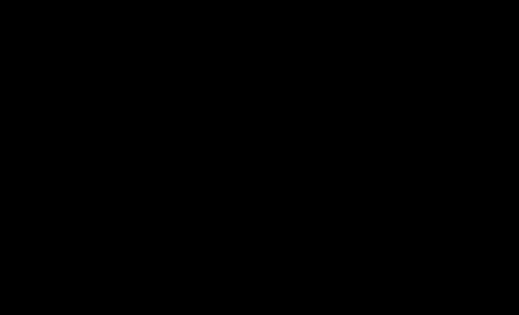
Figure E-13. Company Structure and Internal Reporting.

2.3.5 Contract Terms/Clauses - Please provide the requested information in RFP Section 2.3.5.

Bar Index	Approximate Length (0-100%)
1	95
2	90
3	88
4	92
5	98
6	94
7	96
8	97
9	95
10	96
11	85
12	94
13	97
14	95
15	96
16	95
17	96
18	55
19	98
20	45

2.3.6 References - Reference information is captured on ATTACHMENT I. Respondent should complete the reference information portion of the ATTACHMENT I which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of ATTACHMENT I should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) ATTACHMENT Is from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. ATTACHMENT I should be submitted to idoareferences@idoa.in.gov. Attachment I should be submitted no more than ten (10) business days after the proposal submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

Customer 1
Legal Name of Company or Governmental Entity
Company Mailing Address
Company City, State, Zip
Company Website Address
Contact Person
Contact Title



Company Telephone Number
Company Fax Number
Contact E-mail
Industry of Company
Customer 2
Legal Name of Company or Governmental Entity
Company Mailing Address
Company City, State, Zip
Company Website Address
Contact Person
Contact Title
Company Telephone Number
Company Fax Number
Contact E-mail
Industry of Company
Customer 3
Legal Name of Company or Governmental Entity
Company Mailing Address
Company City, State, Zip
Company Website Address
Contact Person
Contact Title
Company Telephone Number
Company Fax Number
Contact E-mail
Industry of Company



2.3.7 Registration to do Business - Selected out-of-state Respondents providing the products and/or services required by this RFP must be registered to do business within the State by the Indiana Secretary of State and the Indiana Department of Administration, Procurement Division. The address contact information for this office may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent's responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

On the following pages, please find our Indiana registration to do business with both the Indiana Secretary of State and the Indiana Department of Administration, Procurement Division.

Deloitte is currently registered to do business within the State of Indiana by the Indiana Secretary of State.

Deloitte Transactions and Business Analytics LLP registration with the Secretary of State. 2013121200137

**State of Indiana
Office of the Secretary of State**

CERTIFICATE OF EXISTENCE

To Whom These Presents Come, Greeting:

I, CONNIE LAWSON, Secretary of State of Indiana, do hereby certify that I am, by virtue of the laws of the State of Indiana, the custodian of the corporate records and the proper official to execute this certificate.

I further certify that records of this office disclose that

DELOITTE TRANSACTIONS AND BUSINESS ANALYTICS LLP

duly filed the requisite documents to commence business activities under the laws of the State of Indiana on December 11, 2013, and was in existence or authorized to transact business in the State of Indiana on October 20, 2020.

I further certify this Foreign Limited Liability Partnership has filed its most recent report required by Indiana law with the Secretary of State, or is not yet required to file such report, and that no notice of withdrawal, dissolution, or expiration has been filed or taken place. All fees, taxes, interest, and penalties owed to Indiana by the domestic or foreign entity and collected by the Secretary of State have been paid.



In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, October 20, 2020

Connie Lawson

CONNIE LAWSON
SECRETARY OF STATE

2013121200137 / 20201677498

All certificates should be validated here: <https://bsd.sos.in.gov/ValidateCertificate>

Expires on November 19, 2020.

Figure E-14. Deloitte's Certificate of Existence by Indiana's Secretary of State.

Deloitte is currently registered to do business within the State of Indiana by the Department of Administration, Procurement Division.

Deloitte Bidder ID#. 0000054430

The screenshot shows a web browser window with the URL https://fs.gmis.in.gov/psc/guest/SUPPLIER/ERP/c/NUI_FRAMEWORK.PT_AGSTARTPAGE_NUI_GBL?CONTEXTIDPARAMS=TEMPLATE_ID%3d. The page is titled "Supplier Secure Home Page" and "Manage Profile". The left sidebar has a "Bidder Profile" section. The main content area shows the "Main" tab selected, with a "Bidder ID" of 0000054430. The "Company URL" is set to www.Deloitte.com. The "Bidder Status" is set to "Active" (radio button selected) and "Inactive" (radio button unselected). The "Bidder Type" is set to "Business" (radio button selected) and "Individual" (radio button unselected). A "Save" button is visible. The bottom of the page shows a Windows taskbar with the date and time 10:17 PM 8/20/2020.

Figure E-15. Deloitte's Registration with Indiana's Department of Administration, Procurement Division.

- 2.3.8 Authorizing Document** - Respondent personnel signing the Transmittal Letter of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

On the following page, please find a letter from [REDACTED], Chief Operating Officer for Deloitte Transactions and Business Analytics LLP, confirming that [REDACTED], the signee of our Transmittal Letter, is legally authorized by Deloitte to commit our firm contractually.



Deloitte & Touche LLP
50 S 6th Street
Suite 2800
Minneapolis, MN 55402
+1 612.397.4000

www.deloitte.com

November 6, 2020

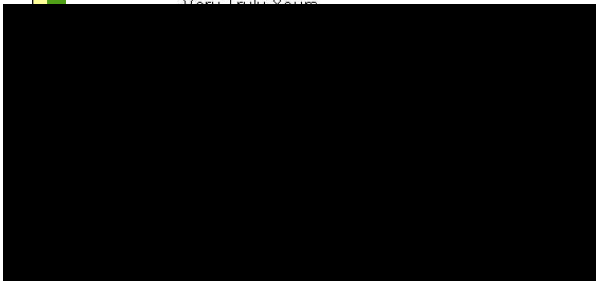
Indiana Department of Administration
Procurement Division
402 W. Washington St., Room W468
Indianapolis, Indiana 46204

RE: RFP 21-2355 Indiana Department of Administration Fraud and Abuse

To Whom It May Concern:

This will confirm that, as a Principal in the organization of Deloitte Transactions and Business Analytics (DTBA) LLP, Kevin Lane has the authority to make, execute, and approve on behalf of DTBA service contracts and amendments with the State of Indiana.

Very Truly Yours,



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Figure E-16. [REDACTED] is Legally Authorized by Deloitte to Commit our Firm Contractually.

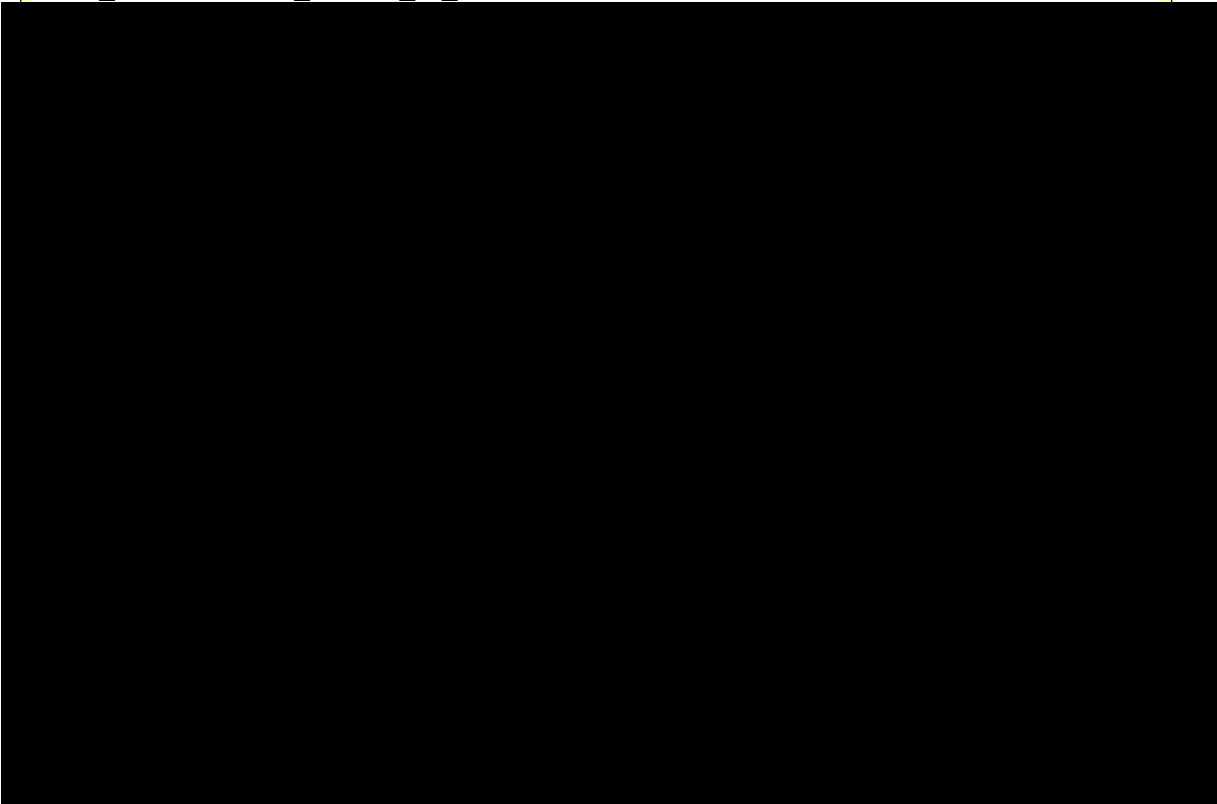
2.3.9 Subcontractors - The Respondent is responsible for the performance of any obligations that may result from this RFP, and shall not be relieved by the non-performance of any subcontractor. Any Respondent's proposal must identify all subcontractors and describe the contractual relationship between the Respondent and each subcontractor. Either a copy of the executed subcontract or a letter of agreement over the official signature of the firms involved must accompany each proposal.

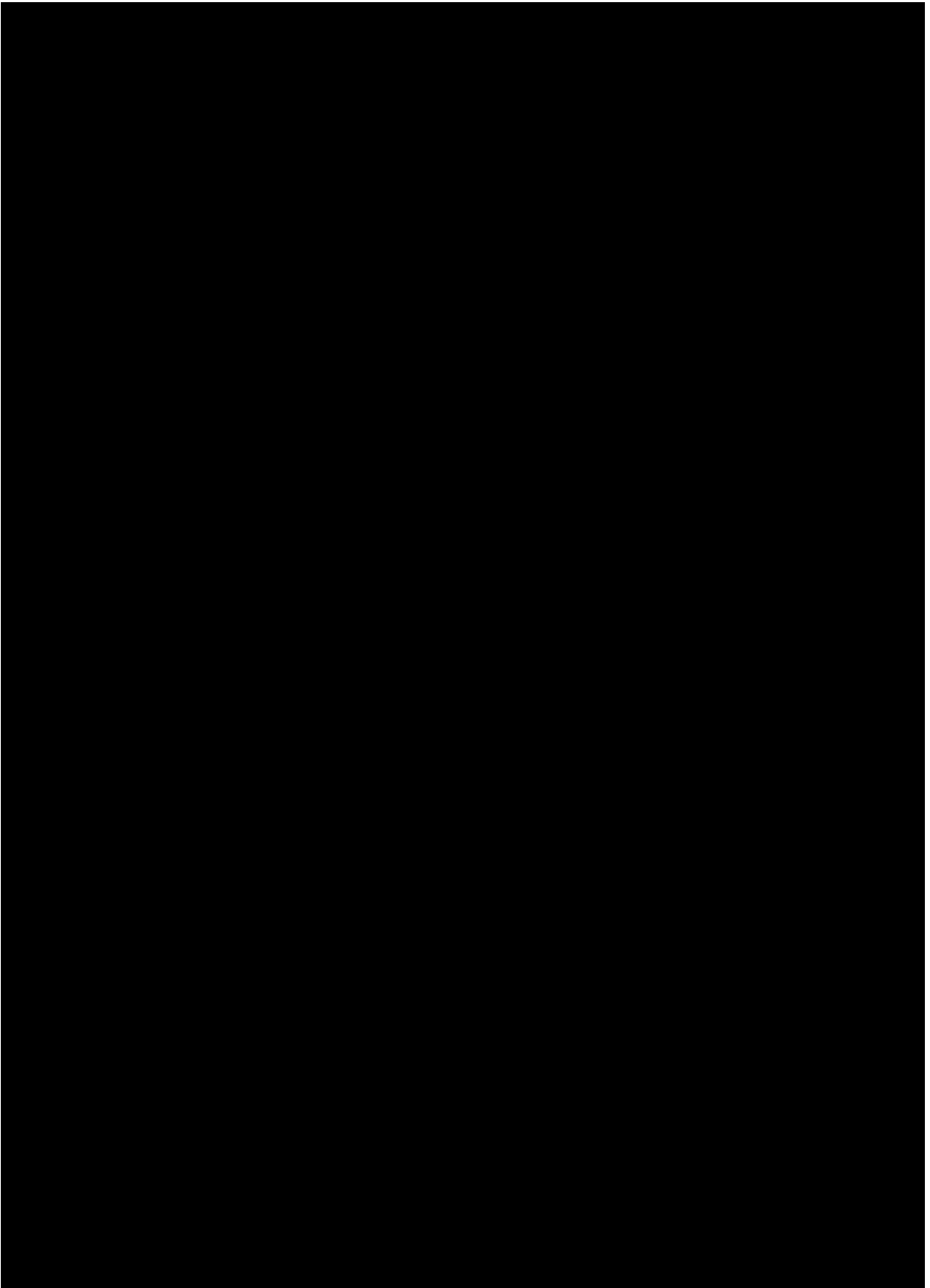
Any subcontracts entered into by the Respondent must be in compliance with all State statutes, and will be subject to the provisions thereof. For each portion of the proposed products and services to be provided by a subcontractor, the technical proposal must include the identification of the functions to be provided by the subcontractor and the subcontractor's related qualifications and experience. The combined qualifications and experience of the Respondent and any or all subcontractors will be considered in the State's evaluation. The Respondent must furnish information to the State as to the amount of the subcontract, the qualifications of the subcontractor for guaranteeing performance, and any other data that may be required by the State. All subcontracts held by the Respondent must be made available upon request for inspection and examination by appropriate State officials, and such relationships must meet with the approval of the State.

The Respondent must list any subcontractor's name, address, and the state in which formed that are proposed to be used in providing the required products and/or services. The subcontractor's responsibilities under the proposal, anticipated dollar amount for subcontract, form of organization, and an indication from the subcontractor of a willingness to carry out these responsibilities are to be included for each subcontractor. This assurance in no way relieves the Respondent of any responsibilities in responding to this RFP or in completing the commitments documented in the proposal. The Respondent must indicate which, if any, subcontractors qualify as a Minority Business Enterprises or Women's Business Enterprises under IC 4-13-16.5-1. See Section 1.21 and Attachment A for Minority and Women's Business Enterprises information. Please enter your response below and indicate if any attachments are included.

Deloitte is proud to bring a number of subcontractors to this proposal including both local and national firms who enhance the experience and solution being proposed. Our subcontractor partners were thoughtfully chosen as each one of them is a leader in their field, have served the State of Indiana, and helped to protect social services that benefit so many Hoosiers. Combined, they have demonstrated experience in all aspects of the SOW which minimizes the risk in selecting Deloitte as the preferred vendor to continue this vital program for FSSA. In addition, [REDACTED] will be providing Vital Staff to this project, which is indicative of the importance that each of our teaming partners has to the overall success of our team.

Letters of Agreement and Certifications as a Minority/Women's Business Enterprise and/or Indiana Veteran Owned Small Business can be found as Attachments A and A.1 respectively. The file names are 2.3.9_Attachment_A_MBE_WBE_Participation_Form, and 2.3.9_Attachment_A1_IVOSB_Participation_Form. Our non-minority and veteran subcontractors have also provided letters of commitment, and can be found attached as 2.3.9_Subcontractor_Letters_of_Commitment.





- Trusted vendor to the State of Indiana as a subcontractor and in lead roles on critical projects in various agencies
- Certified Indiana Veteran-owned Small Business (IVOSB)

2.3.10 Evidence of Financial Responsibility – Please confirm that you will provide the Evidence of Financial Responsibility addressed in RFP section 1.25.

As stated in the answers to questions, number 33, the phrase “reserved” has been used to indicate that this section has been removed from a State template for this solicitation and may be disregarded.

2.3.11 General Information - Each Respondent must enter your company’s general information including contact information.

Business Information	
Legal Name of Company	Deloitte Transactions and Business Analytics LLP
Contact Name	[REDACTED]
Contact Title	Principal
Contact E-mail Address	[REDACTED]
Company Mailing Address	111 Monument Circle, Suite 4200
Company City, State, Zip	Indianapolis, IN 46204-5108
Company Telephone Number	[REDACTED]
Company Fax Number	[REDACTED]
Company Website Address	www.deloitte.com
Federal Tax Identification Number (FTIN)	[REDACTED]
Number of Employees (company)	113,257
Years of Experience	175 years as Deloitte was founded in 1845
Number of U.S. Offices	126
Year Indiana Office Established (if applicable)	1961
Parent Company (if applicable)	Deloitte LLP
Revenues (\$MM, previous year)	[REDACTED]
Revenues (\$MM, 2 years prior)	
% Of Revenue from Indiana customers	

- a. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

Yes, Deloitte has a formal business continuity and disaster recovery plan. Disaster Recovery and Business Continuity plans are considered confidential and cannot be shared outside of Deloitte. Please refer to the next question below as well as *Attachment 2.3.11.a_Deloitte Information Security Statement* for a high-level overview of our security program and controls.

- b. What is your company's technology and process for securing any State information that is maintained within your company?

To protect confidential information, Deloitte:

1. Leverages leading technology safeguards and established policies for protecting data throughout the lifecycle
2. Conducts yearly and periodic trainings to make sure our professionals comply with policies
3. Conducts ongoing monitoring of external as well as insider threats, leveraging security and behavioral cognitive technologies
4. Prohibits client information to be downloaded to laptops and mobile devices
5. Continuously strives to improve our cyber incident response by conducting sessions to assess our readiness in planning for, responding to, and recovering from cyber incidents

For additional information, please refer to *Attachment 2.3.11.a* for a high-level overview of our security program and controls.

- 2.3.12 Experience Serving State Governments** - Please provide a brief description of your company's experience in serving state governments and/or quasi-governmental accounts.

Comprised of over 15,000 professionals across the country, Deloitte's Government and Public Services Practice serves federal, state, and local governments. Having served U.S. State government clients for more than 50 years, the practice continues to build on that success by staying committed to providing the best possible support to our clients. We do this by helping them overcome some of their toughest challenges in health and human services, workforce development, digital transformation, cyber risk, and finance and administration – whether it is integrating new technologies, rethinking access to services for those that need



SECTION HIGHLIGHTS

A few highlights of our state government experience include:

- Experience serving 48 of 50 U.S. states, as well as the District of Columbia and Puerto Rico
- Experience serving 11 of Indiana's state agencies, and nearly 300 dedicated professionals based in Indiana

it most, and inventing ways to streamline processes. Our clients' visions become our visions and we work side-by-side with them to understand their path forward, drawing on our experience to help them succeed in reaching that vision

Our GPS professionals serve clients in all 15 US Cabinet-level federal agencies, 48 states, the District of Columbia, New York City, City of Chicago, City of San Francisco and other large municipalities, and over 60 of the top 100 universities. Equipped with lessons learned from our government experience, Deloitte's experienced professionals apply industry-leading practices in technology innovation, human capital, strategy, operations improvement, risk management, and scenario planning. As a trusted advisor to many of the largest government agencies and higher education institutions, we understand the intricacies clients must navigate, as well as the growing pressure they face including the need to increase efficiency, streamline processes, and stay current with the latest technology and business practices so governments can serve citizens more effectively and deliver value to citizens. We invest in the growth of our practitioners to equip them with the business acumen, technical experience, and industry knowledge needed to meet the unique and evolving needs of government and public services organizations.

For Indiana, this means that our team brings deep knowledge and skillsets on day one to deliver projects like the IN FADS project. We know what it takes to succeed – the right skills, solutions, and approaches – all with an unyielding focus on Indiana's success. This section of our proposal response provides information regarding our firm's relevant experience serving state governments, including:

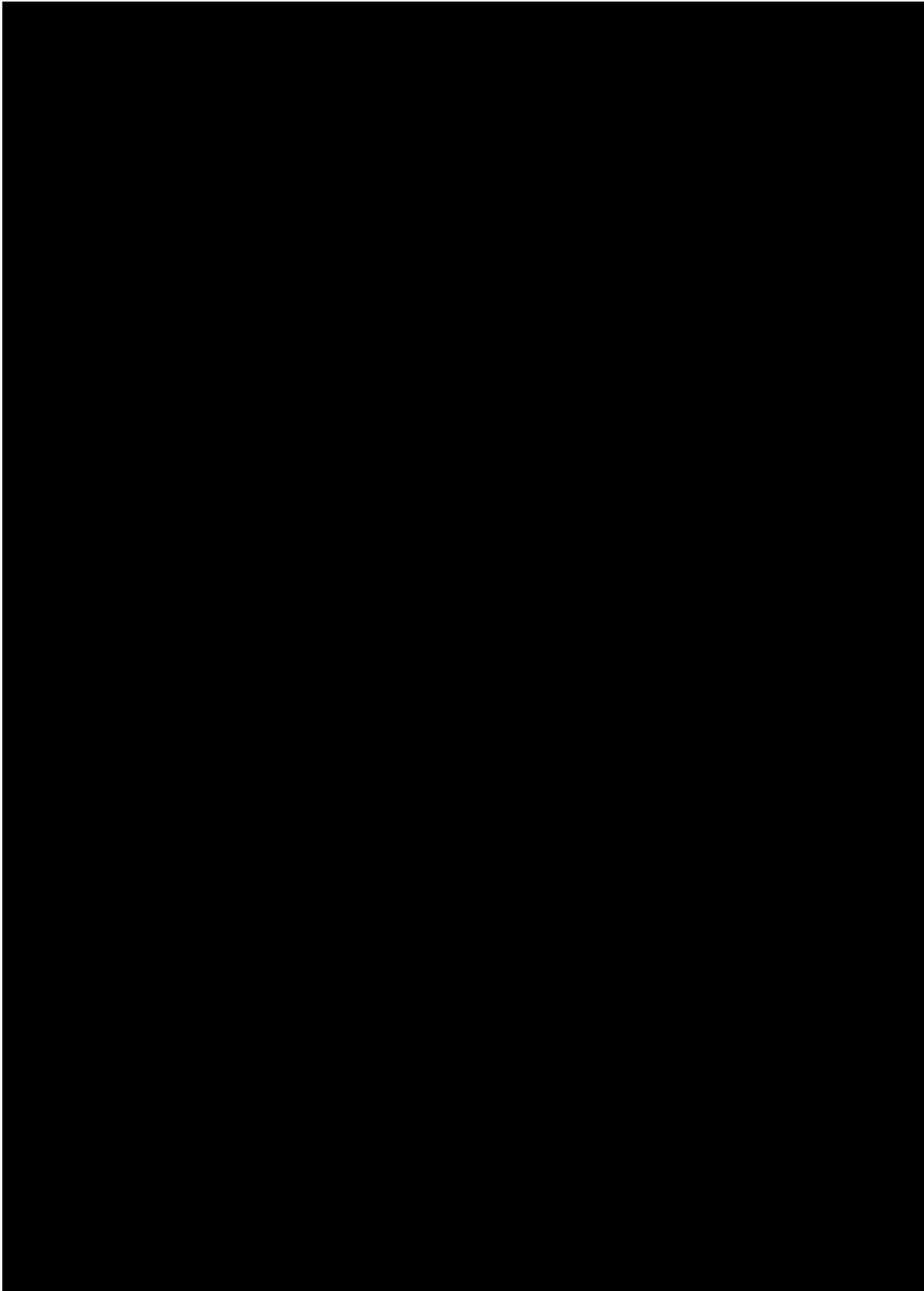
- Experience Serving State Government Clients
- Experience Serving the State of Indiana

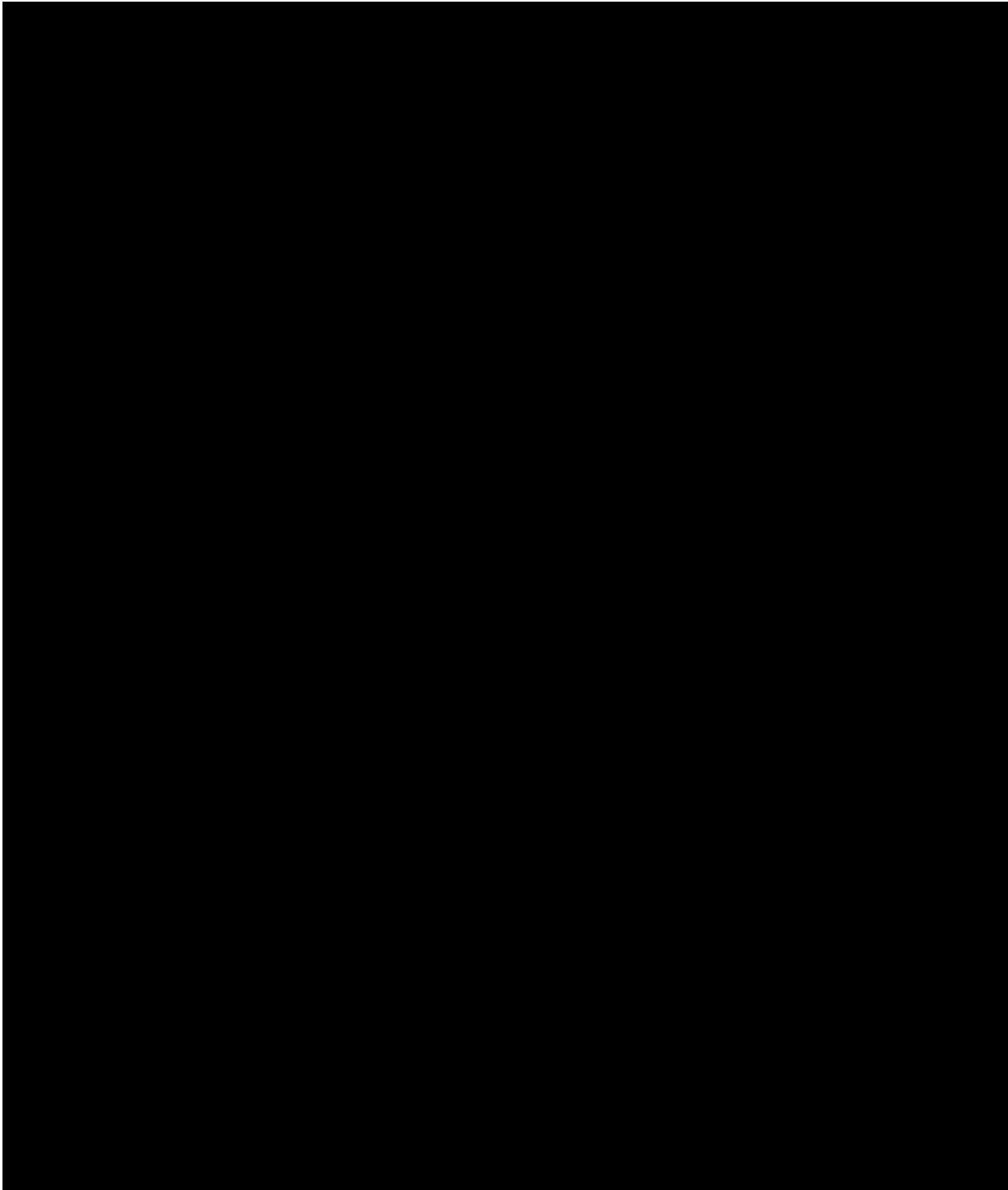


Figure E-18. Deloitte's Government & Public Services Experience.

Experience Serving State Government Clients

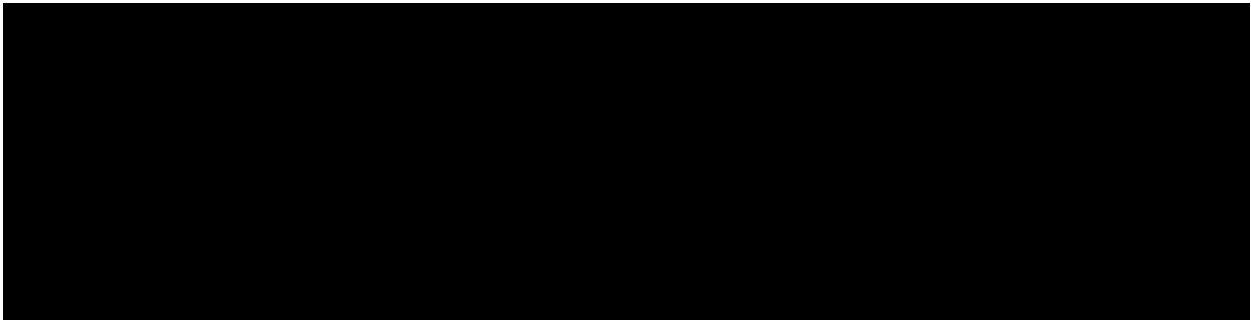
A record of excellence is the single biggest predictor of ability to successfully deliver service to clients. Deloitte has done it all – large-scale project management, installation of municipal, state or federal information systems, architecture and design services, and leading digital technology projects based on participatory design principles. We have assisted agencies around the country in completing innovative system integration projects that are citizen-focused, outcome-oriented, and cost-effective. Our deep national experience reduces the overall project risk and increases your probability for success for the FADS project. We are pleased to provide past performance qualifications that highlight our recent successes and experiences.



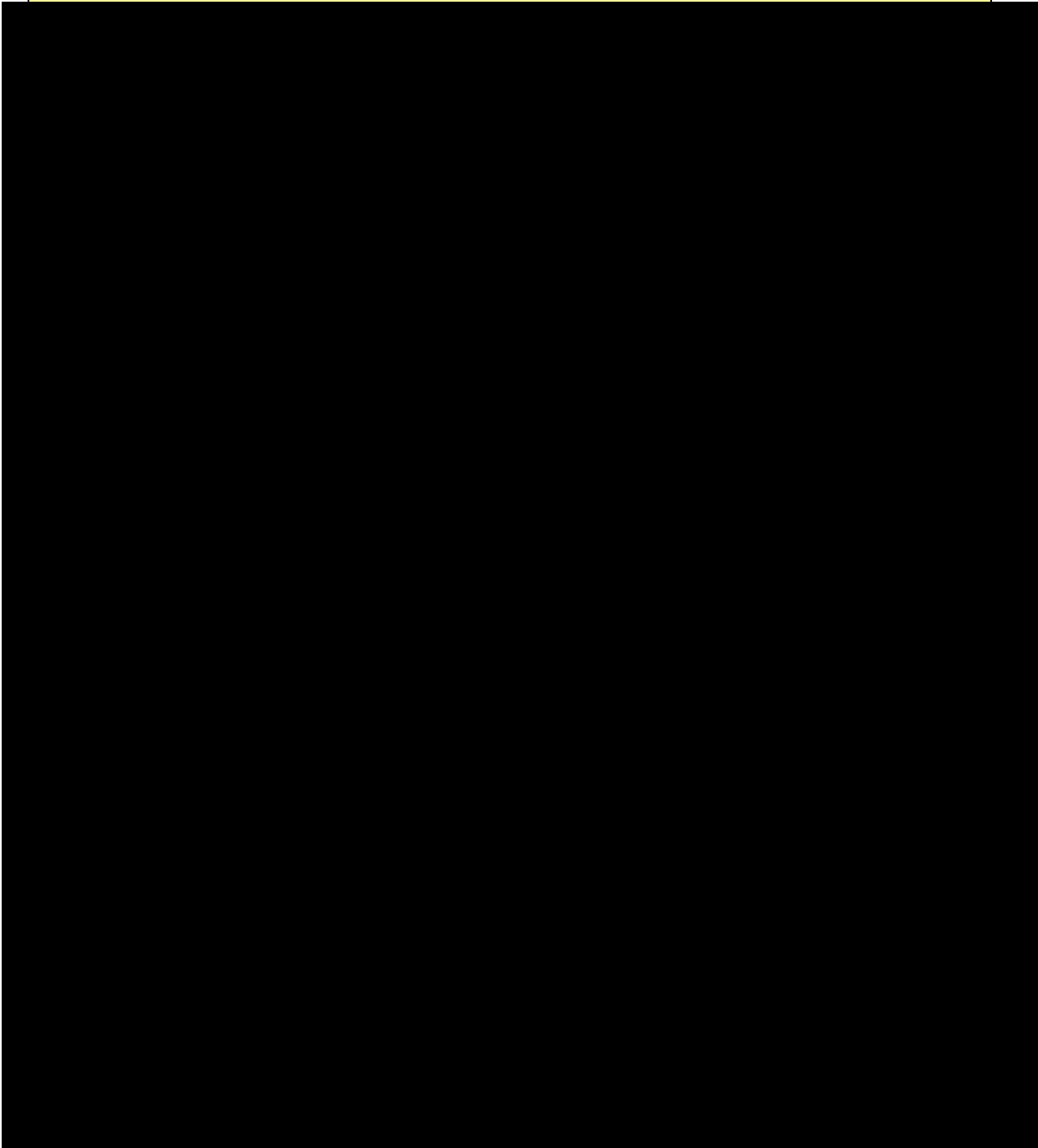


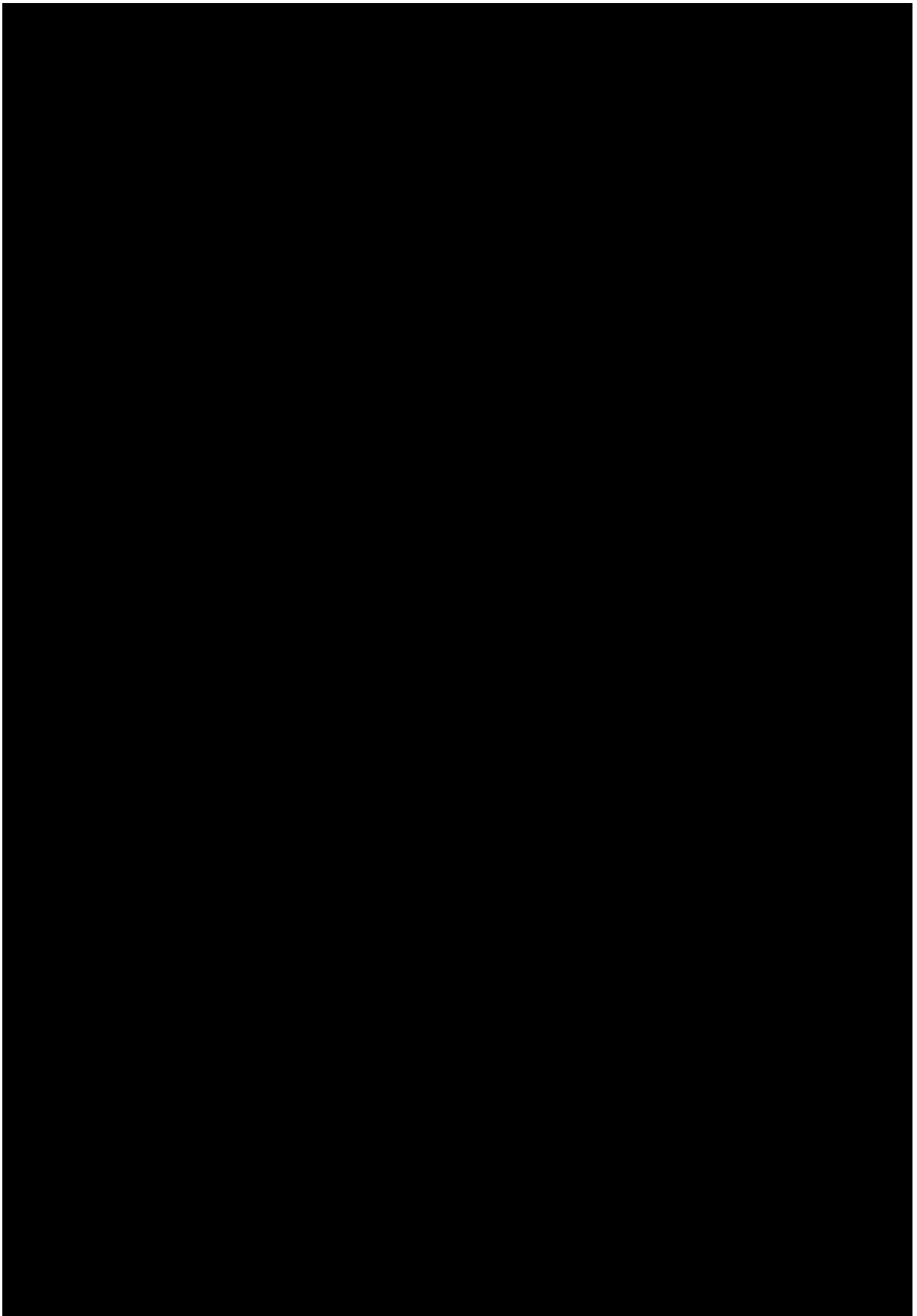
Experience Serving the State of Indiana

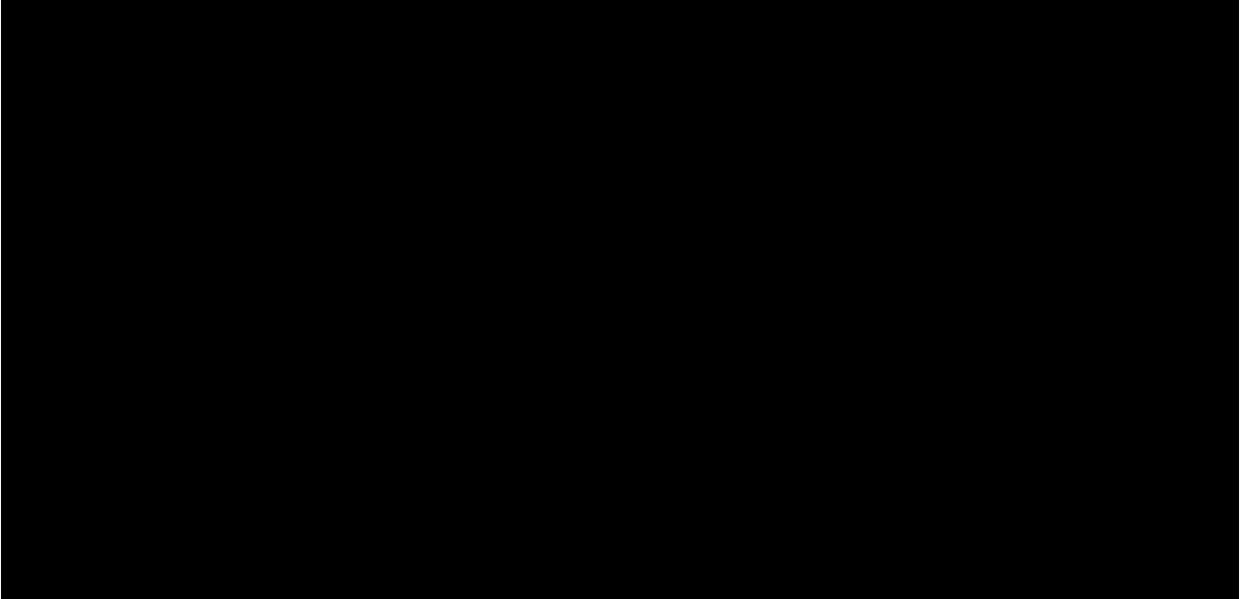
As showcased in the following figure, Deloitte has proudly served 11 agencies and departments for State of Indiana. For over 29 years, we have collaborated with State of Indiana agencies on numerous projects to provide a variety of services for its citizens.



We are pleased to provide past performance qualifications that highlight our recent successes and experiences in Indiana in the following figure.







In addition to our work serving Indiana departments and agencies, Deloitte maintains two offices in Indiana, with 300 dedicated employees who live in Indiana. Across our government and commercial clients, we currently have 160 ongoing projects and more than 1,900 employees working with Indiana-based clients. Throughout Deloitte, we have over 850 current professionals who obtained degrees from Indiana universities and colleges.

Our practitioners are committed to serving in the communities in which they live and work. In fact, our consultants who live in the State of Indiana volunteered more than 1,000 service hours and donated more than \$400,000 in 2019 to Indiana charities and community organizations.

Partnering with Indiana University

We take great pride in both partnering with and serving Indiana's educational institutions. Deloitte runs several programs at Indiana University (IU) including a Salesforce Bootcamp, StartUp @ IU, Technology Consulting Workshop, and Technology Consulting Awareness and Readiness Program (TCARP). Our largest initiative at IU is our Deloitte Digital Intelligence Initiative. Beginning in 2017, we committed \$500,000 over five years to become the founding partners across three digital initiatives at IU: Operations & Decision Technologies (ODT) Connect, Institute for Business Analytics (IBA) and Institute for Digital Enterprise (IDE). Deloitte practice leaders were assigned to each initiative and collaborated with IU on the desired outcomes of each program and a roadmap to achieve them.

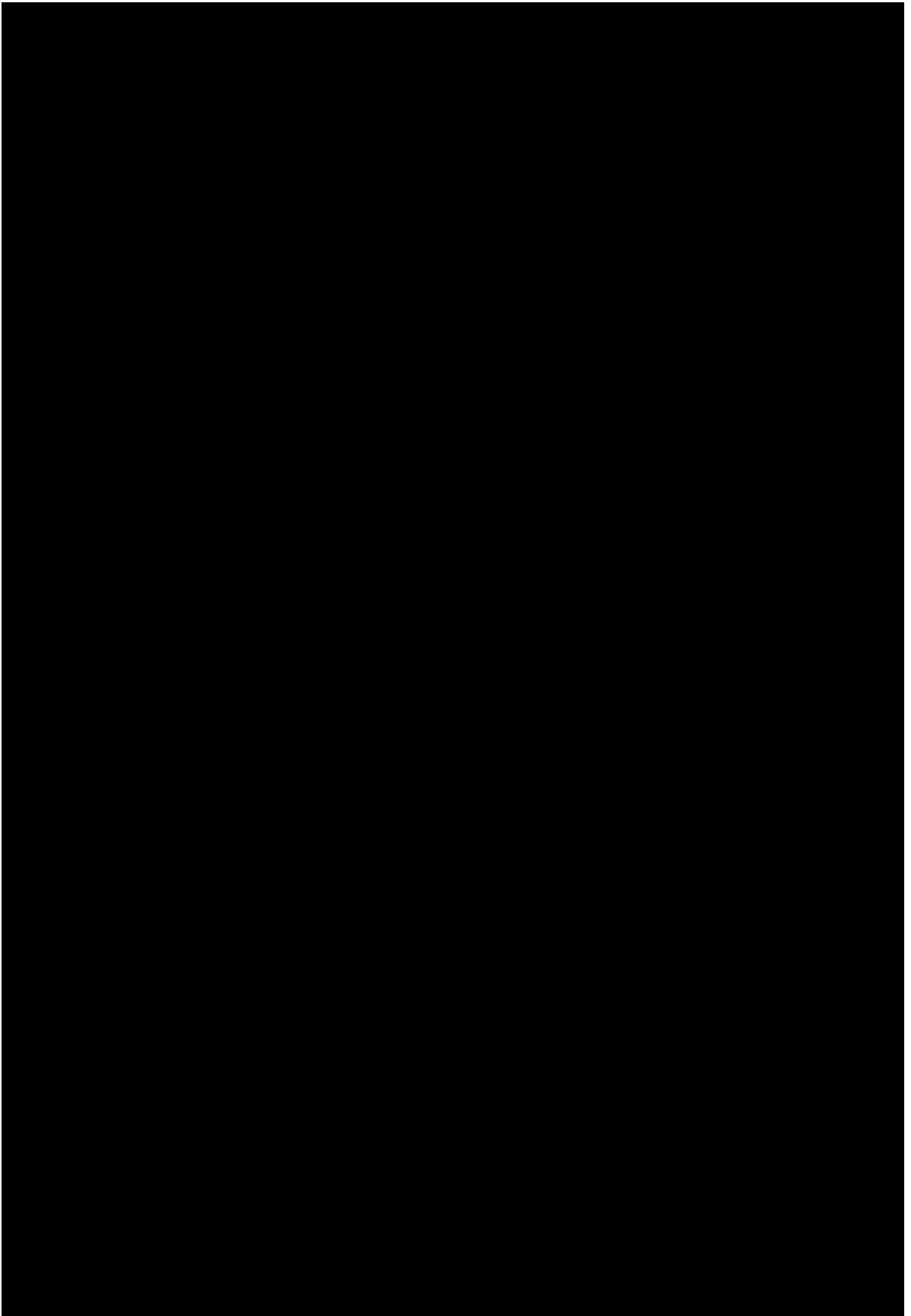
This partnership expands on our commitment to the Kelly School of Business at IU and the university at large. Our IU Alumni population within the firm continues to grow, as well over 745 Hoosier alumni are active at Deloitte. We look forward to continuing this upward trend and supporting the young bright minds in Indiana.

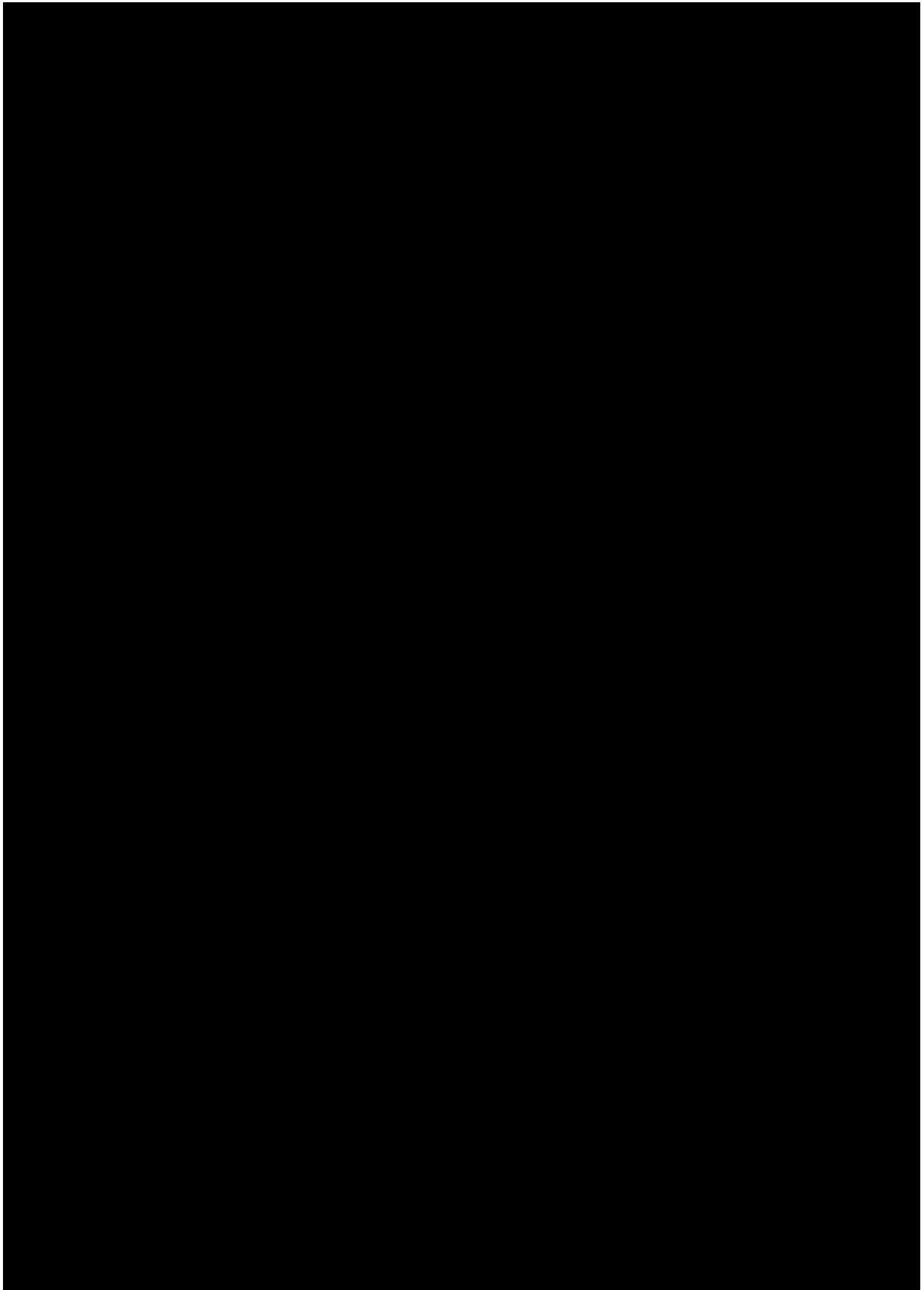
2.3.13 Experience Serving Similar Clients - Please describe your company's experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

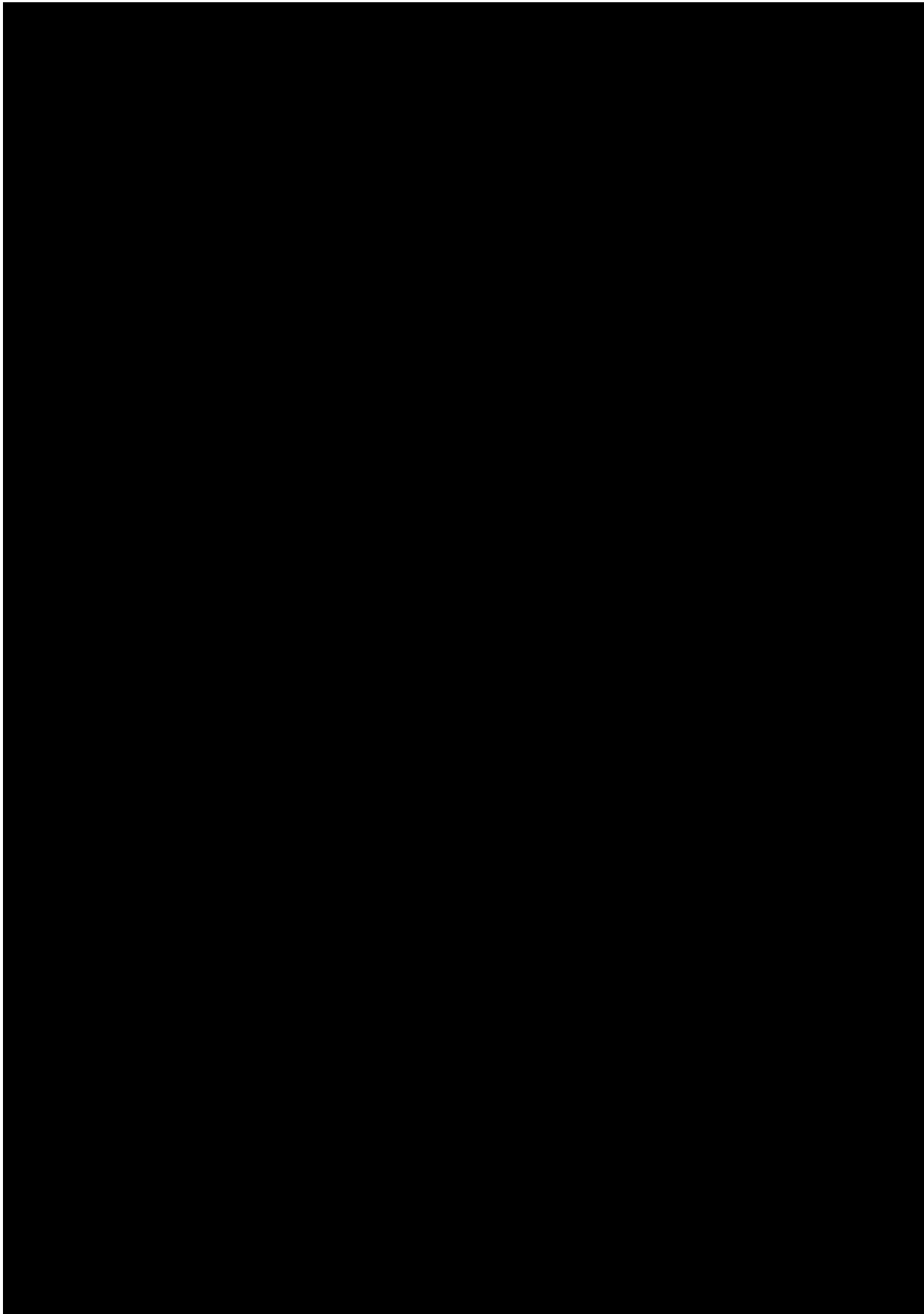
In addition to our State-specific client experience, the Deloitte Team has vast experience outside of the State market, that is relevant and crucial to our ability to provide Program Integrity products and services to the State of Indiana. Deloitte has provided the products and services we are proposing to different segments of the health and human services market. [REDACTED]

[REDACTED] In addition to our client service experience, our team is active in thought leadership such as publishing articles and participating in Medicaid and Program Integrity conferences. On an annual basis, we speak alongside our clients in breakout sessions about cutting edge topics such as pre-payment analytics and machine learning. We regularly facilitate industry leading conversations at National Association of Medicaid Program Integrity (NAMPI) and IT Solutions Management for Human Services (ISM), among others. Below is a summary of recent experience that speaks to how these projects relate directly to our ability to exceed Indiana's needs, while also demonstrating the programmatic impact that our project teams and solutions have made with these clients. In our corporate experience below, we will demonstrate how our past experiences make us the right choice to provide this solution to Indiana. These projects include the following highlights:

- Demonstratable experience designing and implementing our Pallium platform, including the Provider Peer Comparison Tool, case management system, and reporting engine
- Experience designing and implementing healthcare industry specific risk scoring tools and artificial intelligence and sophisticated pattern recognition algorithms
- Experience with fraud, waste, and abuse detection in Medicare, Medicaid, and other healthcare or insurance programs
- Experience using integrated healthcare transactions processes with minimal impact on the regular processing of claims
- Working knowledge and use of a tool to support project management and the delivery of artifacts
- Experience integrating Pallium™ into our client's environment and business processes
- Ability to communicate and coordinate with Medicaid providers in a manner that minimizes abrasion but does not affect ability to prevent improper payments
- Ability to serve as a liaison between Indiana and its MCE partners and their respective Special Investigations Units (SIU), with a focus on championing the program and determining rapid and efficient communication between all stakeholders







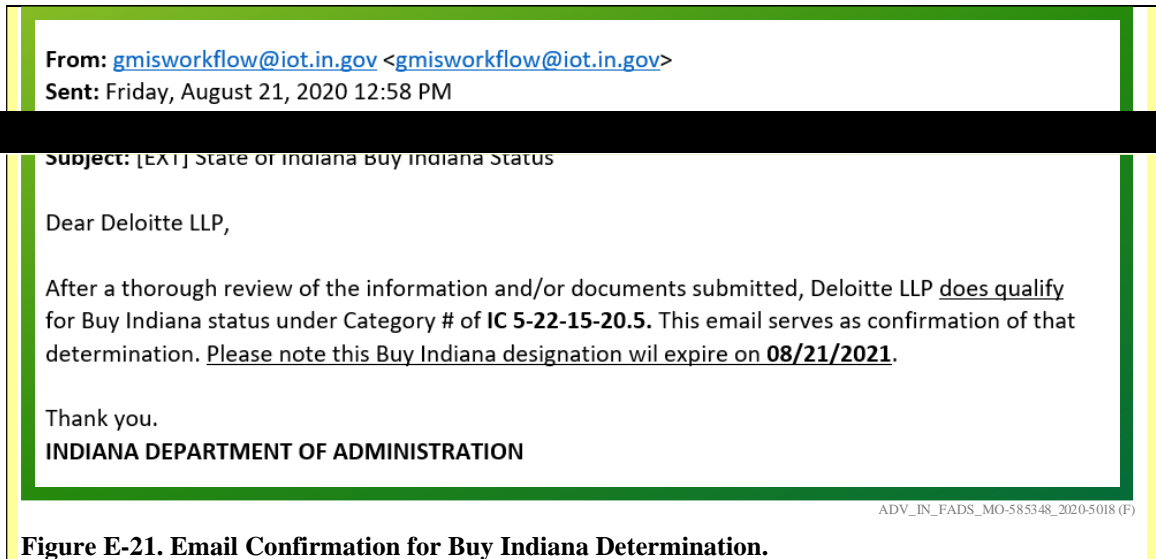
2.3.14 Indiana Preferences - Pursuant to IC 5-22-15-7, Respondent may claim only one (1) preference. For the purposes of this RFP, this limitation to claiming one (1) preference applies to Respondent's ability to claim eligibility for Buy Indiana points. **Respondent must clearly indicate which preference(s) they intend to claim. Additionally, the Respondent's Buy Indiana status must be finalized when the RFP response is submitted to the State.**

Additionally, Respondents that wish to claim the Buy Indiana preference (for any criteria listed below) must have an email confirmation of their Buy Indiana status provided by buyindianainvest@idoa.in.gov included in the proposal response. The email confirmation must have been provided from within one year prior to the proposal due date.

Buy Indiana

Refer to RFP Section 2.7 for additional information.

Deloitte claims the preference (5), "A business that has a substantial positive economic impact on Indiana" under Buy Indiana for the purposes of this RFP. Please see the following email and supplier portal confirmation on Deloitte's approved Buy Indiana status.



2.3.15 Payment - Please provide the requested information in RFP Section 2.3.15.

Deloitte accepts client payments by MasterCard, VISA and American Express (Amex); and will accept user handling fees associated with payments made via State Purchasing Card.