

Executive Summary

Appendix 1



We've got a lot of momentum; we want to make sure we're doing everything we can to **keep that momentum going forward.**

—
Governor Eric Holcomb
January 3, 2022

Indiana has long been a recognized leader in Eligibility and Enrollment for your innovative program design, unique operating model, and feature-rich eligibility system. The most recent example is your thoughtful and timely response during the Public Health Emergency and preparing for its unwinding.

Deloitte is proud to have worked side-by-side with the State for the past three decades to build, maintain, and modernize your eligibility systems. From supporting your highest visibility initiatives to sustaining reliable system operations, we deliver what it takes to enable your success.

Our highly qualified team and Indiana-tailored processes provides the greatest value and lowest risk option for this critical engagement. We provide stability and continuity, make effective use of you valuable time, and help you reliably navigate whatever comes your way.

We believe Governor Holcomb's quote above about Indiana's 2022 agenda also accurately describes our work together on IEDSS. We look forward to keeping the momentum going forward!

Delivering the necessary depth and breath of organizational experience and capabilities

For over 30 years, Deloitte has been a leader in delivering, maintaining, operating, and improving Eligibility and Enrollment (E&E) systems such as IEDSS. Across the nation, our practitioners are currently working to support timely and accurate benefits to more than 40 million individuals.

Our experience greatly exceeds your minimum requirements, providing no doubt that we have the organizational capabilities and scale to support the number of users, constituents, and technical components that comprise IEDSS.

 **26** More than half of U.S. States (26) currently benefit from Deloitte's experience managing their E&E systems

Each month, our E&E systems process:

- Over 750,000 new applications
- Over 1 million recertifications
- Over 11 million changes
- Over 16 million notices processed
- Over 197,000 eligibility rules
- Over 2,400 district reports

4,000+

HHS Practitioners

1,800+

E&E Specialized Practitioners

13

Other states use the same NextGen foundation used in Indiana

50,000+

Operate services practitioners



GPS Operate CMMI Services Maturity Level 3

\$3.6B

In Benefits issued monthly from our E&E systems

40M+

Constituents served nationally by our E&E systems, monthly

100+

Interfaces with Federal and State data sources

#1

Deloitte is ranked #1 globally in Consulting (Gartner, 2021)

What our experience means to Indiana

Our national experience, combined with our expertise in your programs, technology, and delivery methods, provides Indiana the GREATEST VALUE in maintaining, operating and enhancing IEDSS – a solution that affects over two million Hoosiers.



You receive efficient and reliable service because we are **intimately familiar with large systems of the same size, scope and sophistication as IEDSS.**



You **avoid “reinventing the wheel”** because we bring proven approaches, lessons learned, and innovative ideas and solutions from more E&E projects than any other vendor.



You have access to the **national's largest E&E team** which means improved staff retention, flexibility to scale our team up and down, and ongoing investments in relevant business and technology staff training.



You have the support of not just the dedicated IEDSS team, but also to a **national network of advisers and subject matter experts** to address whatever business or technical challenges that arise.

IEDSS is a vital resource for one in four Hoosiers

Given the criticality of the IEDSS system to Indiana families, Deloitte enables the following benefits to the State:

- Stability and continuity of operations
- Case worker efficiency
- Benefit accuracy
- Indiana-tailored processes, including new Hybrid Agile SDLC
- Extensive knowledge of Indiana's business
- Established relationships with stakeholders and vendors
- Quick and accurate response to the unexpected
- Continued technology sustainability
- Efficient use of State time and funding
- Sustained compliance with federal and State requirements
- Continuously improved MITA maturity

Deloitte brings the right capabilities and approach to meeting your RFP objectives. **We also bring a familiar, proven team that you can continue to rely on to deliver your business outcomes.**

IEDSS is mission critical

2M+
citizens
served

\$2B+
yearly benefits
distributed

53M
transactions
per month

4,400+
users

264
offices
supported

10M
yearly
correspondences sent

IEDSS is sophisticated

1,500+
business
rules

185
interfaces
supported

4,200+
database
tables

31M
lines
of code

19
vendor software
components

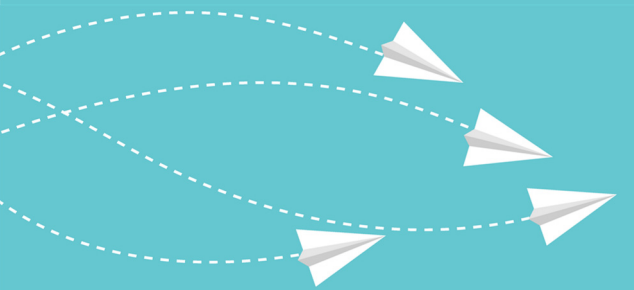
599
batch
programs

Our Hybrid Agile SDLC builds upon Indiana-tailored processes and proven experience from similar projects

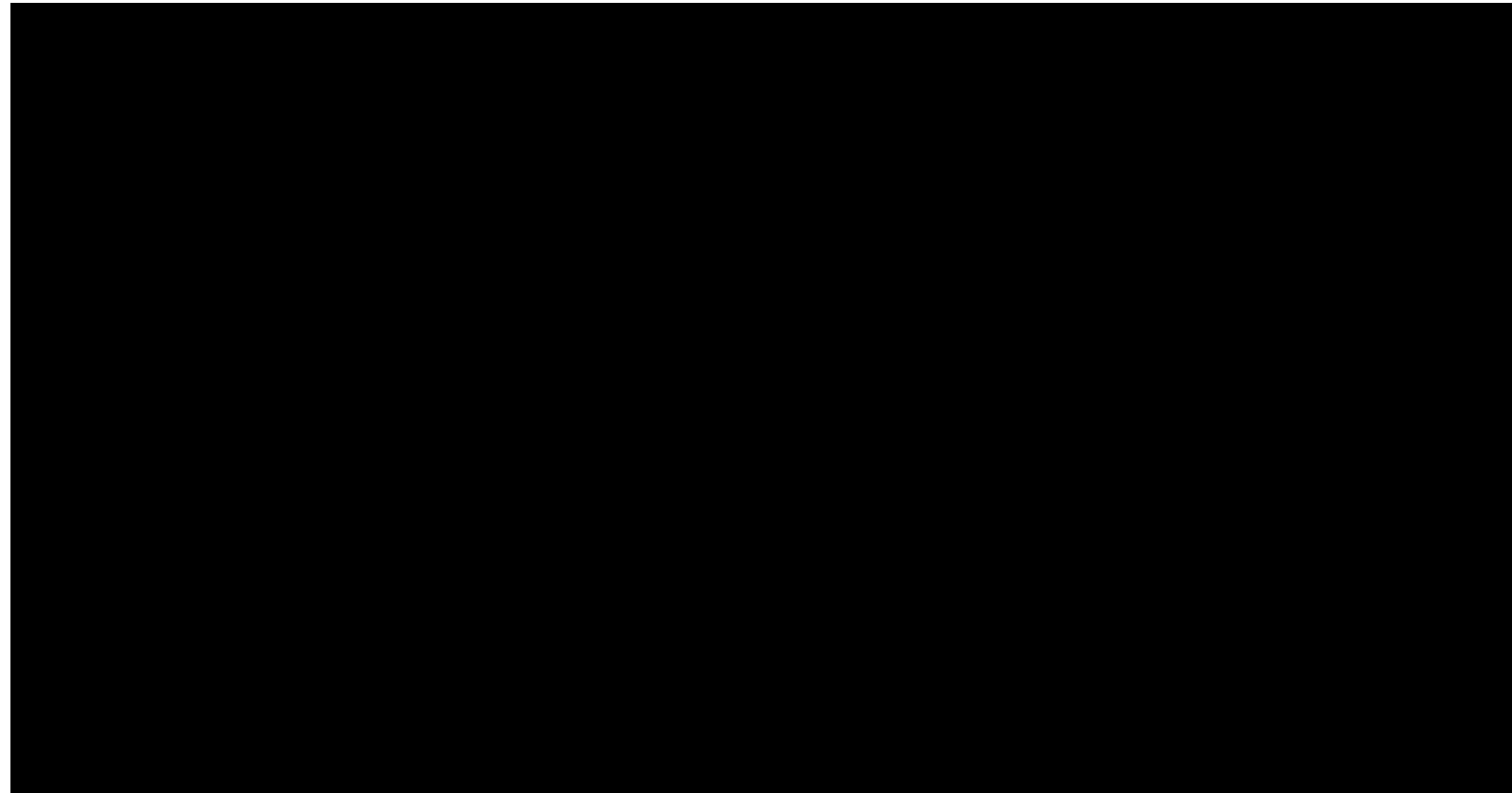
Our path forward brings the following benefits:

- Reduced lead time from scope identification to production release
- Iterative development to deliver business value sooner
- Improved collaboration within the project organization
- Flexibility in responding to change
- Improved Testing Coverage
- Opportunities for more frequent release to production
- More structured approach to continuous improvement
- Improved transparency throughout the SDLC
- Enhanced collaboration with stakeholders
- Allow IEDSS to react nimbly to changing policy and operational needs
- Produce better outcomes at regular intervals

The IEDSS Hybrid Agile Methodology is a transformational shift that blends the familiarity of established processes with the benefits of Agile.



CONFIDENTIAL



Our M&O services provide the reliability, accountability, and proactivity you expect and require

Our M&O services approach is designed to maintain business continuity, without any disruption to services and brings the following benefits to the State:

- Well-planned approach for releases and maintenance activities
- Support scaling of infrastructure
- Increase system accuracy
- Optimize batch operations
- Increase automation
- Enhance system processes
- Track performance improvements
- Increase agility to delivery
- Manage incident escalation
- Prevent production incidents
- Optimize cost and resources
- Streamline generation of compliance artifacts
- Proactive processes designed to prevent issues
- Stability and business continuity

Our proposed team brings unique operational knowledge of the State's technical environment, having collaborated with you to successfully deliver and maintain two large E&E systems.

Outcomes we have achieved together

0.21 seconds

average response time for all transactions

99.2%

of all transactions have a response time of less than 5 seconds

353

NIST/MARS-E security controls documented and maintained within IEDSS system

100%

efficiency in automated Production deployments with 40% reduction in overall build time since IEDSS go-live

100%

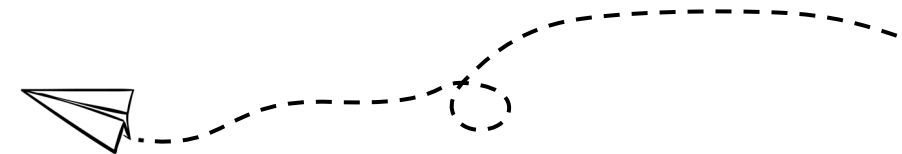
State and Federal Interface files delivered on-time

Federal Compliance

maintained through DDI and M&O phases

We deliver enhancements with efficiency, quality, and innovation to take IEDSS to next level

- We get it right the first time because of our experience designing and developing IEDSS, its underlying framework, and implementing over **400 enhancements** to date.
- We suggest **new ideas and innovation** to promote application processing efficiencies, enhanced usability, and improved technology sustainability.
- We **accelerate delivery and improve solution effectiveness** by harnessing the collective experience of our national E&E client portfolio.
- We provide **IEDSS-compatible solution accelerators** developed through our research and development, like our [REDACTED] improved user experience.
- We **respond rapidly and flexibly** to implement urgent State and federal policy changes, such as the Public Health Emergency, HIP Bridge, and Gateway to Work.



We deliver operational continuity from day one and streamline transition

Since our team has over 191 years of combined Indiana eligibility system experience, maintaining Deloitte provides stability and continuity, reduces the transition risk, and allows you to stay focused on your ongoing priorities and challenges.

Unlike the multitude of activities associated with a vendor transition, our transition focuses on two core areas:

- **Contract transition.** We collaborate with the State to finalize contract start-up artifacts and adjust to new contract expectations and service levels.
- **Hybrid Agile SDLC.** We work with you to refine the new SDLC and conduct a gradual transition. In true agile spirit, we collaborate closely, reflect, and continuously refine the process.

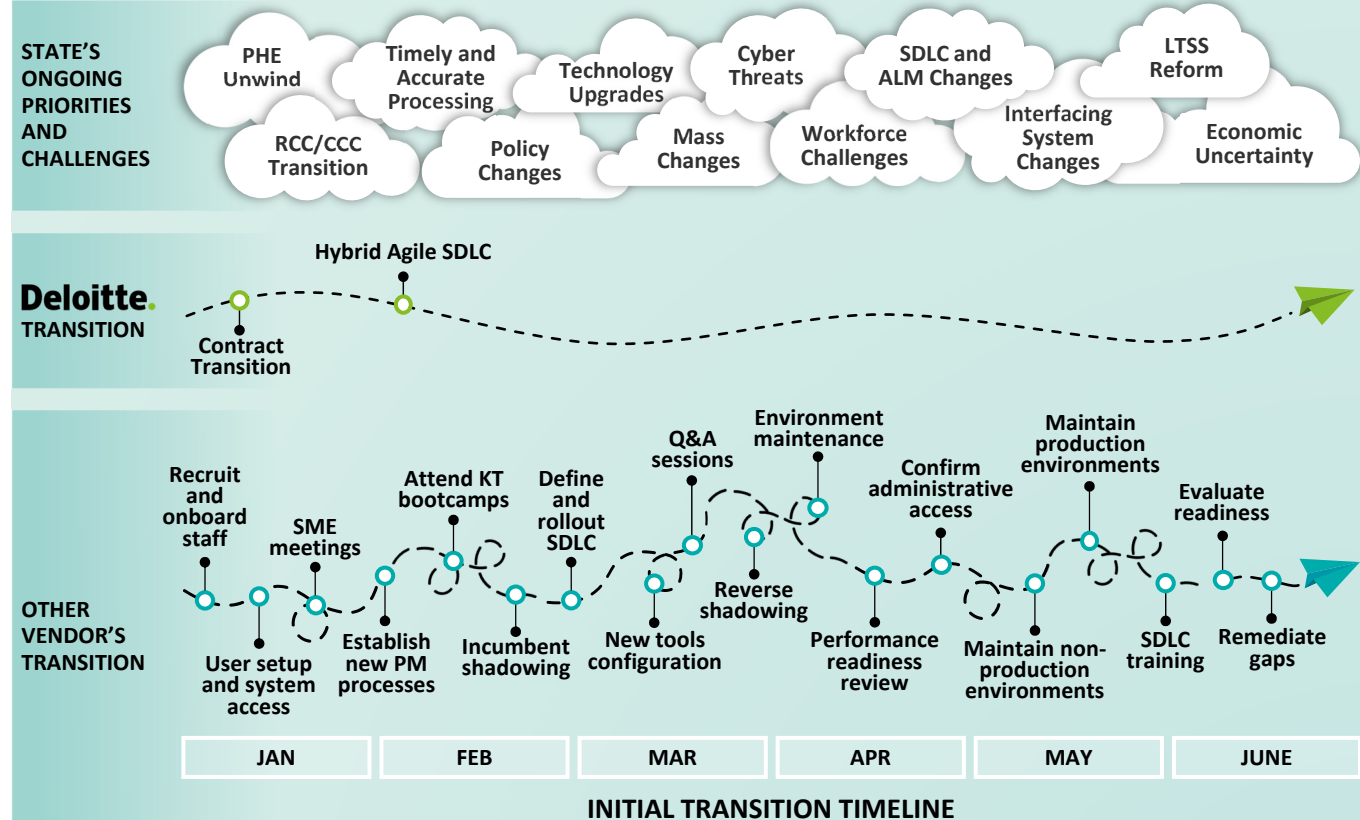
Initial Transition Team

We provide transition-focused resources. This allows our proposed staff / incumbent team to remain primarily focused on your ongoing priorities.



**Proposed/
Incumbent Team**
Support

DELOITTE VS. OTHER VENDOR TRANSITION



A highly qualified and experienced team ready to accelerate the momentum

Our combined team provides:

- **Relationships** with you, with each other, and with your stakeholders. We provide efficient use of your time, an understanding of your preferences, and thoughtful consideration of your broader ecosystem.
- **Indiana-specific knowledge** of your business and technology which enables proactive planning, insightful solutions, and efficient use of your enhancement pool.
- **Qualifications** that meet or exceed your expectations. Our team provides relevant perspective gained from having supported HHS systems projects in fourteen distinct States.
- **Commitment to maintaining momentum** that is demonstrated by over 110 incumbent team members having voluntarily agreed to be exclusively represented by Deloitte for this procurement and any prime contract that may result.

191

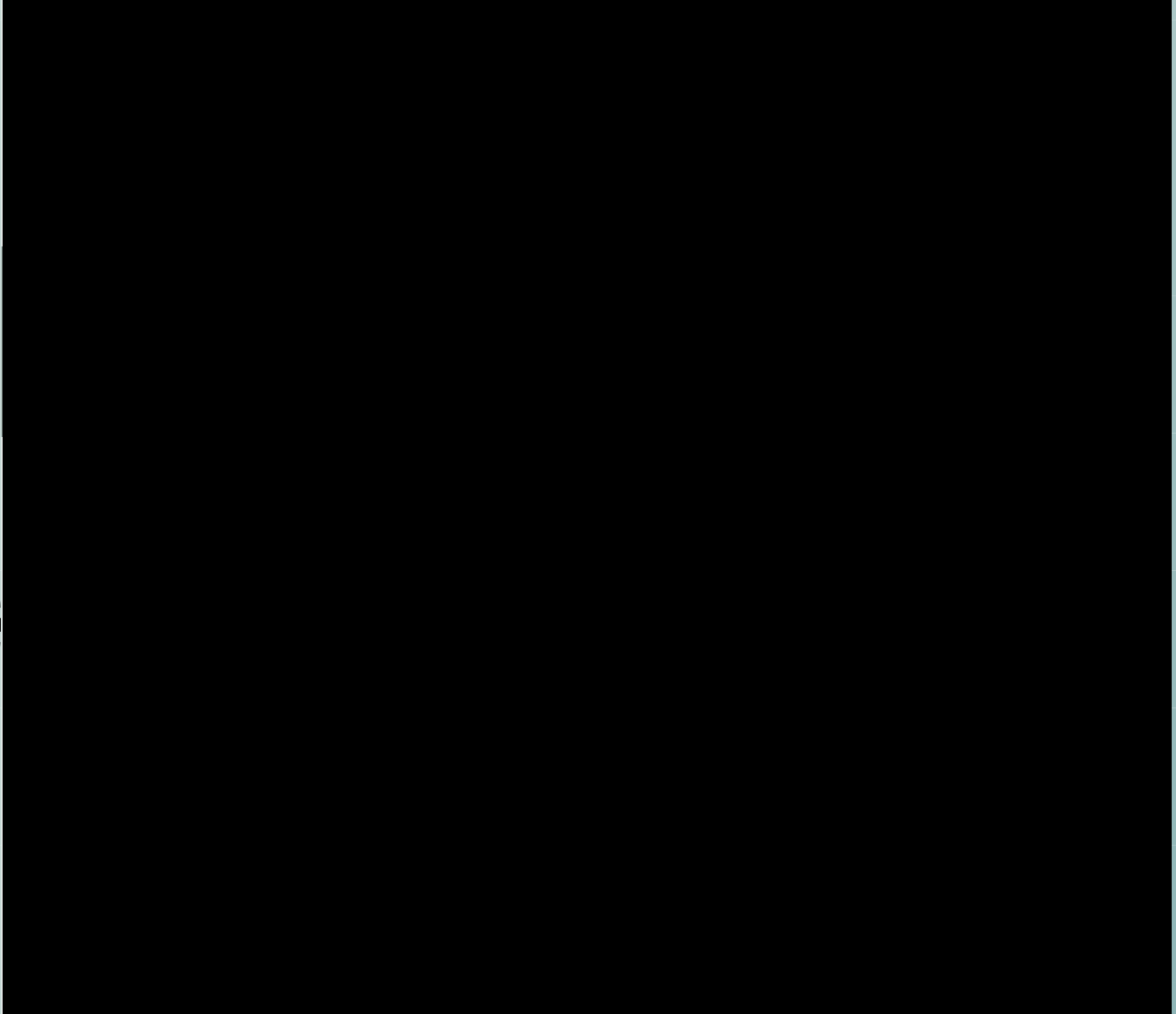
Combined years of hands-on Indiana system experience; removing the risk of transitioning to a new team

390

Combined years of SNAP/TANF/Medicaid Enrollment & Eligibility system experience

291

Combined years of experience in maintaining and operating systems of large size and complex business rules and function



As Hoosiers ourselves, we're committed to a thriving Indiana

Over the last 30 years, Deloitte and the State of Indiana have collaborated to provide impactful solutions for Hoosiers. As showcased, Deloitte has proudly served 12 agencies and departments within Indiana, including implementing IEDSS for the Indiana Family & Social Services Administration (FSSA). We're currently delivering six active contracts with the State, consisting of over 300 resources.

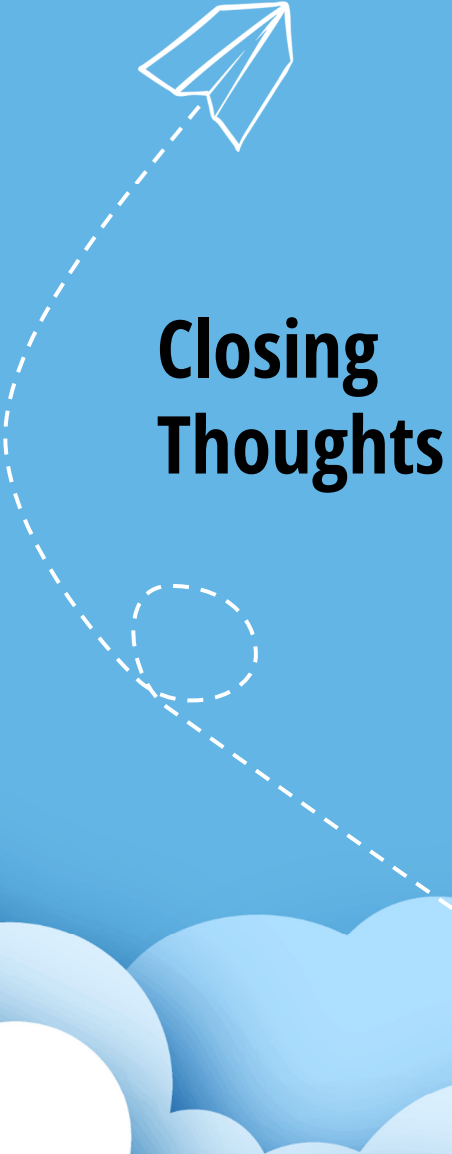
In addition to our work serving Indiana departments and agencies, Deloitte maintains an office in Indiana, with 530 dedicated employees who live in Indiana. Across our government and commercial clients, we currently support 113 Indiana-based clients which have been supported by more than 3,300 practitioners.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

Throughout the remainder of this proposal, we highlight those elements that distinguish what Deloitte can continue to do for Indiana in the future. **We bring a strong team of committed professionals with the right skill sets, a strong sense of partnership, and a "roll up our sleeves" attitude.**

These are all factors that have served both Indiana well in the past and will continue do so in the next stages of our business partnership.





Closing Thoughts

As you read our proposal, and those of our competitors, we ask you to consider six (6) questions:

- 1 Will the proposed team provide value through the current challenging operating environment?** Government agencies are being challenged to do more with less funding and staff. In challenging budget times, you can trust the Deloitte team to bring the right blend of HHS domain knowledge and technology skills to help the State provide continually improved delivery of public assistance services.
- 2 Will the proposed team reduce transition risk?** With over 2 million residents of Indiana relying on public assistance benefits, the State needs a vendor who can continue keeping your production system operational to support the State's day-to-day business operations. Selecting Deloitte, gives the State confidence, operational continuity from day one, retains decades of system knowledge and relationships, and eliminates transition risk for the citizens who rely on critical service delivery.
- 3 Is the proposed team passionate about your programs?** Our proposed IEDSS experienced team feels extreme pride and accountability, not only for the solutions we built with you but for the people they serve. Our practitioners have dedicated their careers to HHS, and you can count on this team to be there for your toughest challenges and to meet your most difficult business needs as we have done in the past.
- 4 Does the proposed team demonstrate proven HHS experience?** The proposed team has over 191 combined years of hands-on Indiana HHS system experience. With Deloitte, Indiana will have access to 4,000+ HHS experienced practitioners maintaining and operating systems such as IEDSS in 26 states across the nation.
- 5 Will the proposed team bring innovation to take you to the next level?** Our entire team is focused on continuous improvement. From managing operations to dealing with dramatic shifts in HHS, we provide the State access to new ideas and thought ware that are shaping the HHS.
- 6 Will the proposed team benefit from strong working relationships with the State?** The Deloitte team has worked side-by-side with the State and Agency partners achieving several key milestones during our 30-year journey. We have built strong working relationships, know each other's working styles, and understand Indiana business processes. Each of these considerations positions our team to maintain and enhance IEDSS better than any other vendor.