

**RFP# 22-70230 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.

Please see *Appendix 1 - Executive Summary* for our response to this requirement. This section provides a general summary of Deloitte's approach to maintenance, operations, and enhancement activities for IEDSS. We also provide an overall summary of our background as it relates to this RFP and share our vision for our continued journey.

- 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 seeks an experienced vendor that can support its mission to compassionately serve Hoosiers and connect them with social services, healthcare, and their communities. For 176 years, clients have worked with Deloitte to develop solutions for some of their most complex problems. Today, we are the largest global consulting firm in the world and have 126 offices in the United States. Deloitte brings deep experience in Eligibility and Enrollment solutions across 32 states, as well as broad skillsets in other areas like Digital Government and Cyber and Strategic Risk. Combined with our first-hand knowledge of Indiana gained over the past 30 years, this makes Deloitte the best vendor to holistically support the Indiana Eligibility Determination Services System (IEDSS) Maintenance and Operations (M&O) project.

The Legal Form of the Respondent's Business Organization

Deloitte LLP and its subsidiaries are limited liability partnerships.

The State in Which Formed

Deloitte LLP and several of its subsidiaries (including Deloitte & Touche LLP, Deloitte Consulting LLP, Deloitte Tax LLP, Deloitte Financial Advisory Services LLP, and Deloitte Services LP) are organized in the State of Delaware and have 30 Rockefeller Plaza, New York, NY 10112 as their headquarters. A certificate of authority is included on the following page.

KEEPING THE MOMENTUM GOING FORWARD

- Deloitte LLP and its subsidiaries are limited liability partnerships
- Deloitte LLP and several of its subsidiaries, including Deloitte Consulting 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, human capital, and strategy consulting services across a wide variety of business areas, including a strong practice in Government and Public Services and 50+ years of experience in Health and Human Services.

Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "DELOITTE CONSULTING 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 FIRST DAY OF FEBRUARY, A.D. 2022.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "DELOITTE CONSULTING LLP" WAS FORMED ON THE TWENTY-NINTH DAY OF FEBRUARY, A.D. 1996.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL TAXES HAVE BEEN PAID TO DATE.



2598031 8300

SR# 20220332832

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

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

Authentication: 202549101

Date: 02-01-22

Figure 1. Deloitte Consulting LLP Certificate of Authority.

The Types of Business Ventures in Which the Organization is Involved

Deloitte provides technology, cyber, human capital, and strategy consulting services, as well as tax, audit, and risk management services, 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 a dedicated group of professionals that focuses on delivering Health and Human Services projects, with extensive experience in Eligibility and Enrollment systems like IEDSS. Deloitte also has a broad array of complementary practices like Digital Government, Cyber and Strategic Risk, Strategy and Analytics, as well as Regulatory and Legal Support to holistically support the implementation, maintenance, operation, and enhancement of government systems like IEDSS.

Deloitte is consistently recognized as a leader by Forrester, Gartner, and others in government services consulting 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 IEDSS M&O project, especially our experience in government services, health and human services, eligibility and enrollment, digital government transformation, as well as cyber and strategic risk.

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.



Deloitte brings the following to Indiana:

- First-hand State Government experience where we have successfully implemented, maintained and operated dozens of large-scale, technology solutions that provide vital services required by federal, state, and local governments
- Deep understanding of government programs and operations, as well as practical, experience-tested approaches to managing large-scale technology transformations on time and within budget
- Broad experience in digital transformation, human capital, risk and financial advisory, and strategy and analytics, among others, to complement our deep technology experience.



Figure 2. 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 in the context of their client’s industry, and it 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 IEDSS M&O project.

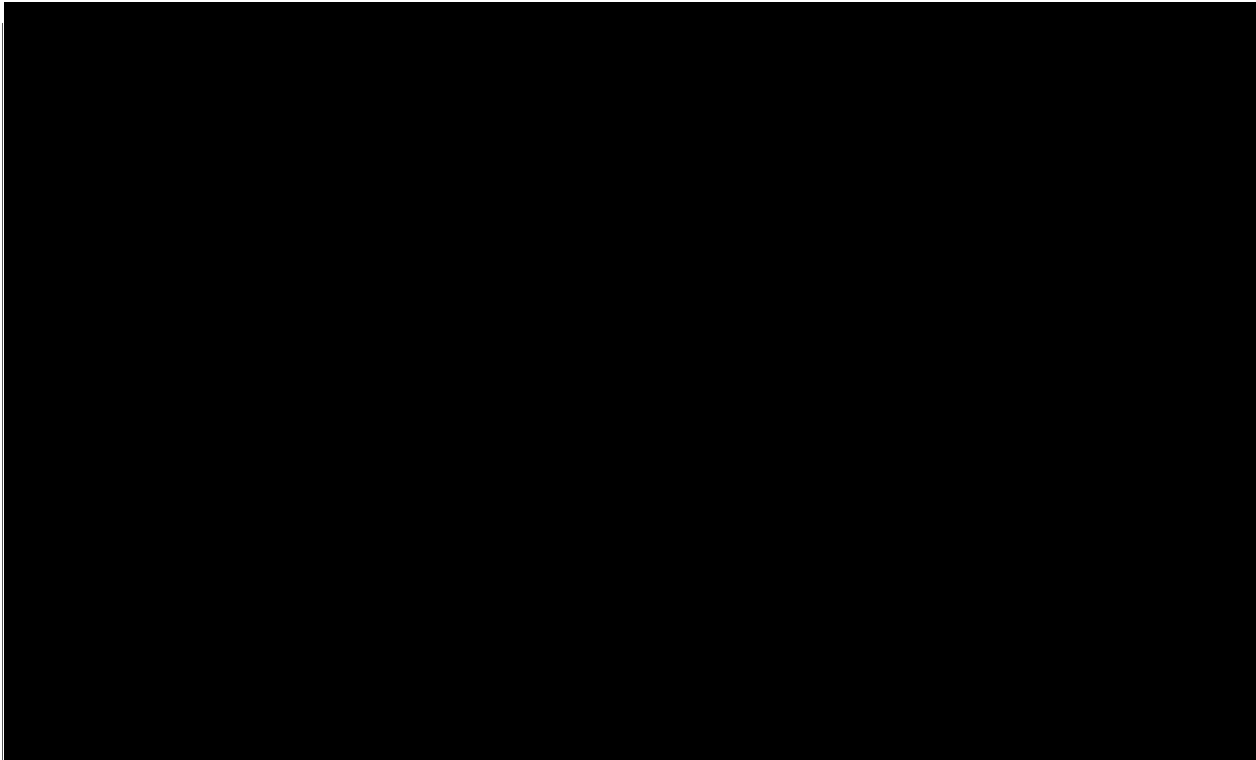


Figure 3. Deloitte's Operating Model.

Overview of Our Consulting Practice

For the IEDSS M&O project, our **Consulting Government and Public Services** 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 offering for **Human Services Transformation** supported by thousands of practitioners that are experienced in implementing, maintaining, operating, and enhancing health and human services systems, including **Eligibility and Enrollment** systems like IEDSS. Deloitte also has a **Digital Government** offering comprised of hundreds of practitioners devoted to expanding and enhancing the digital footprint of government services to better reach and serve their constituents in innovative ways. These consulting offerings are complemented by our Risk and Financial Advisory offerings in **Cyber and Strategic Risk** to increase security and compliance of government technology systems. In this section, we provide an overview of several of Deloitte's service offerings that we draw upon to maintain, operate, and enhance IEDSS.

Government and Public Services Practice

Within our Government and Public Services (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 17,000 cross-functional professionals dedicated to serving various government-related entities, including 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 116 dedicated employees based in Indiana with the GPS skillsets and knowledge to support Indiana's vision for its IEDSS M&O project.

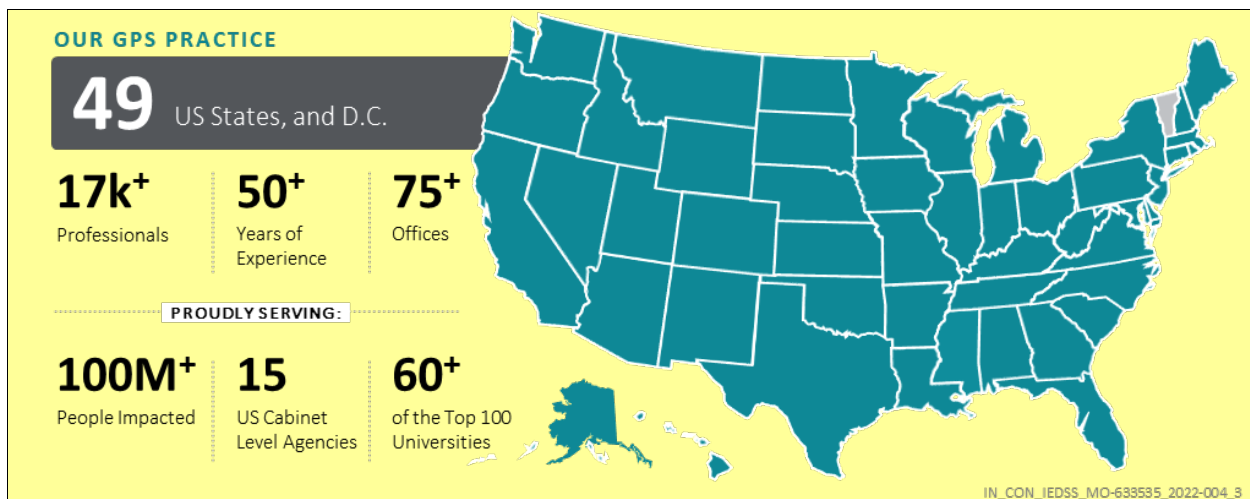


Figure 4. Deloitte Government and Public Services Practice.

Operate Practice

Deloitte's Operate Services enable us to serve as an extension of your organization. We bring deep capabilities in advising, maintaining, and enhancing technologies and delivering insights across flexible economic models. Operate Services include specialty-centric and technology-centric offerings in new types of solution collaborations that are scalable, flexible, and typically structured by subscription, outcome/output, or labor resources used.

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 percent cost savings while preventing any zero data breaches. 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. The enabling tools and accelerators allow us to work with you to sustain and refresh IEDSS.

OPERATE PRACTICE



+50k

OPERATE
PRACTITIONERS



35

GLOBAL DELIVERY
CENTERS



30

GREENHOUSE &
INNOVATION LABS

IN_CON_IEDSS_MO-633535_2022-005_3

Figure 5. Deloitte's Global Operate Practice.

Human Services Transformation

Within our GPS Practice, Deloitte has a dedicated group of professionals that delivers solutions in the Health and Human Services (HHS) domain. This practice has served HHS programs in 49 states and the District of Columbia, including eligibility and enrollment, child support, child welfare, as well as labor and workforce development. The Human Services Transformation offering helps transform how government and public services agencies deliver their services to clients across a variety of channels (e.g., walk-in, mail-in, call center, and self-service applications) and programs. The practice delivers large, complex systems development and strategic transformation projects to Human Service agencies at the federal, state, and local government levels with the goal of improving the human experience when accessing services to meet the needs of families, children, and individuals. We strive to build more intuitive systems that increase accessibility and ease-of-use for many different types of individuals.

We have invested in our professionals by creating training programs and an entire career path around our HHS work, and we currently have 8,900 professionals providing technology services in this space. Deloitte recognizes

the importance of having practitioners with diversified and relevant experiences, skills, and relationships for an intricate engagement such as this impactful project. Our professionals are driven, motivated, focused on delivering results, committed to identifying and driving efficiencies, and, above all, passionate about improving the delivery of human services.

The Human Services Transformation practice places a special emphasis on “Elevating the Human Experience” for clients of human services agencies. Many organizations stake their success on understanding people as “customers” or “consumers,” but their clients are human beings before anything else. For human services organizations, fast-paced technological change, increasing regulatory pressures, media scrutiny, workforce challenges, and evolving public expectations have increasingly raised the stakes for how we understand and define the human experience. So, it is more important than ever to implement, maintain, and enhance human services systems with human experience at the forefront. With that in mind, Deloitte has embarked on a mission to elevate the human experience across federal, state, and local government. As a result of our extensive public sector experience in human services, we’ve discovered that true success is best realized when organizations take a people-first approach to design and improvement. While traditional customer service starts on the outside, targeting actions and behaviors of customers and end-users, elevating the human experience starts on the inside with the values, beliefs, and ambitions of the organization, its workforce, and the people it serves. Deloitte is committed to applying these principles in the delivery of our client services, including those for the State of Indiana and IEDSS, as we have been doing for the last 50 years of our government and public service experience.



Elevating the Human Experience (EHX) is the art of transforming an institution to put people at the core of everything it does – starting with the values of the institution, its workforce, and its customers, then working our way out from there.

Eligibility and Enrollment Practice

We are the market leader in Health and Human Services (HHS) with the nation’s largest footprint in eligibility and enrollment services, which include Medicaid, SNAP, and TANF. Our experience working with states to deliver benefits to their most vulnerable populations is unmatched by any other HHS vendor. Deloitte has successfully implemented 32 state eligibility systems for state health and human services agencies, and Deloitte is currently responsible for the development, support, and enhancement of 26 eligibility systems that manage benefits for more than 40 million recipients. We implement, maintain, and enhance eligibility and enrollment solutions of various shapes and sizes, which equips us with the background and experience needed to support Indiana in achieving its goals. This successful track record demonstrates that Deloitte understands both the variations in State regulations and common Federal regulations.

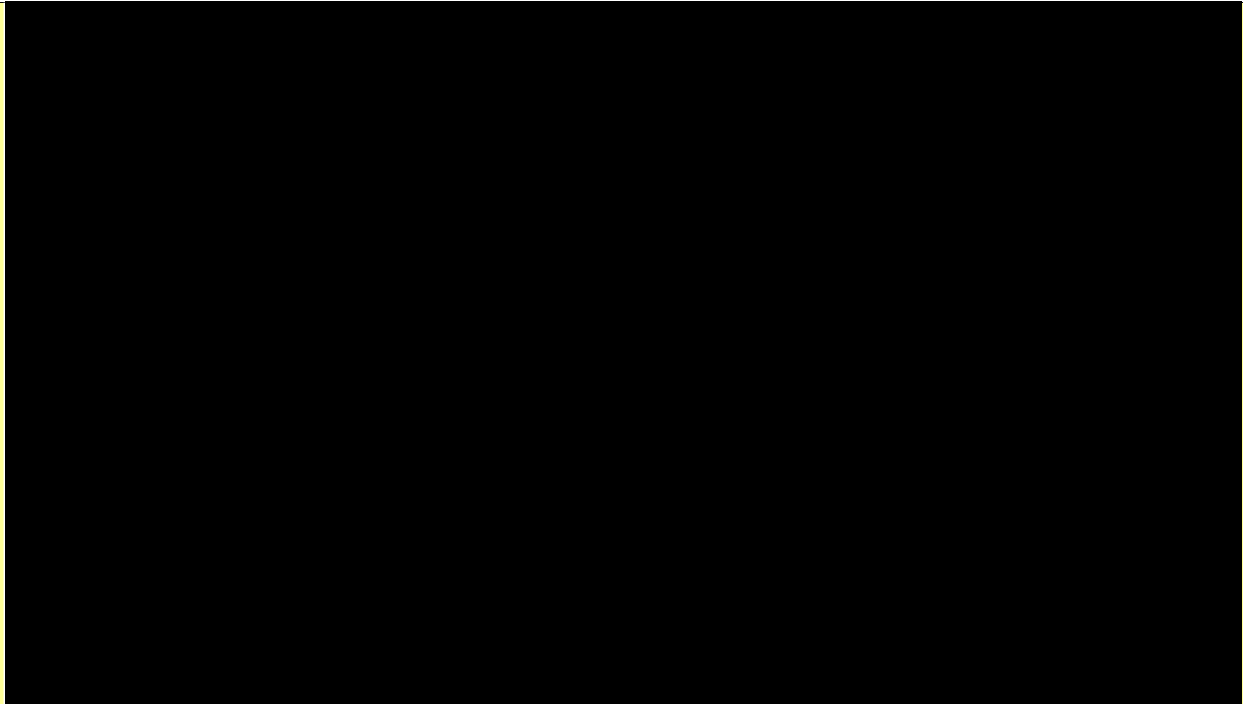


Figure 6. Deloitte's Eligibility and Enrollment Experience and Impact.

We have a long record of delivering and maintaining large-scale, enterprise-wide, complex solutions of similar size and diversity as IEDSS, as well as experience directly providing maintenance and operation services on IEDSS. IEDSS was purposely built for Indiana based on Deloitte's NextGen platform, which serves as a common base for 14 other systems across the United States. This provides access to technical experience and collaborations not just in Indiana but across the United States through community-based technical design sharing and defect analysis. Our unparalleled eligibility and enrollment experience from other states fuels innovation, enables us to share knowledge and solutions, especially for Federally mandated changes, and allows the State to connect to their counterparts quickly. Our strong relationship with Indiana and IEDSS reduces overall project delivery risk during M&O and enhancements.

To maintain, operate, and enhance IEDSS, you need a vendor that can provide continuity of services, is committed to Indiana, and is invested in your vision. As a national leader in innovation and continuous improvement of eligibility systems, our teams understand your programs and are passionate about the work they do and its impact on the lives of Hoosiers. While some vendors may claim to be a leader in Health and Human Services, Deloitte supports more HHS agencies and systems than the other vendors combined. We leverage our existing knowledge of IEDSS and our national experience to bring Indiana the right blend of continuity in service delivery and openness to innovation through system enhancements.

Cyber and Strategic Risk

Within Deloitte's Risk and Financial Advisory firm, the Cyber and Strategic Risk offering helps organizations manage cyber risk and create value through enhanced security, visibility, and privacy into an organization's DNA. Our program design, implementation, operation, and response services, coupled with our deep industry and mission knowledge, help us protect and defend our clients' most valuable assets, facilitate secure digital transformation efforts, and adapt rapidly to emerging threats. Our services help secure transactions, reducing risk to the agency and increasing protection for the constituents who trust our clients with their personal data. Deloitte is also a leader in providing and maintaining end-to-end compliance services with evolving state and federal regulations and policies.

The ubiquity of cyber drives the scope of our services. Deloitte Cyber advises, implements, and manages solutions across the five areas shown in the following figure.

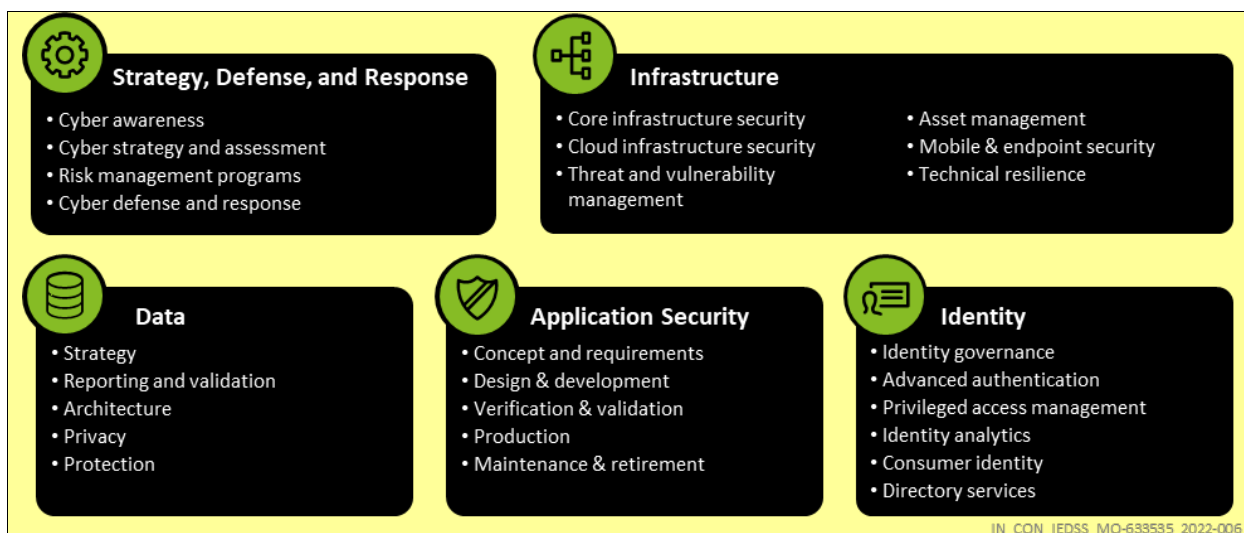


Figure 7. Deloitte Cyber Offerings.

Deloitte has been ranked number one in global security consulting since 2012. There are over 4,400 Cyber Risk practitioners devoted to helping their clients create a cyber-minded culture and become stronger, faster, more innovative, and more resilient in the face of persistent and ever-changing cyber threats. Deloitte was named a global leader by Forrester in Cybersecurity Incident Response Services based on strategy and current offerings, and Deloitte was named a global leader in Cybersecurity Consulting by ALM for the 8th consecutive edition. More details on Deloitte's capabilities in Cybersecurity are displayed in the following figure.

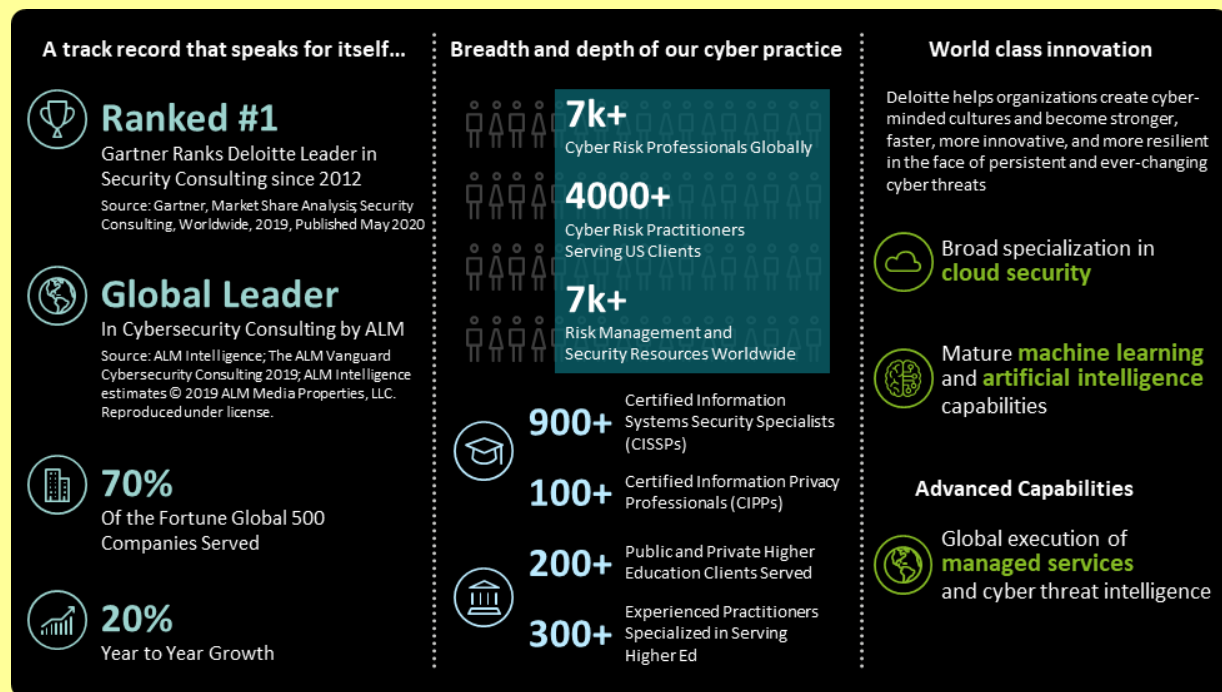


Figure 8. Deloitte Cyber Statistics and Awards.

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 Consulting 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 Consulting LLP, a subsidiary of Deloitte 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.

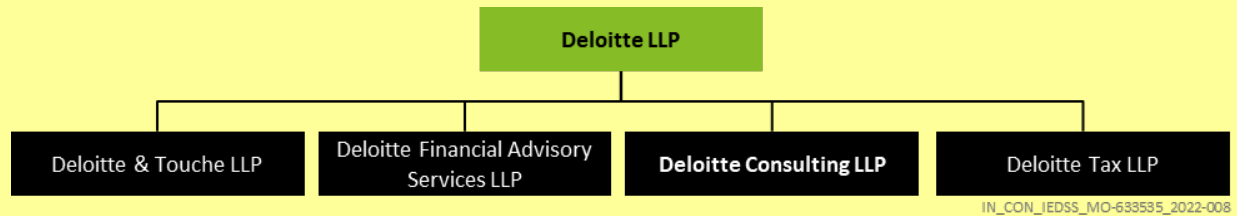


Figure 9. Deloitte LLP and Subsidiaries.

Detailed annual revenue information for businesses within Deloitte LLP in the U.S, including Deloitte Consulting LLP is provided in the following table.

Dun and Bradstreet Report

We provide a copy of our latest Dun and Bradstreet financial report in *Appendix 2* 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 report may be based on incomplete information.

- 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 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 pledges 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.

Deloitte.

Deloitte Consulting LLP
4022 Sells Drive
Hermitage, TN 37076

Tel: +1 615 882 7600
Fax: +1 615 882 6600
www.deloitte.com

April 4, 2022

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

RE: RFP 22-70230 IEDSS System Maintenance and Operations

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.

Regards,

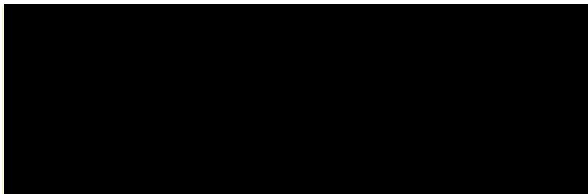


Figure 10. Letter from Deloitte's Chief Accounting Officer.

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

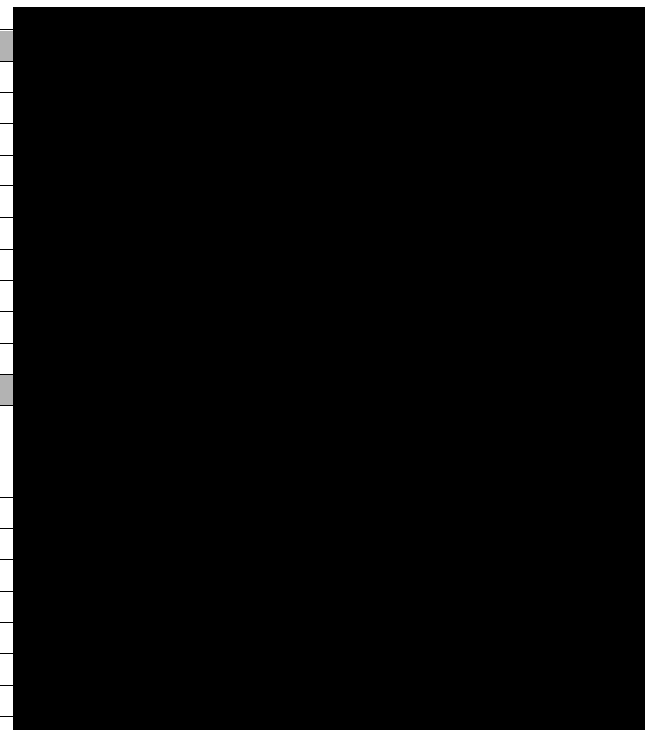
Deloitte has a strong track record of providing high-quality and high-value services to the State for over 30 years. Deloitte and the State successfully negotiated active contracts substantially similar to the sample contract provided in RFP Attachment B. In addition to the requested markup of the non-mandatory clauses of Attachment B, Deloitte has attached the current IEDSS contract (Contract # 00051048) and the OECOSL (Contract # 00056358) contract to our response as our specific alternate wording and additional contract terms for this proposal. Both contracts represent major technology projects that include M&O. Please refer to *Appendix 4, Contract Terms/Clauses* markup of Attachment B and the referenced current contracts.

We believe using these contracts as the basis for negotiation for the proposed scope of services is in the best interest of both parties. Deloitte looks forward to discussing further any additions or modifications to the terms in these contracts or the sample contract that may be required for the delivery of the proposed services. Furthermore, we believe it is in the best interest of both parties to agree to a contract that is commercially reasonable and addresses the requirements of both parties for the scope of the proposed services.

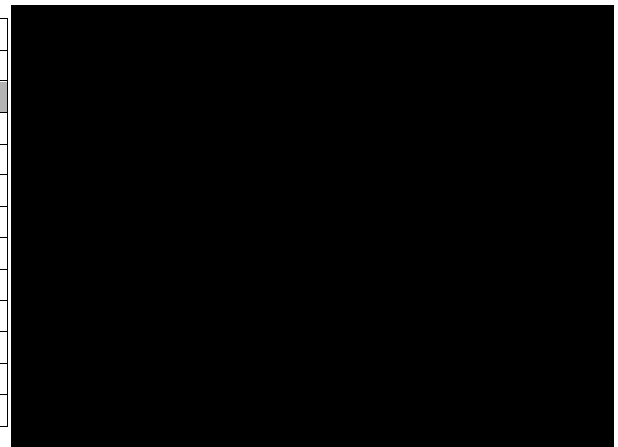
2.3.6 References - The State requests three (3) references for this RFP for projects of a similar size, technical component scope, and complexity as IEDSS that the Respondent (not the subcontractors) worked on. At least one reference should be a city, county, state, or federal health and human services agency or be for a project funded by a federal health or human services agency within the last five (5) years. If the Respondent's role in the reference project was as a subcontractor, please be sure the Respondent was accountable for a major portion of the delivery of contracted services (e.g., not simply providing staffing with minimal accountability, or providing software licensure as a passthrough).

Reference information is captured on Attachment H. The Respondent should complete the reference information portion of the Attachment H 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 H should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive 1 copy of Attachment H from each reference. Attachment H should be submitted to idoareferences@idoa.in.gov. Attachment H should be submitted by the due date listed in Section 1.24 of the RFP. Additionally, please provide the customer information for each reference in the chart below.

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 Consulting LLP registration with the Secretary of State. 2004010700329

State of Indiana
Office of the Secretary of State

CERTIFICATE OF EXISTENCE

To Whom These Presents Come, Greeting:

I, HOLLI SULLIVAN, 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 CONSULTING LLP

duly filed the requisite documents to commence business activities under the laws of the State of Indiana on January 07, 2004, and was in existence or authorized to transact business in the State of Indiana on March 17, 2022.

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, March 17, 2022


HOLLI SULLIVAN
SECRETARY OF STATE



2004010700329 / 20222493389
All certificates should be validated here: <https://bsd.sos.in.gov/ValidateCertificate>
Expires on April 16, 2022.

Figure 11. 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#. 0000004727

The screenshot displays the 'Manage Profile' interface. On the left, there's a sidebar with 'Update Profile' and 'Bidder Profile' (selected). The main area shows the 'Main' tab active. It includes a 'Welcome, Deloitte Consulting LLP User: Todd Higgins' message. The 'Bidder ID' is 0000004727. The 'Company URL' is www.deloitte.com. Under 'Bidder Status', 'Active' is selected. Under 'Bidder Type', 'Business' is selected. A 'Save' button is at the bottom left. Navigation links for 'Main', 'Addresses', 'Contacts', and 'Identifications' are at the bottom.

Figure 12. 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] confirming that [REDACTED] the signee of our Transmittal Letter, is legally authorized by Deloitte to commit our firm contractually.



Deloitte Consulting LLP
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Dallas, TX 75201-6703
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www.deloitte.com

April 4, 2022

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

RE: RFP 22-70230 IEDSS System Maintenance and Operations

To Whom It May Concern:

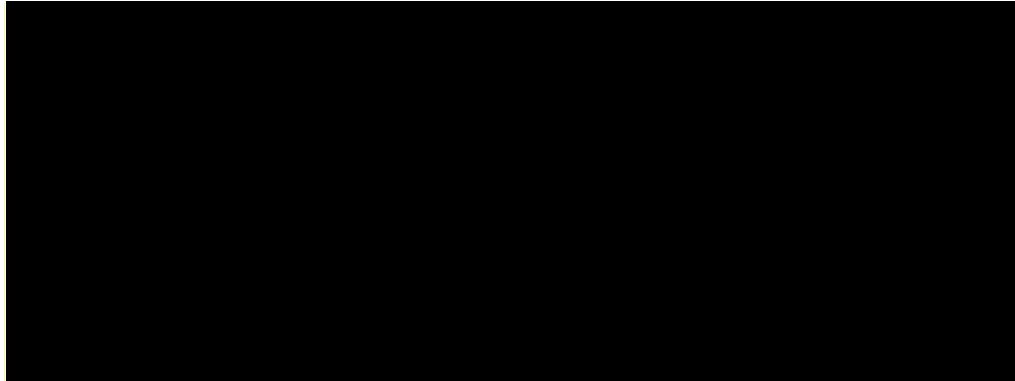


Figure 13. Letter from Deloitte's Chief Operating Officer.

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 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 pledge 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.

Letters of Agreement and Certifications as a Minority/Women's Business Enterprise for each of our subcontractors are included as part of our Attachment A Minority & Women's Business Enterprises RFP Subcontractor Commitment Form. The file name is *Attachment A_MWBE Participation Form*.

As prime contractor who has overall responsibility for the IEDSS M&O project and oversees all work, in addition to drawing from our own resources, Deloitte has a large supply of firms with whom we have collaborated on projects in Indiana and other states. We also have an established process to identify, engage, retain, and mentor qualified staff from subcontractor firms. Our subcontracting approach is based on a "best and brightest" concept. We carefully select subcontractors based on their ability to deliver high-quality service and high-quality people. To be considered for subcontracting with us, firms must have a credible corporate background with an established record of outstanding client services, a common goal to deliver client satisfaction, and high-quality experienced resources appropriate to their respective project roles. In addition, Deloitte has long supported the mission of the State in developing and mentoring minority, women, and veteran owned businesses as part of our subcontracting strategy. In fact, as part of our current active contracts for the State of Indiana, we have allocated more than \$122 million in fees to 12 different Minority and Women's Business Enterprises firms.

For Indiana's IEDSS M&O Project, we have selected a subcontracting team comprised of three Minority Business Enterprises and two Women's Business Enterprises to supplement our team's delivery, quality, and subject matter experience. Our subcontractors have been providing resources to augment Deloitte's IEDSS team throughout the design, development, and implementation of IEDSS; they have deep understanding of the

KEEPING THE MOMENTUM GOING FORWARD

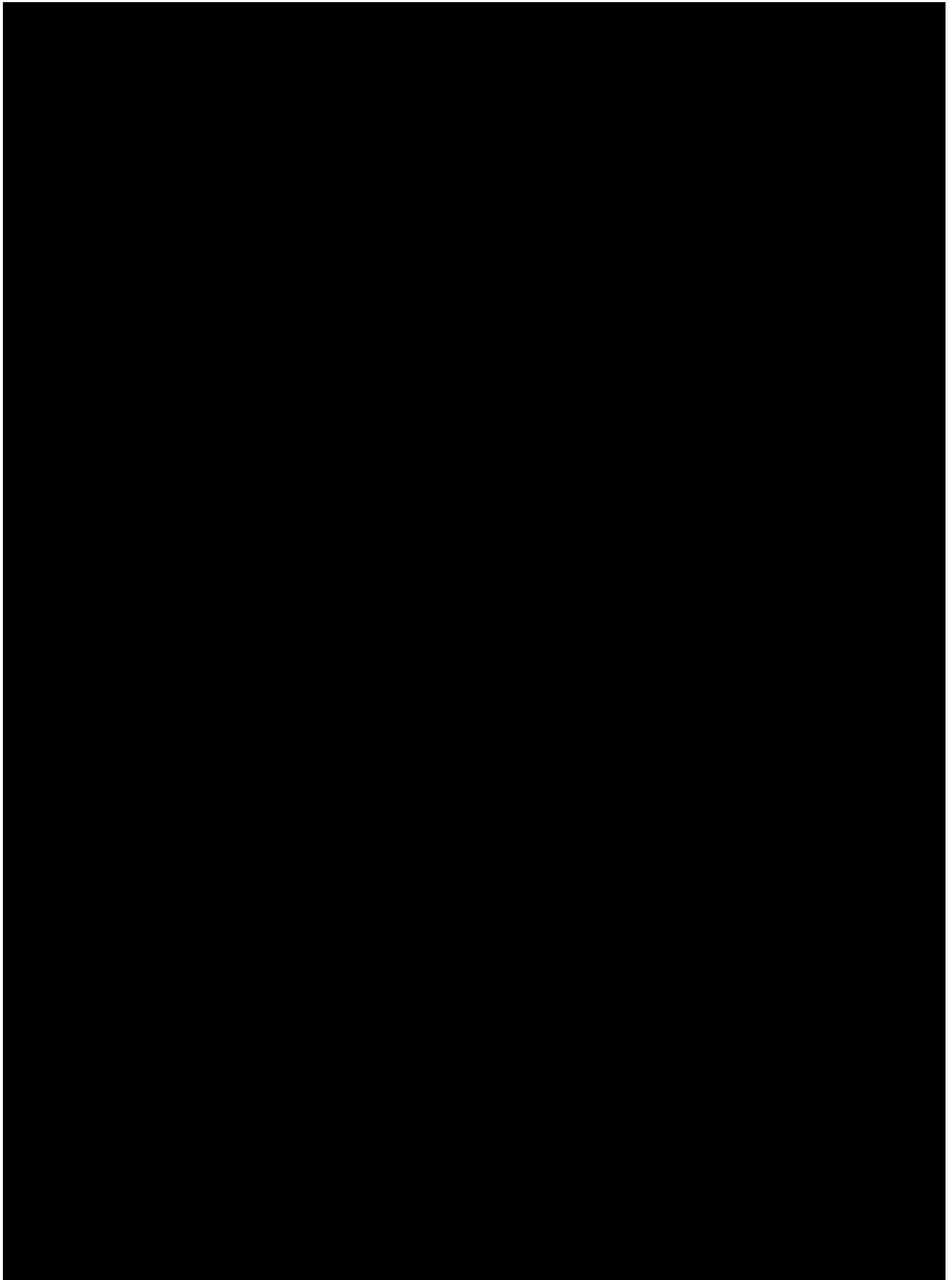
- Deloitte's use of subcontractors is for staff augmentation purposes
- Deloitte's continued use of subcontractors who have worked on IEDSS DDI and M&O provides continuity of resources with hands-on experience with and knowledge of the system. These resources are carefully selected for their relevant experience, high-quality performance, dedication, and skill
- Our subcontractors have exclusively committed to Deloitte and are certified Minority/Women's Business Enterprises in Indiana.

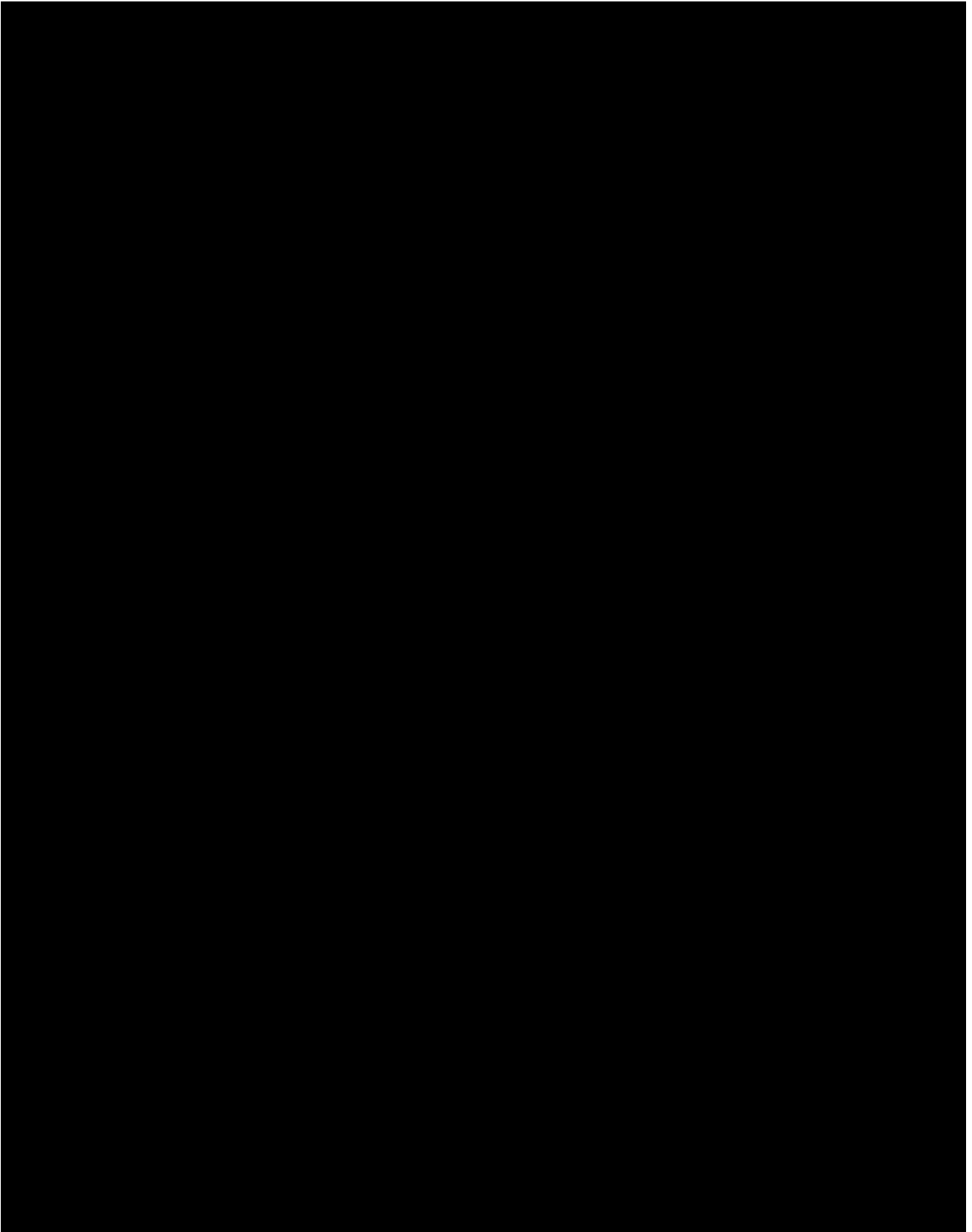
system and will help provide stability and continuity throughout maintenance, operations, and enhancements of the system.

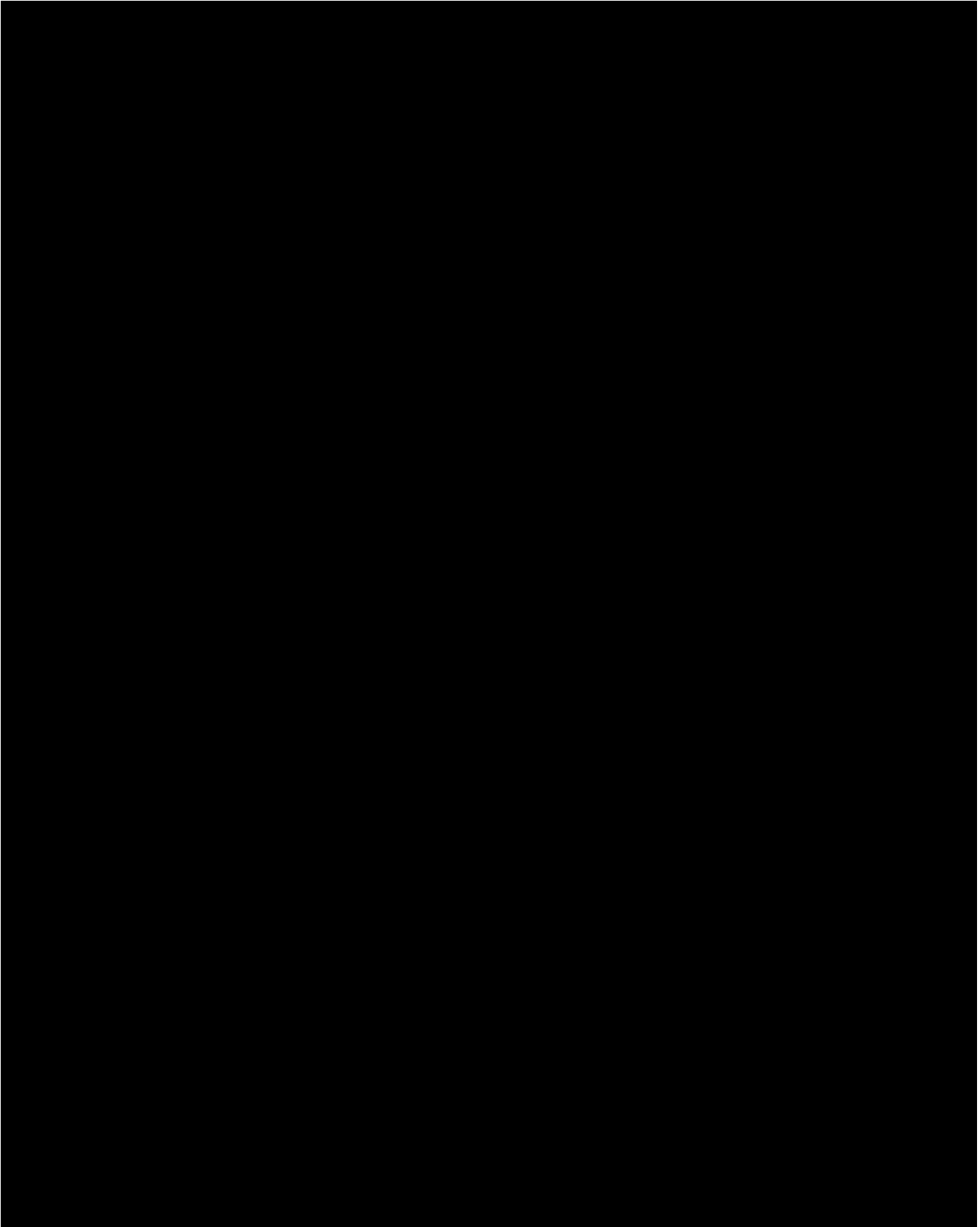
In addition to providing resource continuity, these firms specialize in identifying and recruiting top talent in the greater Indianapolis area. For the IEDSS M&O project, Indiana benefits from the collective recruiting power of Deloitte plus these five subcontracting firms to identify, attract, and retain top talent.

We follow our leading practice where we integrate our subcontractor resources directly into our teams and operate as one team. We place them in positions within the project organization that are suited to their specific skills. One of the notable compliments that we take away from many of our project efforts is that it is very difficult to distinguish between Deloitte staff and our subcontractor staff – so well are they integrated into the project teams.

The table that follows identifies our team of subcontractors and the scope of work they will perform for the IEDSS M&O project. The following sections showcase the subcontractors' prior experience in serving state government agencies, including the State of Indiana.







2.3.10 Reserved - No response needed

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

Business Information	
Legal Name of Company	Deloitte Consulting LLP
Contact Name	[REDACTED]
Contact Title	Principal
Contact E-mail Address	[REDACTED]
Company Mailing Address	[REDACTED]
Company City, State, Zip	[REDACTED]
Company Telephone Number	[REDACTED]
Company Fax Number	[REDACTED]
Company Website Address	www.deloitte.com
Federal Tax Identification Number (FTIN)	06-1454513
Number of Employees (company)	121,693
Years of Experience	176 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 Touche Tohmatsu Limited
Revenues (\$MM, previous year)	[REDACTED]
Revenues (\$MM, 2 years prior)	[REDACTED]
% Of Revenue from Indiana customers	While Deloitte serves over 250 commercial and government clients from our Indiana office, the nature of Deloitte's service delivery model does not provide for tracking revenues by client geography.

- a. Does your Company have a formal business continuity and 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. Disaster recovery and Business Continuity plans are considered confidential and cannot be shared outside of Deloitte. Please refer to the following section 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 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 see *Appendix 3 - Deloitte Approach to Confidentiality_An Overview.pdf*

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.

As a leading vendor with more than 50 years of experience serving state governments, Deloitte professionals work alongside their state government clients daily, helping them to overcome some of their greatest challenges and achieve their goals. 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.

Comprised of more than 17,000 professionals across the country, Deloitte's Government and Public Services (GPS) 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 better supporting our clients. We do this by taking on 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 it most, and inventing ways to streamline processes.

Our GPS professionals serve clients in all 15 US Cabinet-level agencies, 49 states, the District of Columbia, New York City, 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, and scenario planning. As a trusted adviser 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—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 we bring deep knowledge and proven skills in delivering projects like the IEDSS M&O 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 Indiana IEDSS M&O Proposal response provides information regarding our firm's relevant experience serving state governments, including:

- Experience Serving the State of Indiana
- State Government Experience
- Health and Human Services Experience
- Federal Stakeholder Experience

KEEPING THE MOMENTUM GOING FORWARD

A few highlights of our state government experience include:

- Experience serving 49 of 50 U.S. states, as well as the District of Columbia and Puerto Rico
- Experience serving 12 of Indiana's state agencies, and nearly 530 dedicated professionals based in Indiana
- Extensive experience serving state Health and Human Service agencies, especially implementing, and maintaining eligibility systems like IEDSS.



**Experience Serving the
State of Indiana**



**State Government
Experience**



**Health & Human
Services Experience**



**Federal Stakeholder
Experience**

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Figure 14. Deloitte's State Government Experience.

Experience Serving the State of Indiana

As showcased in the following figure, Deloitte has proudly served 12 agencies and departments within Indiana, including implementing IEDSS for the Indiana Family & Social Services Administration (FSSA). For more than 30 years, we have collaborated with State of Indiana agencies on numerous projects to provide a variety of services for the citizens of Indiana.

Figure 15. Indiana Agencies Served by Deloitte.

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

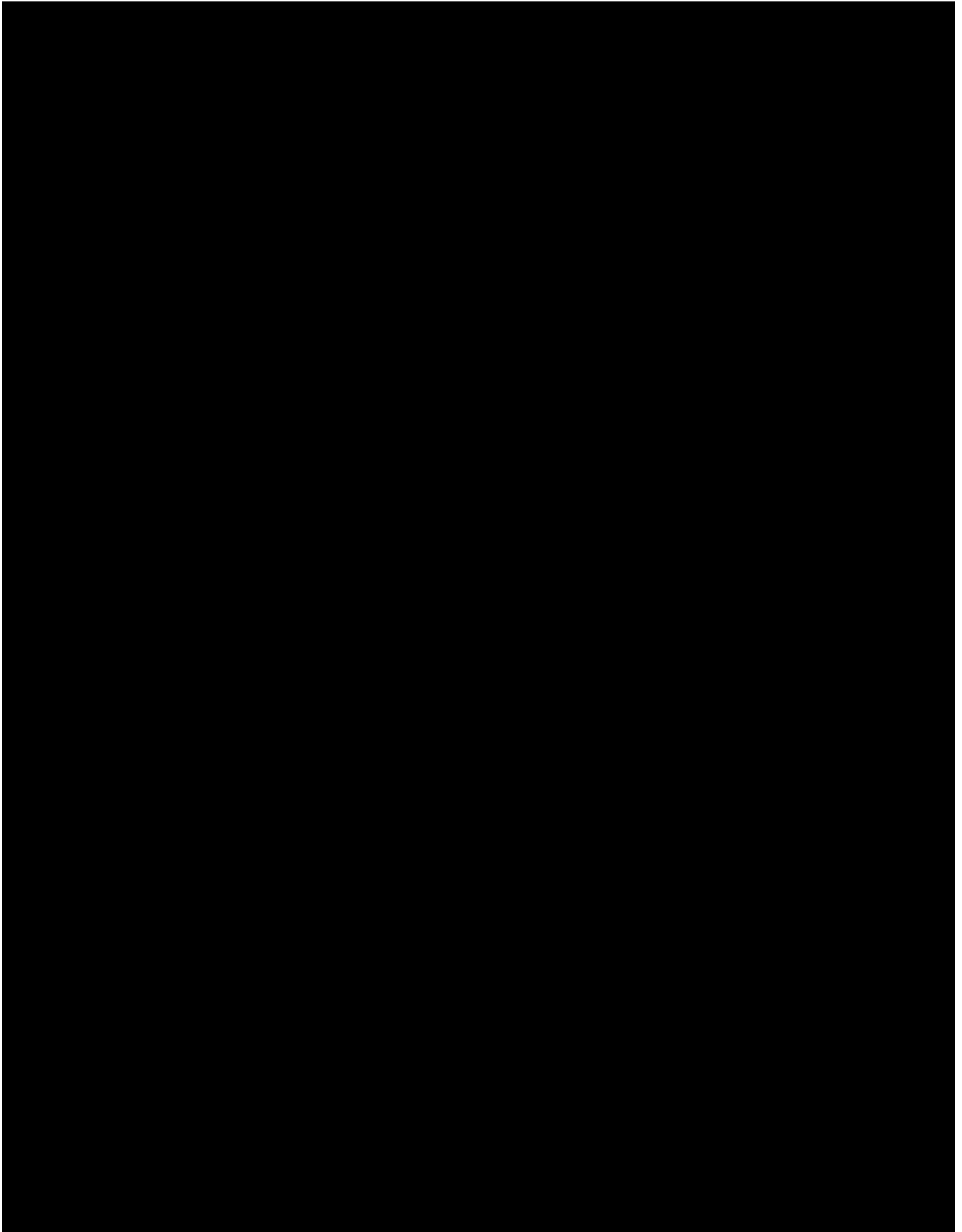


Table 3. Deloitte Brings First-Hand Experience Serving Indiana.

In addition to our work serving Indiana departments and agencies, Deloitte maintains one office in Indiana, with 530 dedicated employees who live in Indiana. Across our government and commercial clients, we currently support 113 Indiana-based clients which have been supported by more than 3,300 practitioners. Throughout Deloitte, we have more than 2,000 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 people have volunteered more than 5,100 service hours and donated more than \$888,000 since 2019 to Indiana charities and community organizations.



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Figure 16. Volunteer Hours & Donations to Indiana Charities/Organizations by Deloitte.

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 5 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 760 Hoosier alumni are active at Deloitte as of March 2022. We look forward to continuing this upward trend and supporting the young bright minds in Indiana.

Partnering with Purdue University

At Purdue University, Deloitte recently launched a Future of Work (FoW) Institute, a mix of live and asynchronous learning opportunities delivered directly to students. This exciting new program is designed to help equip students for the FoW and to educate them on what the FoW really means and how to thrive in it. Purdue is one of seven higher education institutions selected to pilot this program.

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 social services 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 IEDSS M&O project. As part of our experience with state governments, we also show how we elevate the human experience to provide citizens and workers streamlined processes and uninterrupted services.

We bring these experiences and leading practices together to Indiana as one firm and one team and provide the state government experience needed to understand the unique position of Indiana and effectively provide the services required to implement, maintain, operate, and enhance IEDSS. Through our history of working in Indiana and implementing IEDSS, we understand the important role of maintaining and modernizing IEDSS to provide uninterrupted services and continuous improvements for the State's clients.

We understand that IEDSS is a complex system that requires key areas of experience from a vendor to be able to maintain the system and continue enhance to meet state and federal guidelines. Our client partnerships over the years demonstrate our ability to provide quality deliverables, complete project tasks on time, and effectively deliver on complex, large-scale information systems. Deloitte has developed “muscle” over time in key areas required to successfully maintain IEDSS. The following figure presents key areas in which we have developed strengths through our experience working with clients on similar project.

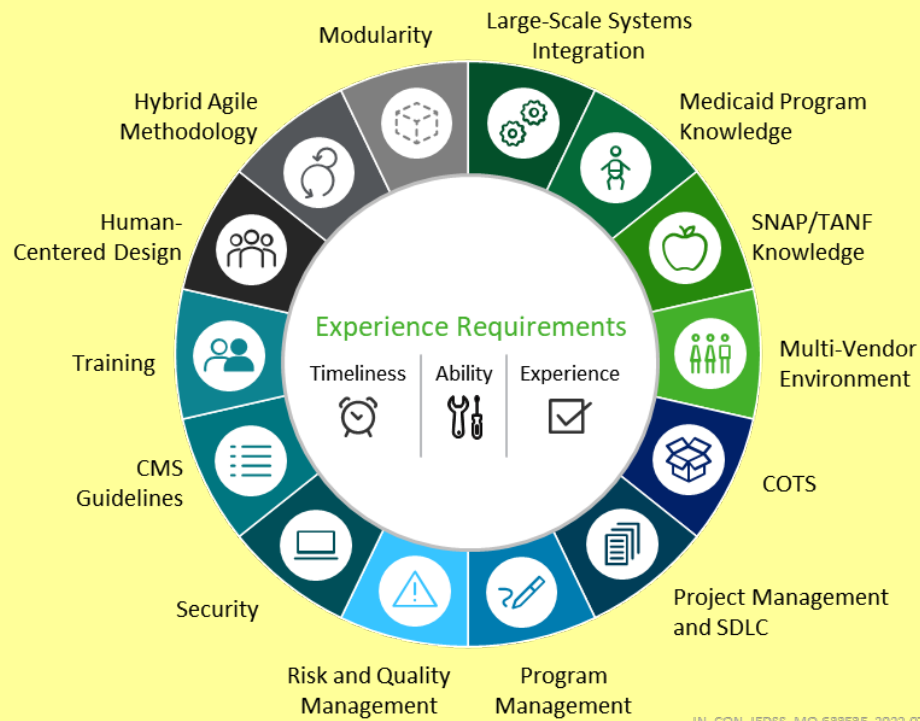


Figure 17. Key Areas of Experience Deloitte Possesses that are Necessary for the Success of the IEDSS Project.

Federal Stakeholder Relationships through State Government Experience

Our experience serving state governments has afforded Deloitte the opportunity to build strong relationships with Federal stakeholders. Our ongoing relationships with these Federal partners, highlighted below, allows for enhanced communication between our team and these Federal stakeholders to stay abreast of all legislation and evaluating its impact on our current and future systems.

- [REDACTED]
- [REDACTED]
- [REDACTED]

Deloitte has a deep familiarity with the federal compliance requirements that IEDSS must meet, and we are confident that our experience both inside and outside of Indiana provides us with the expertise to address them. Since Deloitte is the current IEDSS DDI vendor, we have experience working with DFR and other vendor partners (e.g., [REDACTED]) to establish activities to comply with State policies (e.g., FSSA Application Security Policies and Standards), Federal standards (e.g., CMS MARS-E 2.0) and Regulatory requirements (e.g., FISMA). This collaboration is one of our keys to success. Additionally, we understand the various compliance, monitoring, and testing regulations required for IEDSS safety and security, and will continue to meet these regulations throughout maintenance, operations, and enhancements of IEDSS.

As demonstrated above, our experience serving state governments spans 49 states and the District of Columbia. We have established relationships with states through years of maintenance and operations activities, and we are trusted partners and advisors to our state government clients. In any given state, we often work with multiple agencies on a variety of projects, an honor that is a testament to the quality of work we perform and the level of service we provide. This state government experience and our strong relationships with Federal stakeholders will be essential to the successful maintenance, operations, and enhancements of IEDSS. We look forward to extending our relationship in Indiana, and we are excited to move forward with you in creating the best, most streamlined experience for your clients.



In addition to working with federal stakeholders on state government projects, [REDACTED]

[REDACTED]

[REDACTED]

- 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, including the timeframe for the delivery of the scope of services, your company's responsibilities, and whether your company was a prime contractor or subcontractor.

Our technology professionals focus on providing technology services for our clients in other states or in corporate and governmental entities of comparable size, with broad and deep technical skills. We have over 17,000 devoted Government and Public Services (GPS) professionals working across the nation, so Indiana can be confident that we have knowledgeable and "ready trained" staff available to maintain and operate IEDSS and collaborate with your staff in a lead or support role. We are the market leader in Health and Human Services (HHS) and Eligibility and Enrollment services, having worked with 49 states and the District of Columbia. Deloitte is the prime contractor currently responsible for the development, support, and enhancement of 26 eligibility systems that manage benefits for more than 25 million recipients. This successful track record demonstrates that Deloitte is uniquely positioned as the most experienced service provider for the maintenance, operations, and enhancements of IEDSS.

As the current service provider for IEDSS, Deloitte provides stability and reduced risk to Indiana through continuity of maintenance, operations, and enhancements. Deloitte is prepared to adapt and be flexible with the changing nature of your business so that the system and business stay current through various maintenance releases.

Through our 30 consecutive years of service to Indiana through projects with 12 of Indiana's state agencies, we have developed an unmatched knowledge of Indiana's technology systems. Our knowledge of the Indiana ecosystem and relationships across the State and vendor partners means more effective use of your time and successful end-to-end results. Most recently, we have navigated state and federal requirements during the COVID-19 pandemic, facilitating the continuity of services for over 1.4 million enrollees, while maintaining a worker portal system with approximately 130 interfaces and 4,840 users. Our knowledge of Indiana's unique program, operational, and system complexities means we deliver results more efficiently and effectively than any other vendor.

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- Deloitte has over 45 years of experience implementing and managing large-scale eligibility systems for state clients
- Over the past 5 years, we have been the leading vendor delivering Eligibility and Enrollment services in more states than our competition combined
- We are uniquely qualified to collaborate with you on IEDSS and realize the importance of continuity of services and stability for this mission-critical application.

Deloitte's Unparalleled Eligibility & Enrollment Experience

As the leader in delivering eligibility and enrollment technology services (which includes Medicaid, SNAP, and TANF assistance programs), Deloitte has served as the prime contractor collaborating with 32 state agencies across the country to successfully deliver projects similar in size, scope, and function as IEDSS. Deloitte's deep experience in eligibility and enrollment uniquely positions us to deliver the required experience for Indiana. The following figure provides an overview of the 26 eligibility systems that we currently maintain and operate as the prime contractor.



Table 5. Deloitte's Eligibility and Enrollment Experience Across States.

Deloitte provides M&O and modernization services across several states, some of which were successful maintenance and operations takeovers of systems implemented by our competitors. The 26 eligibility systems that we currently maintain and operate support approximately 25 million residents and process 8.2 million transactions per day. The following figure illustrates the breadth of Deloitte's experience relevant to IEDSS M&O.

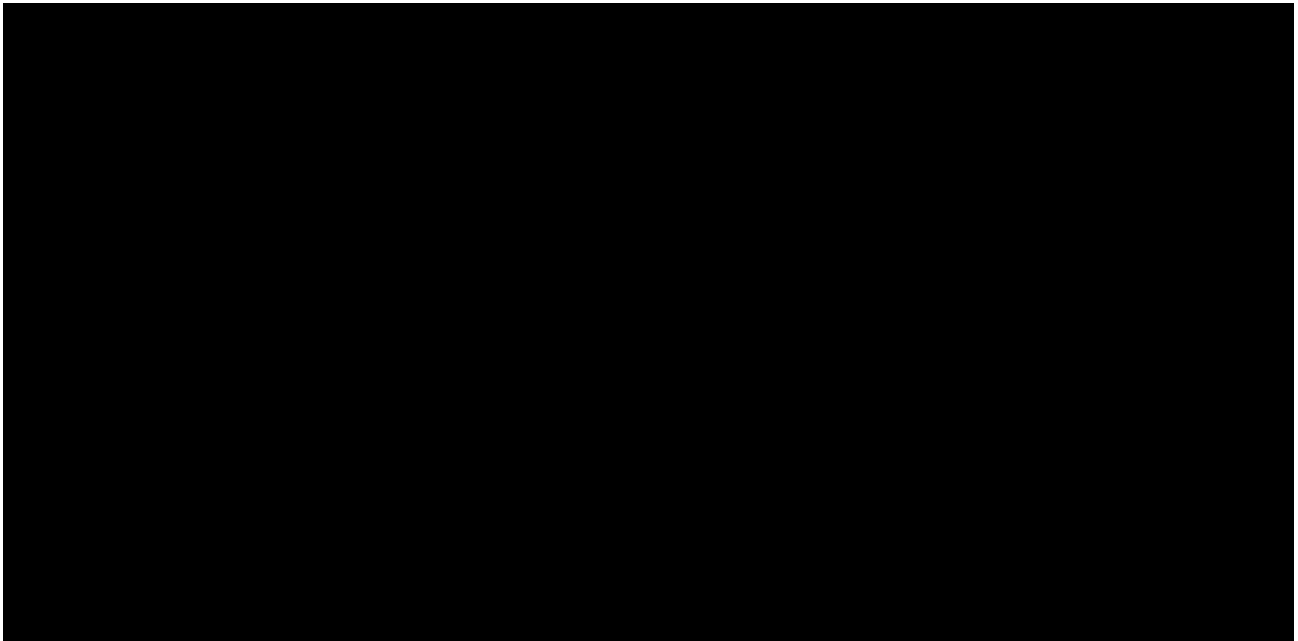


Figure 18. Deloitte's Eligibility and Enrollment M&O Experience.

Deloitte has demonstrated that our teams are able to successfully deliver large-scale tasks for M&O and modernization projects including project management, installation of municipal, state, or federal information systems, architecture and design services, and leading digital technology projects based on participatory design principles. The following project examples demonstrate in more detail our experience successfully providing maintenance and operations and enhancement services on Eligibility & Enrollment projects in a variety of states across the country.

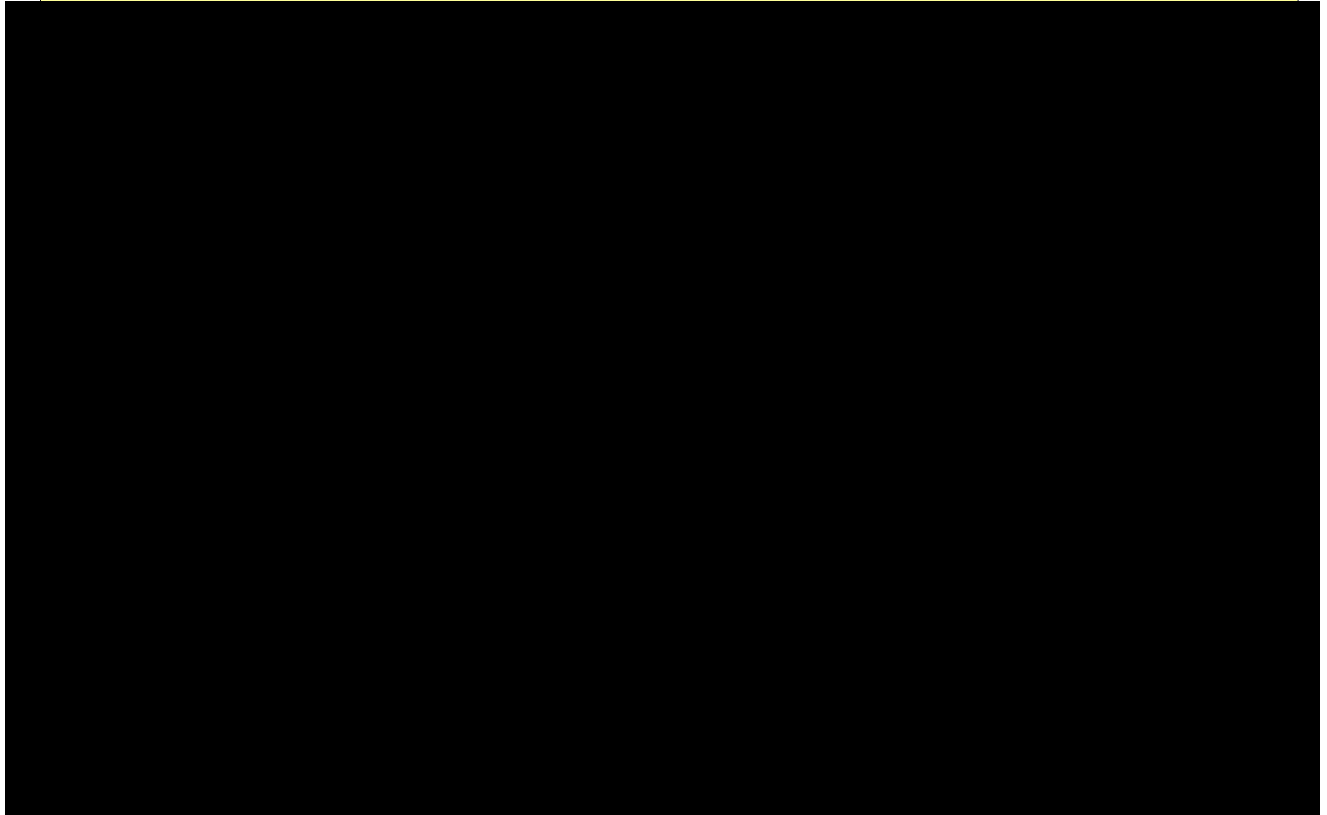


Table 6. Deloitte's Eligibility and Enrollment M&O Experiences.

Our M&O experience exceeds that of the rest of our competitors combined. In addition to our team's long record of delivering and maintaining large-scale, enterprise-wide, complex solutions across dozens of states, we also have experience directly providing maintenance and operation services on the IEDSS system.

We understand the importance of performing corrective, adaptive, and preventive software maintenance across IEDSS. The scope of services for M&O not only includes application "bug," or defect fixes, but also includes activities such as performance monitoring and tuning, software upgrades and patches, and enhancements to IEDSS. M&O is critical to keeping these systems running smoothly, efficiently, and is essential in preventing unplanned disruptions.

We bring this experience creating innovative, citizen-focused, and cost-effective system integration projects and leading practices to Indiana. We value each client and their unique needs individually. Through our 30 years of serving the State of Indiana and IEDSS, we have demonstrated a deep commitment to Indiana, and our resources dedicated to Indiana IEDSS have developed a close relationship and an unmatched understanding of your needs.



IEDSS was purposely built for Indiana based on **Deloitte's NextGen platform**, that serves as a common base for 14 other systems across the United States.

This provides access to technical expertise and collaborations not just in Indiana but across the United States through community-based technical design sharing and defect analysis.

Experience Serving Clients Similar to Indiana

Deloitte has collaborated with numerous state agencies across the country to successfully deliver projects similar in size, scope, and function. The following table summarizes a sample of the M&O services we have provided to eligibility systems for state agencies related to the requirements stated in this RFP.

M&O Experience with HHS Agencies	
Access Management	
Incident Management & Helpdesk Support	
Software/Hardware Management	
Business and Operations Reporting	
Security & Privacy	
Training	
Architecture Services	
Business Continuity and Disaster Recovery	

Table 7. Examples of Services Provided in in State Eligibility and Enrollment M&O Projects of Similar Scope.

Experience with Similar Technologies and Scope to Indiana

The table below provides a sample of E&E systems we maintain where we have experience with the same technologies that are in the scope of the contract.

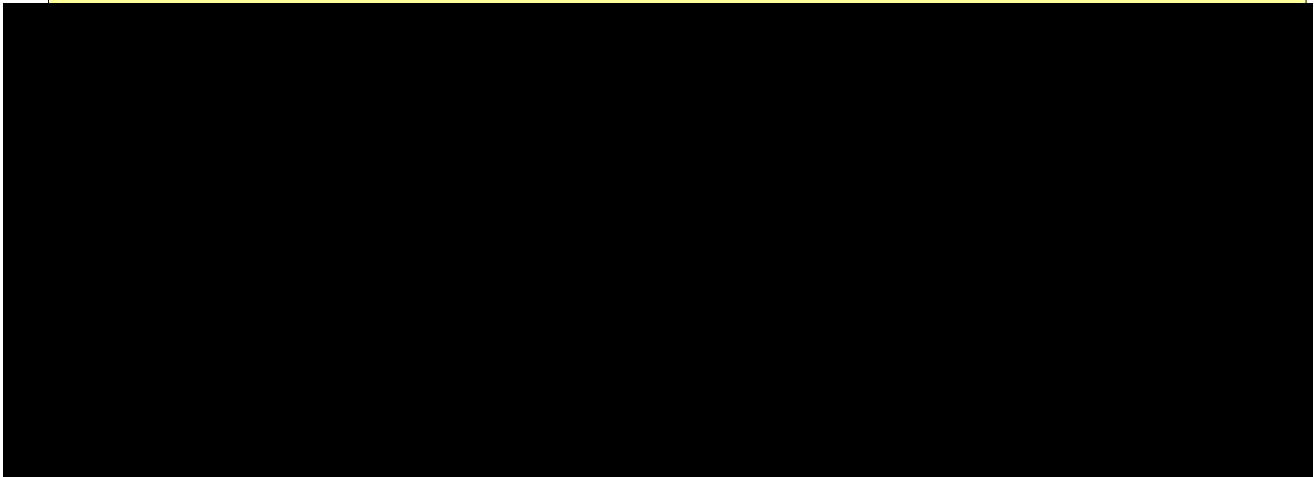


Table 8. Projects with Proven Experience Utilizing Relevant Technologies.

Far more than just a base familiarity with these tools, Deloitte has a wealth of experience integrating these technologies on many large-scale eligibility systems like IEDSS. We have more than just the product skillset—we know how to use these technologies to deliver benefits accurately and on-time to residents that depend on them.

Our Proposal References

The following tables detail our experience with the references mentioned in Section 2.3.6, for whom we successfully provided M&O services on projects of similar size and scale. Deloitte's experience with these clients uniquely positions us to deliver the required experience for maintenance, operations, and enhancements of IEDSS.

Reference Name	Relevance to the IEDSS M&O Project			
	WITHIN THE LAST 5 YEARS	SIMILAR SCOPE IN NATURE	ELIGIBILITY & ENROLLMENT	MAINTENANCE & OPERATIONS
[REDACTED]	✓	✓	✓	✓
[REDACTED]	✓	✓	✓	✓
[REDACTED]	✓	✓	✓	✓

Table 9. Our Proposal References.

The below tables display further information on our Proposal References and how Deloitte's services have met and exceeded requirements in each state.

