

RFP- 23-73094– BMV STARS M&O and Project-Based Work

Respondent:

Deloitte Consulting LLP

Pursuant to the instructions in Attachment F, Deloitte responds in a format of our choosing. Our response maintains the order proposed in the template for Attachment F; where exhibits or samples are required, we reference them within the response to the particular requirement and include them as a legible attachment (i.e., Appendix).

Table of Contents

Section 1 – Minimum Requirements	1-1
Section 2 – Executive Summary.....	2-1
Section 3 – Background and Experience	3-1
Section 4 – Staffing	4-1
Section 5 – M&O Services	5-1
Section 6 – Project-Based Work	6-1
Section 7 – Project Management	7-1
Section 8 – Software Development Lifecycle (SDLC) Requirements and Process.....	8-1
Section 9 – Software Warranty for Project Based Work	9-1
Section 10 – Transition and Turnover.....	10-1
Section 11 – Service Level Agreements	11-1

Appendices



- Appendix 1 – Resumes (Note: For Vital Position Resumes, see Section 4 – Staffing.)
- Appendix 2 – Deloitte Information Security Statement
- Appendix 3 – Sample Scope of Work Template
- Appendix 4 – Sample mDL Proposal
- Appendix 5 – Sample eTitling Discovery Proposal

Minimum Requirements

Section 1

BMV can transition support of the agency's IT portfolio to focus on the agency's future through Deloitte's approach outlined in this technical proposal. We offer an experienced team and established approach to providing ongoing support, maintenance, and enhancements of BMV's complex and diverse portfolio of applications. Our approach reduces risk in delivering vital services to your staff, business partners, and the residents of Indiana while providing efficient, transparent, and cost-effective technology support services for BMV. This technical proposal outlines the staffing, M&O services, and project-based work we'll deliver as well as the supporting processes, approaches, and methodologies we use to deliver for BMV.

What it Takes/Why it Matters

 WHAT IT TAKES	 WHY IT MATTERS

1.a. Existing Work with the State

RFP Reference: Attachment F Technical Proposal, Pg. 1

For each minimum qualification listed in Attachment N – Scope of Work, Section 1.2, please clearly explain how the Respondent meets the qualification:

- a. The Respondent as well as all subcontractors they propose to partner is/are not currently providing as a prime contractor or subcontractor any quality assurance services for the STARS solution.

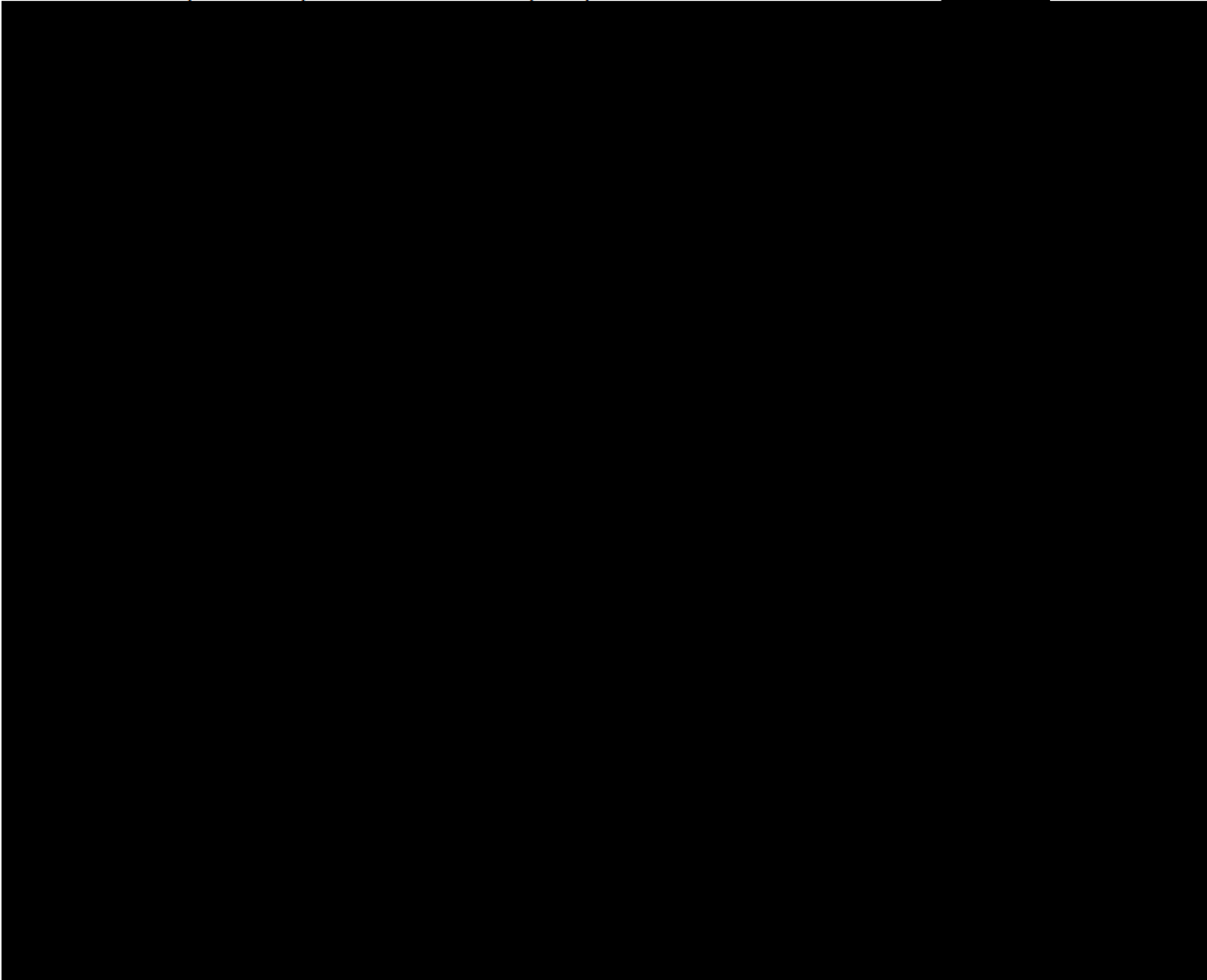
Deloitte confirms that neither we nor any of our subcontractors are currently providing quality assurance services for the STARS solution as a prime contractor or subcontract, and as such are not precluded from bidding on this RFP.

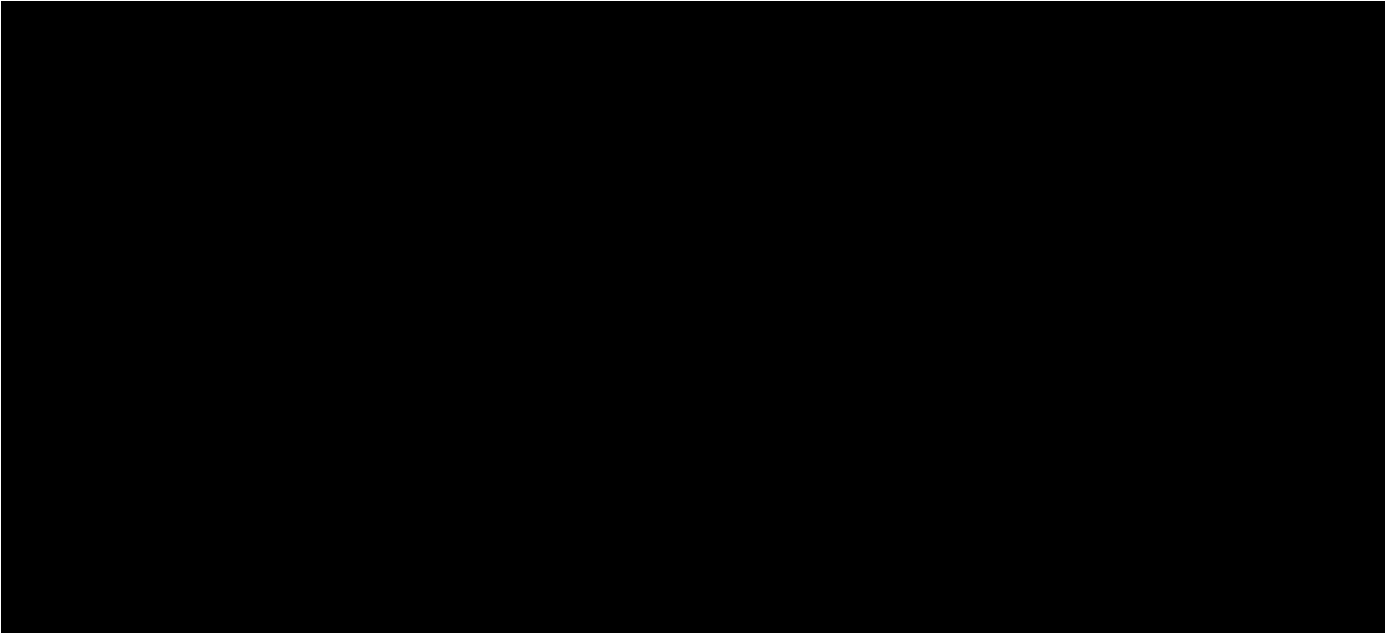
1.b. Corporate Qualifications

RFP Reference: Attachment F Technical Proposal, Pg. 1

- b. Respondent shall have at least 5 years of experience providing systems M&O and project-based work support for a system comparable to size and complexity as STARS for a federal or state client. Part of this engagement must have occurred in the last 5 years.

The Deloitte Team meets and exceeds the RFP experience requirement for providing systems M&O and project-based work for systems comparable in size and complexity to STARS. Our Team has more than

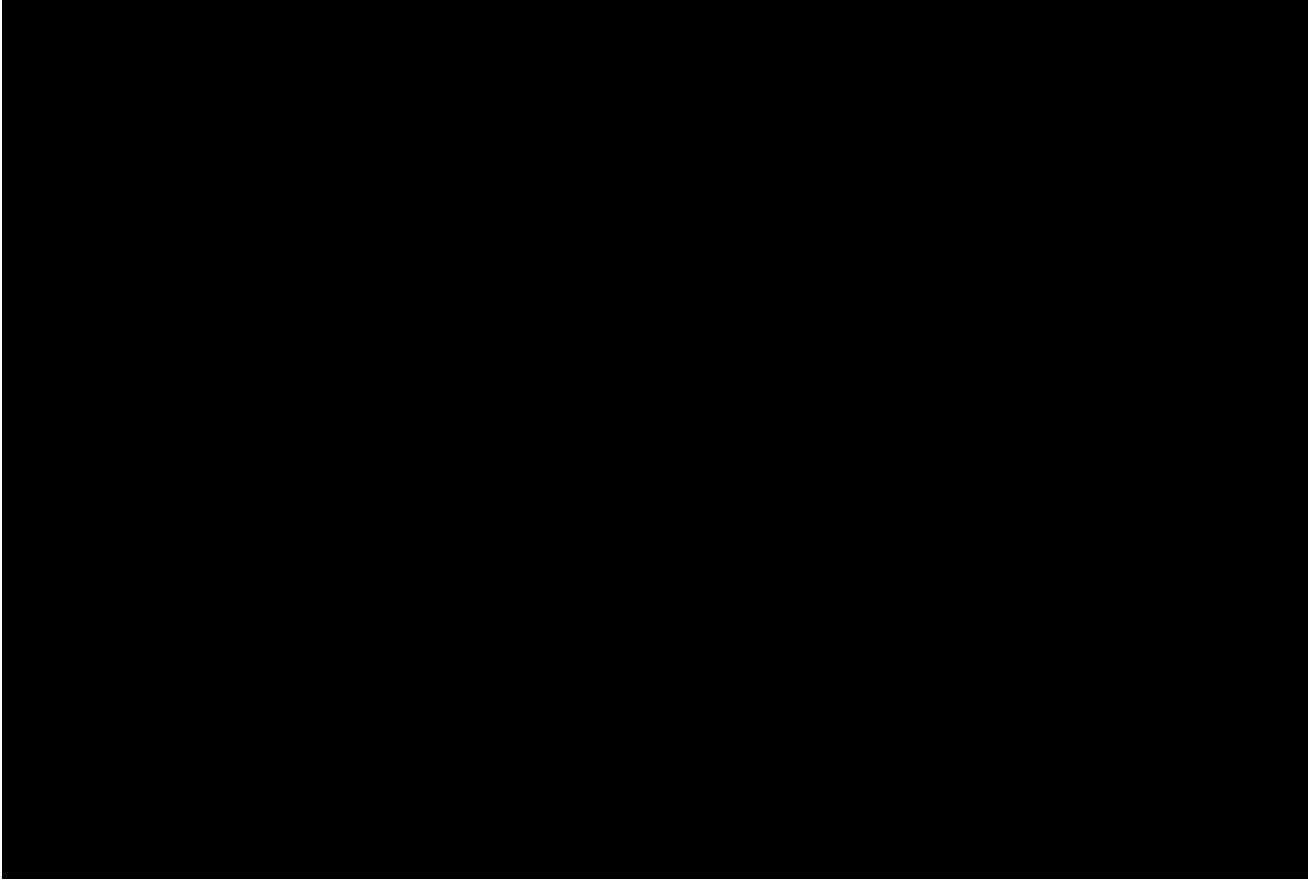




In the following paragraphs we highlight our recent experience providing large-scale systems M&O and enhancements for public sector client engagements and our DMV expertise.

Experience we bring to M&O and project-based work for large enterprise solutions in public sector

Deloitte has been providing M&O services across the globe both in



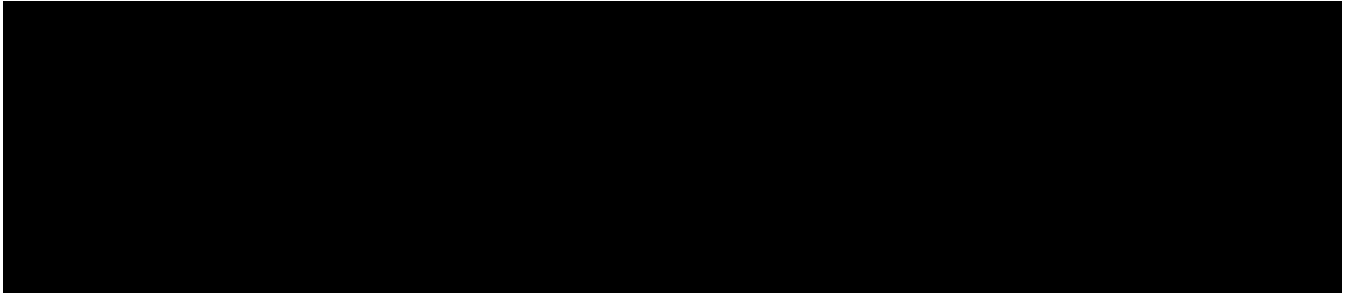
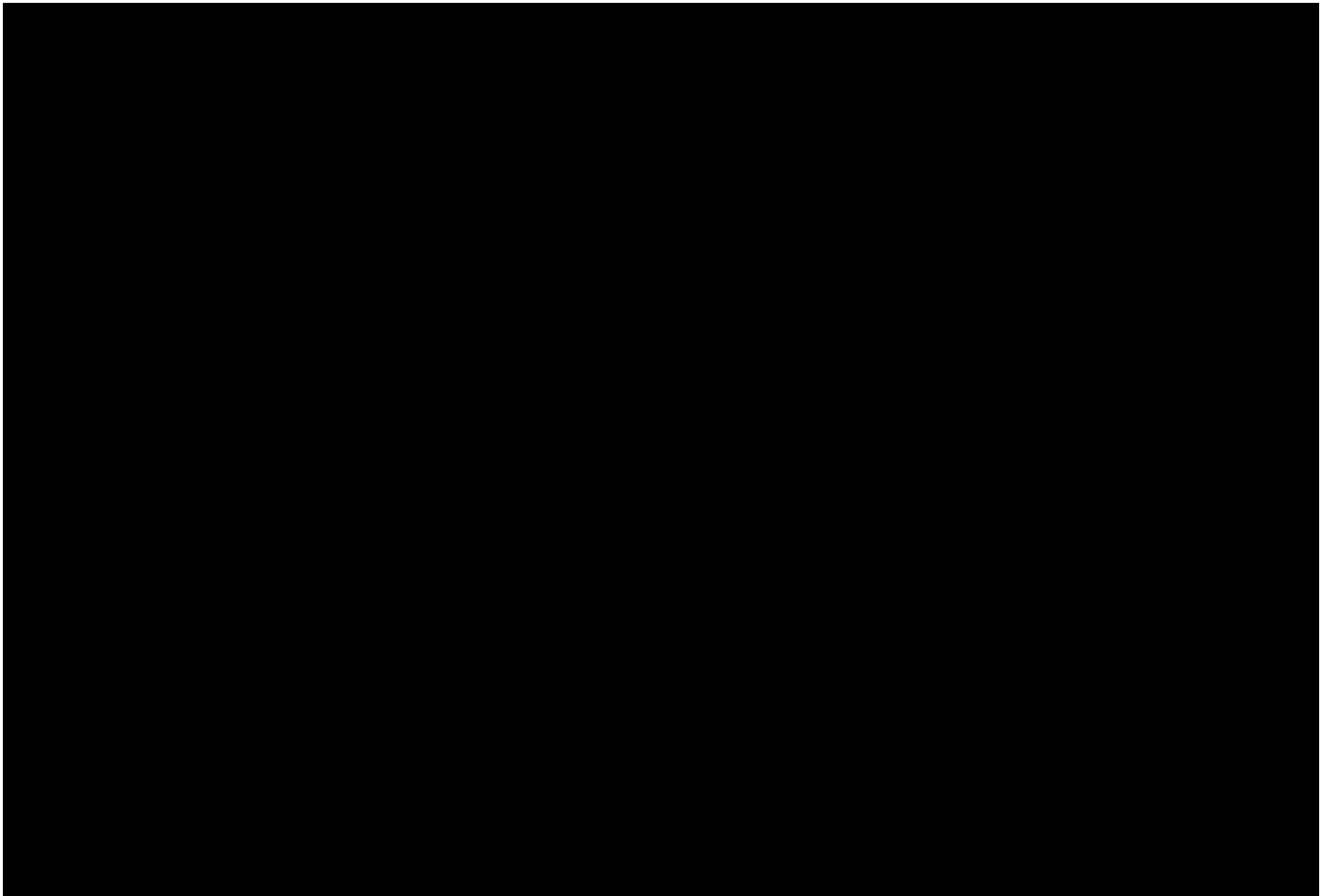
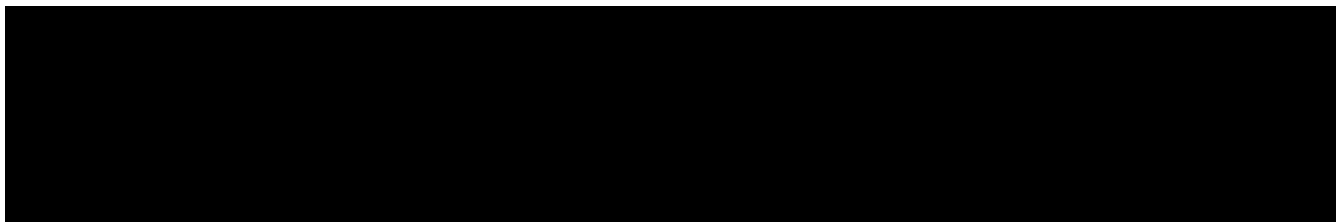
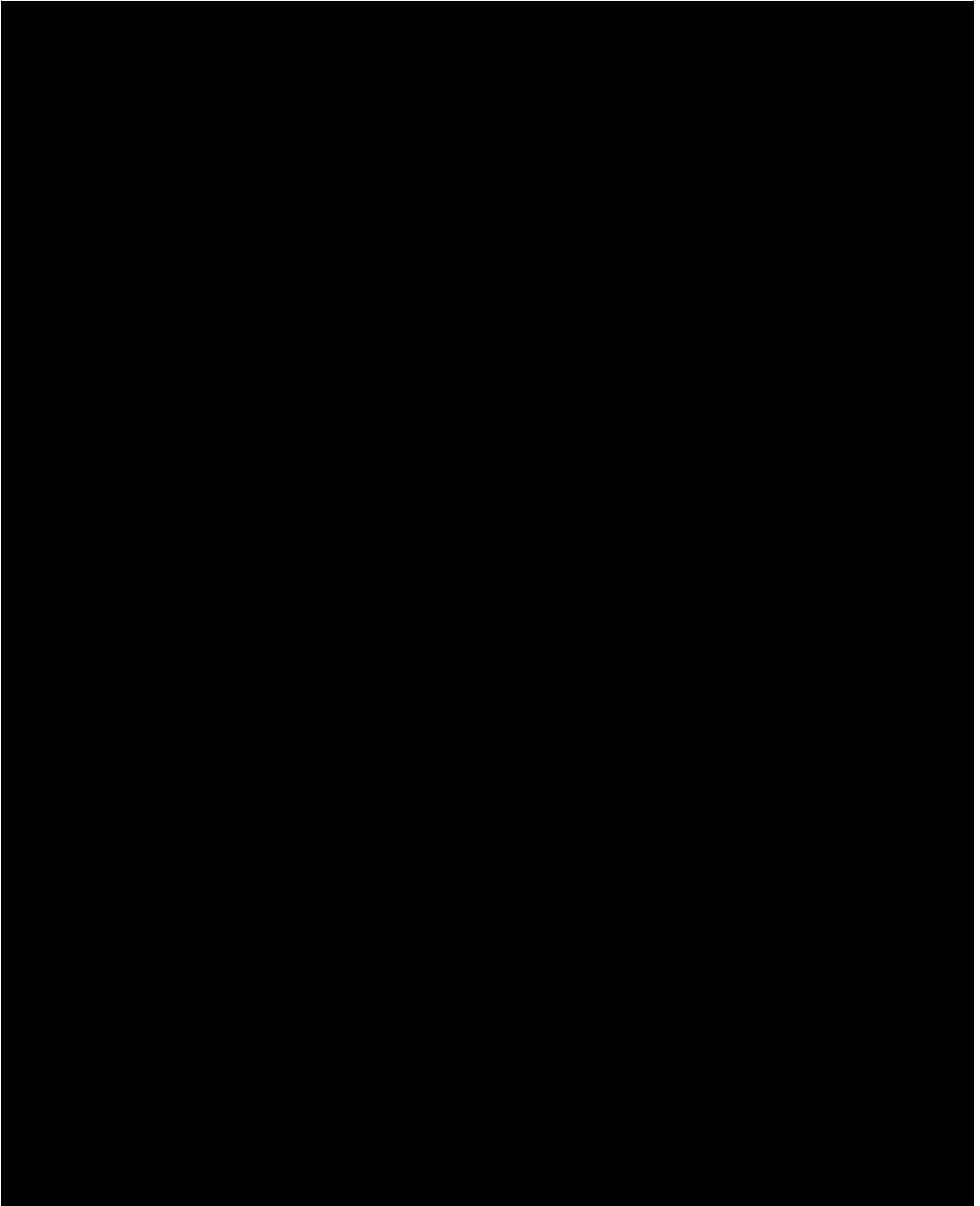


Figure F.1-2 is a synopsis of our state HHS M&O work in the United States and other countries where we provide similar services.



We meet your requirement for providing similar services to client applications with similar size and complexity to STARS. The figure below provides information regarding some of the state agency systems we have been supporting in the last 5 years that are similar in size and scope to Indiana's 1,000+ concurrent users, 10,000,000 transactions per year, and complex systems.







Experience Summary

As mentioned, the variety of large-scale projects have allowed Deloitte to stay true to the prioritized goals and objectives of the client while also taking them to the next level, operating in complete transparency with the highest ethical standards, and engaging each client with the best professionals and teaming partners within the service-specific industry.

Executive Summary

Section 2

RFP Reference: Attachment F Technical Proposal, Pg. 1

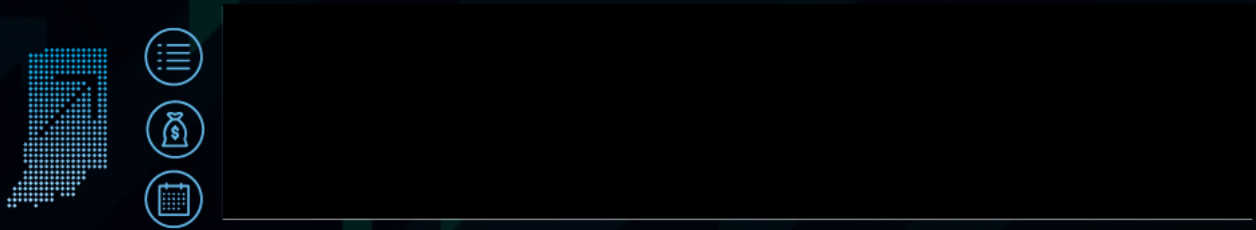
Provide an executive summary of your proposed approach to deliver the Scope of Work outlined in Attachment N. Describe your understanding of the State's vision for the STARS system's M&O and the role of the Respondent in supporting the solution.

On the following pages, we provide our Executive Summary including a high-level overview of our proposed approach to delivering the scope of work in Attachment N and our understanding of the State's vision for the STARS system M&O and our role in supporting the solution.

[Redacted content]

[Redacted content]

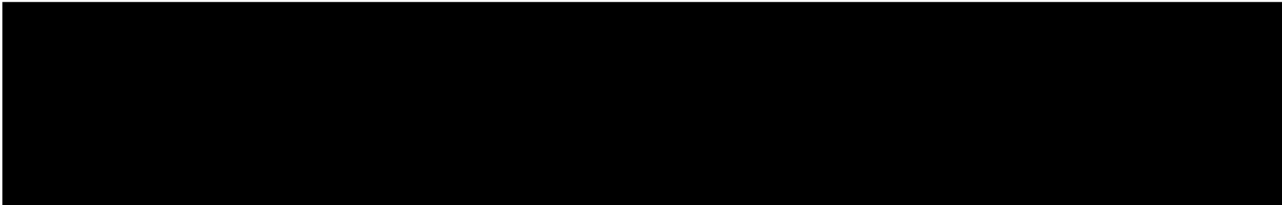
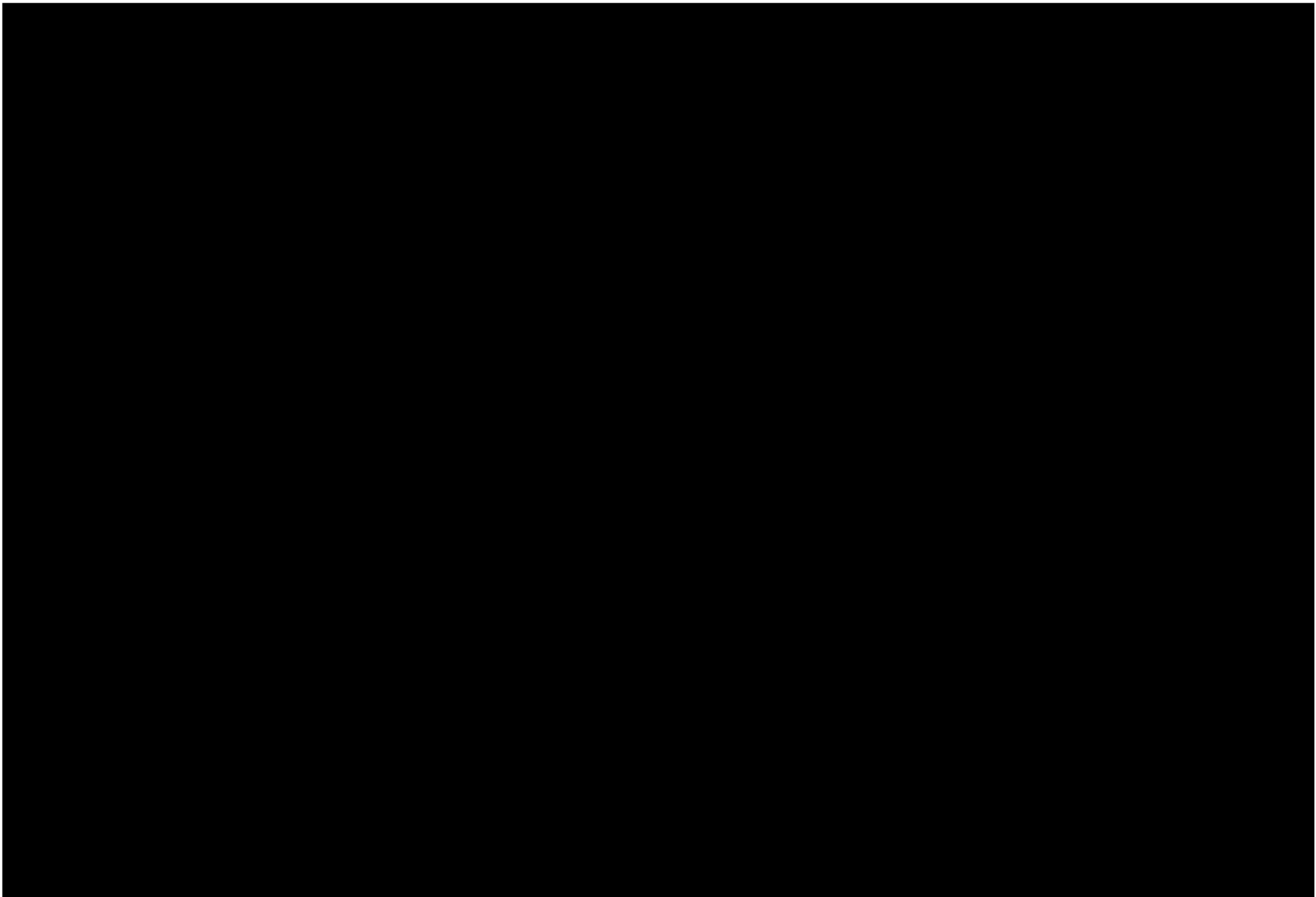
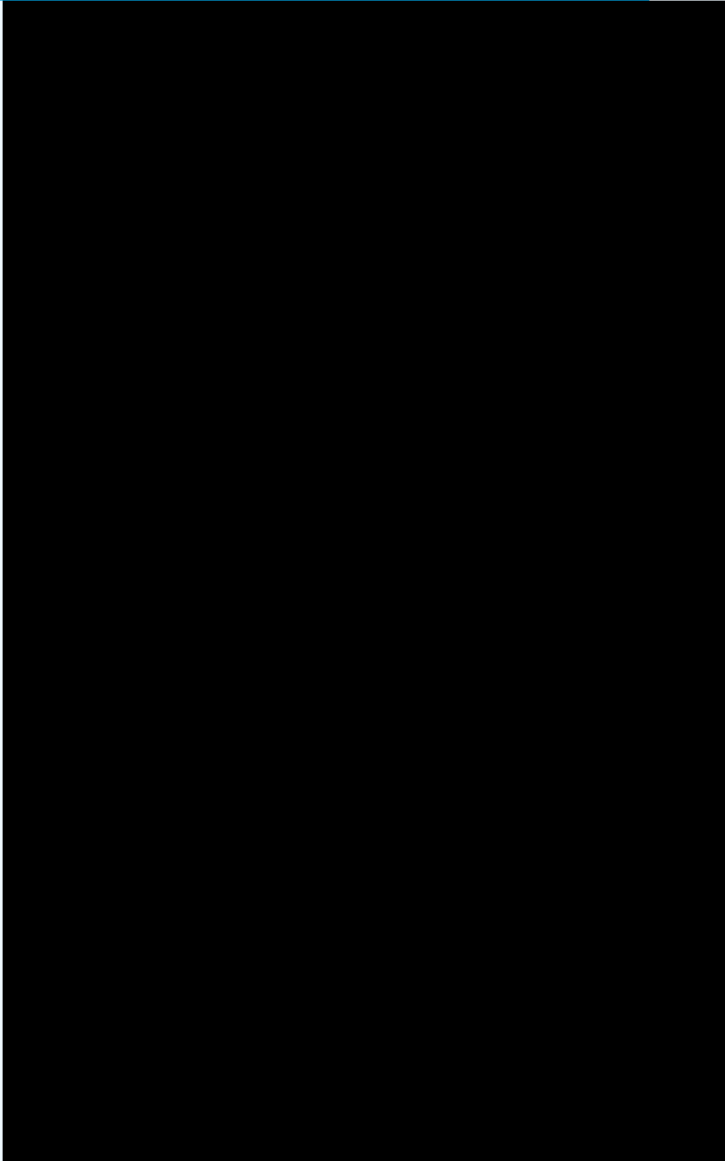
DELOITTE’S IMPACT ON INDIANA – BY THE NUMBERS



A STRONG PARTNERSHIP



STAFFING/TEAM



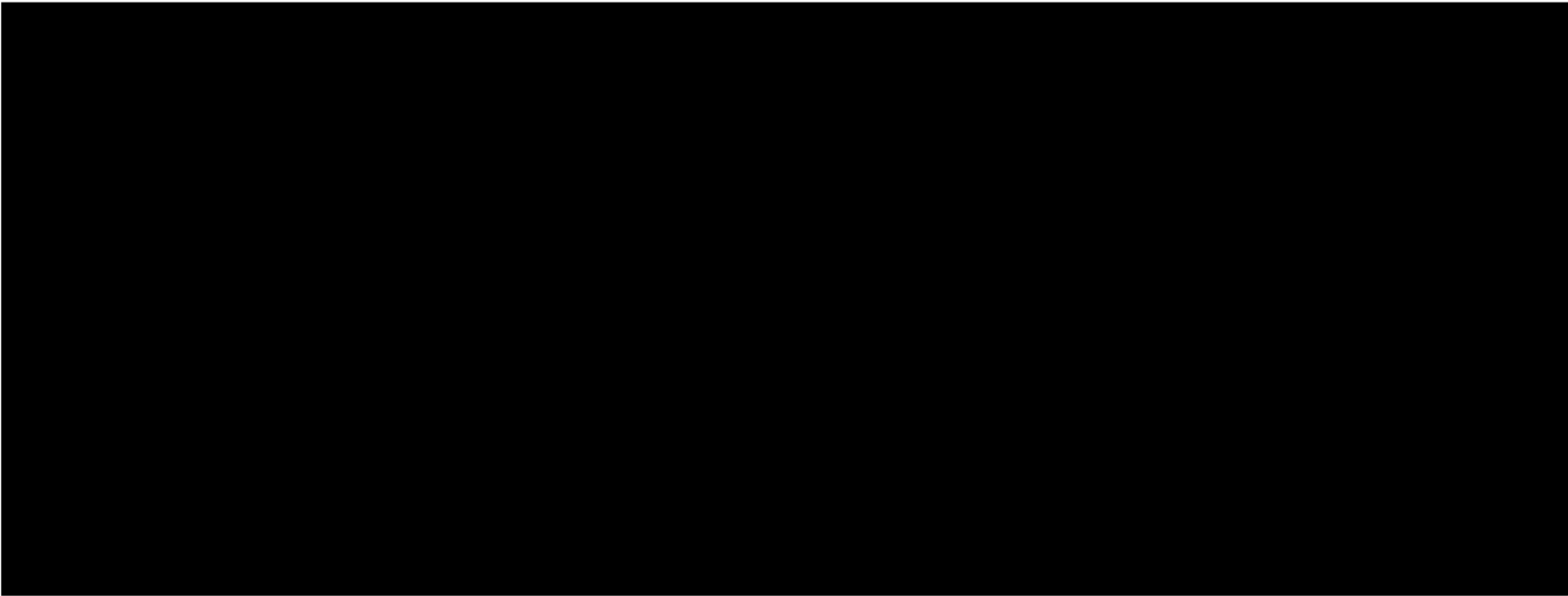
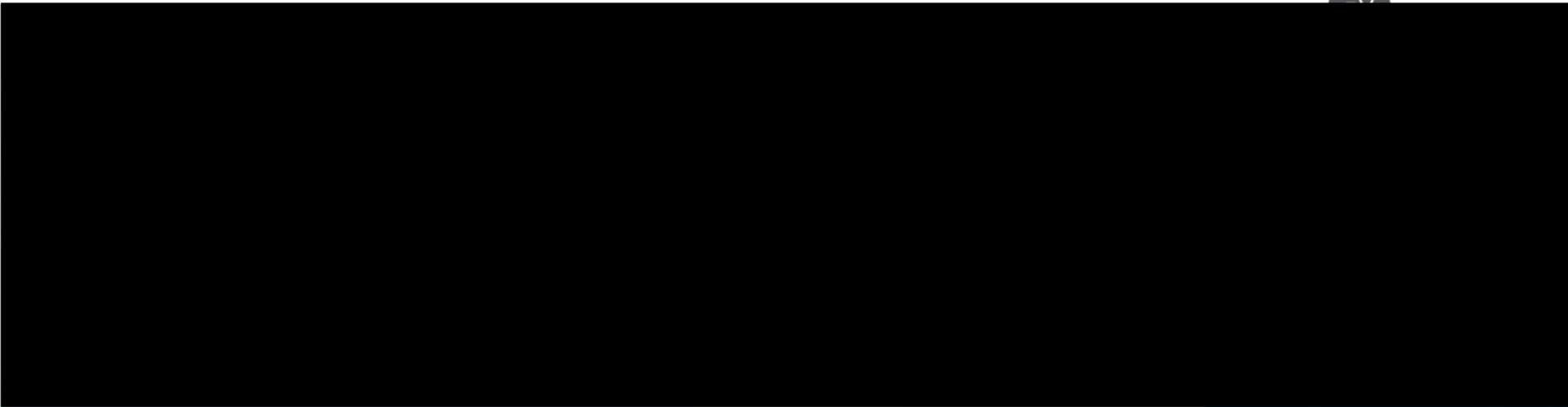
➤ M&O APPROACH

Deloitte has been providing M&O services to state and local governments for over [REDACTED] years. In Indiana, we have delivered and maintained large systems for [REDACTED]

- Enterprise Software Architecture Services
.....
- Technical Documentation
.....
- Artifact Management
.....
- Software and Hardware Management
.....
- Batch Processing
.....
- Business and Operation Reporting
.....
- Release Management Support
.....
- Business Continuity and Disaster Recovery
.....
- Privacy and Security Standards Compliance




➤ PROJECT-BASED WORK APPROACH



➤ PROJECT-BASED WORK – SAMPLE PROJECTS/HIGHLIGHTS

We offer two sample projects: the mobile Driver's License (mDL) and eTitle Discovery. These projects stand to align BMV with industry trends and offer secure, efficient online options to Indiana drivers and other stakeholders.

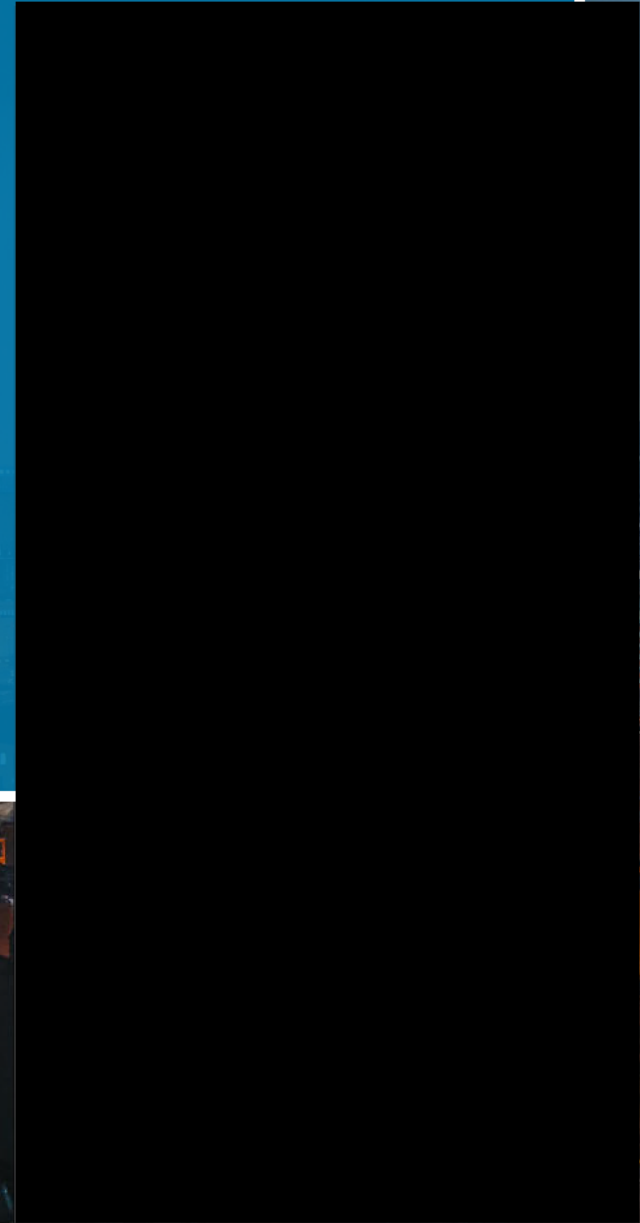
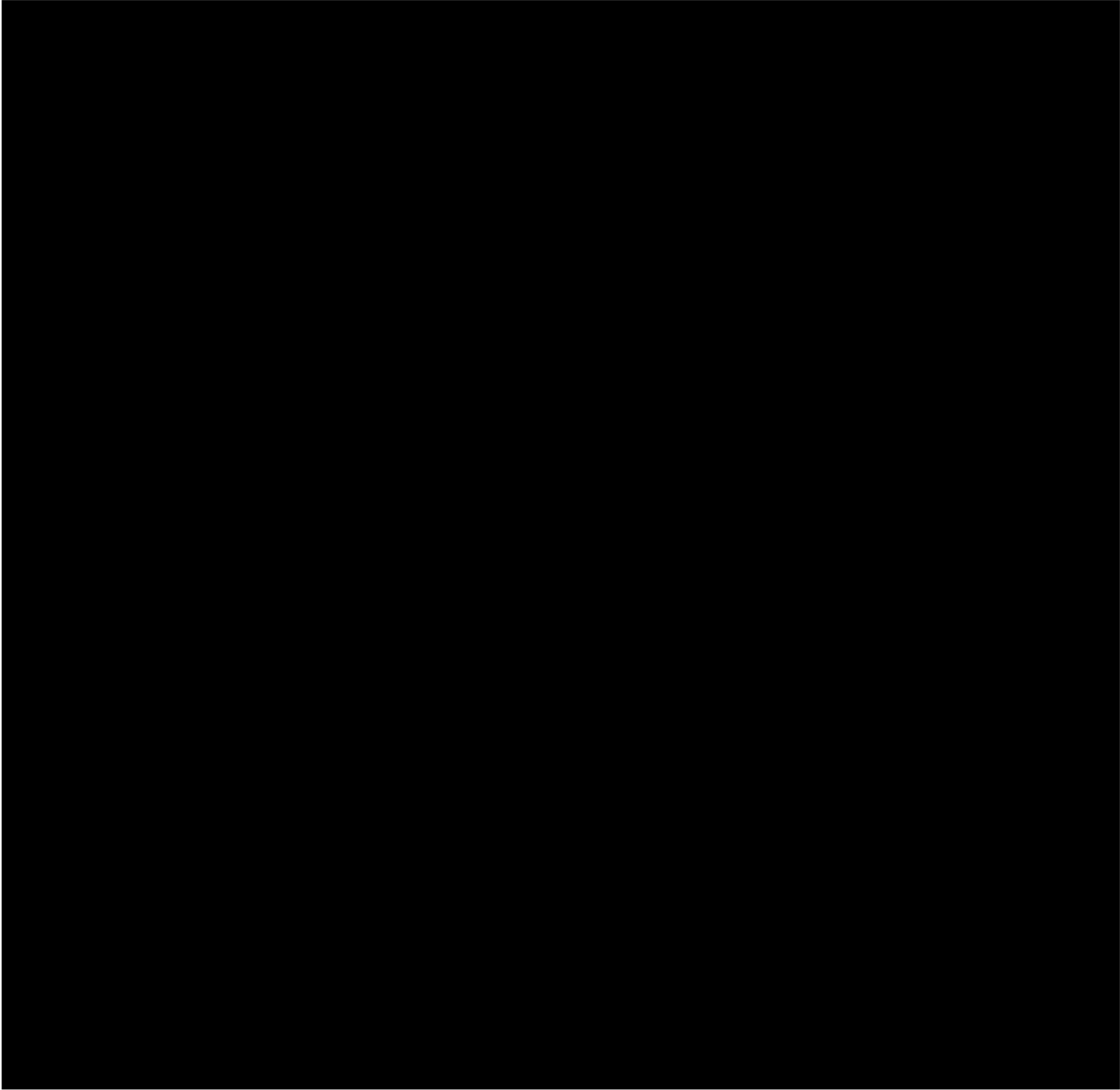


➤ APPROACH TO DELIVERY

Deloitte is a global leader in scaling Agile transformations. In support of [REDACTED] clients, we have led Agile and DevOps transformations. BMV benefits from our [REDACTED]


We deliver core M&O and Project-Based Work services using a [REDACTED]

TRANSITION AND TAKEOVER



➤ CLOSING THOUGHTS

With Deloitte, BMV gains a dee



Benefits to Indiana BMV

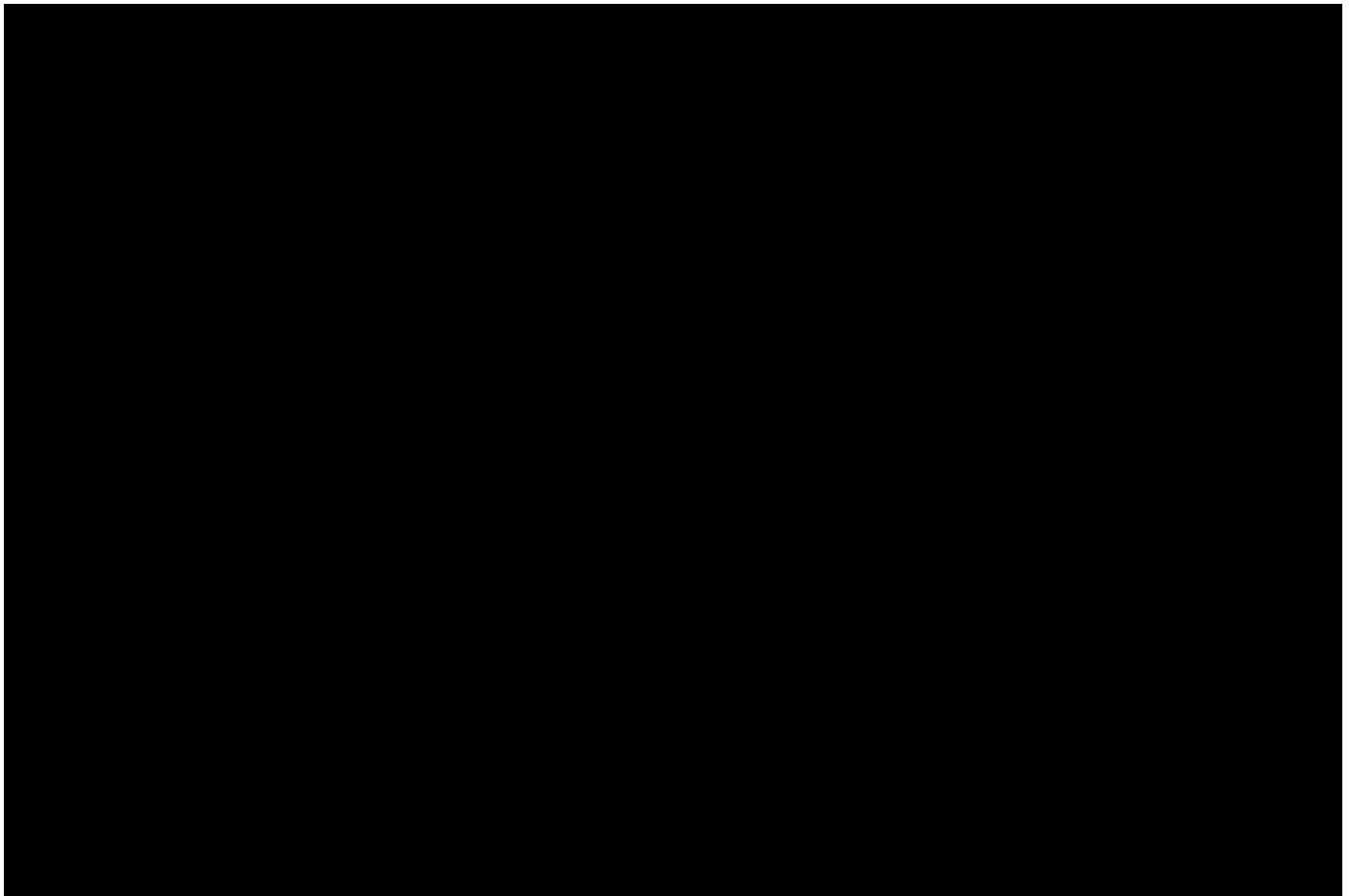


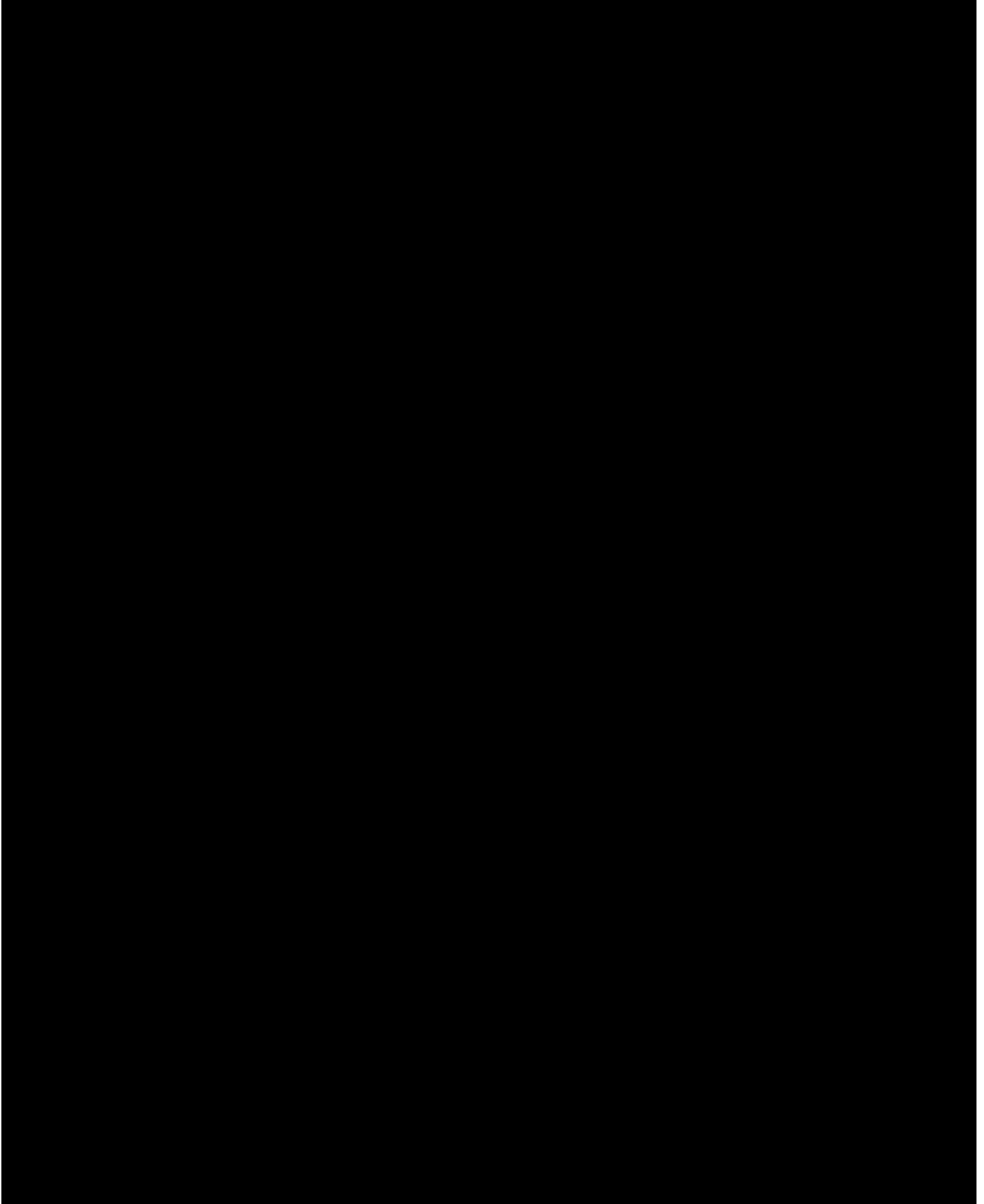
Background and Experience

Section 3

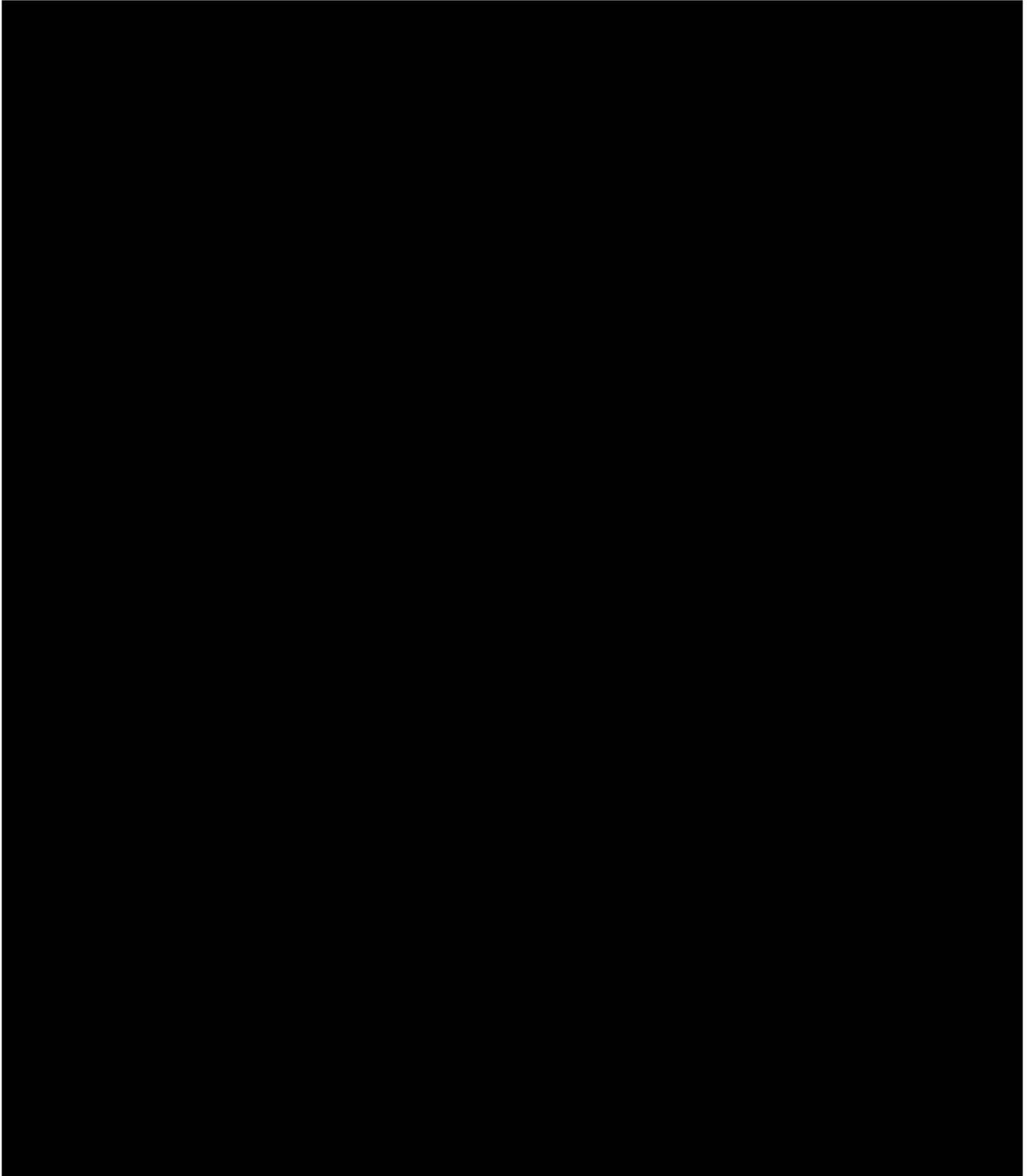
Deloitte is pleased to provide background and experience for our organization and proposed project staff. In the sections below, we comply with your requirements to:

- Provide a list of organizations for which we have delivered similar M&O and Project-Based Services, describe how that experience is relevant to the services BMV requires, and describe problems and failures we have encountered delivering these services along with resolutions and lessons learned
- Provide our experience delivering DMV/BMV projects
- Provide our experience delivering M&O and related services for a BMV/DMV with 10,000,000 transactions per year and 1,000 concurrent users
- Disclose corrective action plan information
- Provide best practices for delivering similar services





Role	Team Member	Role	Experience
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Role	Team Member	Role	Experience
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Role	Team Member	Role	Experience

Role	Team Member	Role	Experience
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[Redacted Content]			
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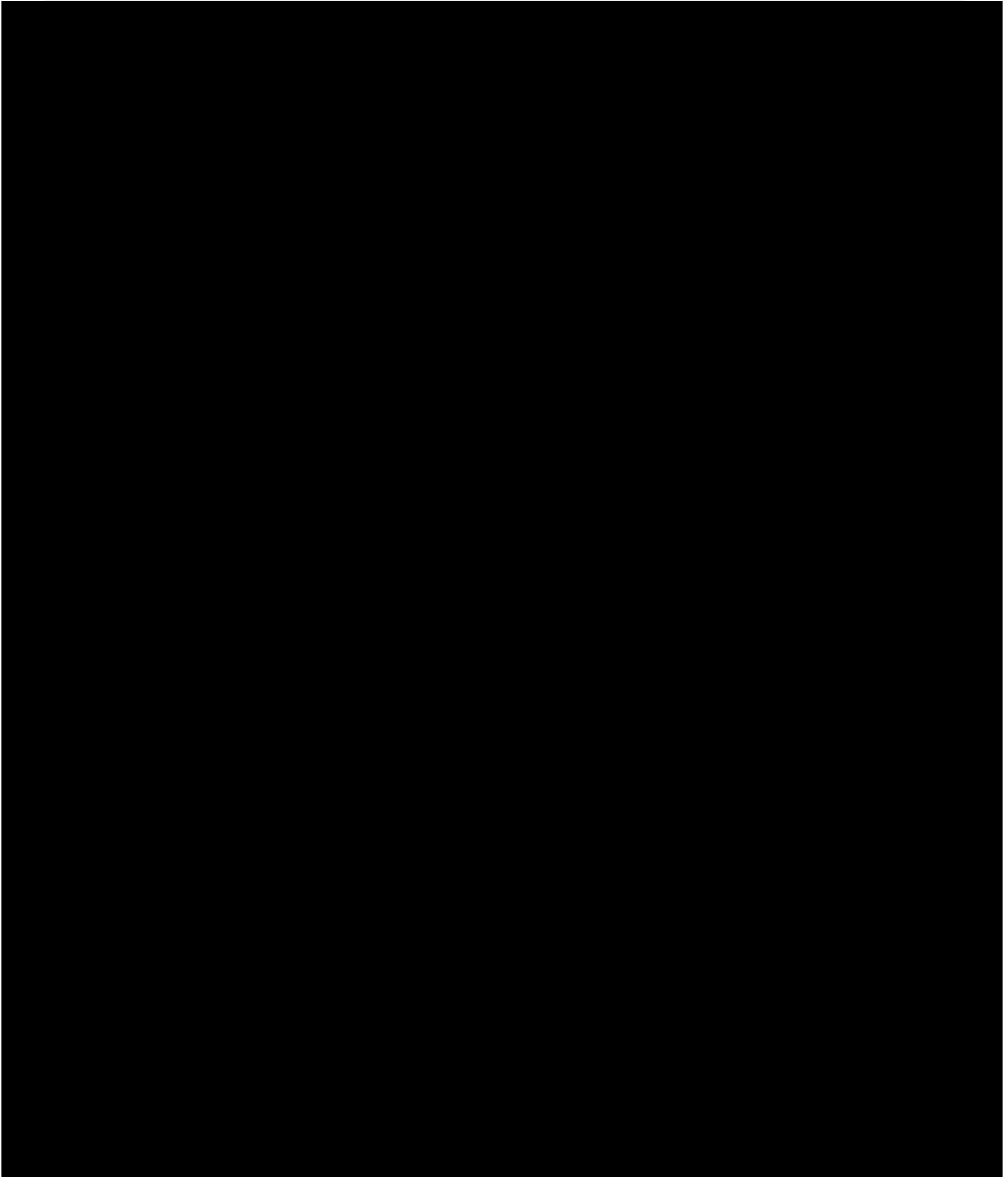
Role	Team Member	Role	Experience
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1. *Journal of the American Medical Association*, 2000; 283: 2689-2693.

Role	Team Member	Role	Experience
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Client	System or Project	>1,000 Users	>10M Trans	M&O	Project Based Work	Years Providing Services	PM	Agile SDLC	Transition	Microsoft Technology
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Client	System or Project	>1,000 Users	>10M Trans	M&O	Project Based Work	Years Providing Services	PM	Agile SDLC	Transition	Microsoft Technology
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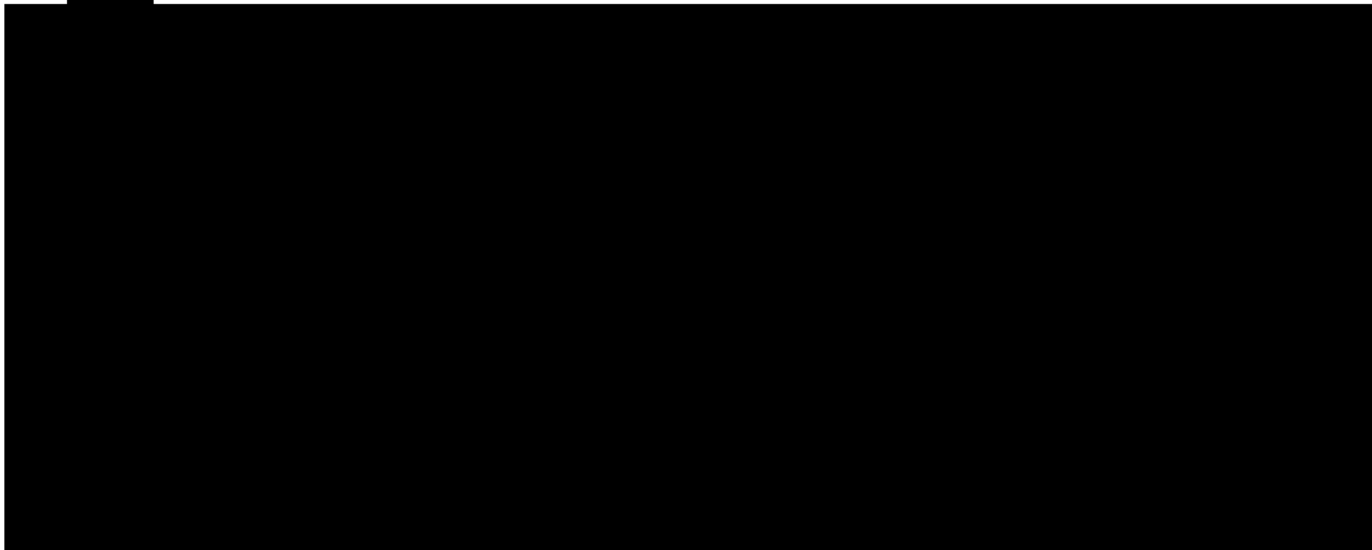
As shown in Figure F.3-5, Deloitte has collaborated with [REDACTED] to successfully deliver projects with similar services and similar size, scope, and technical components. In providing services to these projects, we have demonstrated [REDACTED]

[REDACTED] through

similar project-based work. The following figure depicts [REDACTED]

[REDACTED]

[REDACTED]



Required Scope	Deloitte Demonstrated Experience in Services Similar to BMV
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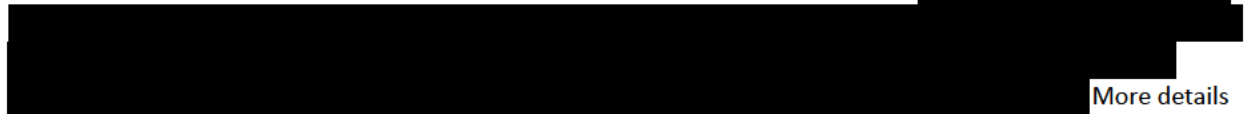
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Required Scope

Deloitte Demonstrated Experience in Services Similar to BMV

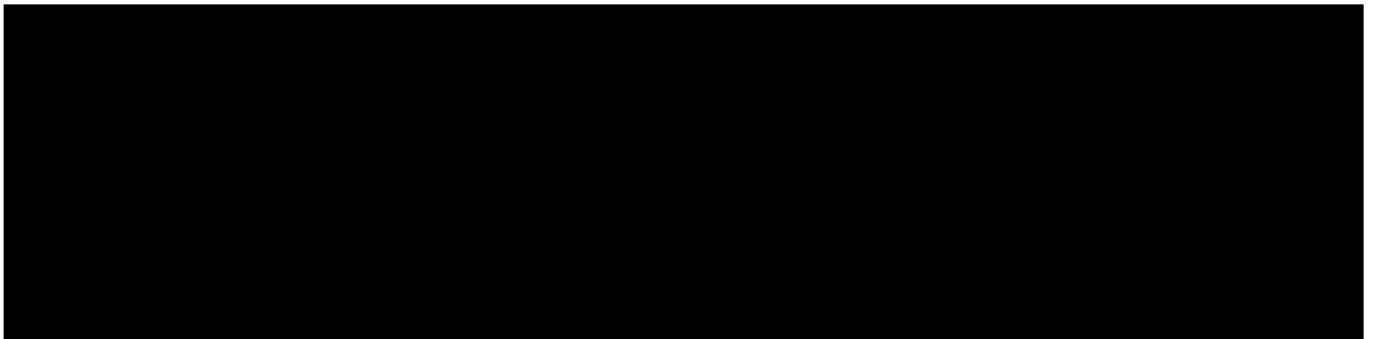


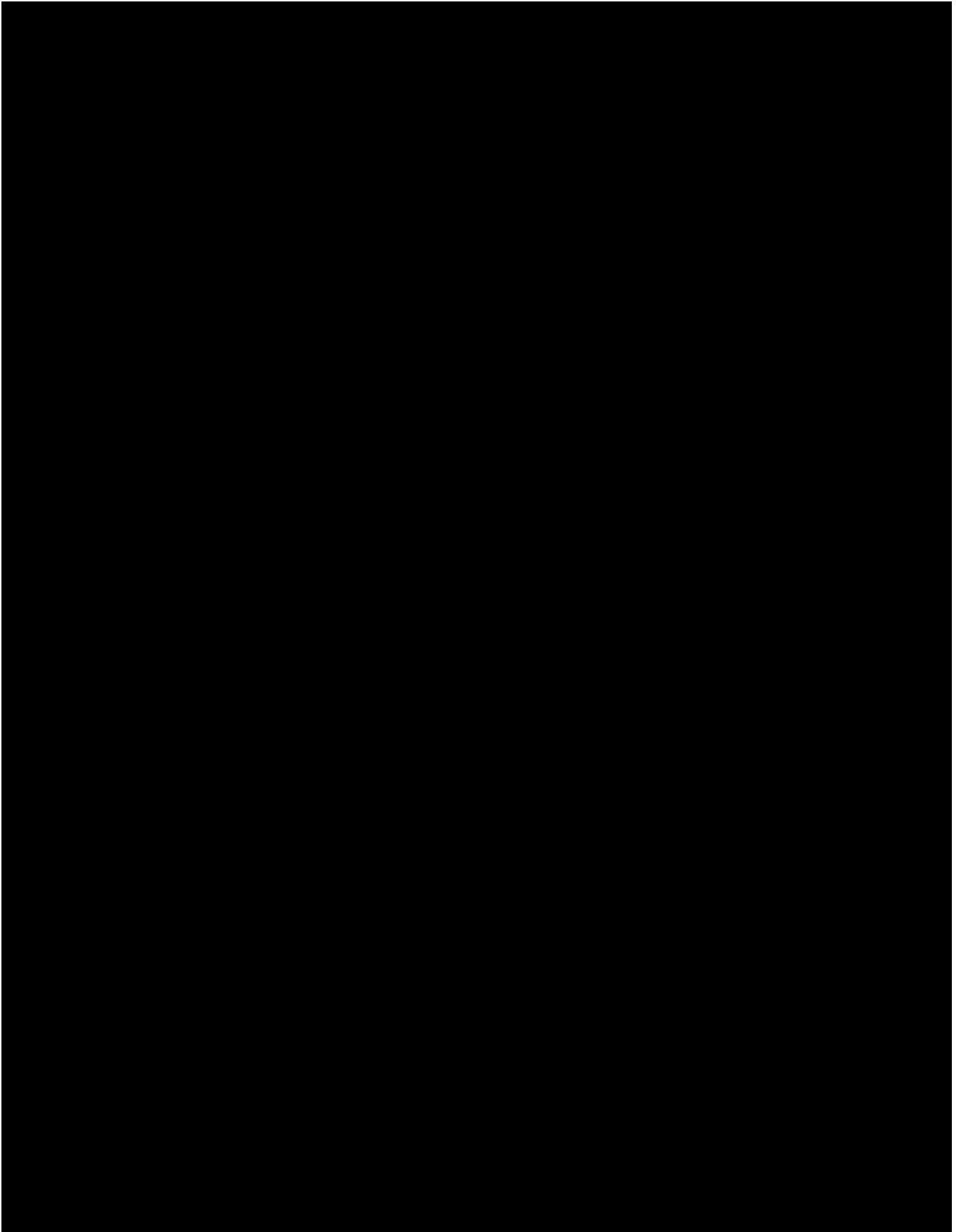
In addition to the project delivery processes, methodology, and services, we deliver

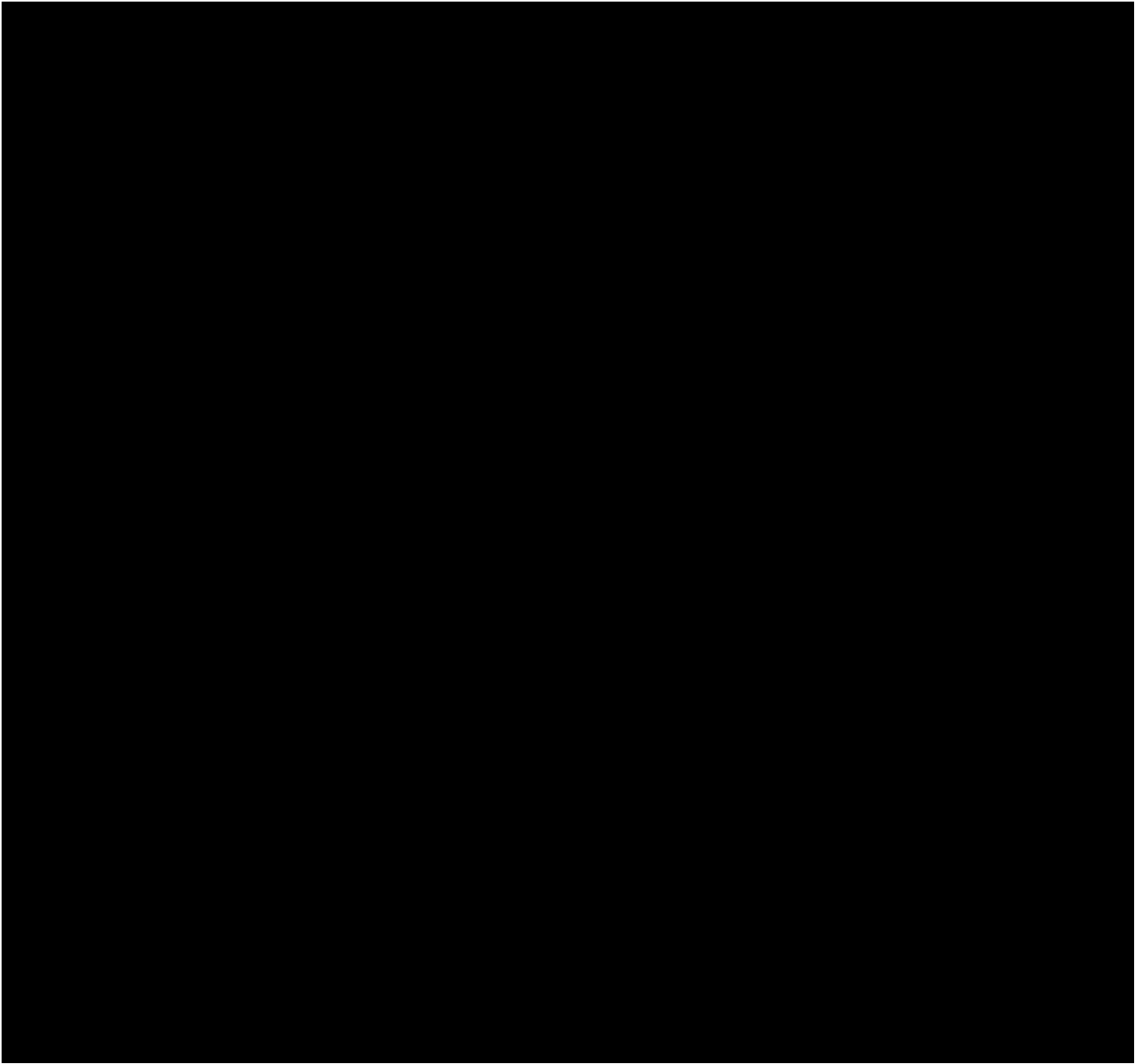


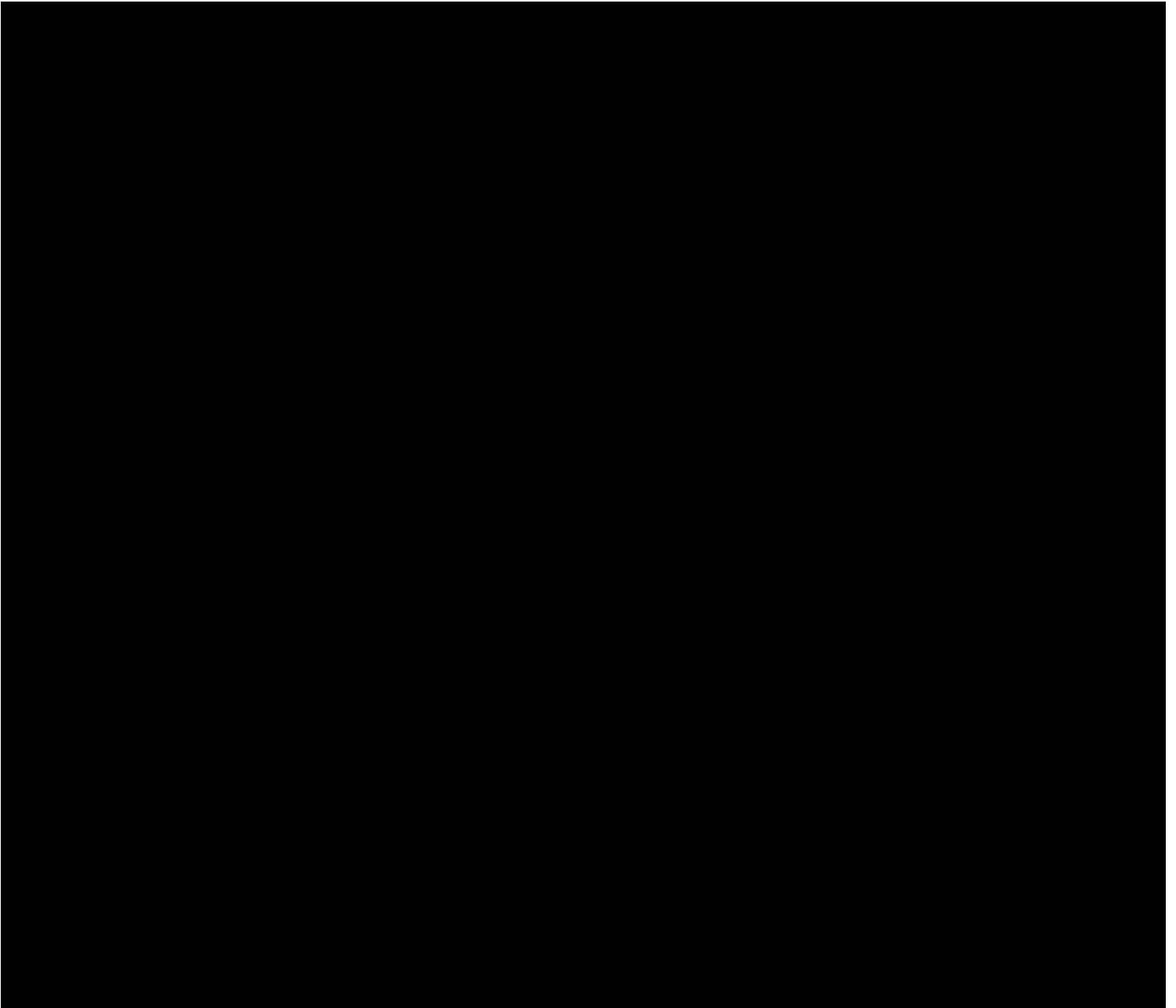
More details

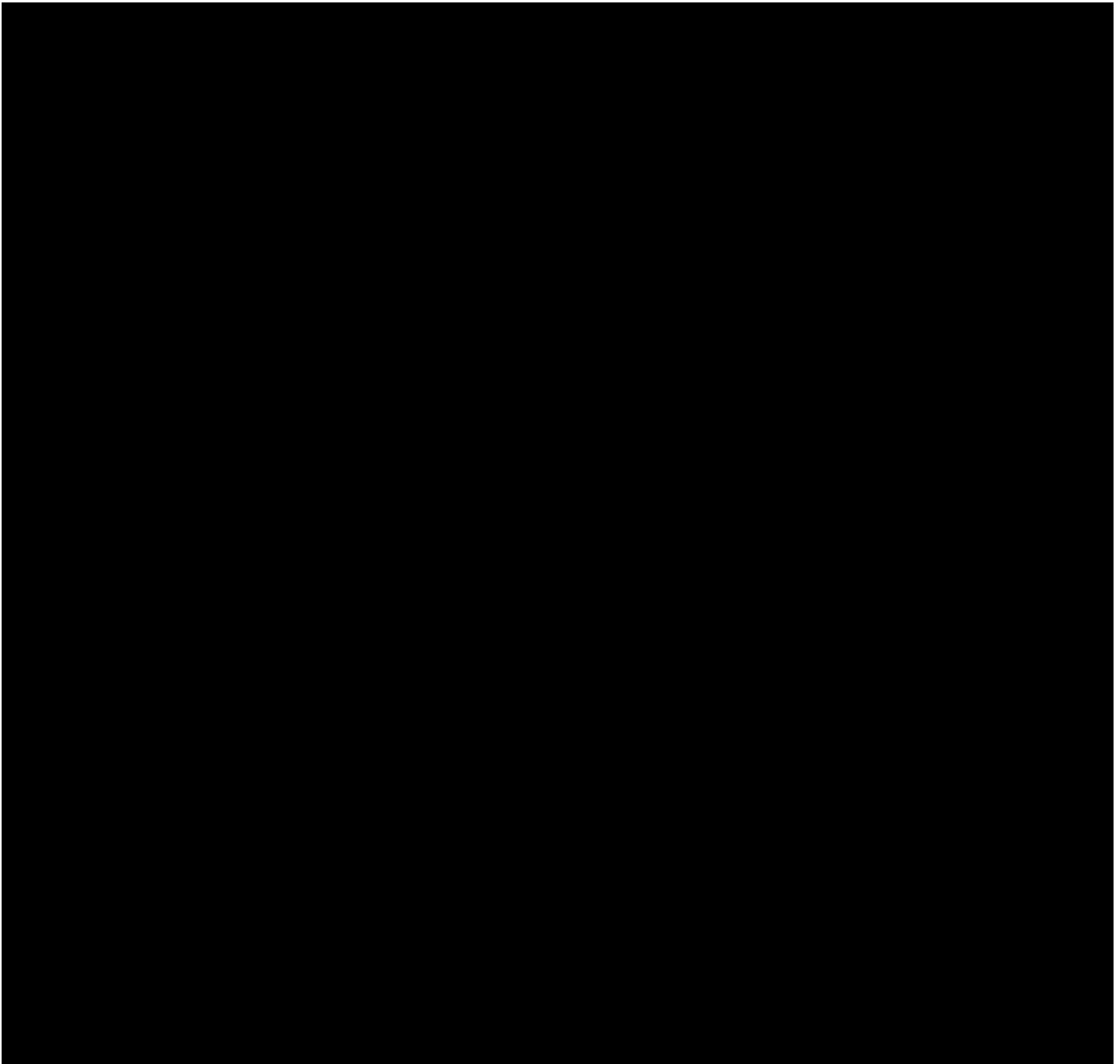
about a few of these specific engagements is provided in the pages that follow.

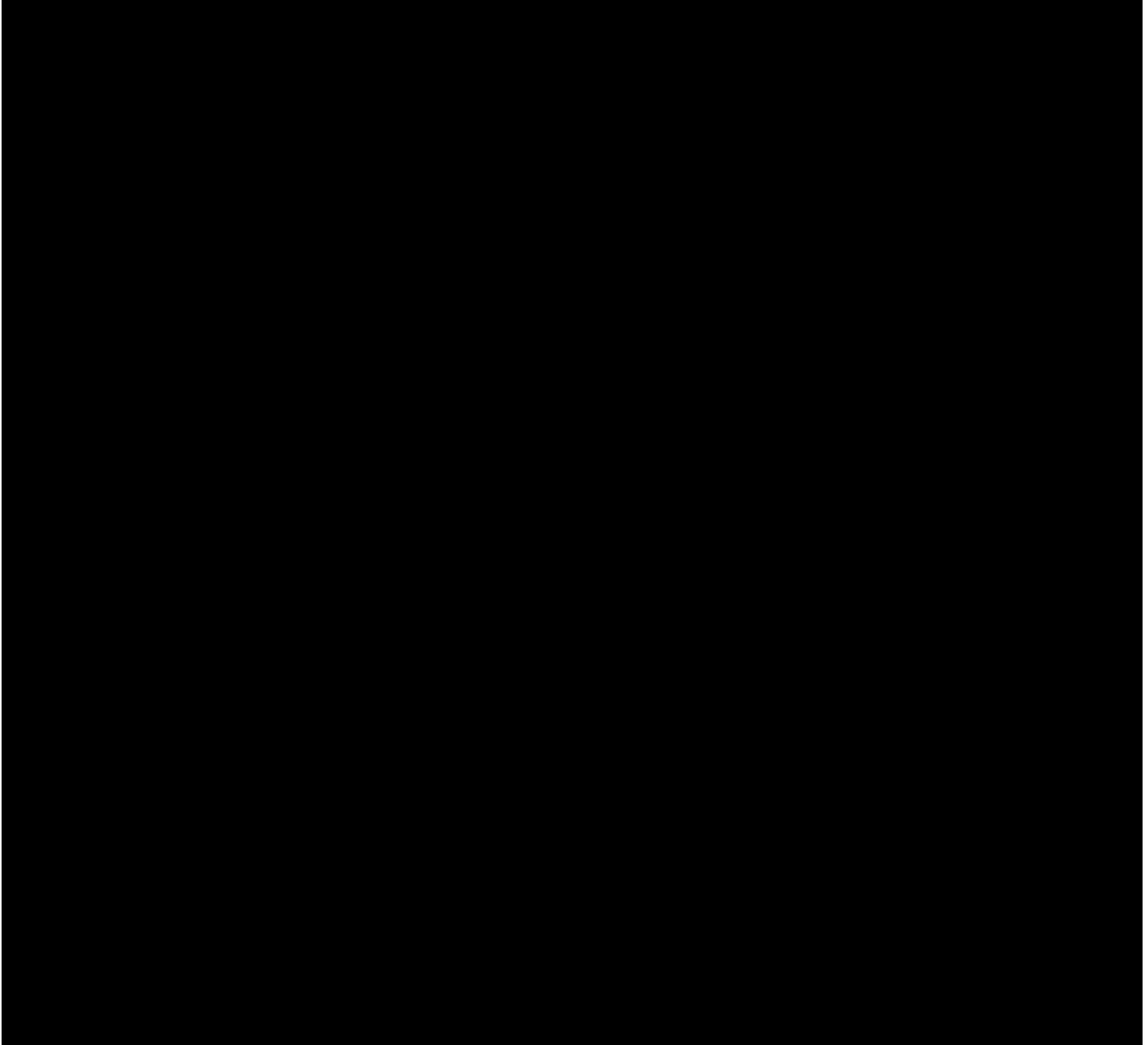












Problems, Failures, Resolutions, and Lessons Learned

During implementation, maintenance, and enhancements, it is common for projects to face challenges, especially given these [REDACTED] However, each issue presents [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]. The figure below highlights some of the common challenges we have faced across multiple implementations as well as the resolutions and lessons learned.

Challenge	Resolution	Lesson Learned
[REDACTED]		

Challenge	Resolution	Lesson Learned

3.b. Prior DMV/BMV Experience

RFP Reference: Attachment F Technical Proposal, Pg. 2

b. Provide any experience you have had working on DMV/BMV vehicle or credential system projects

Experience we bring related to BMV/DMV clients

Deloitte is a leader in the transportation field serving both government and commercial clients, [REDACTED]

In the last 20 years, Deloitte has successfully delivered

Many of our DMV team members have more than [REDACTED] of experience delivering solutions and services to DMV clients [REDACTED]

understanding of current system technologies, methods, and operating environments allows Deloitte to effectively

[REDACTED]

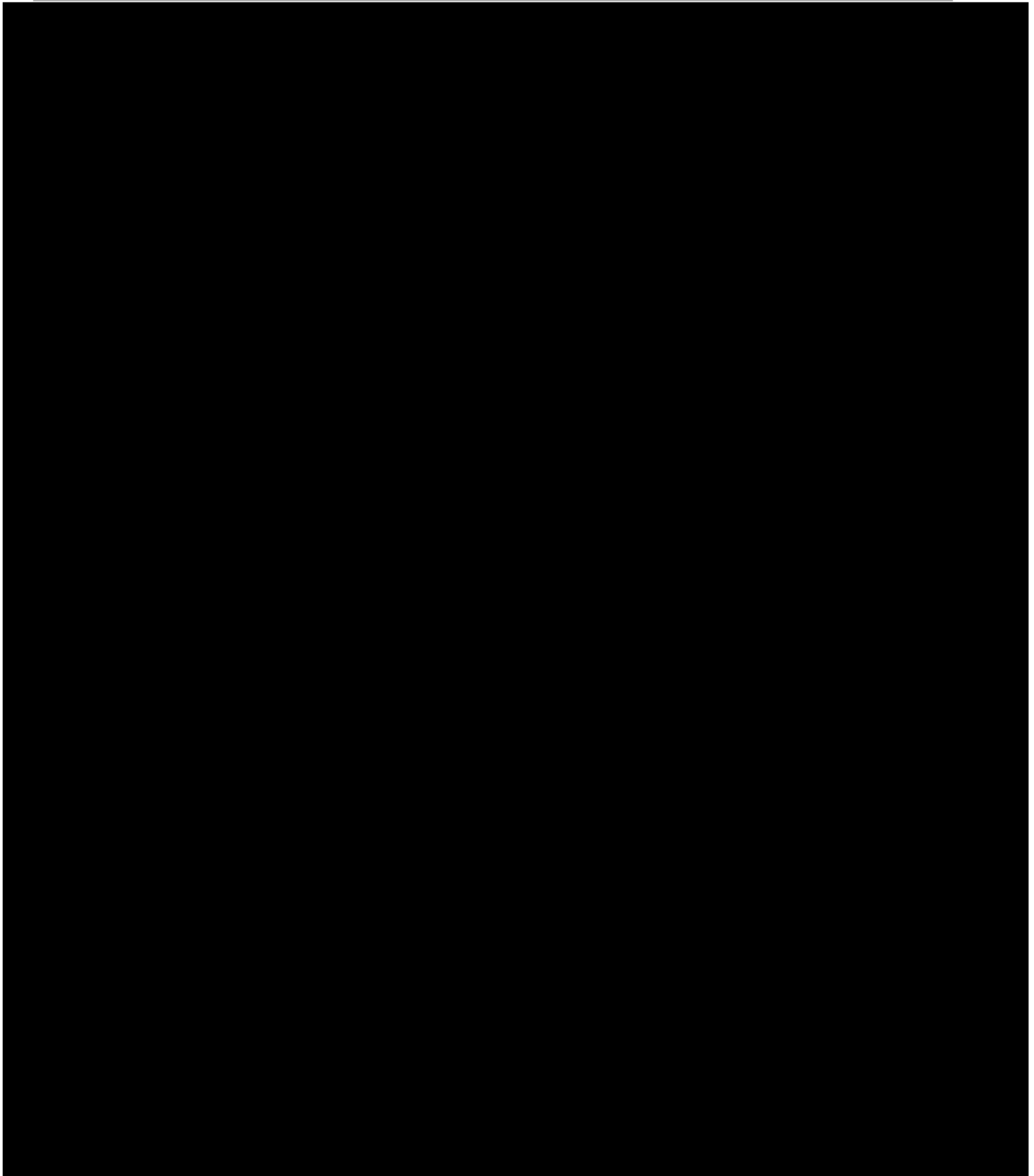
In addition to the understanding we have of DMV clients in general, we also have recent specific experience with

[REDACTED]

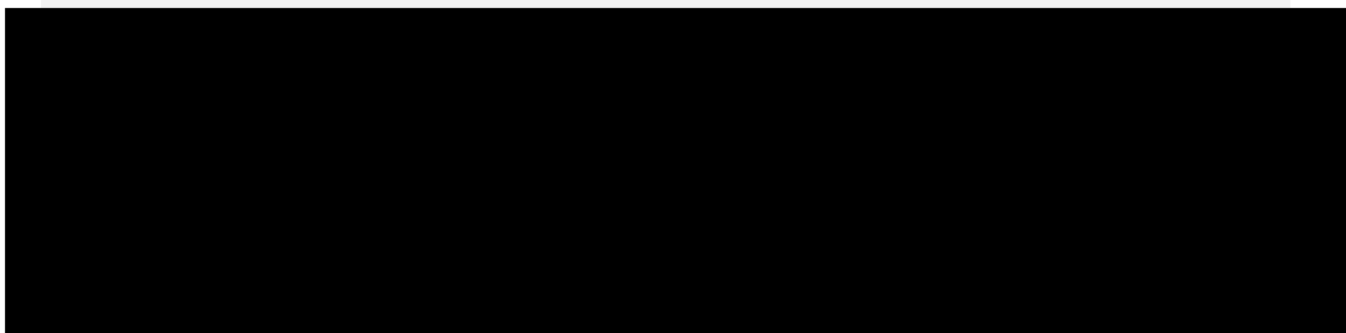
[REDACTED]

[REDACTED]

Client	Services & Solutions Delivered	Project Dates	10,000,000+ Transactions	1,000+ Users	M&O	Project-Based Work
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Client	Services & Solutions Delivered	Project Dates	10,000,000+ Transactions	1,000+ Users	M&O	Project-Based Work
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3.c. Prior Experience Performing M&O for Complex Environments

RFP Reference: Attachment F Technical Proposal, Pg. 2

- c. Provide detail of any experience you have had performing M&O or related services for a BMV/DMV service with:
- 10,000,000 or more transactions per year
 - 1,000 or more concurrent active users

STARS is an advanced, complicated system that requires a [REDACTED] to fully support the system. We have [REDACTED]

Our recent experience performing [REDACTED]

3.d. Corrective Action Plans

RFP Reference: Attachment F Technical Proposal, Pg. 2

- d. Disclose any corrective action plans that your company had been requested to develop under previous contracts.



3.e. Best Practices

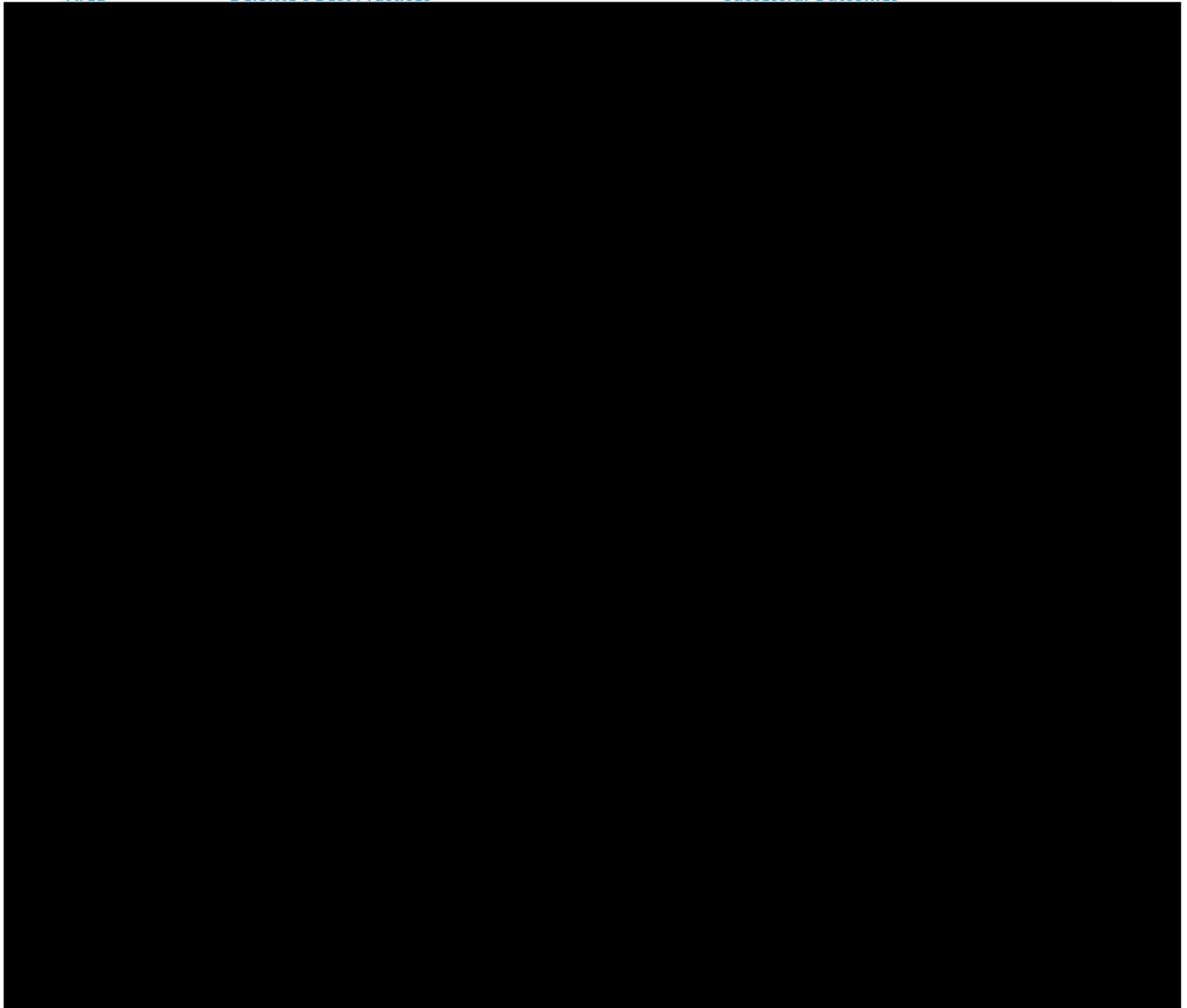
RFP Reference: Attachment F Technical Proposal, Pg. 2

e. Based on your experience, detail any best practices with respect to the scope of this RFP that you would like to share for the State's consideration.

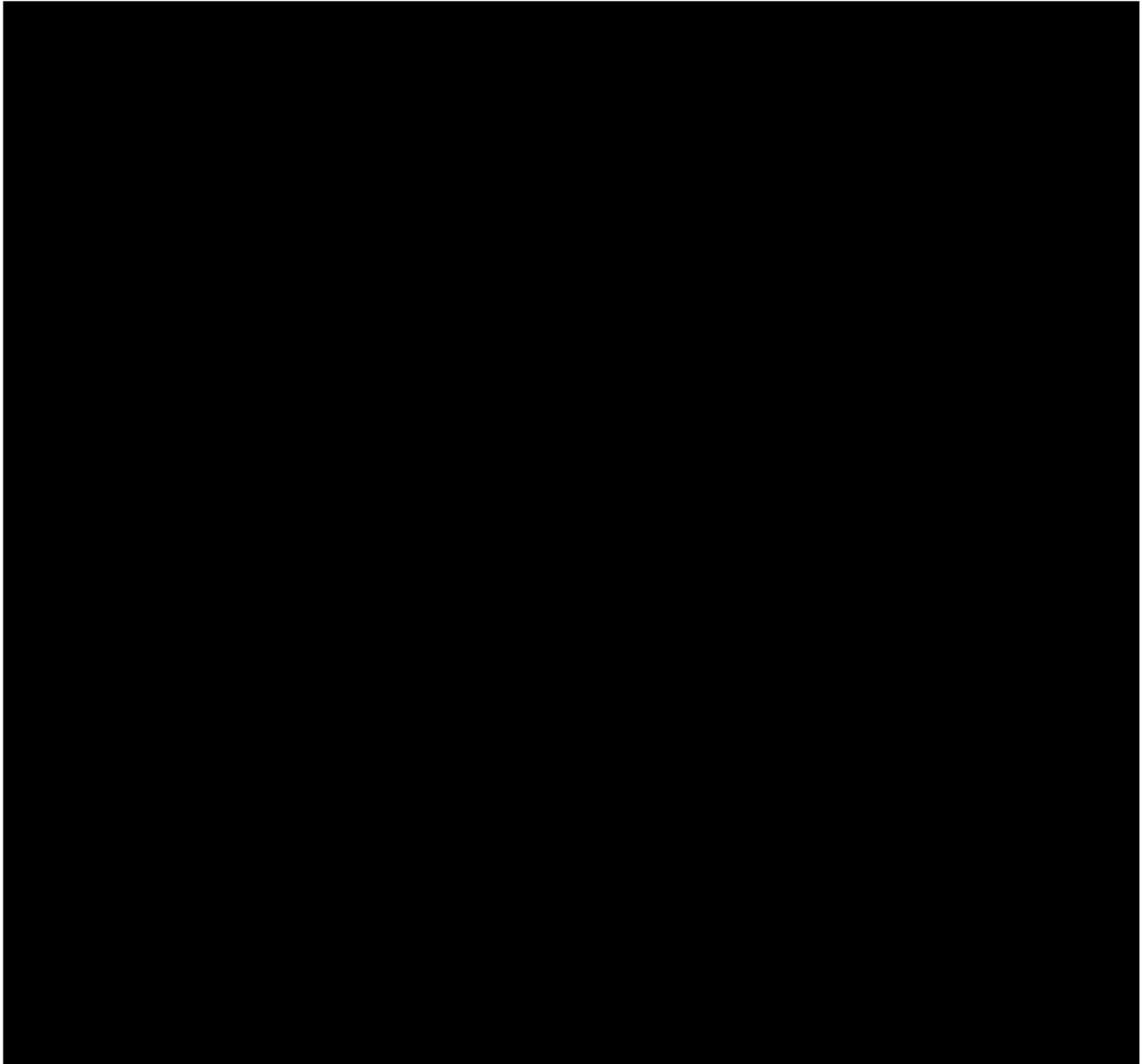
As an industry leader in delivering large public sector systems similar in scope, we exceptionally deliver by following leading practices for M&O, Project-Based Work, and staffing.

Area	Deloitte's Best Practices	Successful Outcomes

Area	Deloitte's Best Practices	Successful Outcomes
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Area	Deloitte's Best Practices	Successful Outcomes
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Staffing

Section 4

The Indiana Bureau of Motor Vehicles (BMV) is looking to go beyond the delivery of maintenance support to collaborate with a vendor that brings a deep pool of resources to support emerging technology needs and provide subject matter specialists that bring exceptional strategic advisory skills, strong training and staff development practices, and robust experience with maintenance and broader SDLC practices.

Our team has

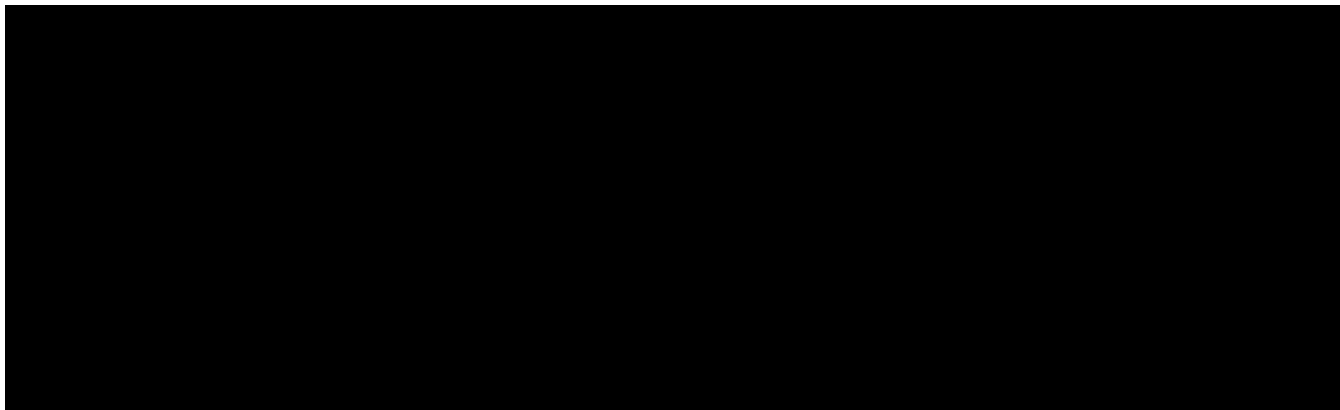
of projects of similar size, scope, and technology. Indiana BMV benefits from the

of our team to drive

with BMV to promote

transparency and provide consistency across all facets of the project.

Our approach to staffing is based on our



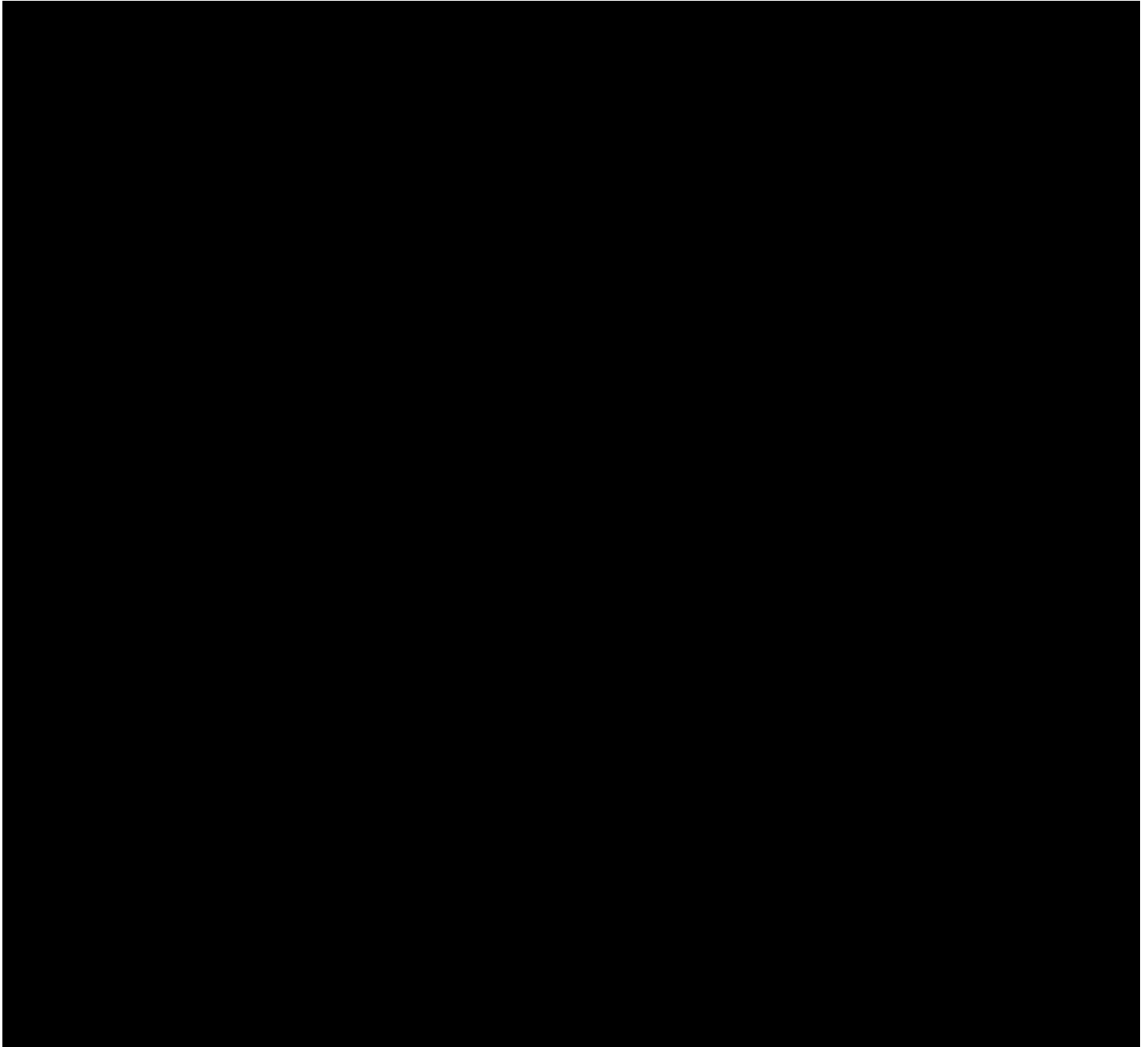
Additionally, our approach to staffing the best talent is based in our ability to [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Our approach also accounts for your project-based work needs, enabling our team to [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

While our detailed approach to staffing provides you with a strong foundation for the project team, it is based on [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Our proposed core M&O team
brings more than [REDACTED] of combined [REDACTED] experience and [REDACTED]
[REDACTED]

[REDACTED] The following graphic reflects key team members with demonstrated experience and characteristics for success, mapped to the key activities and success factors from the RFP.



Additional information about our proposed team members can be found later in this section and in *Appendix 1_Resumes*.

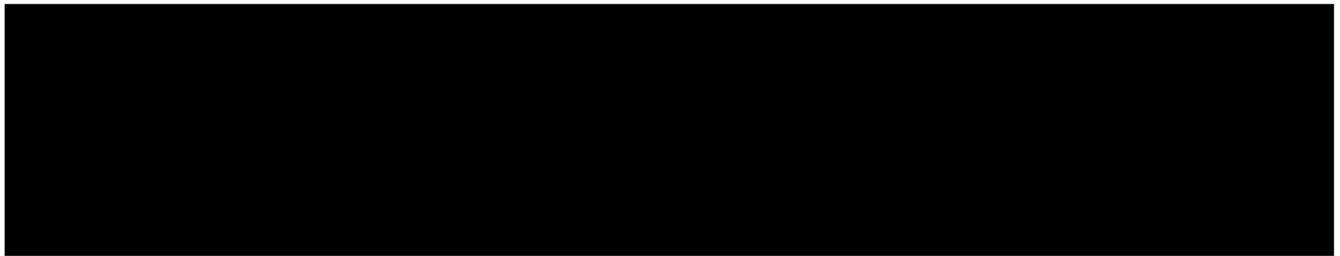


management, and other areas of experience. The following

[REDACTED]

[REDACTED]

[REDACTED]



4.a. General Staffing Questions

4.a.i. Staffing Plan and Organizational Chart

RFP Reference: Attachment F Technical Proposal, Pg. 2

- i. Describe your overall staffing plan to fulfill all roles and responsibilities outlined in the Scope of Work. Include an organizational chart for the proposed project team, including clearly delineating the role of any subcontractors.

Overall Staffing Plan

Deloitte's approach to staffing is based on our [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

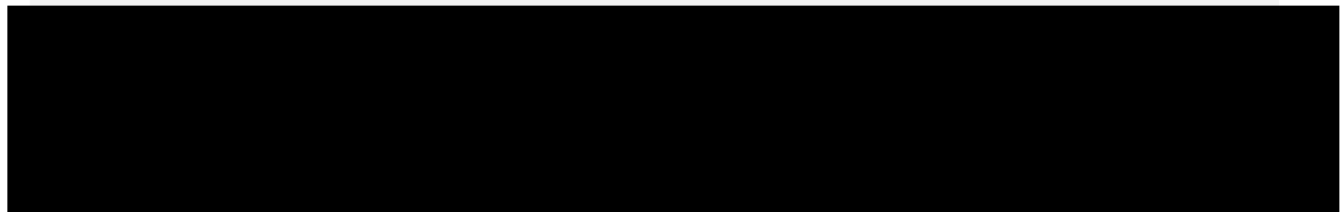
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] This Staffing Plan contains

(at a minimum):

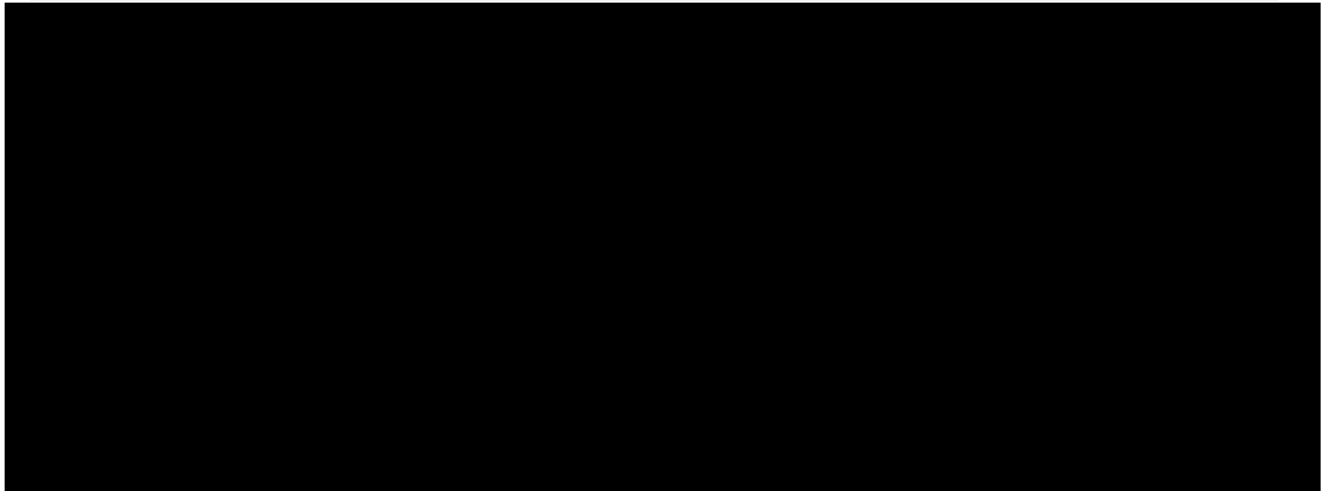
Key Information

Details



Key Information

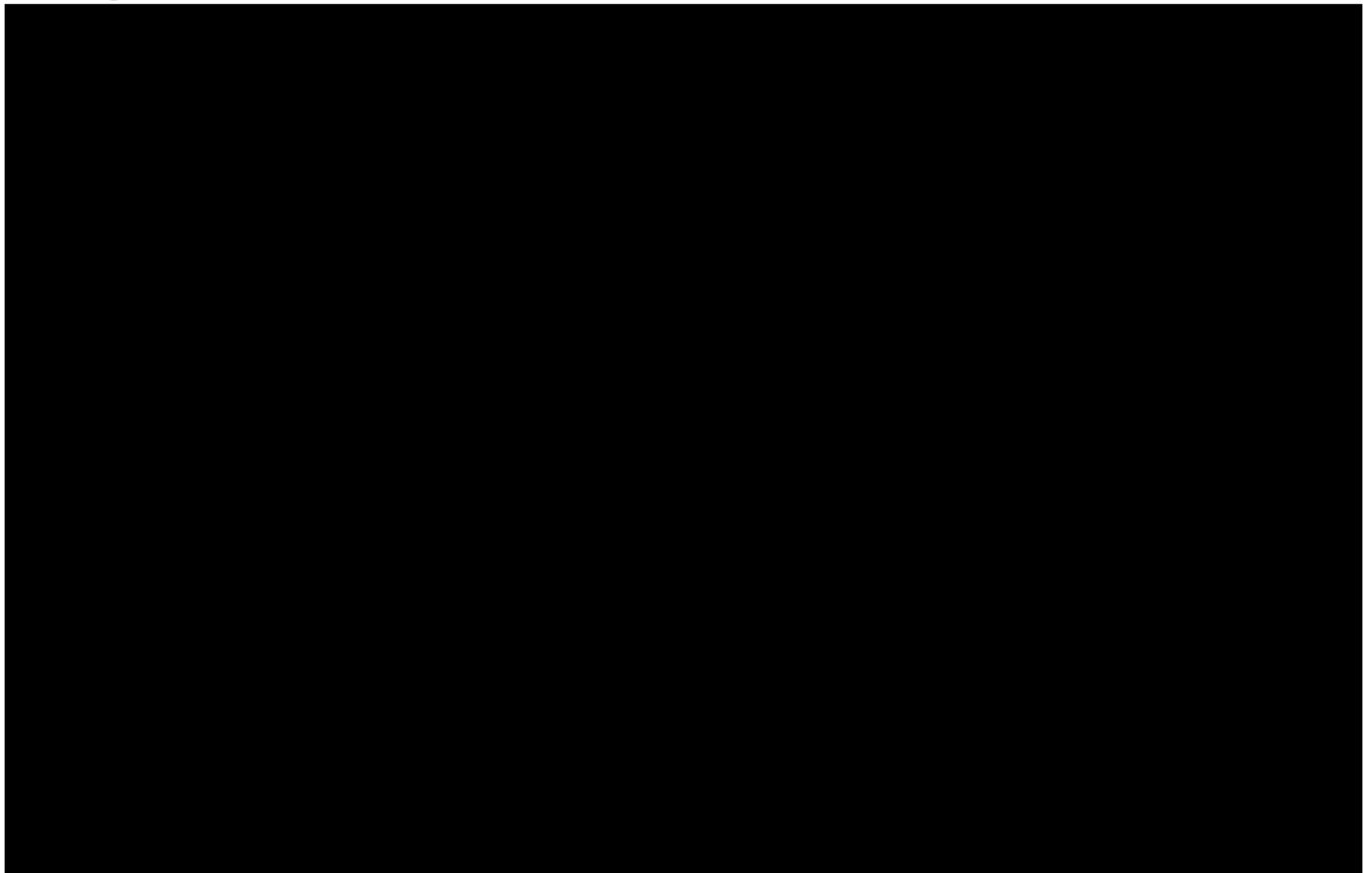
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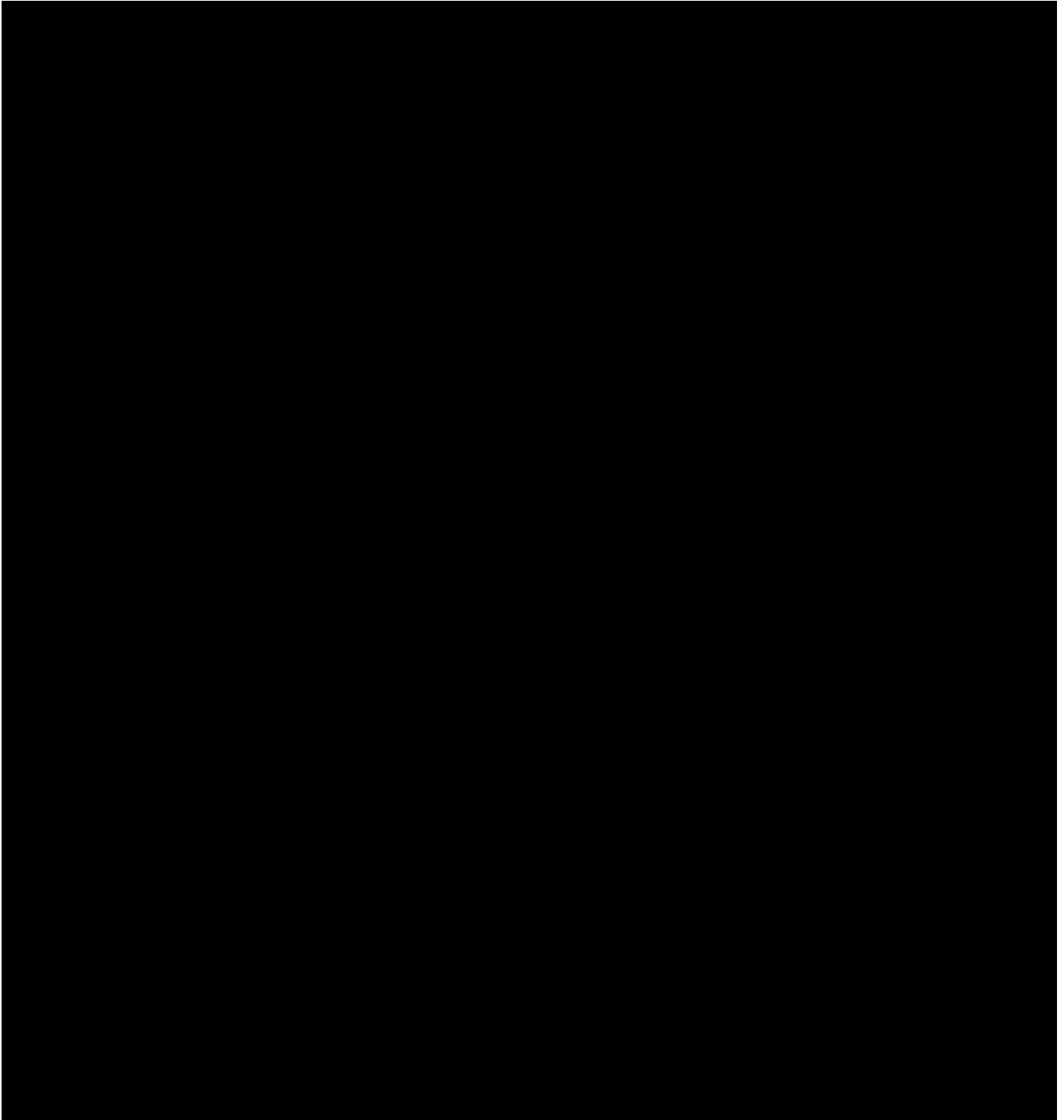


For the STARS project, our proposed Contract Manager is

[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

The following graphic provides an overview of how we approach the [Redacted] to be documented in the Staffing Plan:



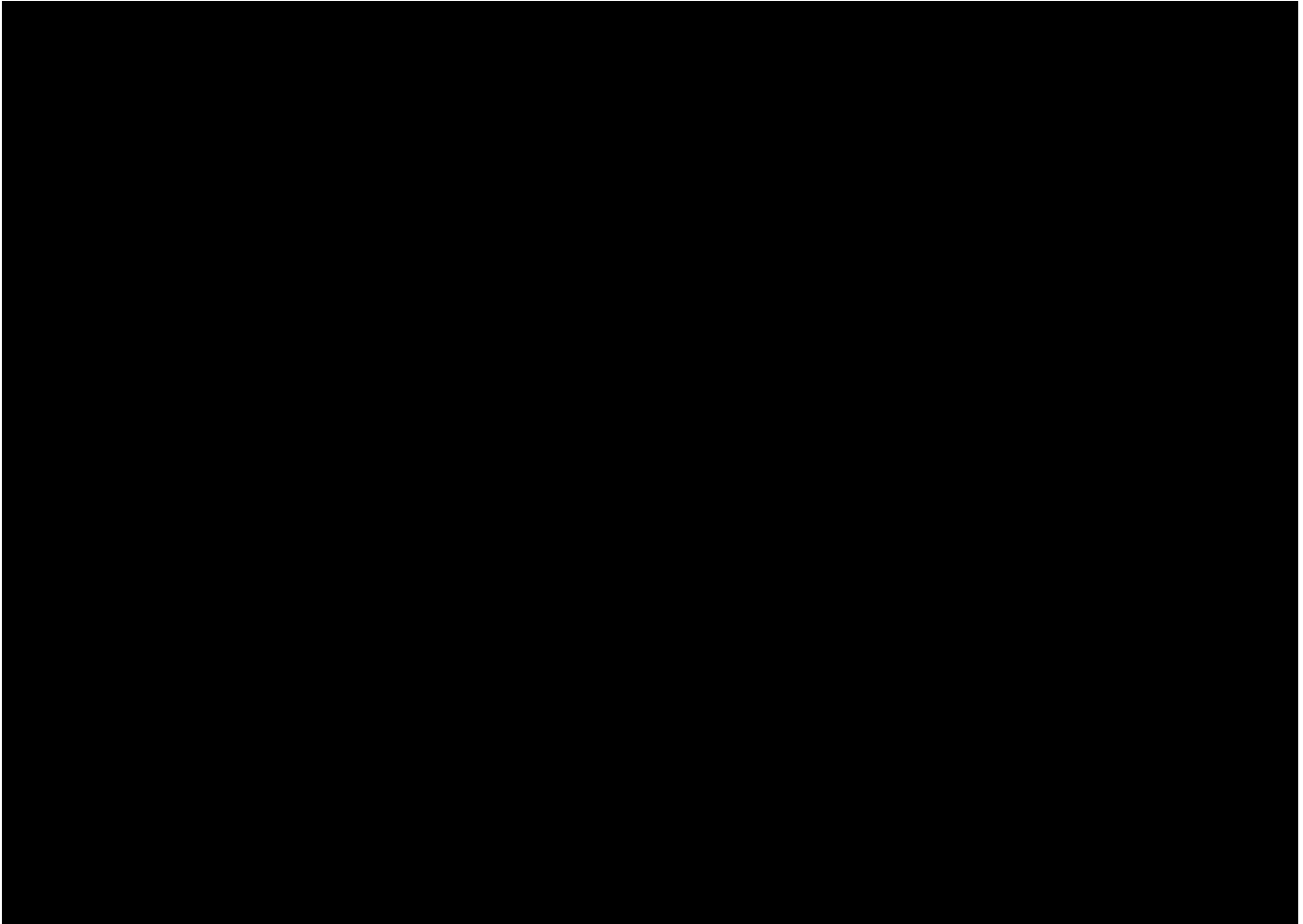


Our repeatable and consistent processes

[Redacted text block]

Organizational Chart

[Redacted text block]



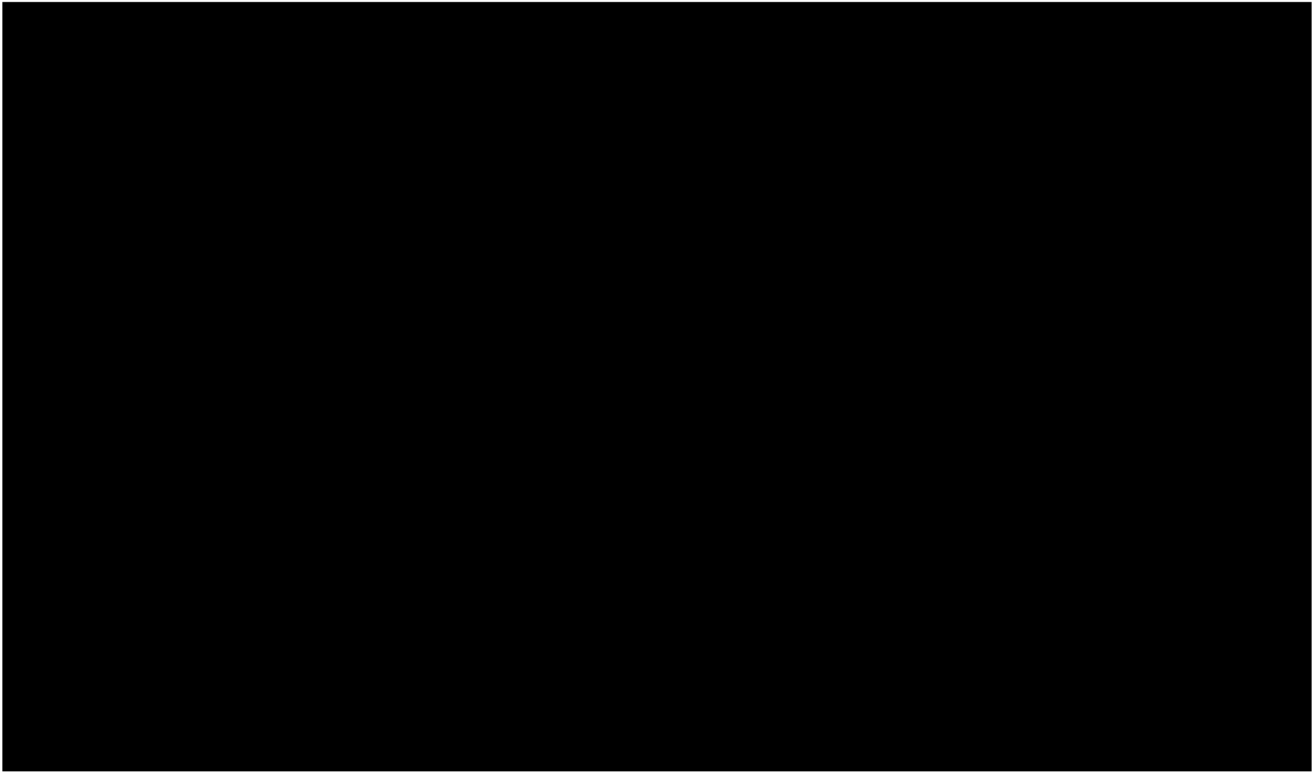
Project-Based Work Flexibility

We provide [REDACTED] to accommodate the variety of project-based work that you may prioritize during the term of the contract. One of the significant advantages that Deloitte provides compared to smaller firms is our [REDACTED]

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

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

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



Confirmation of Staff Meeting Requirements

RFP Reference: Attachment F Technical Proposal, Pg. 2

Add confirmation that you will only use staff who meet the requirements outlined in Table 5 of Section 4.2.

We confirm that [REDACTED]
[REDACTED] in Table 5 of Section 4.2 in RFP
Attachment N. Additionally, we confirm that [REDACTED]
[REDACTED]
[REDACTED].

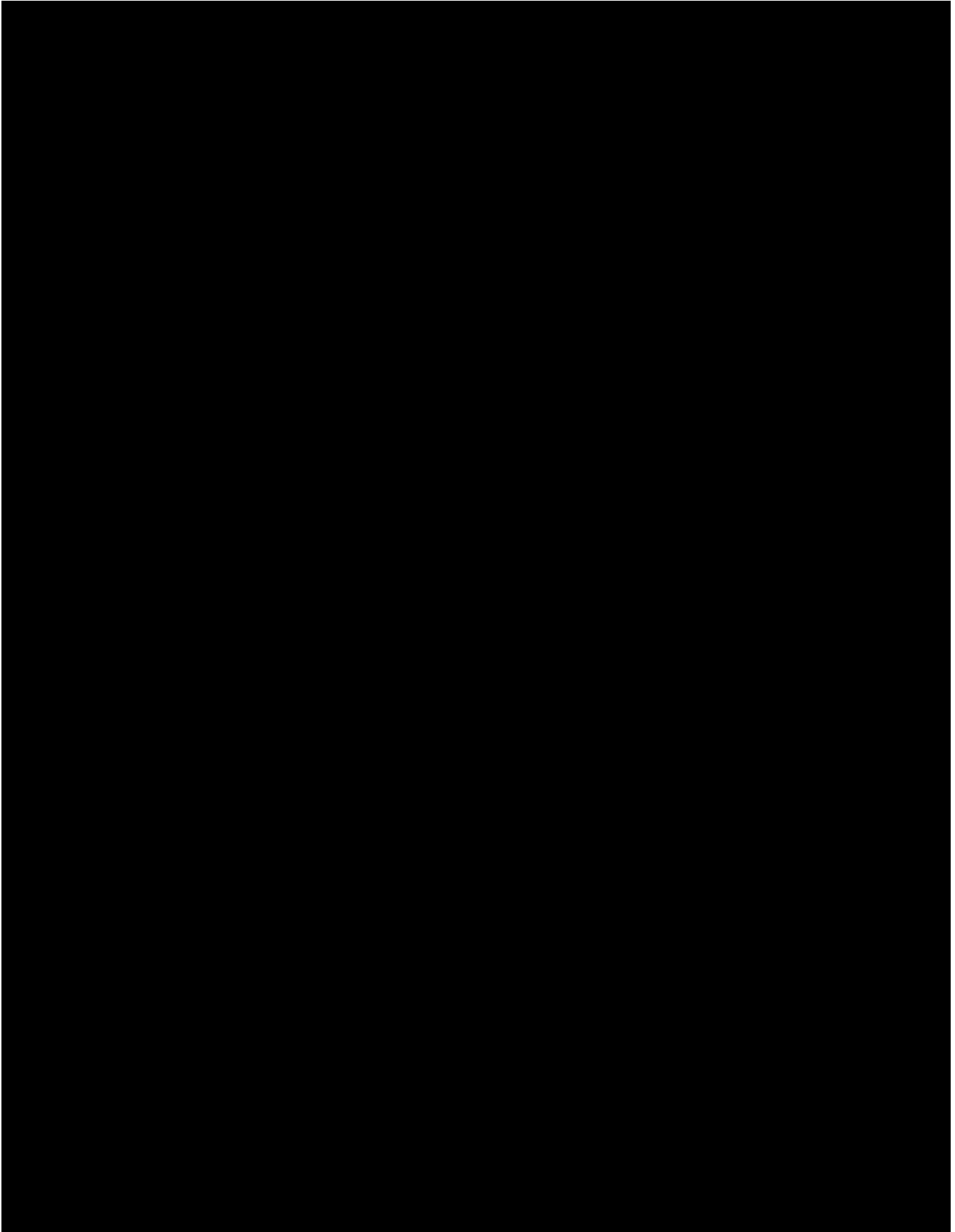
4.a.ii. Recruitment Approach

RFP Reference: Attachment F Technical Proposal, Pg. 2

ii. Describe how you will recruit qualified personnel with technical expertise to fulfill the requirements of this contract.

We recruit qualified personnel with the technical and/or DMV business experience needed to meet the requirements of this contract by drawing from [REDACTED]

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



[REDACTED]

[REDACTED]

4.a.iii. Staff Tenure and Mitigation Approach

RFP Reference: Attachment F Technical Proposal, Pg. 2

iii. Describe the average tenure of your staff and your strategies to mitigate turnover:

- within your company and;
- on the project team.

At Deloitte, our methodology for retaining a well-trained, highly qualified workforce is to [REDACTED]

[REDACTED]

DELOITTE AWARDS & RECOGNITION



Deloitte has been named one of the most community-minded companies in the nation by **Points of Light Civic 50**.



2021 marks Deloitte's 22nd year on **FORTUNE Magazine's** list of the "100 Best Companies to Work For"



Deloitte ranks 3rd on **FORTUNE's Best Workplaces In Consulting & Professional Services**



Deloitte is ranked 13th in **Universum's** list for "Most Attractive Employers" for business and commerce for 2021



Deloitte ranks 7th in the **2021 LinkedIn Top US Companies** list

The list is based on interest in the organization, engagement with the organization's employees, job demand and employee retention.



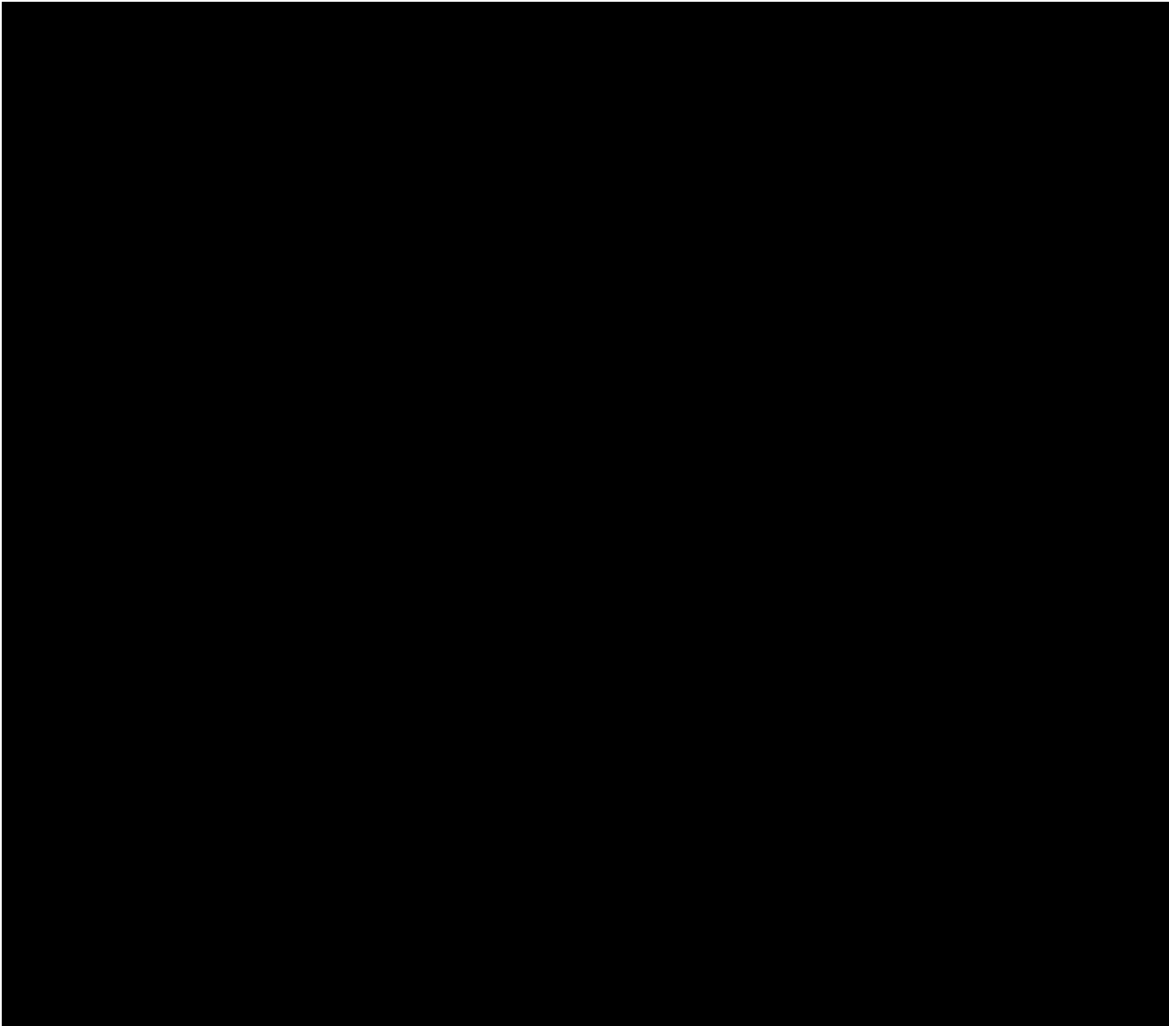
IN_CON_STARS_MO_SLHE_742257_2023-0055

[REDACTED]

[REDACTED]

. Below are some of the main strategies we use to increase retention.

[REDACTED]



Our average tenure is [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

4.a.iv. Transition and Retention of Current H-1B Visa Holders Approach

RFP Reference: Attachment F Technical Proposal, Pg. 2

- iv. Describe any transition and retention strategies you will employ to keep H-1B visa holders who are currently utilized by the incumbent vendors, and who the State wishes to retain for the new contract.

With

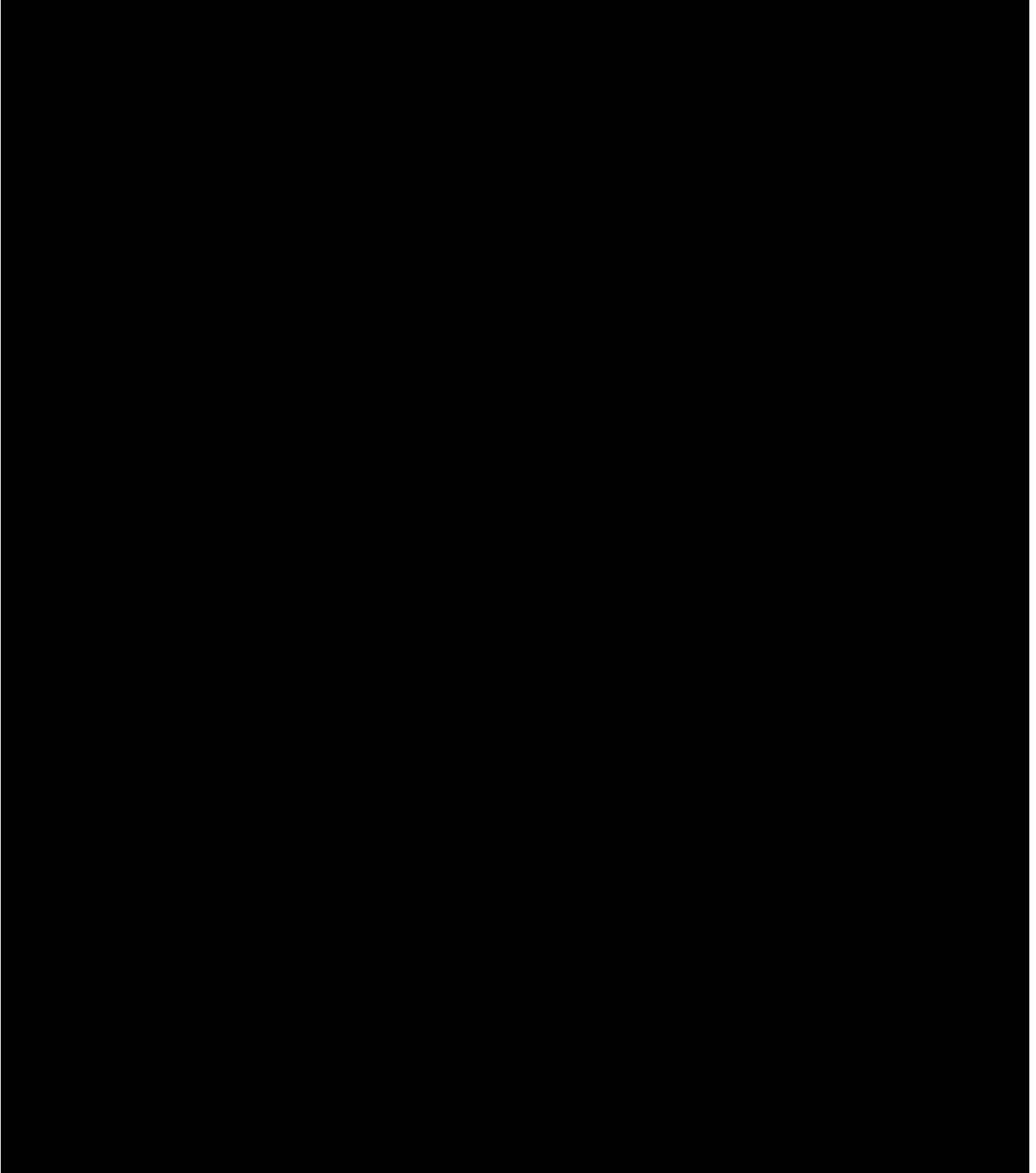
BMV and the STARS M&O and Project-Based Work.

4.a.v. Subcontractors Role and Experience

RFP Reference: Attachment F Technical Proposal, Pg. 2

- v. For all subcontractors:
- Describe the role of each subcontractor you will utilize for this Contract.
 - Indicate your prior experience with each subcontractor.
 - Describe each subcontractor's experience and expertise as it relates to supporting the Contract scope for which they will be assigned.

Deloitte takes pride in



4.a.vi. Retention Approach for Similar Contracts

RFP Reference: Attachment F Technical Proposal, Pg. 2

vi. Describe the retention strategies that you have employed in contracts of similar size and scope. Please include both successes and lessons learned.

Deloitte implements a

[REDACTED]

For example, on our larger projects where retention of the collective knowledge of our team is a critical need, we have

[REDACTED]

4.a.viii. Understanding and Compliance to Credentials and Background Checks

RFP Reference: Attachment F Technical Proposal, Pg. 2

viii. Describe your understanding and confirm your ability to comply with the Credentials and Background Check requirements listed in Section 4.7.

We confirm we understand and will comply with the Credentials and Background Check requirements listed in RFP Section 4.7,

[REDACTED]

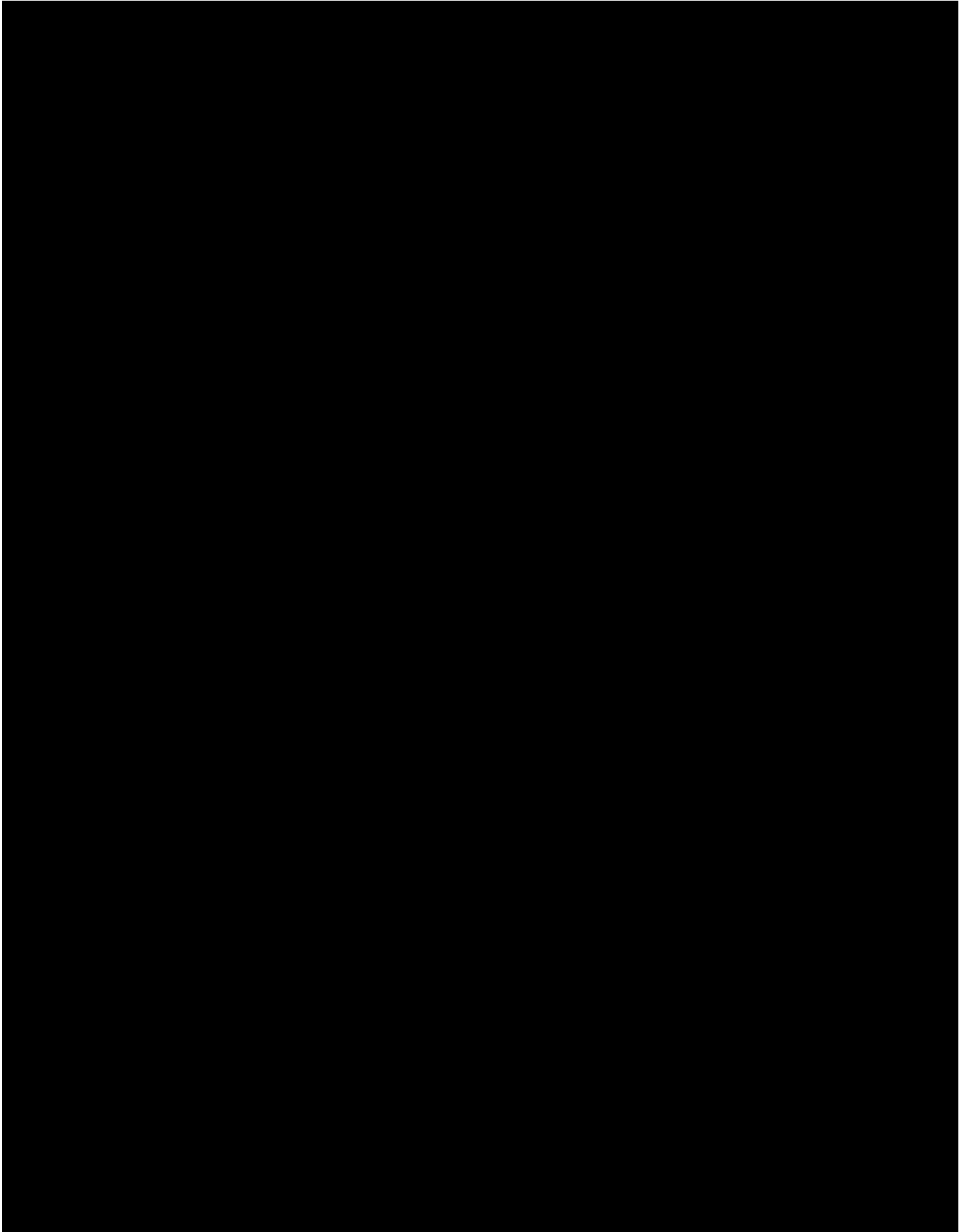
4.a.ix. Number of Current Employees for Each Position

RFP Reference: Attachment F Technical Proposal, Pg. 2

ix. Provide a chart listing the number of current employees in each requested position in Table 5 of the Scope of Work, broken out by those employed by the Respondent and by each proposed subcontractor. For this chart, the State wishes to understand the Respondent's in-house employee bench strength, and not resources they may access through staffing partner networks or other means. Please use the following chart in your response (each proposed subcontractor requires their own column):

The following table provides a summary of

[REDACTED]



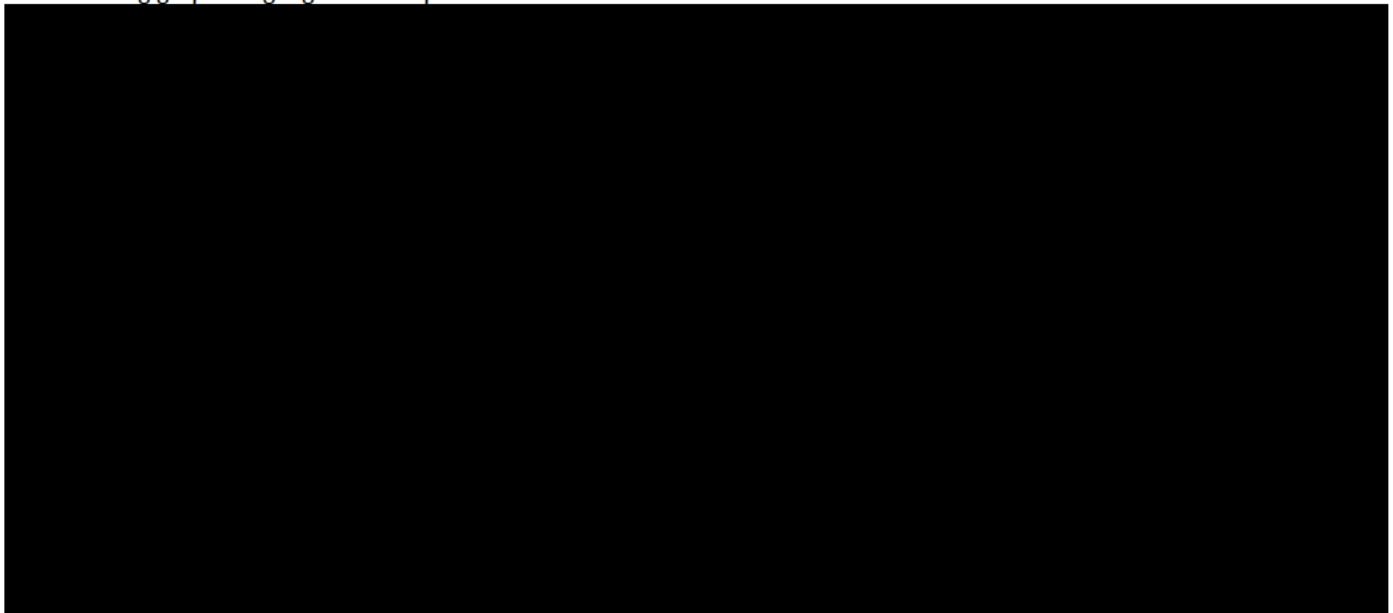


4.a.vii. Staffing Bench

RFP Reference: Attachment F Technical Proposal, Pg. 2

vii. Describe your company's staffing bench and ability to increase the number of resources dedicated to this contract when requested by the State.

Our experience in delivering similar maintenance support and project-based work to [REDACTED]
[REDACTED]
[REDACTED] his provides our team with a [REDACTED]
[REDACTED] The
following graphic highlights the depth of our bench.



We can bring [REDACTED]
as needed to meet your emerging needs. Our team is further supported by
[REDACTED]

[REDACTED]

4.b. Core M&O-Specific Staffing Questions

4.b.i. Core M&O Staffing Approach

RFP Reference: Attachment F Technical Proposal, Pg. 4

i. Describe your approach to staffing the Core M&O team.

Our approach leverages

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

RFP Reference: Attachment F Technical Proposal, Pg. 4

ii. Describe the experience of your Core M&O team, specifically on engagements of similar scope.

Our approach to staffing the core M&O team is to [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] This experience is described in the table below. Note that this table includes [REDACTED]

[REDACTED]

Core M&O Team Member	
Name / Position	Relevant Experience

Core M&O Team Member	
Name / Position	Relevant Experience

Relevant Experience

1. *Journal of the American Medical Association*, 2000; 283: 2689-2695.

Additional details information about our proposed team members can be found in Section 4.c below as well as in *Appendix 1_Resumes*.

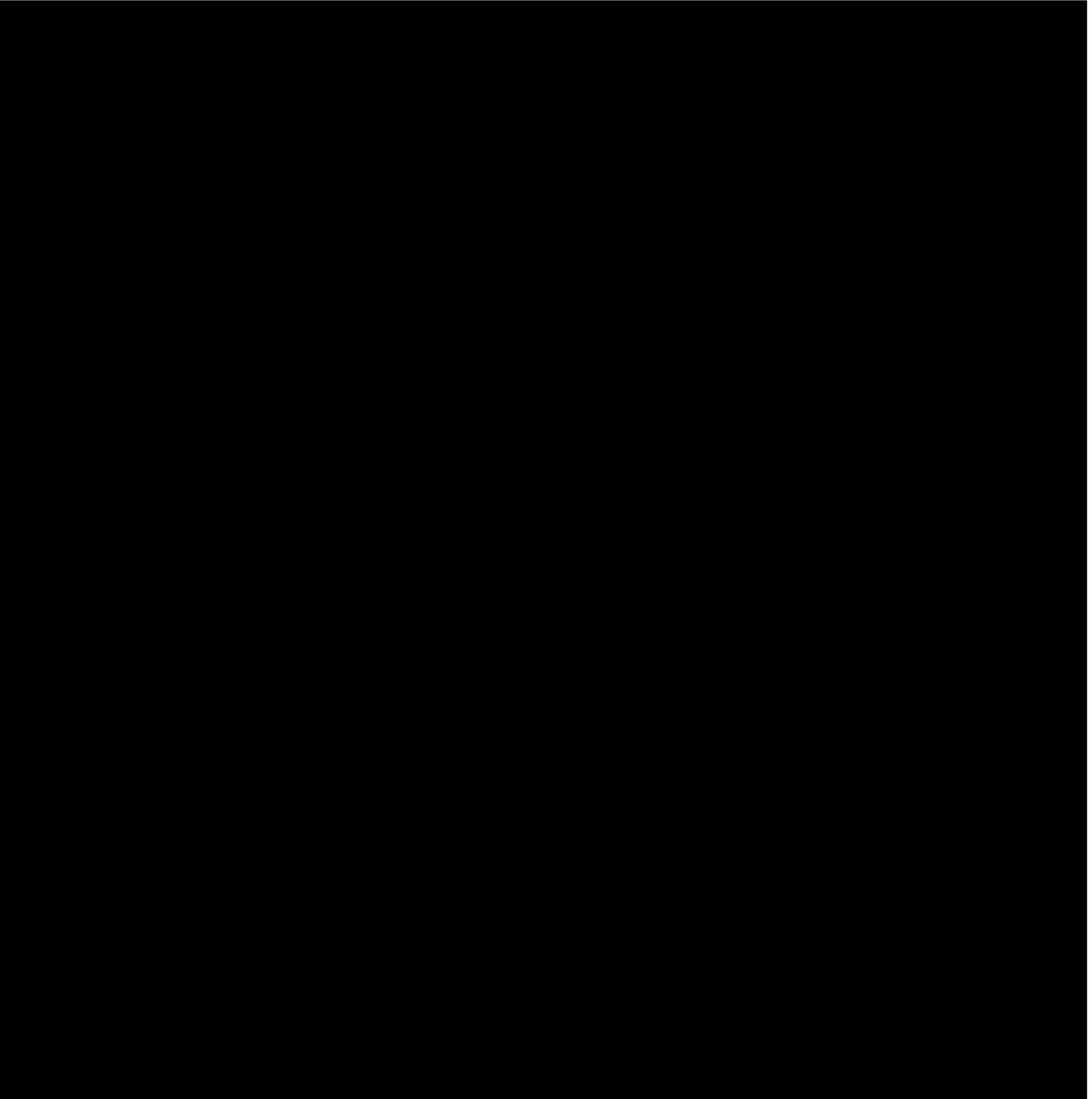
4.b.iii. Staffing Replacements Approach

RFP Reference: Attachment F Technical Proposal, Pg. 4

iii. For replacements, describe how you will:

- Inform the State of all resignations, departures, or terminations of any Contractor team member within 24 hours
- Recruit for and fill all vacancies within thirty (30) calendar days after the position is vacant, unless a longer period is approved by the State.

Informing the State on Resignations, Departures, or Terminations



4.c. Vital Positions-Specific Staffing Questions

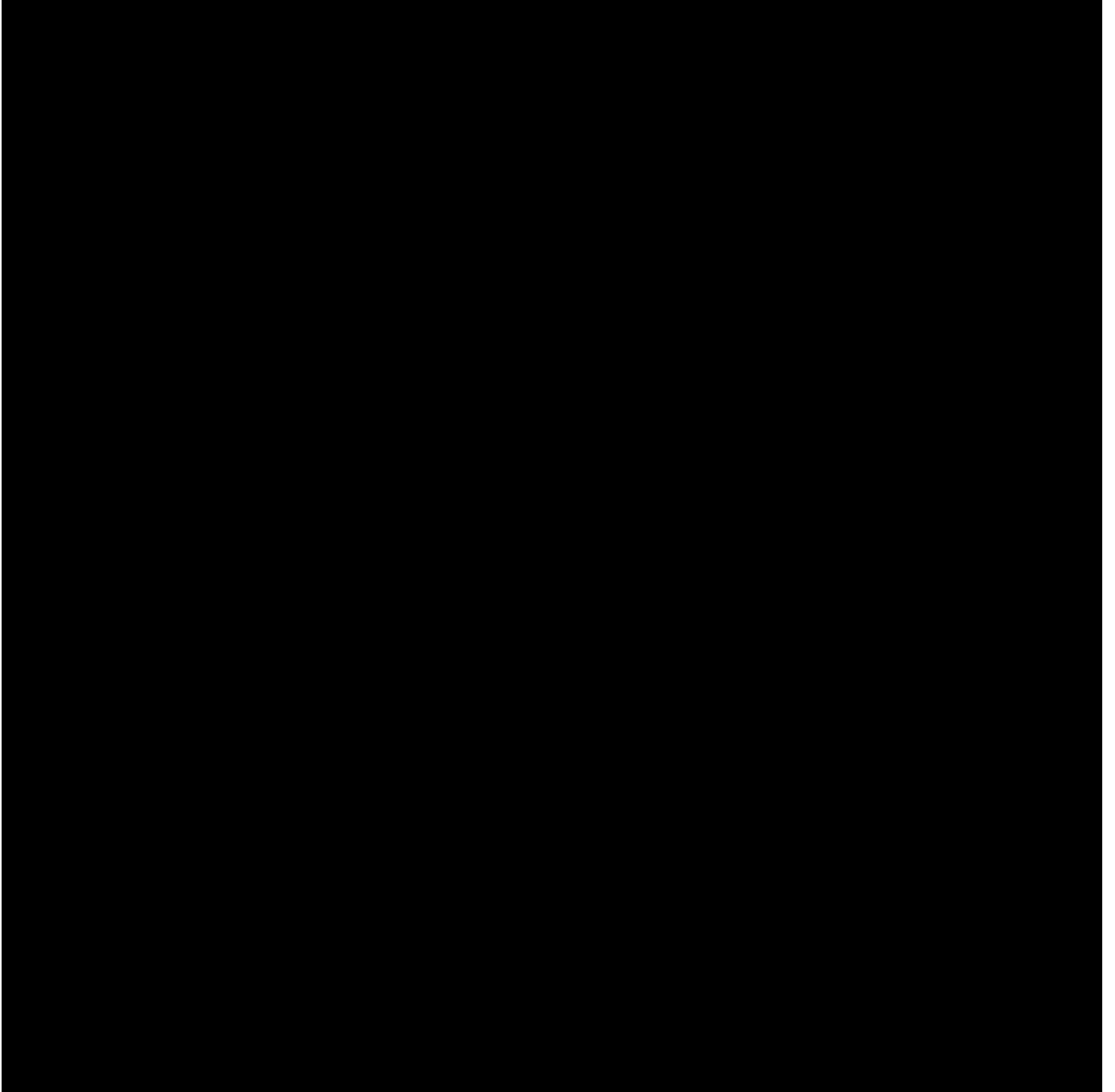
4.c.i. Vital Positions Staffing Information

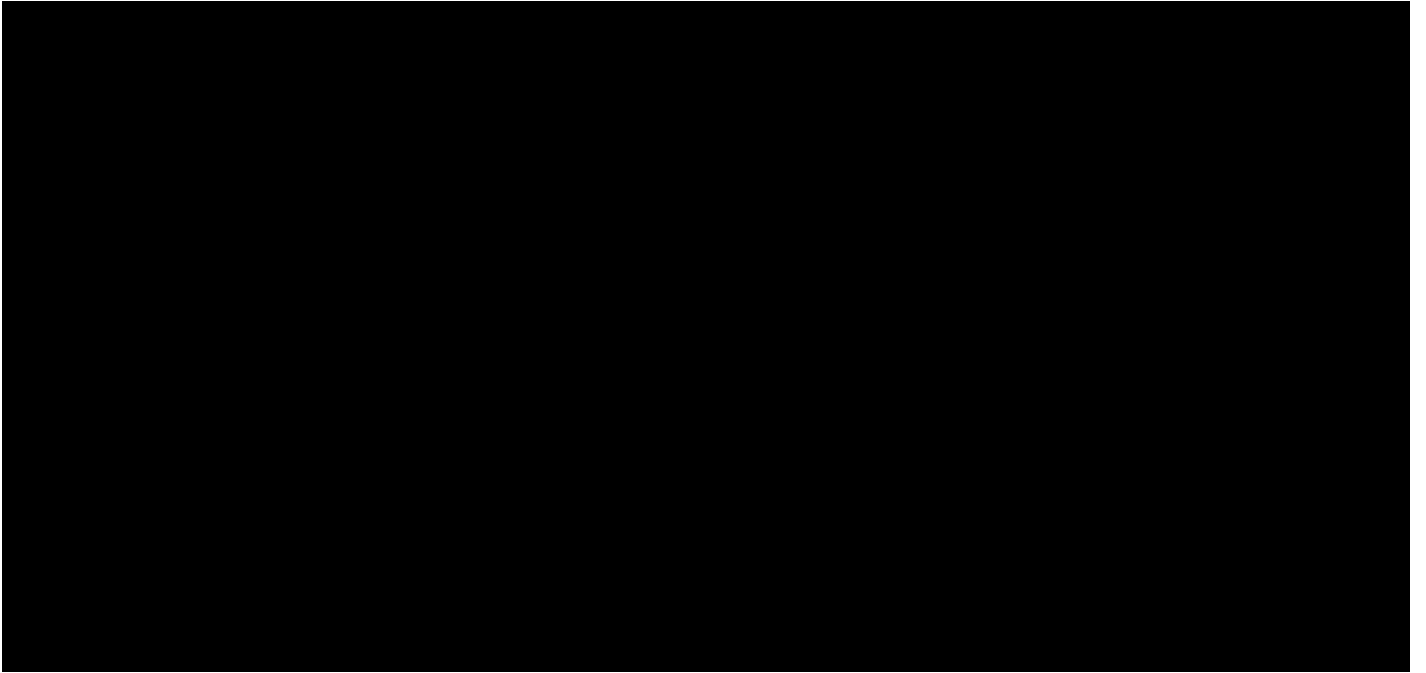
RFP Reference: Attachment F Technical Proposal, Pg. 4

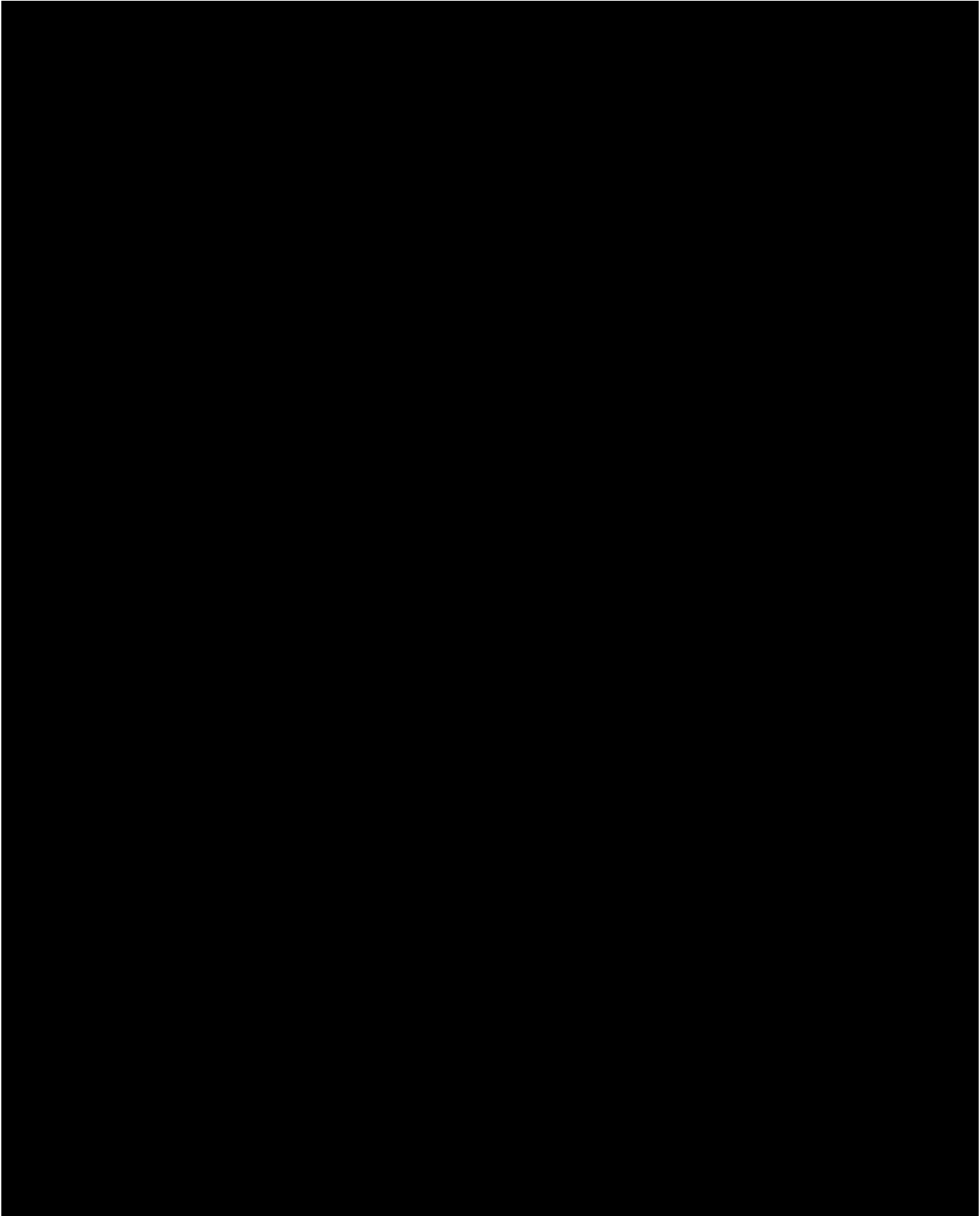
- i. For each Vital Position identified in Section 4.3.1:
 - a. Explain how the individual proposed by the Respondent meets the requirements listed in Table 5 of Section 4 2 of the Scope of Work.
 - b. Provide the length of time they have been employed with the Respondent or subcontractor.
 - c. Provide a resume.
 - d. Identify the location from which they will work during the Contract term

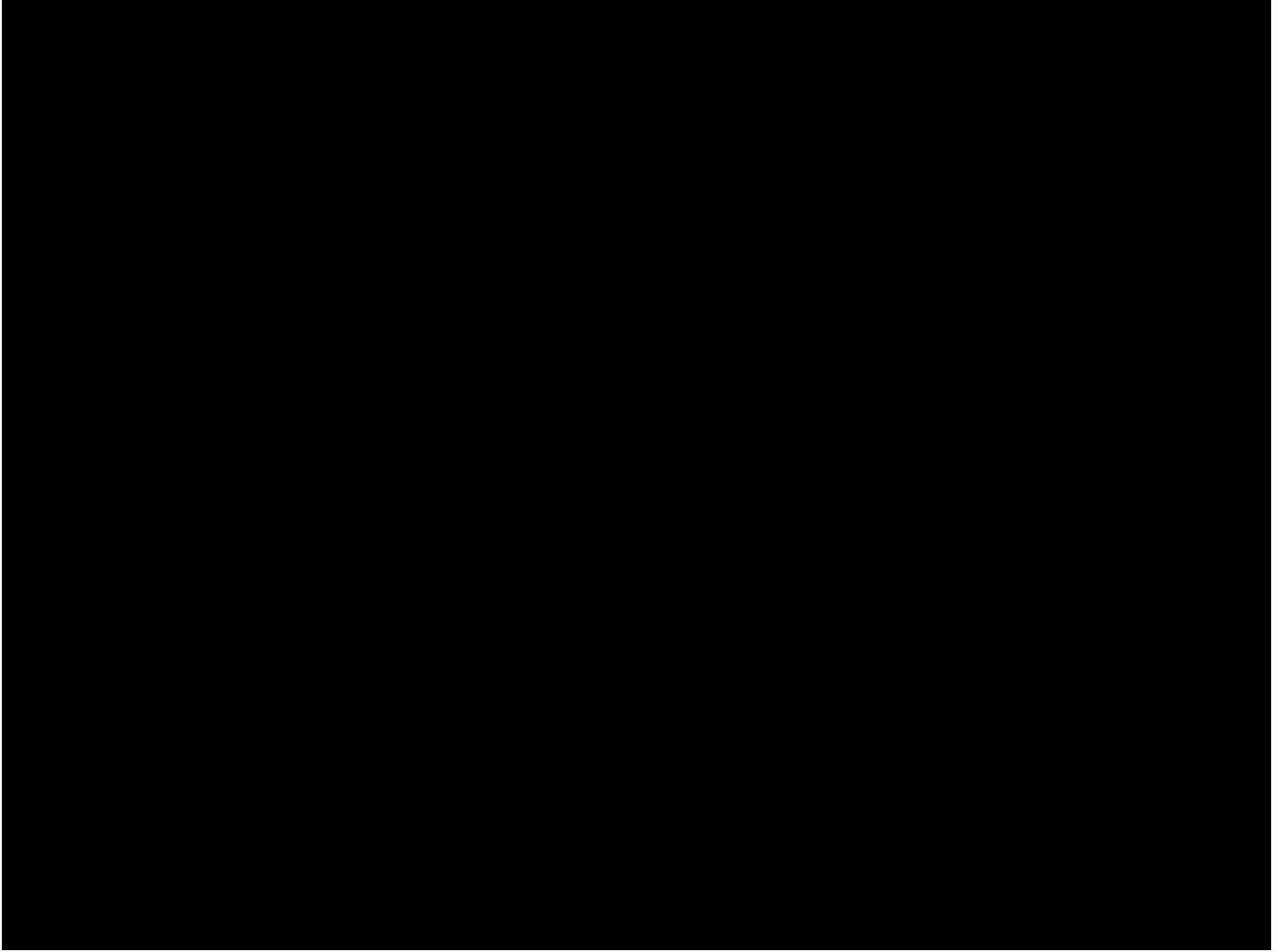
Deloitte provides the following resumes for all Vital Positions.

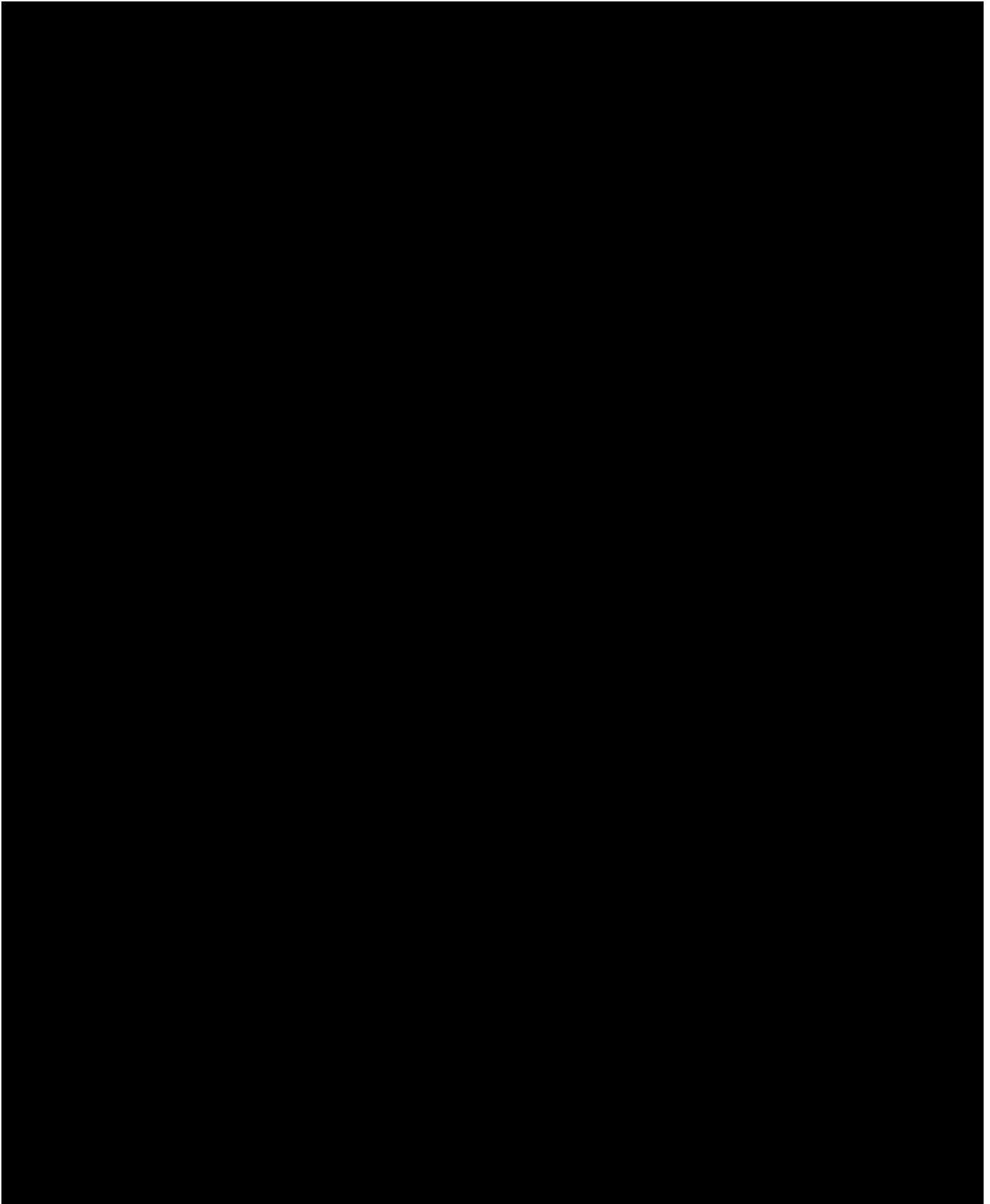


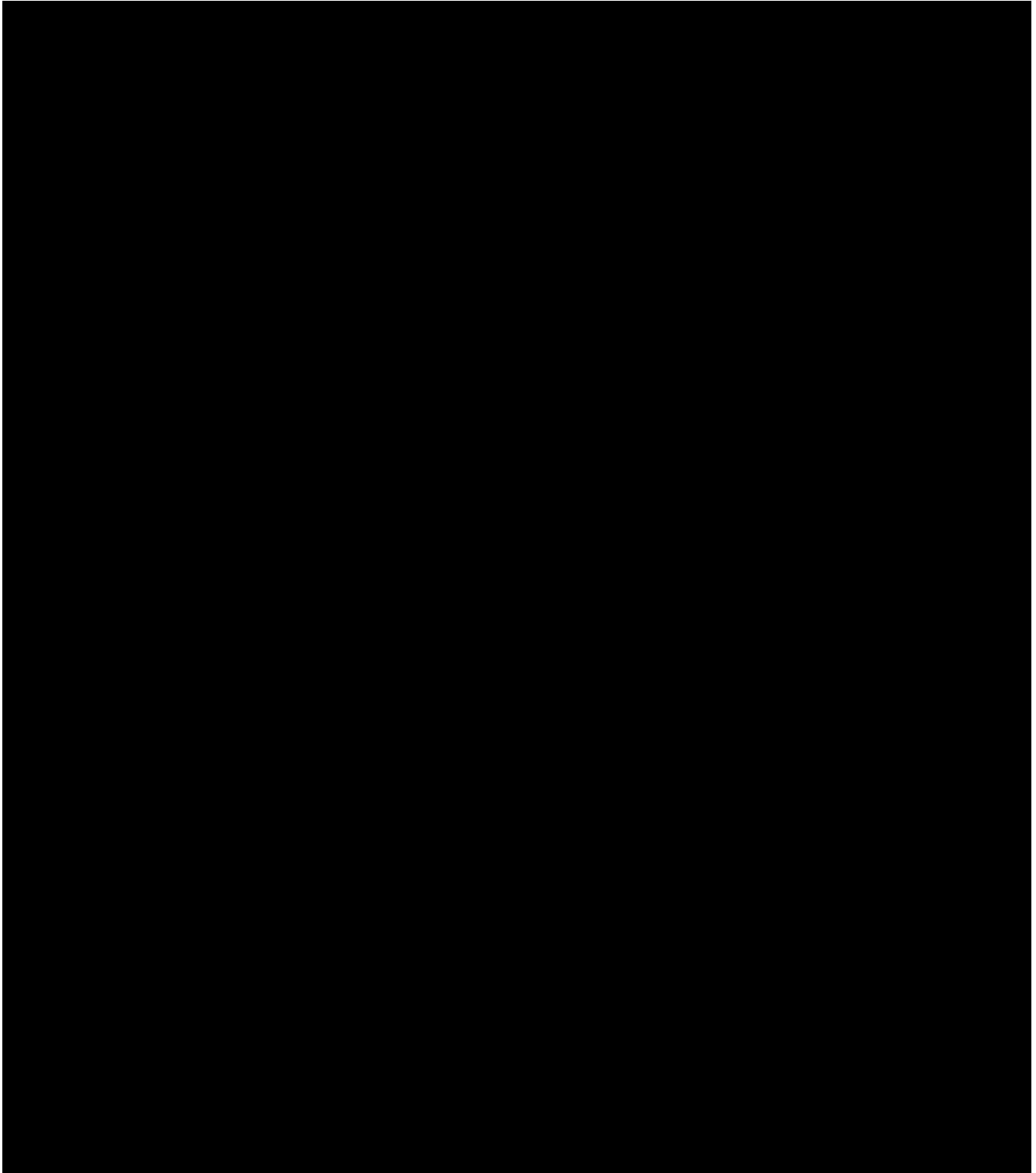


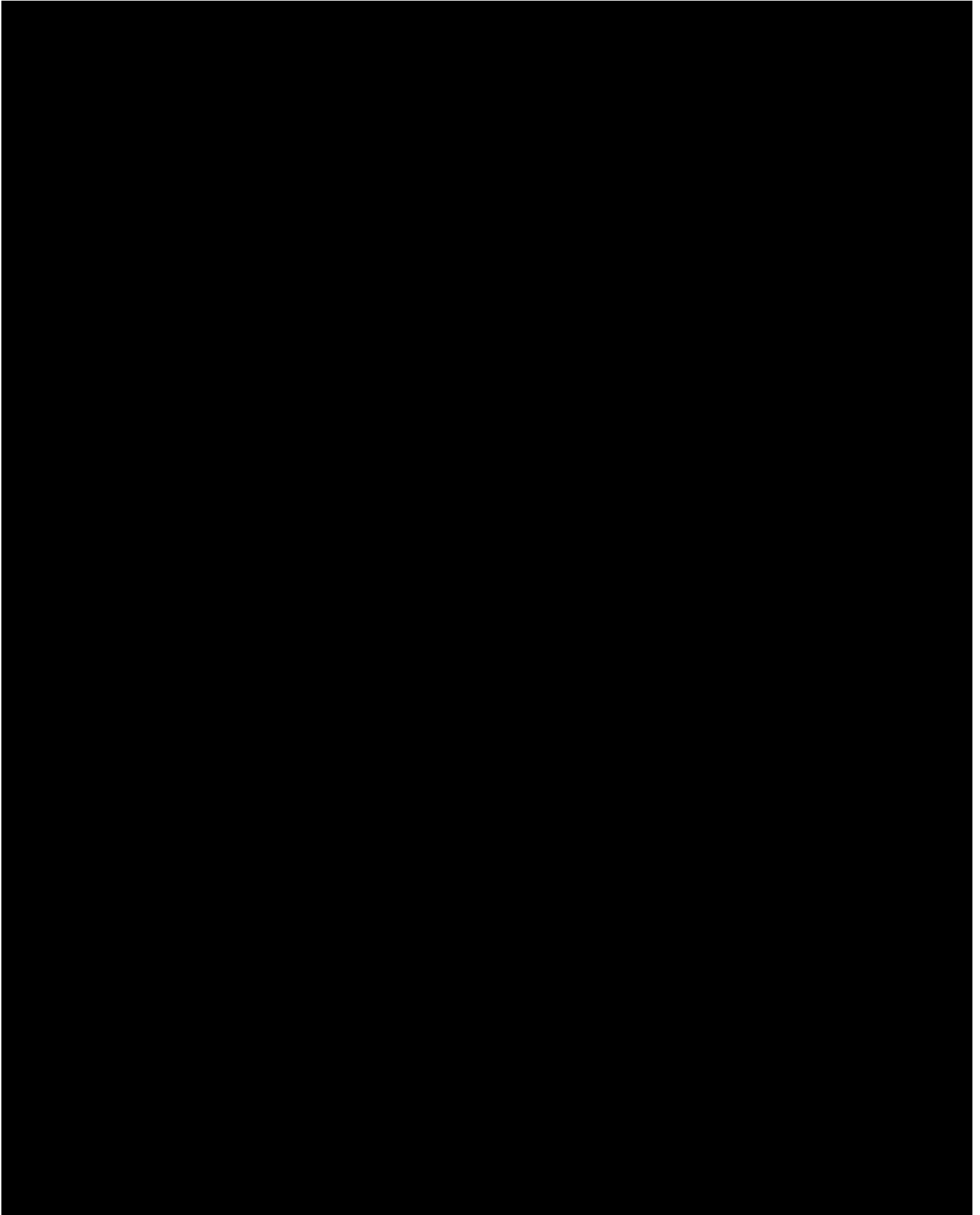


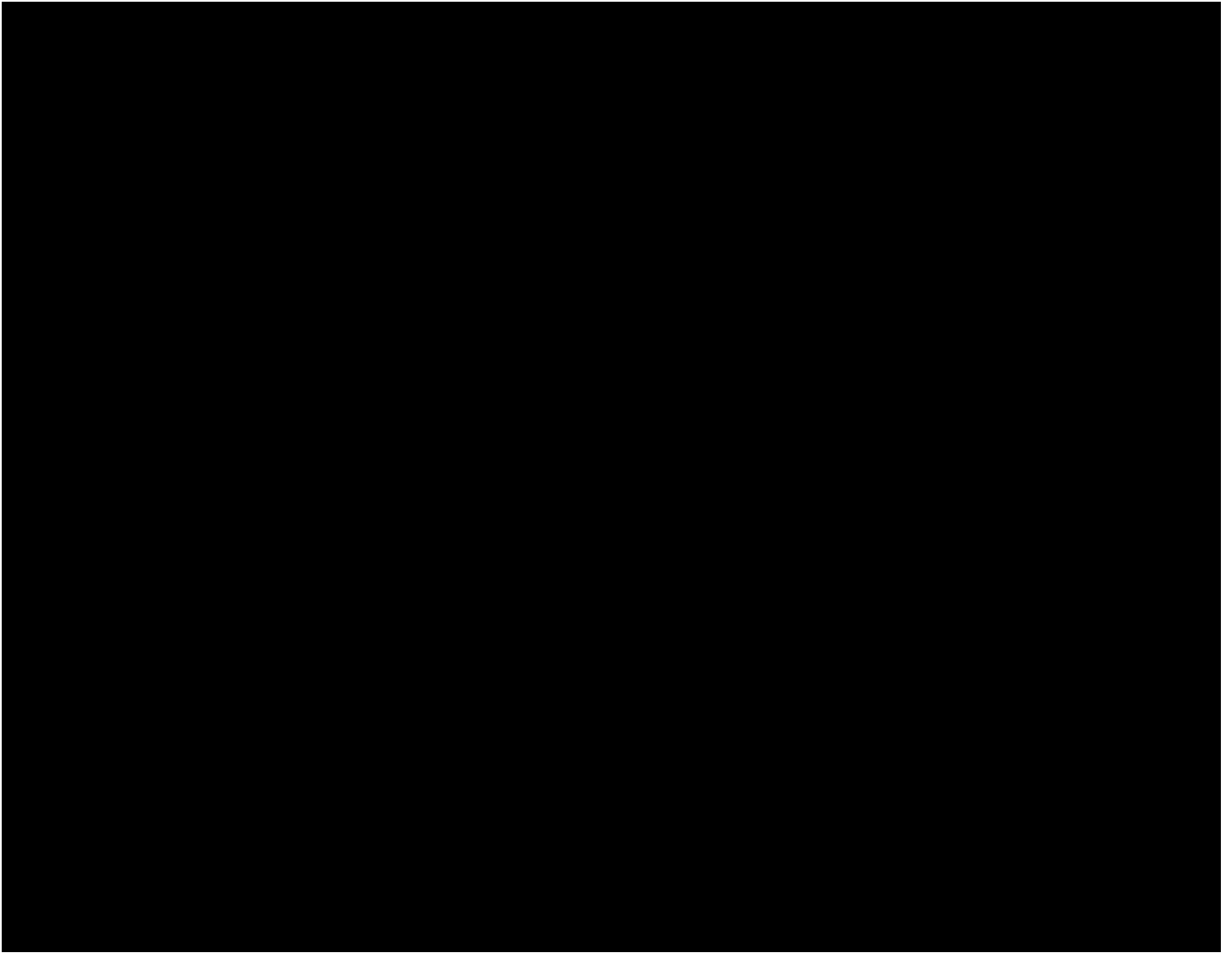








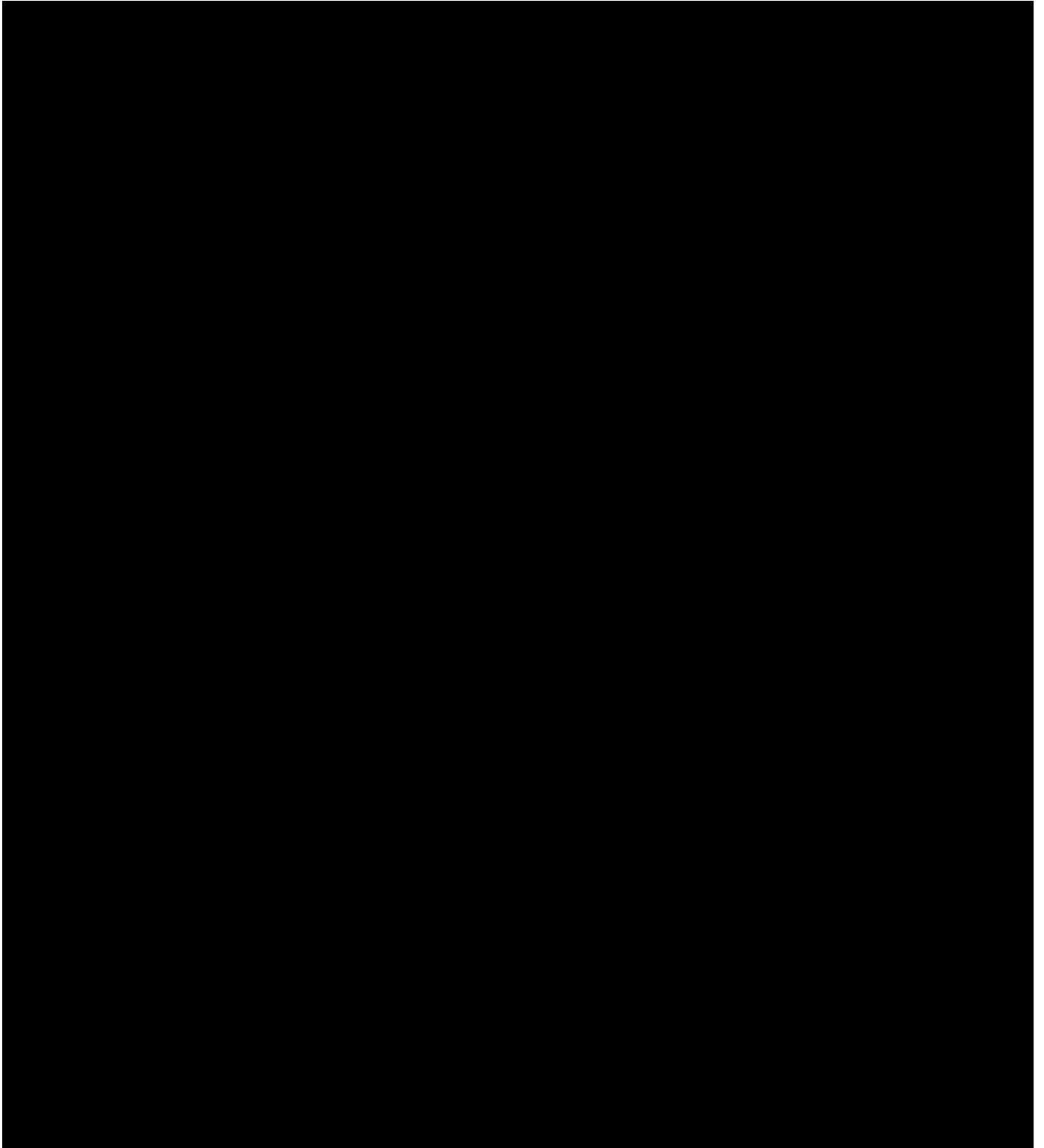




Contract Manager

While not a designated Vital Position, the Contract Manager plays a significant role in managing the staffing for the project and is responsible for all staffing duties and reporting requirements. We are therefore including the Contract Manager resume in this section for reference. As previously noted, for the STARS project our proposed Contract Manager is [REDACTED]

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



4.c.ii. Onsite Availability

RFP Reference: Attachment F Technical Proposal, Pg. 4

- ii. Confirm that all individuals in Vital Positions are available for On-site work and meetings, as described in 4.4.

Deloitte confirms that all the individuals listed in **Section 4.c.i. Vital Positions Staffing Information** are available during normal Indiana business hours and will be able to attend and support onsite meetings and events at BMV [REDACTED]

[REDACTED] We also confirm in addition to meeting the State's [REDACTED]
[REDACTED]

M&O Services

Section 5

5.a. Our Approach and Experience with M&O Services

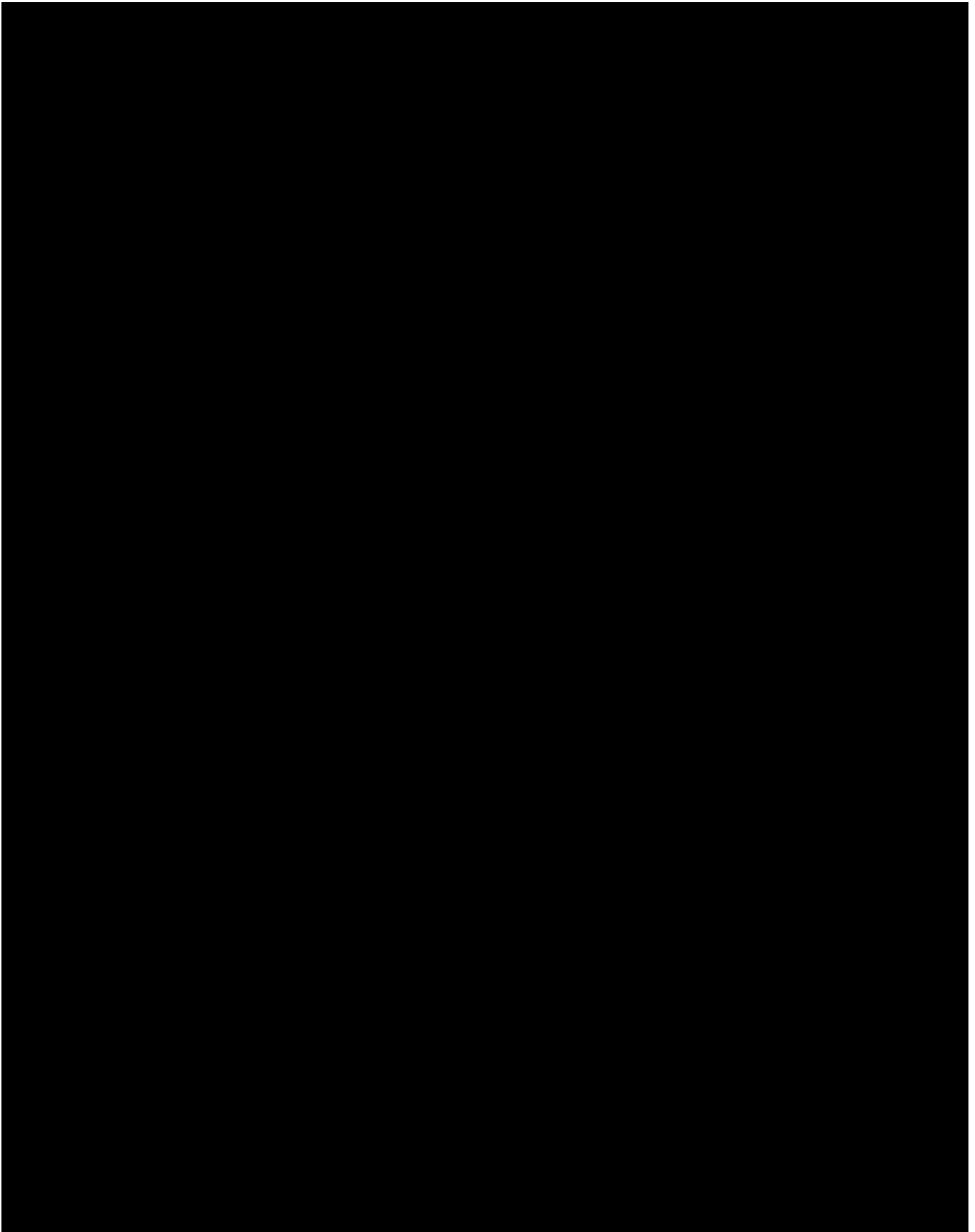
RFP Reference: Attachment F Technical Proposal, Pg. 4

- a. Explain how your approach to and experience with the M&O services listed in Section 5, including but not limited to the specific elements highlighted below. In your response, be sure to describe your processes to work collaboratively with State staff to complete these activities. Please also describe your ability to shift your team's responsibilities at the direction of the State. Where applicable please provide examples of work performed or templates created on projects of similar scale or scope that best demonstrate your ability to perform M&O services. Such as pertaining to:
 - Enterprise Software Architecture Services
 - Technical Documentation
 - Artifact Management
 - Software and Hardware Management
 - Batch Processing
 - Business and Operations Reporting
 - Release Management Support (e.g., deployments)
 - Business Continuity and Disaster Recovery
 - Privacy and Security Standards Compliance
- Confirm that the Respondent complies and will support BMV in complying with the requirements and standards in Sections 5.9.
- Provide any relevant certifications your organization holds. Provide a SOC 2 Type 2 report or functionally equivalent report, if available for your organization.

Deloitte understands the importance of keeping BMV services and the STARS system available to customers and workers (BMV staff, law enforcement, and other stakeholder staff). The availability of the STARS application is critical to make sure that BMV services to customers and workers are not interrupted by any changes to the STARS solution and that staff productivity is not impacted. Such continuity is vital since BMV is the agency that interacts face-to-face with citizens more than any other state agency. We know security of the system is equally important as it deals with the very sensitive personal information of Indiana's residents and citizens.

Deloitte agrees to perform the M&O services to the STARS system pertaining to Enterprise Software Architecture Services, Technical Documentation, Artifact Management, Software and Hardware Management, Batch Processing, Business and Operations Reporting, Release Management Support, Business Continuity and Disaster Recovery, Privacy and Security Standards Compliance as required in the RFP. What sets Deloitte apart is

[REDACTED]



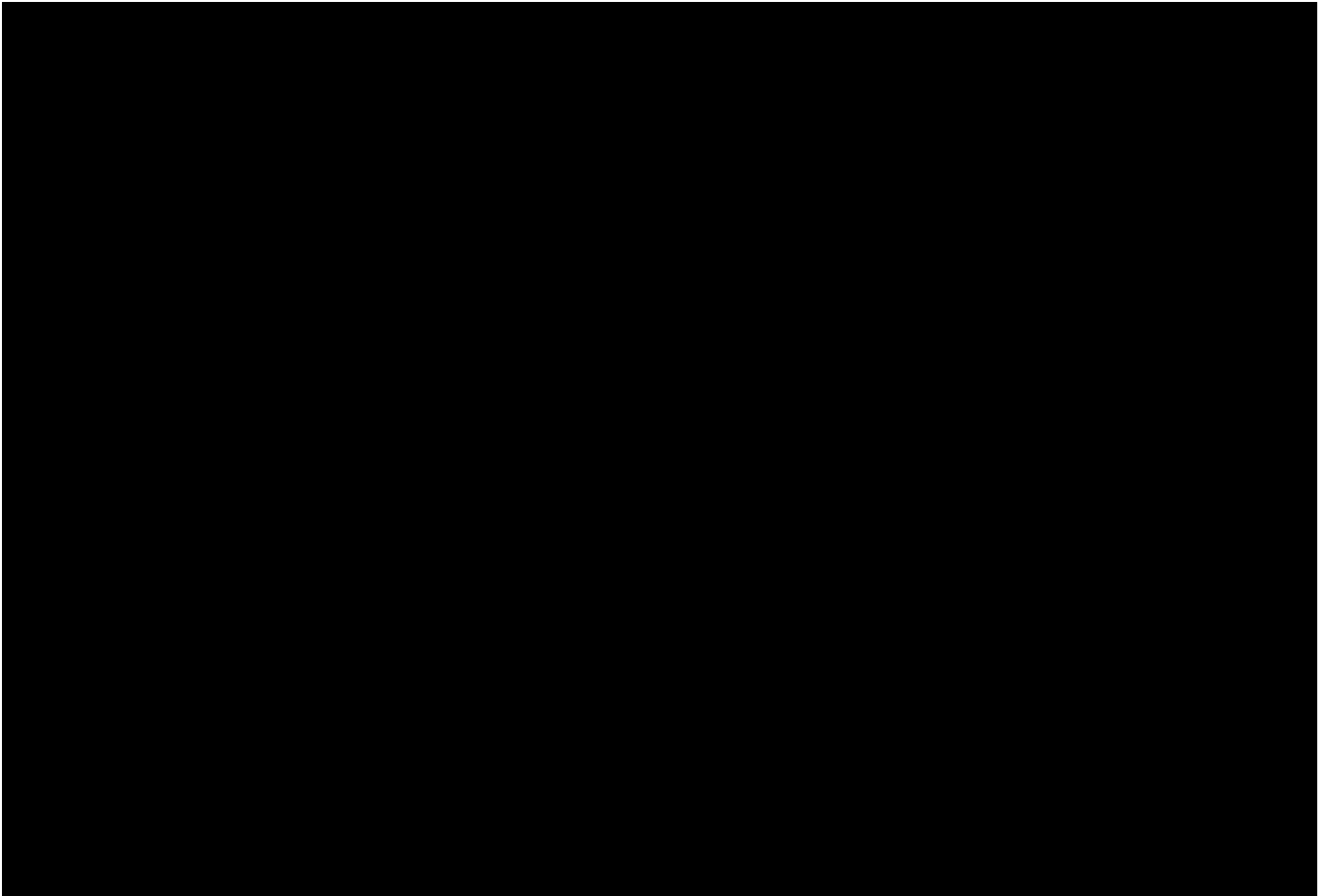
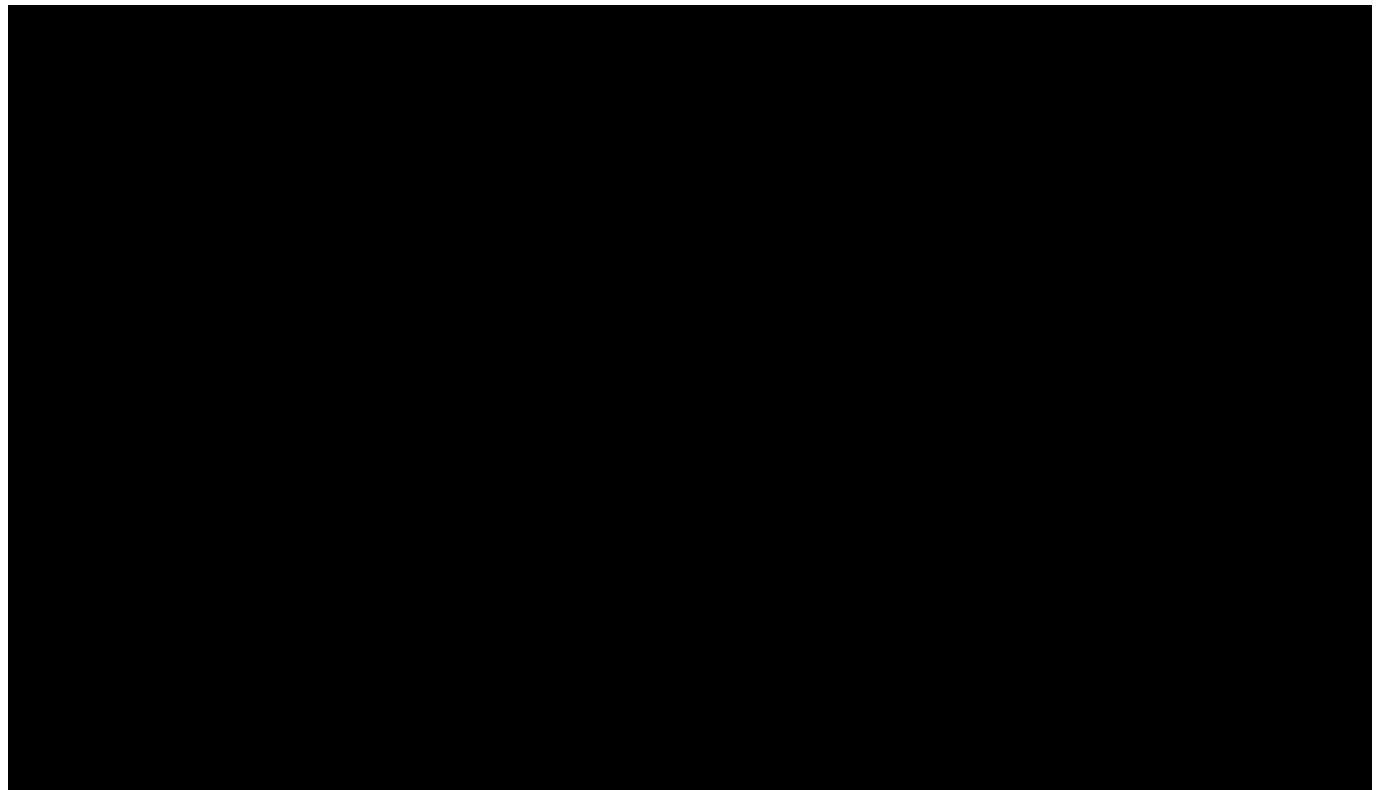
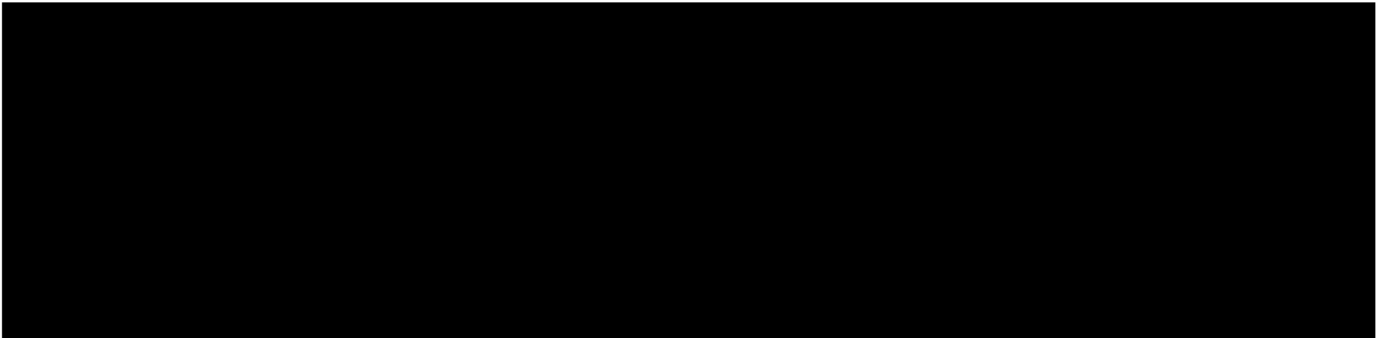


Figure F.5-3. highlights a few of the projects we have delivered for which the technical and business metrics are





Deloitte brings a deep understanding of BMV's policy, programmatic, operational, and technological elements. Our



Processes to Work Collaboratively with the State



The Deloitte Contract Manager coordinates with State administrators for new staff onboarding activities,

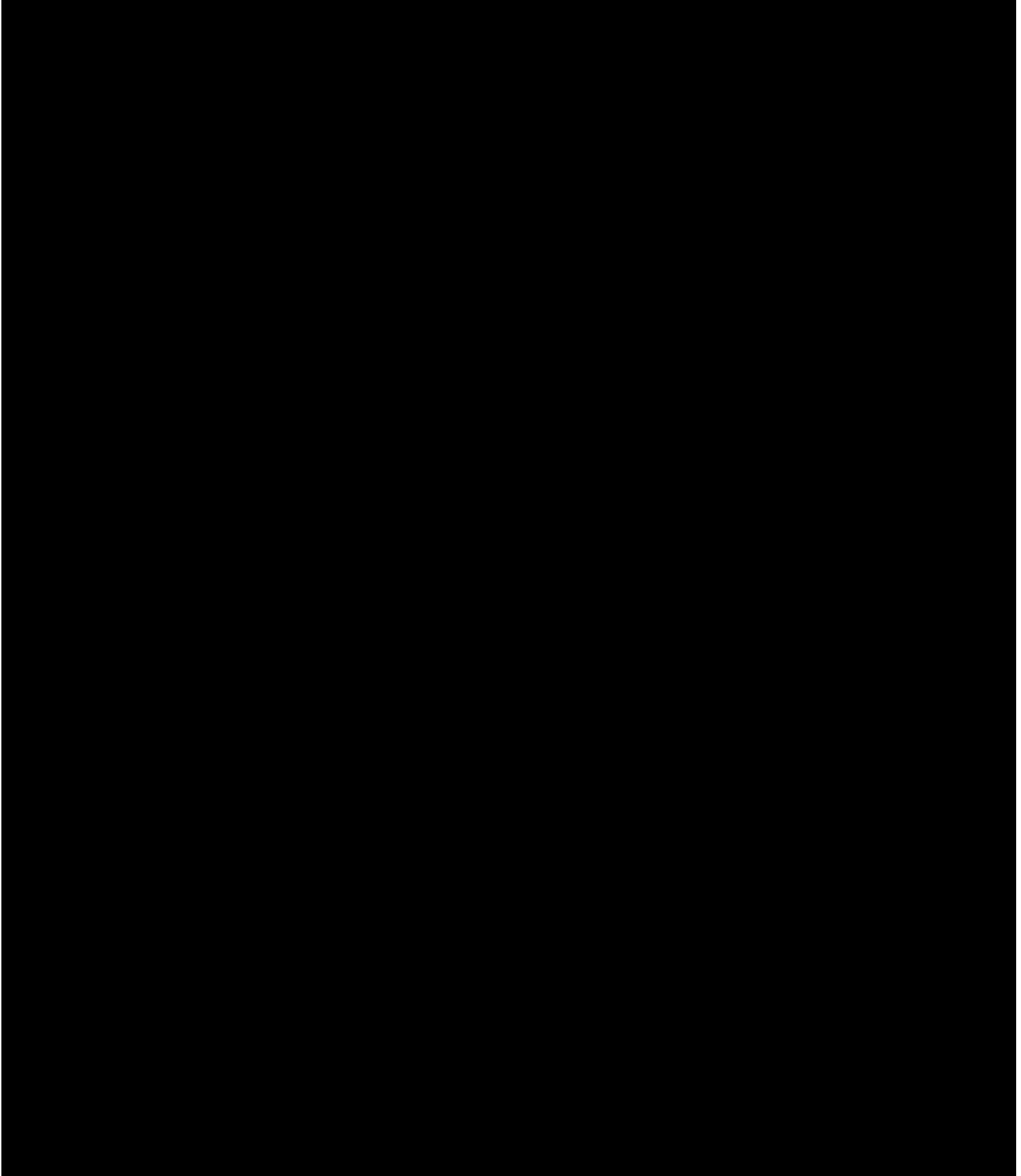
Ability to Shift the Team's Responsibilities

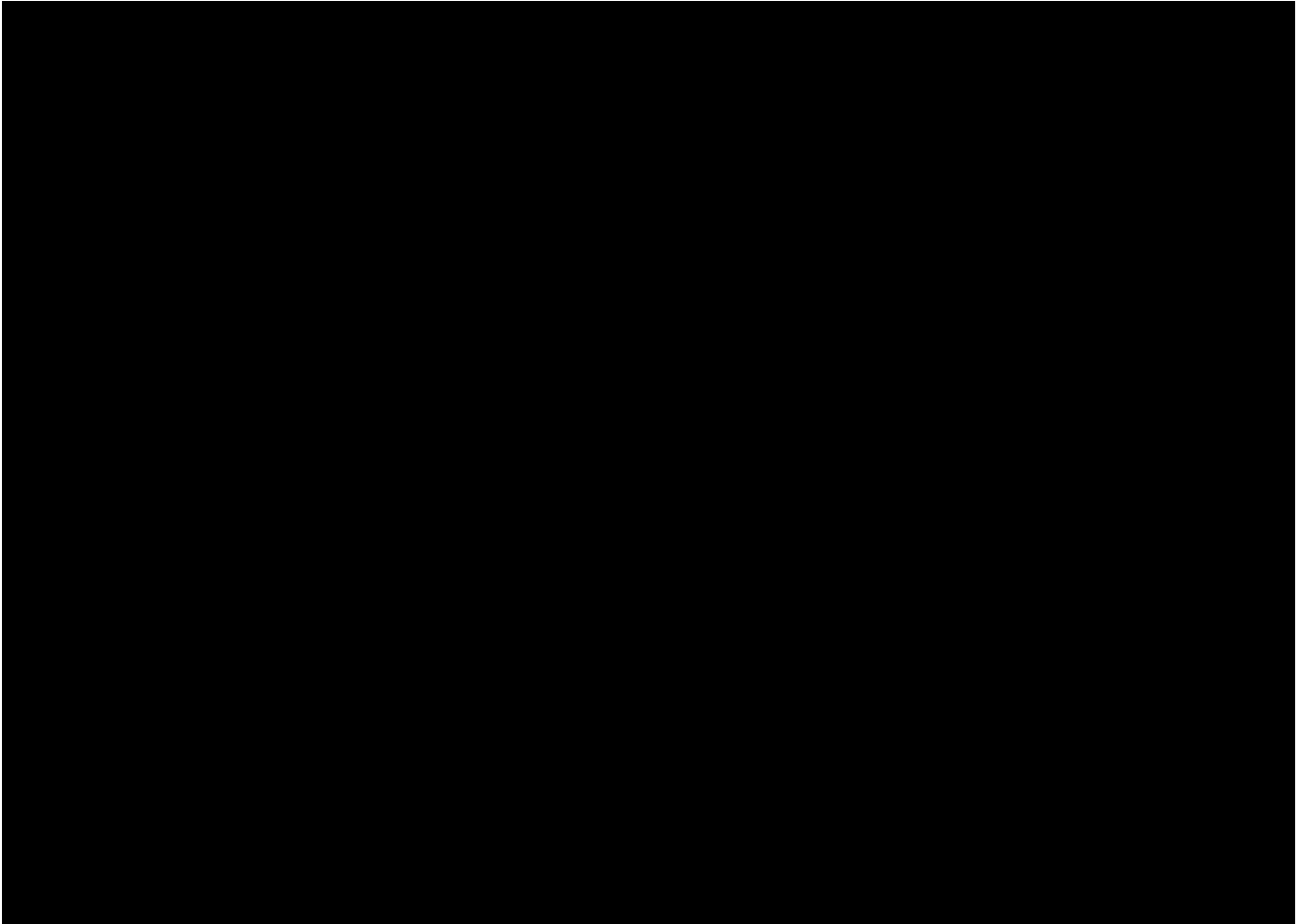
Another lesson we have learned with our M&O services experience is that tasks and priorities change over time.

Deloitte follows

The following sections talk about how Deloitte delivers each M&O service listed in the RFP requirement.

Enterprise Software Architecture Services





Deloitte has strong knowledge of [REDACTED] The approach that we have taken in similar state projects is to [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

Technical Documentation

Our Approach

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

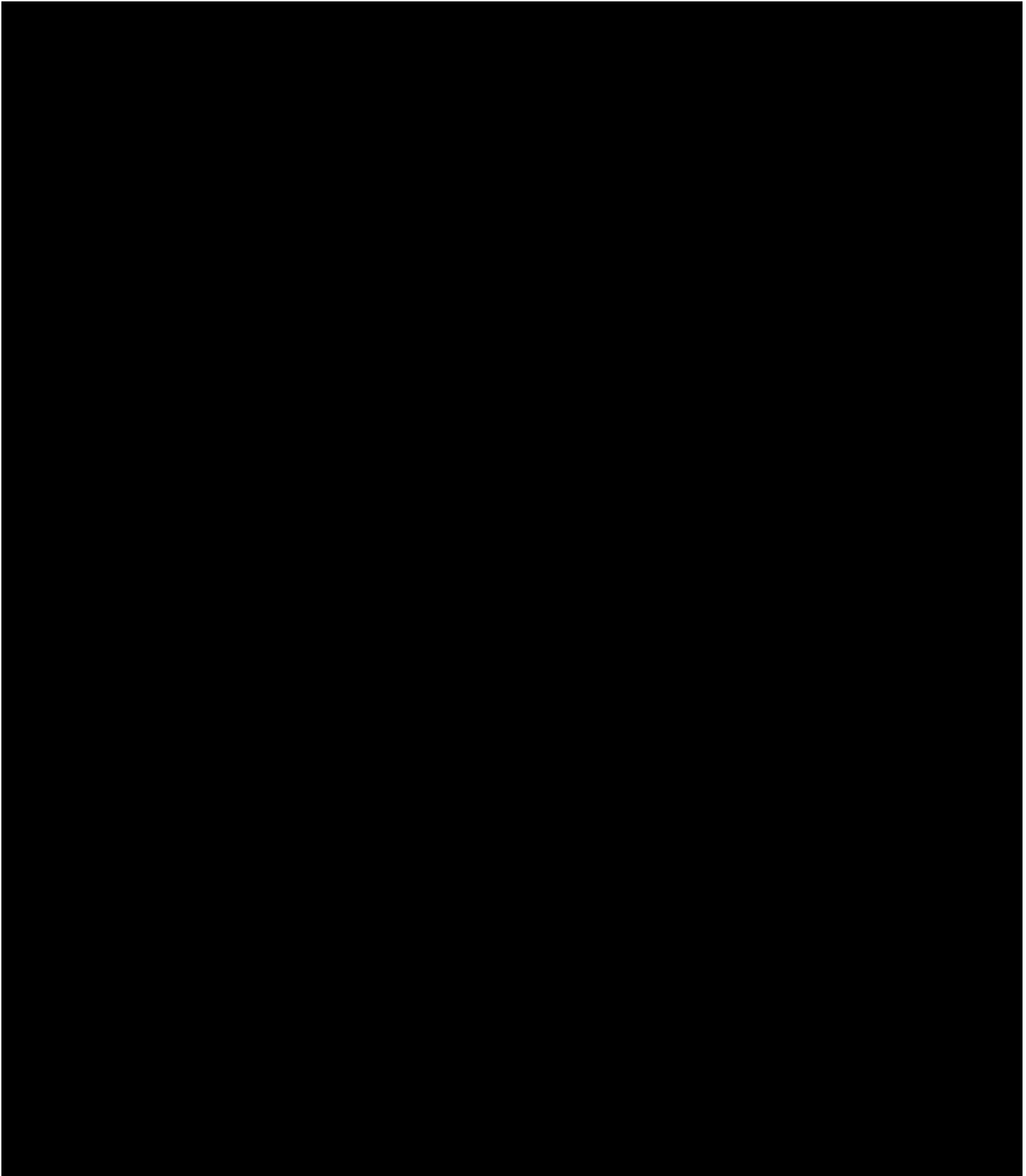
Deloitte has experience with various types of technical documentation, including, but not limited to:

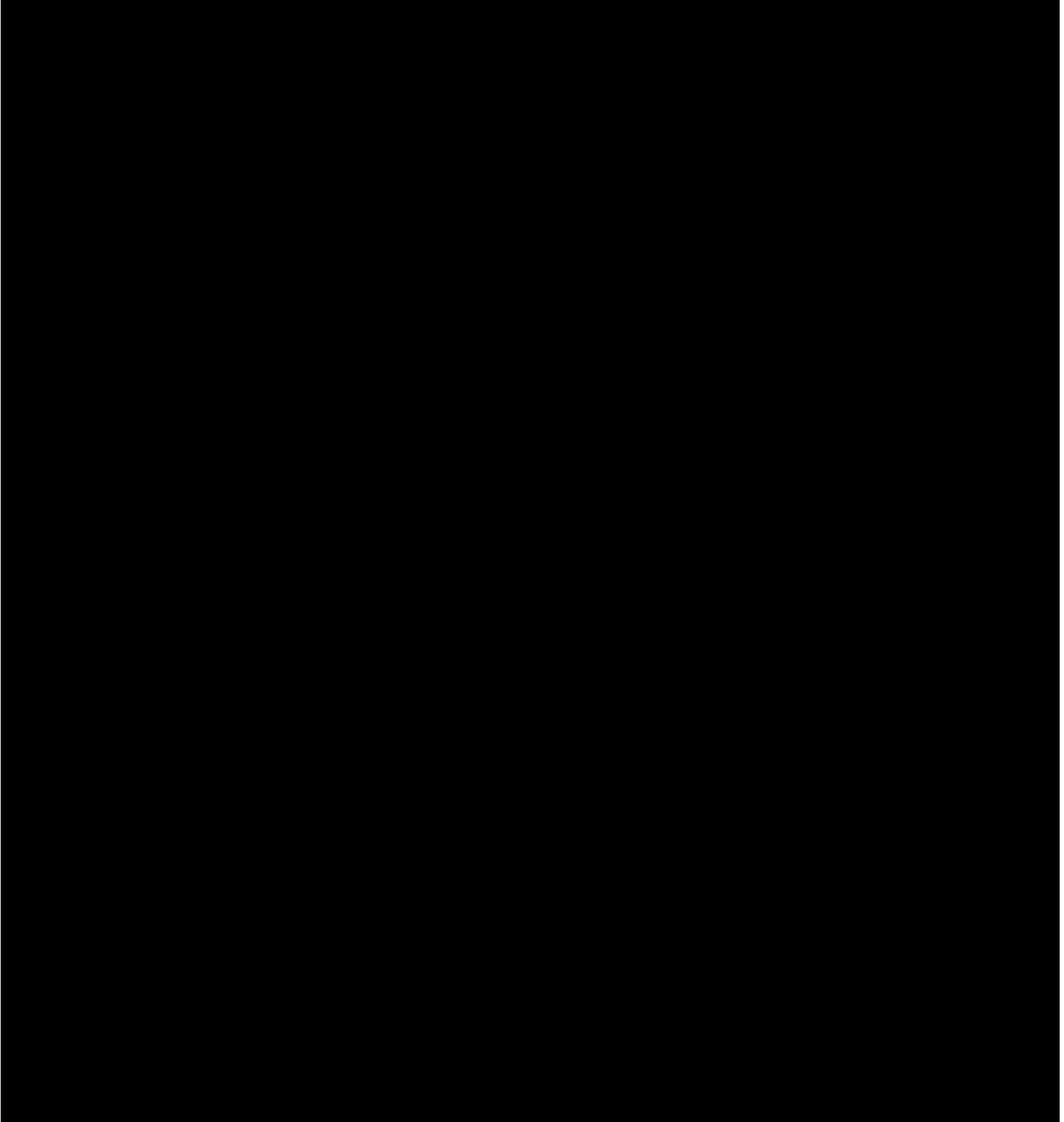
Artifact Management

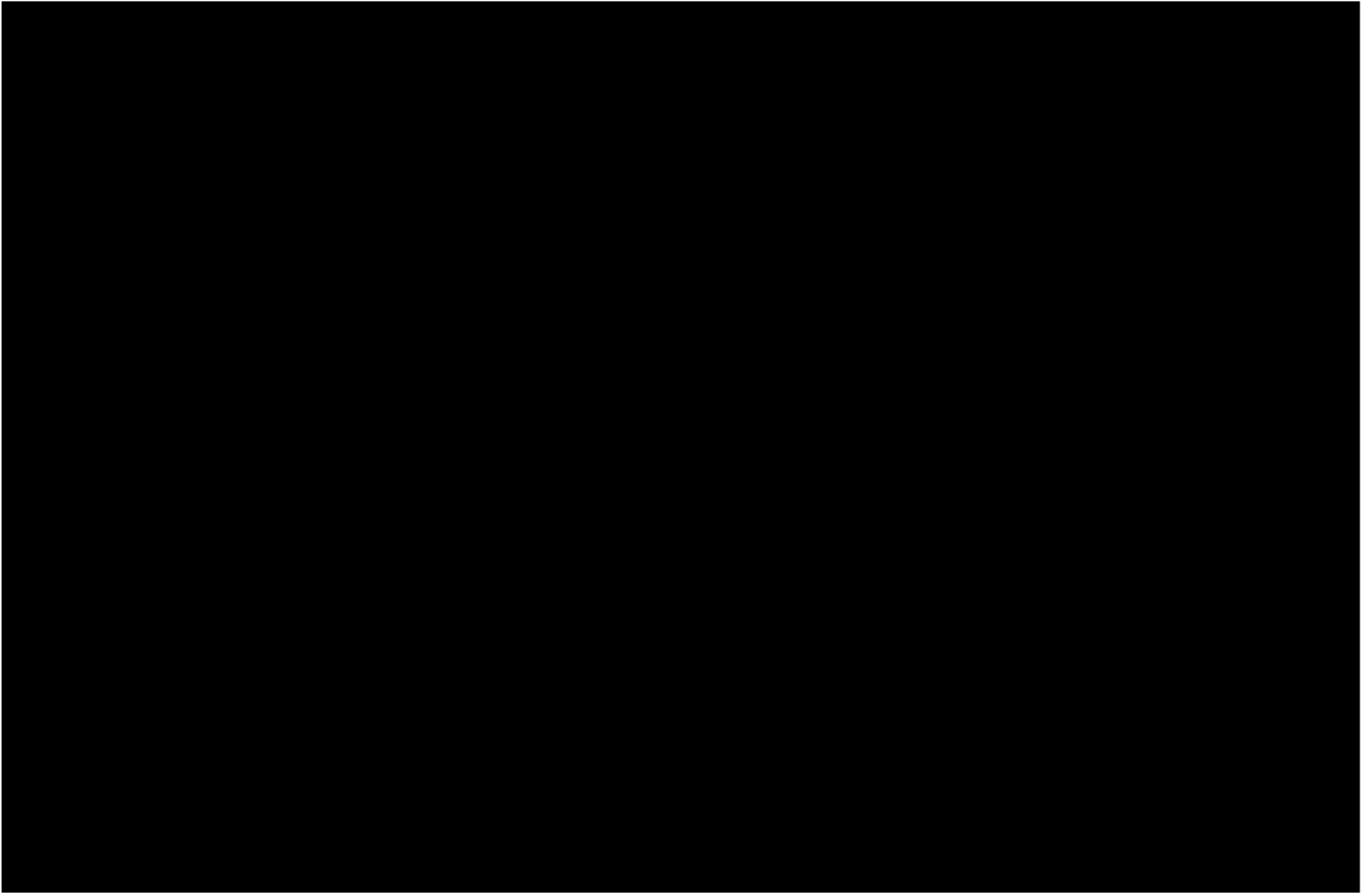
Our Approach

Deloitte understands that artifacts are modified and created (if applicable) throughout the SDLC process and agrees to provide artifact management services as part of the M&O services. Organizing, maintaining, and sharing project artifacts provides the capability to empower teamwork, quickly find information, and effectively collaborate across the organization. Deloitte manages all the artifact categories, including Code artifacts, Technical/Functional artifacts, and [REDACTED]

[REDACTED]







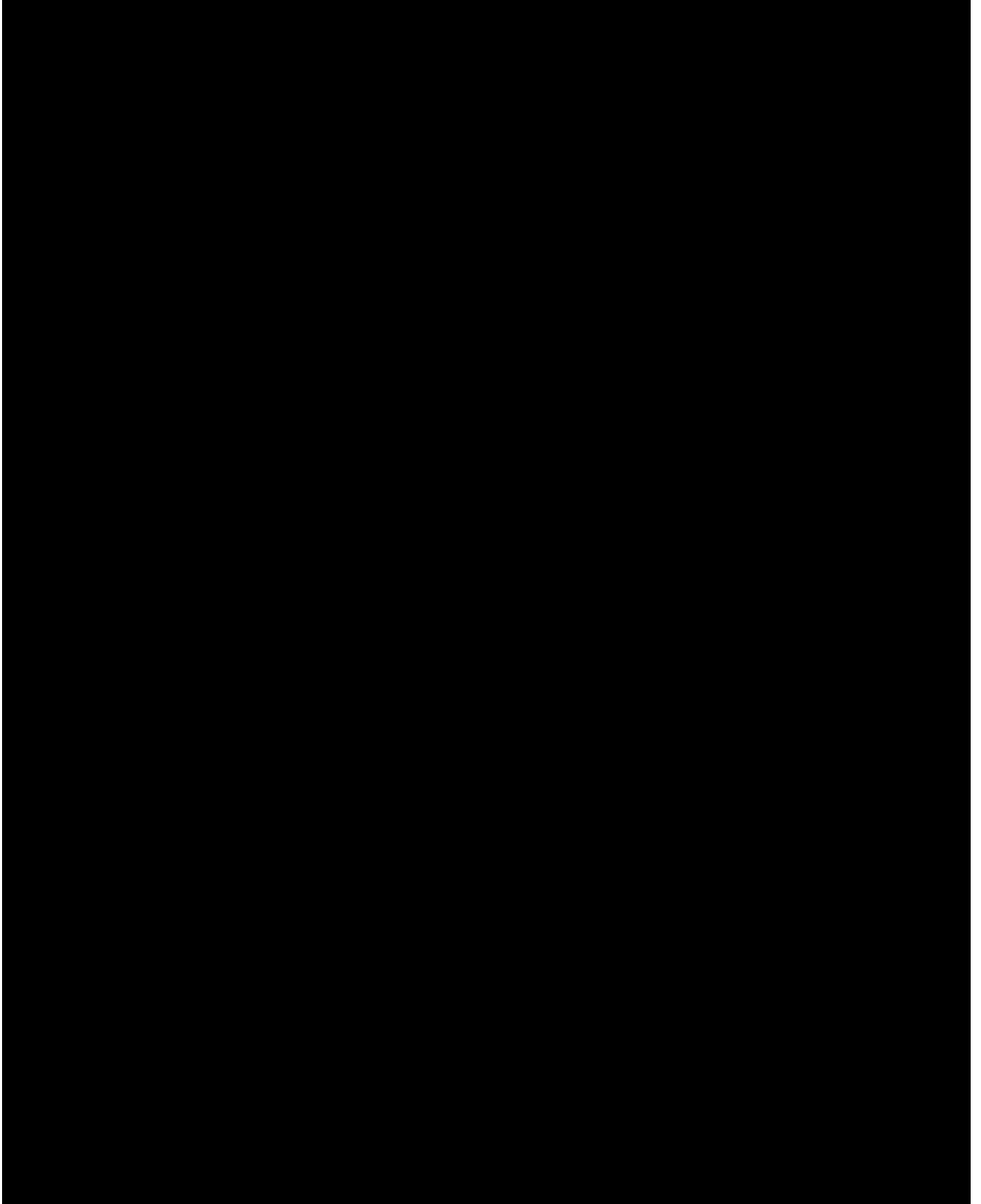
We understand that the State manages the infrastructure, owns all purchased hardware and software, and will make information available to Deloitte to monitor and address. Leases, agreements, and contracts for all hardware, software, network connections, network lines, and facilities will be transferable to the State at the conclusion of the contract.

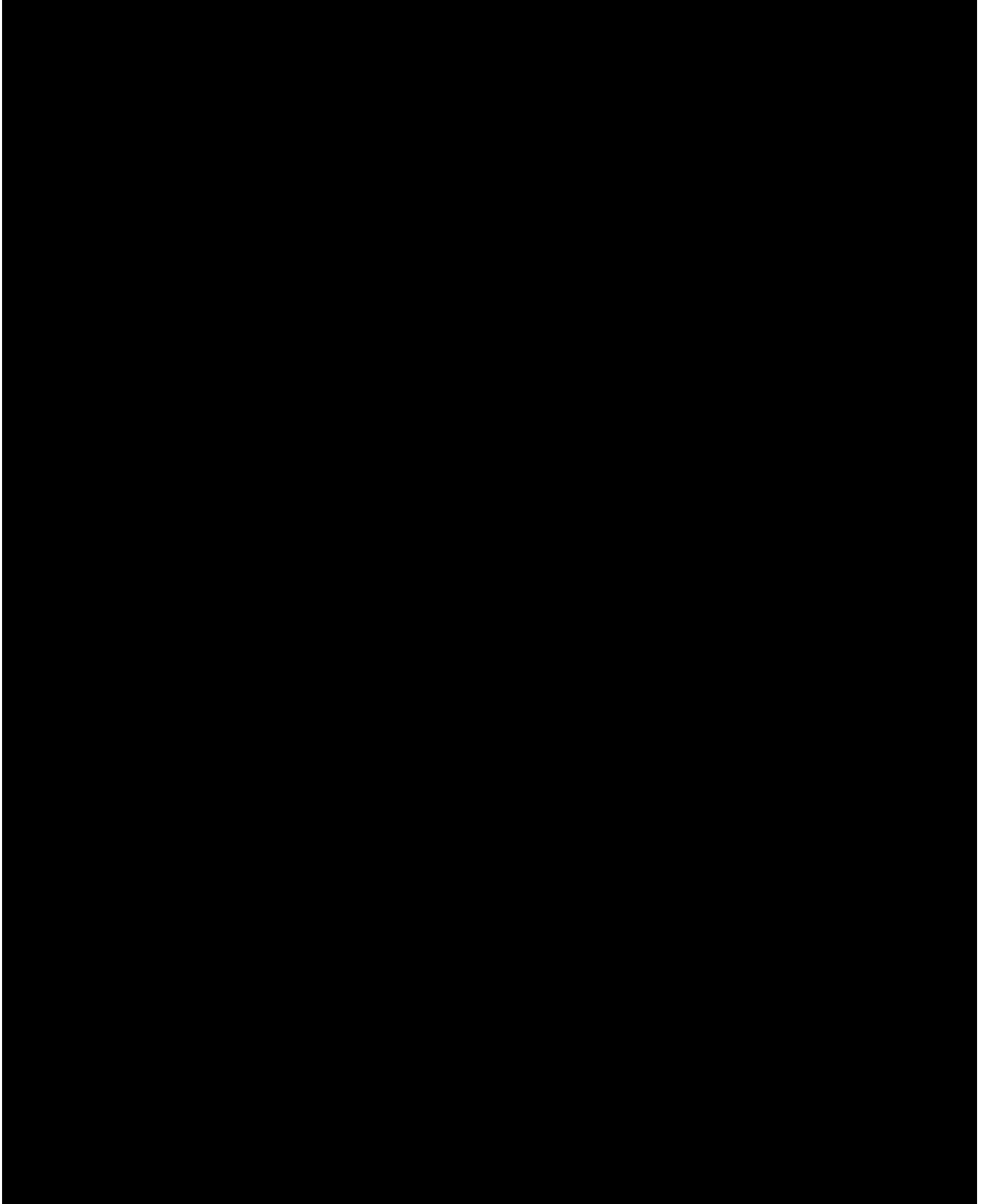
[Redacted]

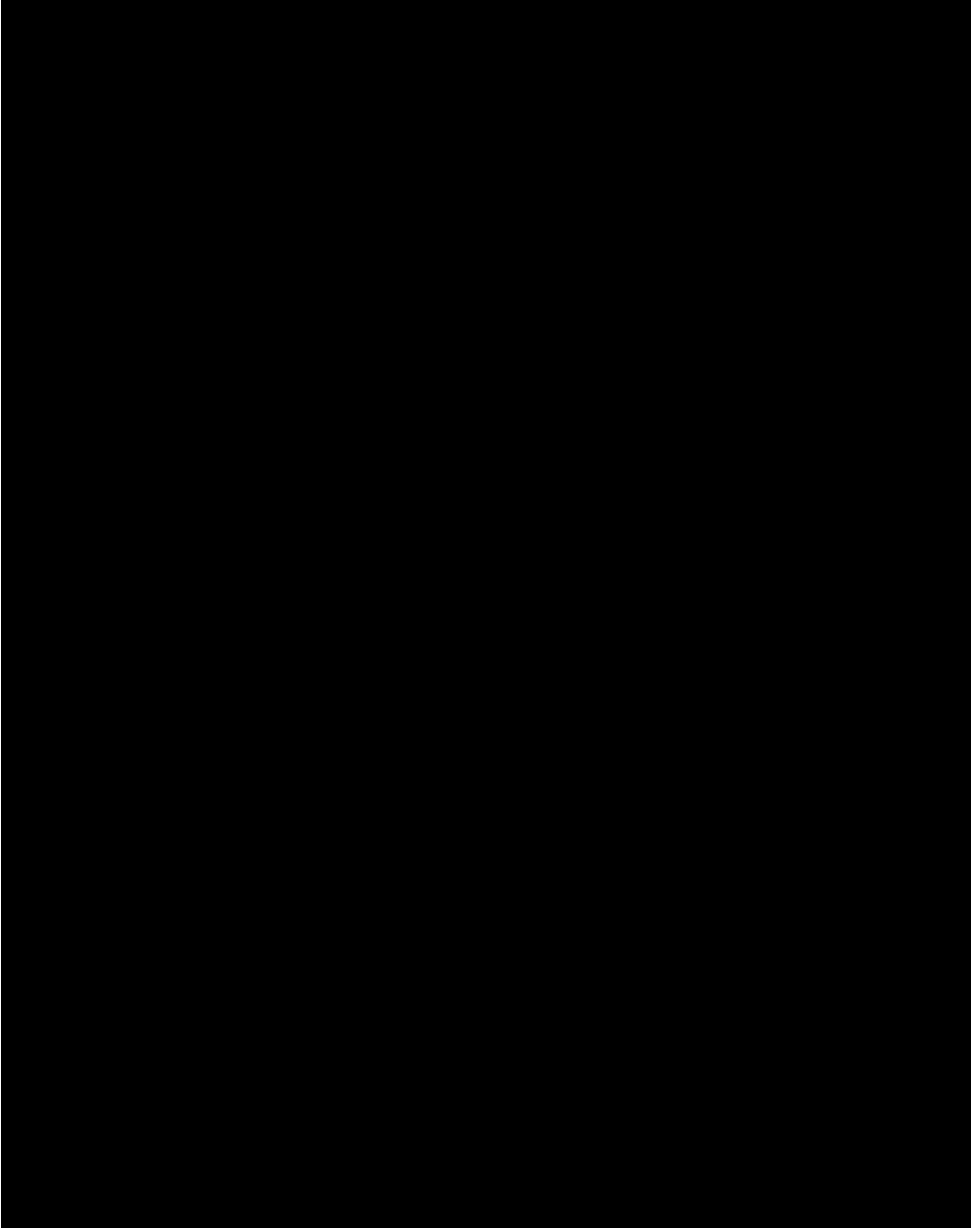
[Redacted]

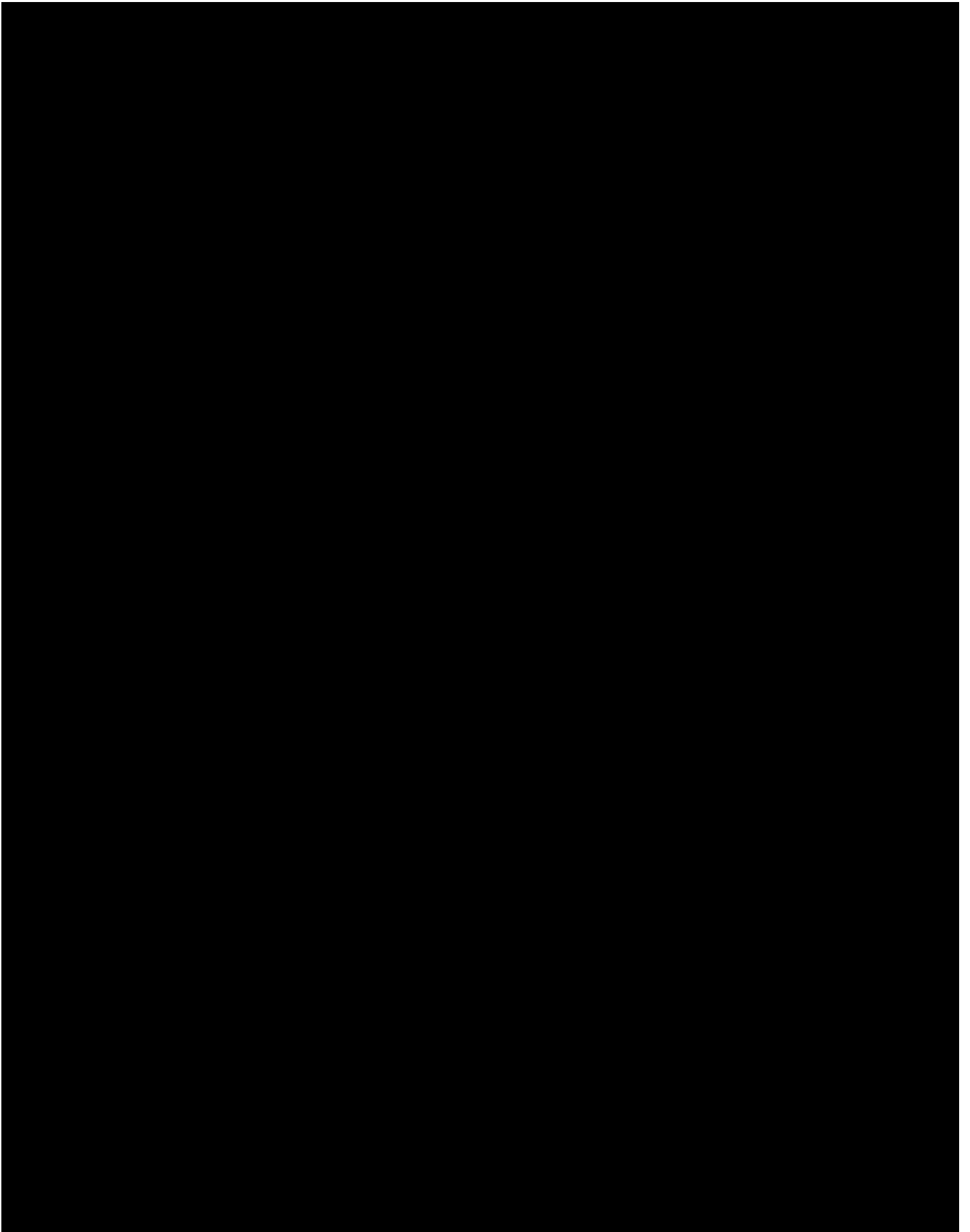
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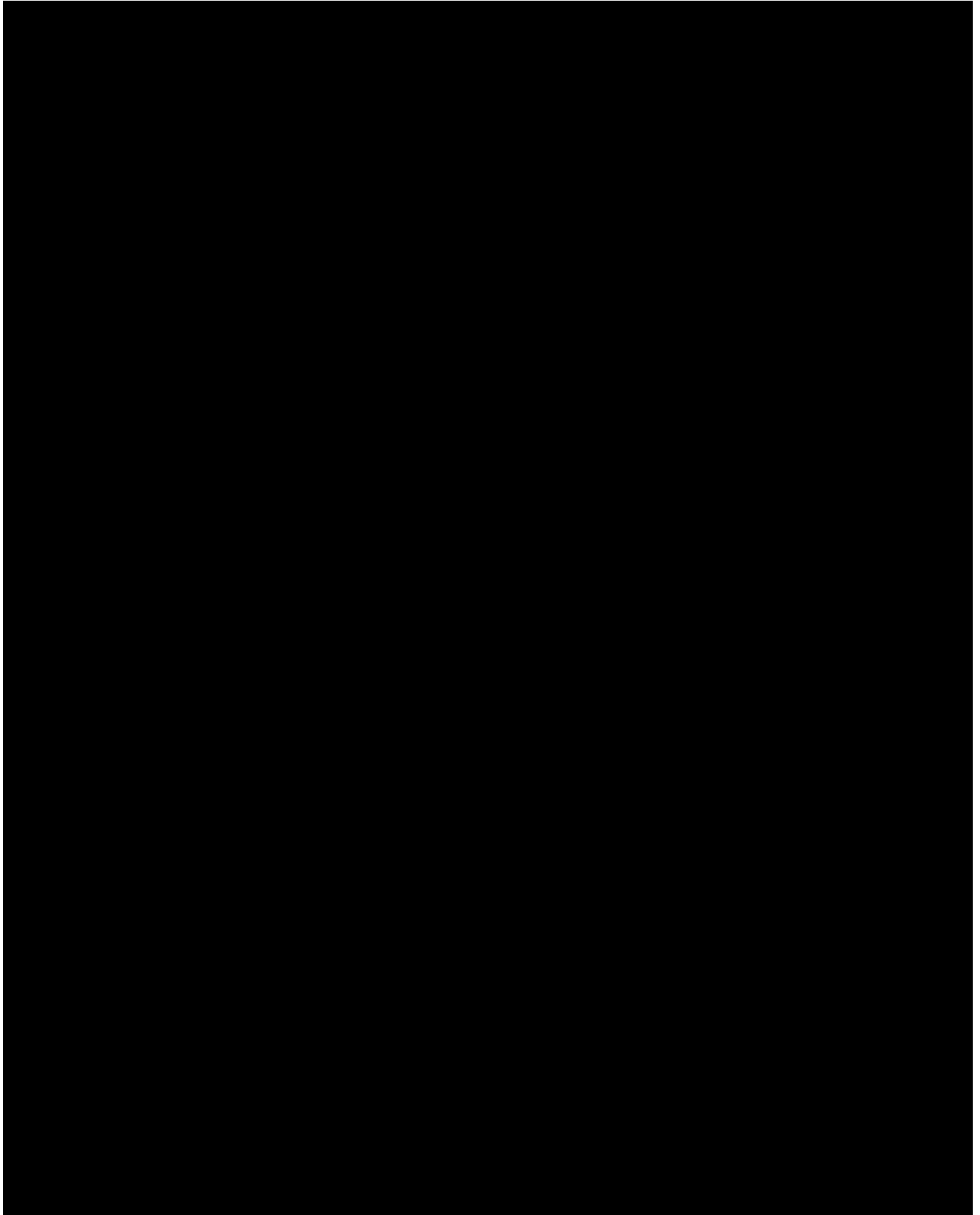
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]











[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

We understand and acknowledge the requirement to support upgrades and patches as part of M&O services, in alignment with RFP expectations. [REDACTED]

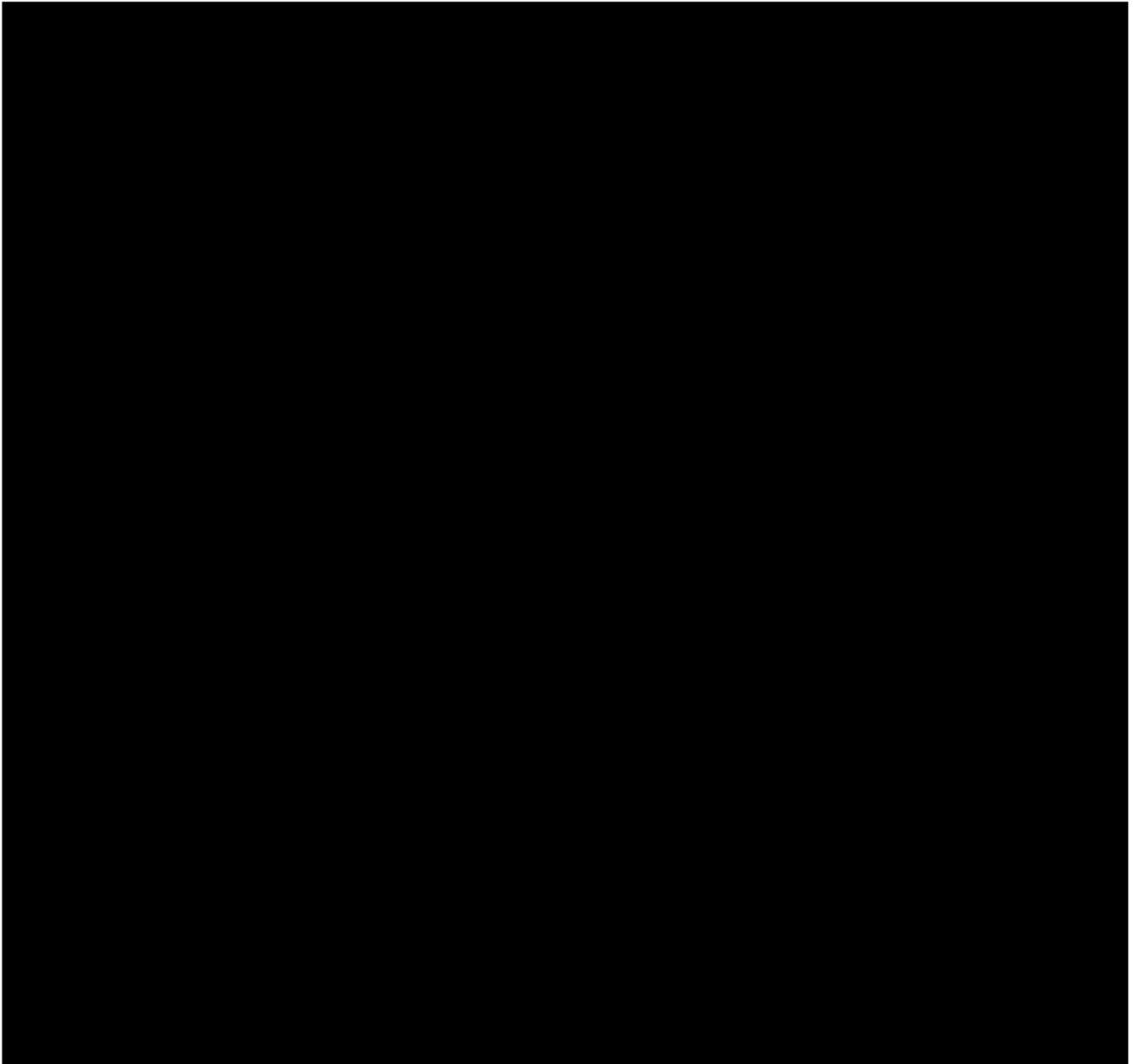
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

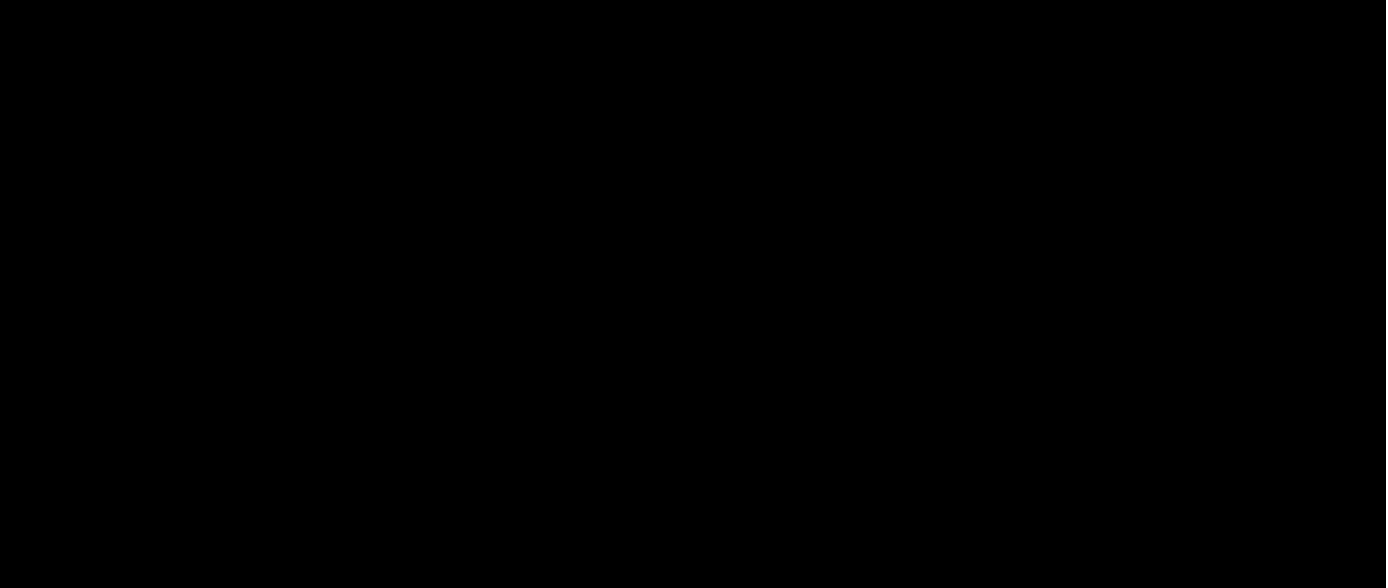
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]



We understand and acknowledge the requirement to maintain STARS and supporting COTS products with timely OS upgrades so that operating systems employed are within one upgrade release of the latest release supported by IOT, unless otherwise approved by the State.

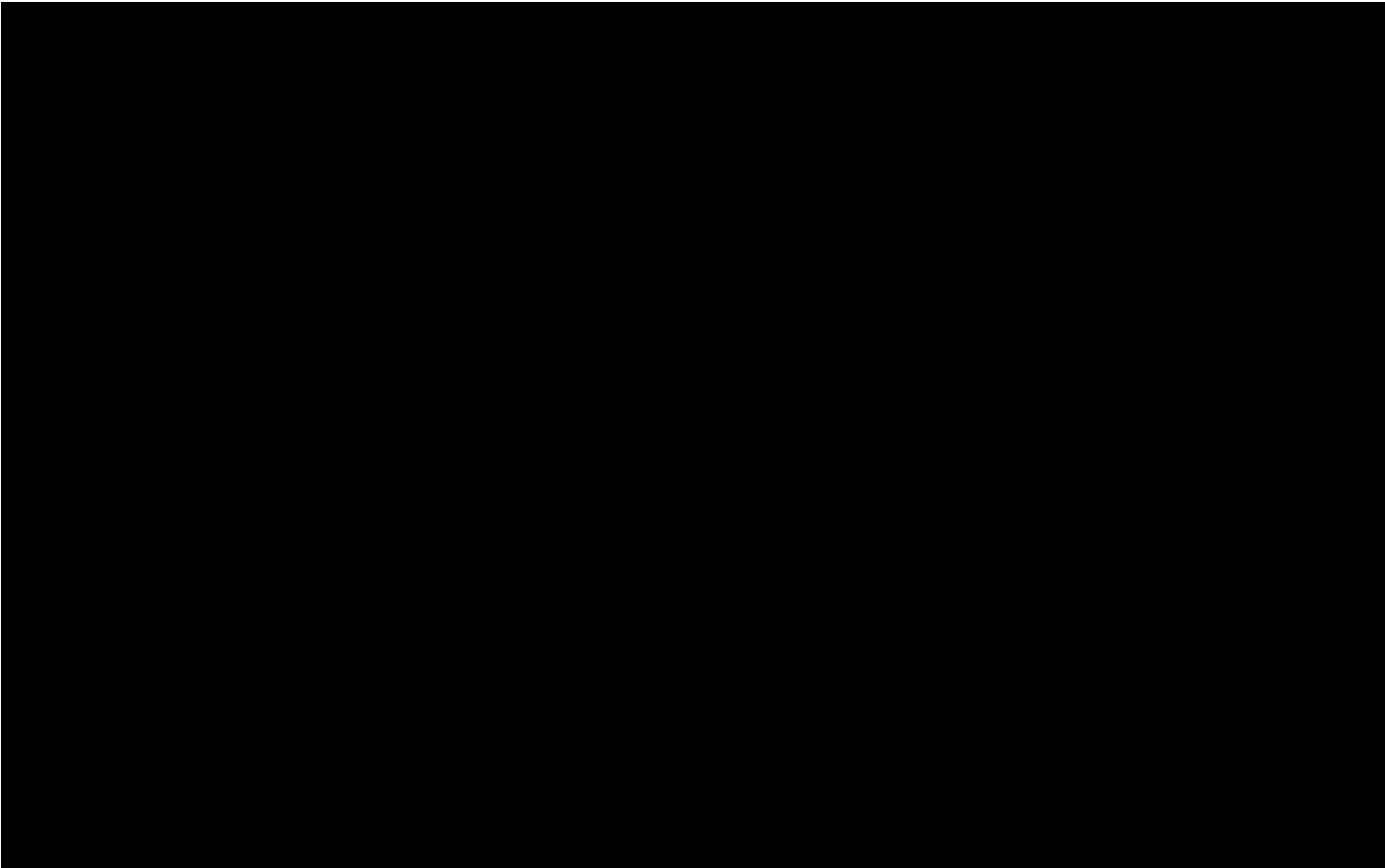
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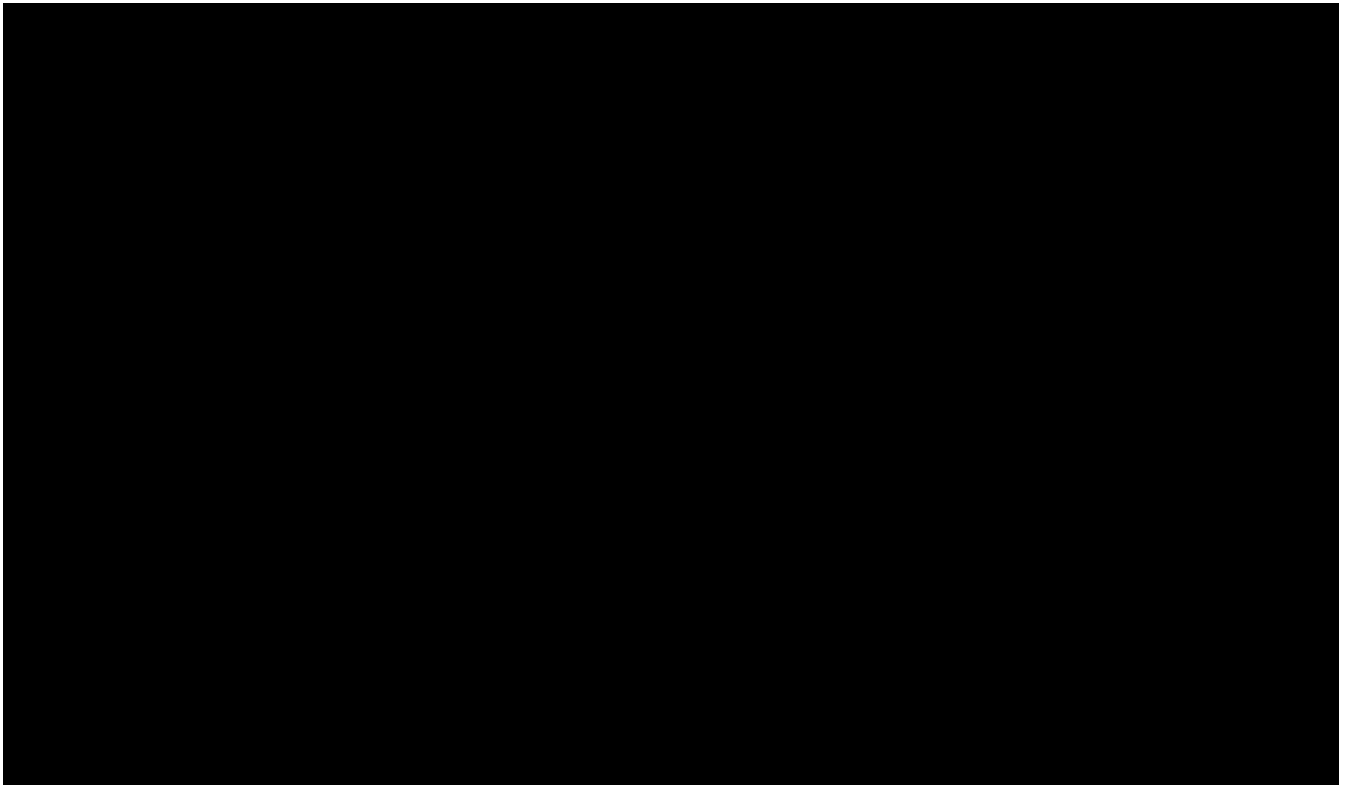


We understand and acknowledge the requirement to maintain the security settings and profiles of STARS and supporting COTS products to achieve the following conditions: security settings and profiles are up-to-date and consistent with current industry leading practices; they are not deprecated, or in danger of near-term deprecation; they do not represent a substantive security risk; and they are always up-to-date and consistent with current industry-leading practices.

To achieve these goals, we will collaborate with IOT on the following activities:



Benefits to BMV



Application Lifecycle Management (ALM)

Our Understanding and Approach

ALM is of high significance in an integrated system such as STARS. It provides a wide range of benefits, such as governance, development, maintenance, operations, and impact analysis. [REDACTED]

[REDACTED]

[REDACTED]

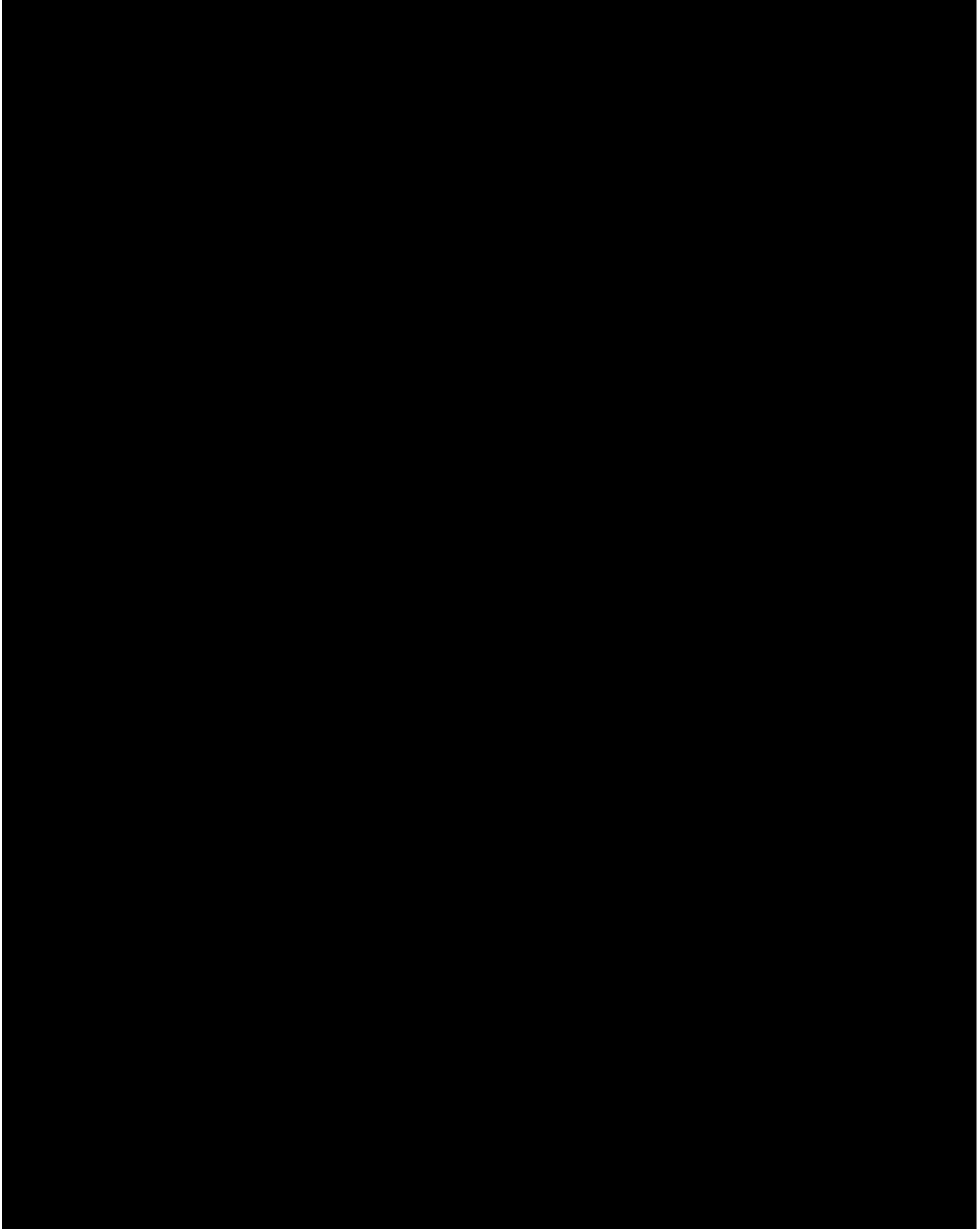
[REDACTED]

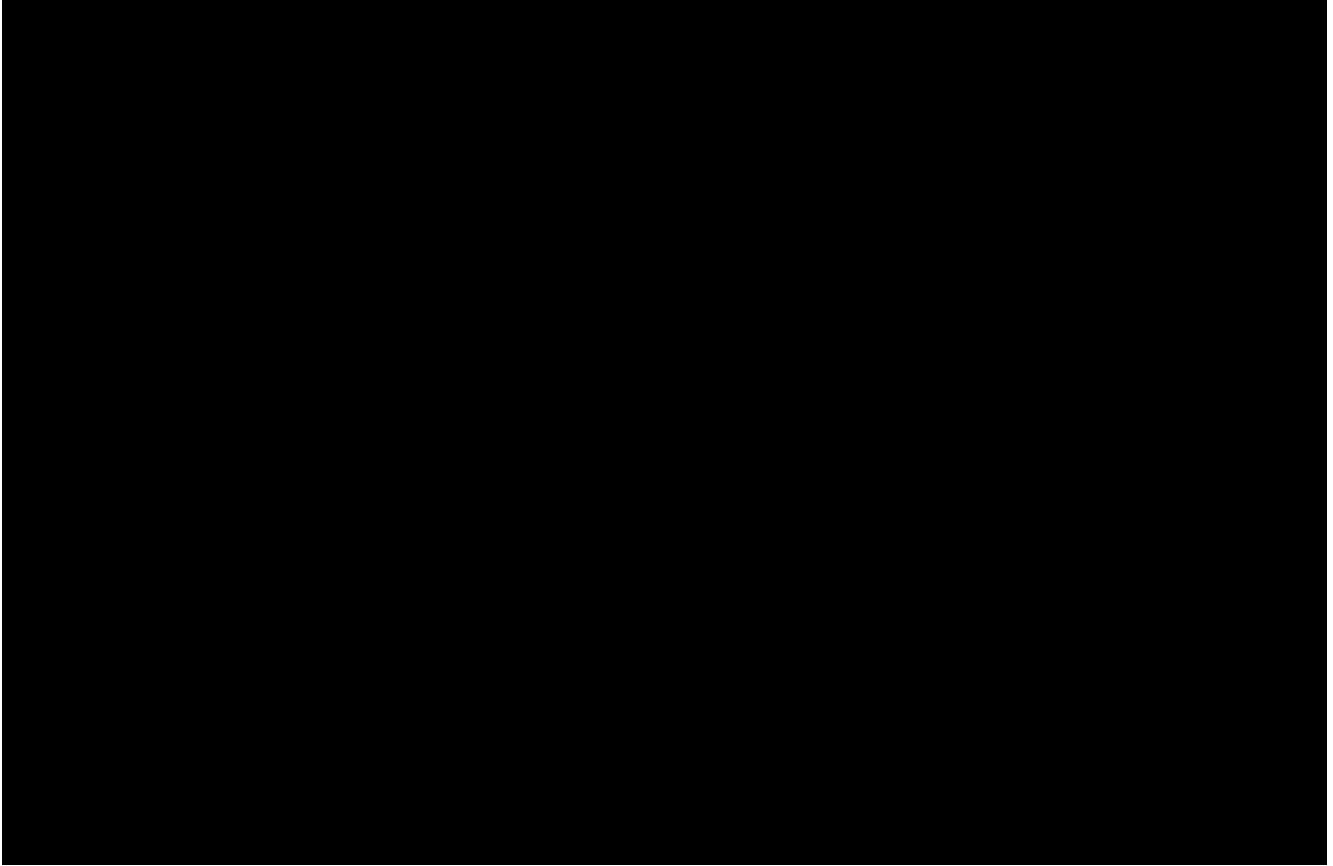
Figure F.5-21. details the ALM processes we follow:

[illegible]

Activities	Description of the Process Supporting Application Lifecycle Management
------------	--

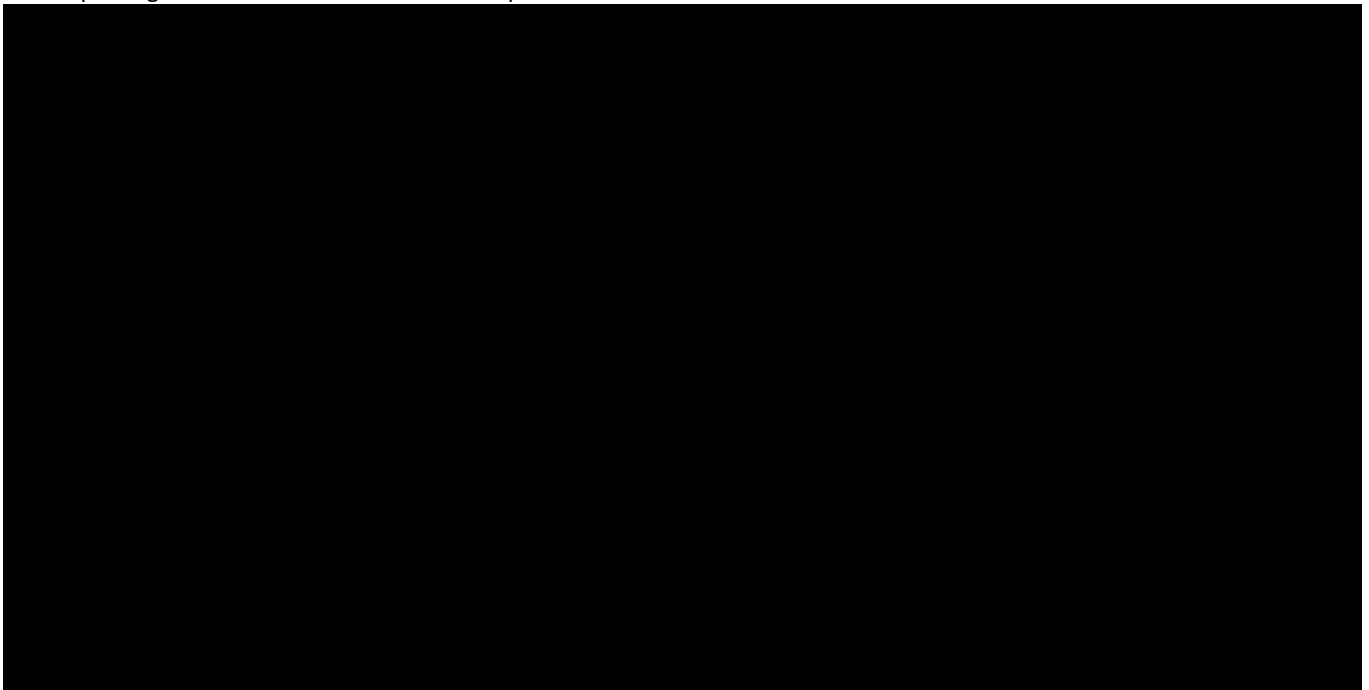
[Redacted Content]	
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Examples of Work Performed / Templates Created

Below is an example of how we will leverage existing processes and improve processes and technology for better reporting and maintenance of database operations.



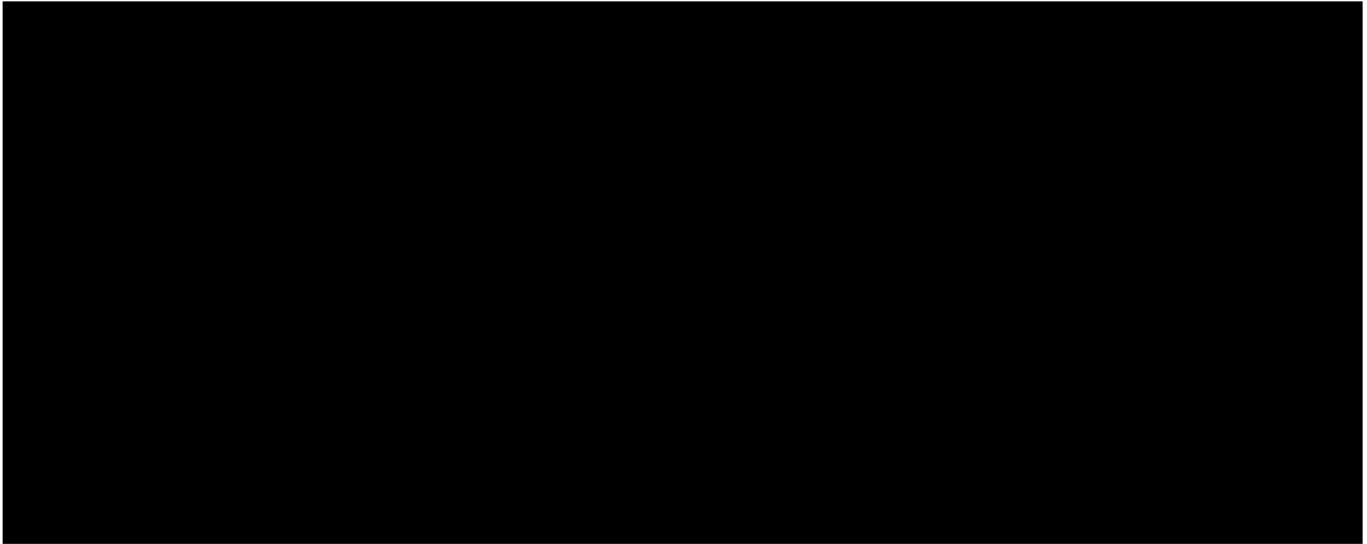
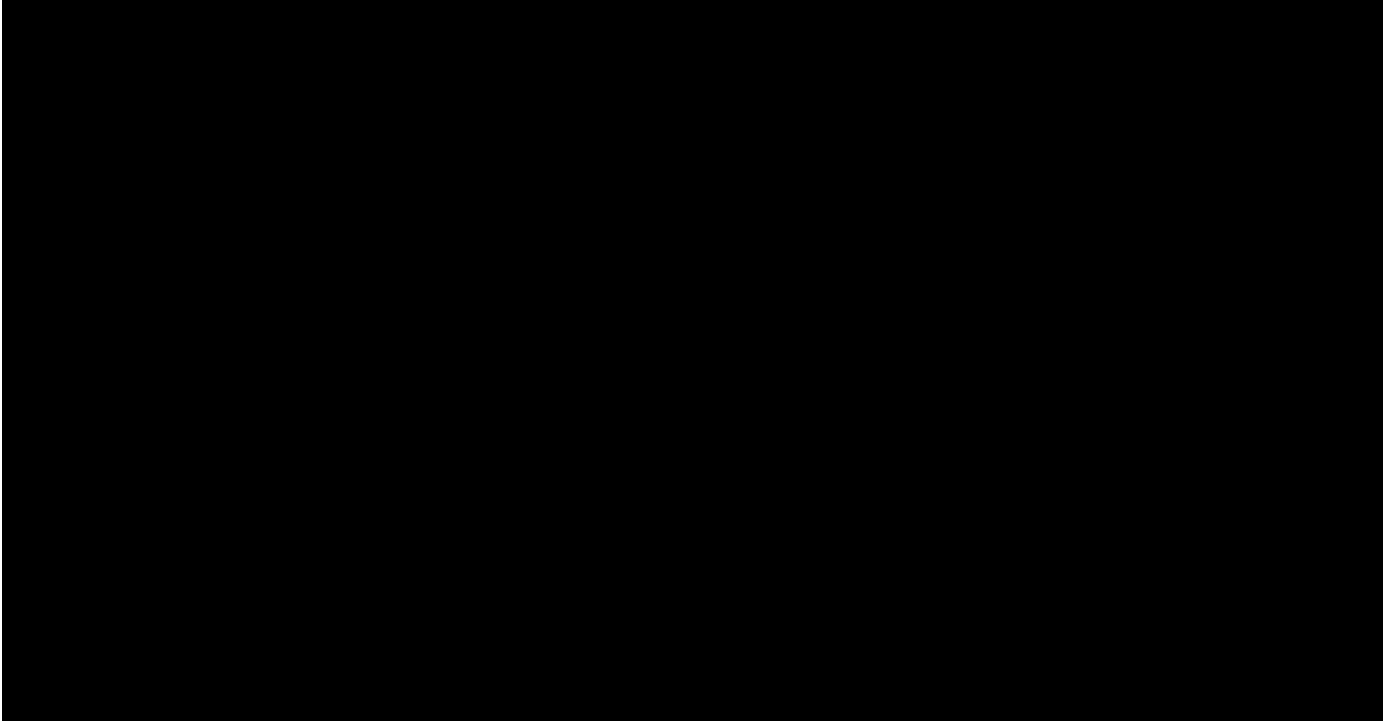
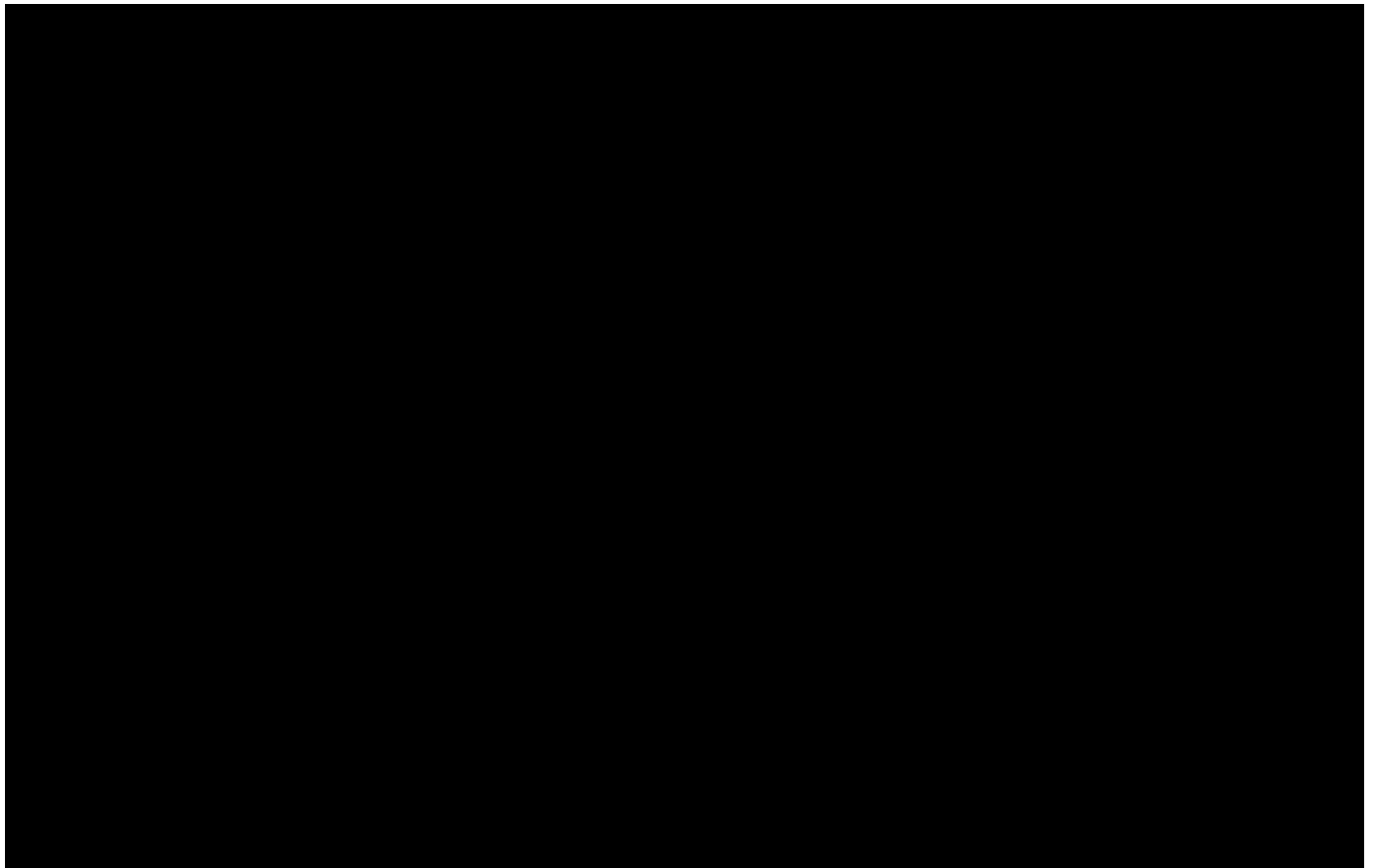


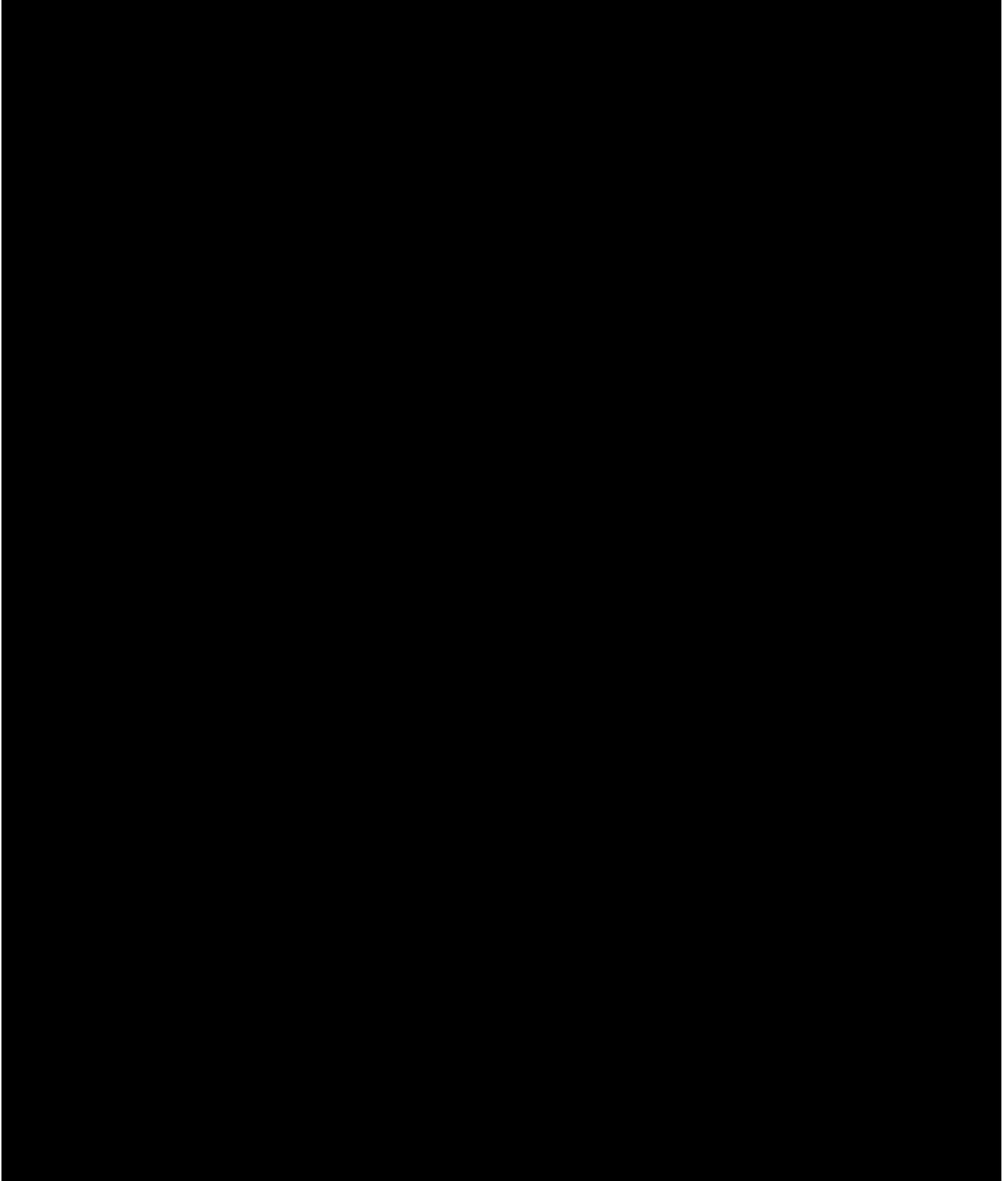
Figure F.5-25. elaborates proactive support, monitoring, and how our CI/CD processes align to the database monitoring and support requirements.

Activities	Description of the Process



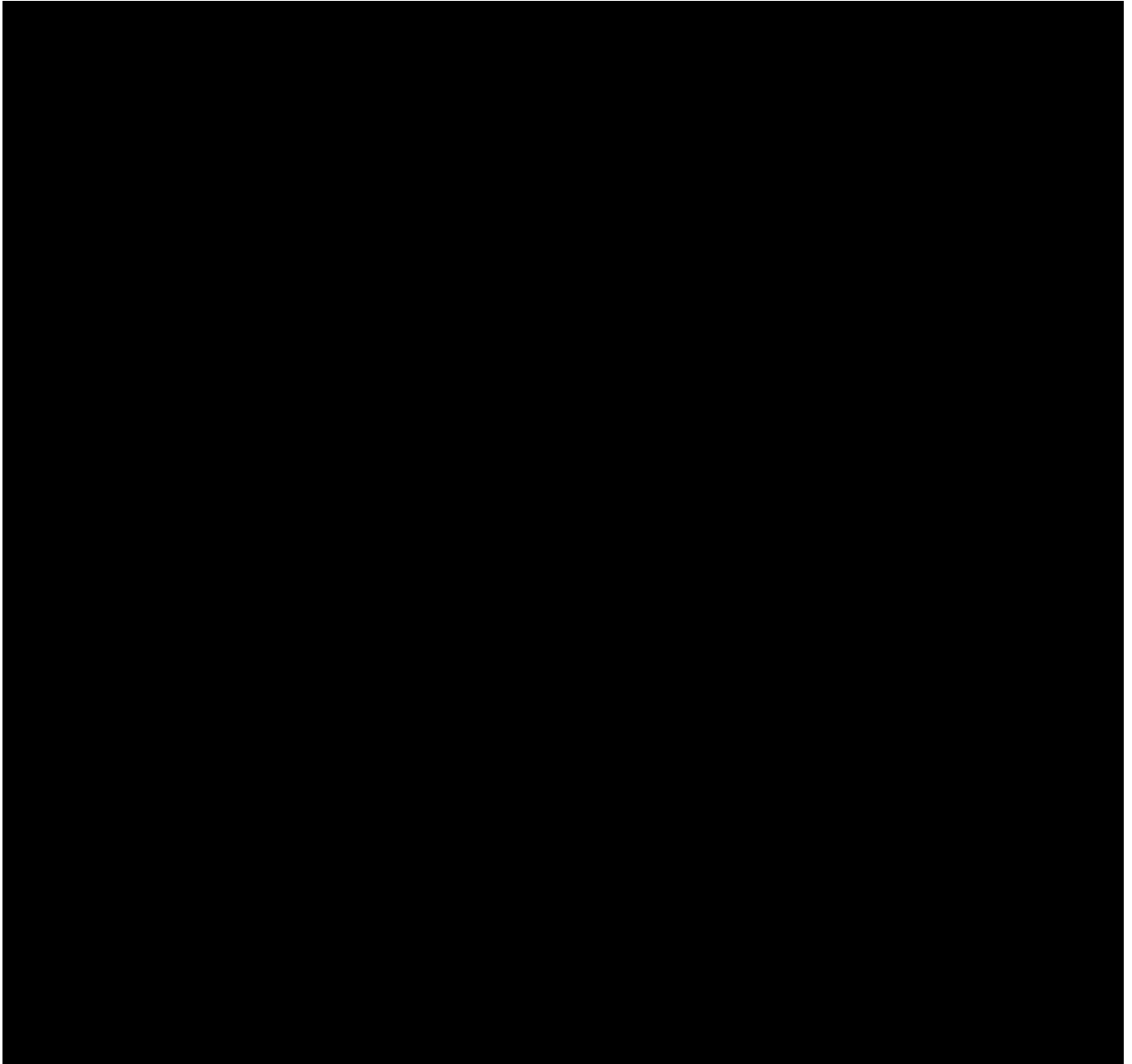
Please see some sample dashboards below for how we use native and other tools to proactively monitor critical database systems.

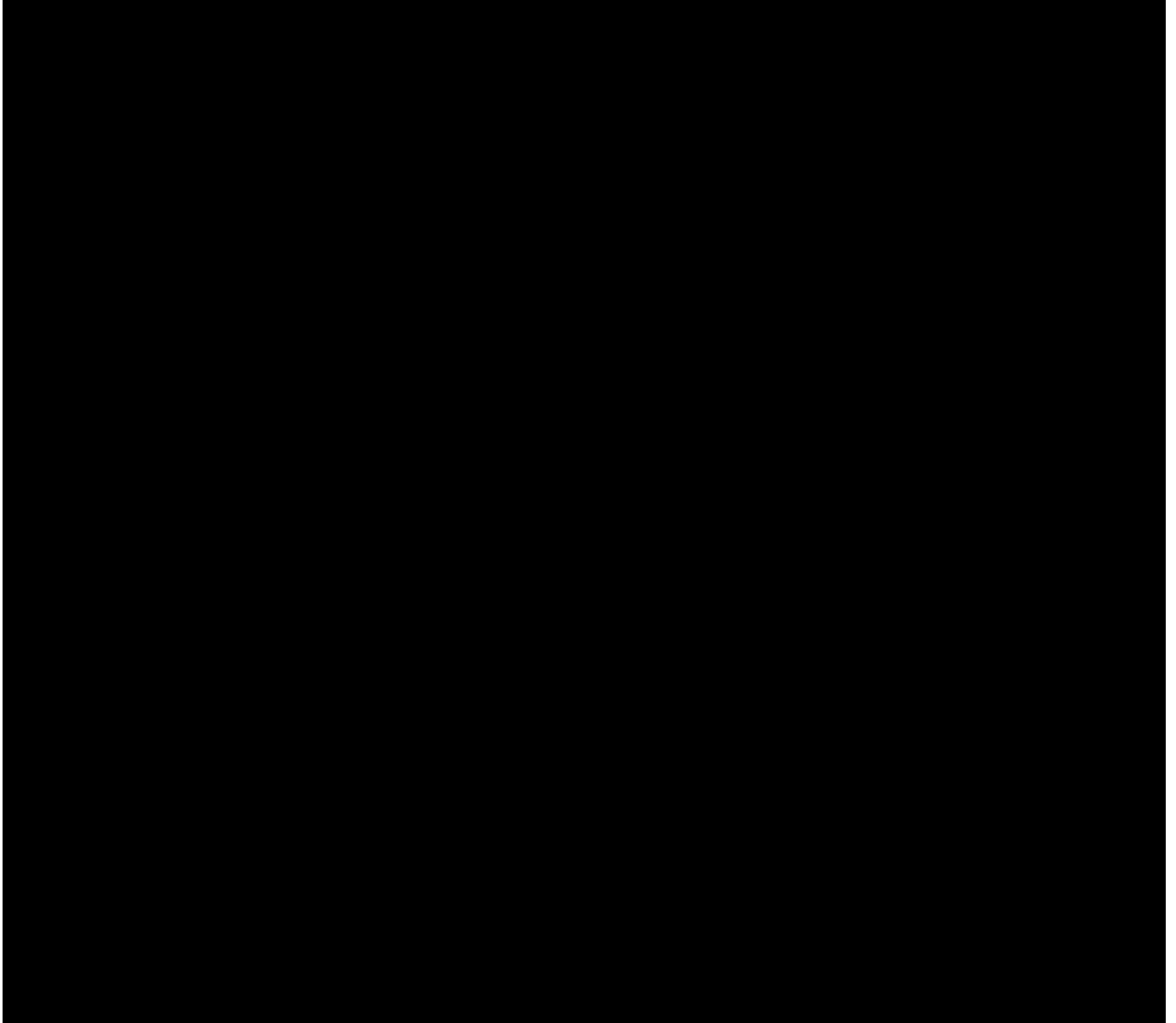


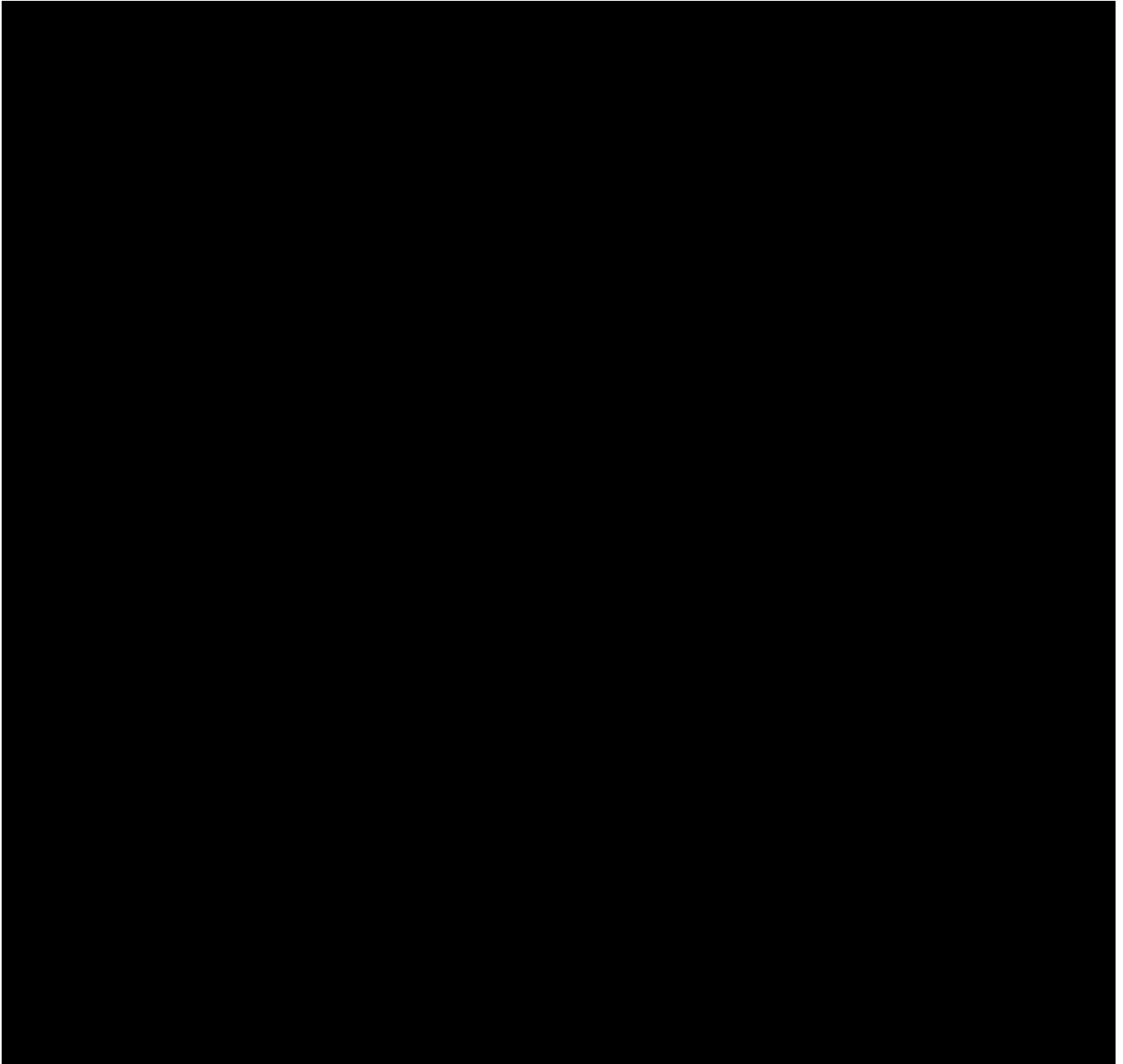


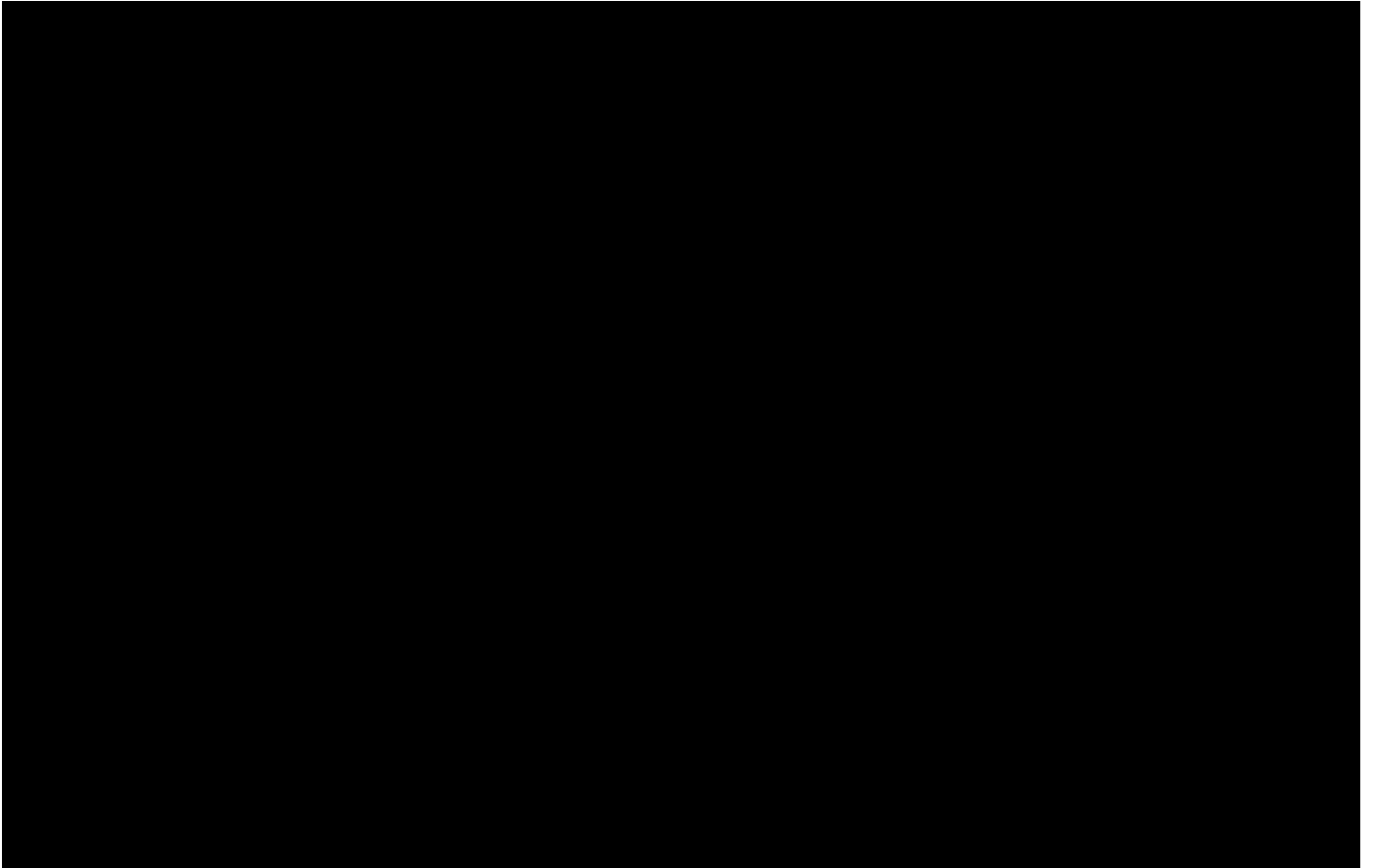
Application Monitoring

Application Monitoring is a key activity in M&O services that helps in identifying risks and provides an opportunity to address issues before they become risks and impact the system's availability. A complex system like STARS with



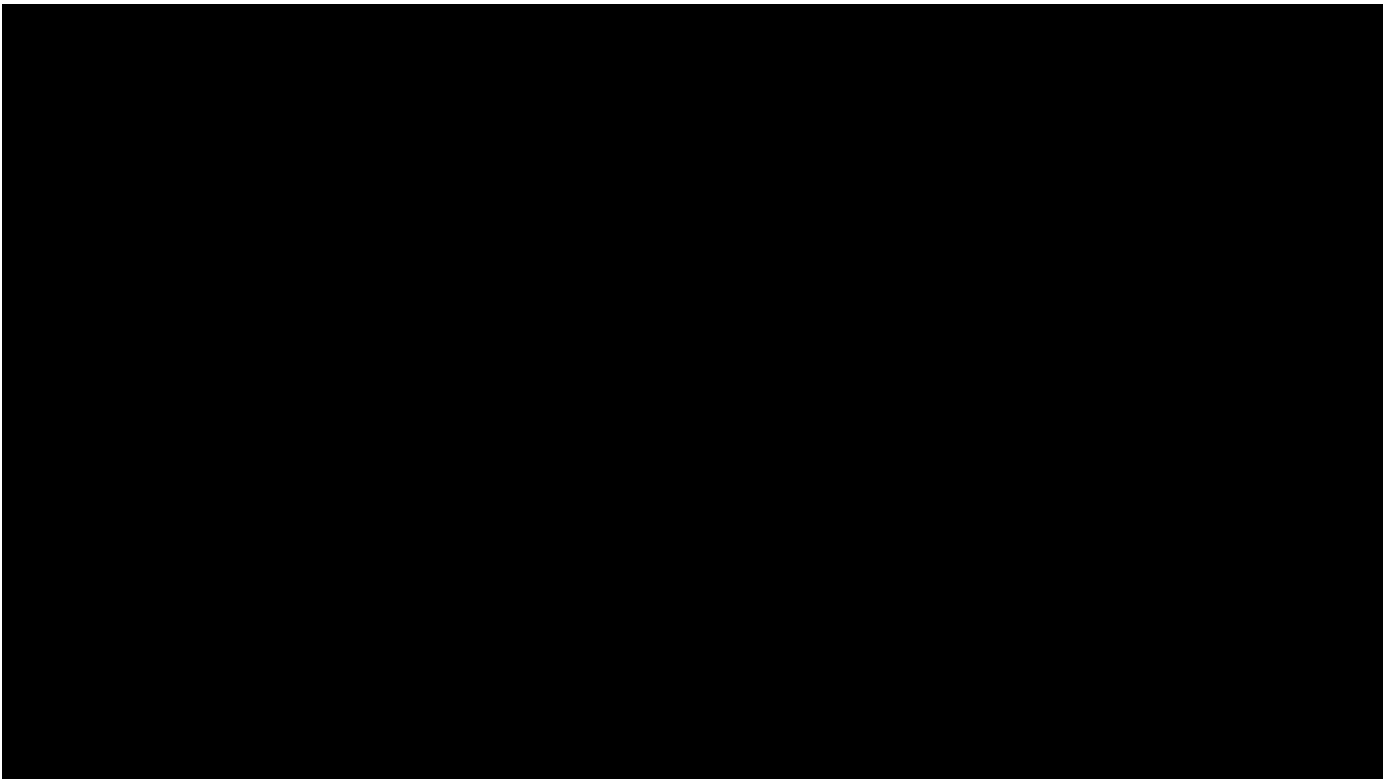


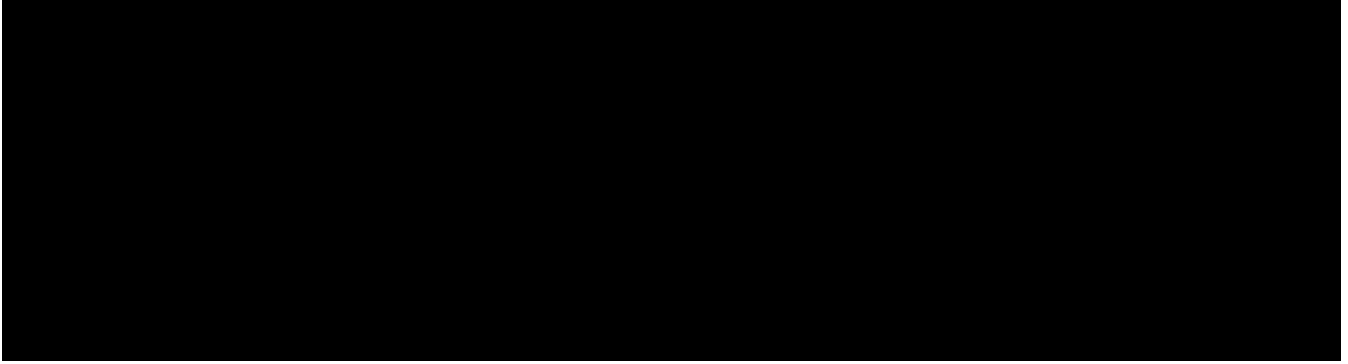




Batch Schedule Maintenance

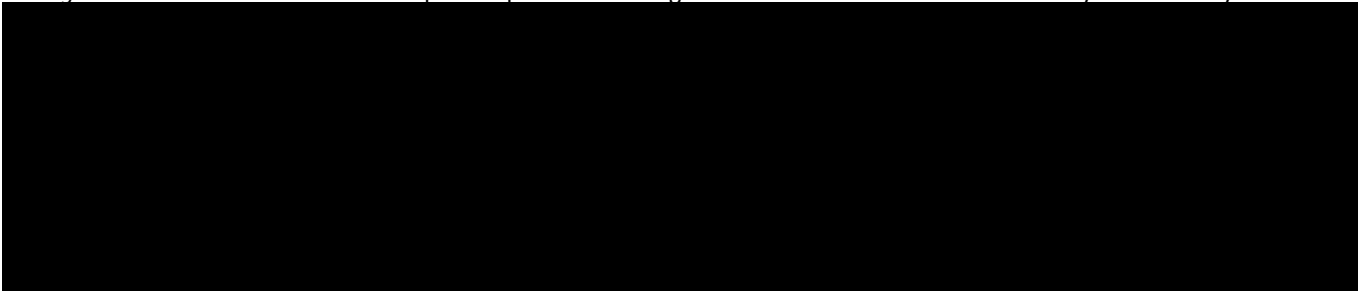
Our Approach





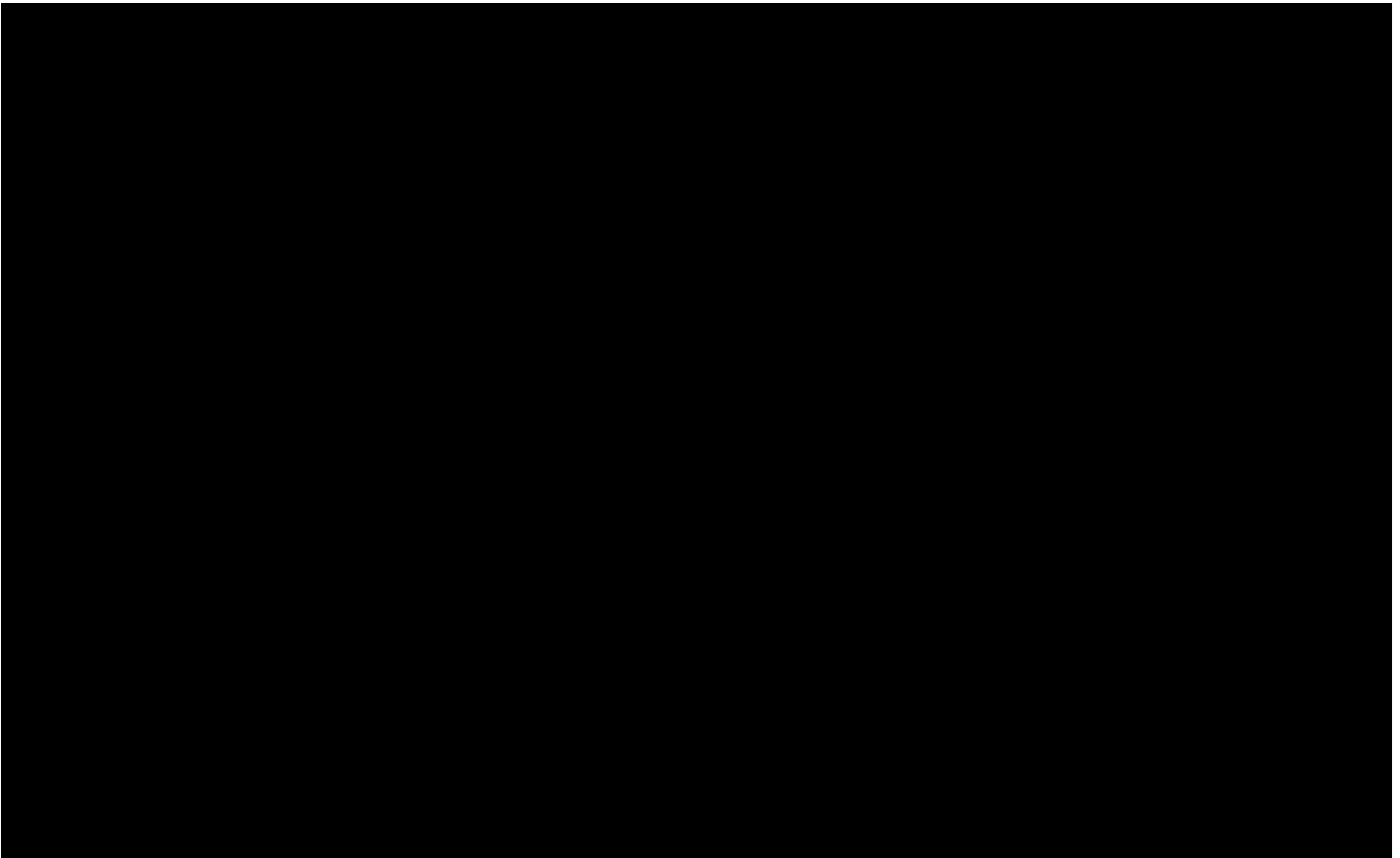
Examples of Work Performed/Templates Created

Figure F.5-34 below contains a sample template containing different columns related to Batch Cycle Inventory.

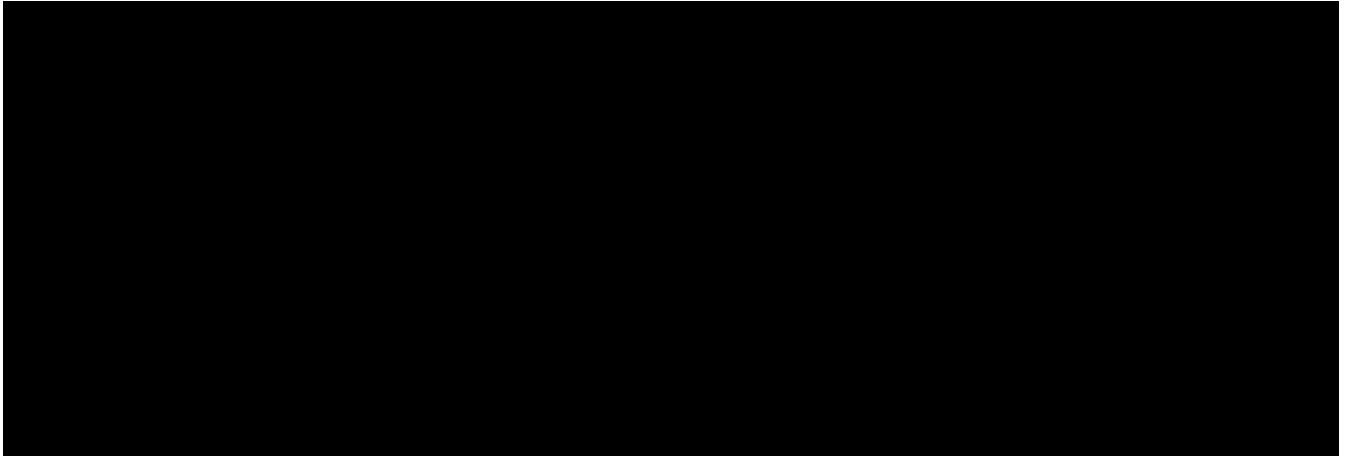


Batch Coordination and Interface Partner Communication

Our Approach

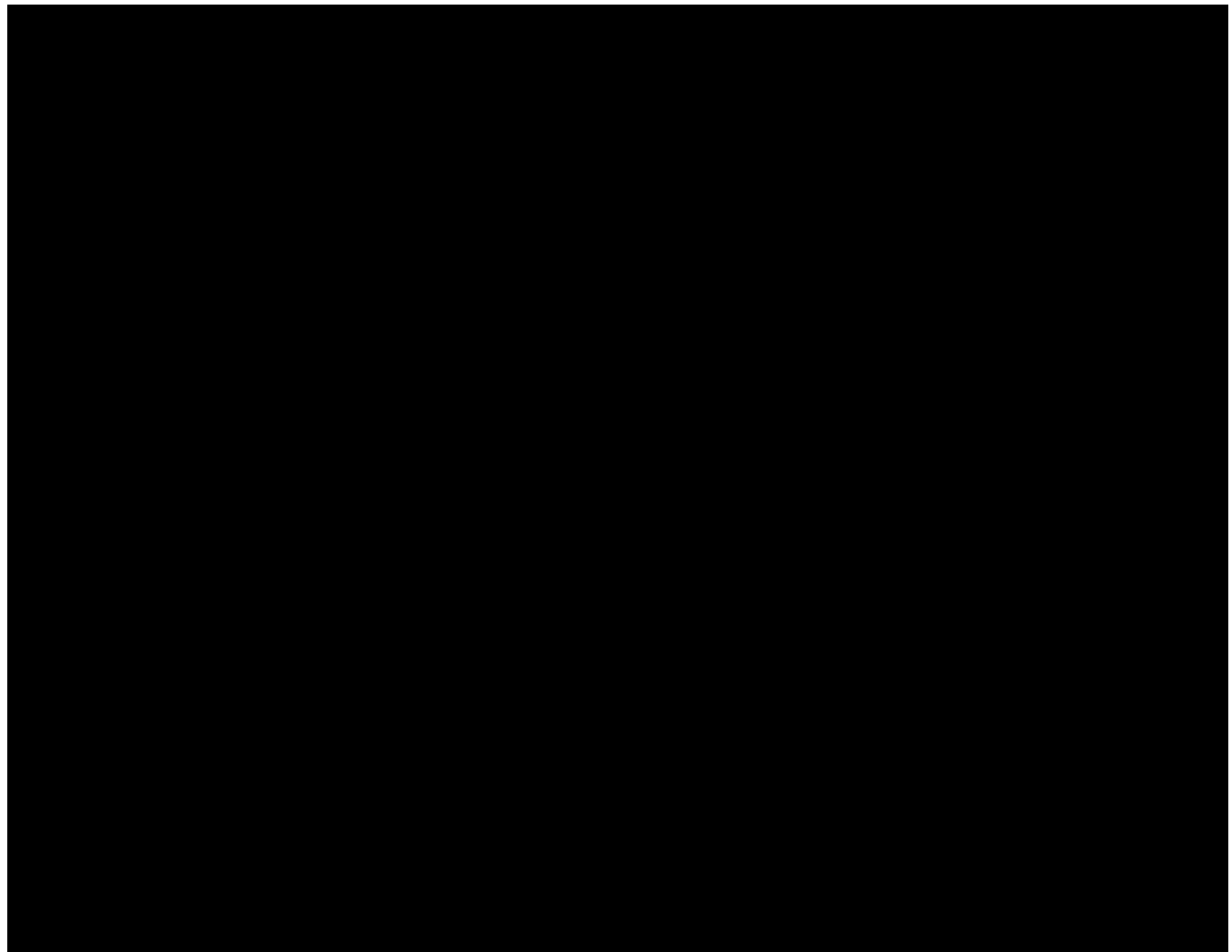


Examples of Work Performed/Templates Created



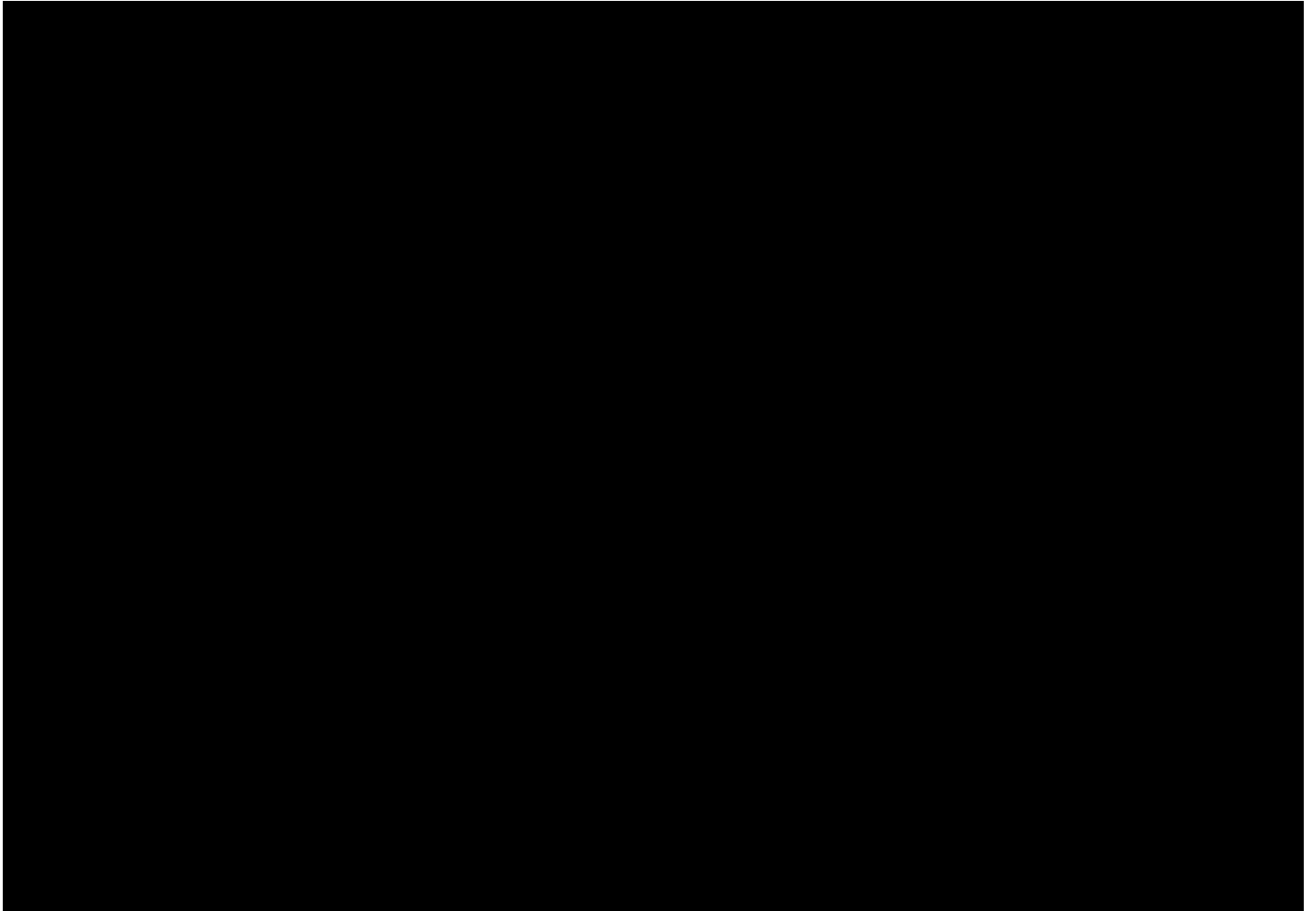
Triaging Batch Failure/Exception

Our Approach

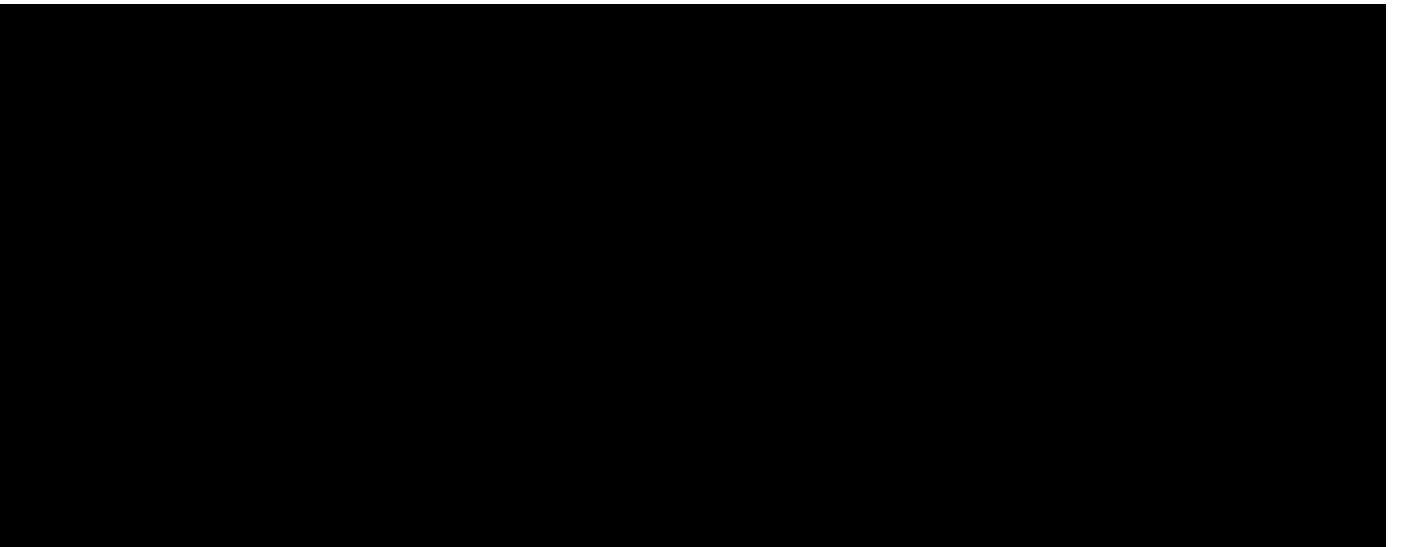


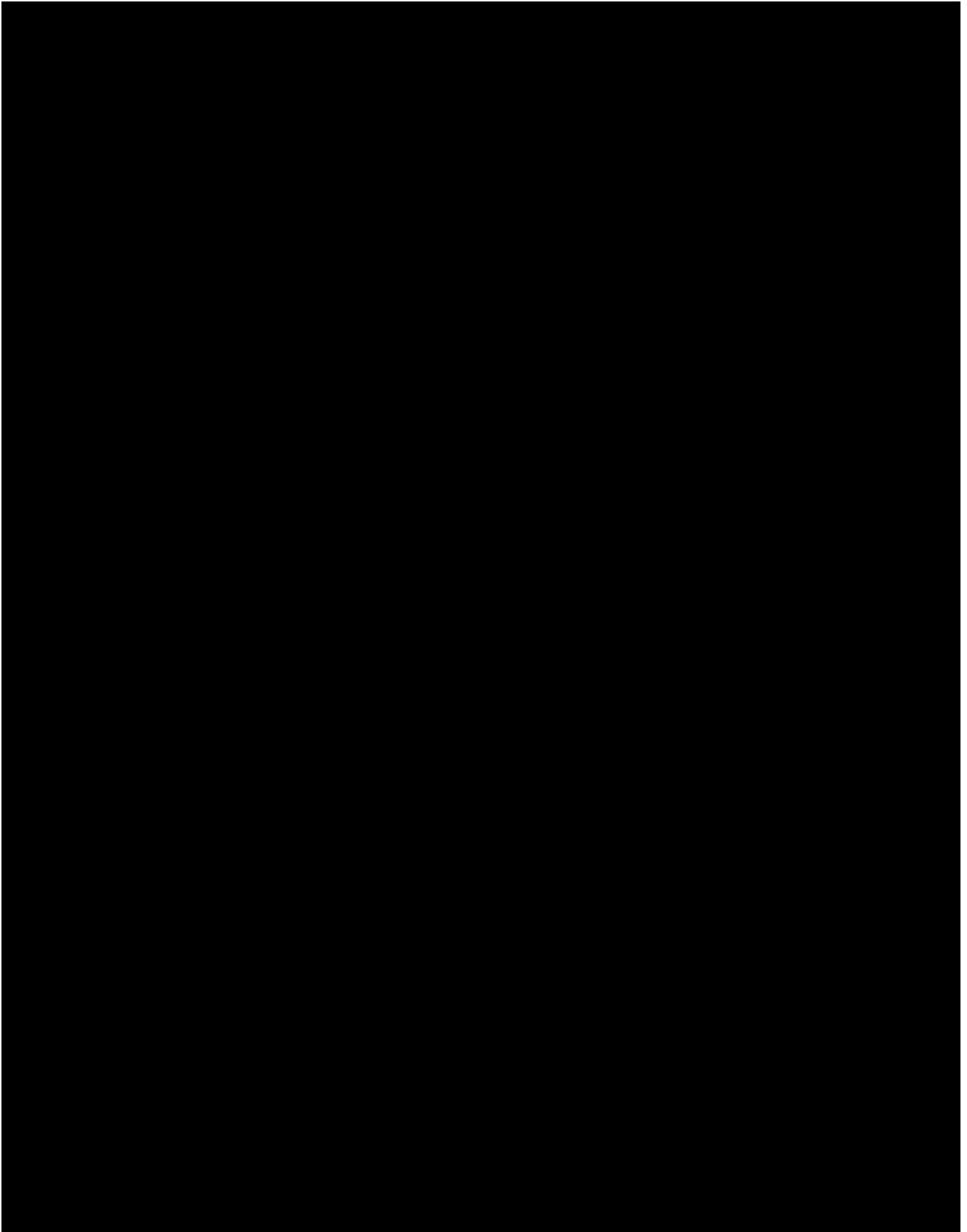
Batch Cycle Monitoring

Our Approach



STARS Batch Framework Modernization





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

Deloitte has extensive experience in implementing and monitoring batch cycle for many State and federal agencies across the country. [REDACTED]

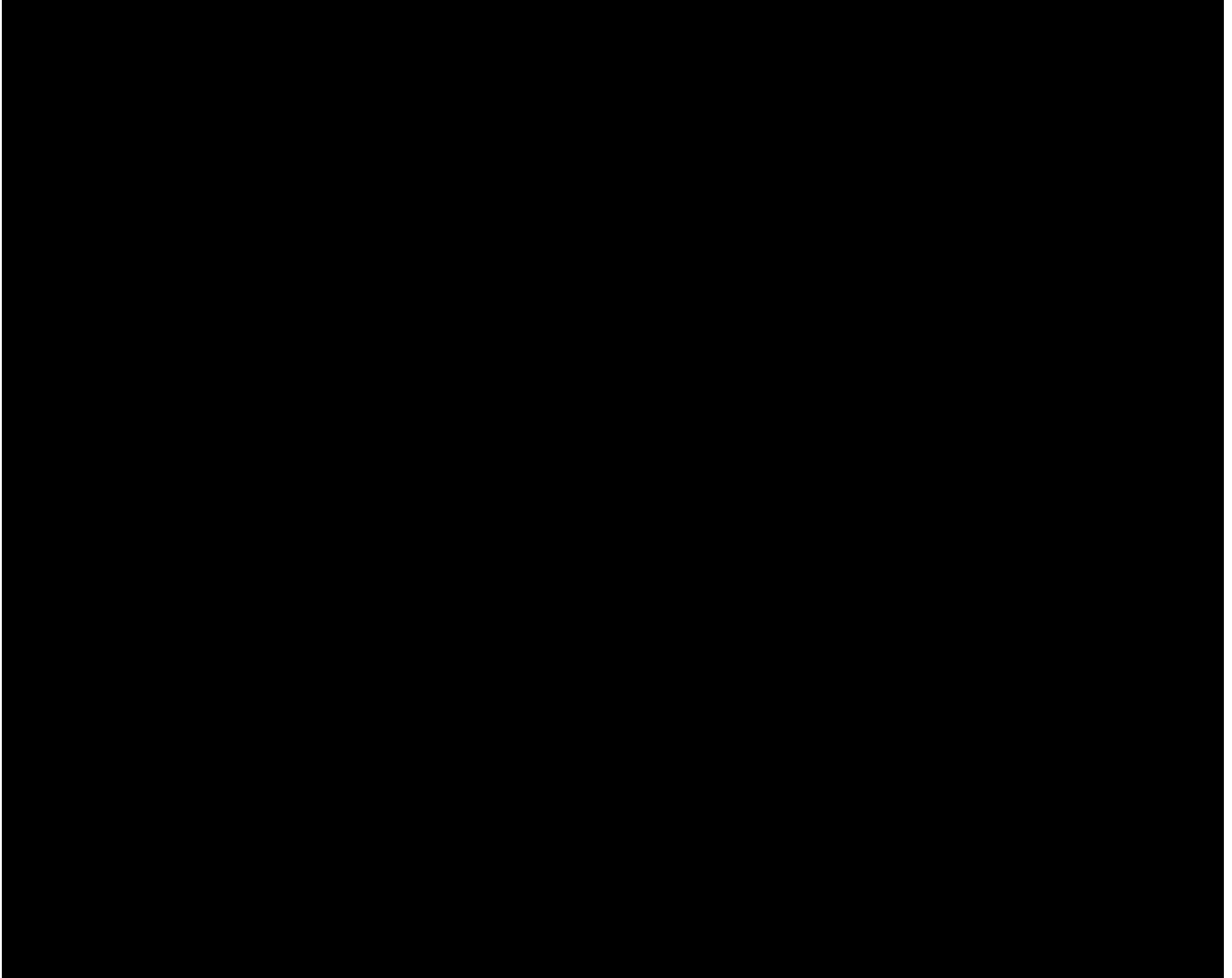
[REDACTED]

Supporting Key Reporting Activities

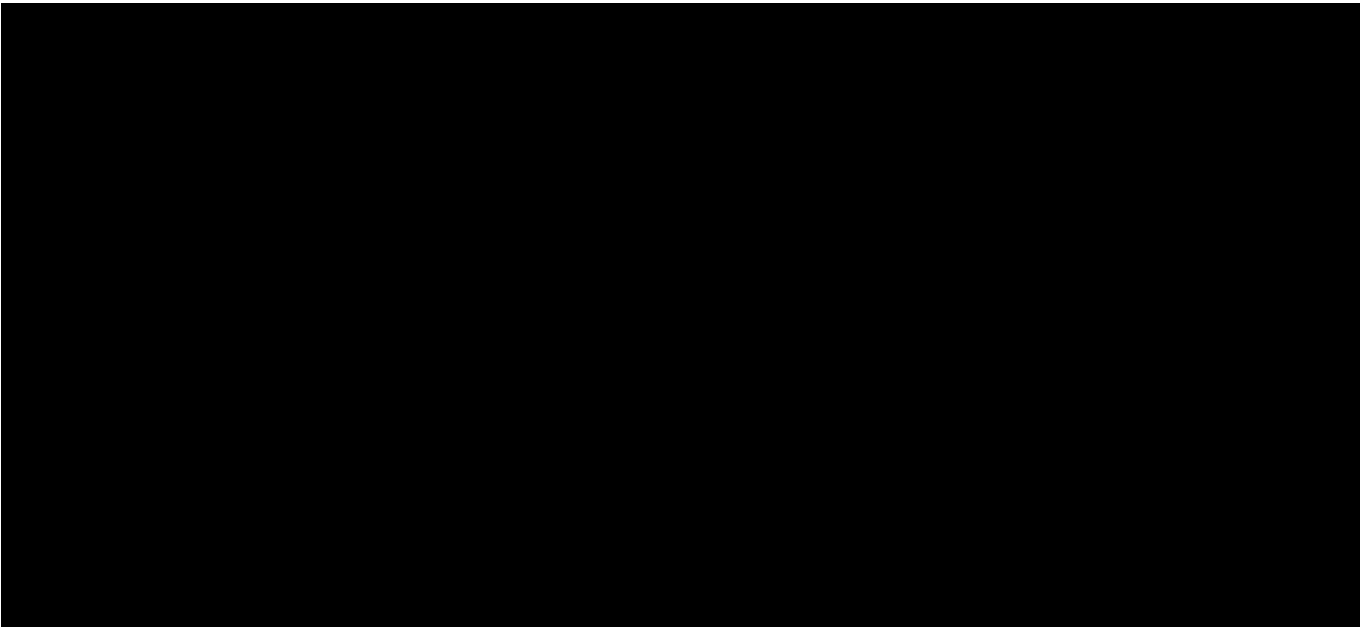
The data BMV deals with on a day-to-day basis is complex and important. Our Team has extensive experience with

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

[illegible]



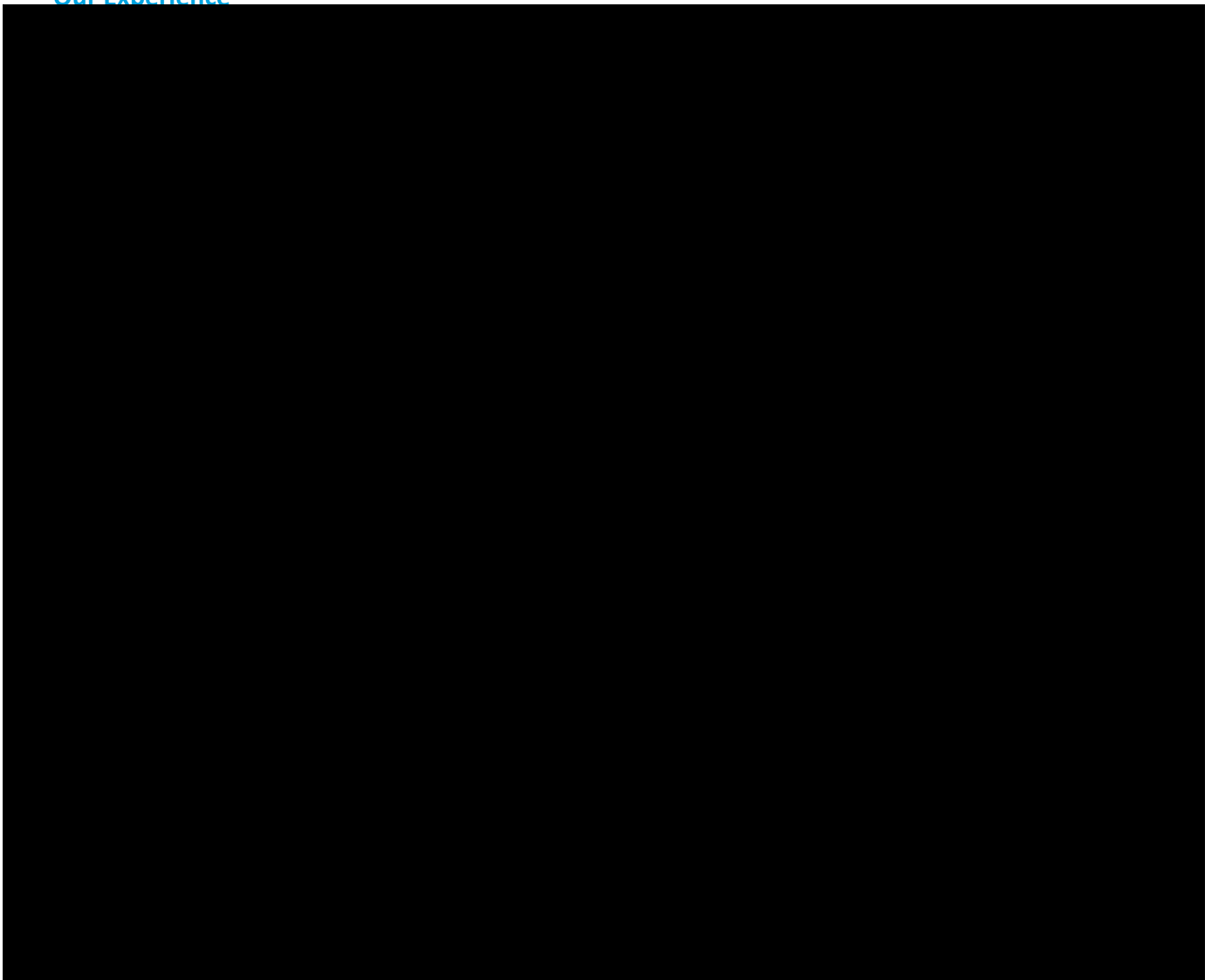
Provide Historic Reports and Extracts

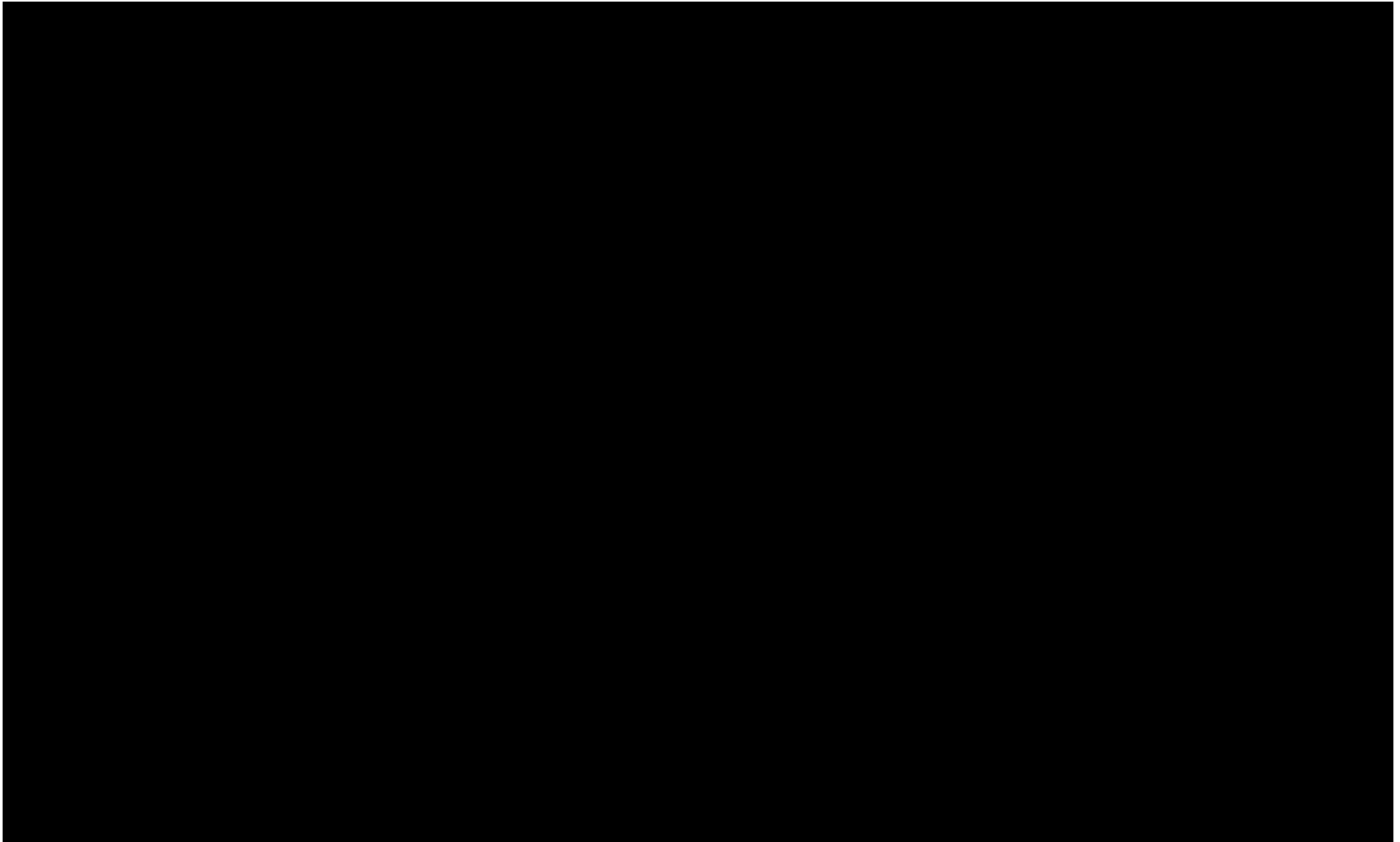


Maintain Detailed Design Documentation for Reports



Our Experience





Data Presentation

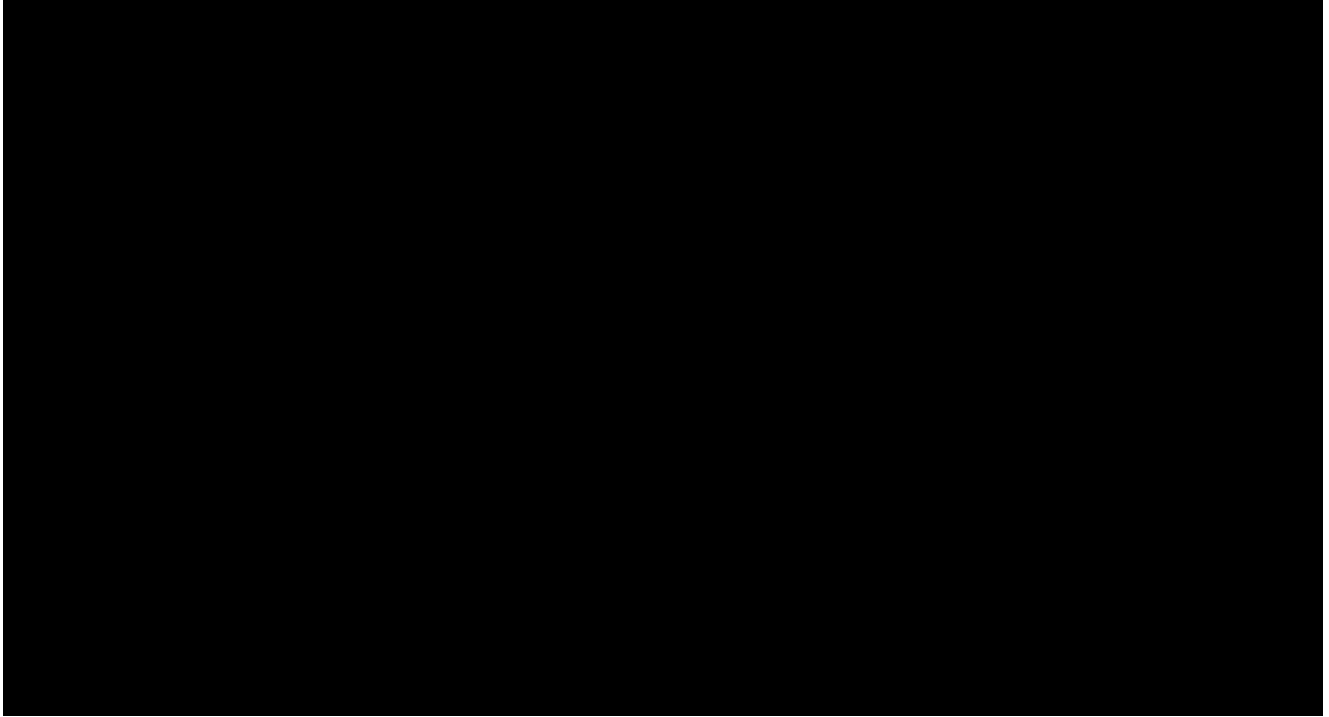
We recognize that data analysis can only bolster program management and business decision making when it is effectively presented. Our Team

[Redacted text block]

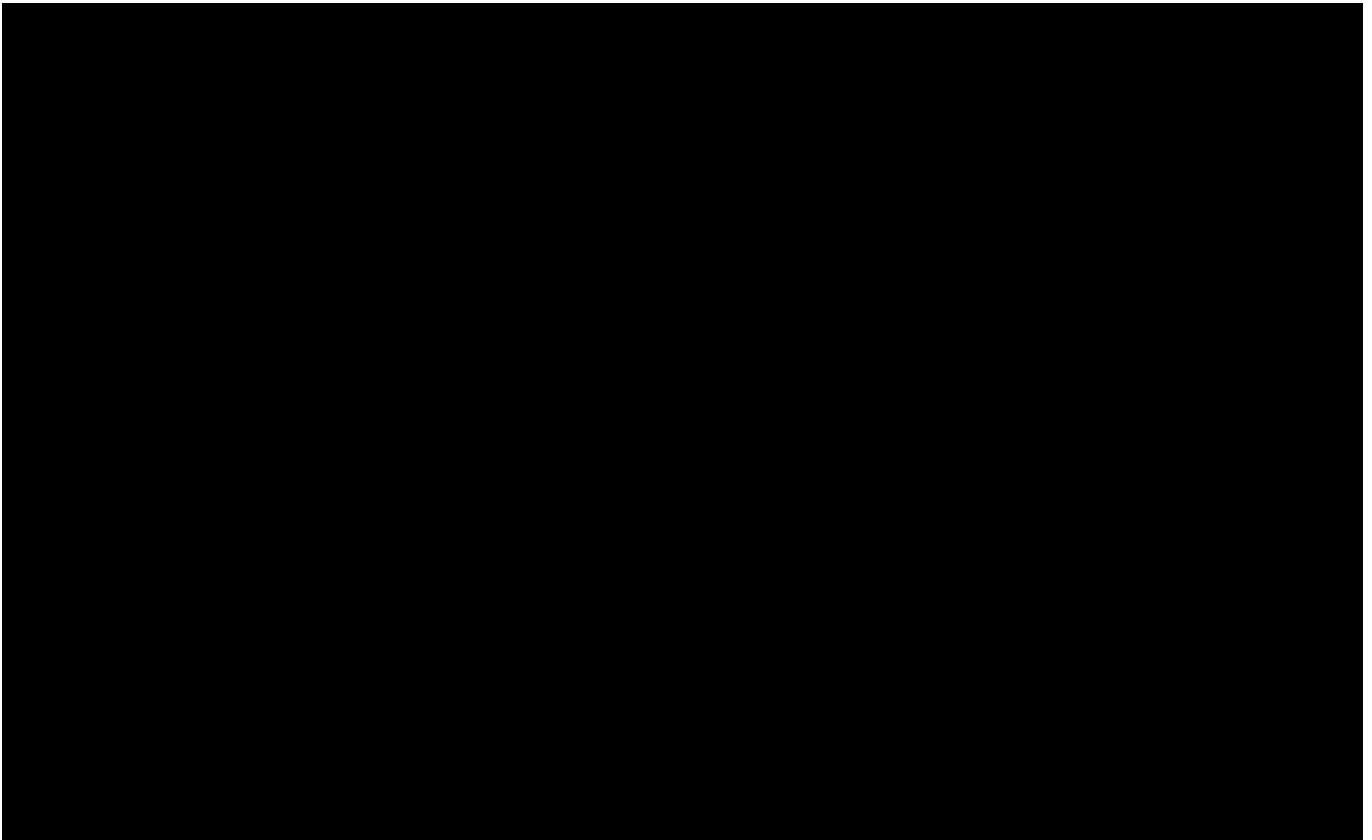
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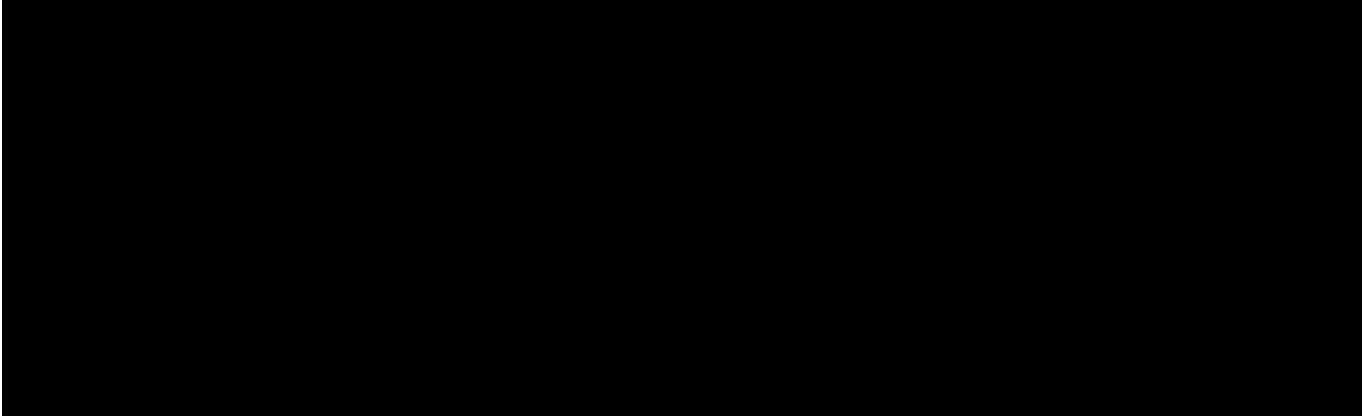
Data Extracts

We understand that data extracts are essential to a complete data integration strategy. We perform the following activities to manage data extracts that meet existing requirements and designs in place in the State:

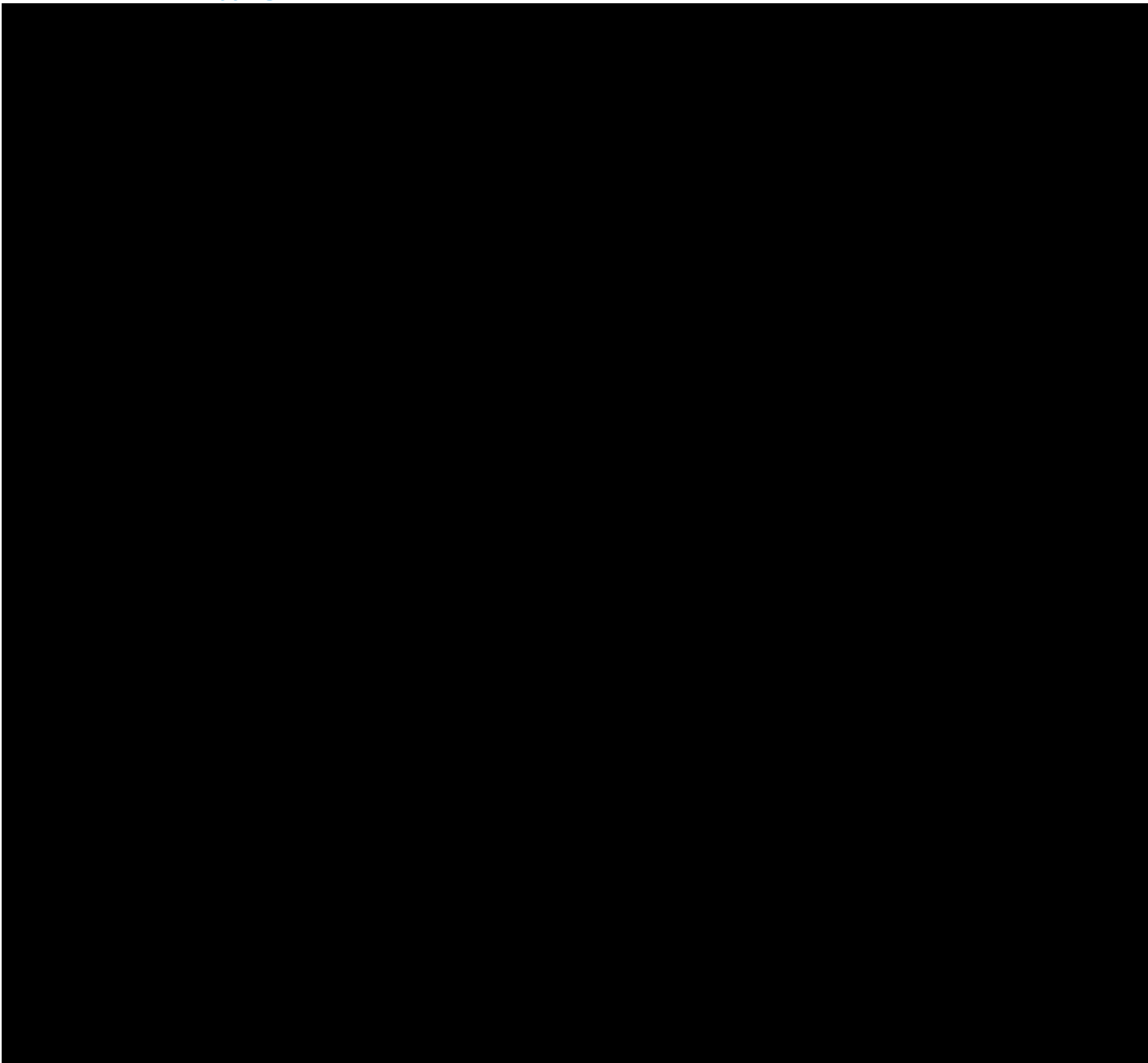


Release Management Support



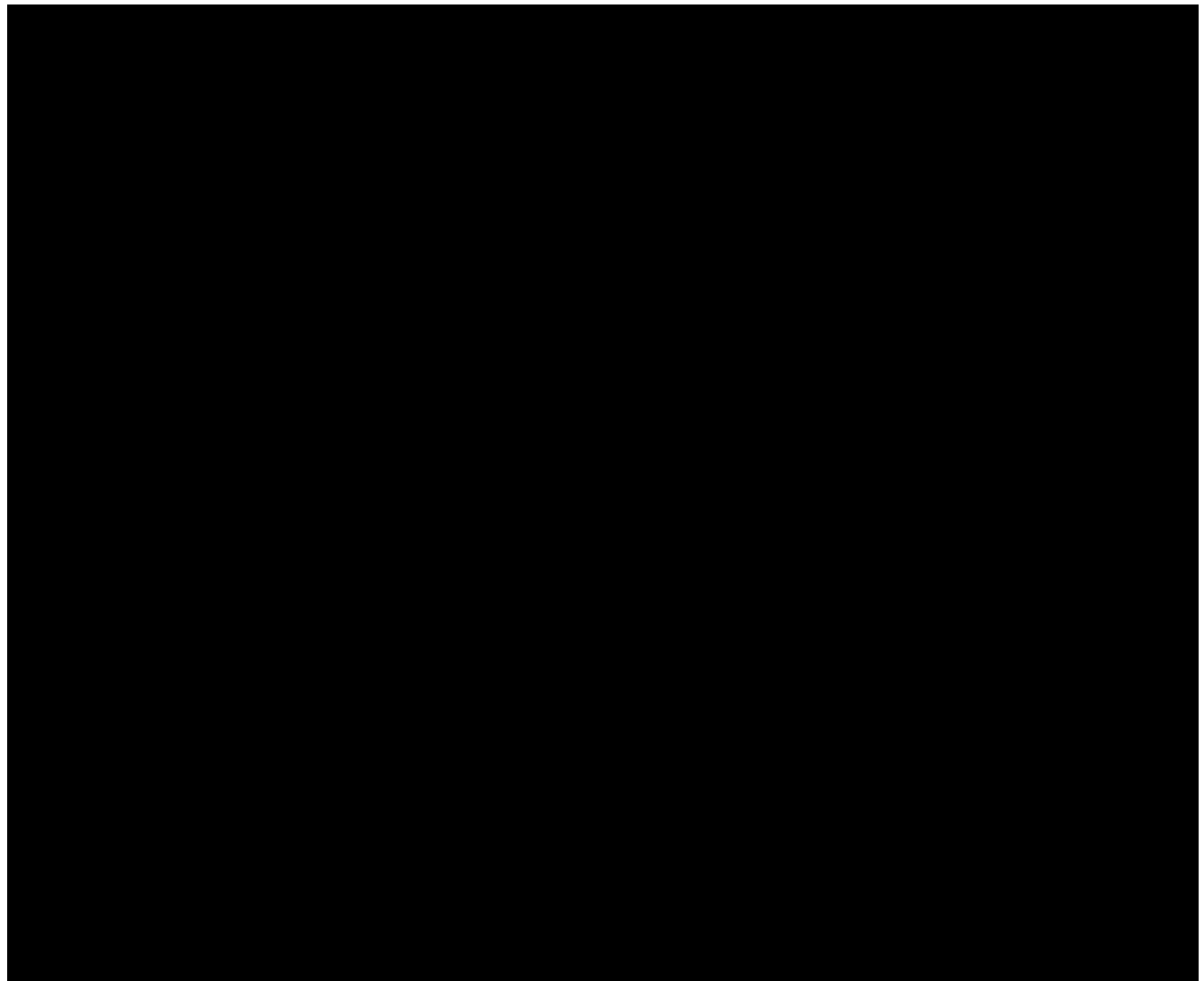


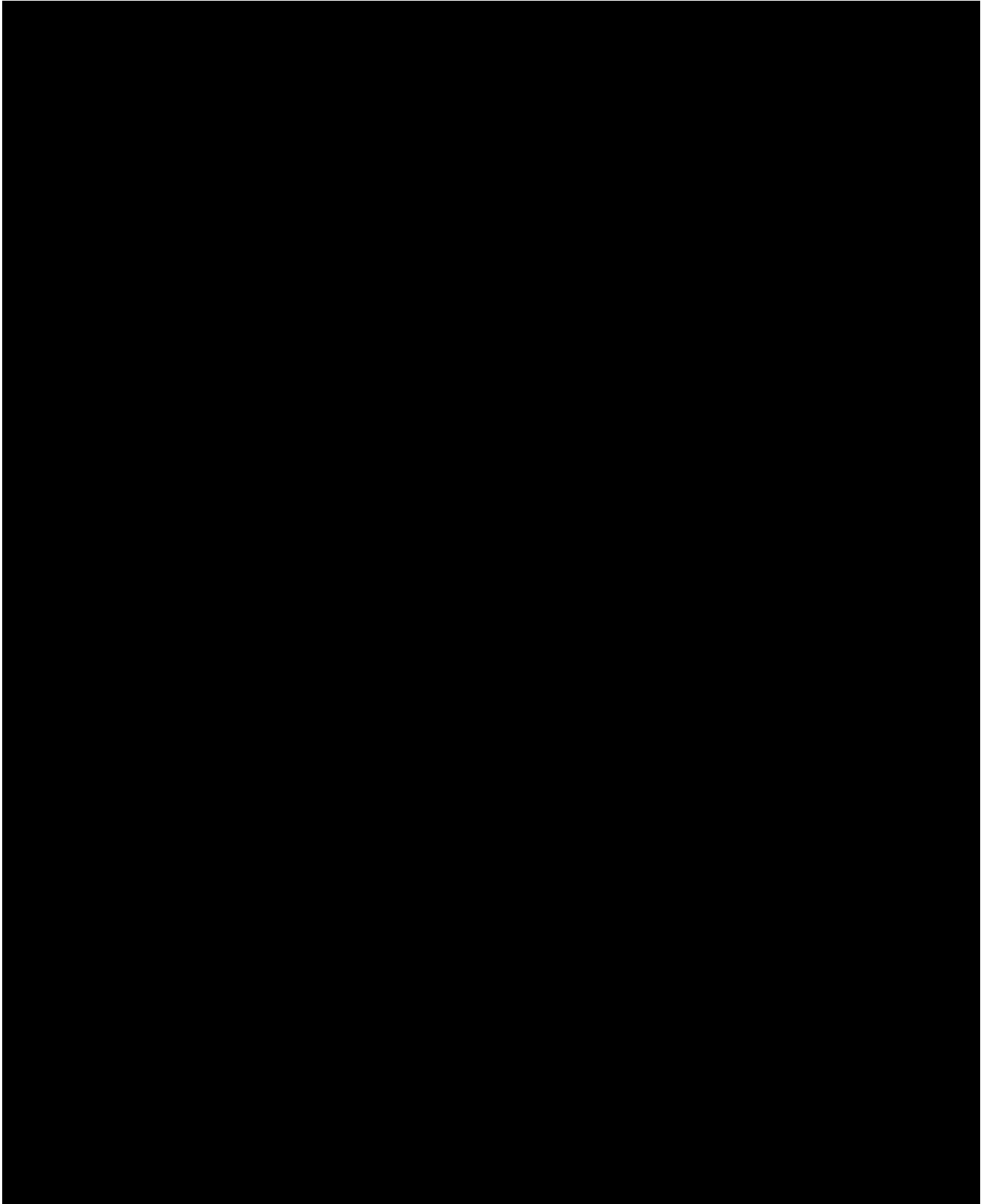
Environment Mapping

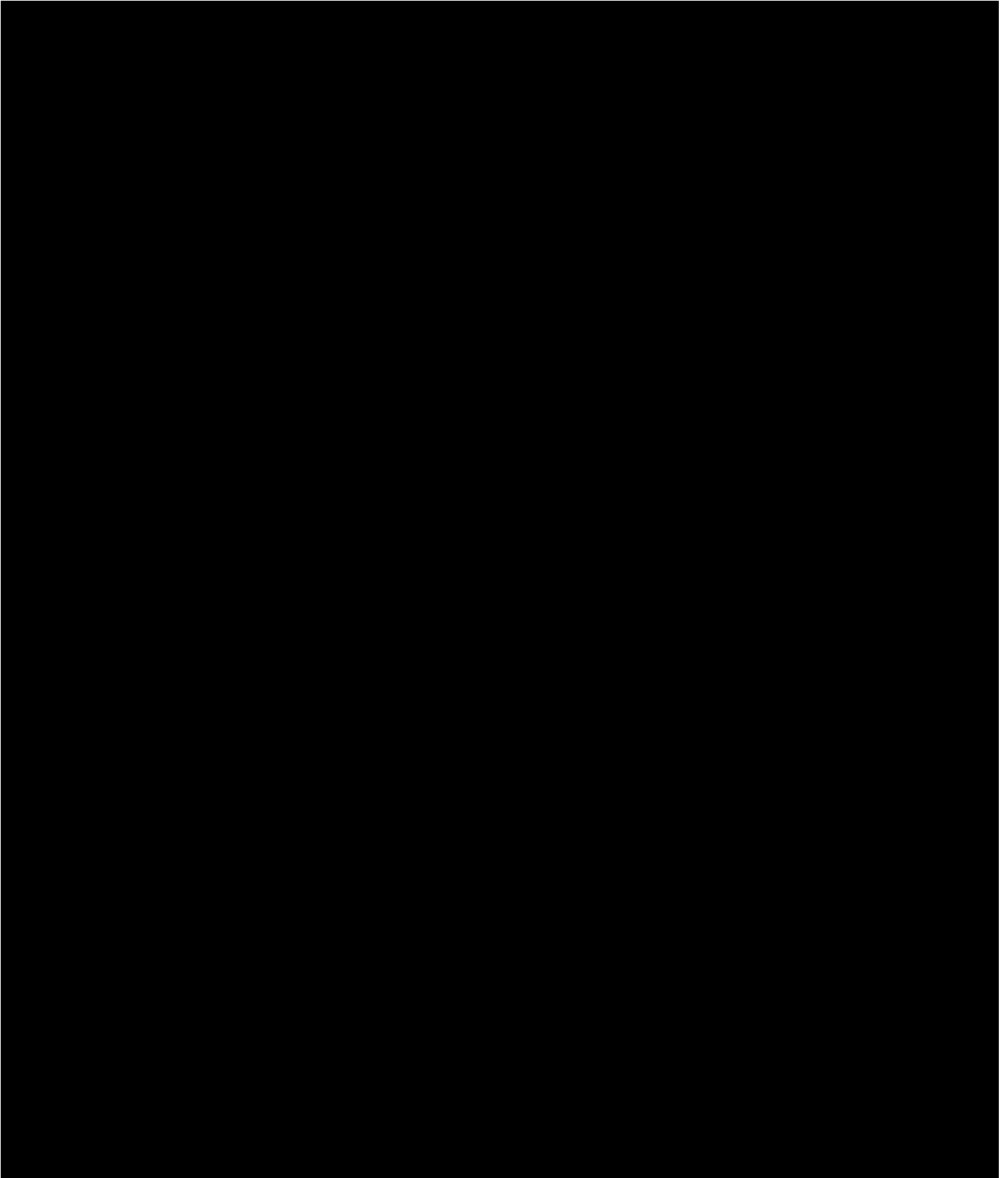




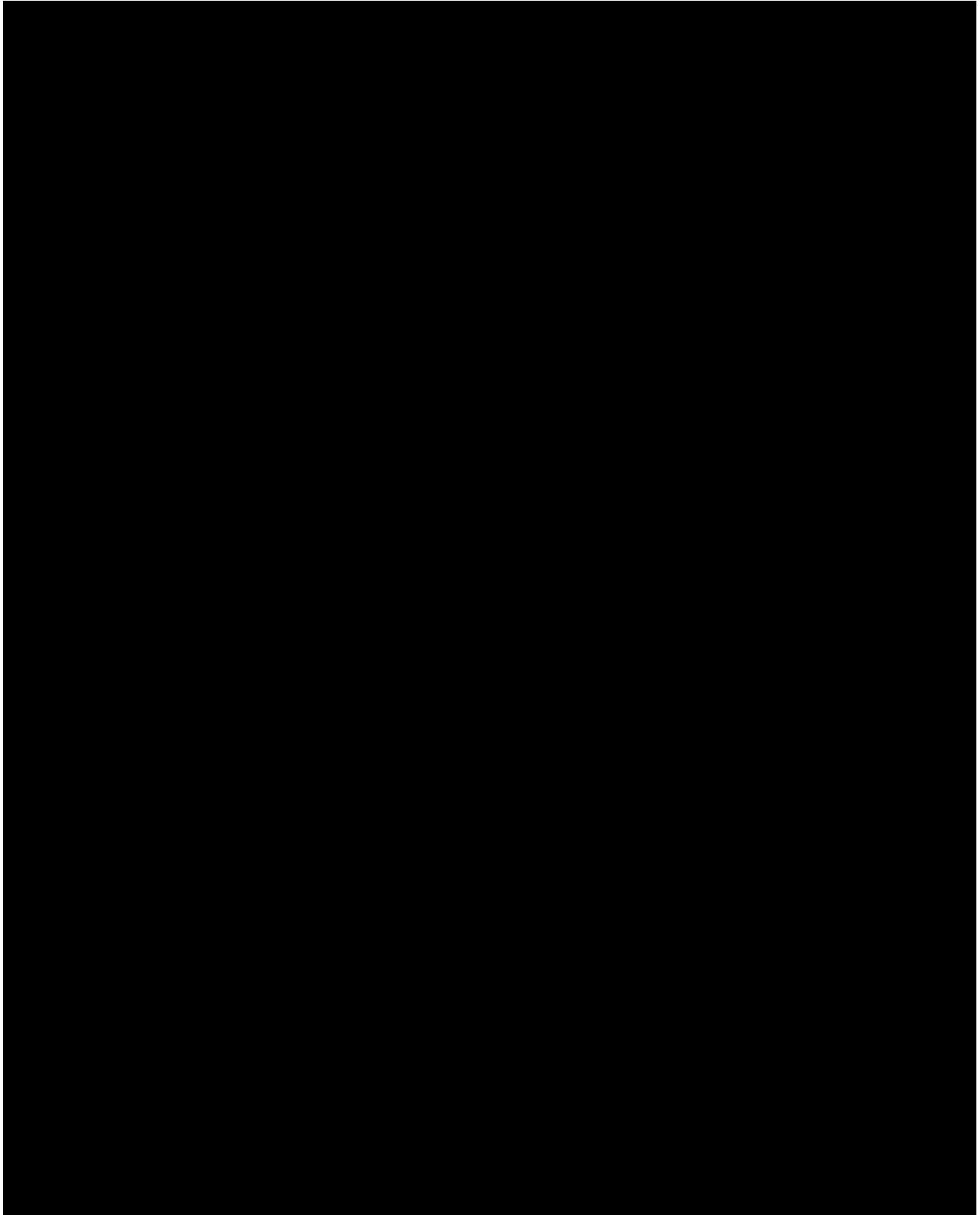
Ticket Routing Overview

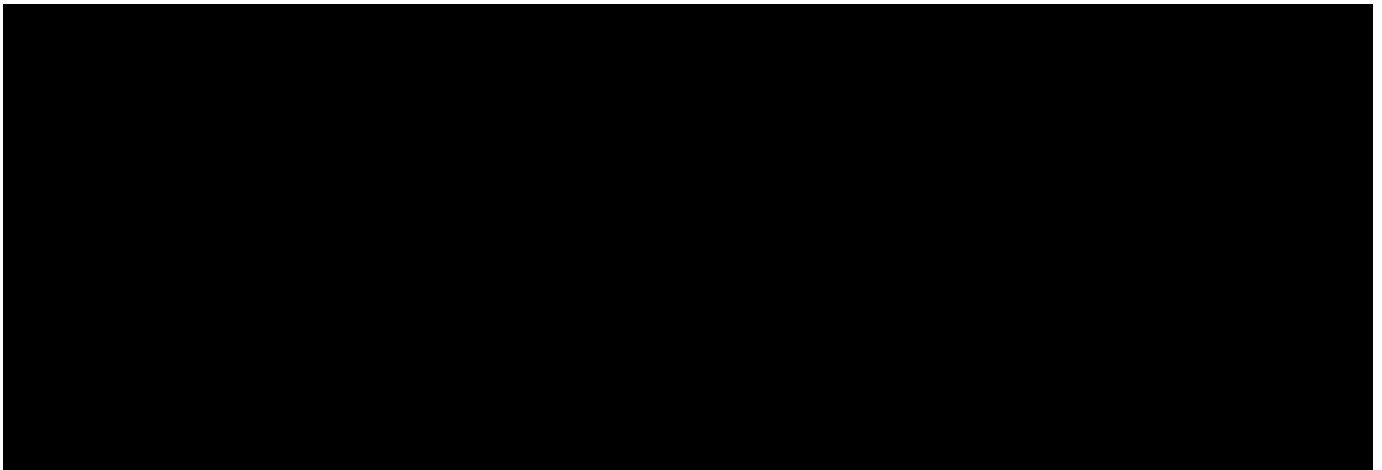






Our Experience





Privacy and Security Standards Compliance

Our Approach

Continuous compliance with security and privacy requirements from federal standards and regulations is key to maintaining the State's compliance requirements.

[Redacted text block]

[Redacted text block]

[Redacted text block]

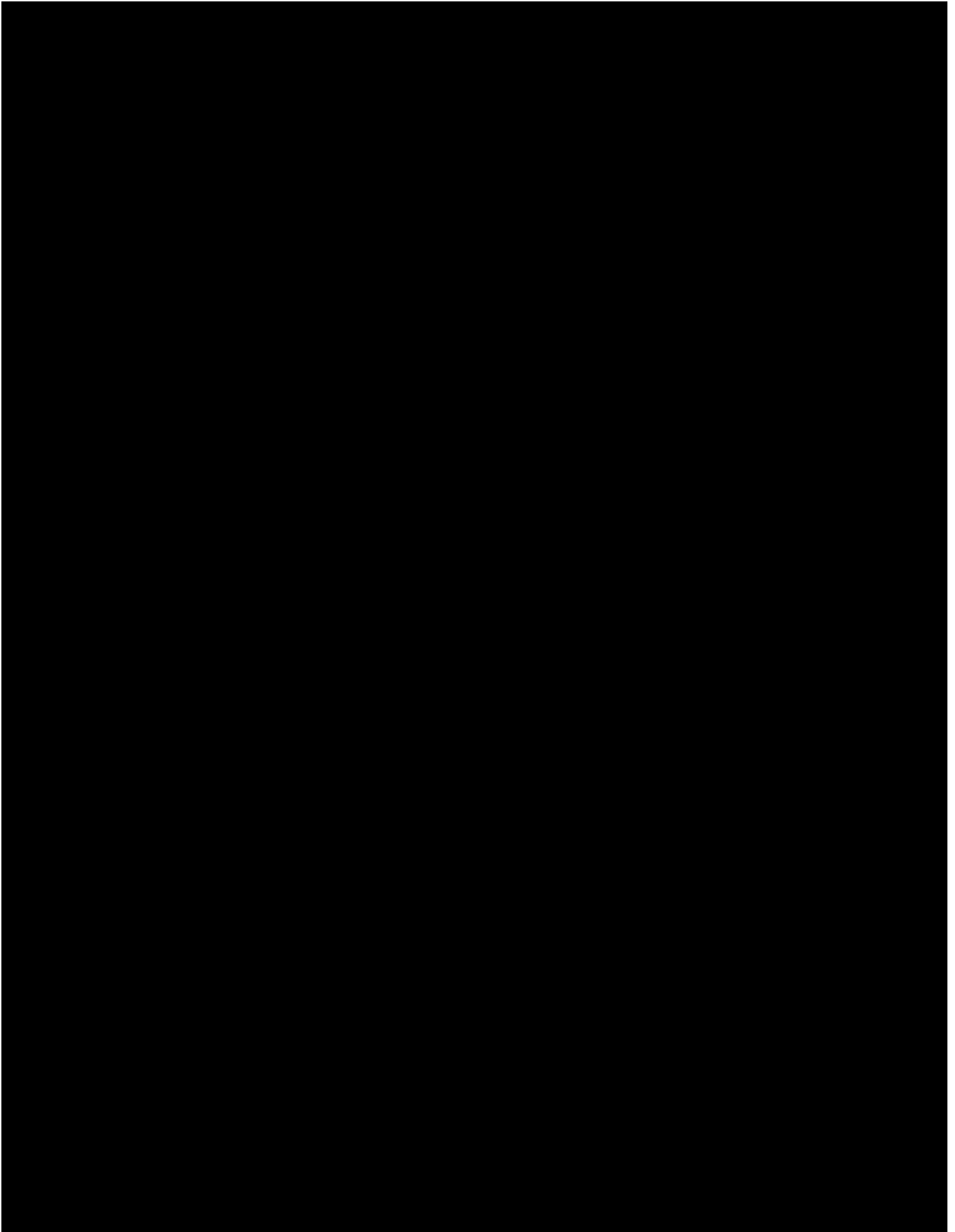
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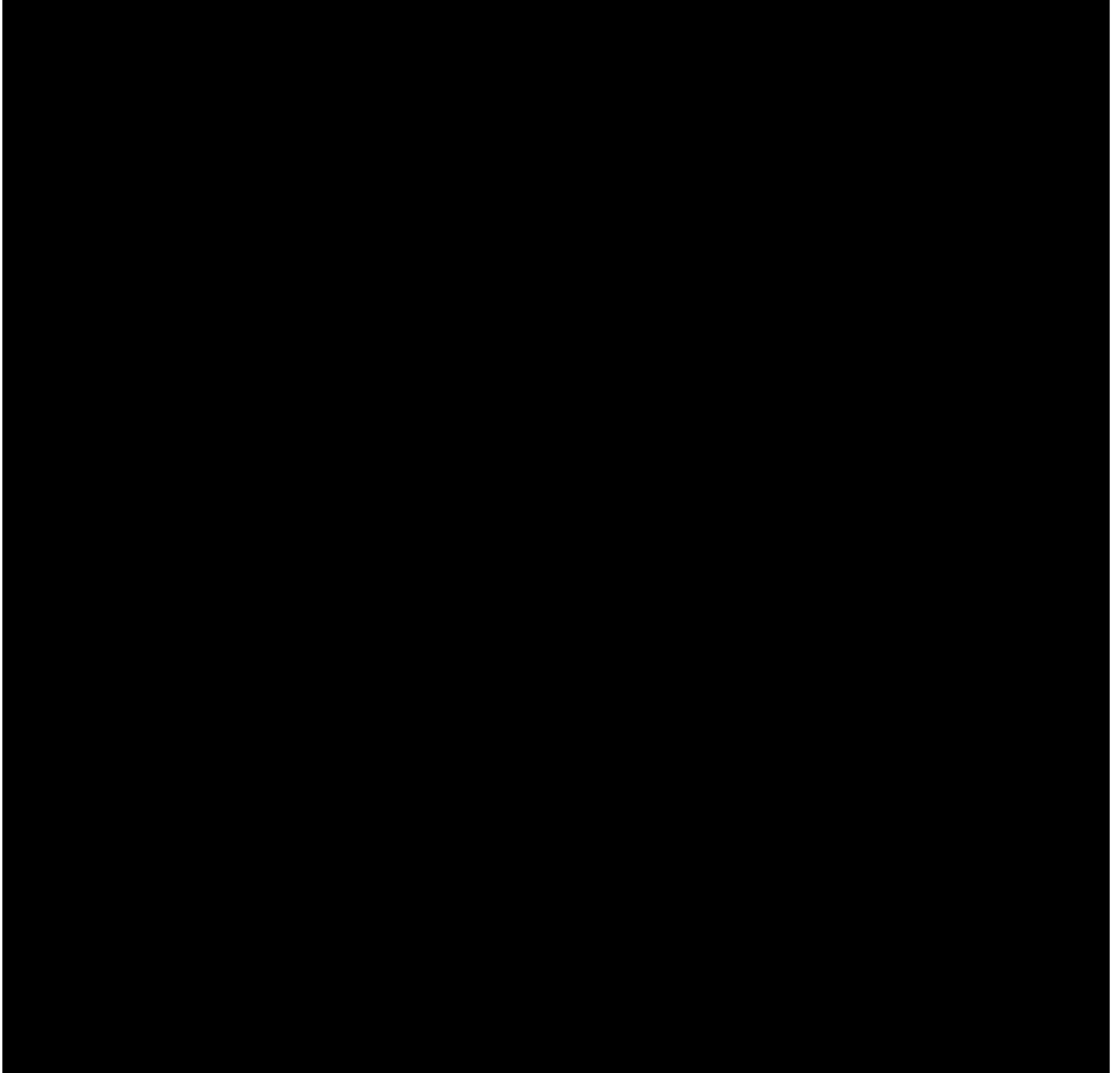
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Figure F.5-54. is an example of Deloitte's consolidated controls catalog.





Relevant Certifications

RFP Reference: Attachment F Technical Proposal, Pg. 5

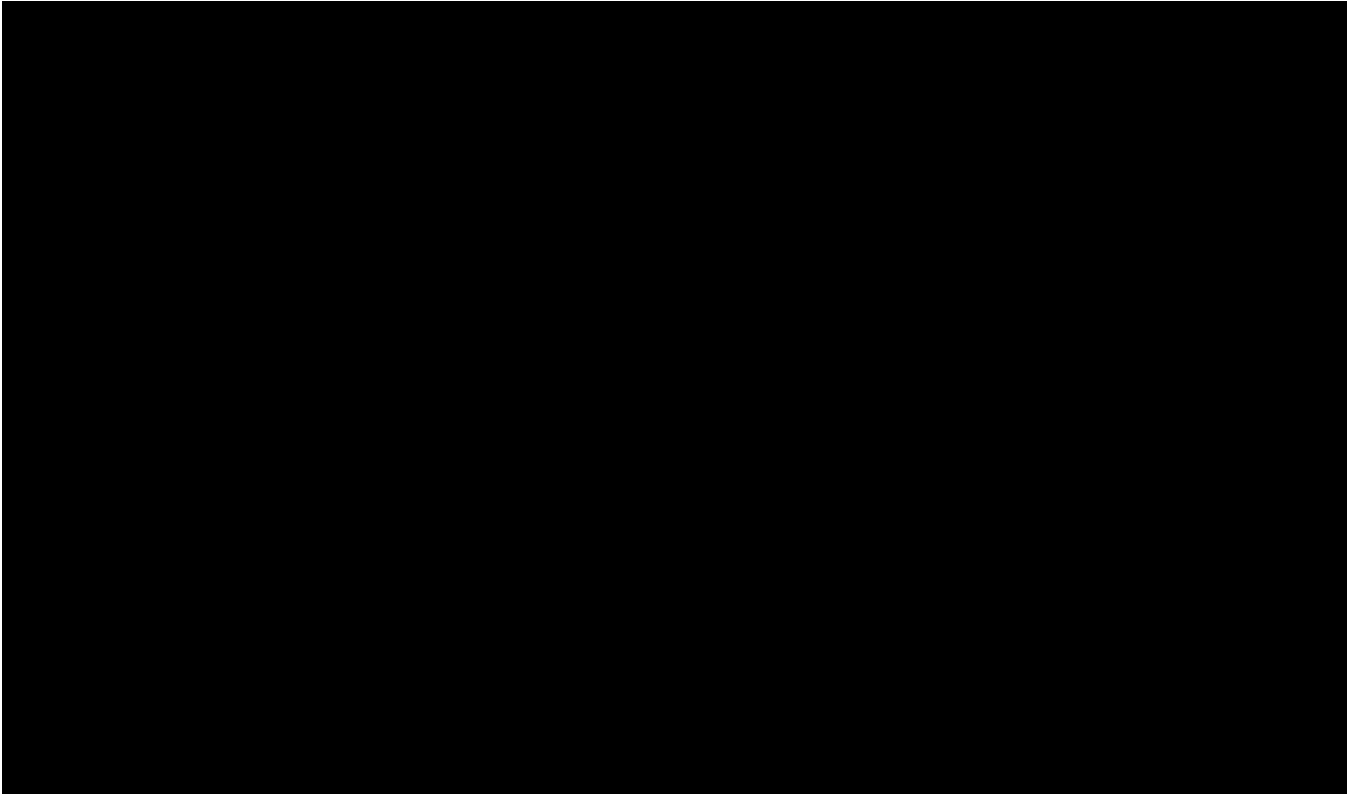
Provide any relevant certifications your organization holds. Provide a SOC 2 Type 2 report or functionally equivalent report, if available for your organization.

Deloitte has provided our Information Security Statement that addresses the security certifications we hold.
Please refer to *Appendix 2_Deloitte Information Security Statement*.

5.b. Proposed Adjustments to Processes and Tools

RFP Reference: Attachment F Technical Proposal, Pg. 4

- b. The State is open to the Contractor proposing adjustments to business/technical processes, roles/responsibilities, and tools to increase efficiency and effectiveness of their services for this contract. For each adjustment recommendation, the Contractor shall describe the adjustment, the impact on services and service levels, and estimations of how the State's overall costs will be reduced. Do not include specific dollar amounts but percentage reductions in savings can be provided.



Project-Based Work

Section 6

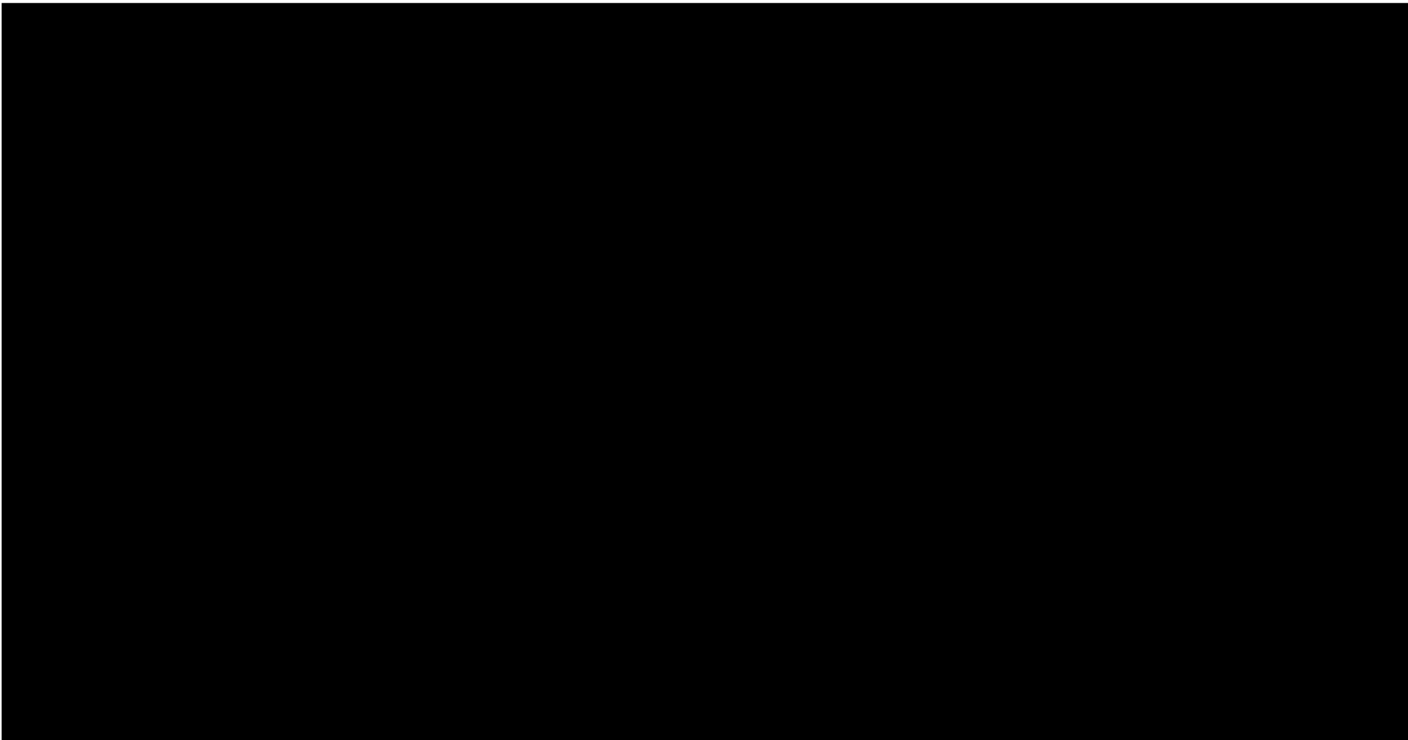
Deloitte understands BMV's strategy for incrementally improving and modernizing its IT portfolio through proactive approaches and innovative solutions to solve existing BMV challenges, enable more efficient operations, and continue to exceed its citizens' expectations. This RFP itself demonstrates BMV's drive to continually innovate and streamline operations. The nature of BMV's dynamically changing business requirements due to state and federal regulation changes and continually evolving customer expectations require increased agility.

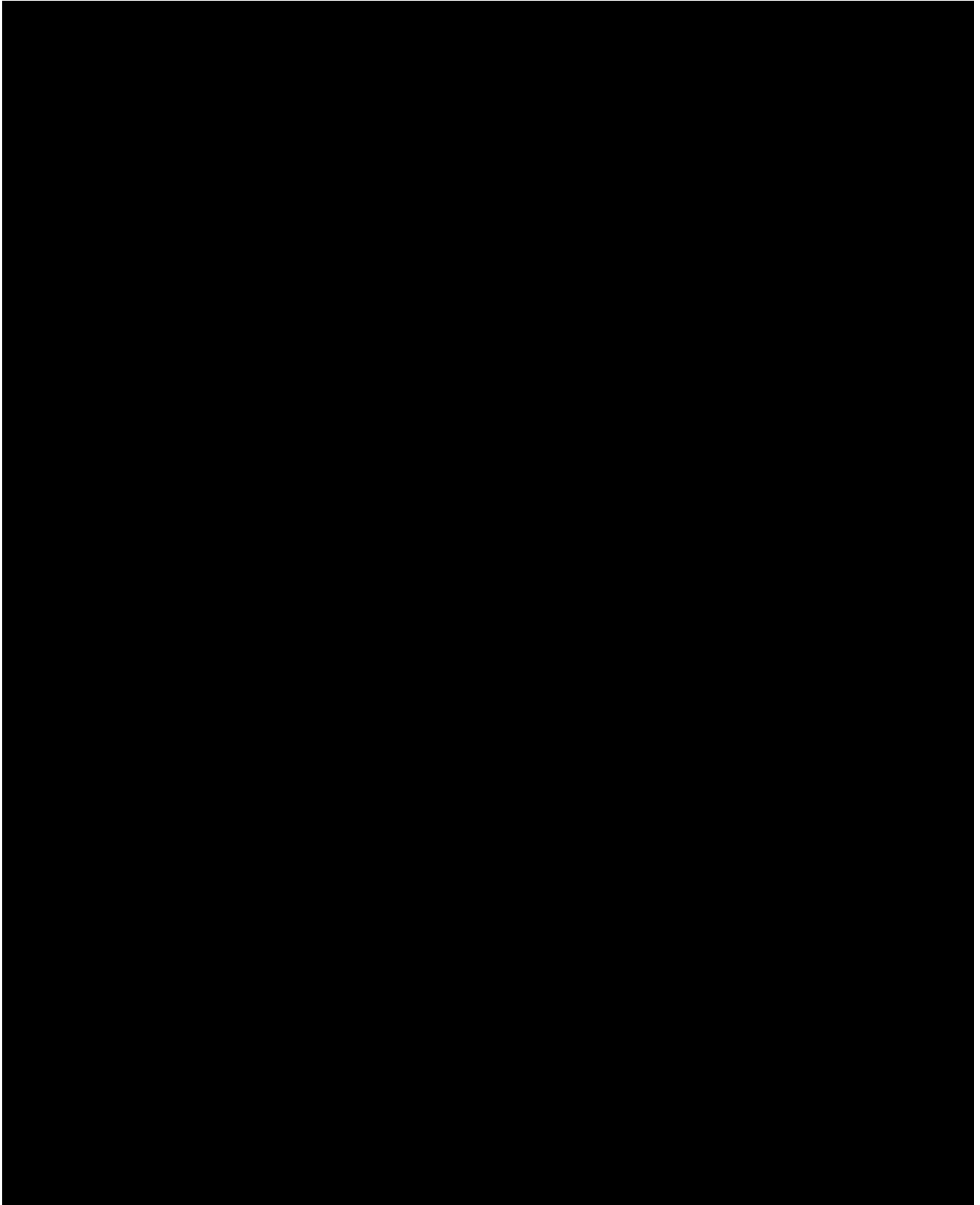
By selecting the right vendor for your M&O services and project-based work, BMV achieves the organizational scale to bring qualified resources on demand, a partner with diverse business and technical capabilities, and knowledge of BMV/DMV systems, processes, and operations. With Deloitte as your partner, BMV can continually evolve to meet your new project needs while providing a stable team of M&O resources.

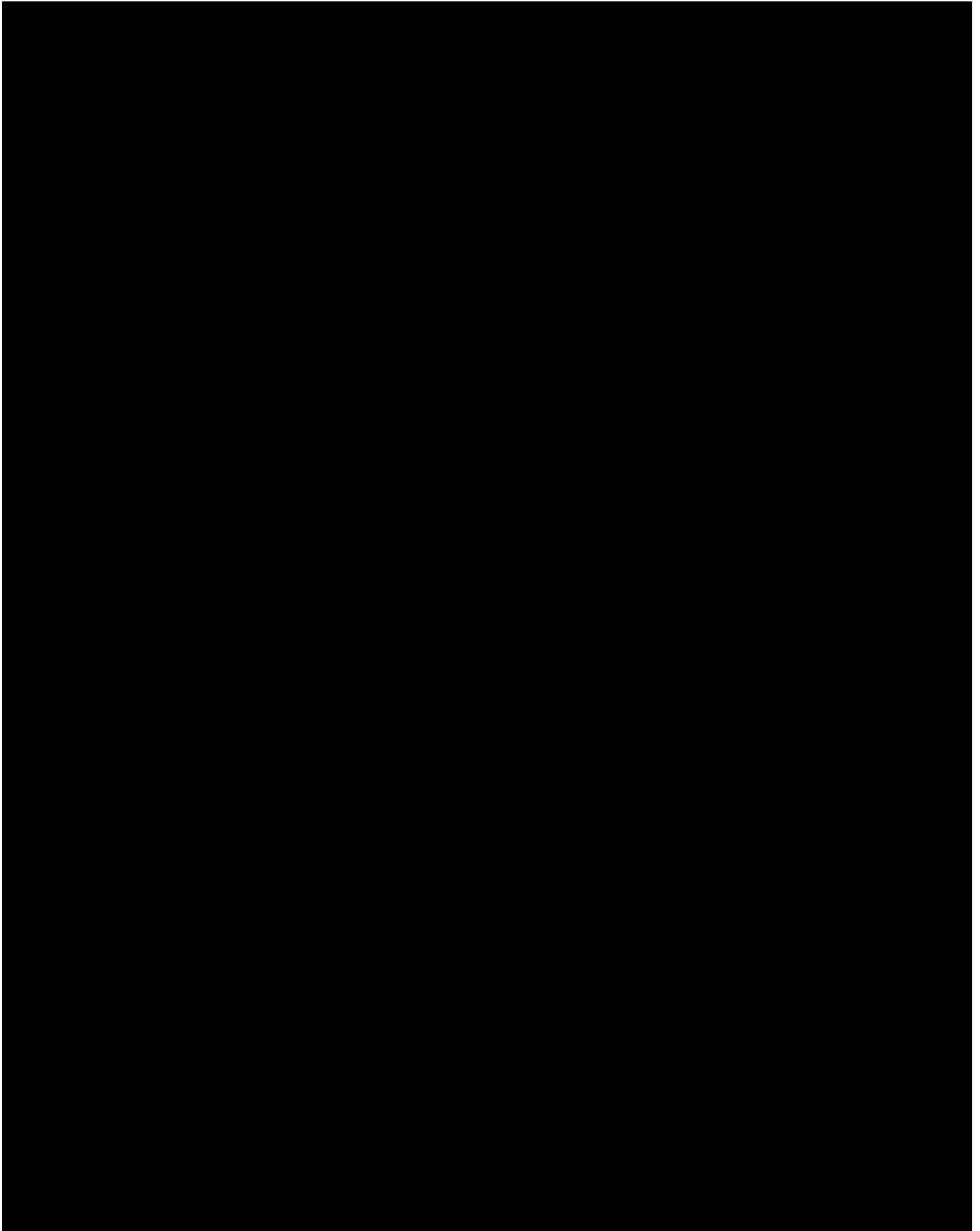


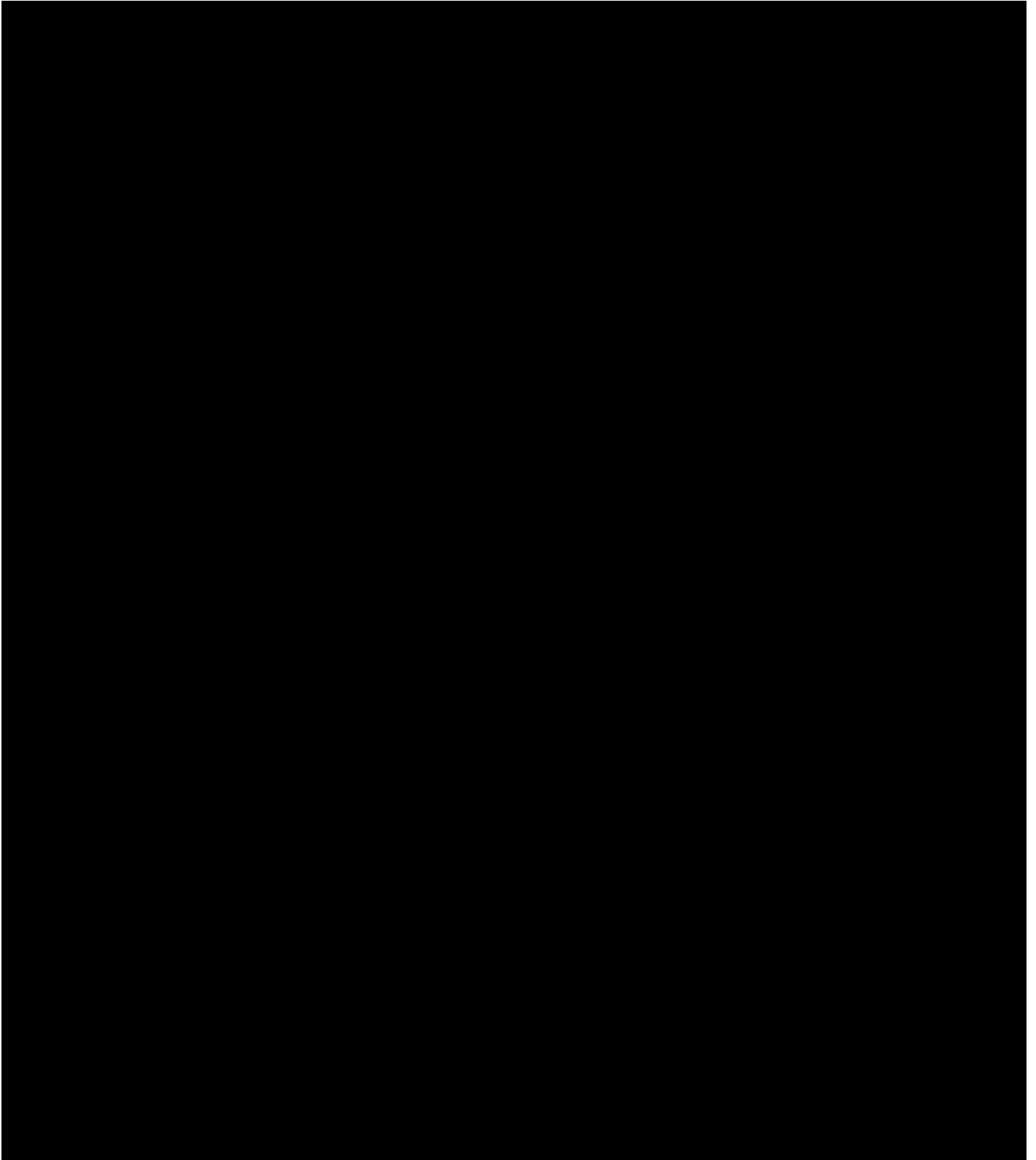
6.a. Our Understanding, Experience, and Approach to Project-Based Work

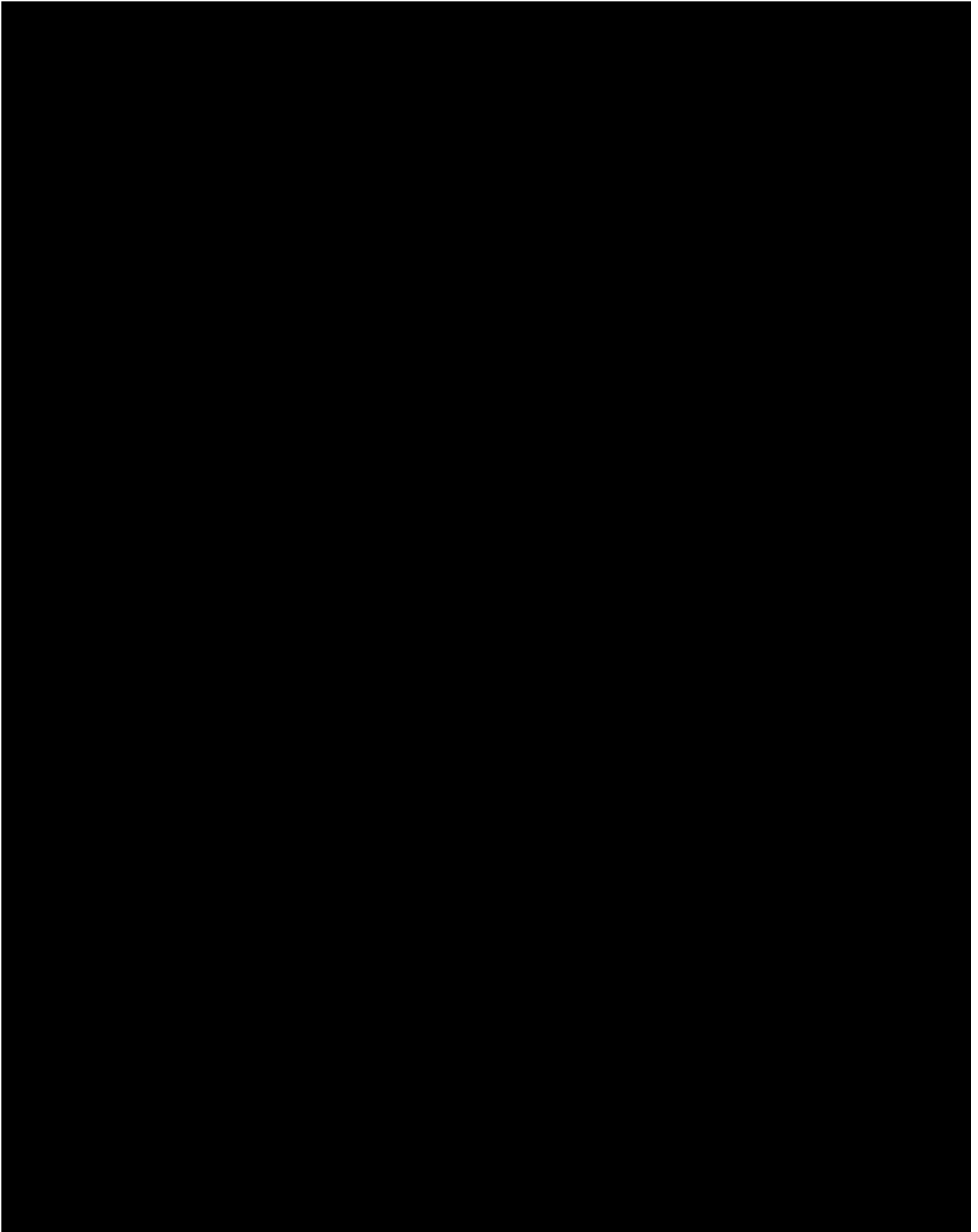
RFP Reference: Attachment F Technical Proposal, Pg. 5

- a. Explain the Respondent's understanding, experience with, and approach to the Project-Based work tasks described in Section 6.
- 









6.b. Change Management Plan

RFP Reference: Attachment F Technical Proposal, Pg. 5

b. Describe the Respondent's plan to perform the Change Management responsibilities as outlined in section 6.1.

Deloitte understands the dynamic nature of the BMV environment, including [REDACTED]. We recognize that the ongoing need for enhancing BMV systems stems from legislative and policy mandates, from a drive toward continuous improvement, and from technological advancements. Deloitte will

[REDACTED]

[REDACTED]

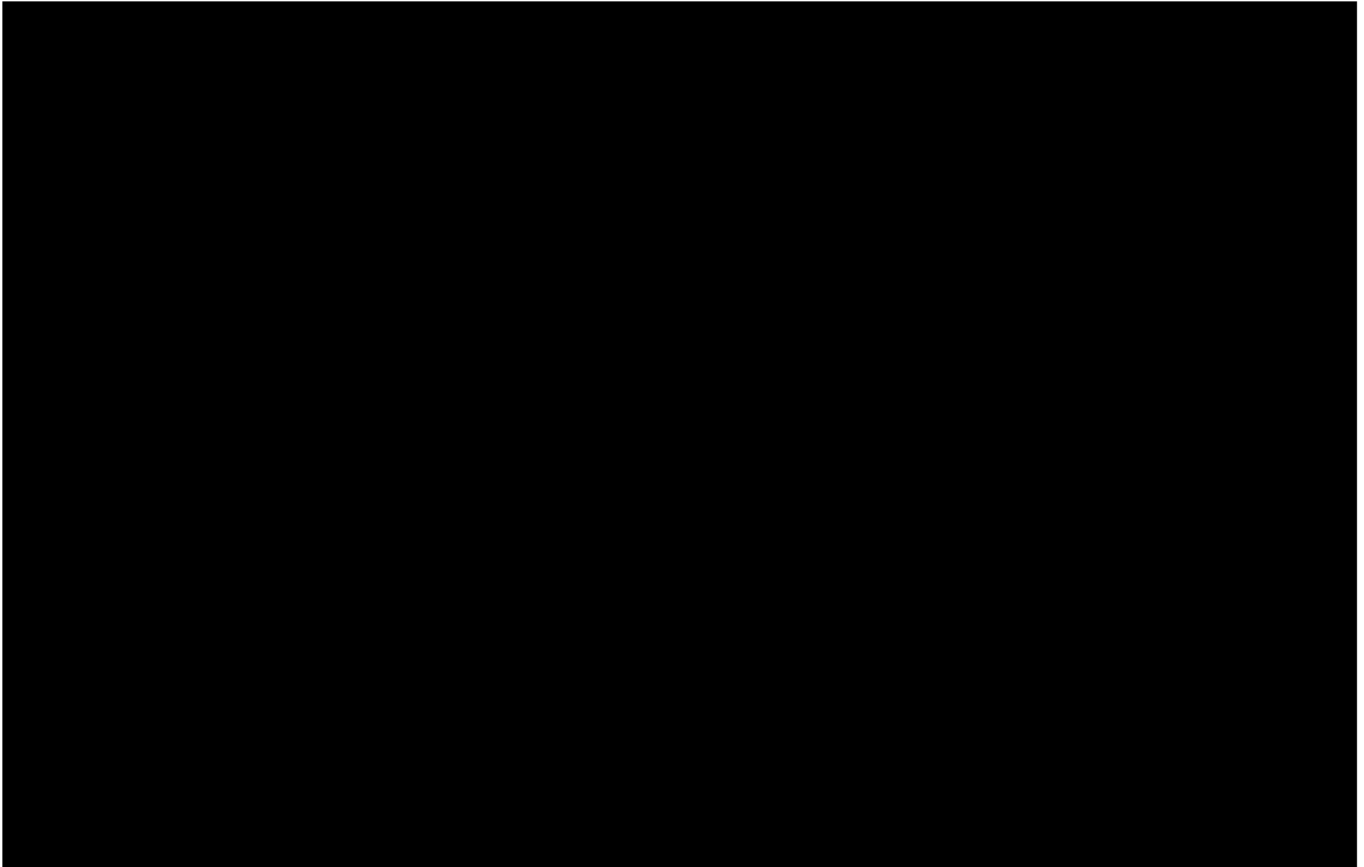
[REDACTED] and additional details,

when necessary, as described in the following figure in accordance with Section 6.1 of Attachment N.



The State will review the CIA and approve, conditionally approve while awaiting additional governmental body review, or disapprove and request changes. We will begin work only when full CR approval is granted by the State.

Deloitte will [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



6.c. Staffing Resources Approach

RFP Reference: Attachment F Technical Proposal, Pg. 5

c. Describe the Respondent's ability to quickly staff resources for new project-based work, including how the Respondent plans to recruit/leverage resources to meet required service levels for project-based work.

Deloitte's approach to staffing is based on our

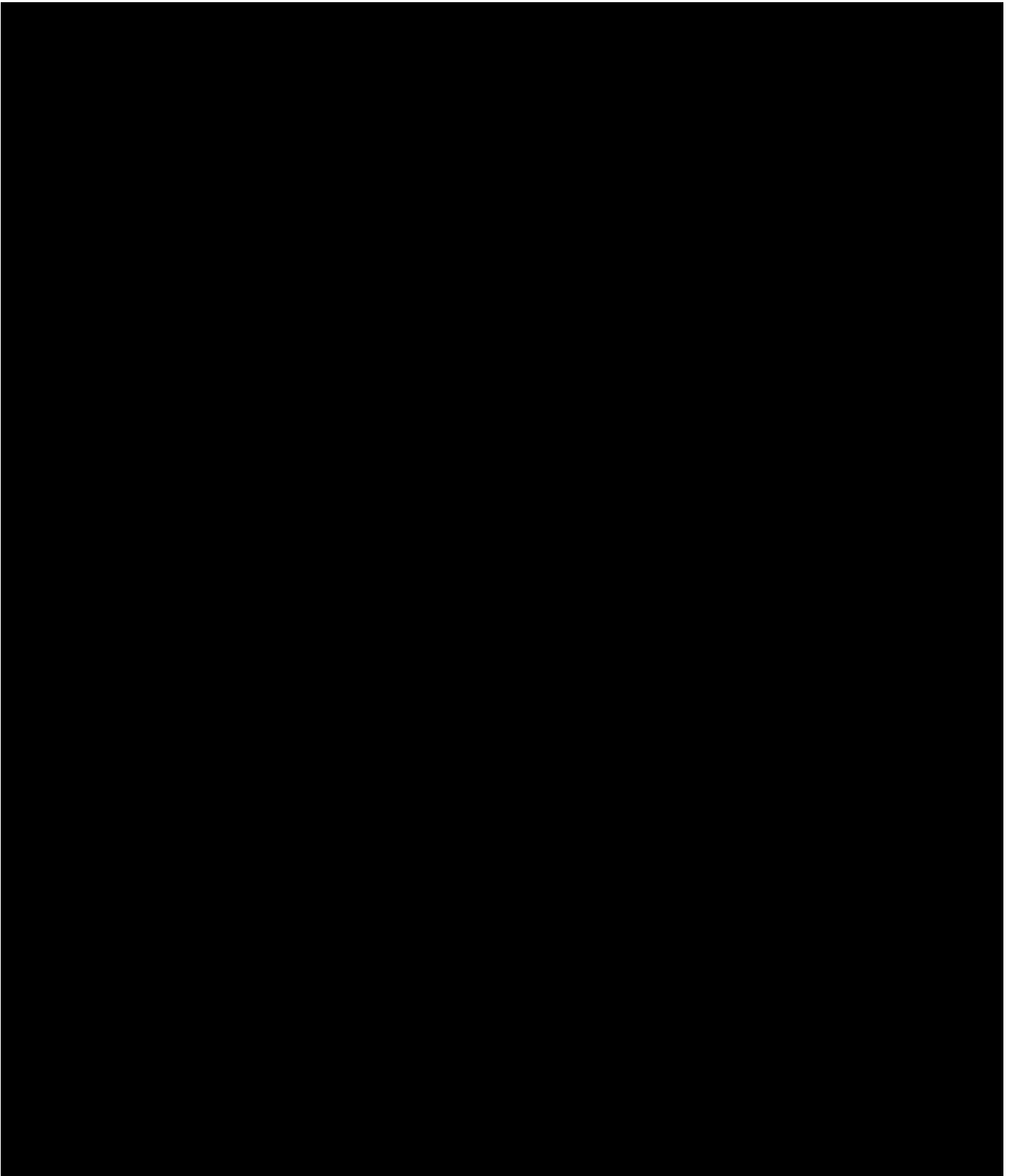
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[Redacted]

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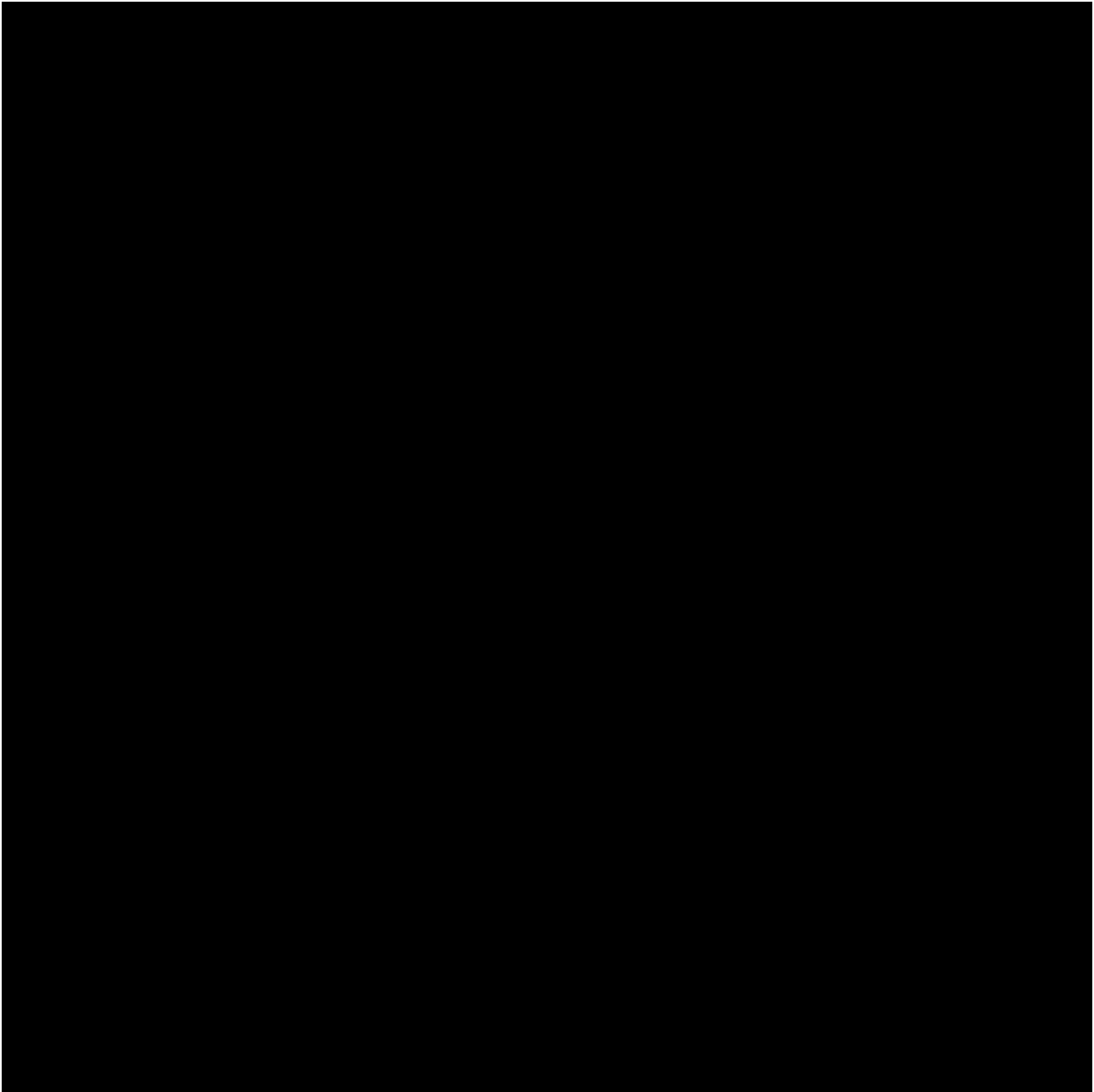


Deloitte continually plans for the resources required to support upcoming Project-Based Work in addition to supporting [REDACTED]

[REDACTED]

resources we may need for them. We understand BMV is not required to use all enhancement pool hours or dollars, and the number of enhancement resources will fluctuate over time, so our staff planning must be flexible and based only on approved CRs.

Our approach to managing resource needs as they surge and shrink throughout the contract term includes the following steps:



6.d. Mitigating User Disruption

RFP Reference: Attachment F Technical Proposal, Pg. 5

d. Describe how the Respondent will ensure users are not unfavorably impacted by any STARS project-based work.

In partnership with our clients, Deloitte has delivered enhancements through a wide variety of fast response and emergency situations without affecting delivery timelines, quality, or system stability, including during the recent COVID public health emergency. For example,

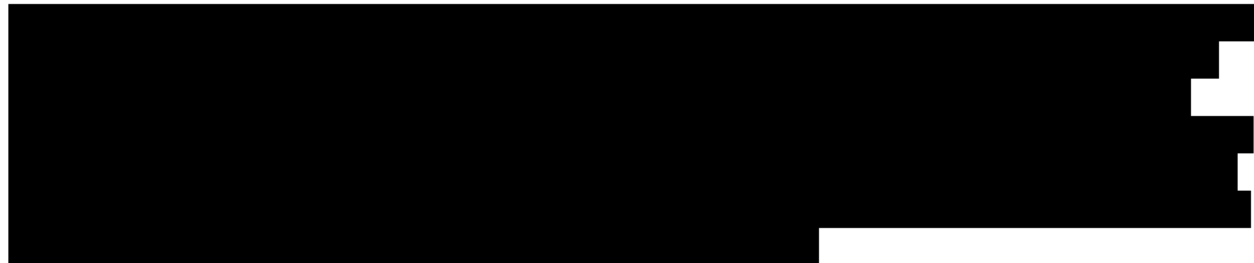
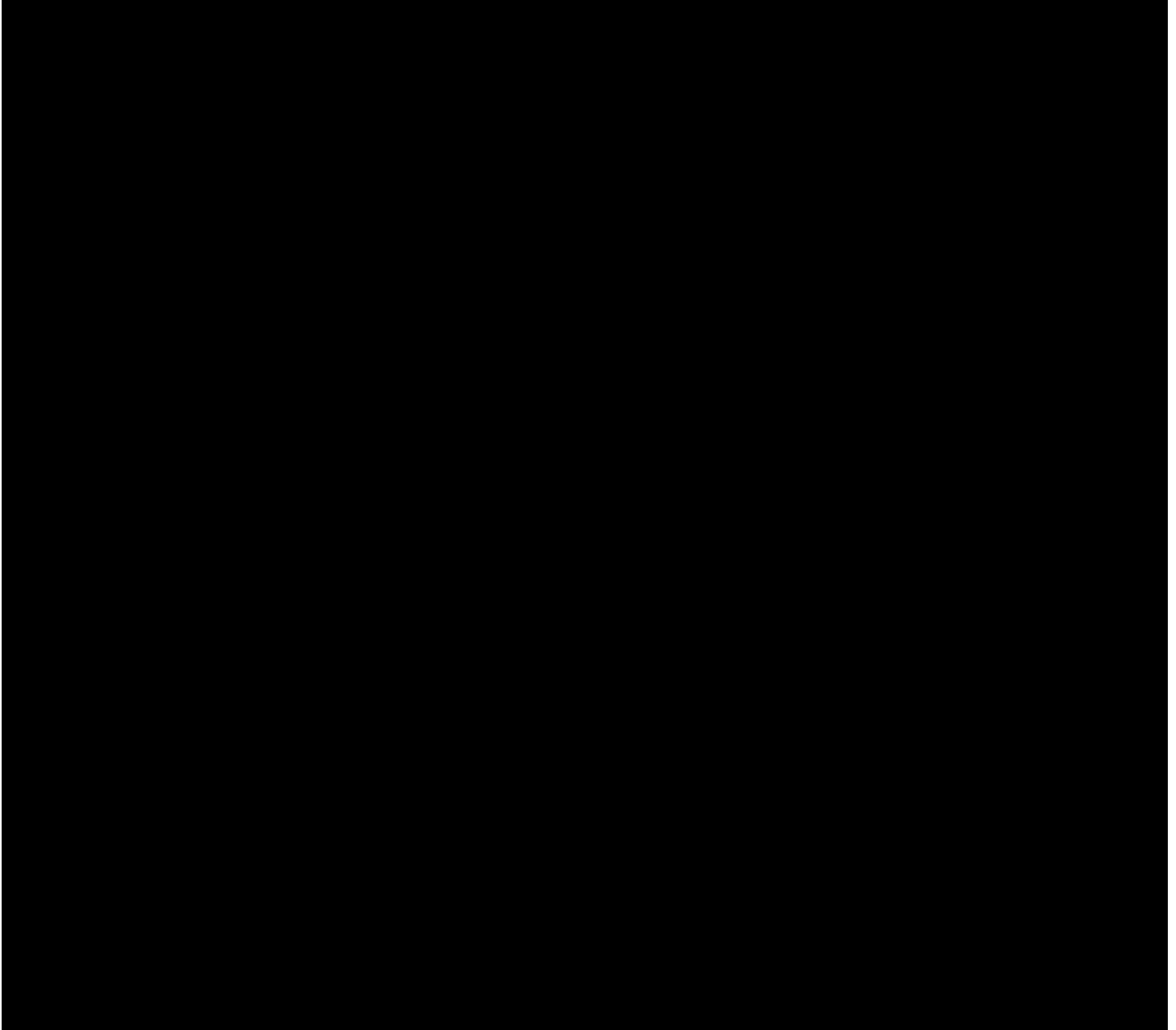


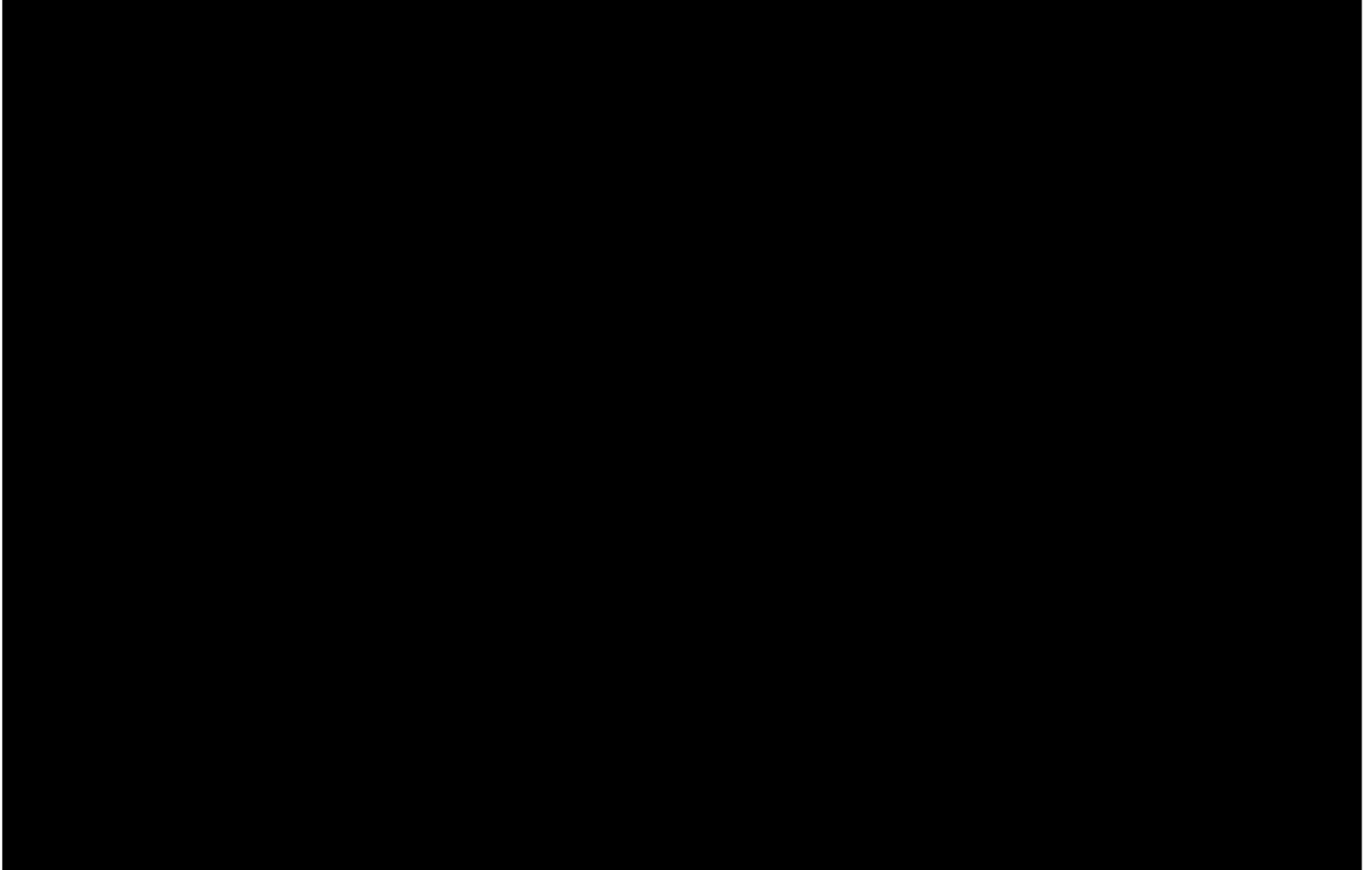
Figure F.6.11. highlights several considerations to mitigate the risk of user disruption during change implementation.



6.e. Our Approach to the State's Requirements

RFP Reference: Attachment F Technical Proposal, Pg. 5

e. How will your company define, review, confirm, validate, elaborate, and understand the State's requirements?

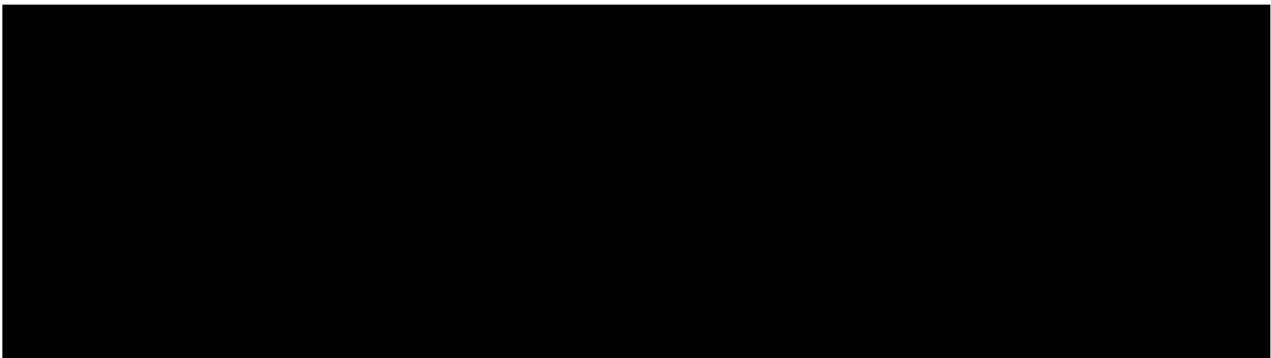


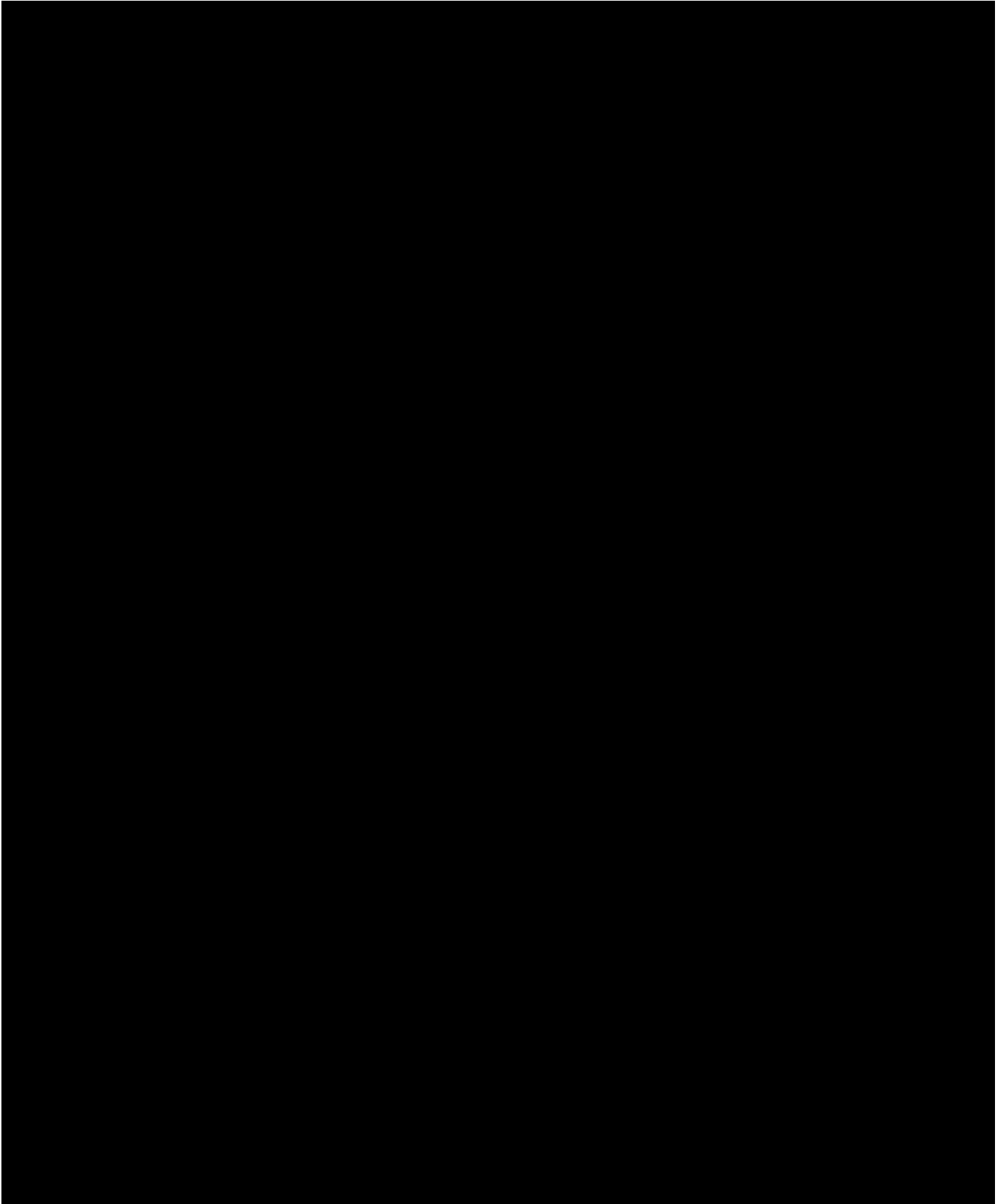
6.f. Approach to Identifying Future Project-Based Work Needs

RFP Reference: Attachment F Technical Proposal, Pg. 5

f. Describe how the Respondent will work with the State to identify upcoming project-based work needs.

Deloitte practices a proactive approach to identifying client needs and solution requirements. We act as advisors to BMV by:





6.g. Sample Proposals

RFP Reference: Attachment F Technical Proposal, Pg. 5

g. Provide a sample proposal for the two sample projects described in 6.3, detailing your approach, project timeline, and any other pertinent qualitative details. Also, for each project, include a proposed staffing plan using the positions listed in Table 5 of the Scope of Work, including the number of hours expected for each position. Do not include any cost information in your technical proposal. In the Sample Project Based Work tab of the cost proposal, please replicate the staffing plan.

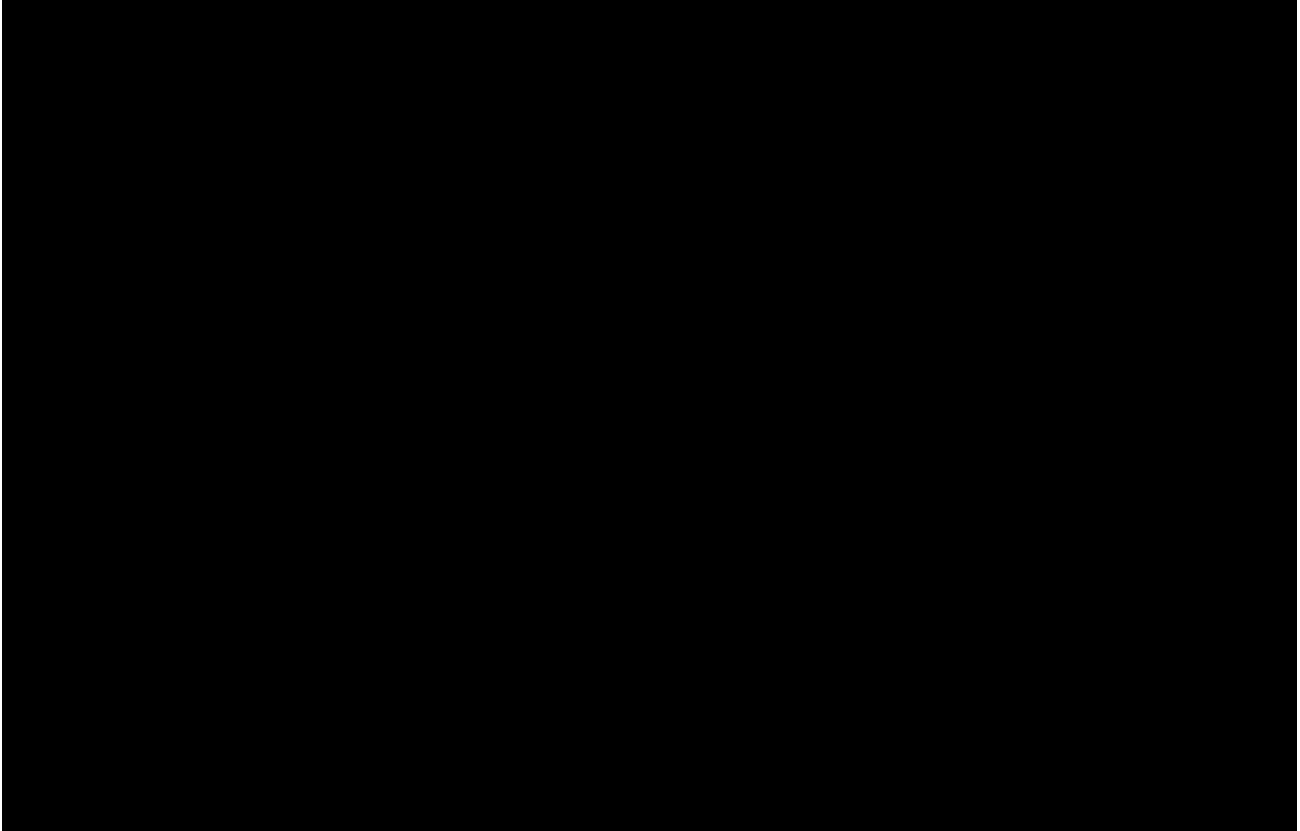
Deloitte is pleased to provide sample proposals for CIAs we would prepare for BMV for mDL and eTitling CRs based on our knowledge of mDL and eTitling and the information provided in the RFP.

Within each of our sample proposals, we provide the information for each CIA as required in Section 6.1:

- Description of the proposed change
- Justification of the proposed change
- Release plan for the proposed change
- Staffing plan (organization chart, staff names and position) and forecasted hours
- Scope of the Project-Based work
- Performance standards
- Security impacts and how they will be addressed
- A list of work products or deliverables that the Contractor will submit to implement the proposed Change
- A schedule for implementation of the proposed Change
- An assessment of the added value of a proposed Change to the State
- Any other matter reasonably requested by the State or reasonably considered by the Contractor to be relevant

Sample Proposal #2 – eTitle Discovery Project

Electronic Titling (eTitle) provides jurisdictions the ability to maintain a digital version of a paper title. Some of the



Project Management

Section 7

Deloitte has demonstrated reliable, predictable maintenance and enhancements relationships with our government clients nationally for over [REDACTED] years, and within the State of Indiana for over [REDACTED] years. We leverage decades of project management and application service experience with state motor vehicle agencies providing the skills, judgement, processes, and ultimate teammate to assist you with development, implementation and maintenance support resulting in measurable positive outcomes.

Deloitte has proven success in delivering [REDACTED] of application managed services projects for numerous public sector clients, including [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

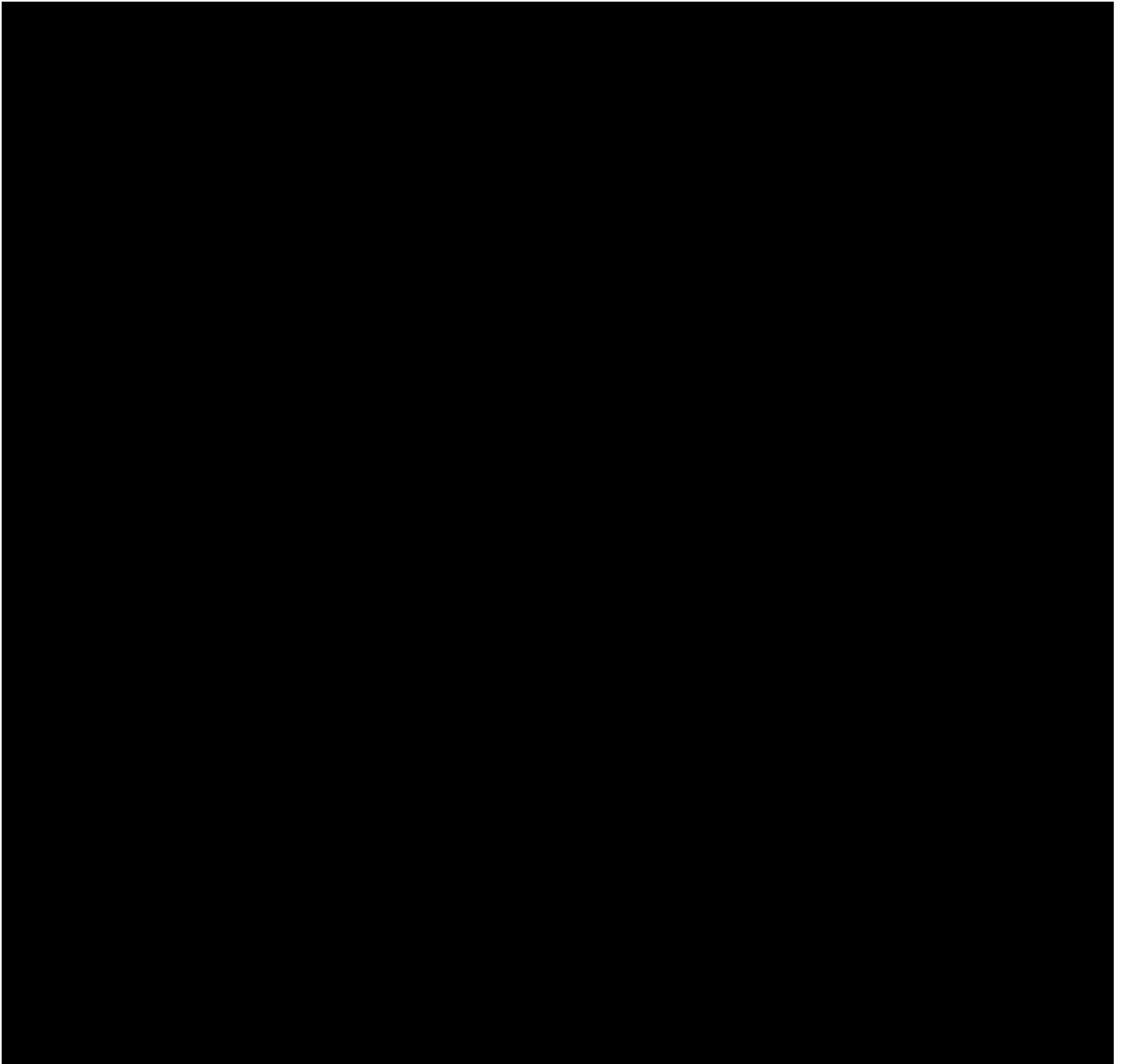
7.a. Project Management Approach, Methodology, and Plan

RFP Reference: Attachment F Technical Proposal, Pg. 5

a. Describe your Project Management approach, methodology, and plan in adherence with the requirements of Section 7.2.

BMV requires a vendor that is well-versed in its program areas and demonstrates the capability and technology knowledge necessary to support your diversity of technical applications. [REDACTED]

[REDACTED]



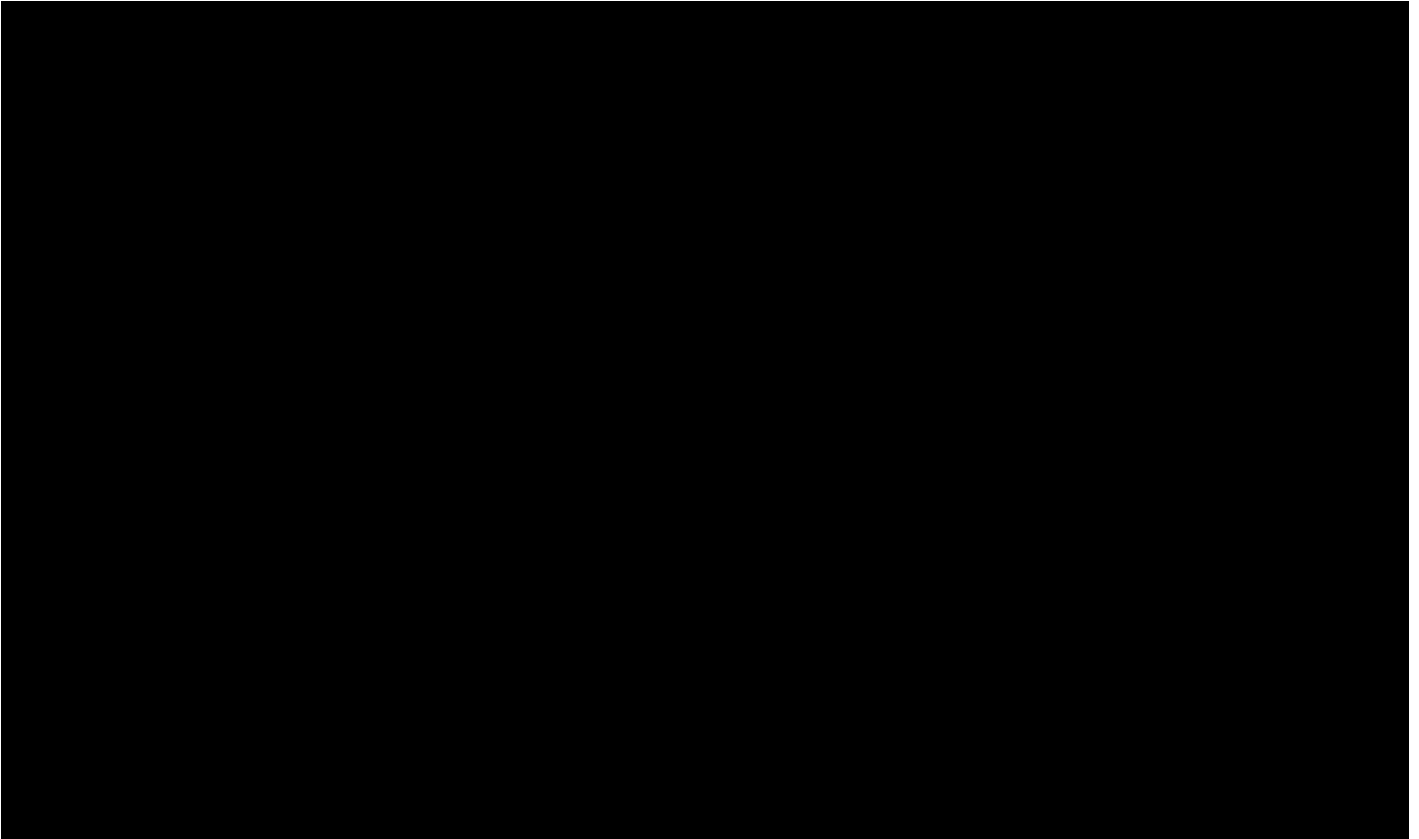
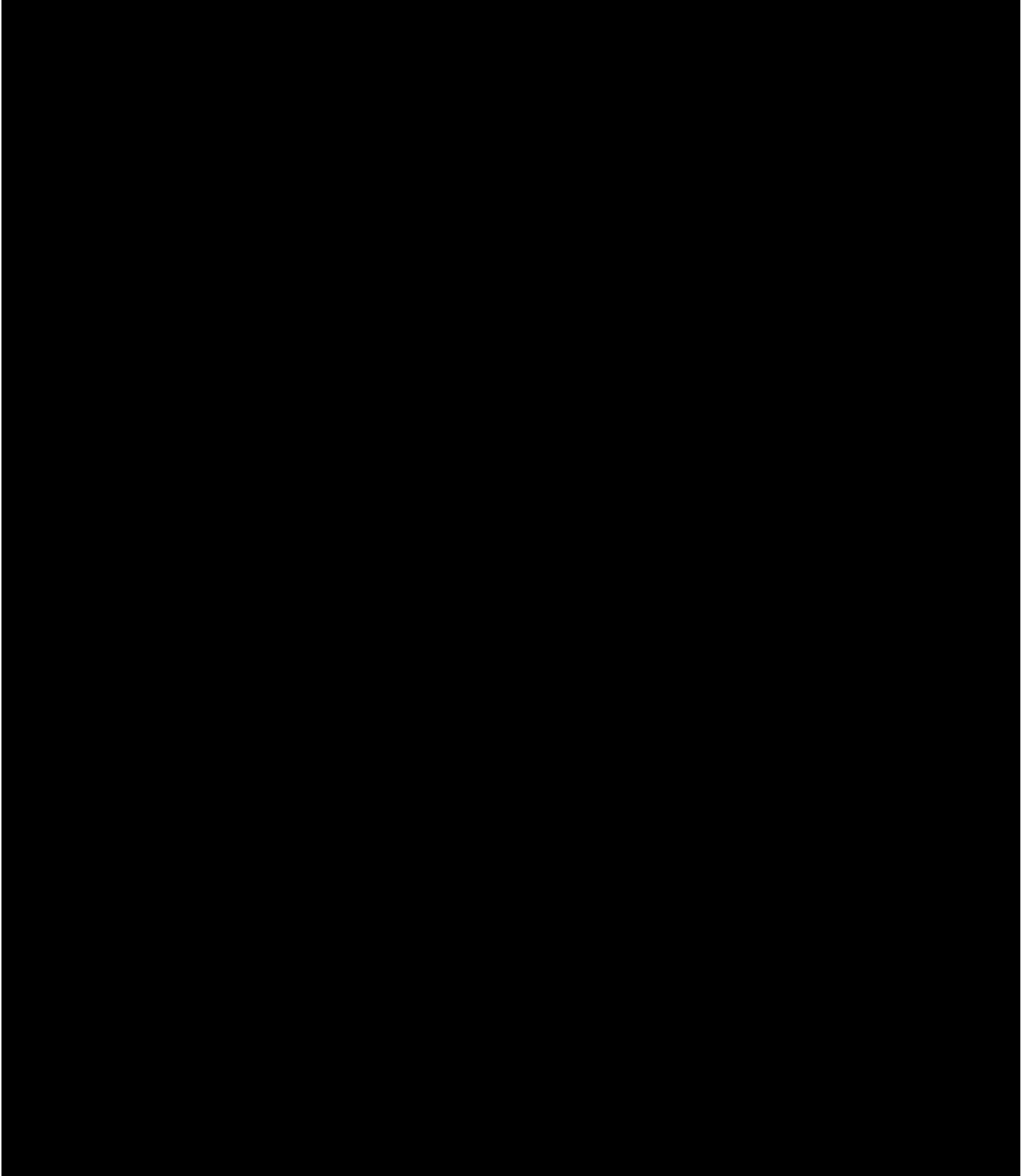
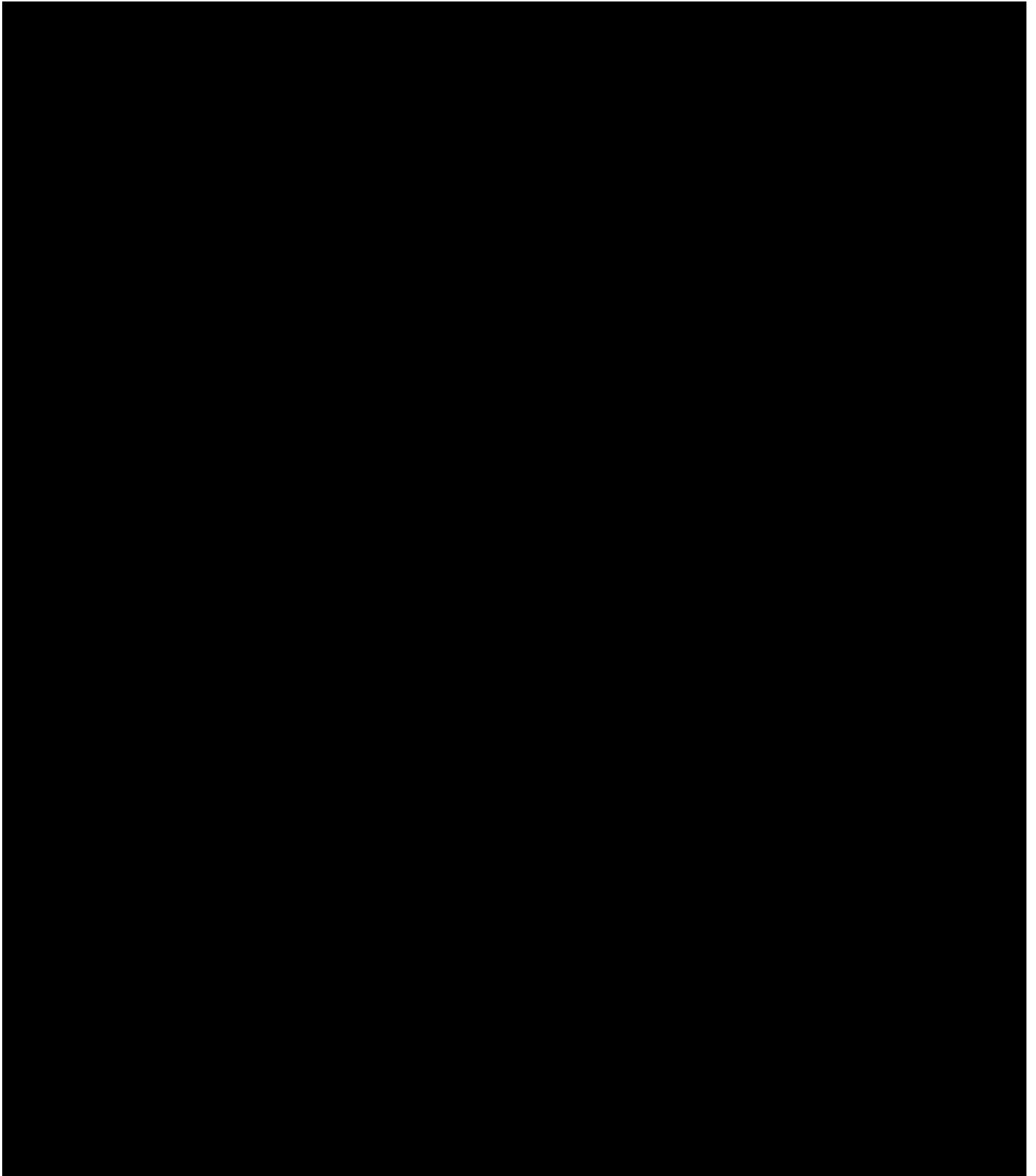
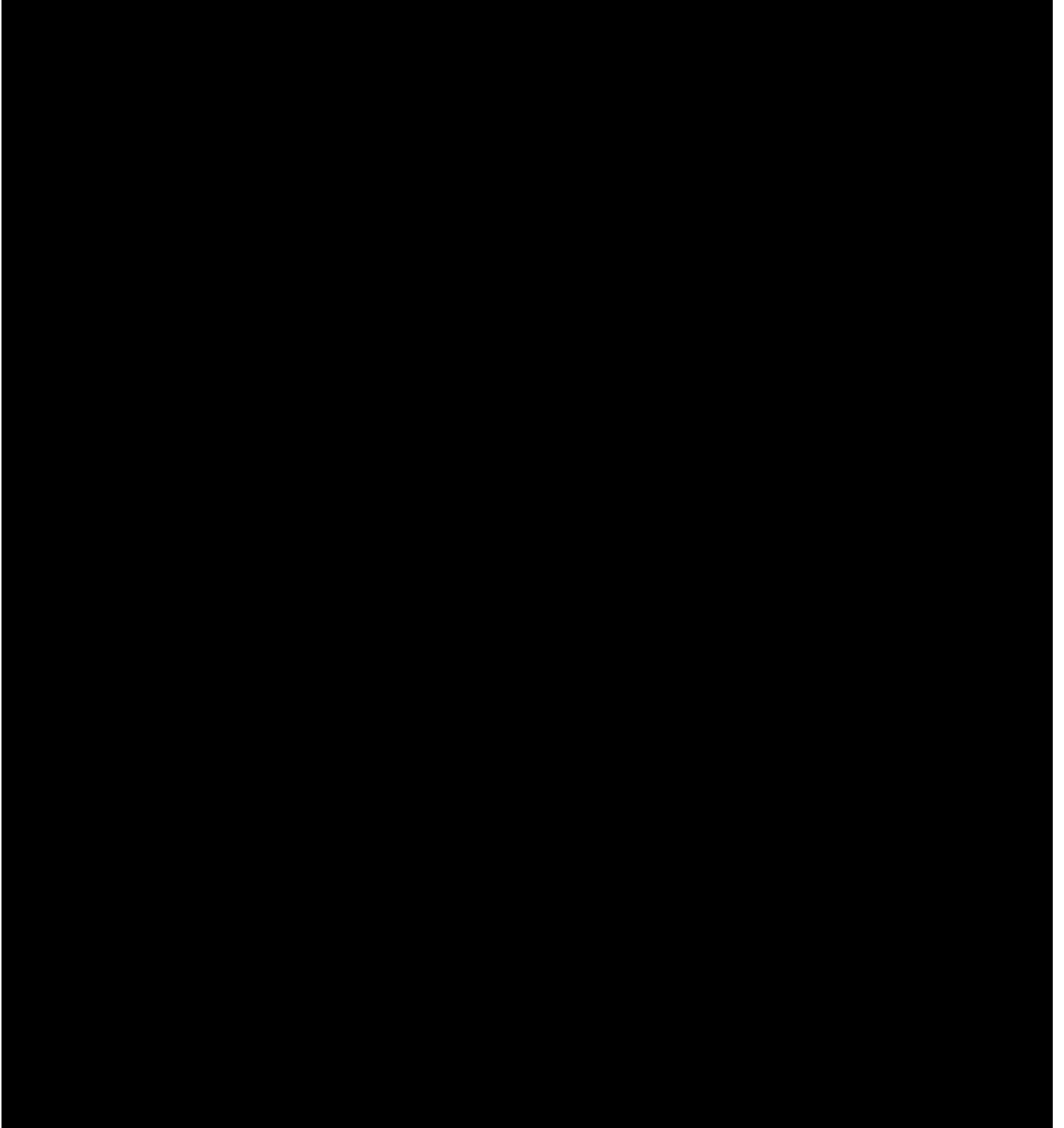
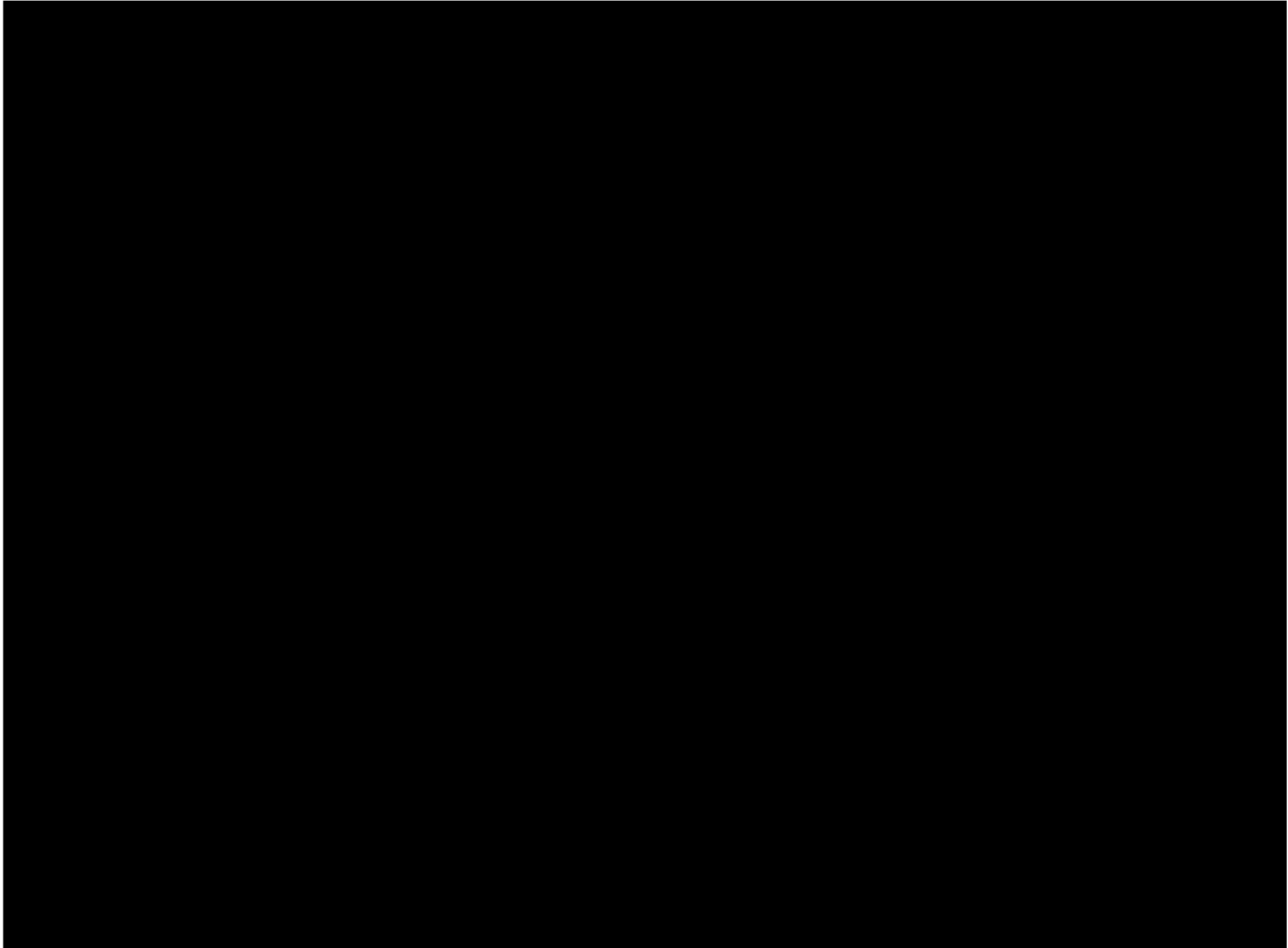


Figure F.7-2. describes the benefits BMV realizes by leveraging our collaborative project management approach.







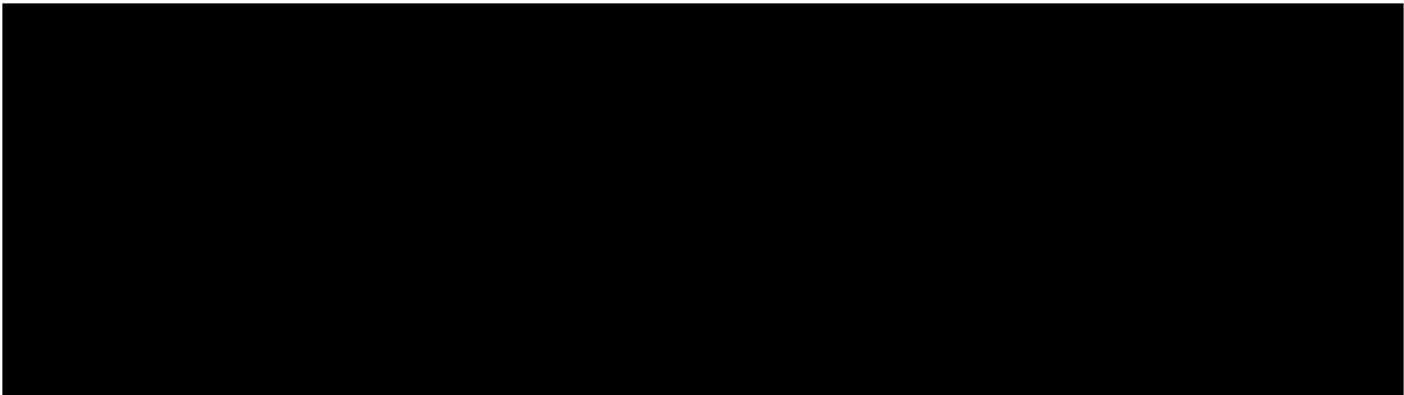


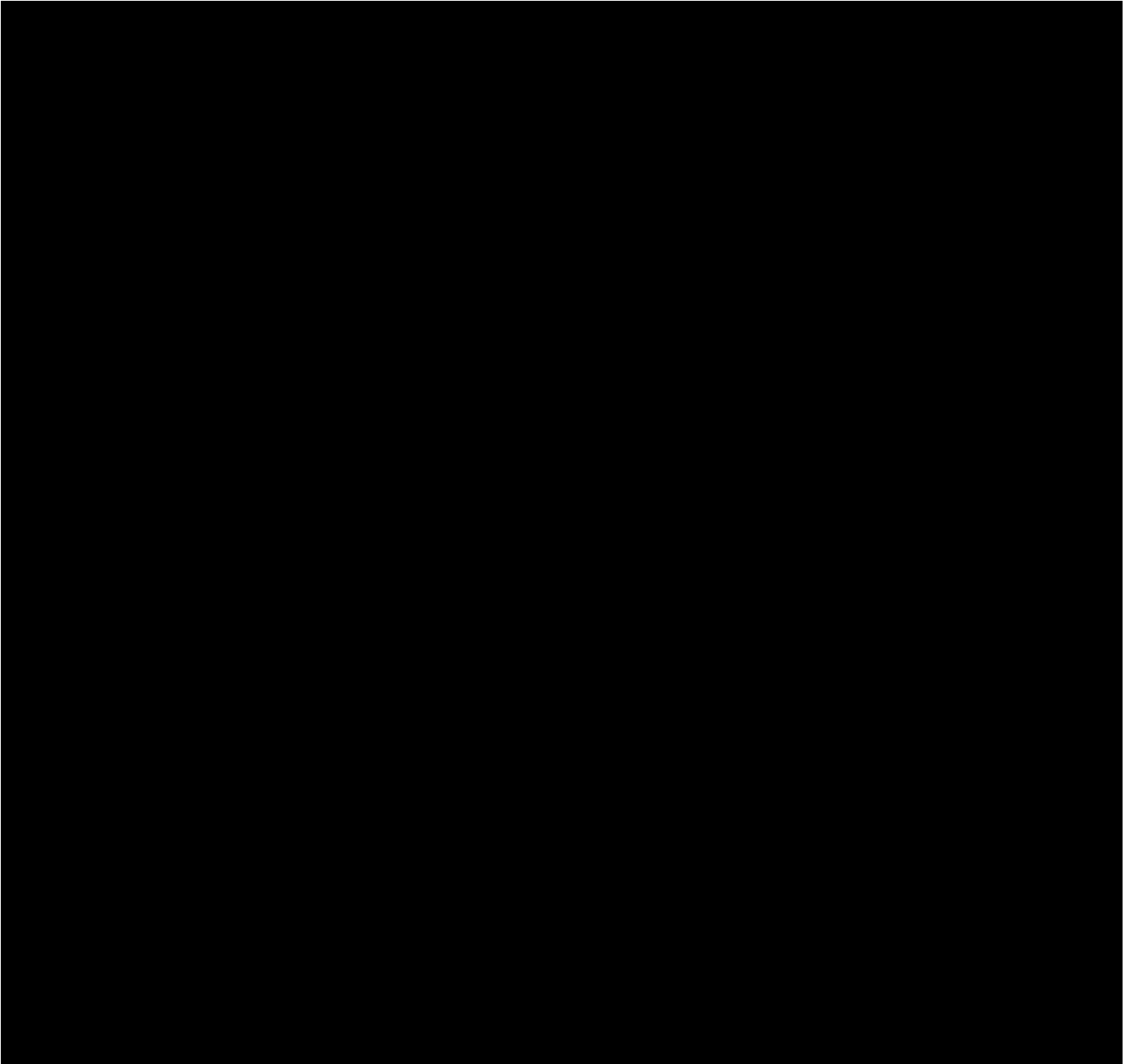
7.b. Project Quality Management Plan

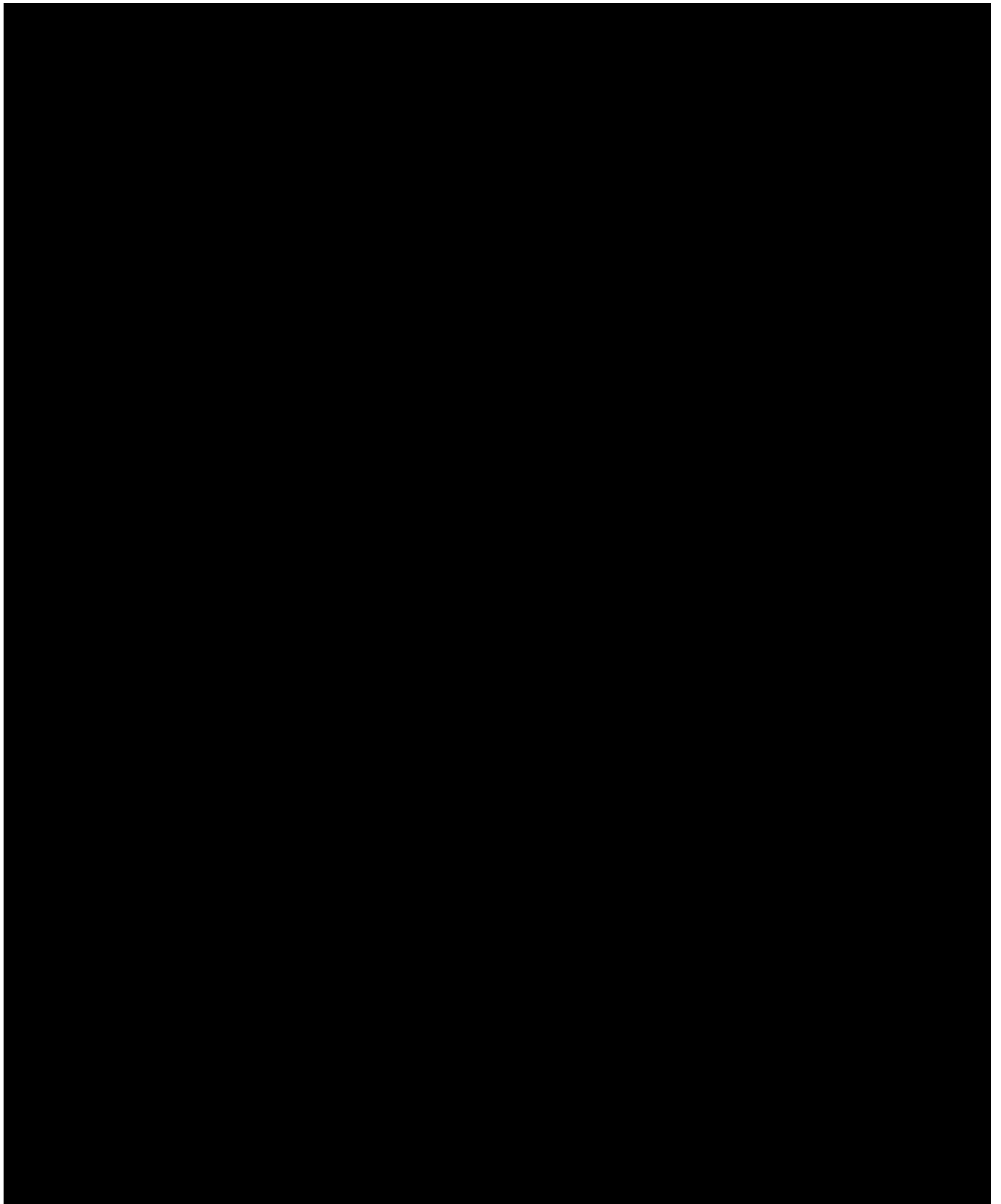
RFP Reference: Attachment F Technical Proposal, Pg. 5

- b. Describe your plan to perform the Project Quality Management responsibilities as outlined in Section 7.3. Include a proposed set of tools, and your experience with those tools, to be used for quality management and deliverables tracking.

BMV STARS is a business-critical system for the citizens of Indiana and BMV's interfacing vendor partners; therefore, it is imperative to have an experienced and proven vendor to meet BMV's standards and to maintain high-quality, reliable production applications to deliver these benefits and services. Our collective experience and







Quality Management Planning

The State not only needs an experienced vendor to successfully maintain and operate STARS in accordance with the quality standards established during the transition phase of the project, but also one that strives to bring innovation and industry leading practices to refine the quality management approach across methods, processes, templates, and tools. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

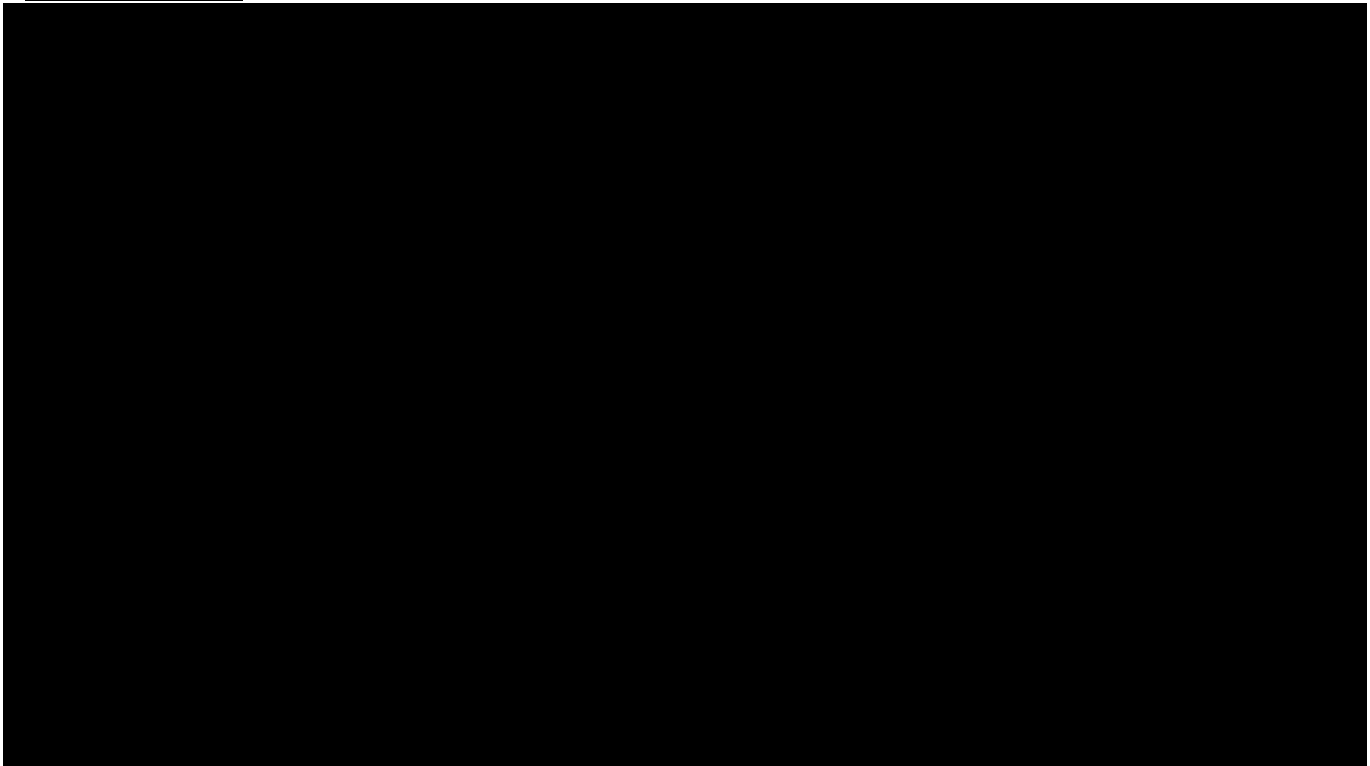
Implementing the Quality Management Plan

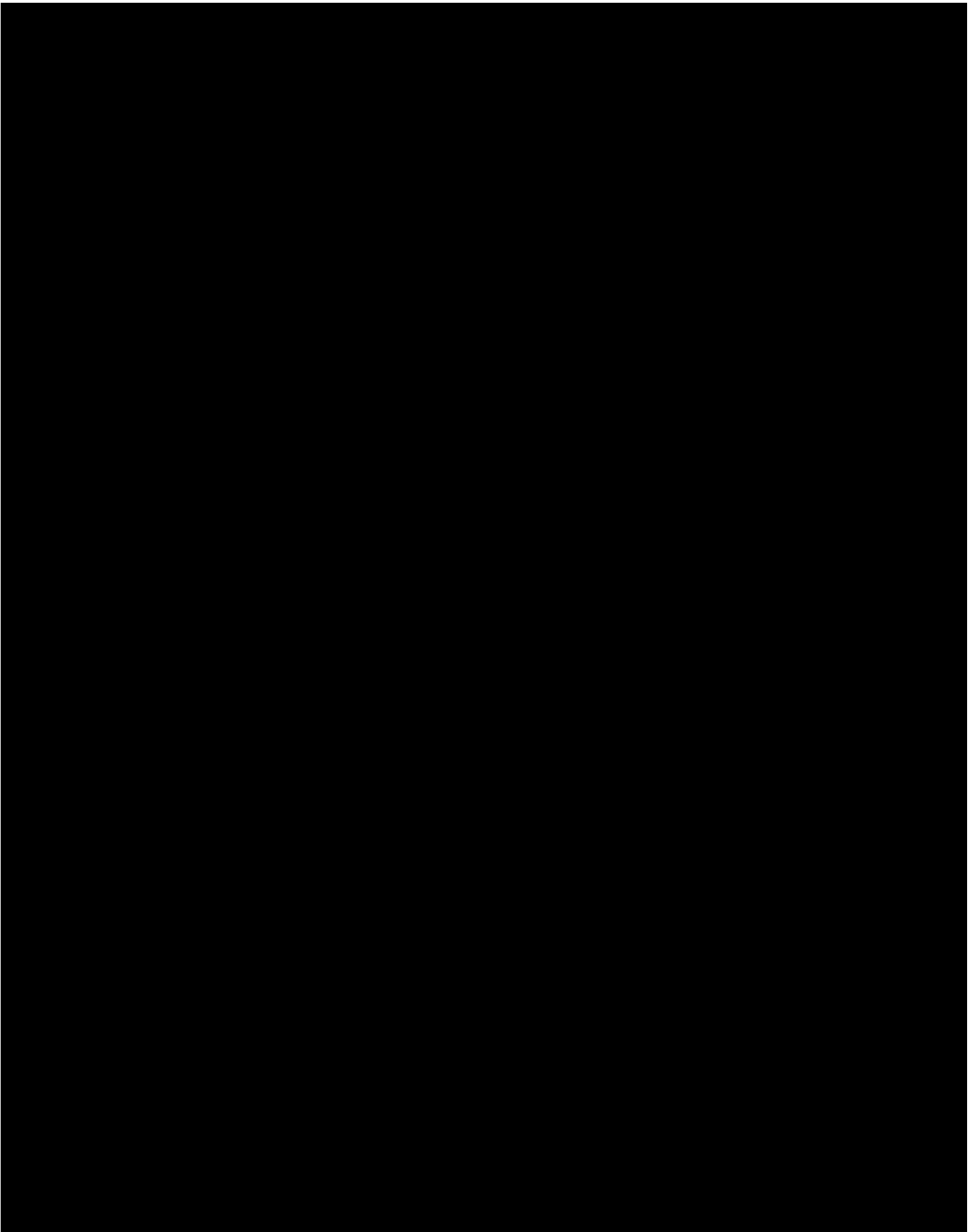
[REDACTED]

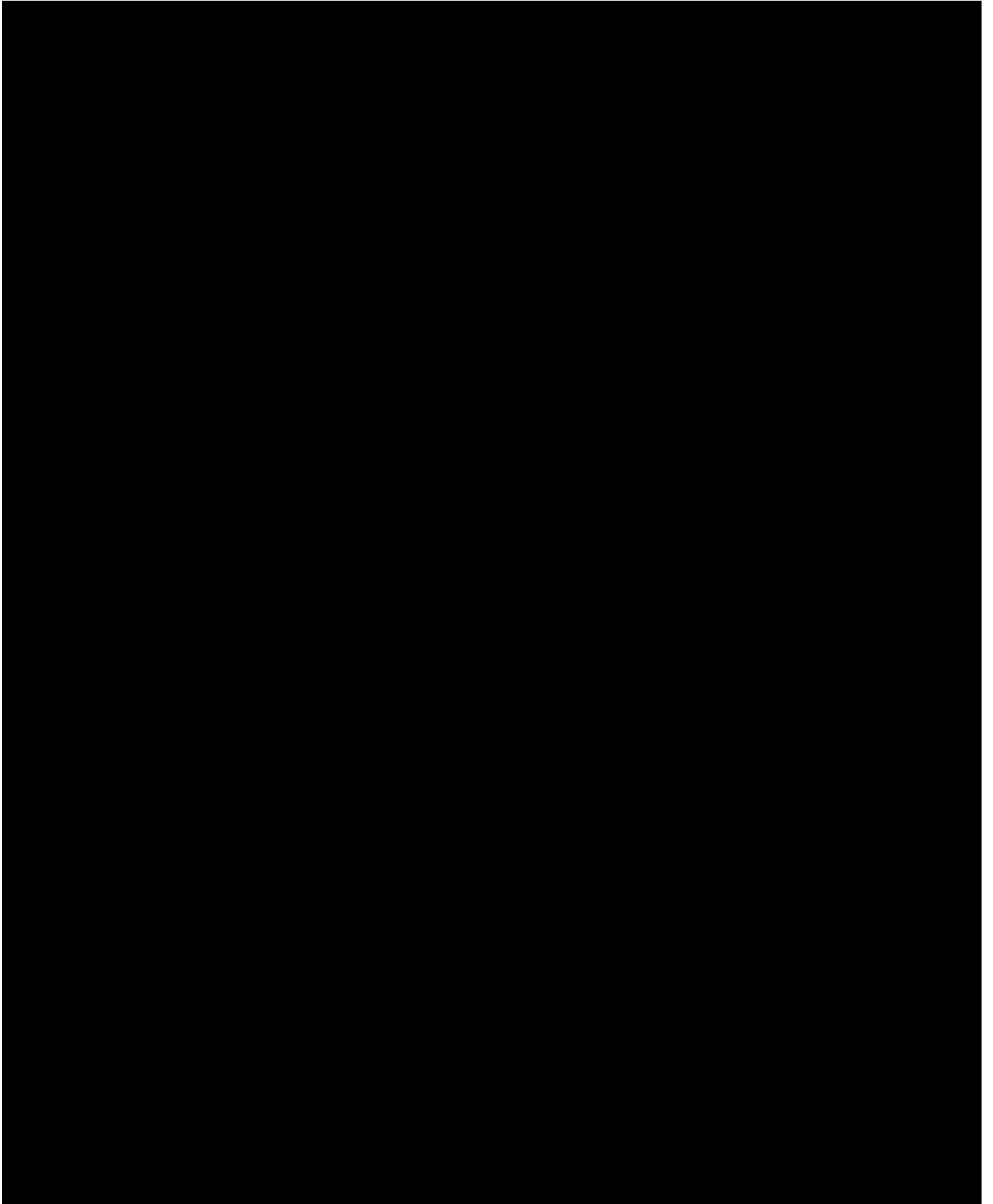


Figure F.7-9. below lists our project standards for all project activities and the associated documentation

A table with 10 rows of redacted content. Each row is a solid black rectangle of varying width, representing a row of data that has been completely obscured. The rows are stacked vertically, with the first row being the longest and the last row being the shortest.



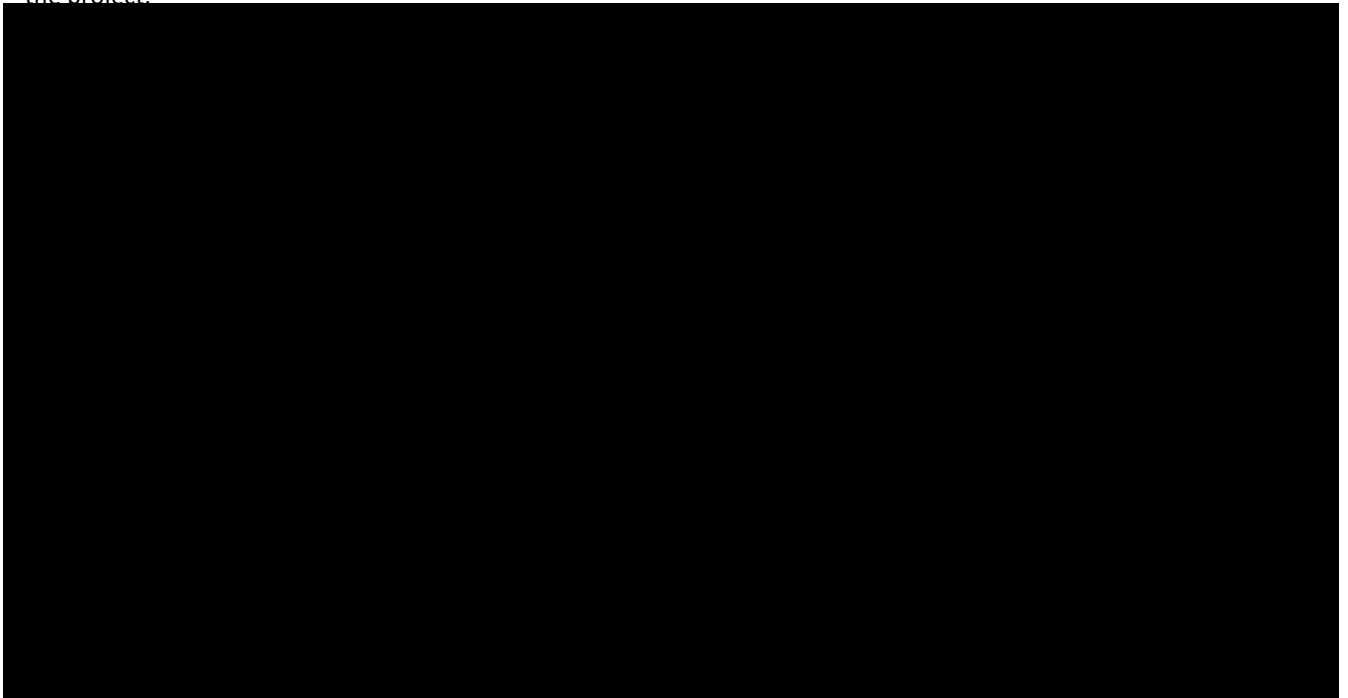




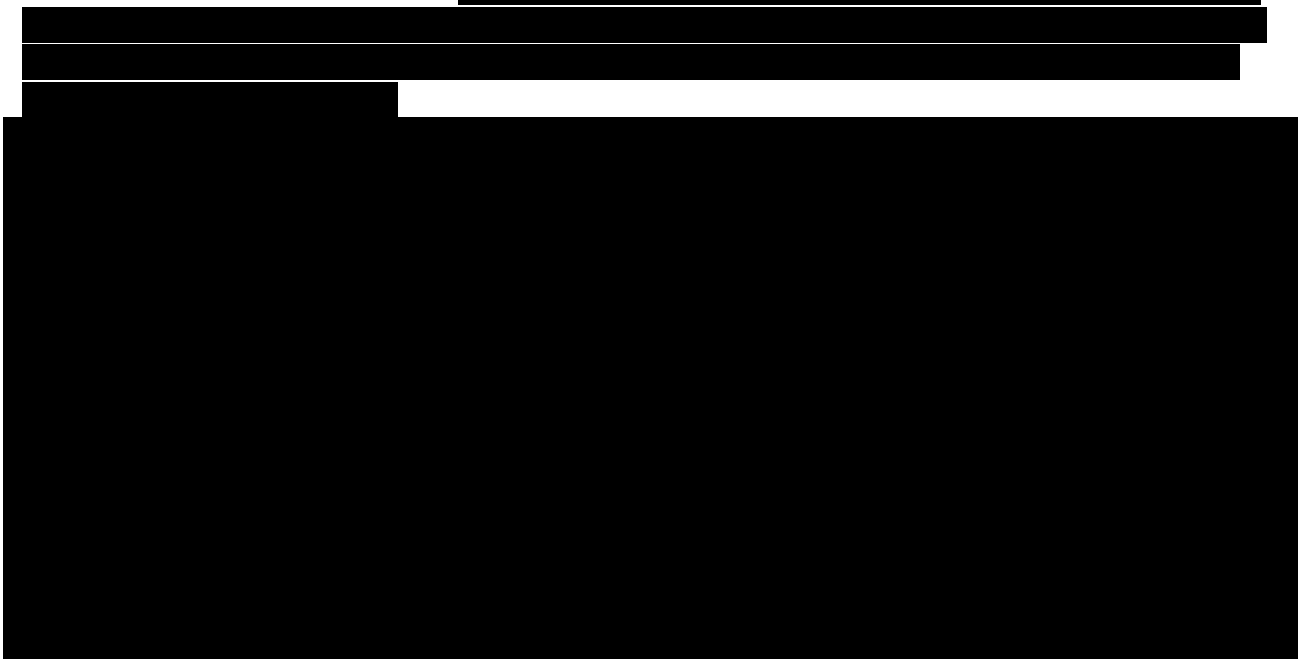
Quality Assessment Tools and Approach

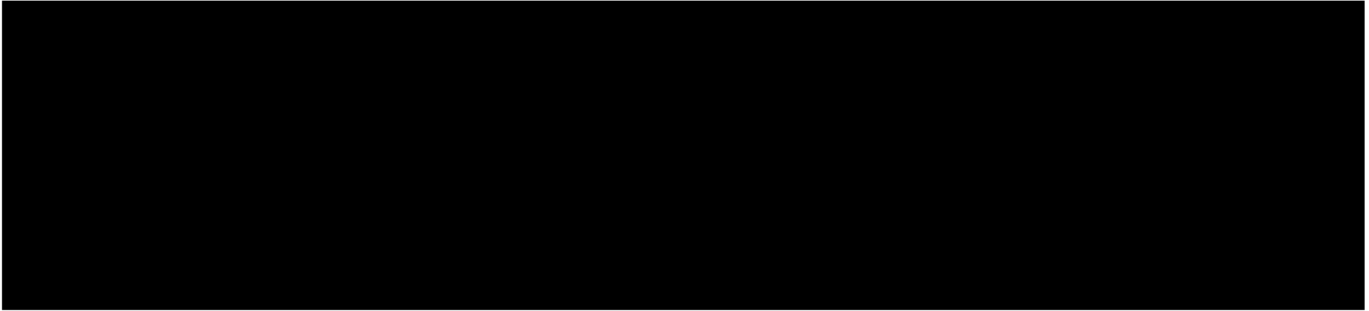
Code quality plays a vital role in software quality, which affects the security and reliability of the system. To introduce effective code quality assurance and control, [REDACTED]

[REDACTED]
[REDACTED] are detailed in *Figure F.7-13*. and recommended for the project.



As quality assessments are performed, it is up to project leadership to evaluate the results and determine what, if any, corrective actions should be taken. [REDACTED]

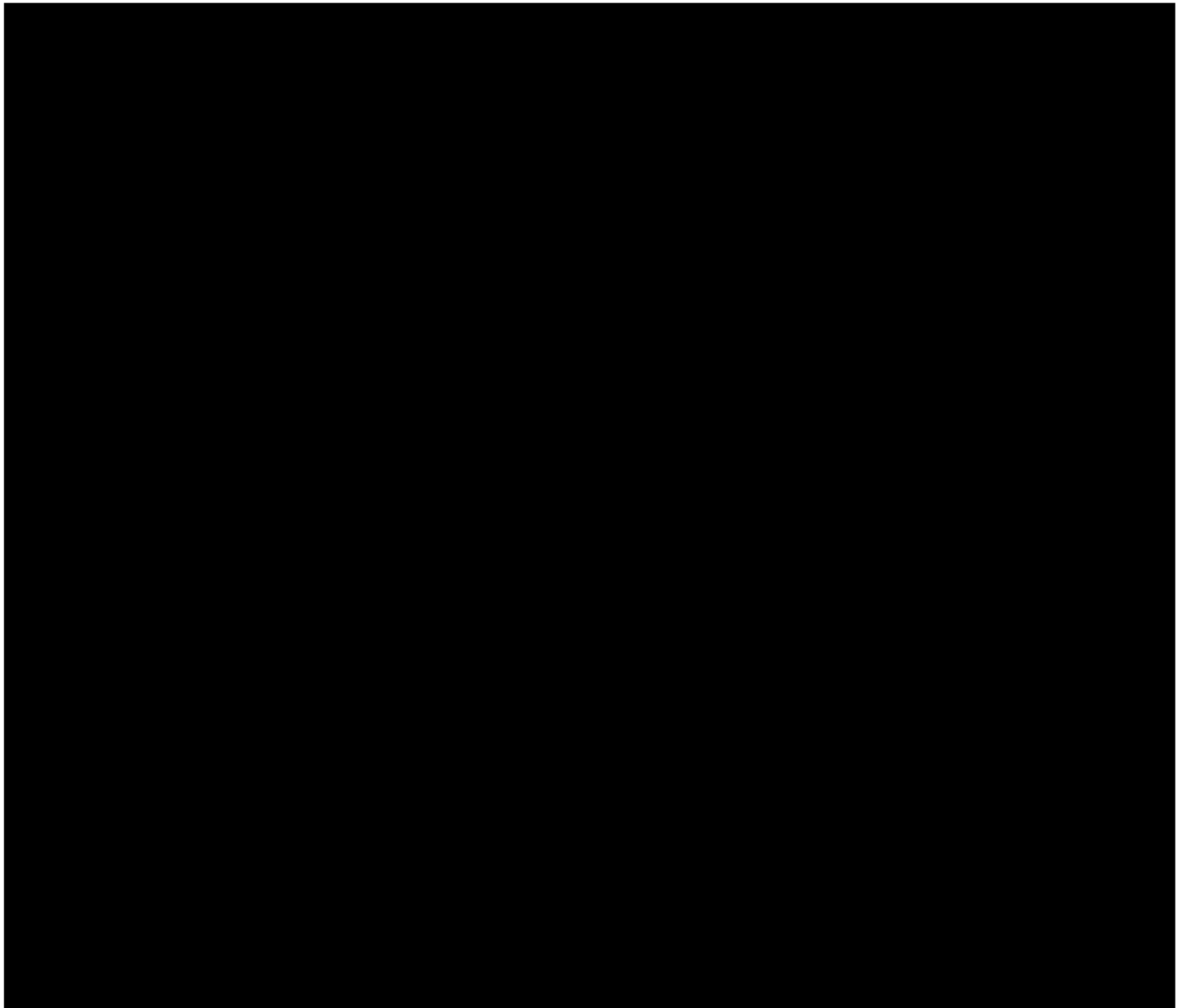




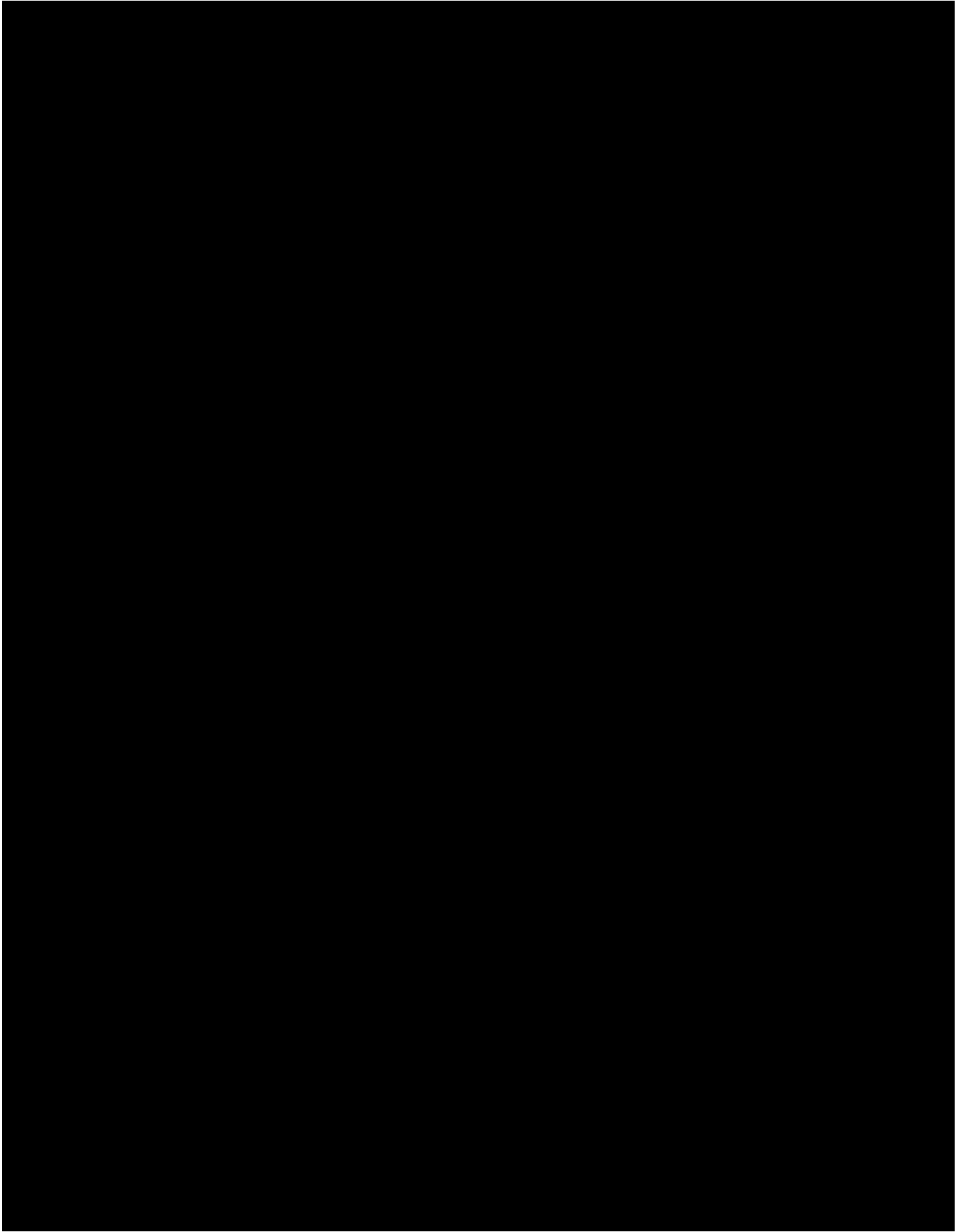
7.c. Status Updates Plan

RFP Reference: Attachment F Technical Proposal, Pg. 5

- c. Describe your plan to provide the State Status Updates as outlined in Section 7.4.



Details of proposed forums, including recommendations, frequency, and attendees, are listed in the *Figure F.7-15*. as requested in the RFP.

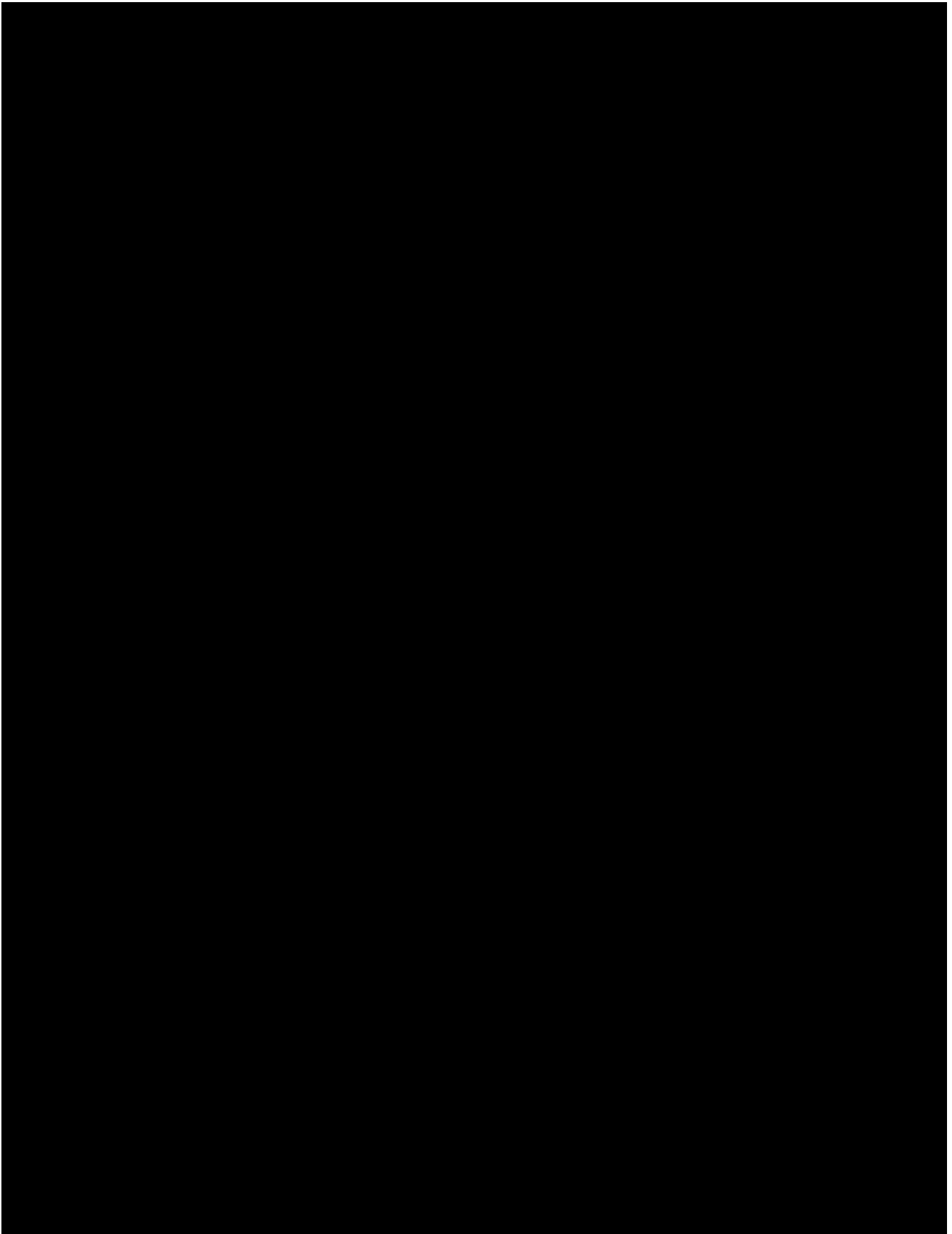


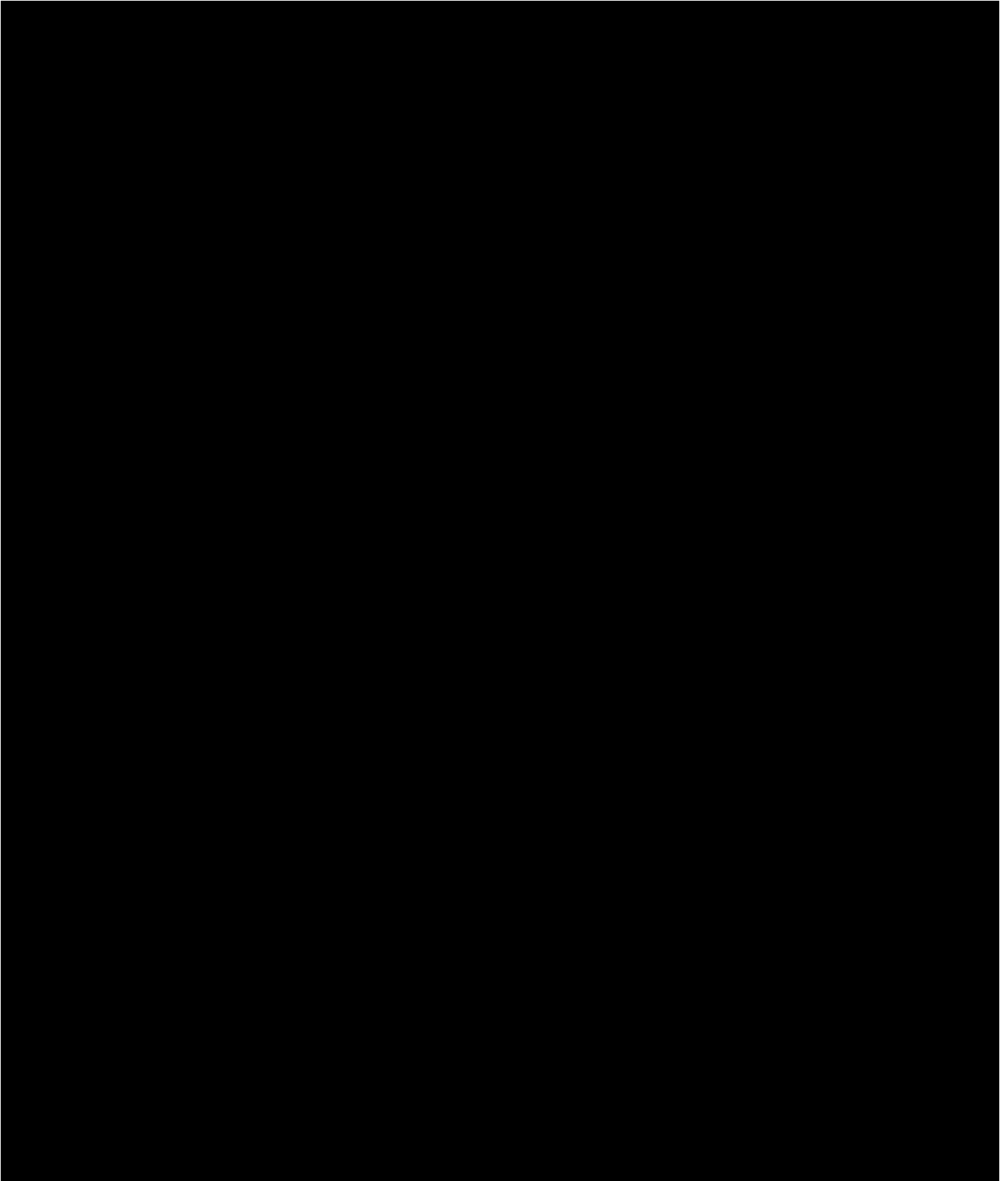
7.d. Management Reporting Plan and Examples of Similar Reports

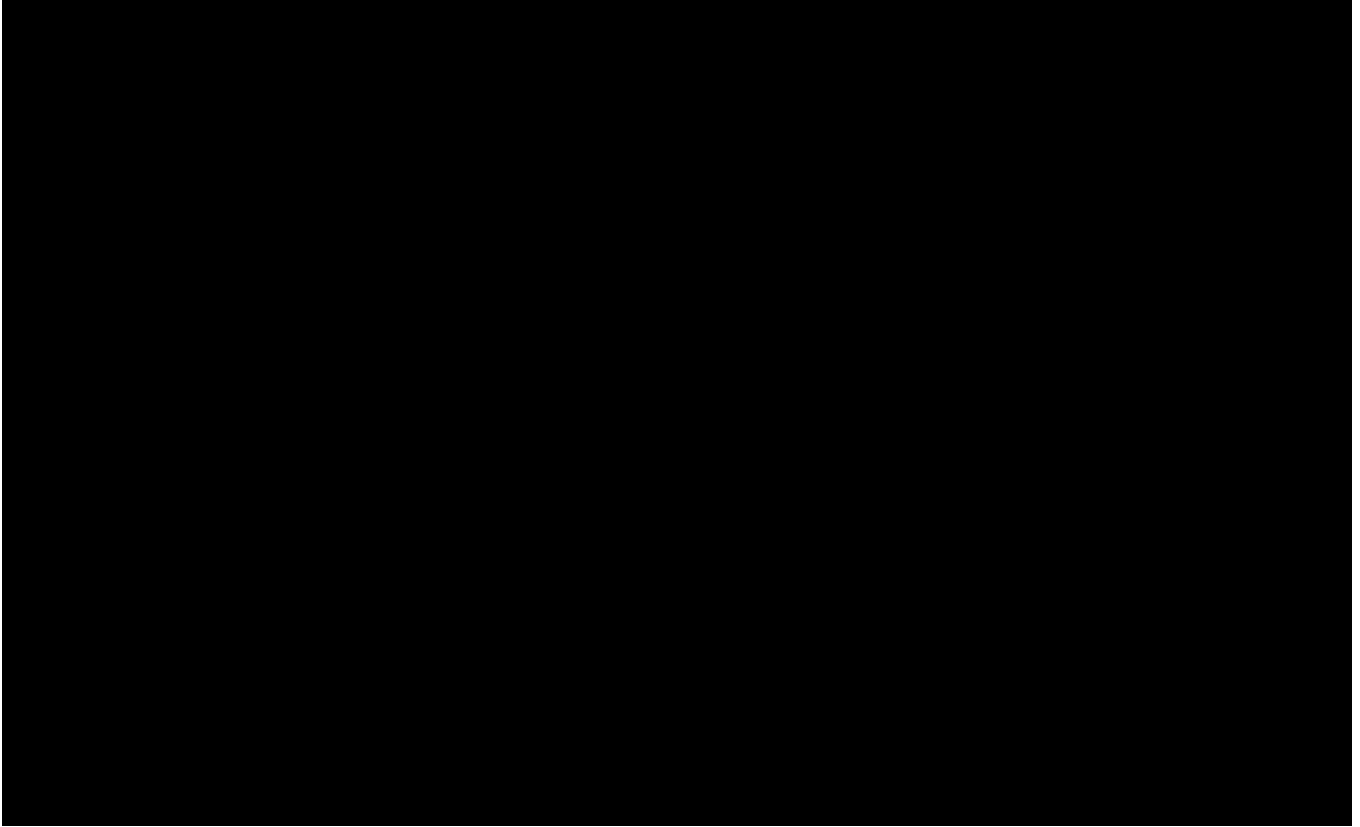
RFP Reference: Attachment F Technical Proposal, Pg. 6

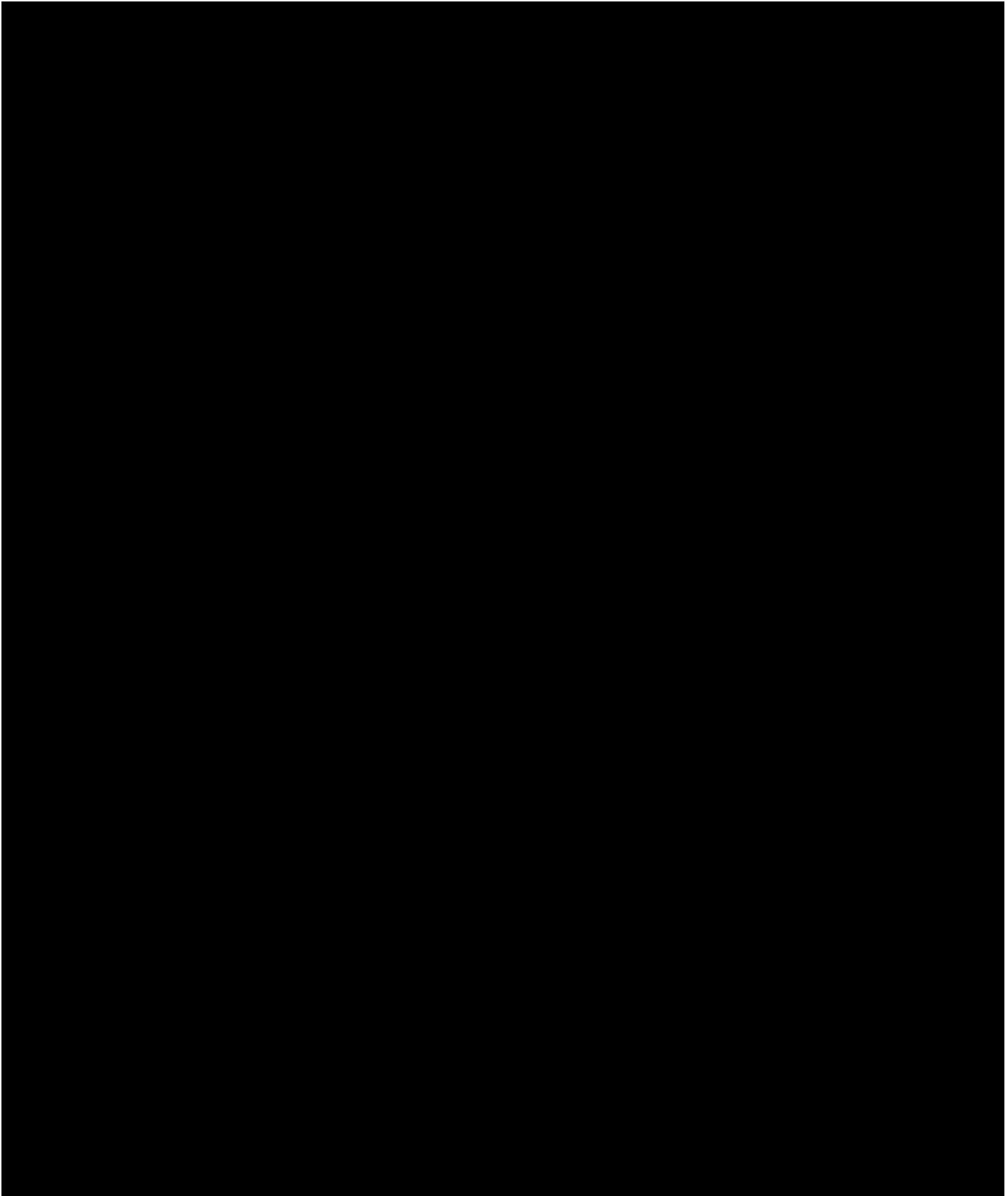
- d. Describe your plan to provide Management Reporting in adherence with the requirements of Section 7.5. Include examples of similar Management Reports you have provided to clients in the past.

Deloitte recognizes the need for meaningful and timely status reporting, as requested in the RFP. Status reporting helps measure work performance, promote continuous improvements, and provides the State with insight into the quality, efficiency, and timeliness of the overall services so it can make informed decisions. If project-based or M&O scope is ever straying from its intended timeline, reporting the correct status is the only way to make sure the issue is identified, and the proper steps are taken to remediate it.







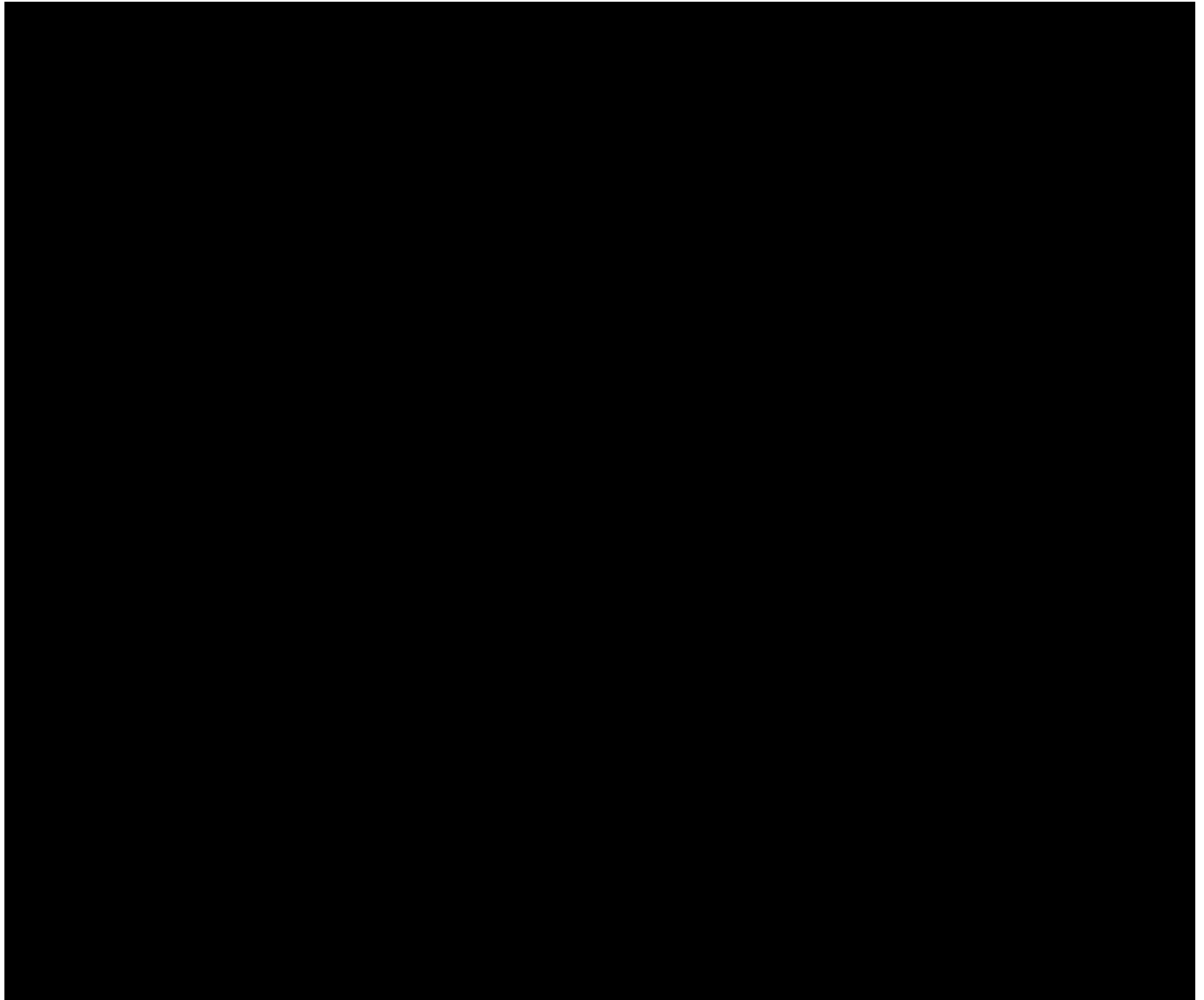


Monthly Security Status Report

It is critical to the success of the project to monitor and report on the security and compliance of STARS. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

As requested in the RFP, the Monthly Security Status Report will include update on assessments, defect fixes, security testing, and mitigation activities for all scope of work performed.



7.e. Tracking and Reporting Hours

RFP Reference: Attachment F Technical Proposal, Pg. 6

- e. Explain how the Respondent will track and report hours in order to meet the requirements outlined in 7.6. Describe specific tools that will be used to track hours related to program/project involvement, PTO, and holidays.

We understand the importance and need to track hours worked for cost allocation purposes and

[REDACTED]

[REDACTED]

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

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7.f. Scheduling Methods and Frequency

RFP Reference: Attachment F Technical Proposal, Pg. 6

f. Describe your company's method of creating a schedule and the method and frequency of maintaining a schedule throughout a project.

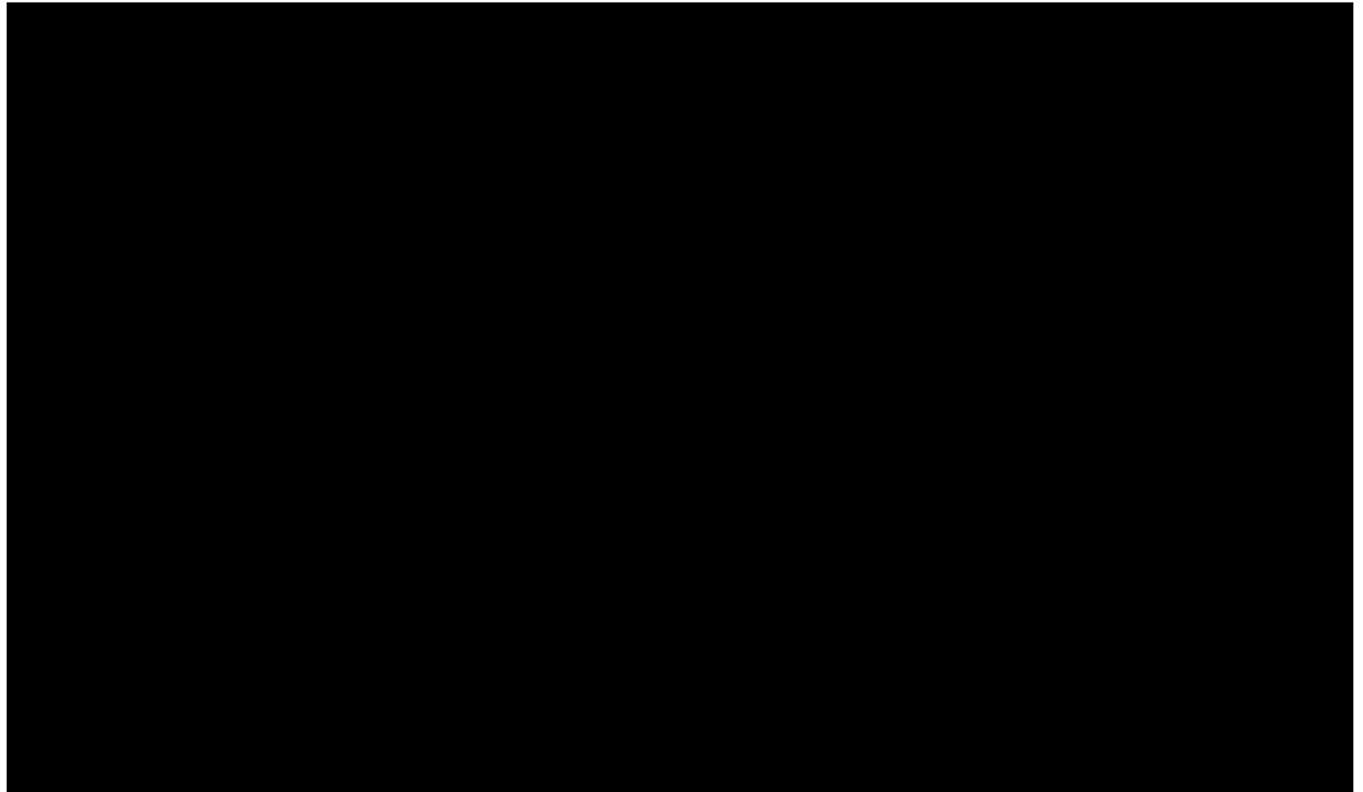
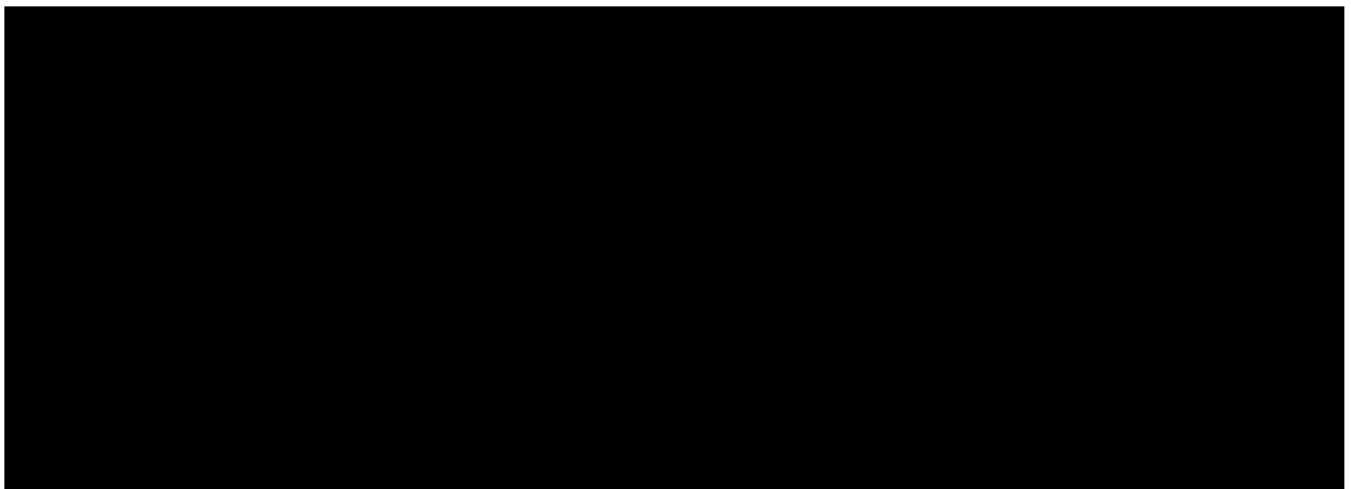


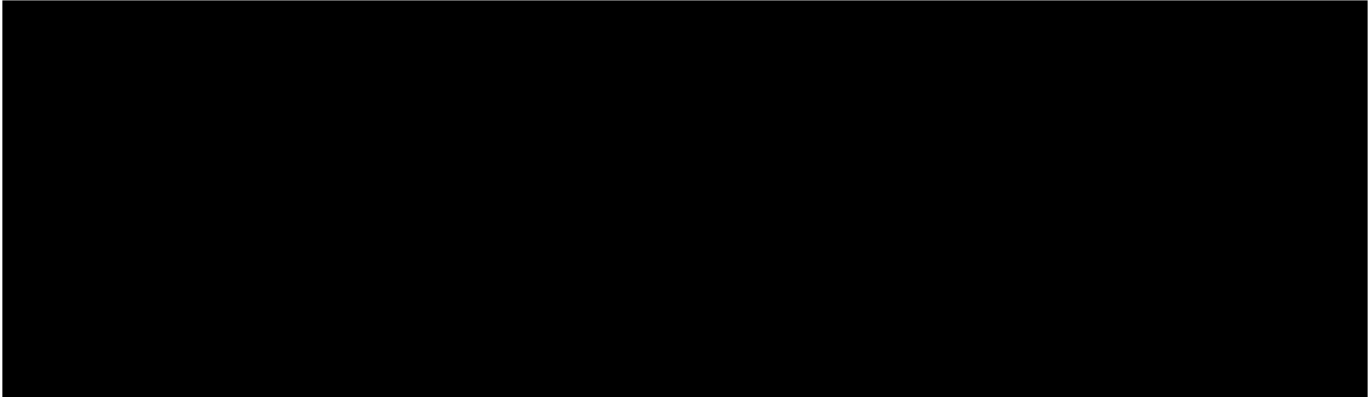
Figure F.7-23. provides additional details of the stages of the project plan:



7.g. Scheduling Tools

RFP Reference: Attachment F Technical Proposal, Pg. 6

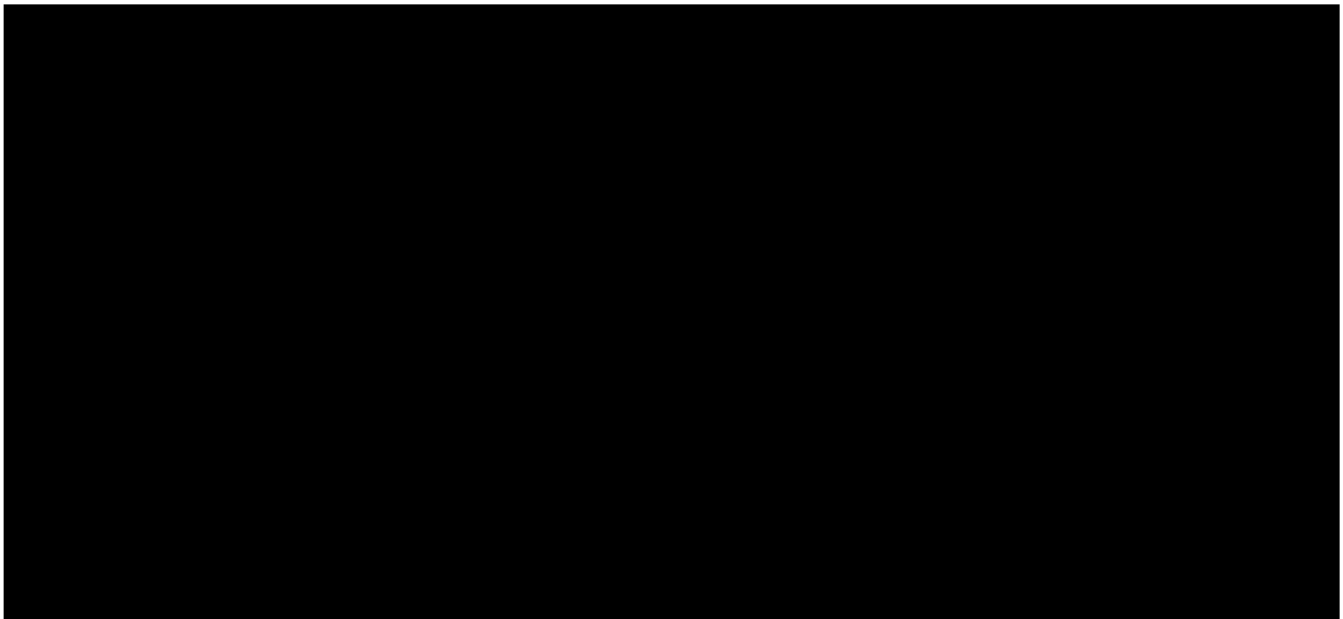
g. Identify and describe the tool(s) your company uses to create and manage schedules.

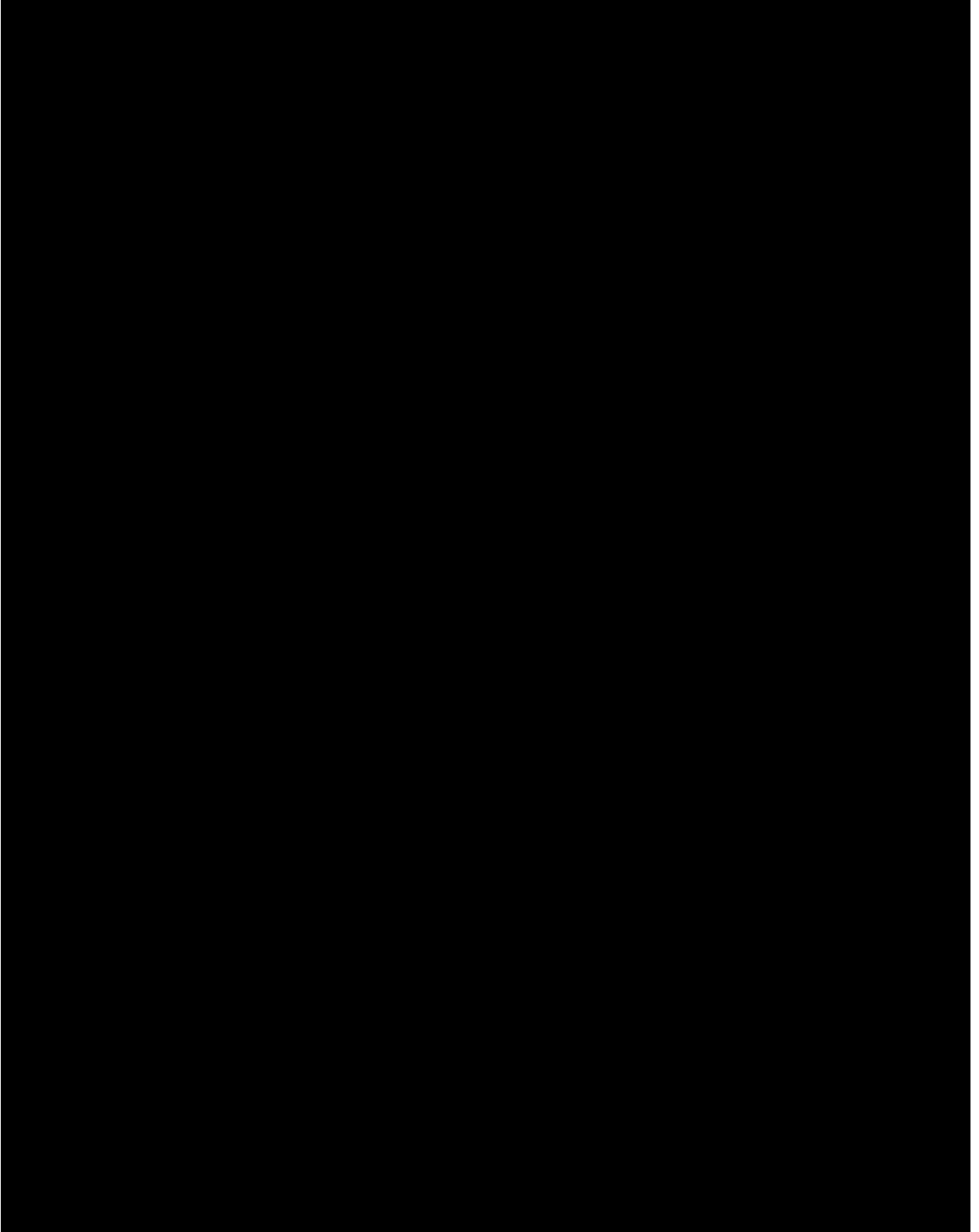
A large black rectangular redaction box covering the entire content area for section 7.g.

7.h. Risk/issue Management Processes

RFP Reference: Attachment F Technical Proposal, Pg. 6

h. Describe your company's risk / issue management processes.

A large black rectangular redaction box covering the entire content area for section 7.h.



Both risks and issues have the potential to negatively impact project timelines and budgets, and we treat both with a very high level of urgency. A risk is an event that has not yet occurred, whereas an issue is a risk that has been realized.

[REDACTED]

[REDACTED]

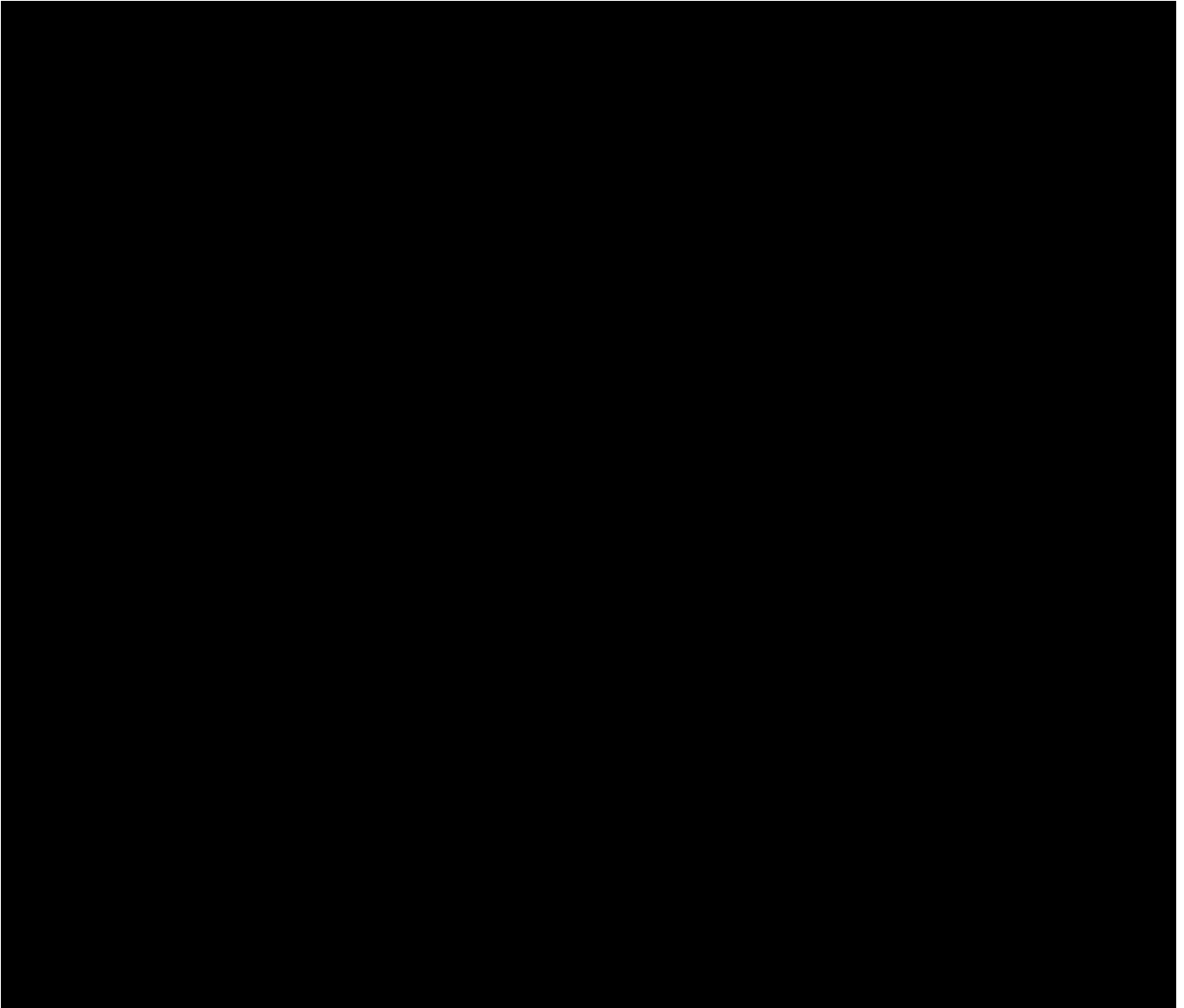
[REDACTED]

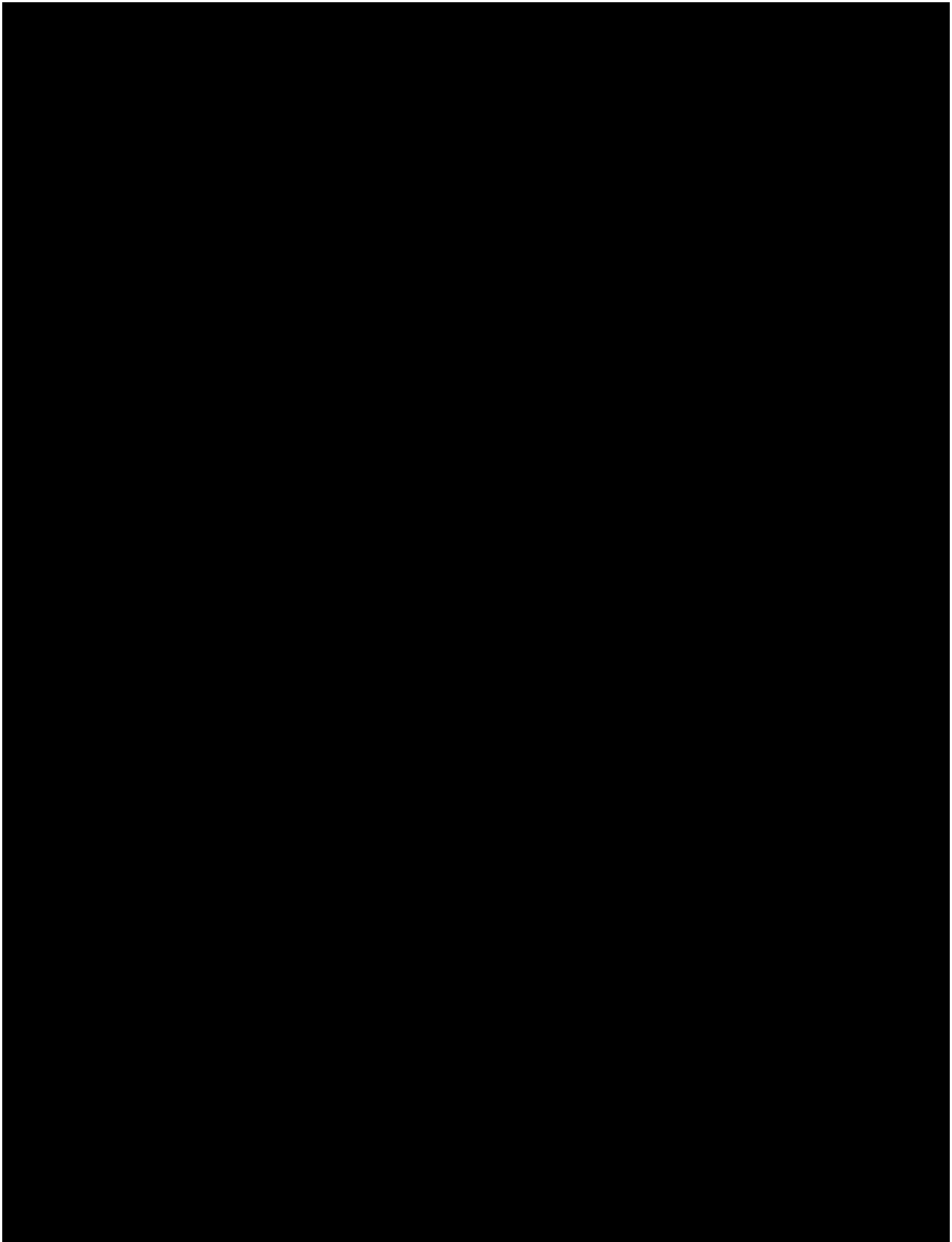
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

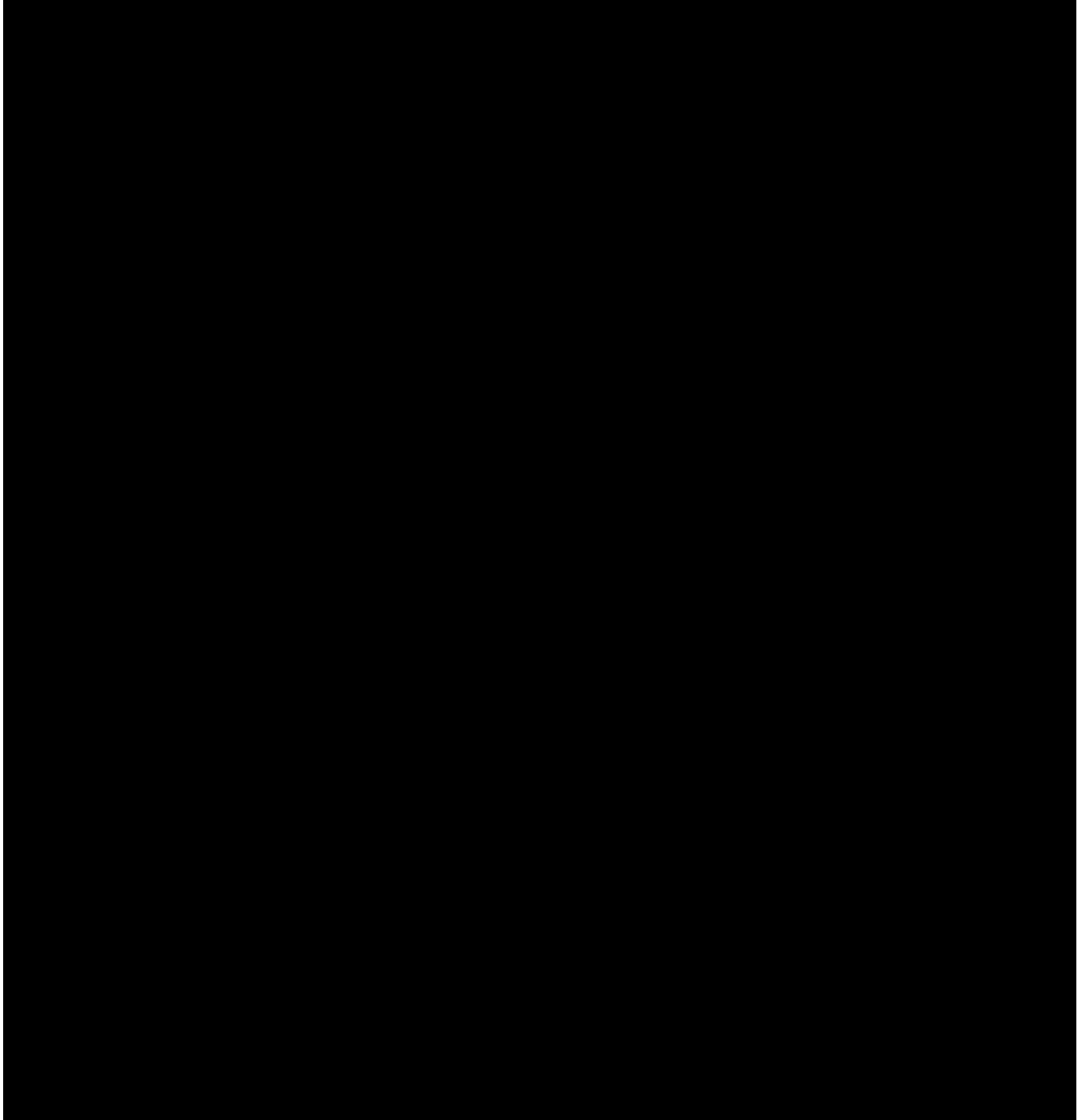
[REDACTED]

[REDACTED]





Tracking and Monitoring Risks



We also leverage the following two indicators to further assist us with quantifying, qualifying, and prioritizing risks:

7.i. Measuring Schedule Performance and Escalations

RFP Reference: Attachment F Technical Proposal, Pg. 6

- i. Describe methods your company uses to measure schedule performance and how will you know when to escalate schedule risk?

A large-scale effort such as the STARS M&O and Project-Based Work project has many moving parts and stakeholders. For this reason, transparent

[REDACTED]

[REDACTED]

[REDACTED]

7.j. Agreement to Invoicing Standards

RFP Reference: Attachment F Technical Proposal, Pg. 6

j. Verify your agreement of the invoicing standards as described in 7.7.

We acknowledge and agree that the State will verify invoice details prior to approval for invoice submission. Deloitte will submit time tracking reports with each invoice which associates expenses and activities with the invoice period.

7.k. Organizational Change Management (OCM) Role

RFP Reference: Attachment F Technical Proposal, Pg. 6

k. What role will your company expect to play in Organizational Change Management (OCM)?

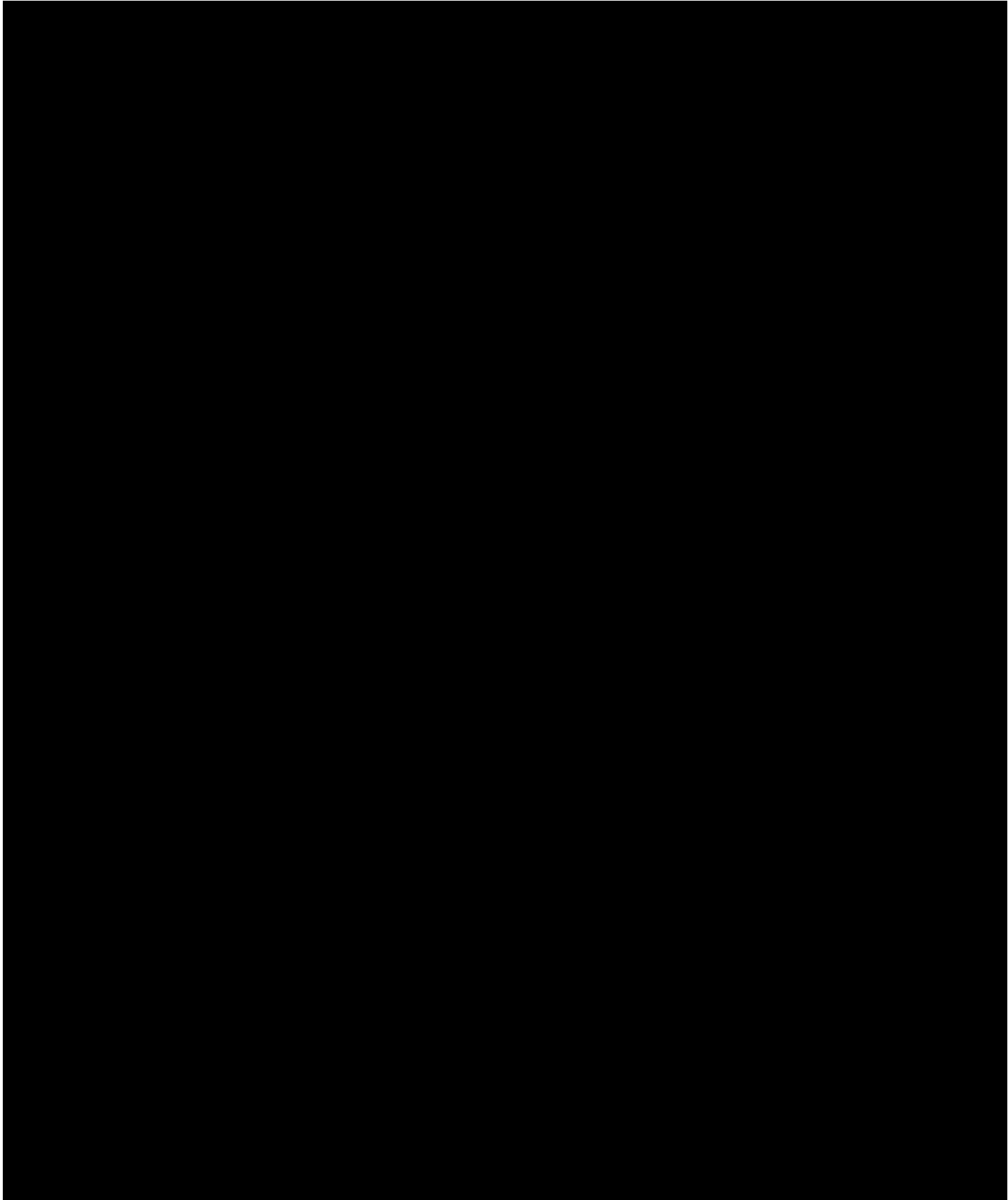
We understand that Organizational Change Management (OCM) is an integral component of any business transformation the BMV undertakes as it works towards its future vision for STARS. Deloitte is committed to

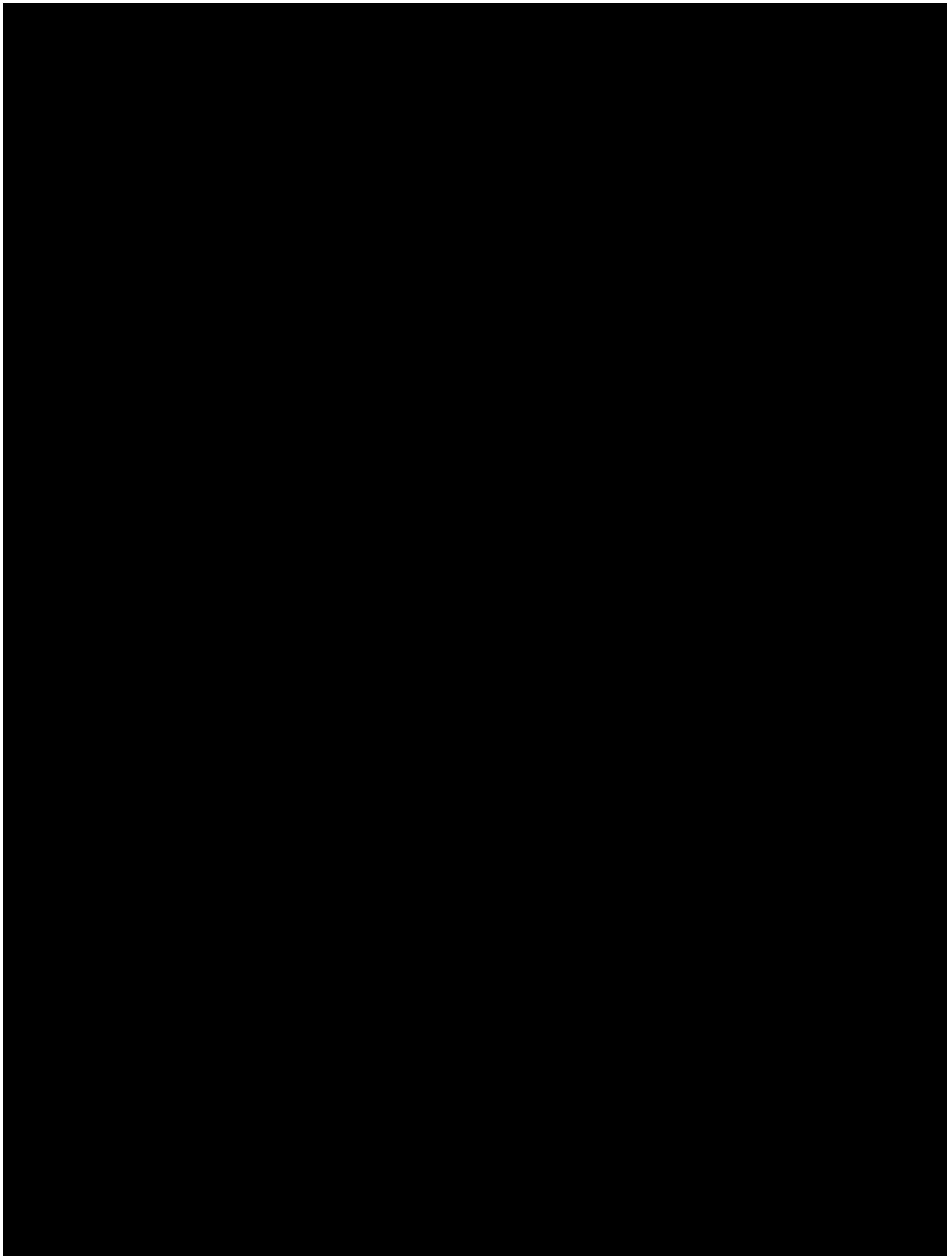
7.l. OCM Experience for Similar Projects

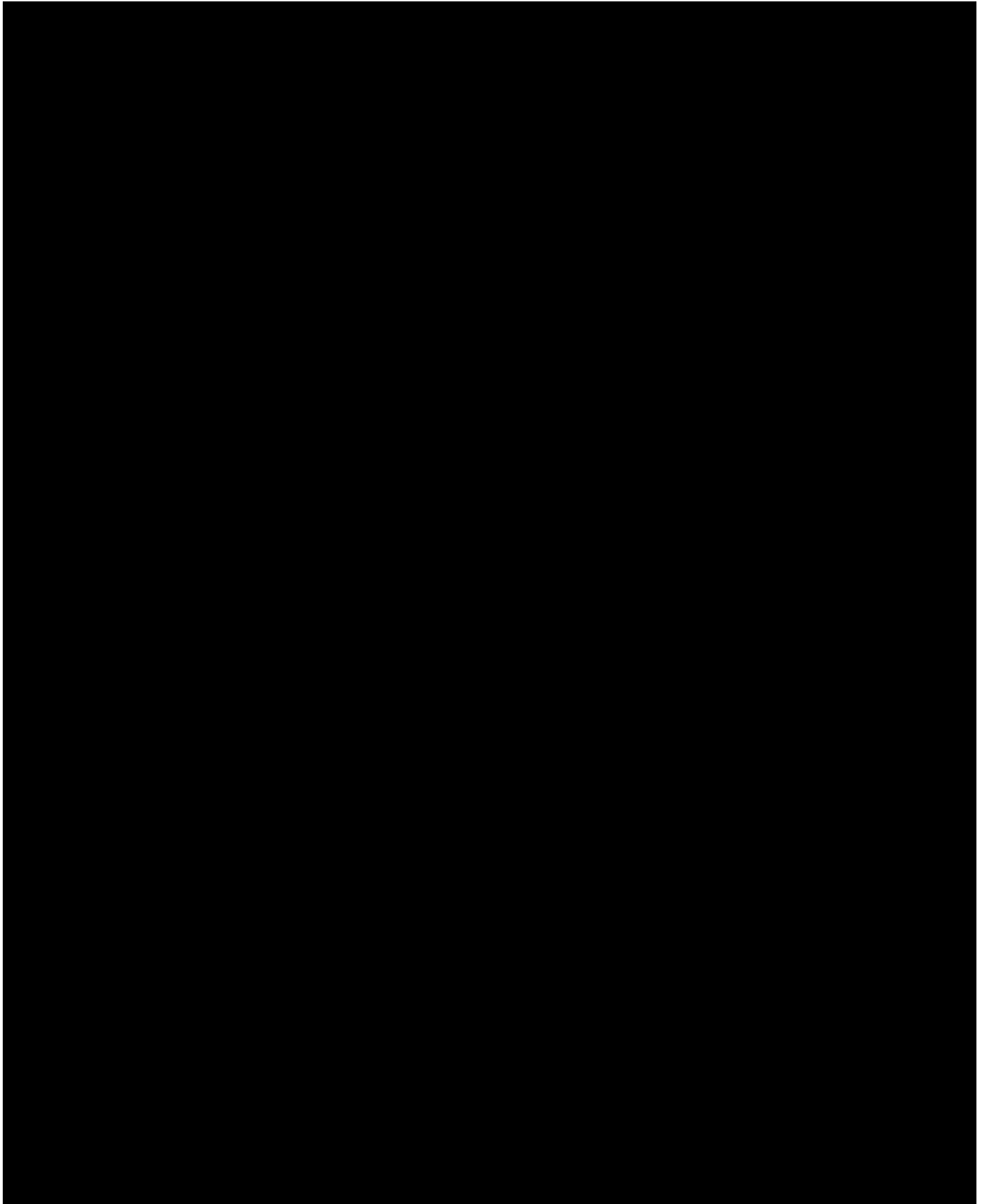
RFP Reference: Attachment F Technical Proposal, Pg. 6

l. What experience does your company have with OCM activities for similar projects?

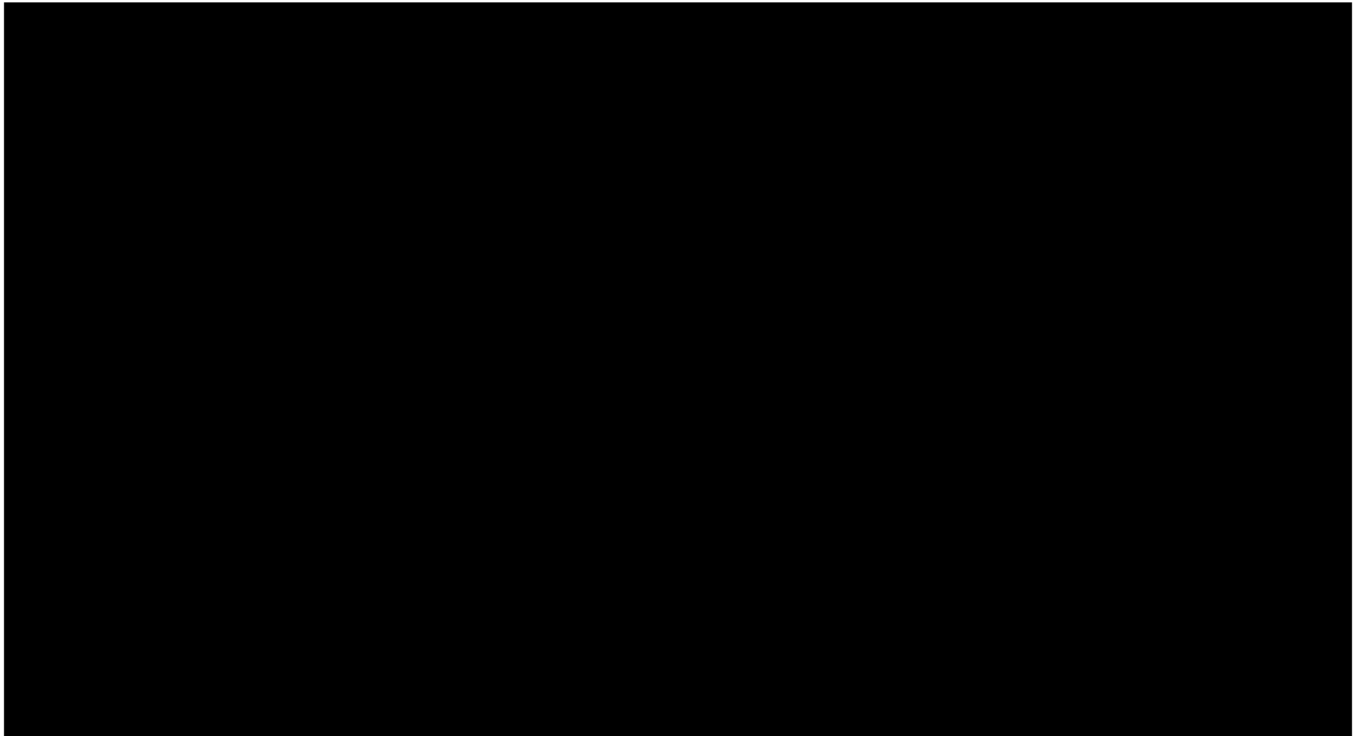
We bring industry-leading experience implementing OCM activities for large-scale technology modernization programs in the public sector.







our extensive experience and lessons learned having implemented and maintained large scale and complex, we have the following recommendations for OCM activities on the BMV STARS project as the State looks to achieve its future vision:

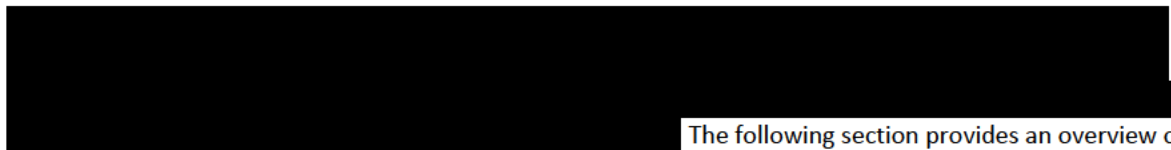


7.n. Communication Strategy

RFP Reference: Attachment F Technical Proposal, Pg. 6

n. Describe your company's communication strategy for this project.


Similar to our response in *Section 7.k – Organizational Change Management (OCM) Role* within this document,

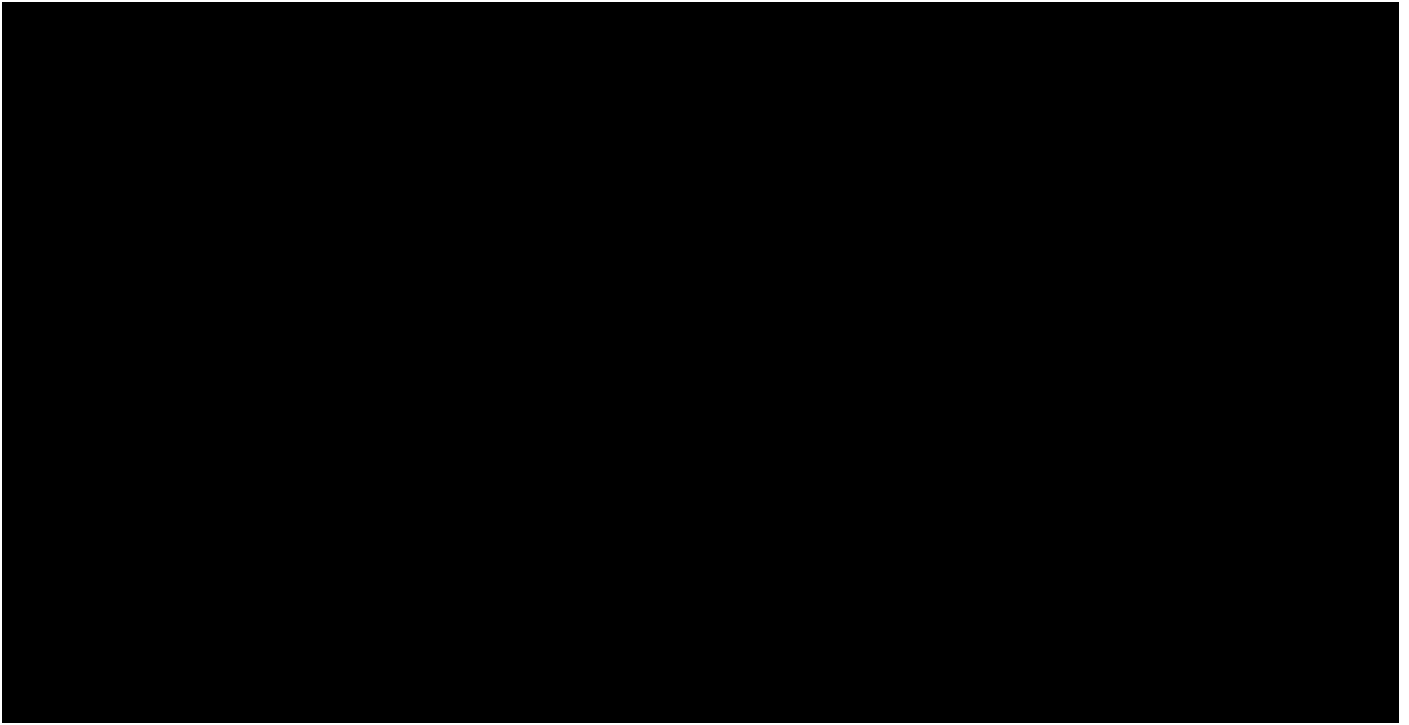


The following section provides an overview of our communication strategy for the STARS M&O and Project-Based Work project.

Communications Management Plan

Close collaboration amongst BMV, Deloitte, and impacted stakeholders (e.g., major vendor partners that interface with STARS and State agencies that share data with the STARS application regularly) is critical to supporting communications and adoption of future changes implemented as part of the STARS M&O and Project-Based Work project.

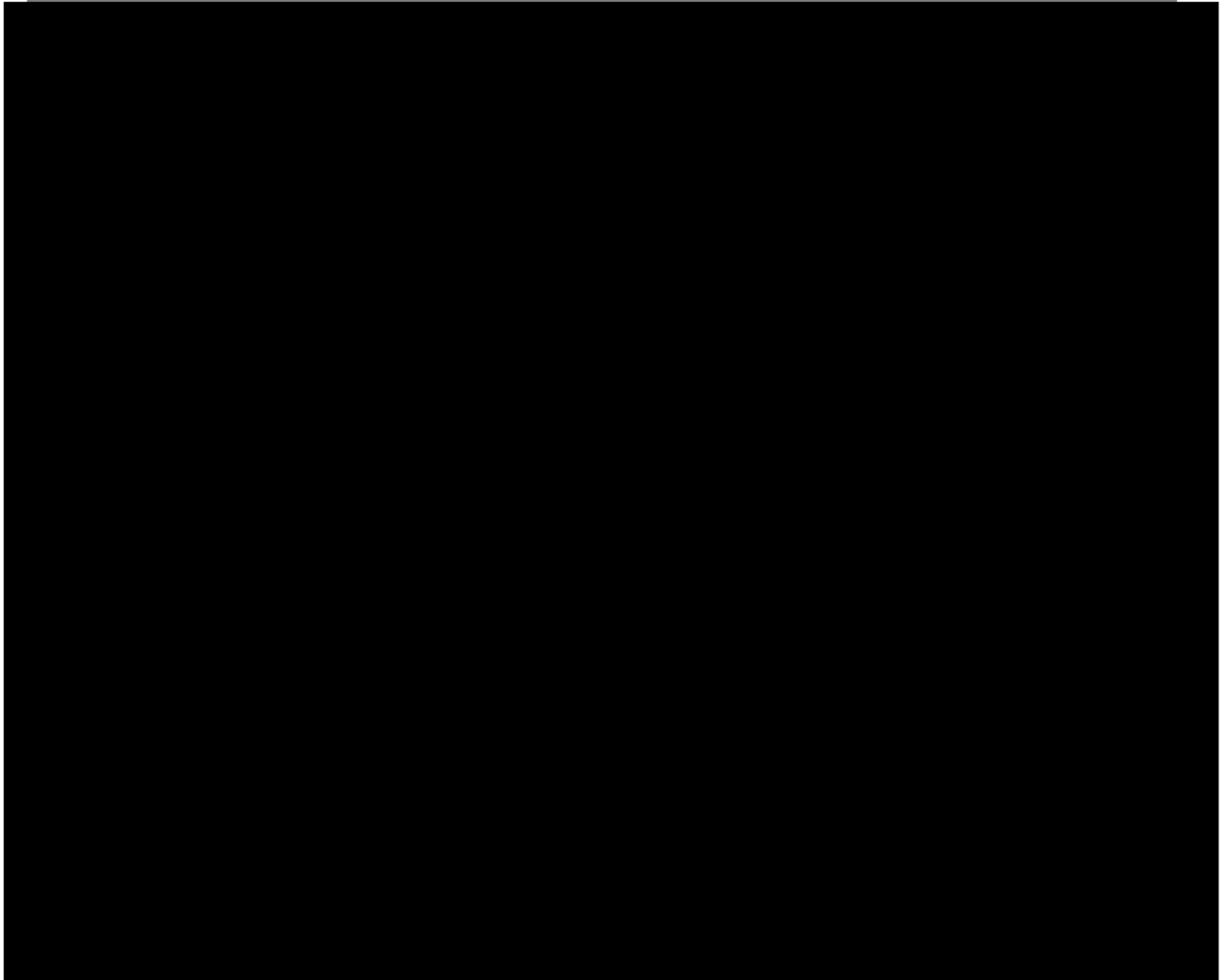




7.o. Status Reporting Processes

RFP Reference: Attachment F Technical Proposal, Pg. 6

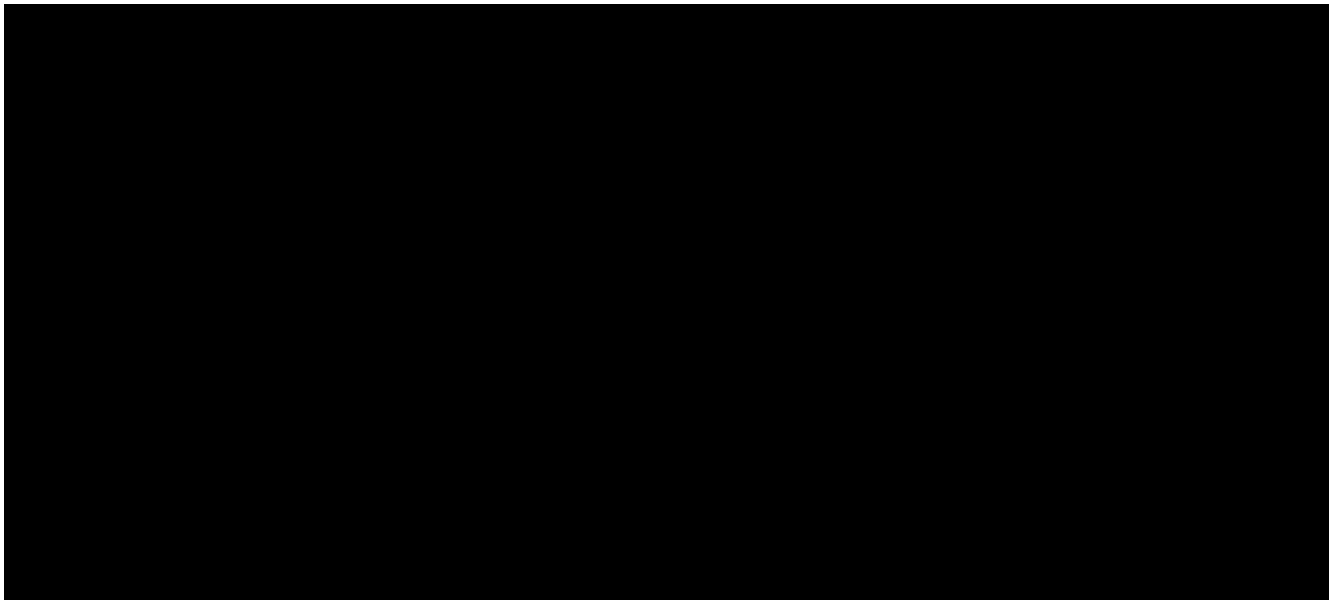
- o. Describe your company's status reporting processes.

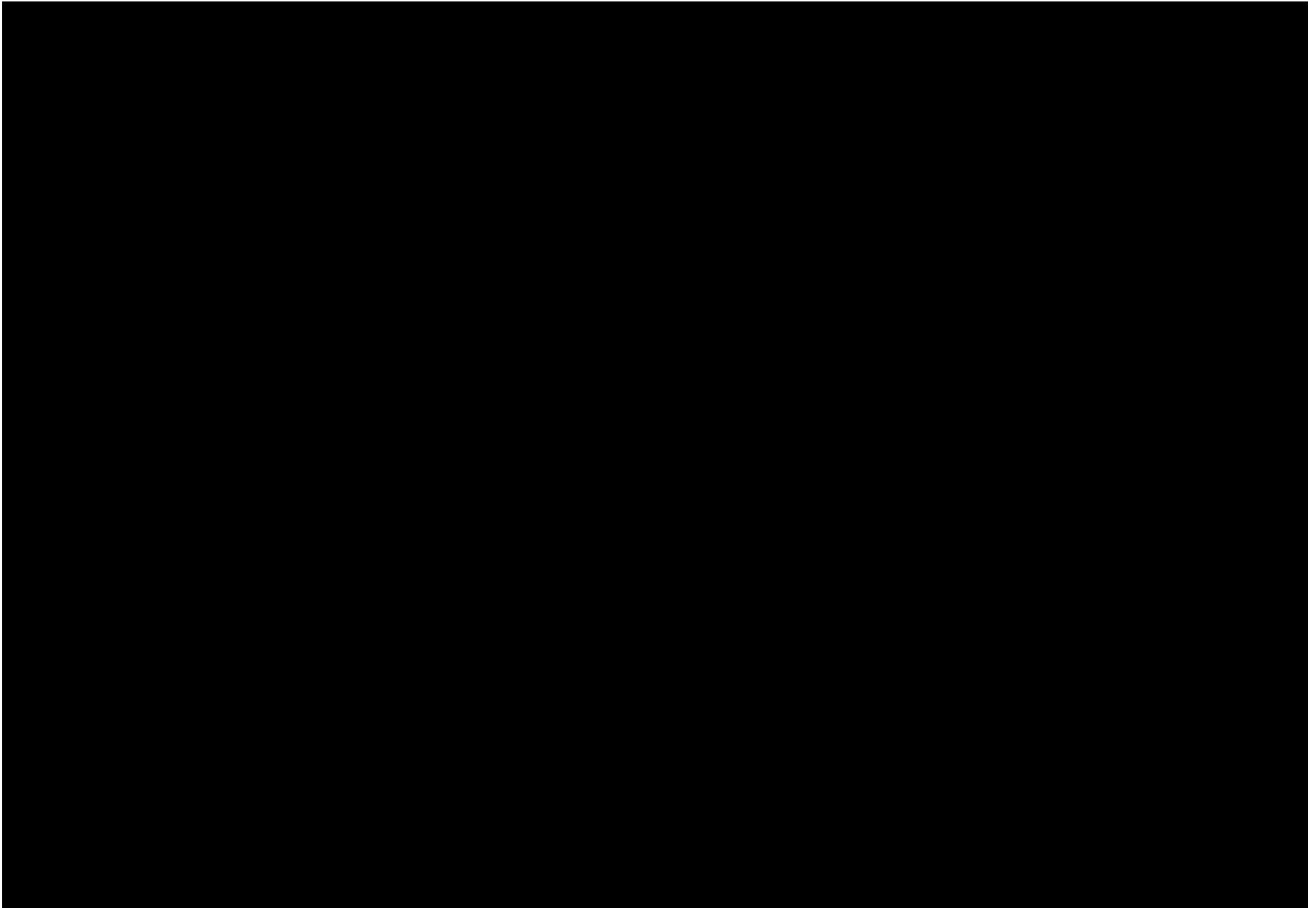


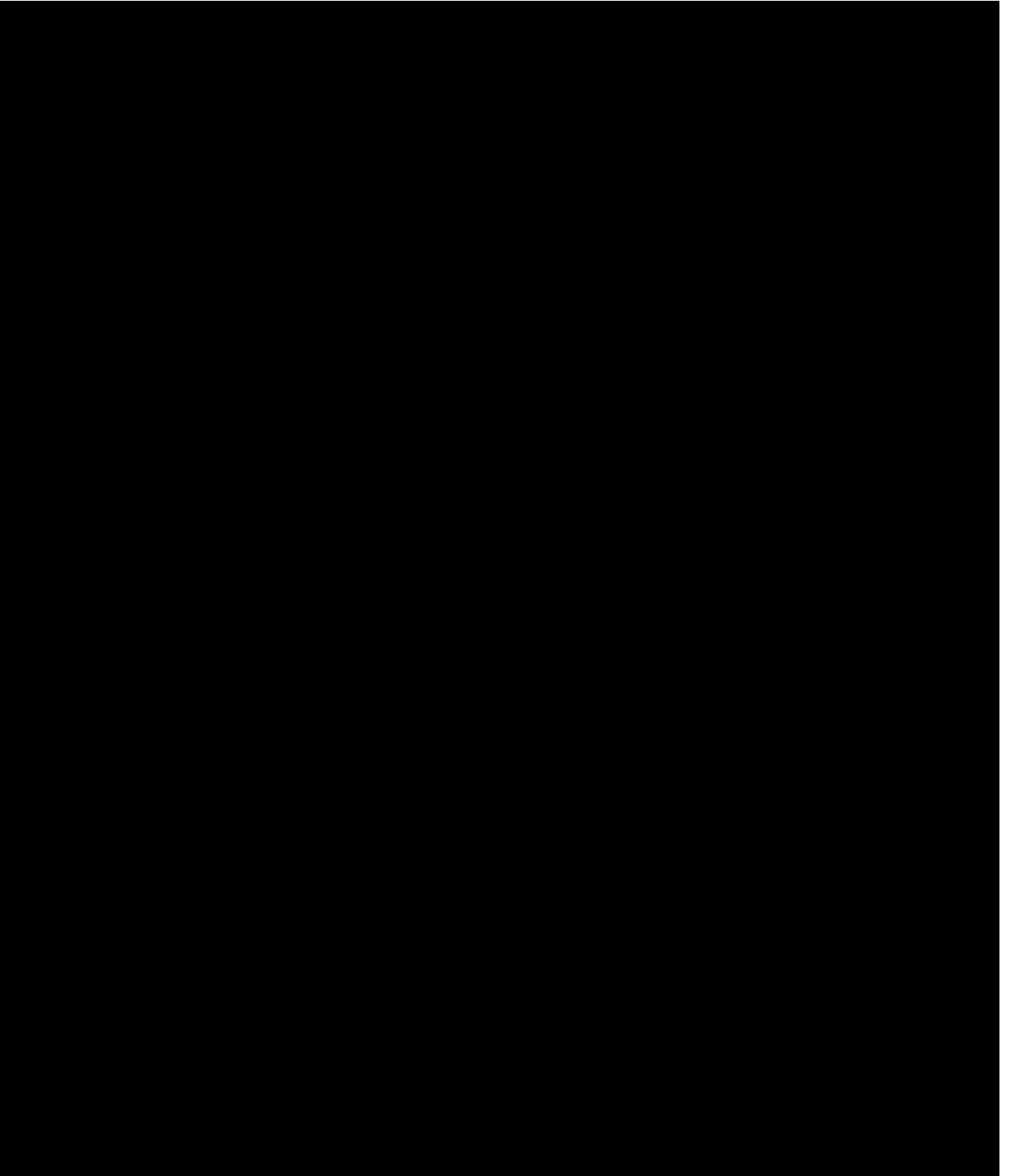
Software Development Life Cycle (SDLC) – Requirements and Process

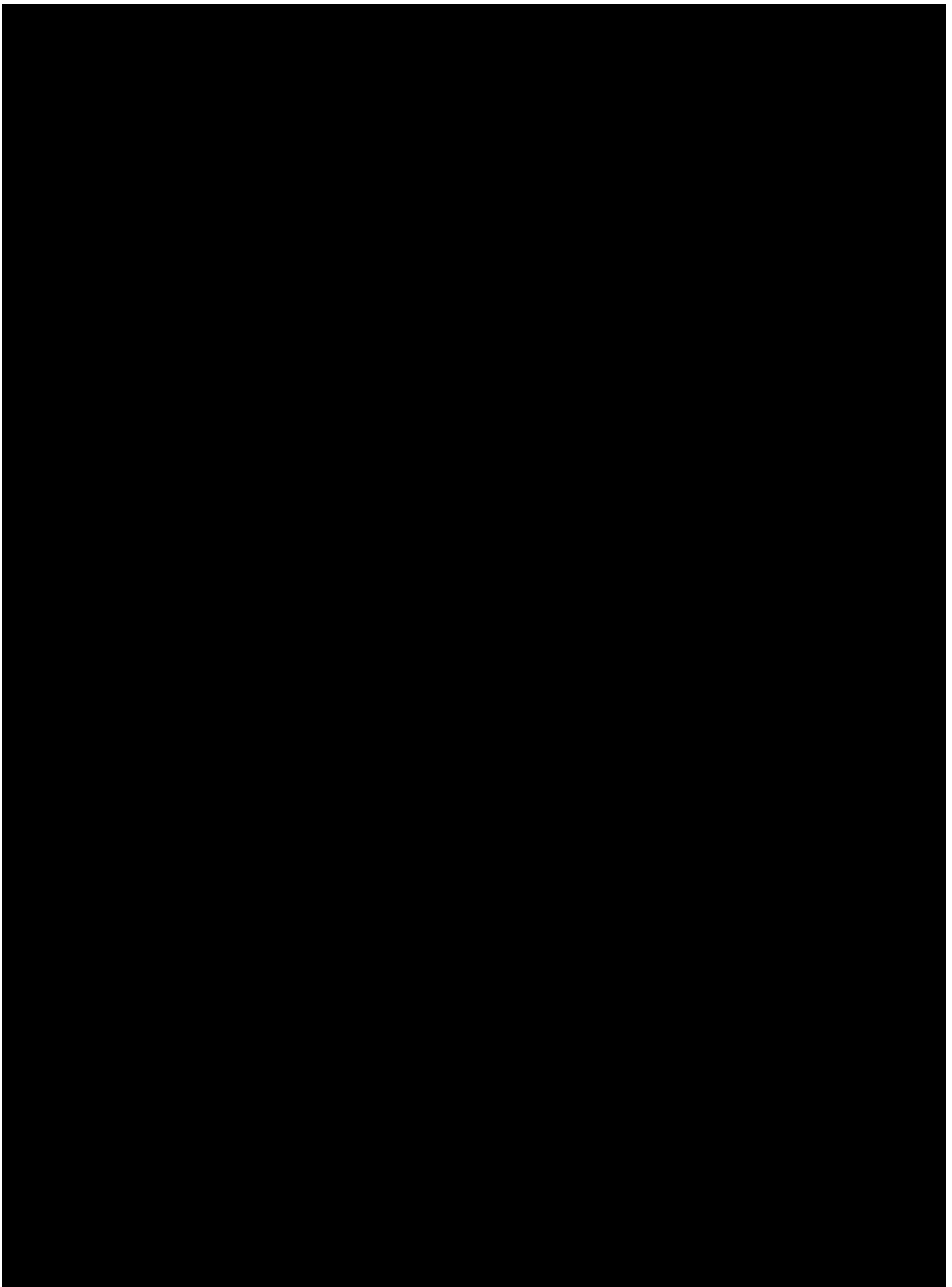
Section 8

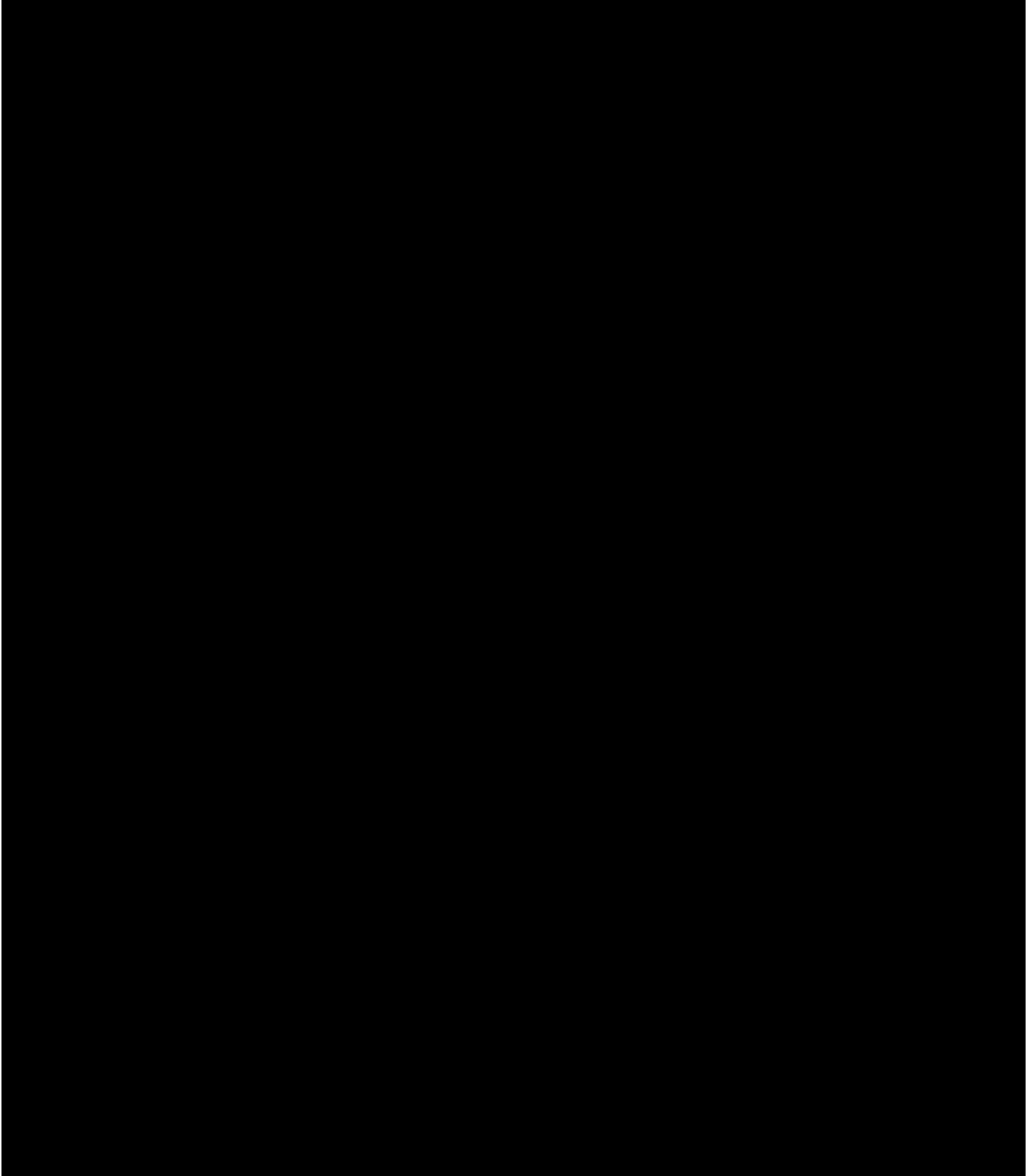
BMV seeks to meet growing demand and deliver higher-quality solutions more quickly than ever before. You have adopted iterative, Agile-based project development methods and are modernizing your systems using an incremental approach. Because Deloitte has relevant experience leading incremental large-scale modernization efforts for clients with similar challenges, we are confident we can comply with the requirements listed in the RFP.

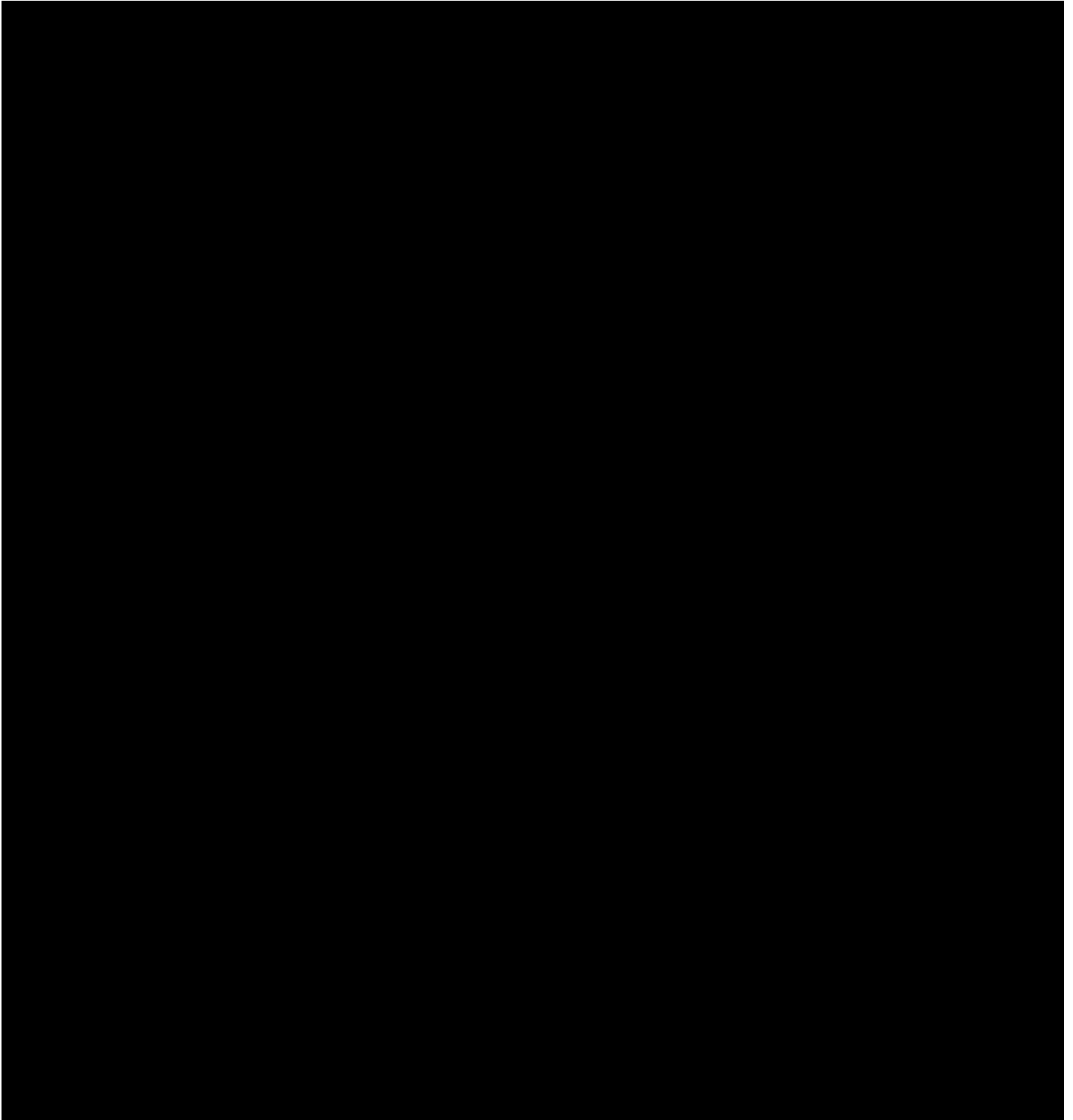












8.b. Requirements Approach

RFP Reference: Attachment F Technical Proposal, Pg. 6

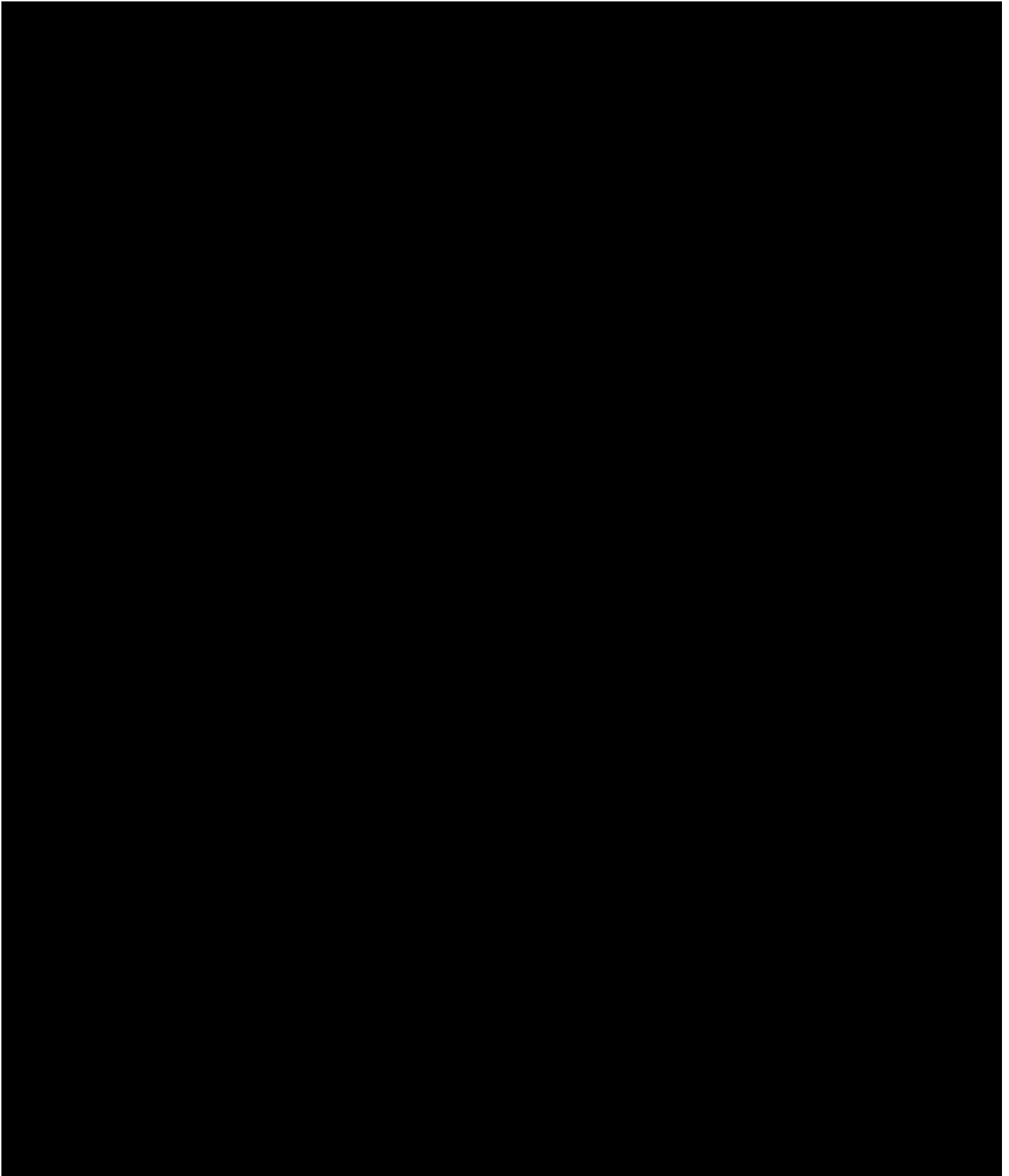
b. Describe your approach to creating and owning the requirements elements as described in 8.2.

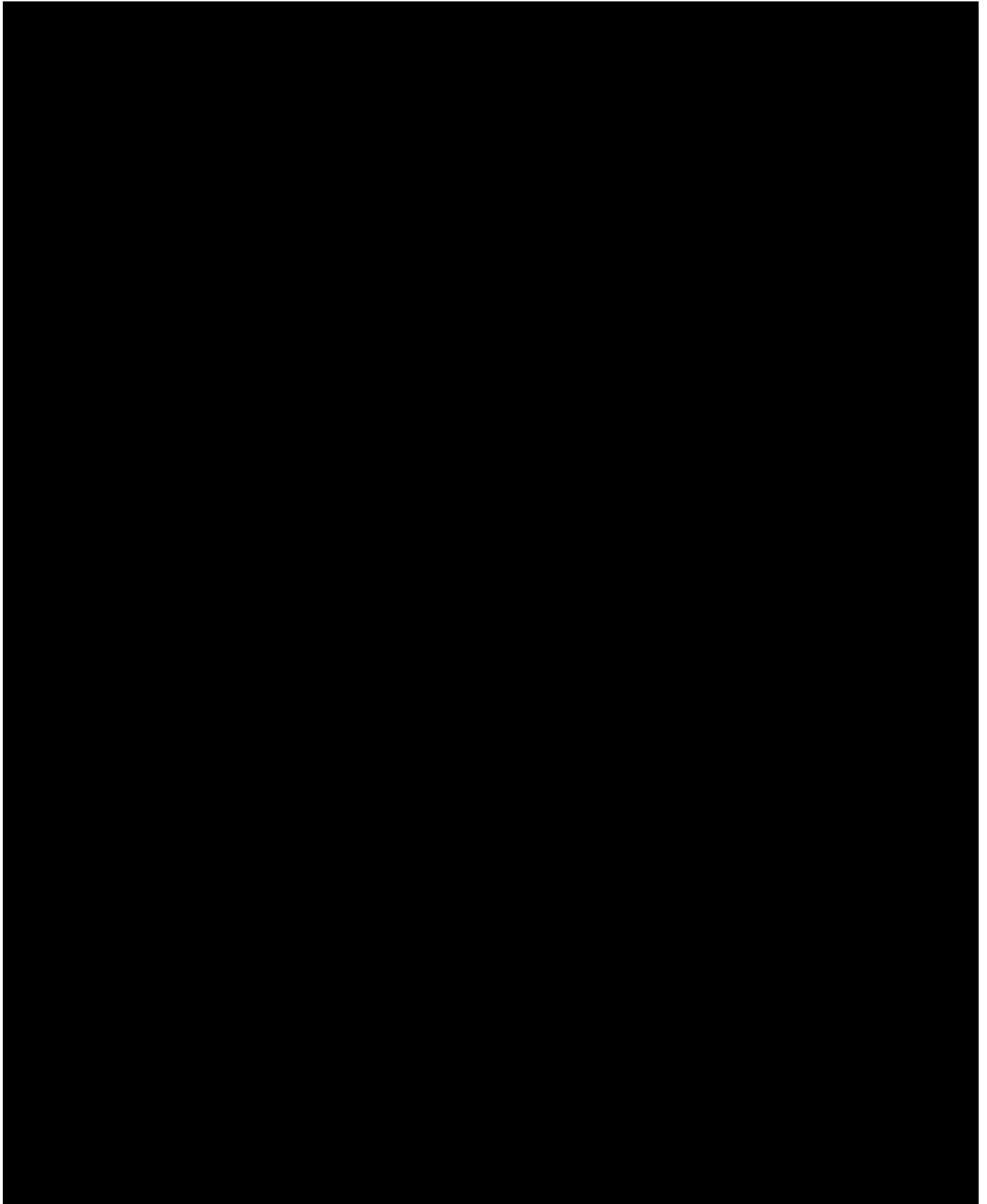
The foundation of our [REDACTED] approach to requirements management is rooted in flexibility. Flexibility means you can easily iterate and make changes to realize a more accurate outcome and avoid off-target deliveries and missed deadlines. [REDACTED]

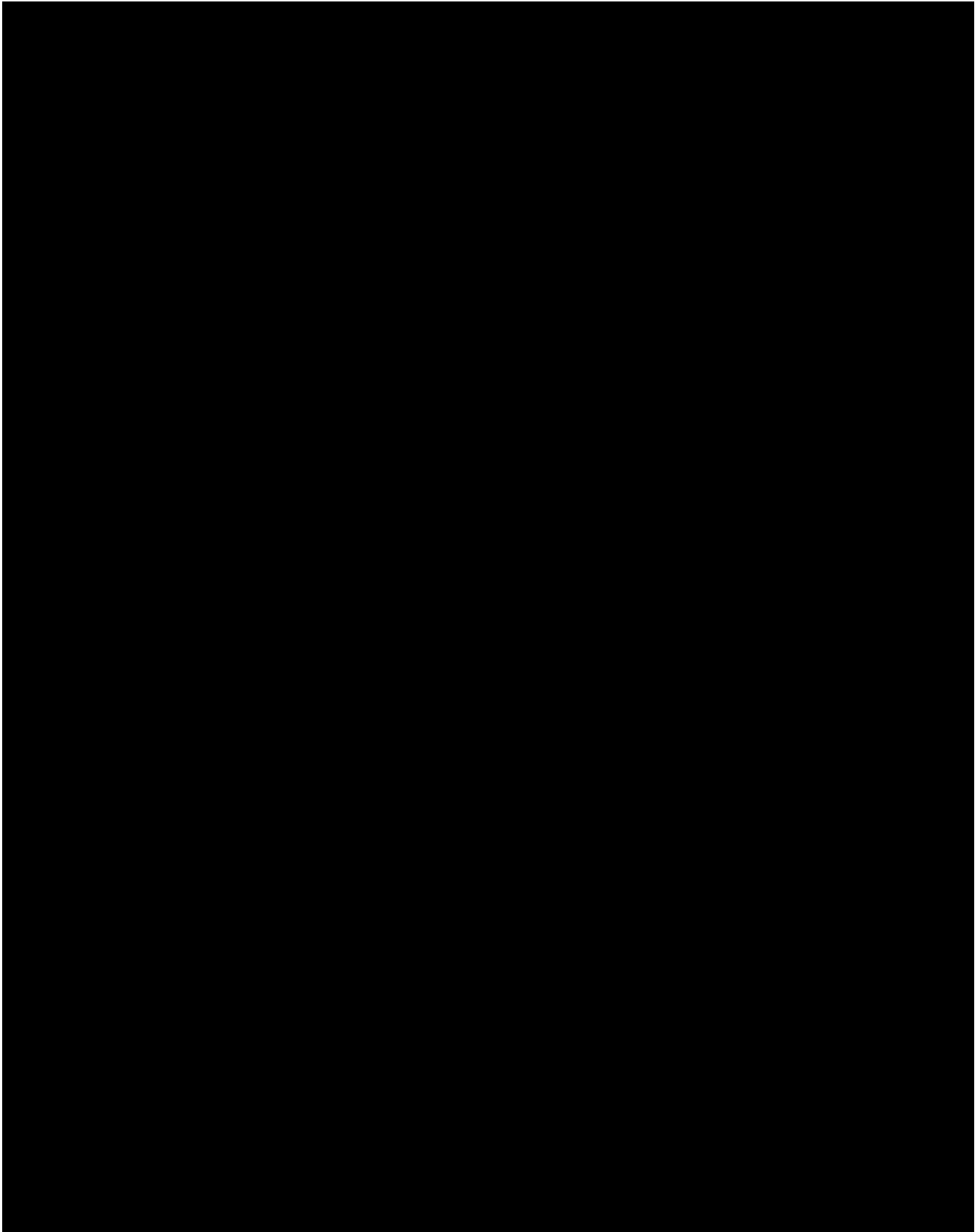
[REDACTED] Collaboration is critical; everyone on the team must have a firm understanding of the customer's true needs and how they affect the product.

Our team brings [REDACTED]
[REDACTED]

Based on our experience in [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



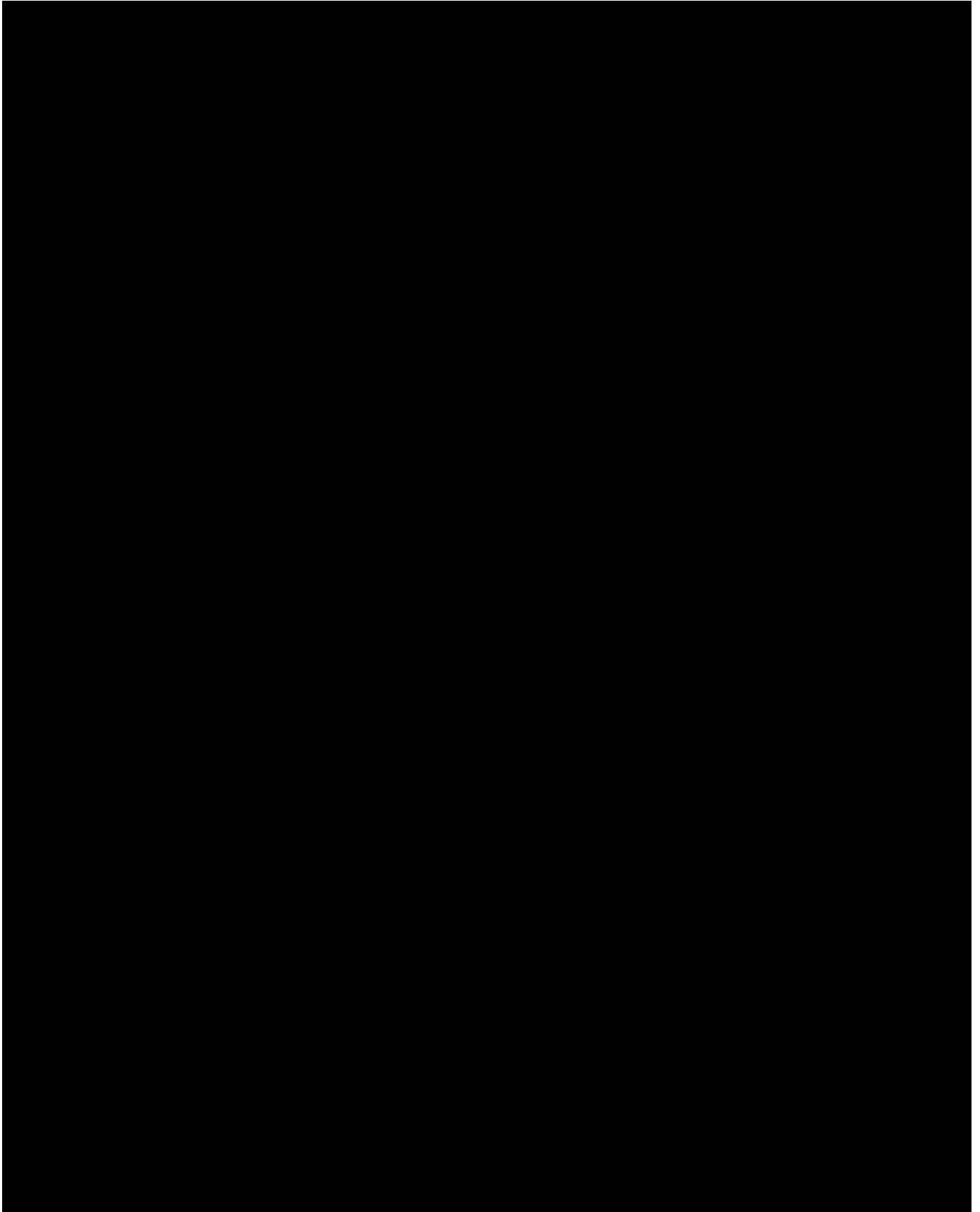


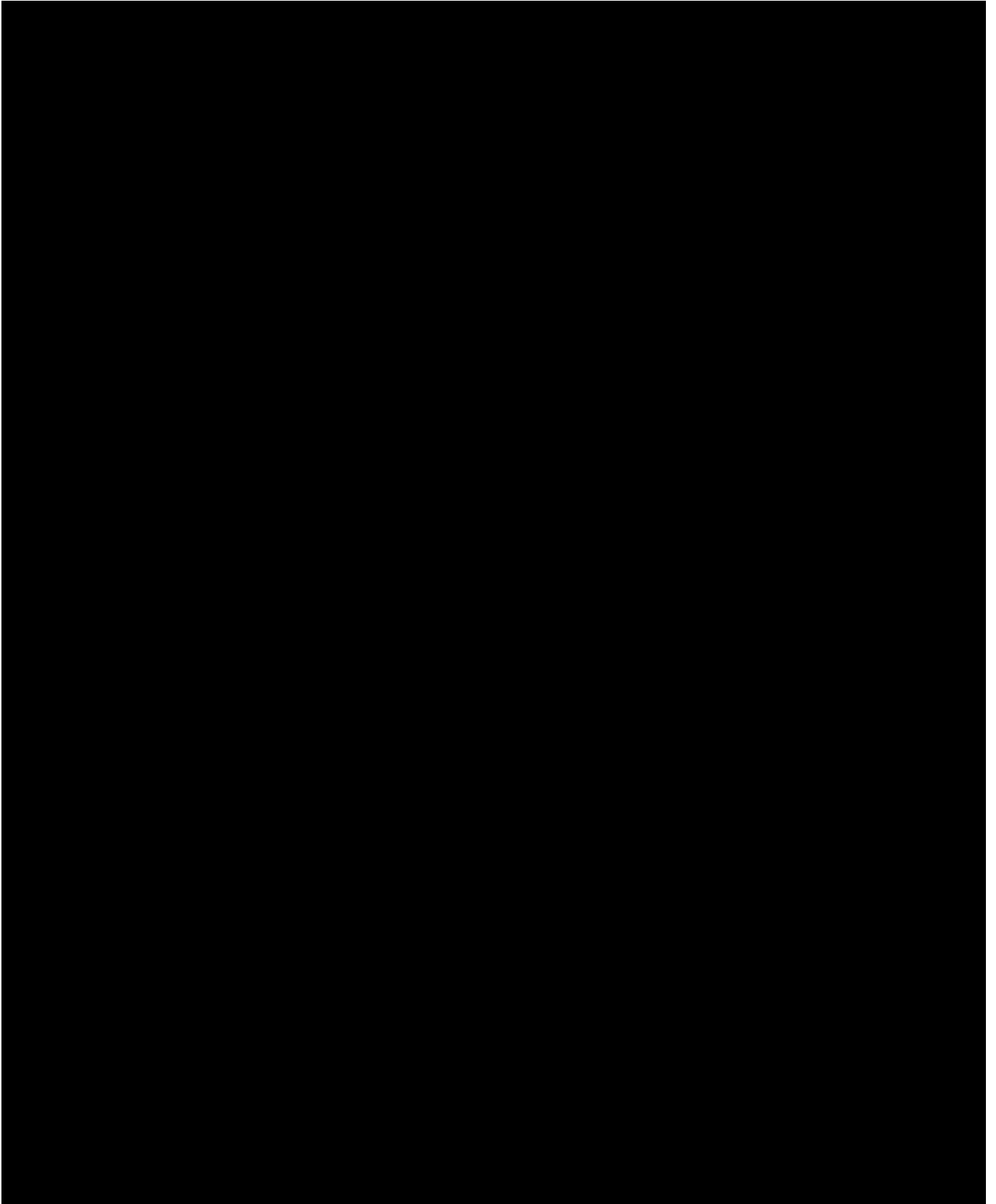


8.d. Development and Testing Approach

RFP Reference: Attachment F Technical Proposal, Pg. 6

- d. Describe your approach to development and testing of the elements described in 8.4.
- Provide specific information detailing how you will ensure industry standard testing.
 - The State does not currently have a mature Unit Testing process. Please explain your approach for bringing Unit Testing to the SDLC processes under this contract.
 - Note that functional, integration, performance, regression, end-to-end, user acceptance, and system testing are all performed by a third-party vendor already contracted by the State.
 - Provide an example of a Requirements Traceability Matrix used on a similar project.
 - Describe your company's high-level training strategy/plan






Industry Standard Testing

RFP Reference: Attachment F Technical Proposal, Pg. 6

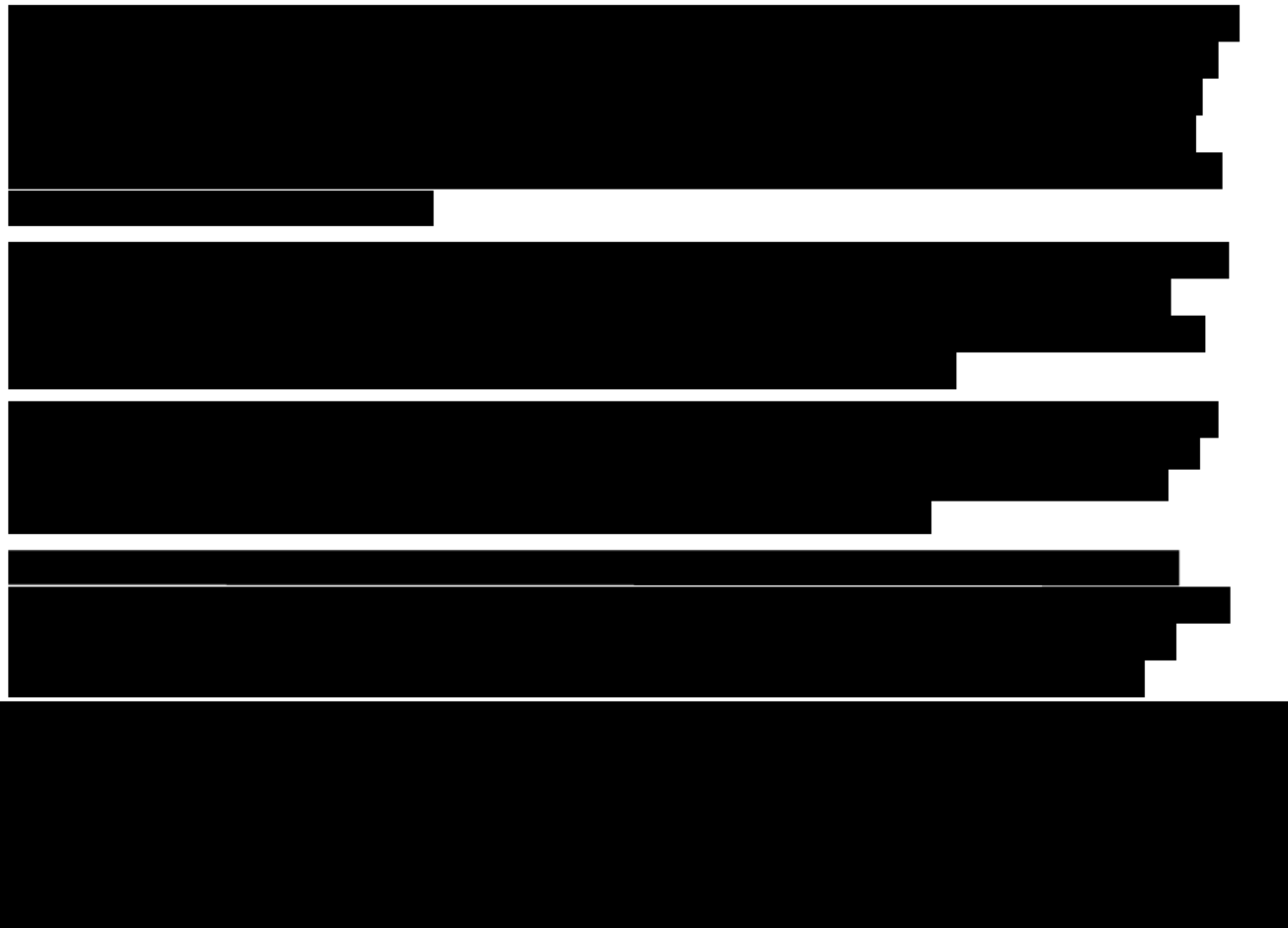
Provide specific information detailing how you will ensure industry standard testing.

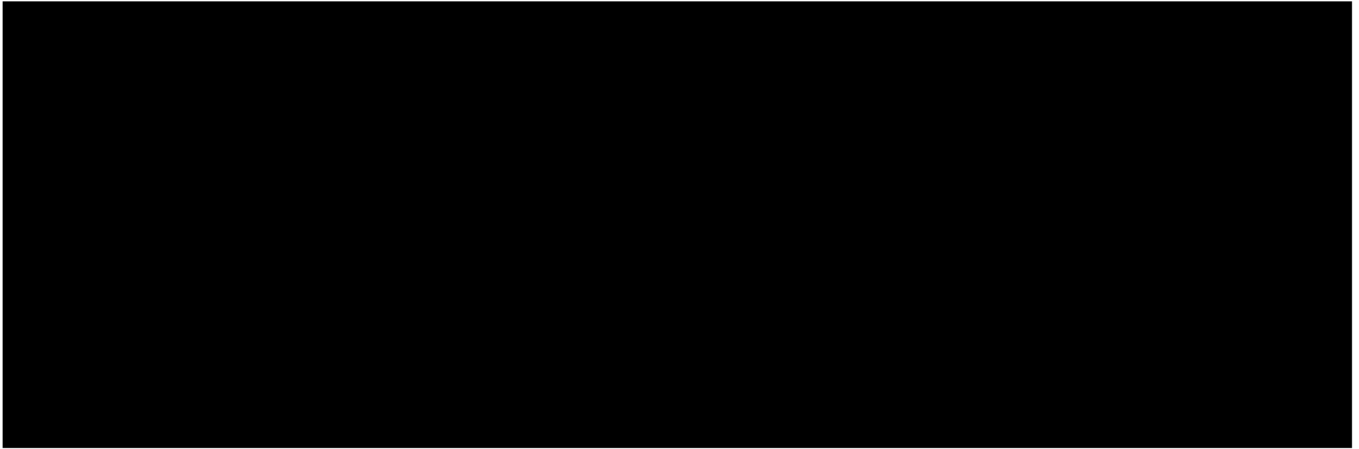
Our Approach to Industry Standard Testing

BMV's vision, in collaboration with our testing strategy built on industry-leading practices and standards, **shifts focus from detecting issues to issue prevention** through systematically planned early intervention. We believe in



The remainder of the section describes our experience with industry standard testing practices for Agile implementations.

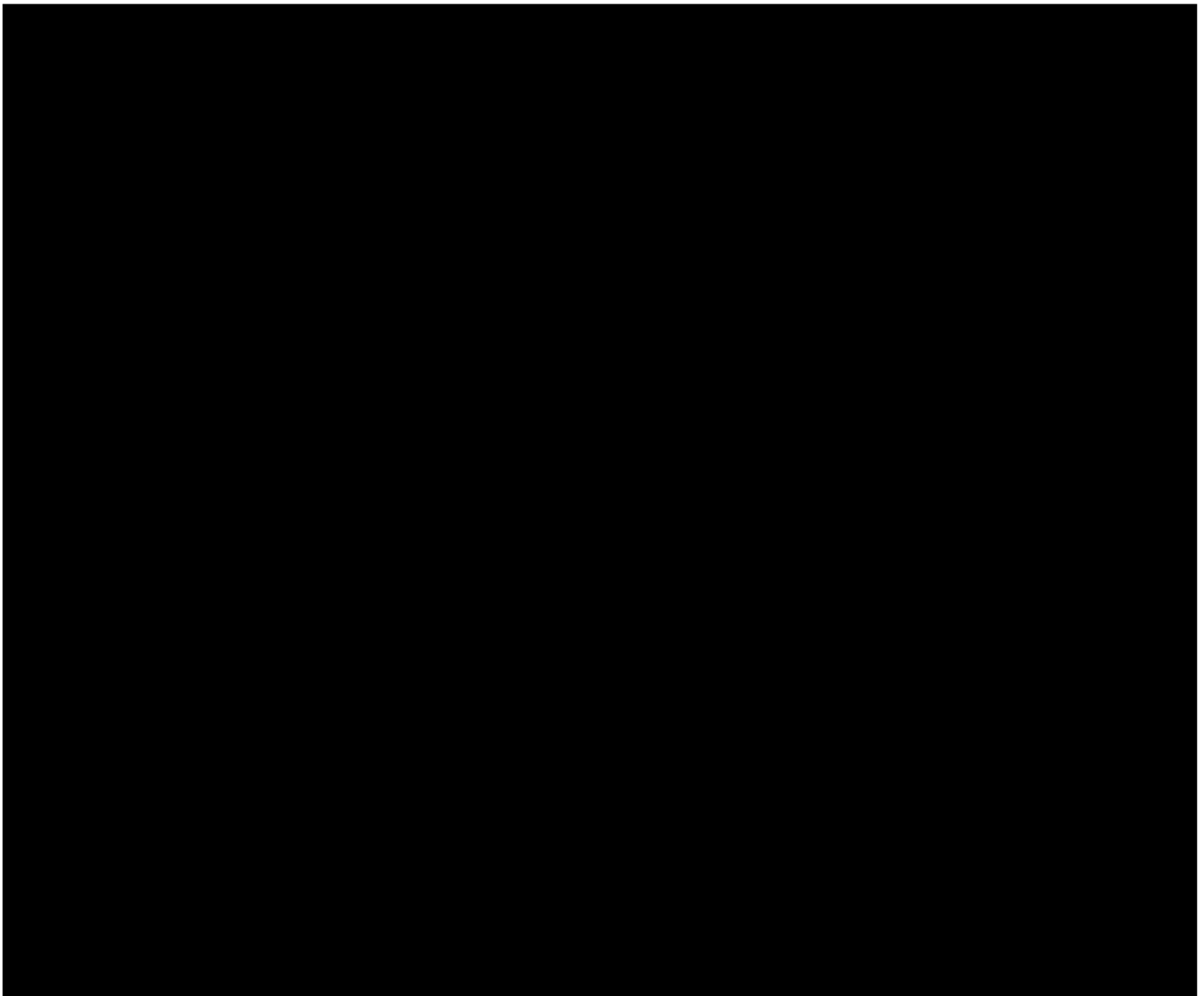


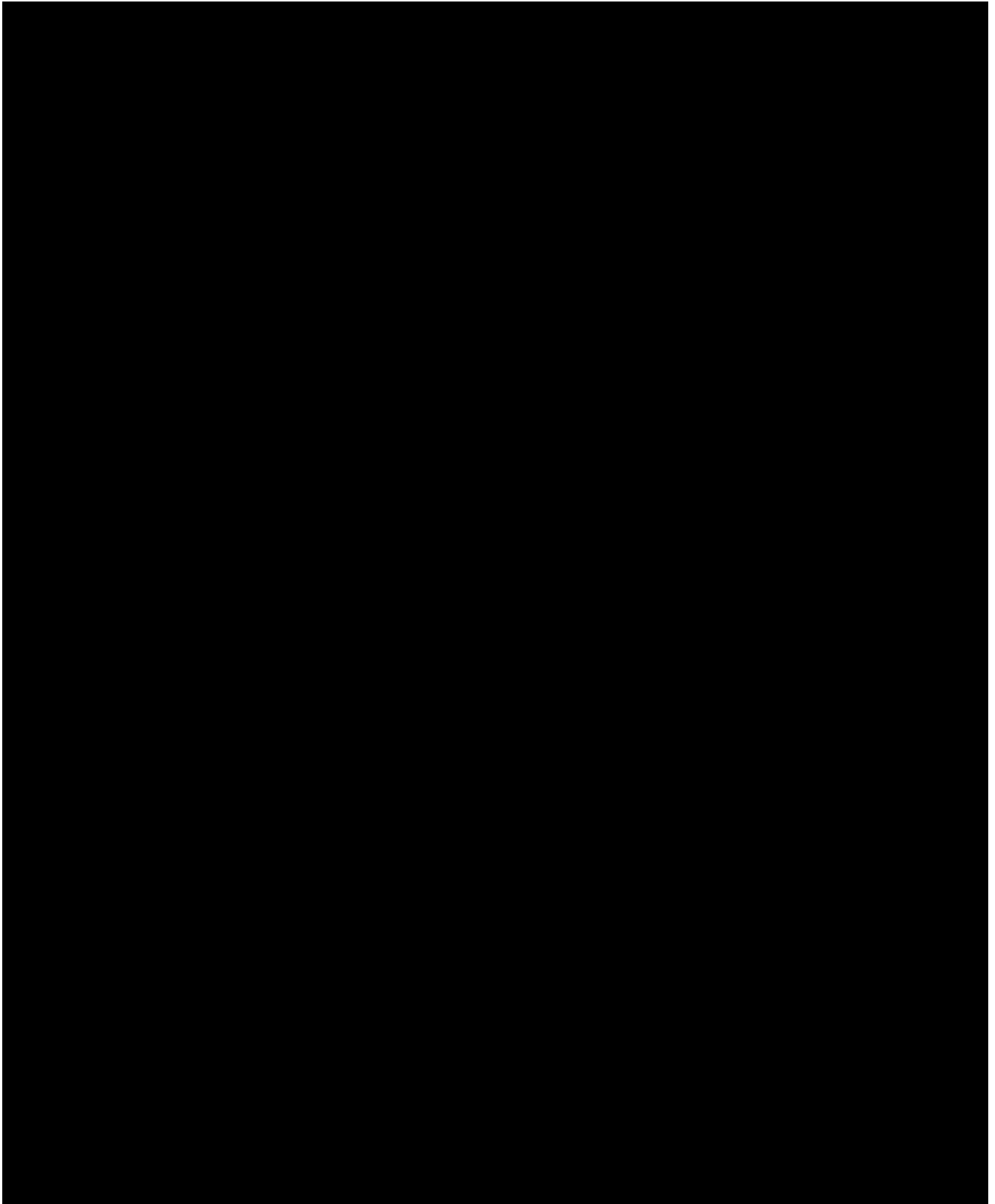


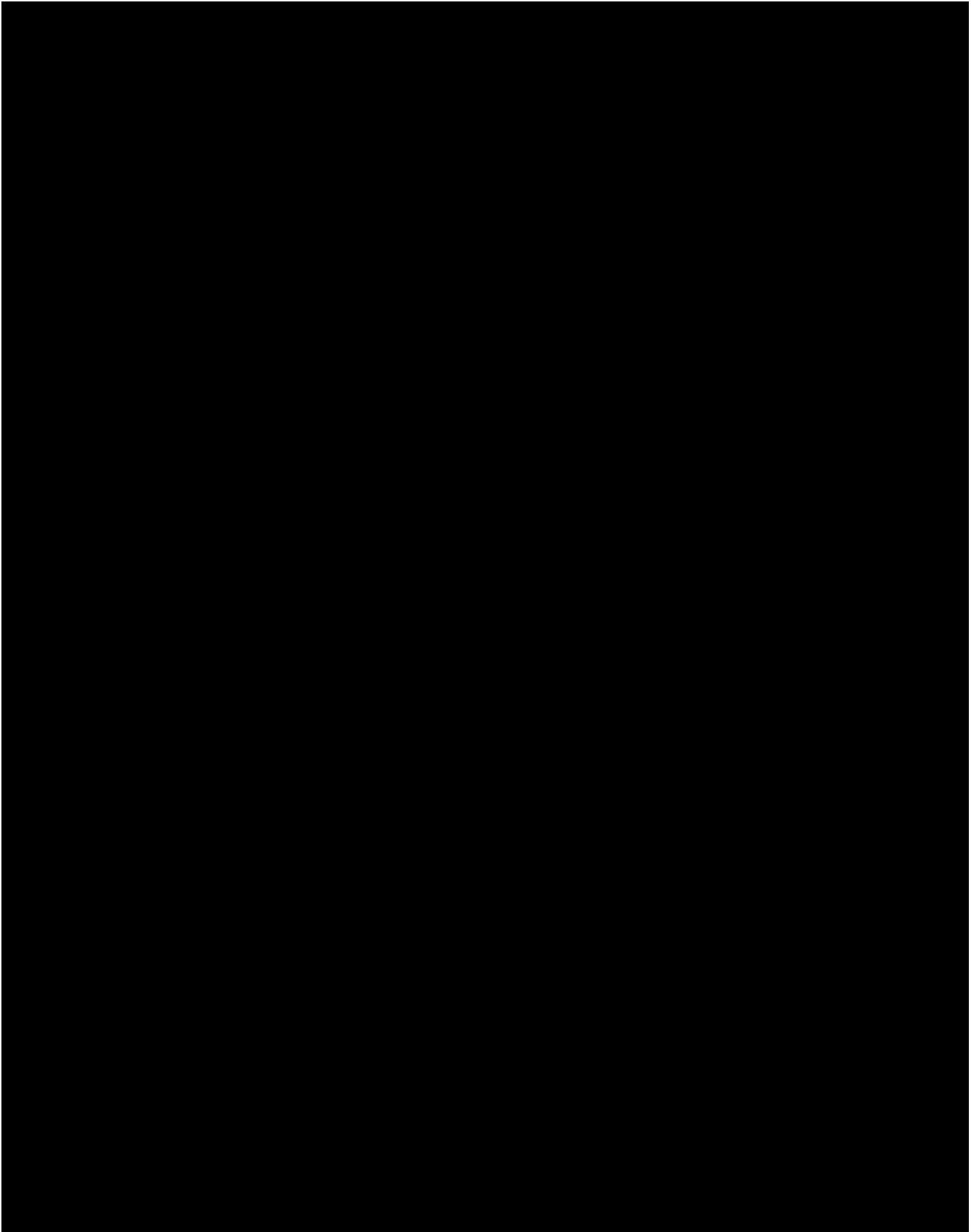
RFP Reference: Attachment F Technical Proposal, Pg. 6

The State does not currently have a mature Unit Testing process. Please explain your approach for bringing Unit Testing to the SDLC processes under this contract.

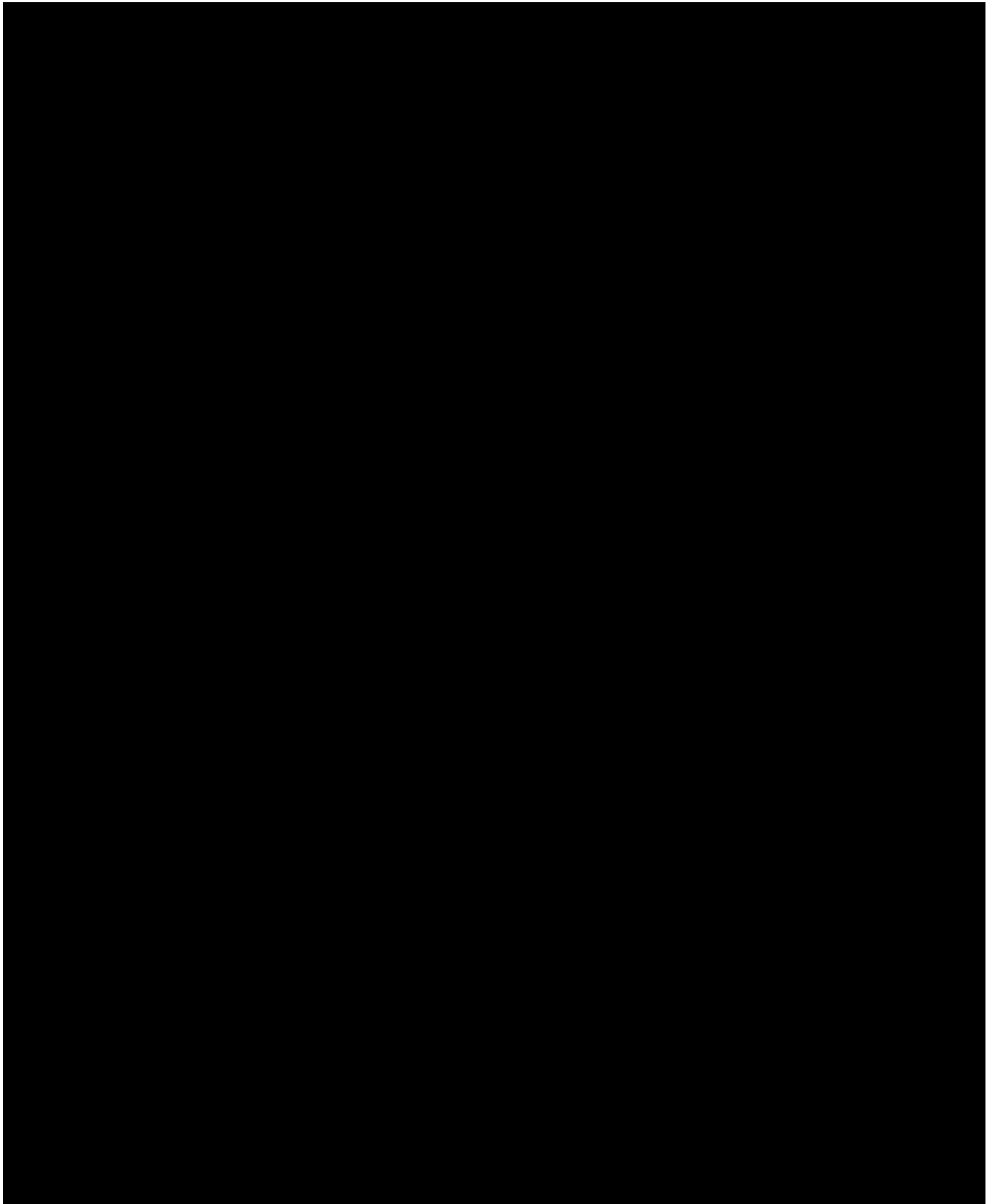
Unit Testing Approach







Outputs of the Development and Testing Phase



High-Level Training Strategy/Plan

RFP Reference: Attachment F Technical Proposal, Pg. 6

Describe your company's high-level training strategy/plan.

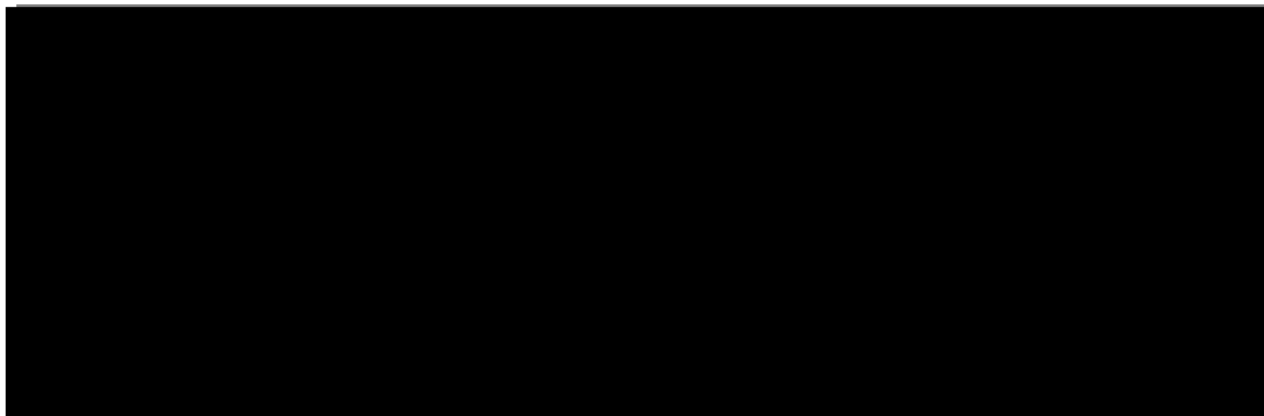
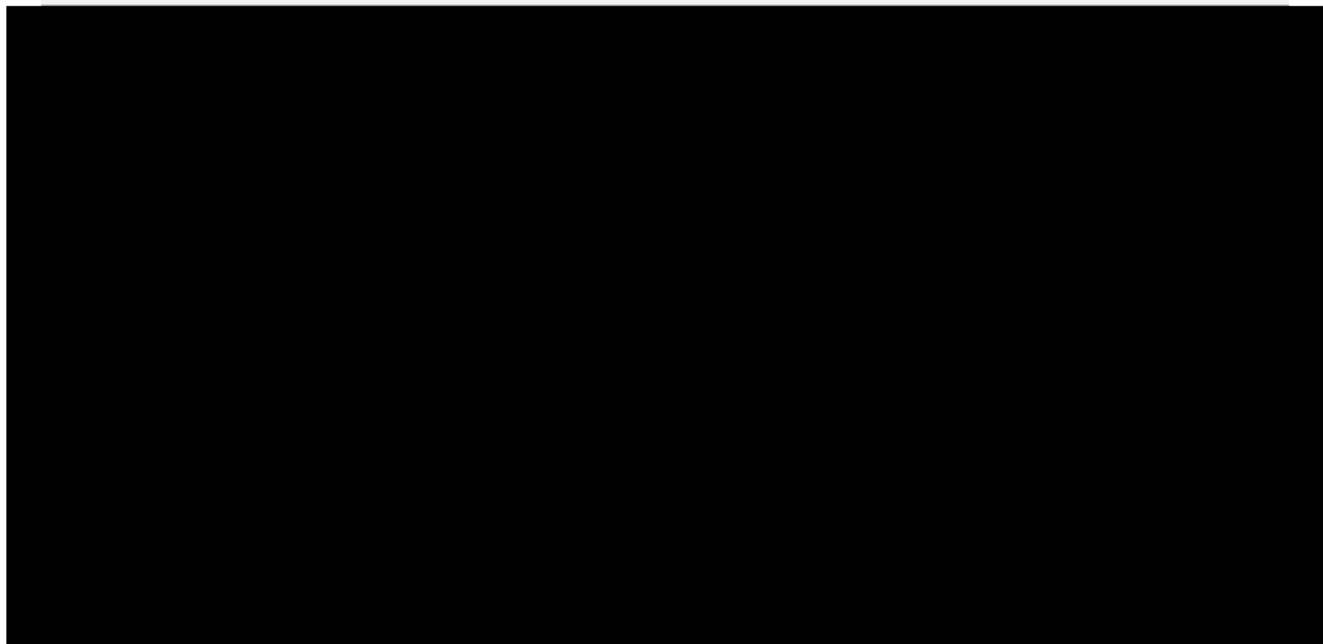


Figure F.8.11. displays the Deloitte SDLC artifacts that can be used by State trainers to understand the system changes early on for effective training of end users.

SDLC Artifacts

High-Level Contents

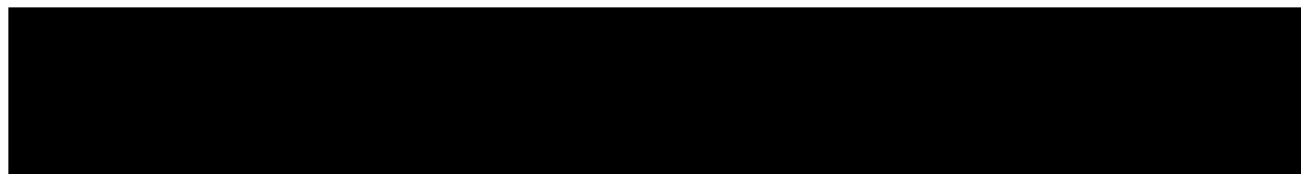
Benefits for State Trainers



8.e. Defect Management Approach

RFP Reference: Attachment F Technical Proposal, Pg. 6

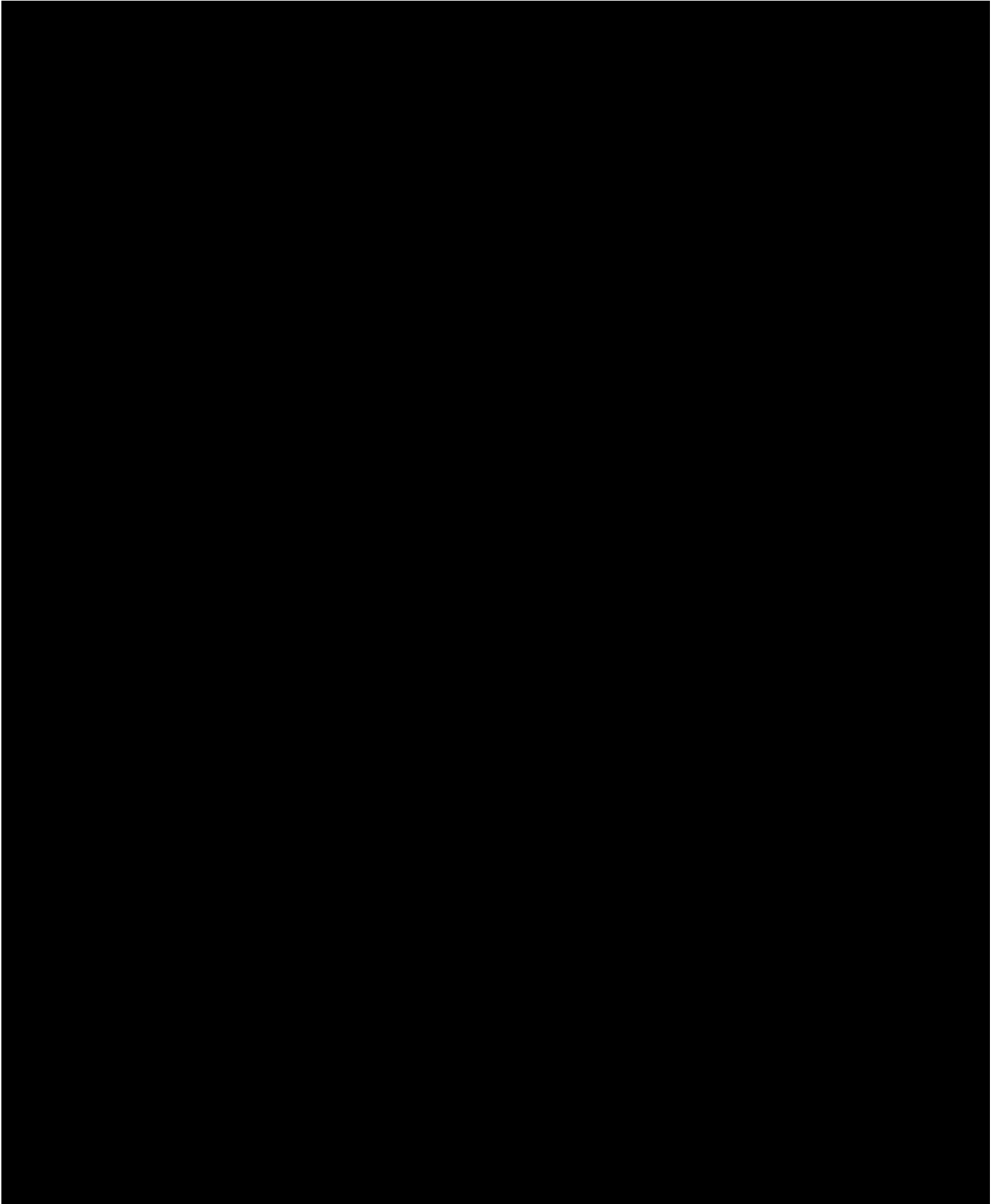
e. Describe your approach to defect management as defined in 8.5.

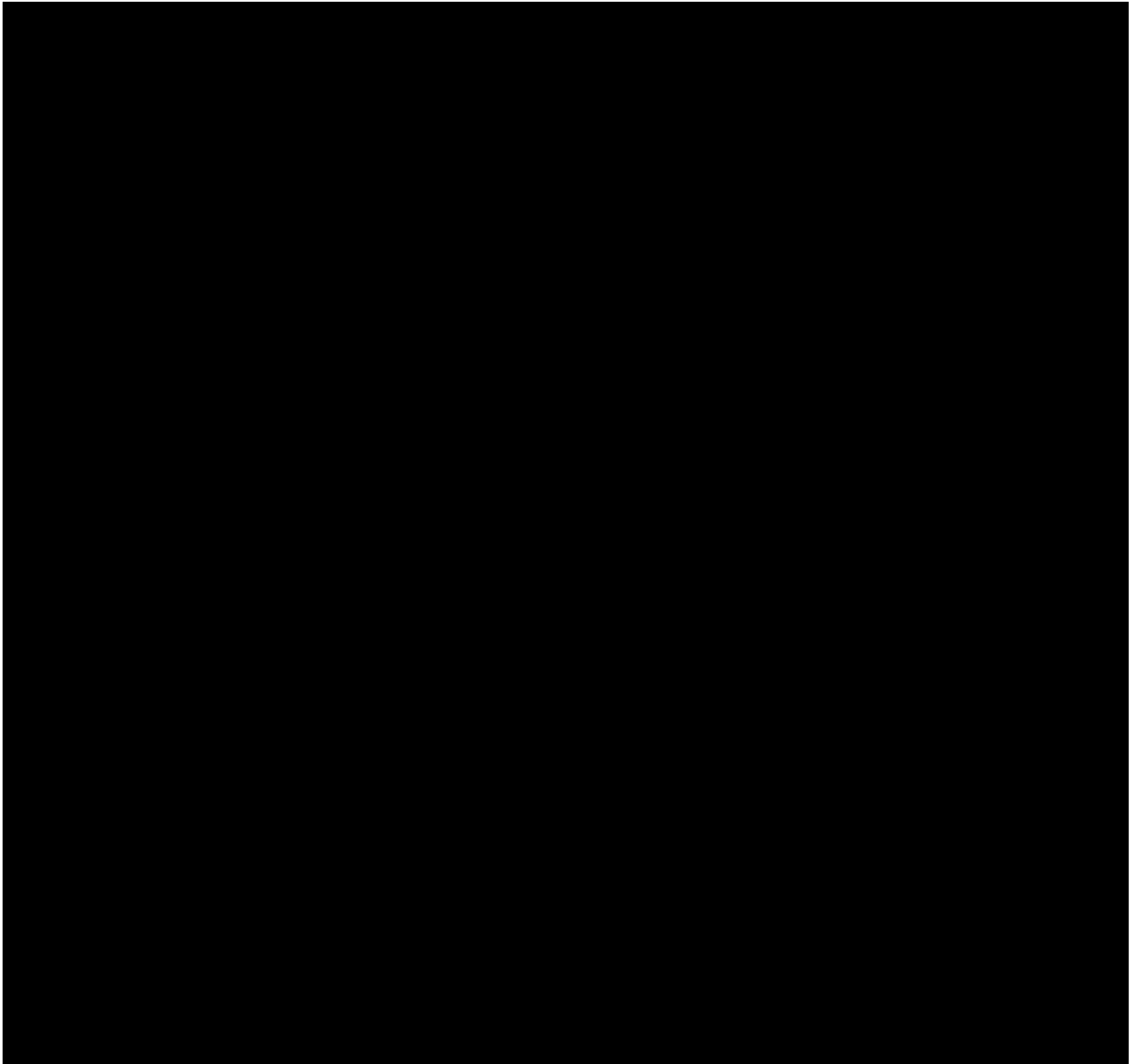


[REDACTED]

We recognize that timely defect resolution is vital for the State when it comes to efficient product implementations are not just numbers but disruptions to Indiana’s ability to provide high quality and timely service to Hoosiers. We understand and align with the State’s approach for triage and overall defect management of keeping their citizens at the center. Our Team recognizes that [REDACTED]

[REDACTED]





UAT Defect Remediation Schedule

RFP Reference: Attachment F Technical Proposal, Pg. 6

- Confirm your acceptance and understanding of the UAT defect remediation schedule as described in 8.5.2.

Deloitte understands and accepts that the State expects [REDACTED]

Post Go-Live Defect Escalation Standards

RFP Reference: Attachment F Technical Proposal, Pg. 6

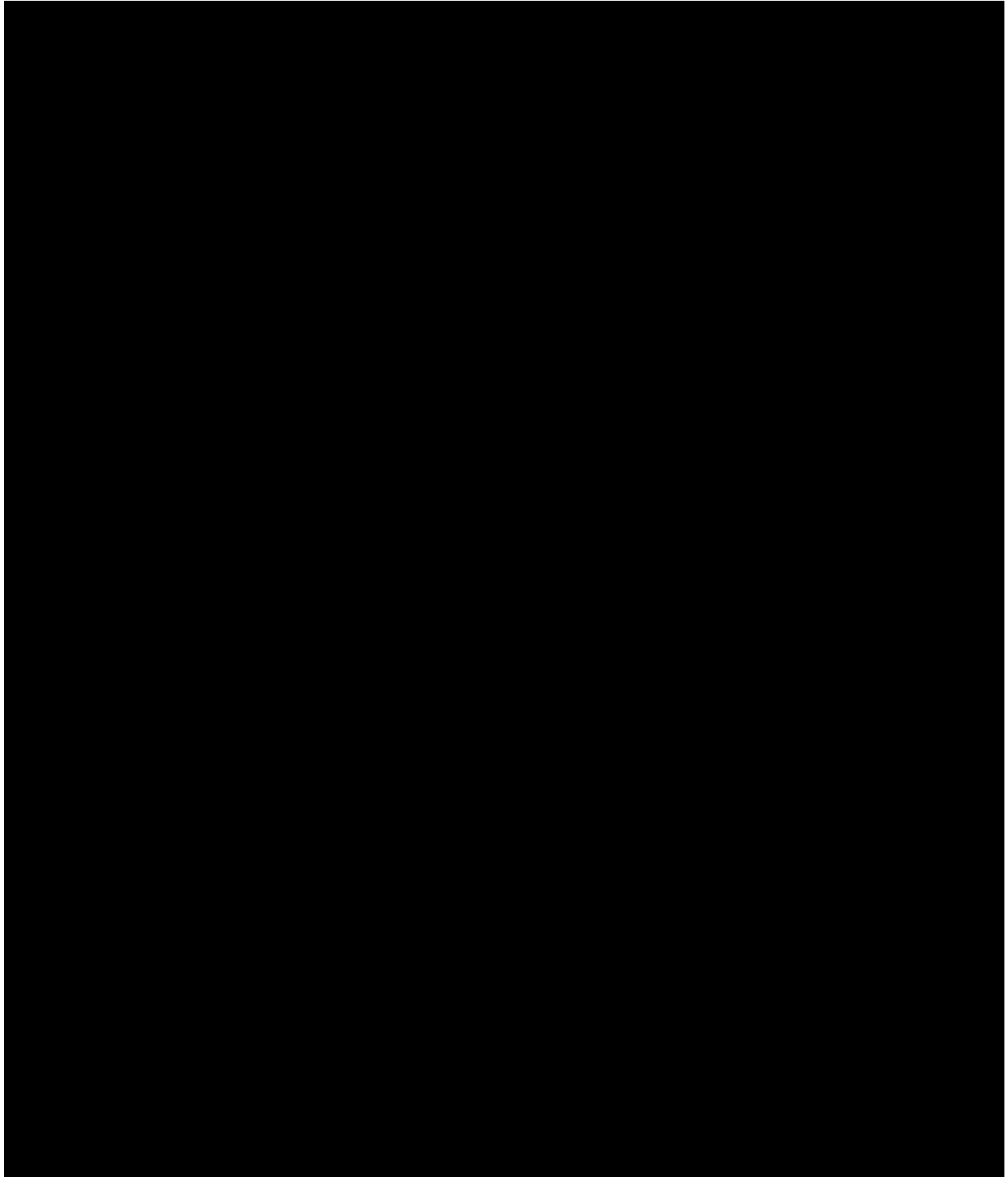
- Confirm your acceptance and understanding of the post go-live defect escalation standards as described in 8.5.3

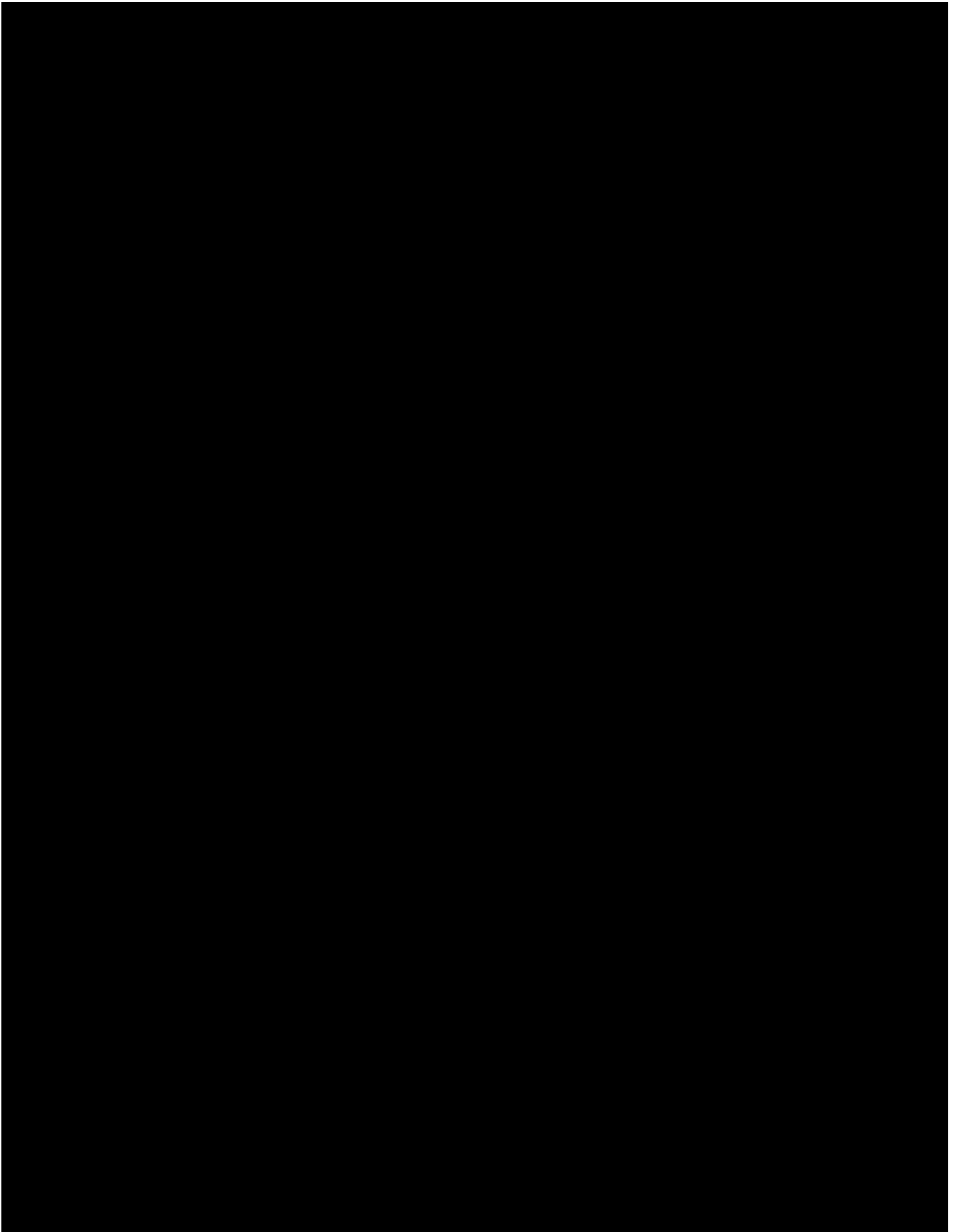
Deloitte understands and accepts the escalation timeframe for defects is generally handled by the Production Maintenance team and come in as a ticket, call, email, etc. If not urgent, the defect goes in as a Production Update Notice (PUN) on a Sunday or Wednesday evening (during the normal maintenance window) of the following the Release.

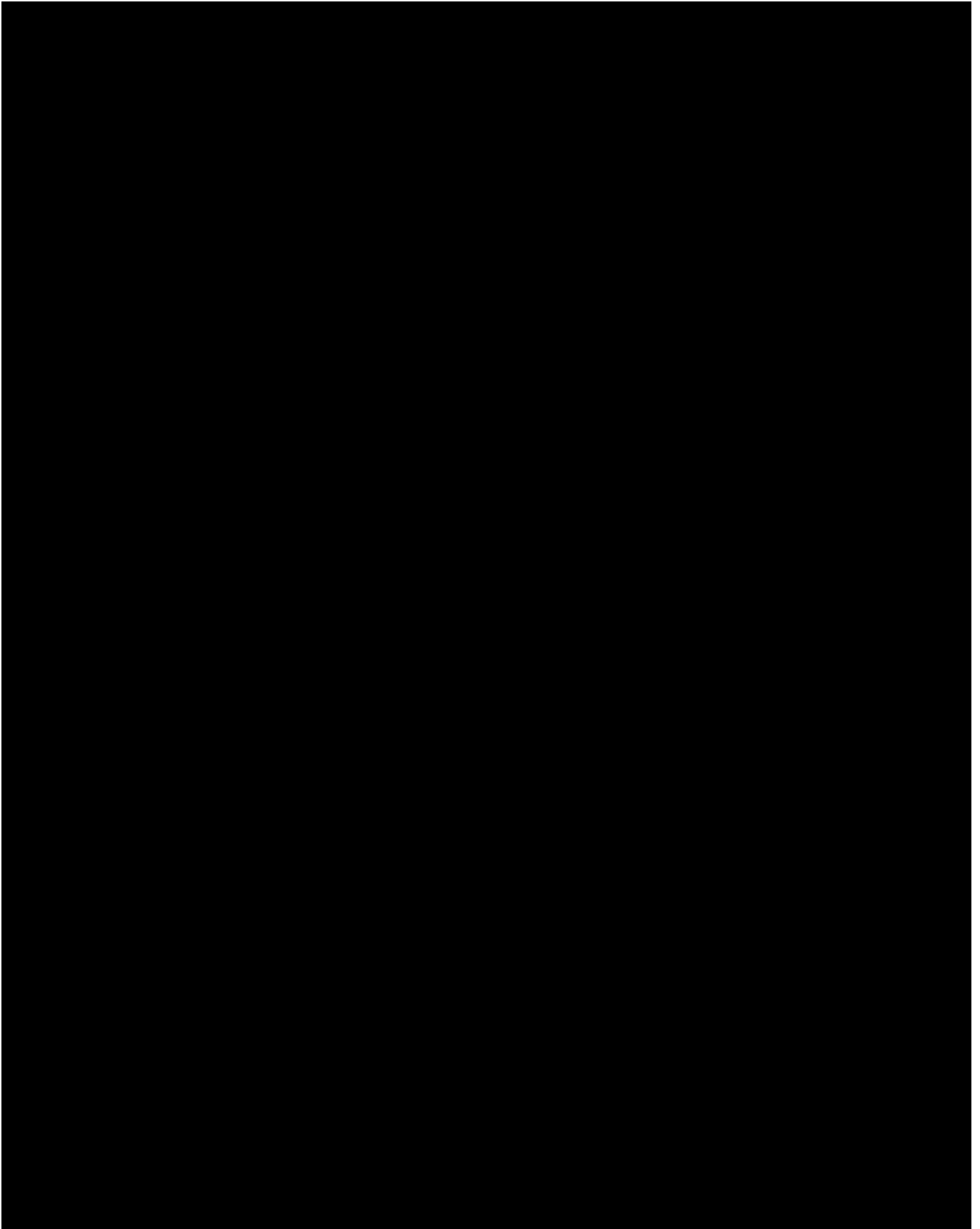
8.f. Implementation Approach

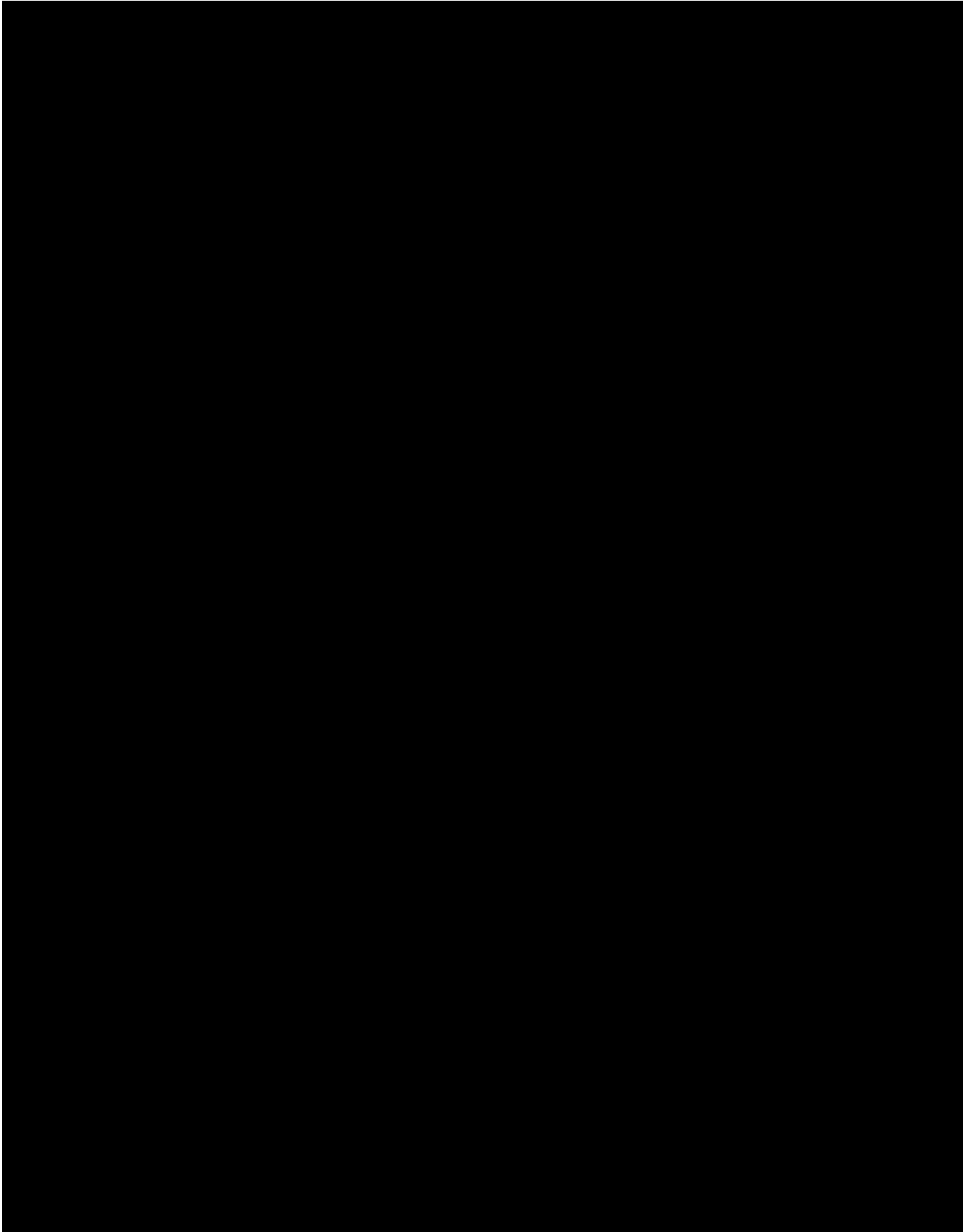
RFP Reference: Attachment F Technical Proposal, Pg. 6

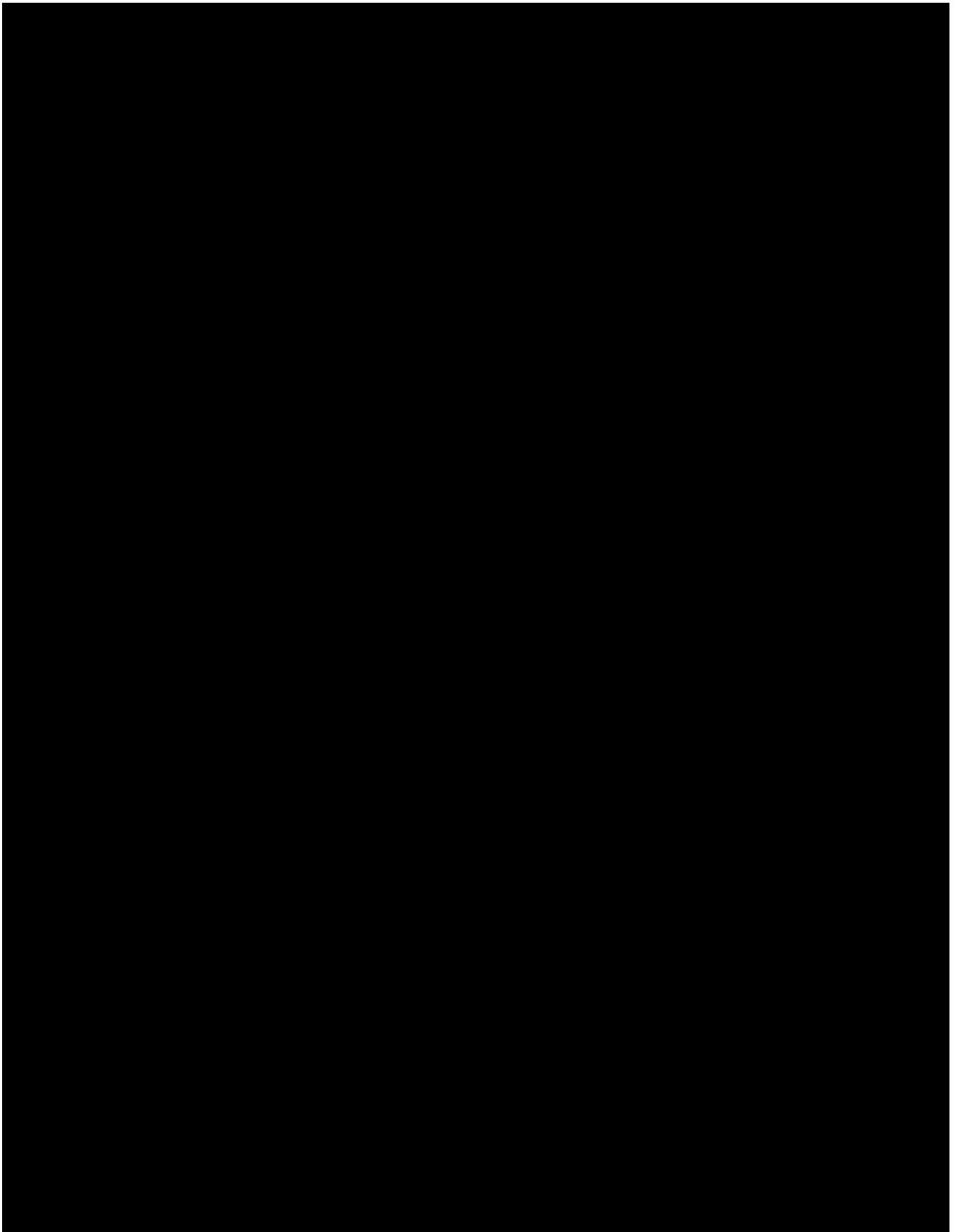
f. Describe your approach to implementation, including all elements described in 8.6.

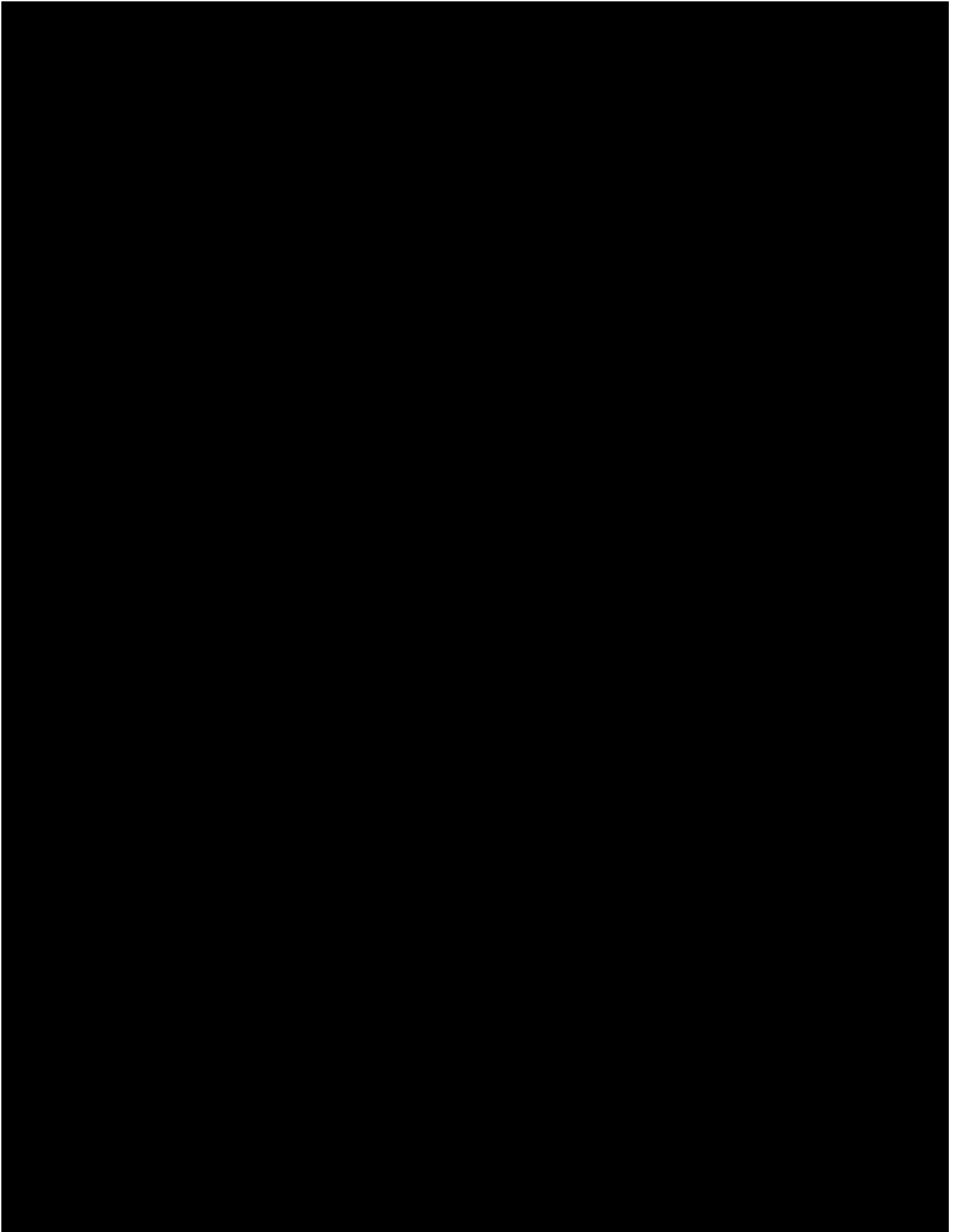


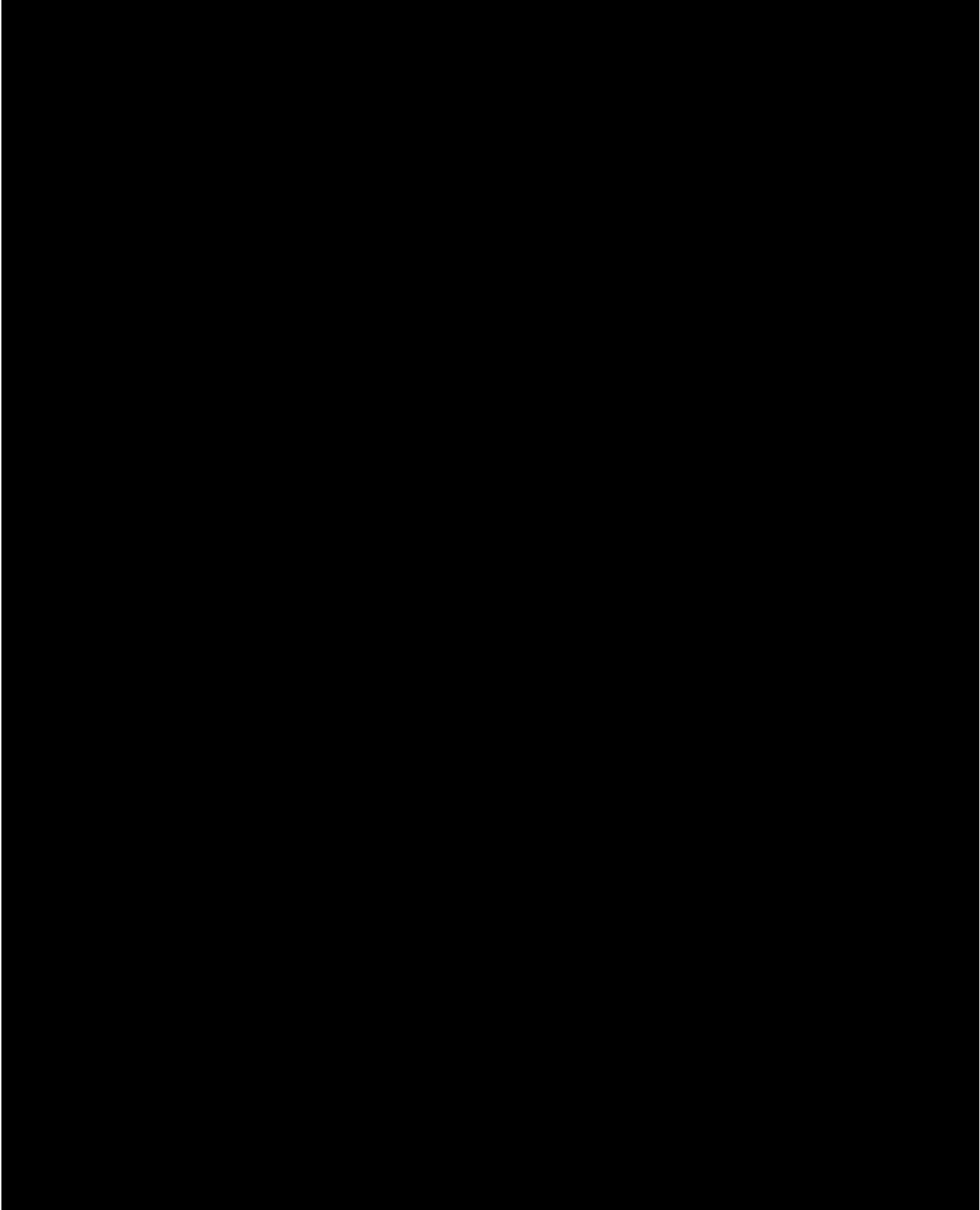










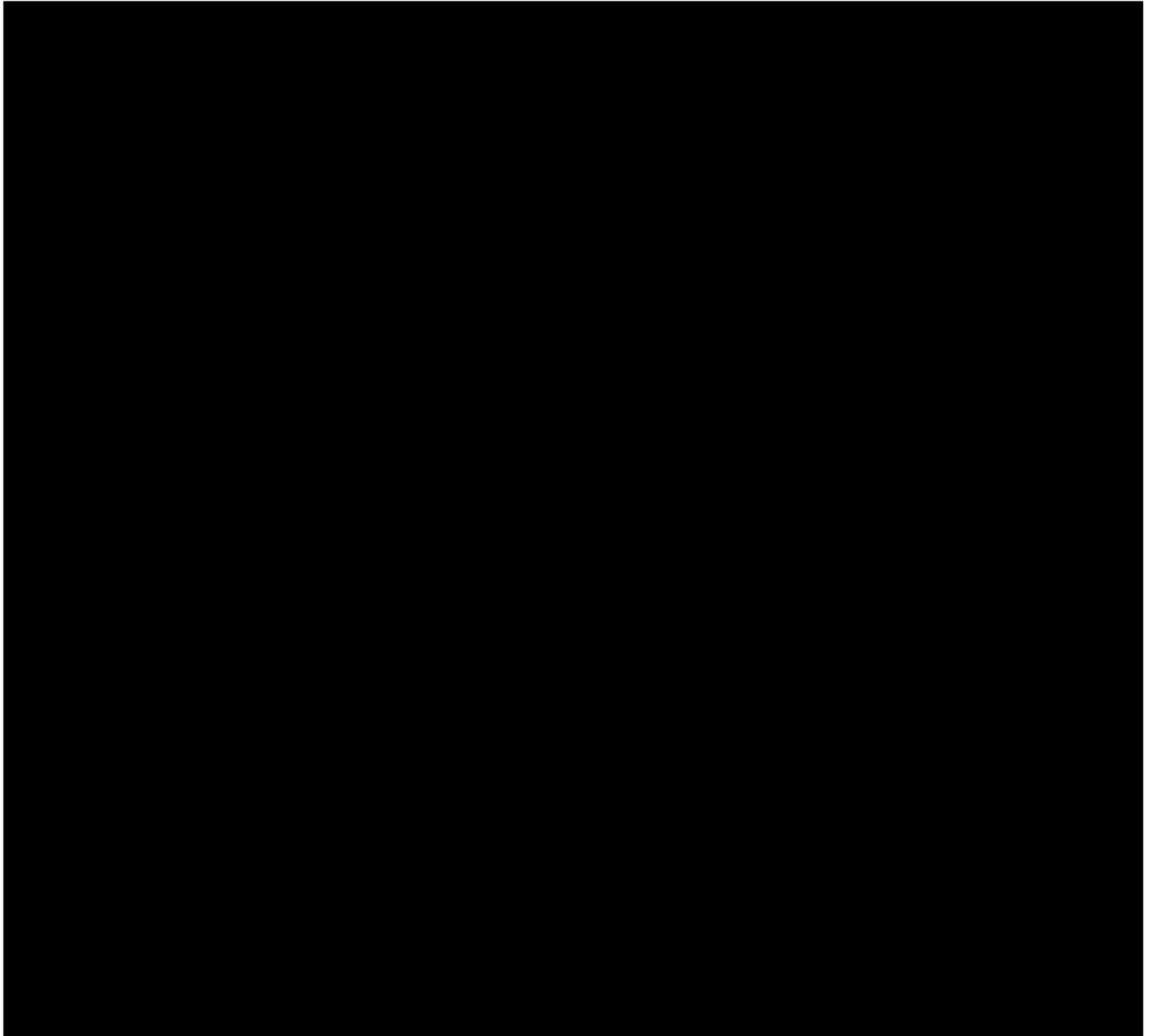


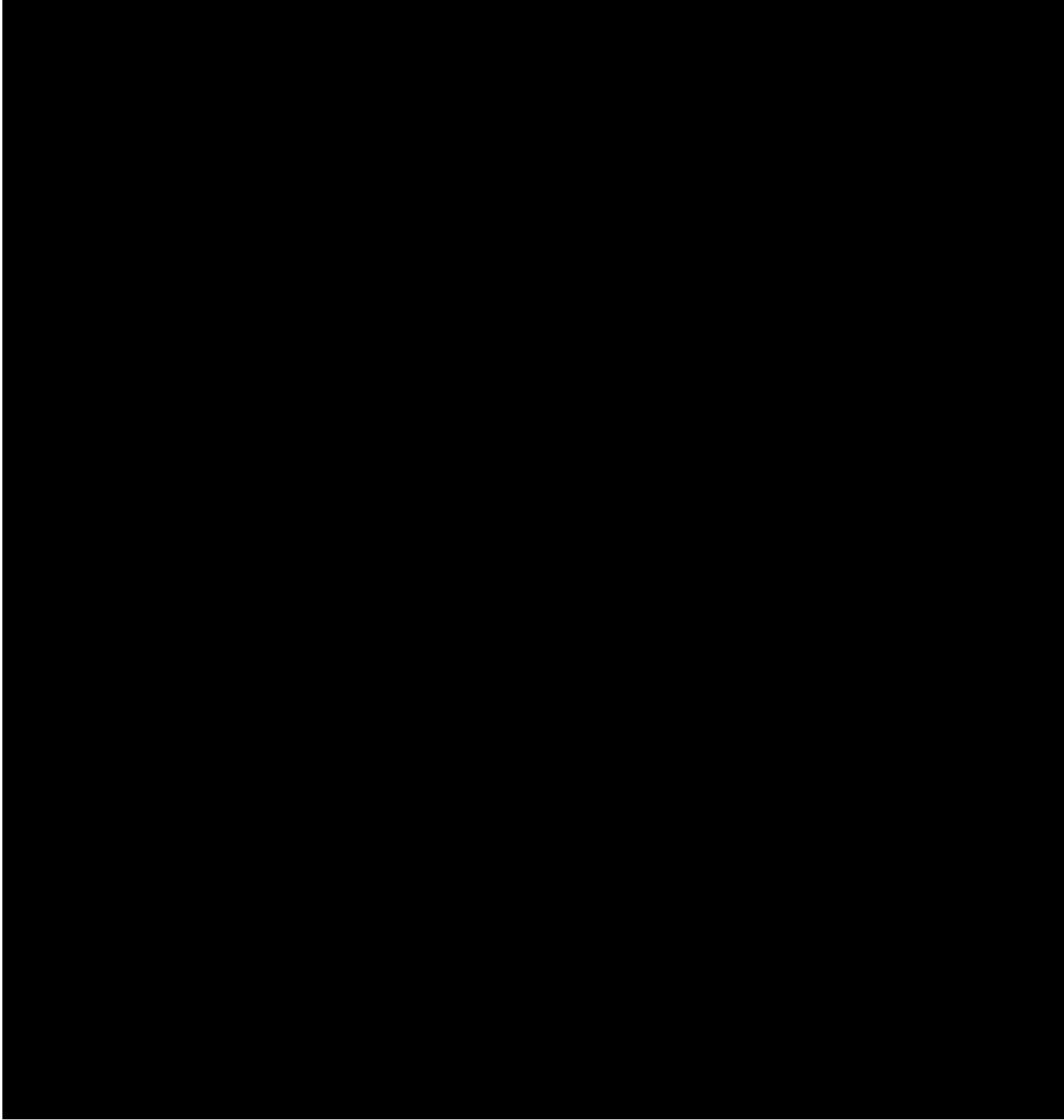
8.g. UI/UX Web-Design Experience and Approach

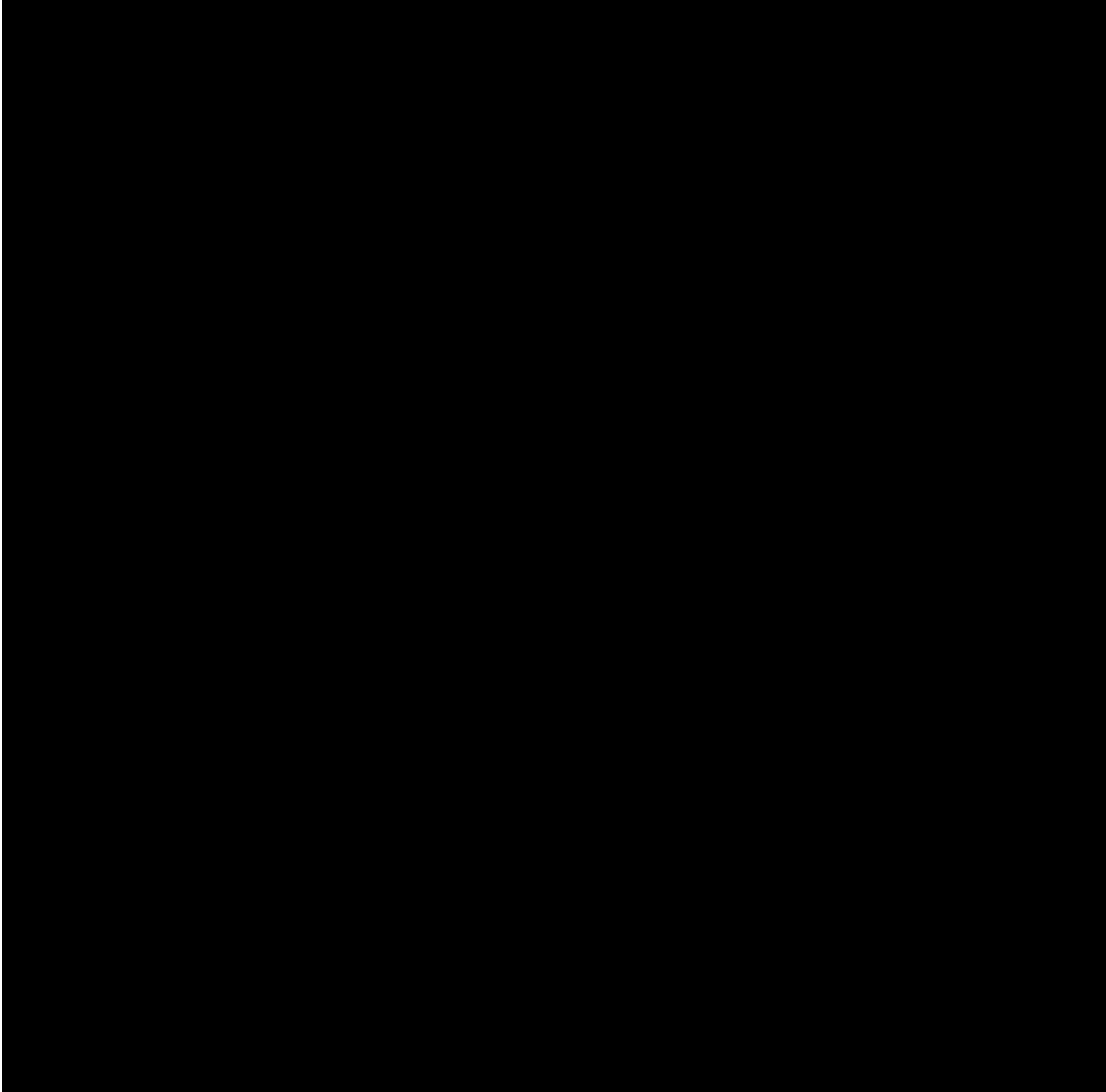
RFP Reference: Attachment F Technical Proposal, Pg. 6

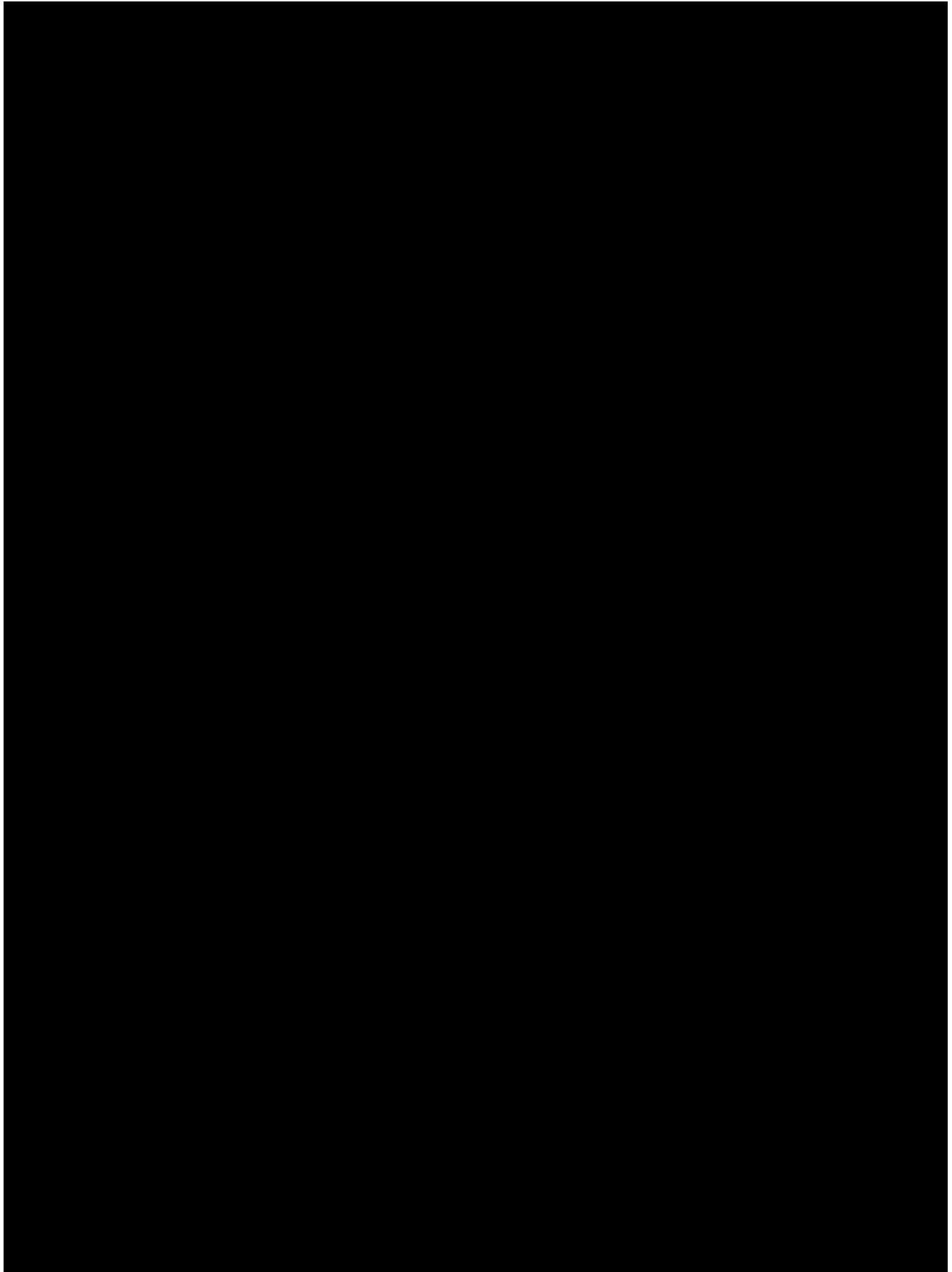
- g. Please describe your experience and approach with UI/UX web-based design. Please submit examples of web-based UI/UX designs that you have created for complex web-based transactions in your previous projects.

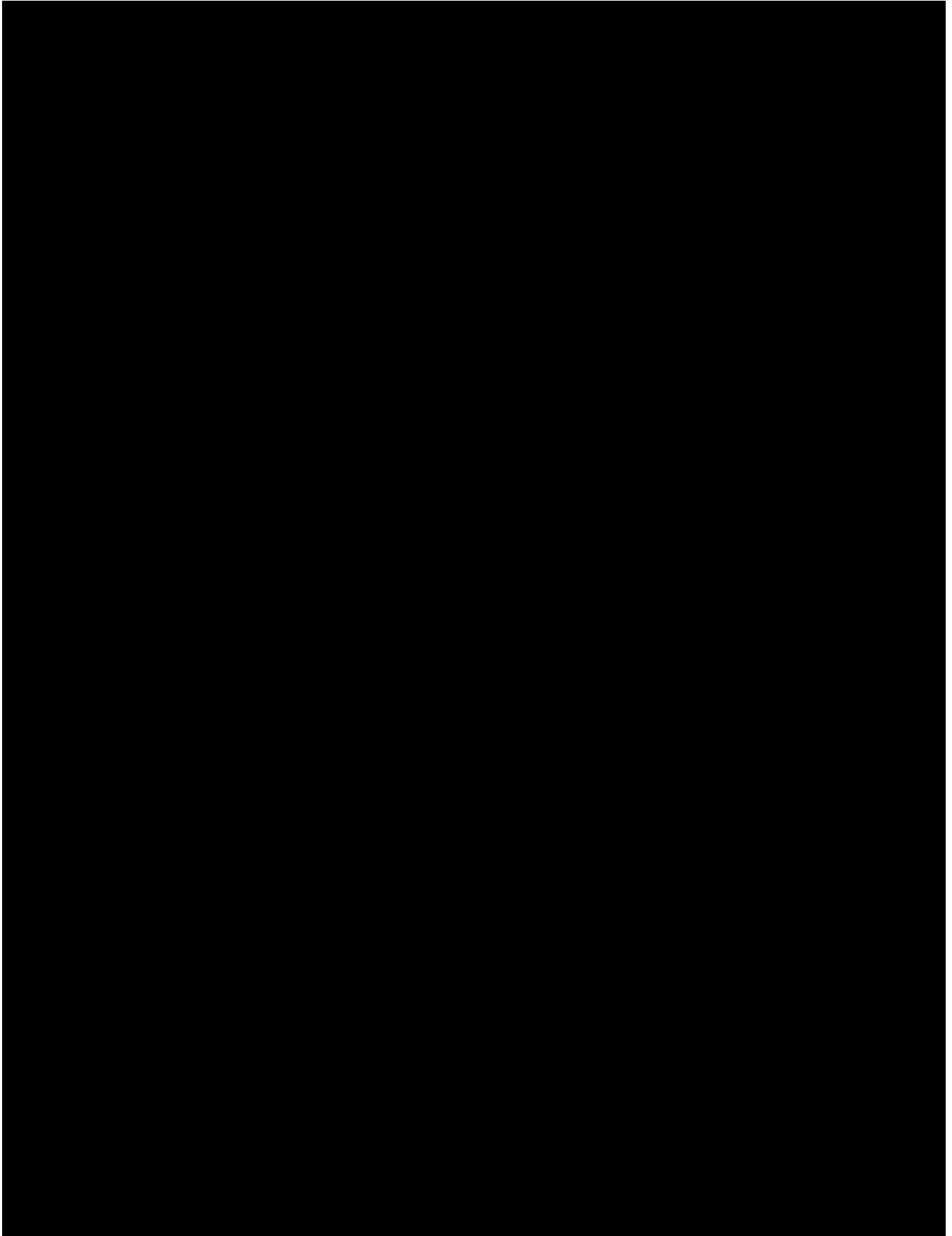
How We Elevate the Human Experience

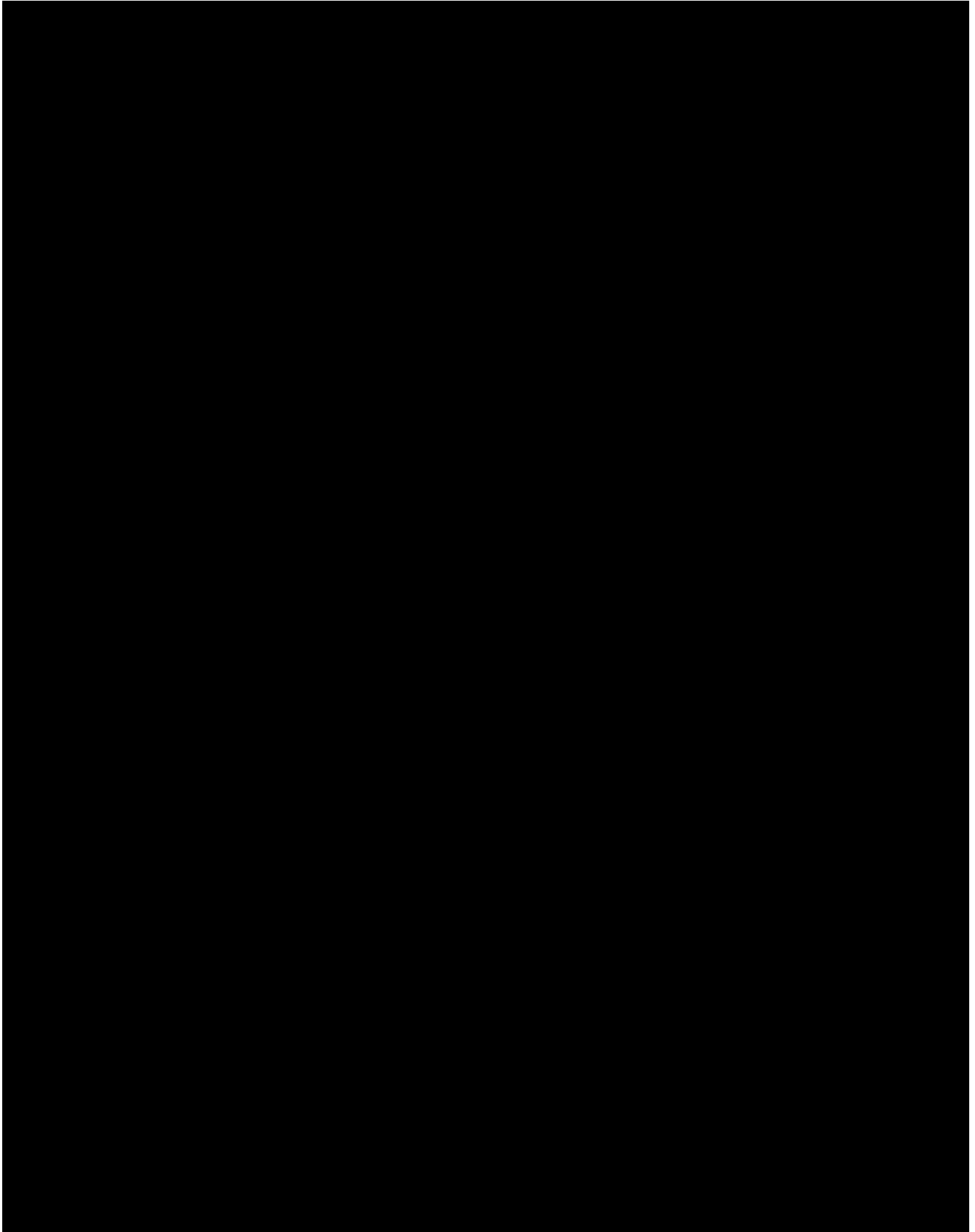












Software Warranty for Project-Based Work

Section 9

RFP Reference: Attachment F Technical Proposal, Pg. 7

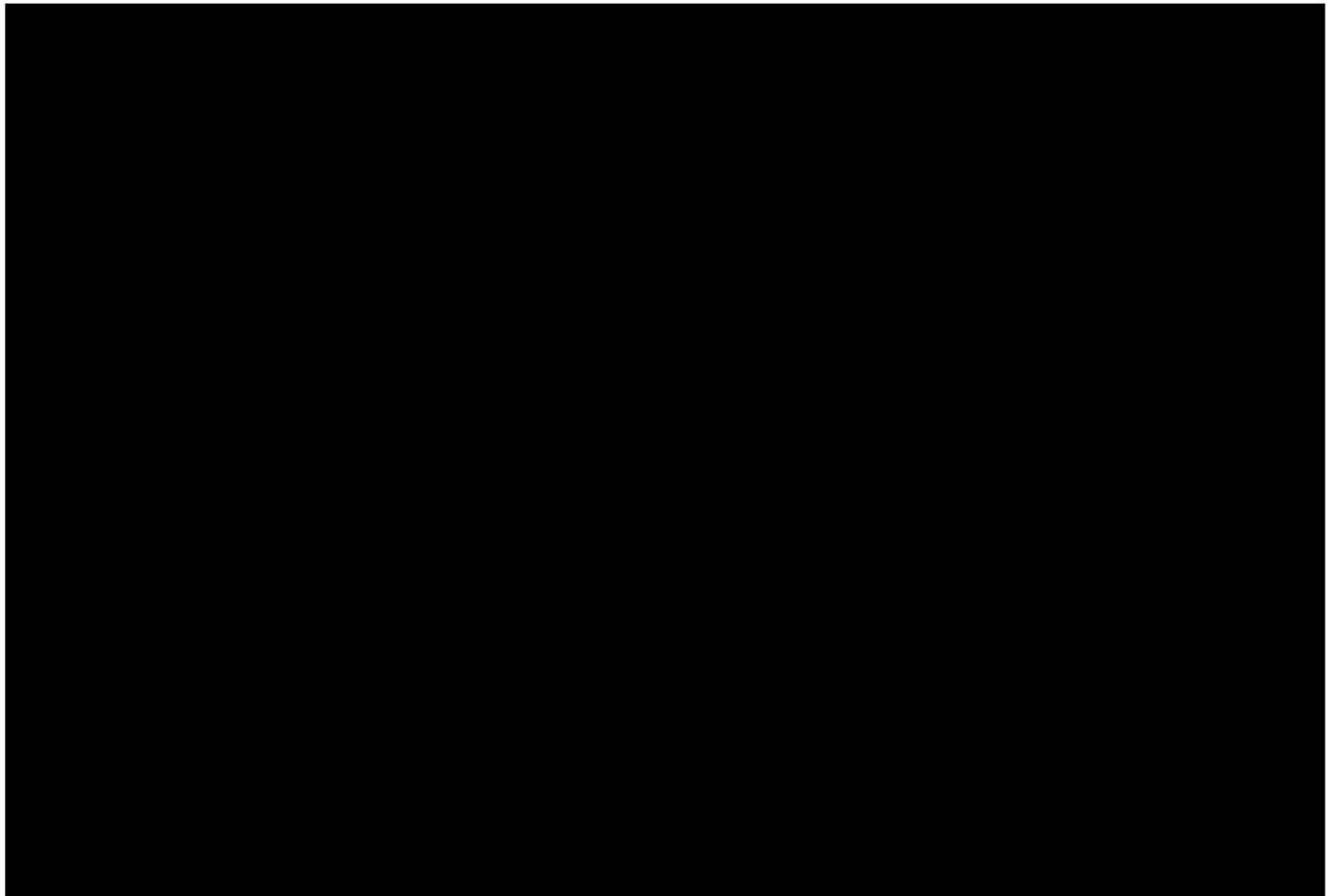
Confirm your understanding and acceptance of the Software Warranty as described in Section 9. Please detail any experience you may have with similar Software Warranties for past or current contracts.

Understanding and Acceptance to Software Warranty

Deloitte can support the requested warranty requirements. Under such an arrangement, we would [REDACTED]

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

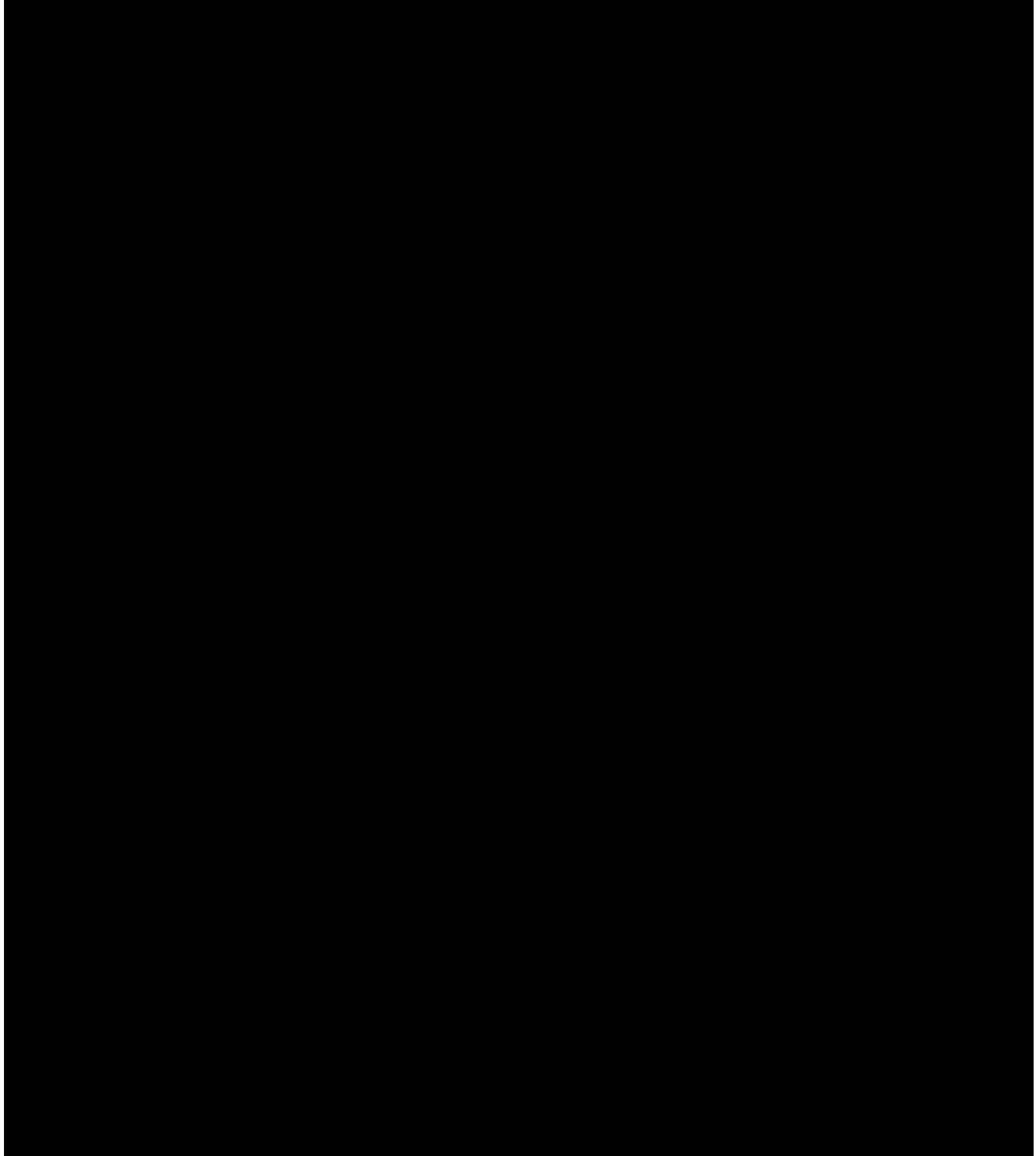
Figure F.9-1 describes our approach to minimize and resolve defects as part of the Software Warranty. The processes described below are designed to minimize such discrepancies from agreed to specifications.



Experience with Similar Software Warranties

As the prime vendor on hundreds of client projects that involve project-based work, we proudly stand by the quality of our work and offer similar software warranties to our clients. We understand that BMV is looking for high degree of project planning, project oversight, and vendor accountability [REDACTED]

[REDACTED] *Figure F.9-2.* highlights the experiences BMV should expect from qualified respondents and how we meet those requirements.



Transition and Turnover

Section 10

Deloitte brings to the BMV STARS system a comprehensive Transition Plan, focusing on the transition of system, Maintenance & Operations, enhancements activities, solution documentation and knowledge management processes, and online and batch system operations. We stress collaboration, and through our experience in transition implementation, we recognize the importance of confirming stakeholder priorities, building stakeholder relationships early on, and strengthening those relationships throughout the Transition Phase. Stakeholder involvement and consistent communication throughout transition provide transparency. This approach creates a partnering relationship, reduces surprises during takeover, and allows stakeholders to make a better-informed “go” decision.

Our proven transition approach helps us to take over the technical and operational knowledge of the current environments and execute the structured transition plan to confirm existing capabilities. [REDACTED]

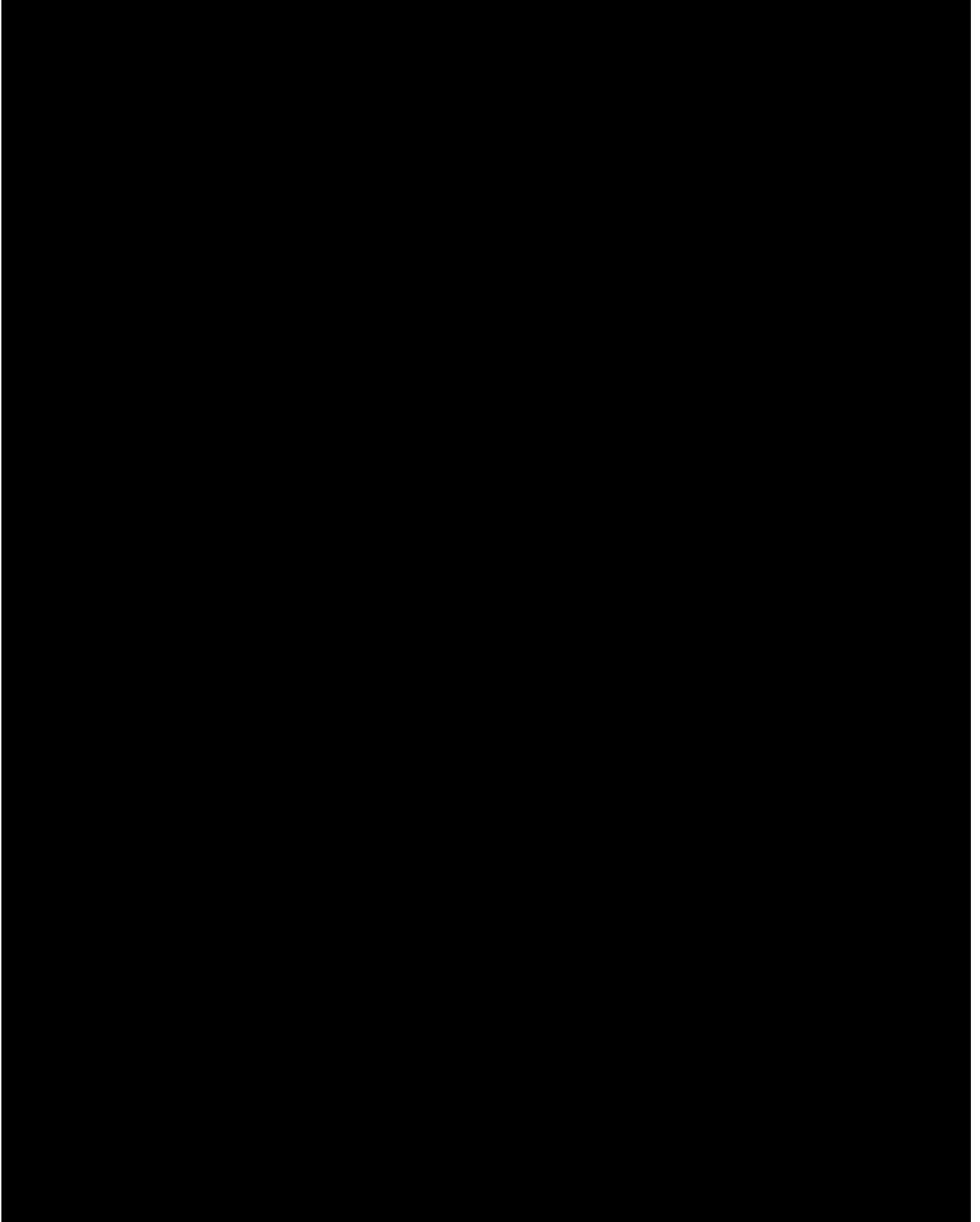
[REDACTED]

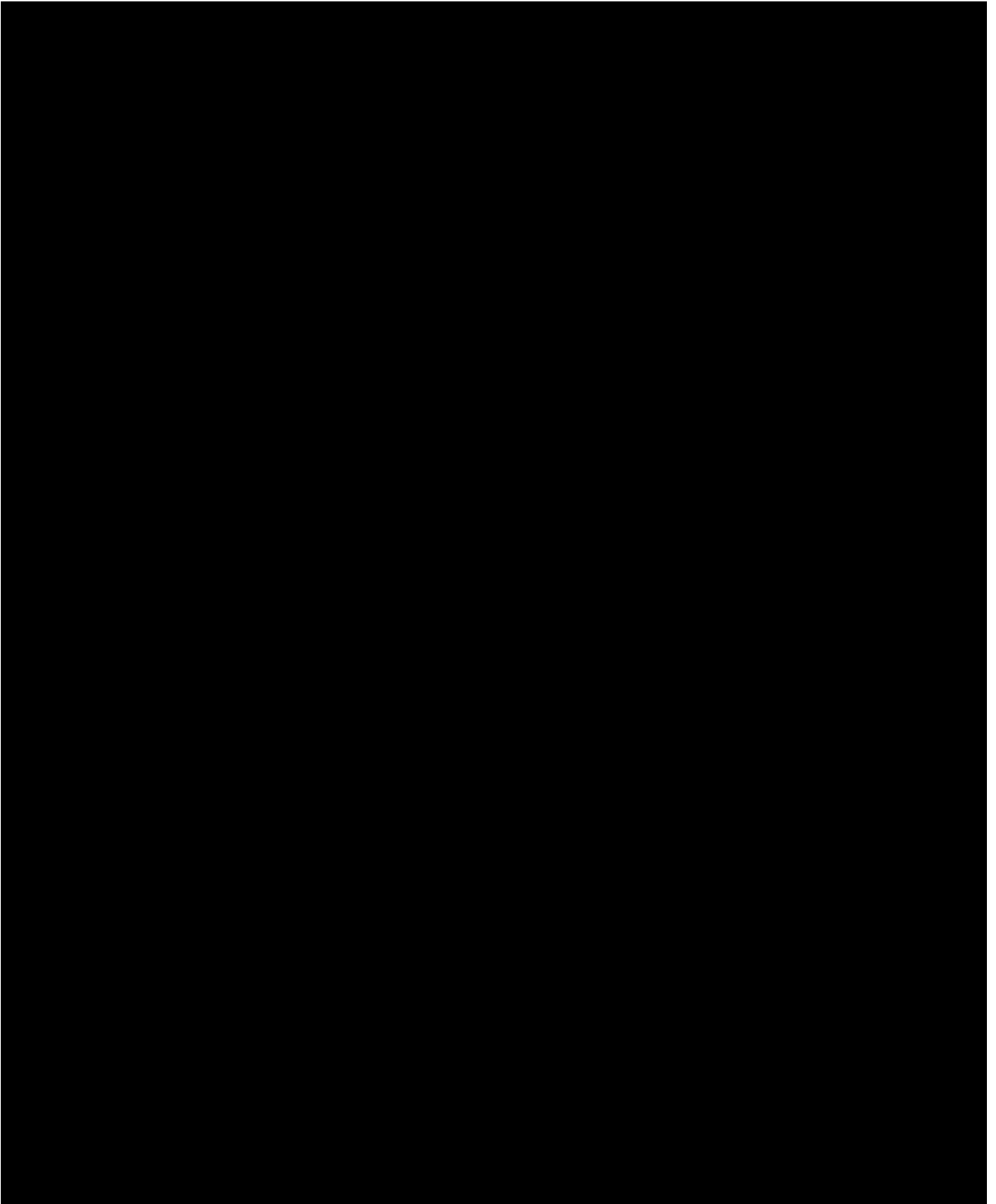
[REDACTED]

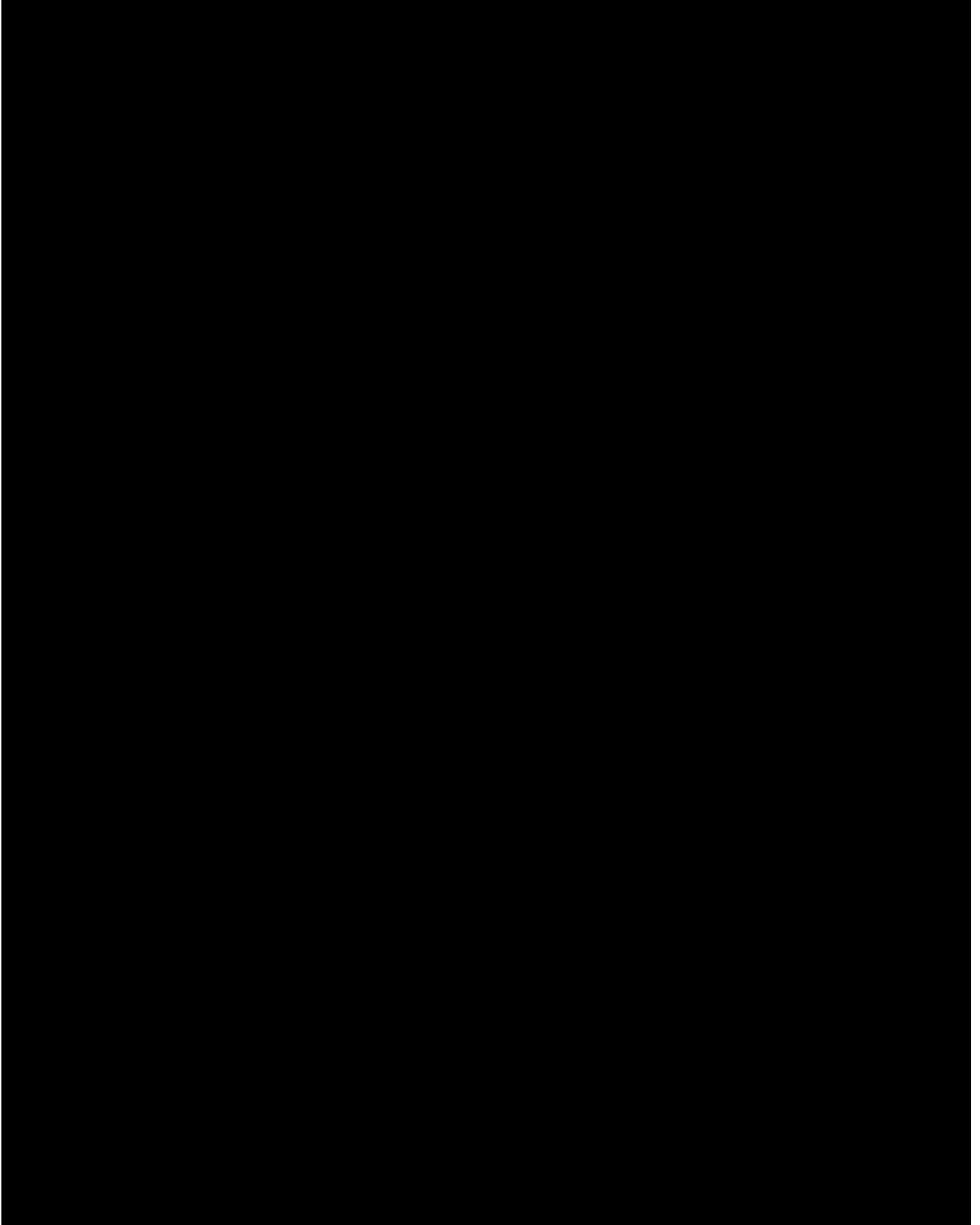
Deloitte’s Extensive Transition Experience

Deloitte has transitioned M&O services of [REDACTED] from [REDACTED]. Across these engagements, we have successfully transitioned M&O of [REDACTED]

[REDACTED]







[REDACTED]

10.a. Initial Transition Plan

RFP Reference: Attachment F Technical Proposal, Pg. 7

Describe your company's plan to perform the transition and turnover responsibilities outlined in Section 10. At a minimum, please provide the following:

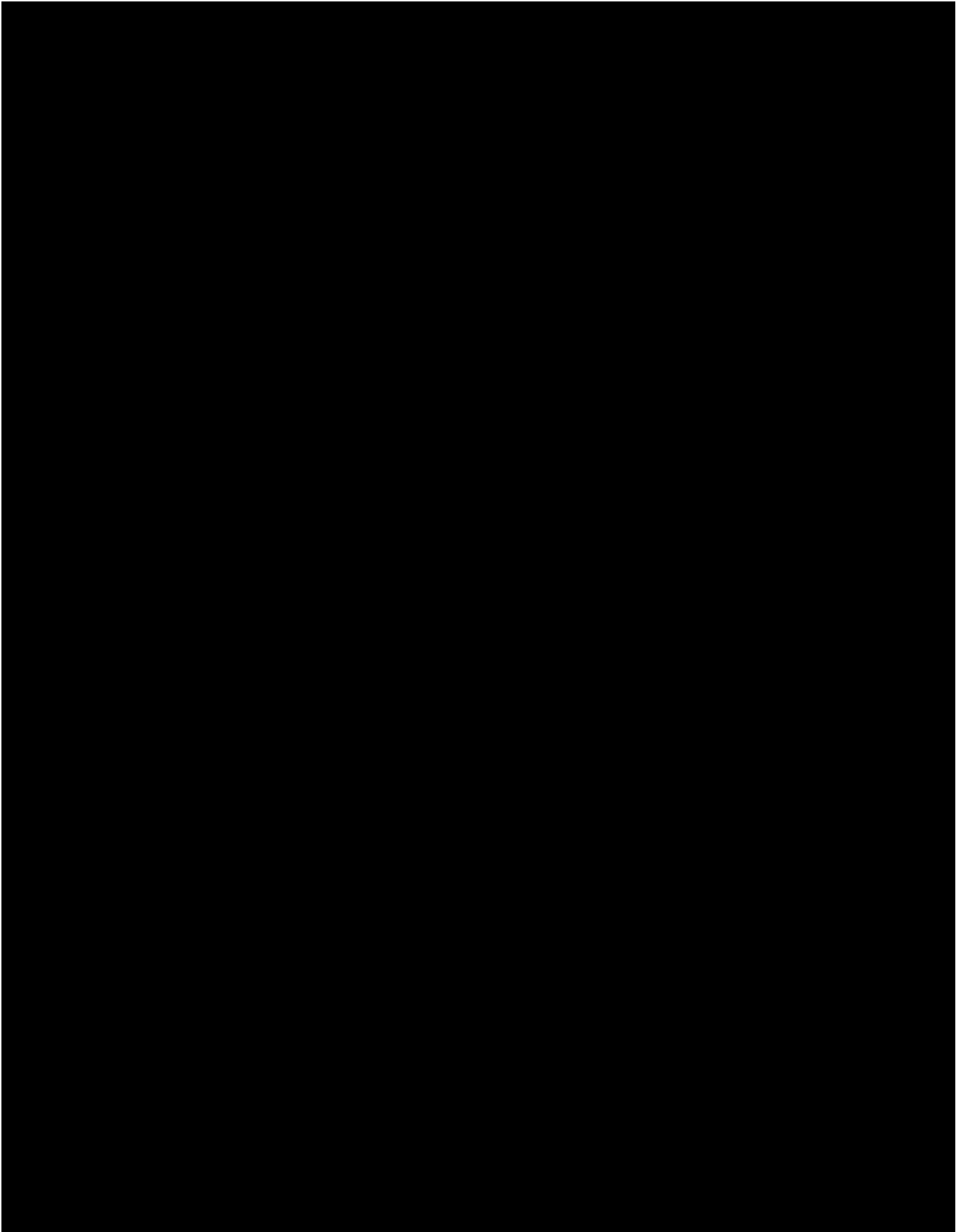
- a. A proposed Initial Transition Plan, to be approved by the State, that includes at least:
 - A timeline of transition with high level time-segments
 - Deliverables and expectations for each segment
 - A plan to capture incumbent staff during the transition period (including how to handle any H-1B visa workers, estimated at 30% of total incumbent staff)

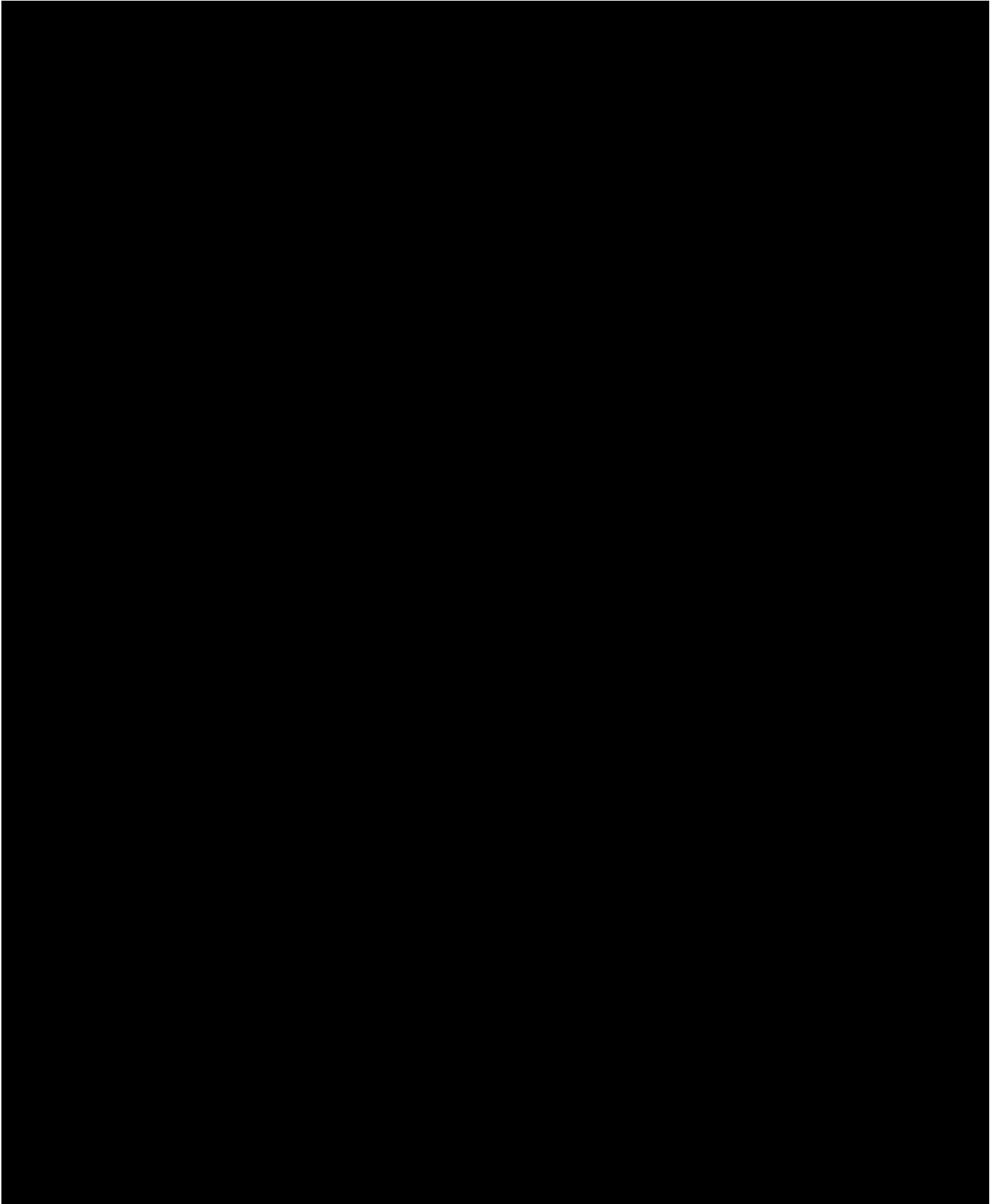
Transition Timeline

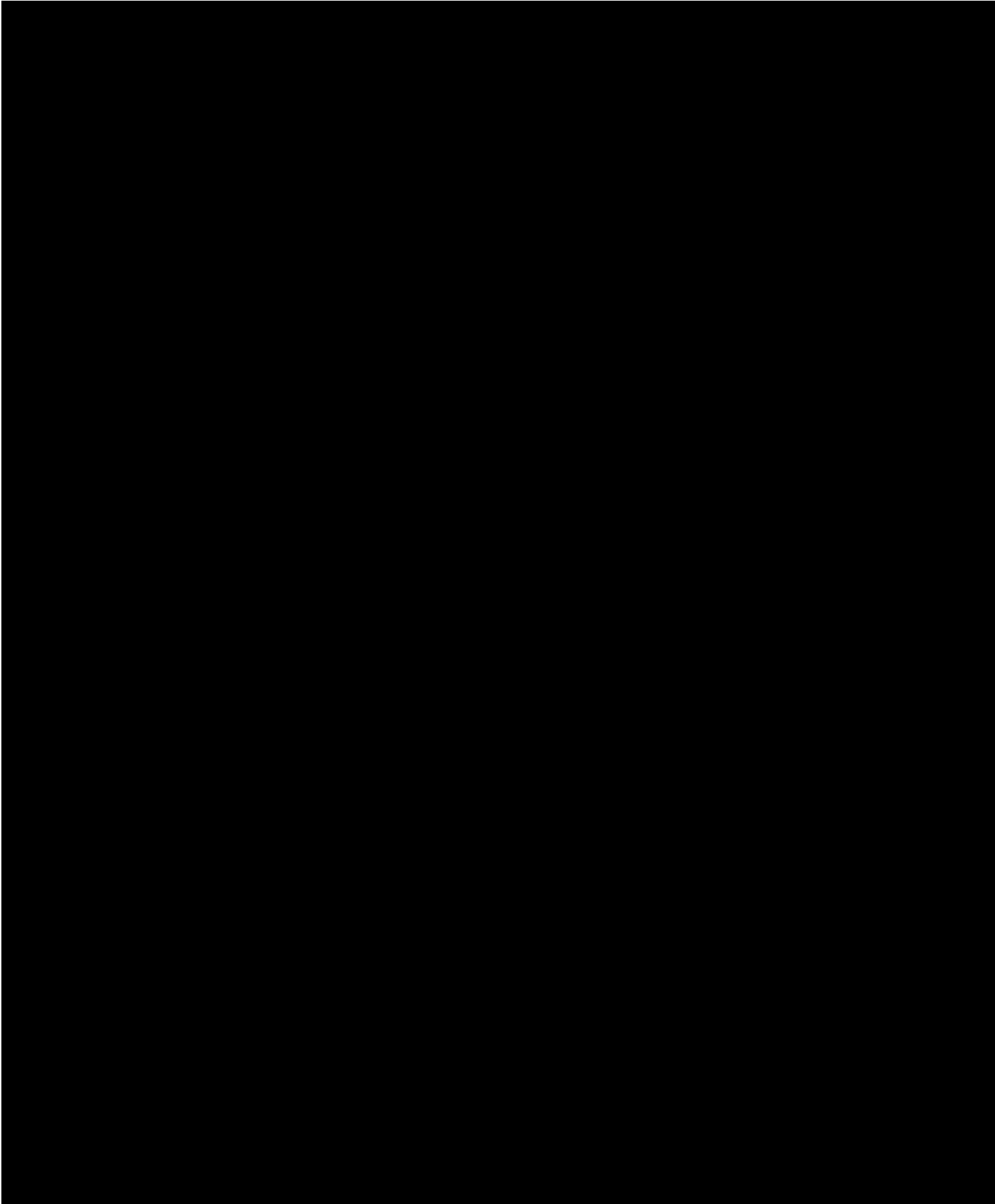
We appreciate the substantial effort across multiple stakeholders required to successfully transition and operate a BMV system. The most expedient, economical, and lowest risk answer is to plan an M&O transition strategy that supports risk reduction throughout each phase, beginning with transitioning M&O for STARS.

Figure F.10-6 shows our proposed timeline for Initial Transition. During Transition planning, [REDACTED]

[REDACTED]



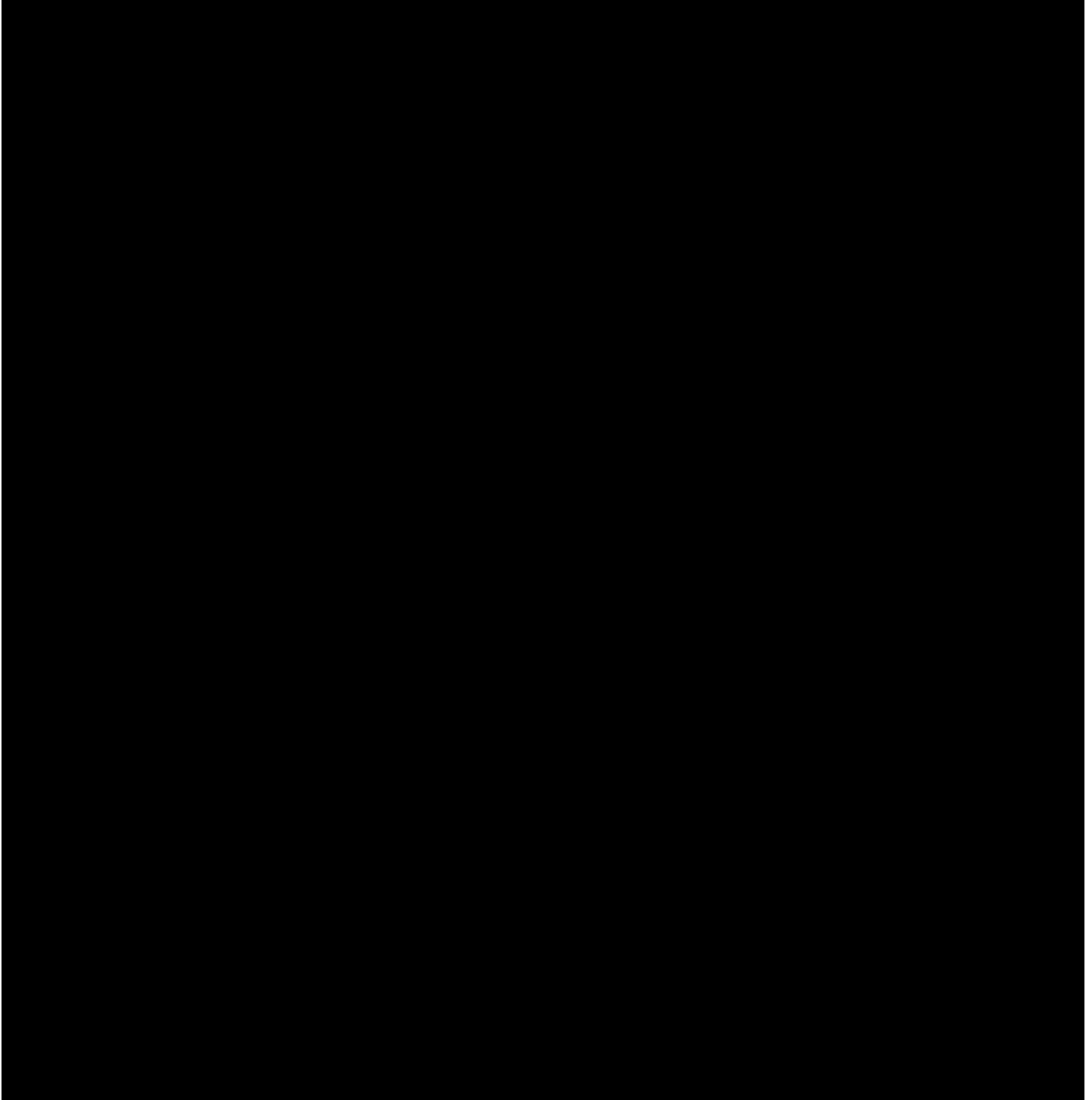


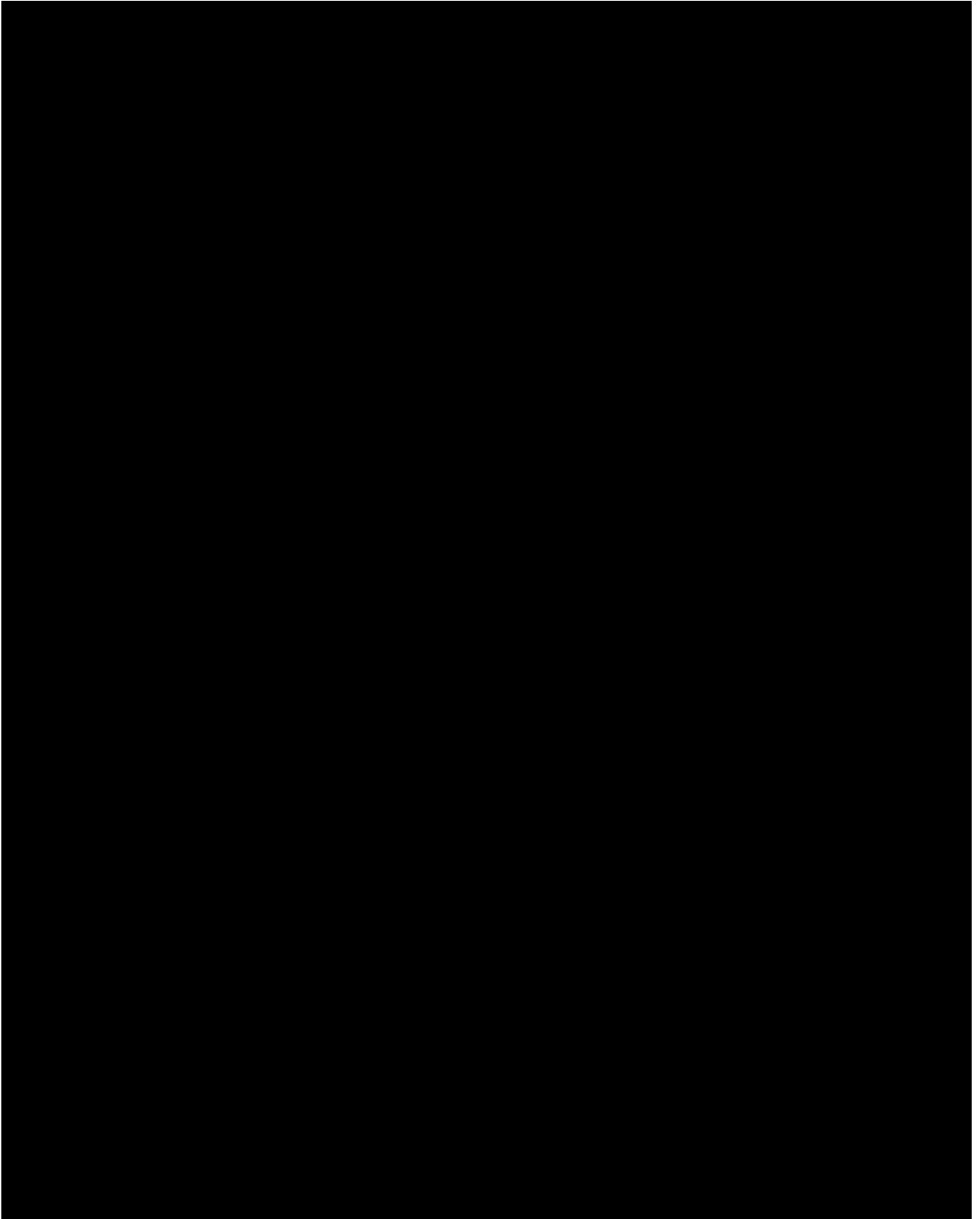


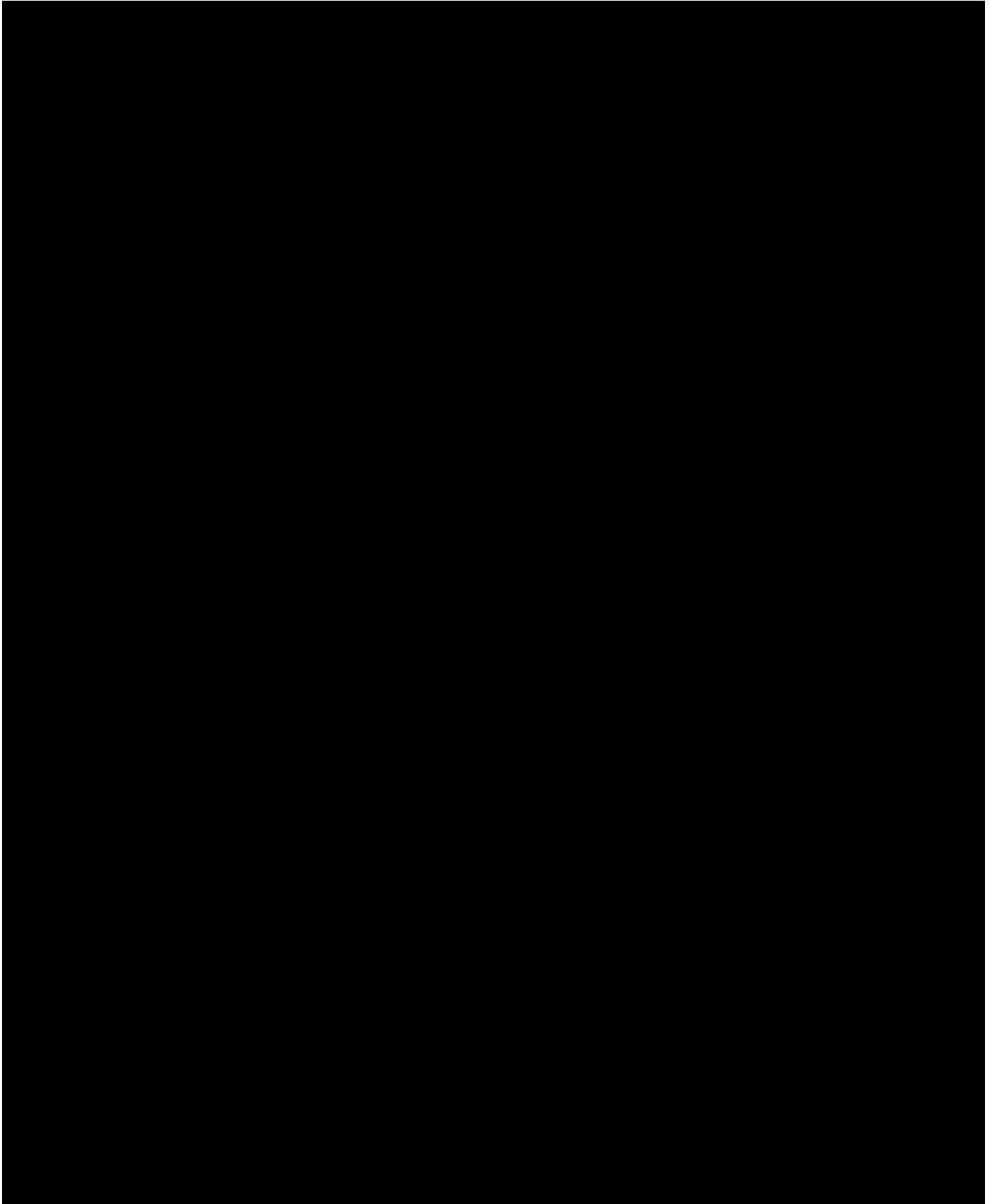
the current applications and share opportunities to improve the effectiveness and efficiency of STARS. We also offer [REDACTED]

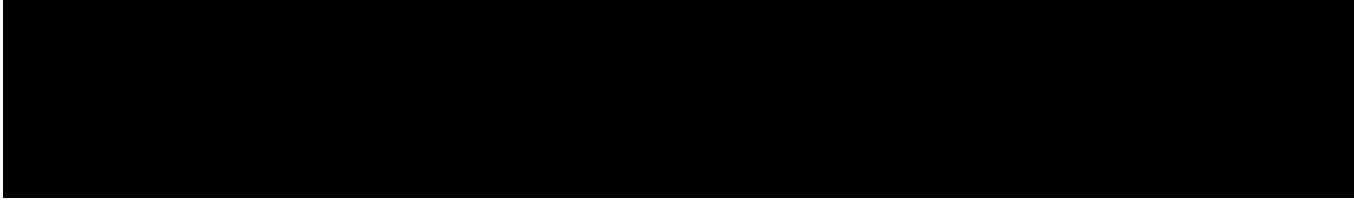
[REDACTED]
[REDACTED]
[REDACTED]

Figure F.10-11. outlines activities and example tasks for the Transition Execution phase:









Plan to Recruit Incumbent Staff

Deloitte's approach to staffing reflects [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

I [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

I [REDACTED]
[REDACTED]
[REDACTED]
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[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

Deloitte's technology practice has over [REDACTED]
[REDACTED] BMV can be confident that we have knowledgeable and "ready trained" staff available to meet STARS' customization, implementation, training, and support needs.

Approach to Coordinating Roles and Responsibilities

Role of Deloitte Team

[REDACTED]

Role of BMV Team

[REDACTED]

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

■ [REDACTED]
[REDACTED]

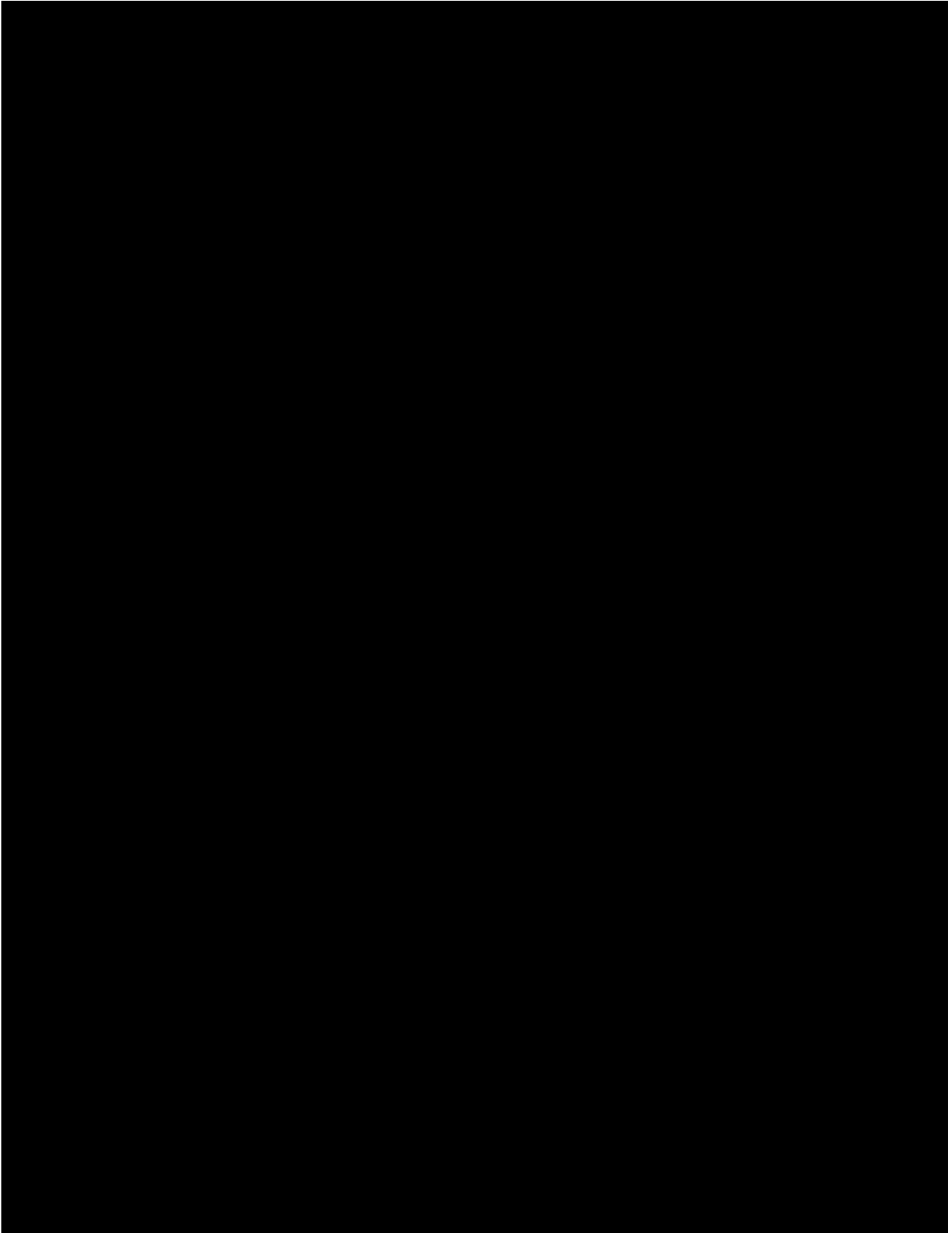
■ [REDACTED]

Transition Risk Assessment

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

Here is our approach to transition risk mitigation:

[REDACTED]



10.b. Initial Turnover Plan

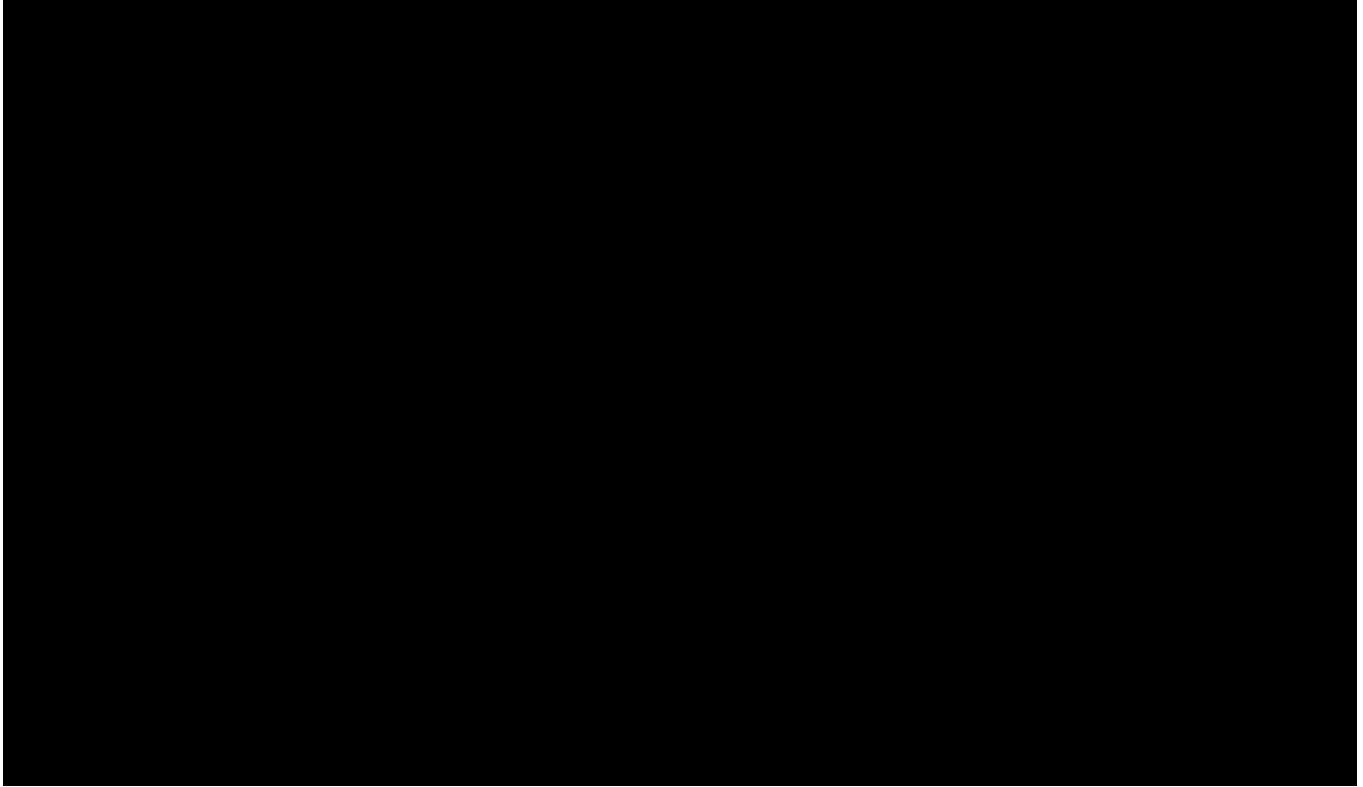
RFP Reference: Attachment F Technical Proposal, Pg. 7

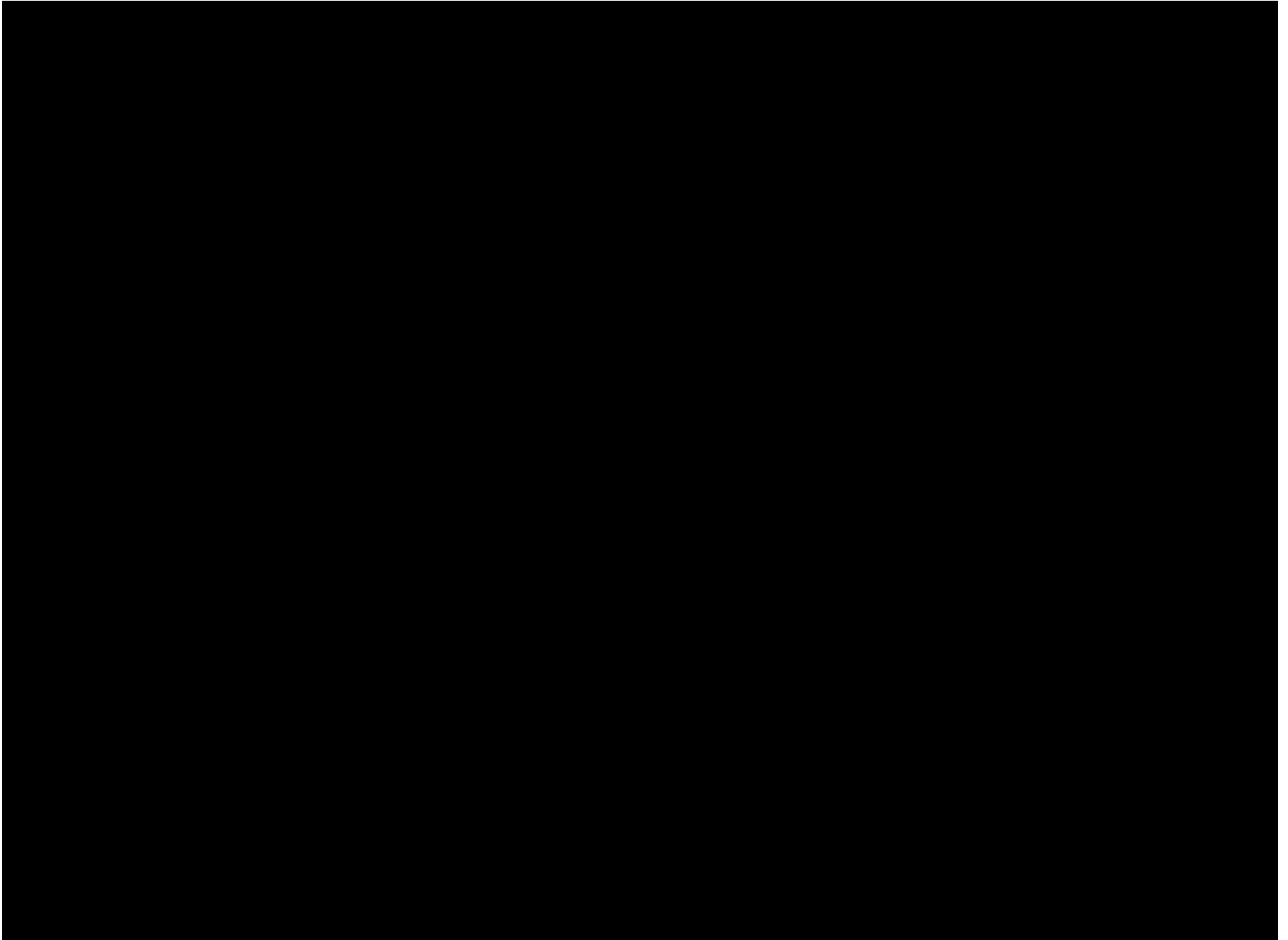
b. A proposed Initial Turnover Plan, to be approved by the State, that includes at least:

- A timeline of turnover with high level time-segments
- Deliverables and expectations for each segment
- A plan to release incumbent staff during the turnover period (including how to handle H-1B visa workers)
- Knowledge transfer plans to ease incoming vendor's transition

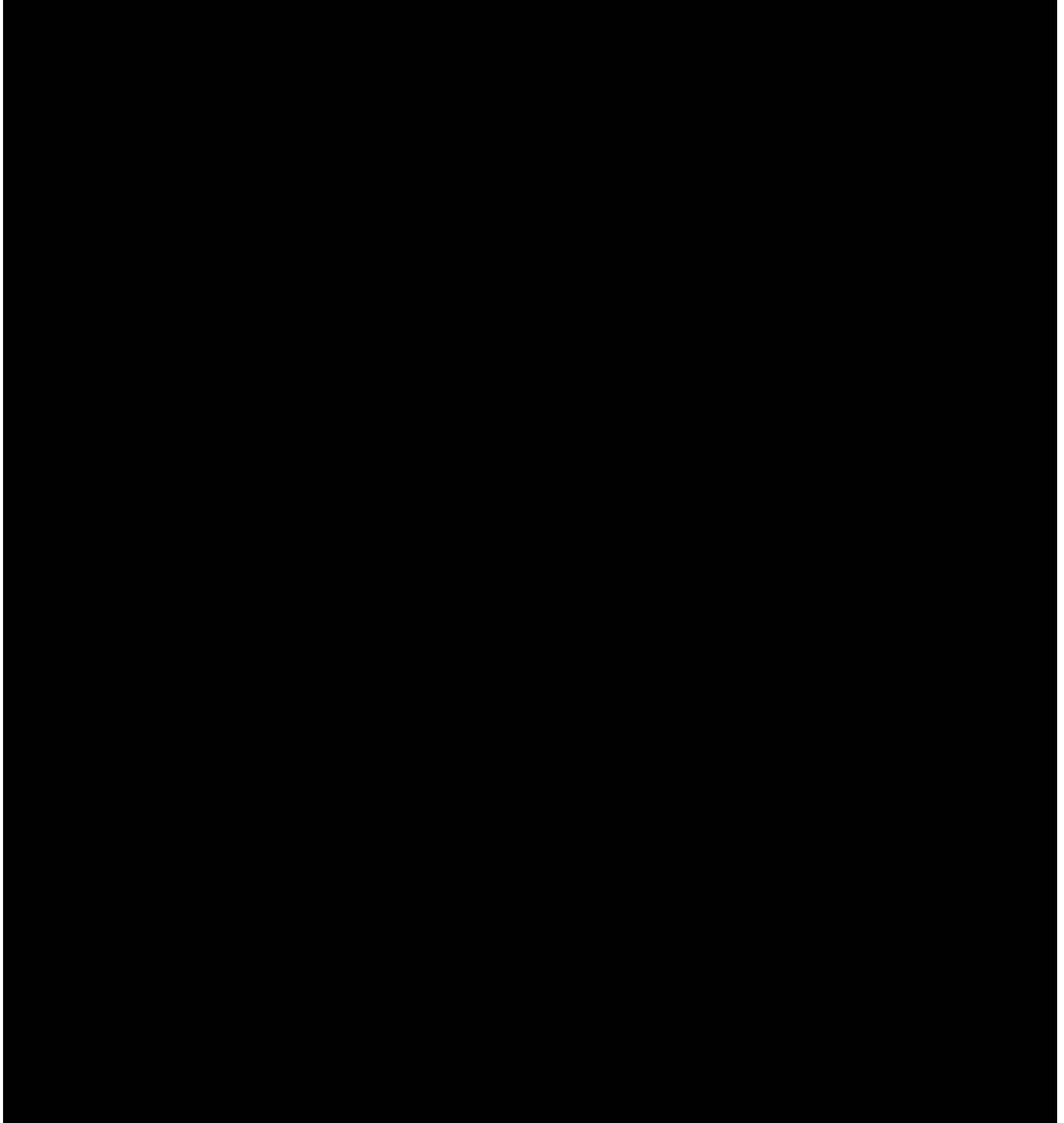
Our Understanding

Turnover of STARS, a critical system, requires a partner with a sophisticated understanding of the operating environment and a plan for the smooth transition of the system to the M&O entity. In the RFP, BMV has outlined the required support activities for the BMV system for an effective and collaborative turnover of the knowledge and processes related to STARS M&O. We understand the turnover process consists of several specific activities, including transferring the physical system, data, content, files, instructions, processes, materials, and other resources. You are seeking a formal Knowledge Transfer Plan, a Turnover Work Plan showing the tasks and the schedule, and a contractor-led KT program to aid the State and/or the successor contractor(s) in assuming M&O activities with no impact to ongoing operations. We recognize the need to make periodic updates to the Turnover Plan if significant changes occur to the STARS solution.



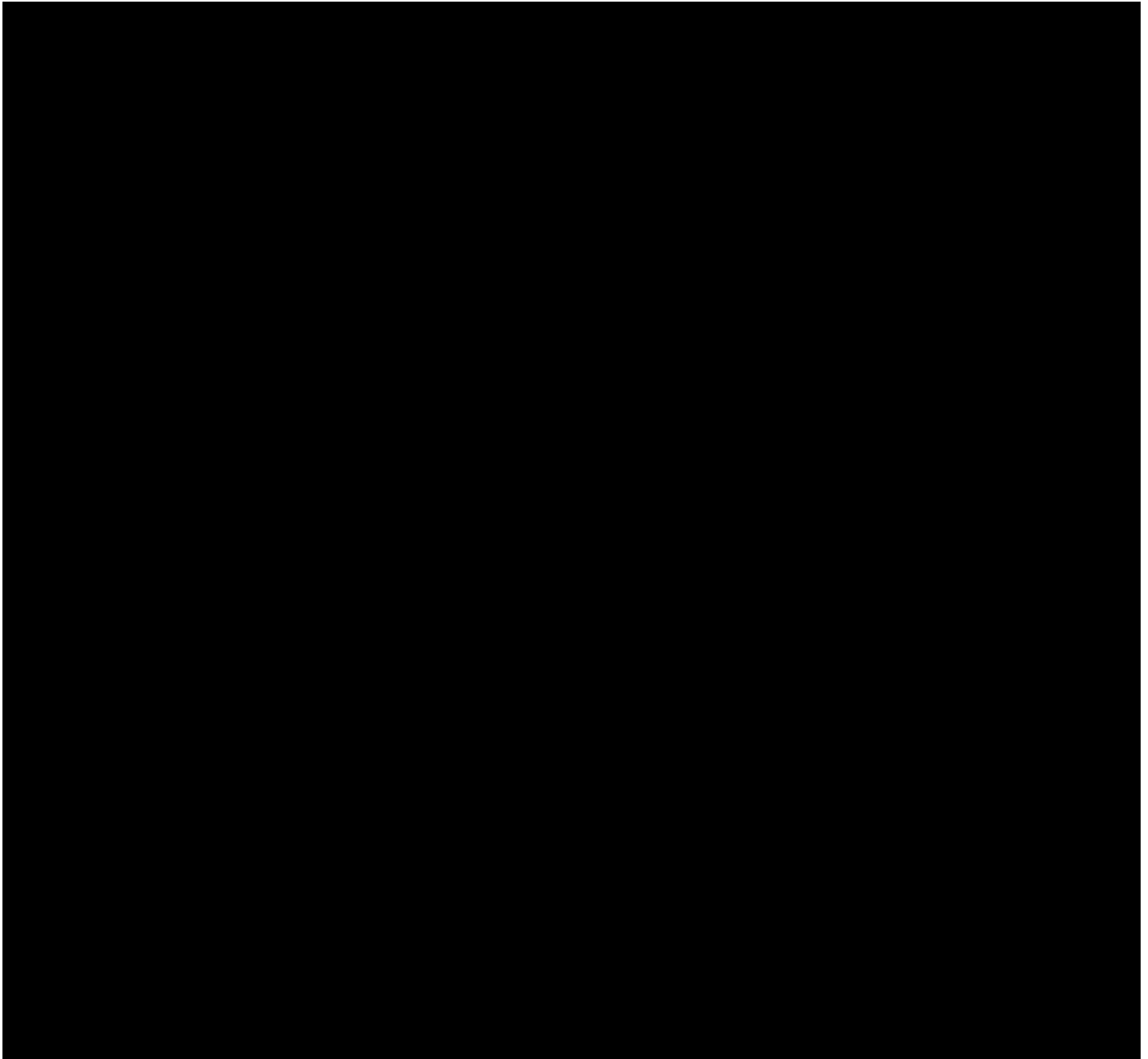


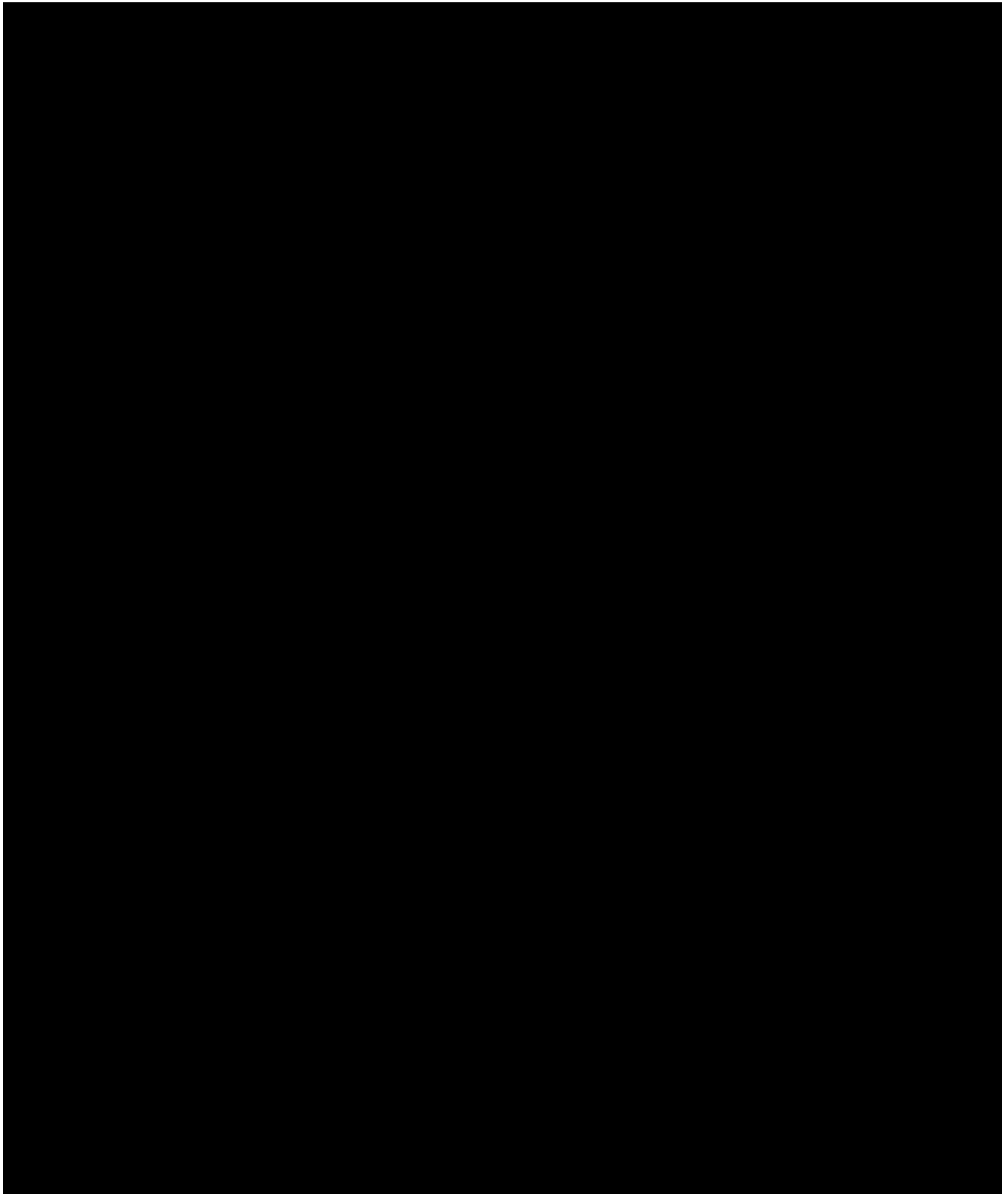
Releasing Incumbent Staff

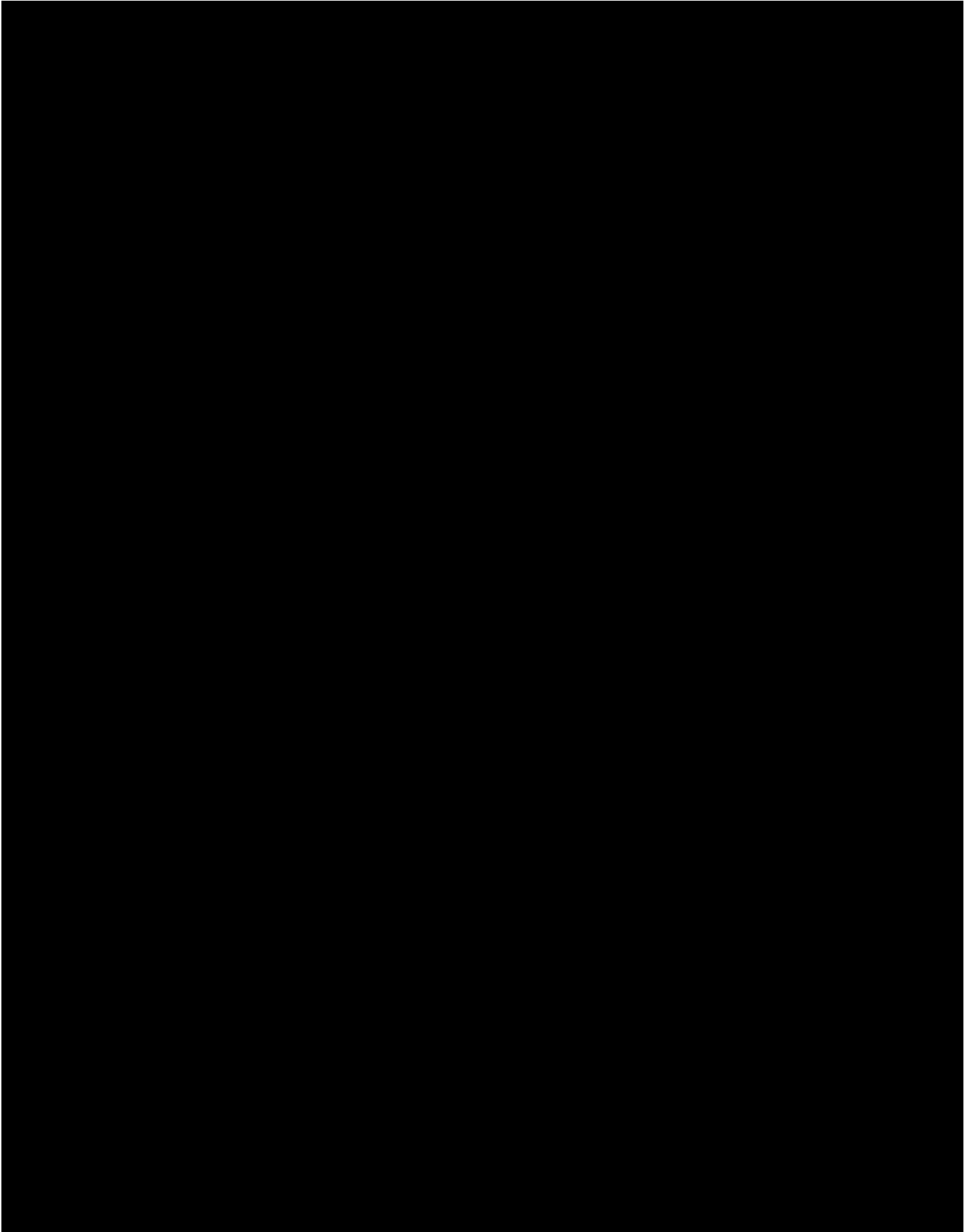


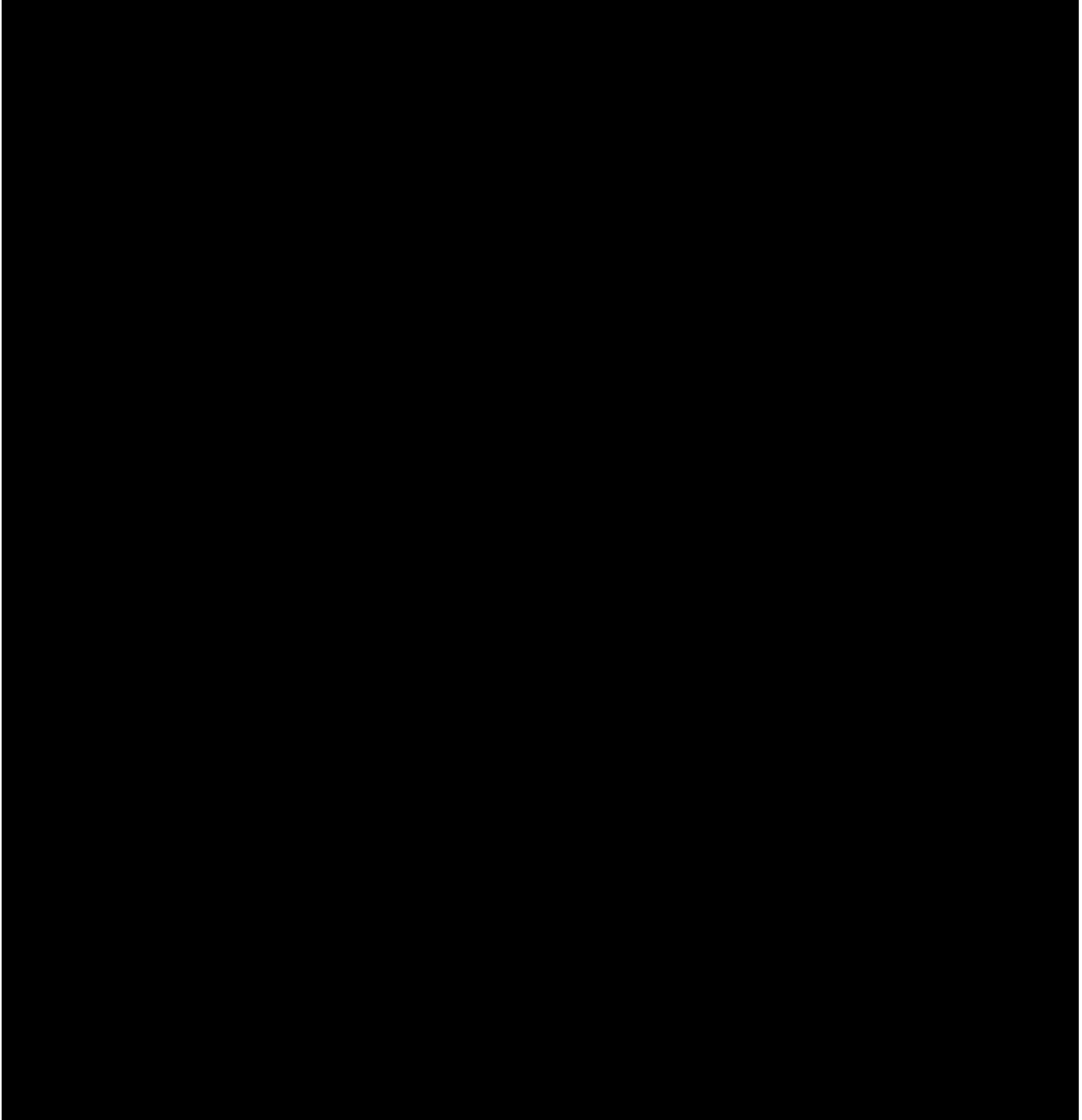


Effective KT is a continuous and phased process that relies upon a positive, collaborative learning environment established early in the project lifecycle for a multi-year engagement. Detailed KT steps are part of the Turnover





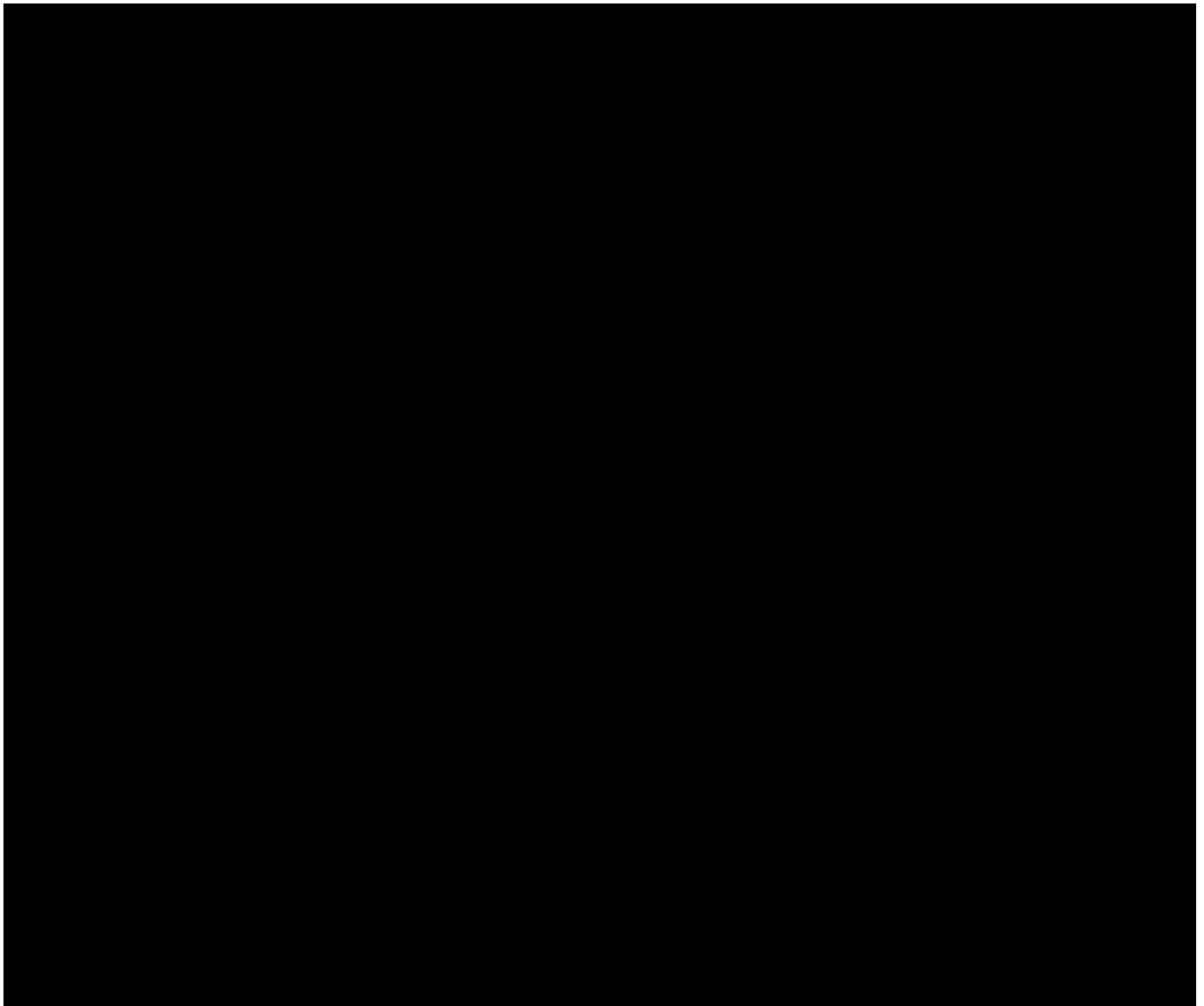




Service Level Agreements

Section 11

The State of Indiana benefits from a contractor that has the demonstrated capability to meet established SLAs and implement proactive improvements that mitigate future risk. We are committed to providing a smooth continuation of STARS maintenance, operations, and enhancements, while focusing on continuous improvement. We bring to the table our experienced team, matured processes, and proven tools to meet or exceed the SLA requirements Day One.



[REDACTED]

[REDACTED]

11.a. Understanding of Requirements

RFP Reference: Attachment F Technical Proposal, Pg. 7

- a. Confirm your understanding of the requirements in Section 11.1.

Deloitte acknowledges, understands, and accept the requirements that are listed in Section 11.1.

[REDACTED]

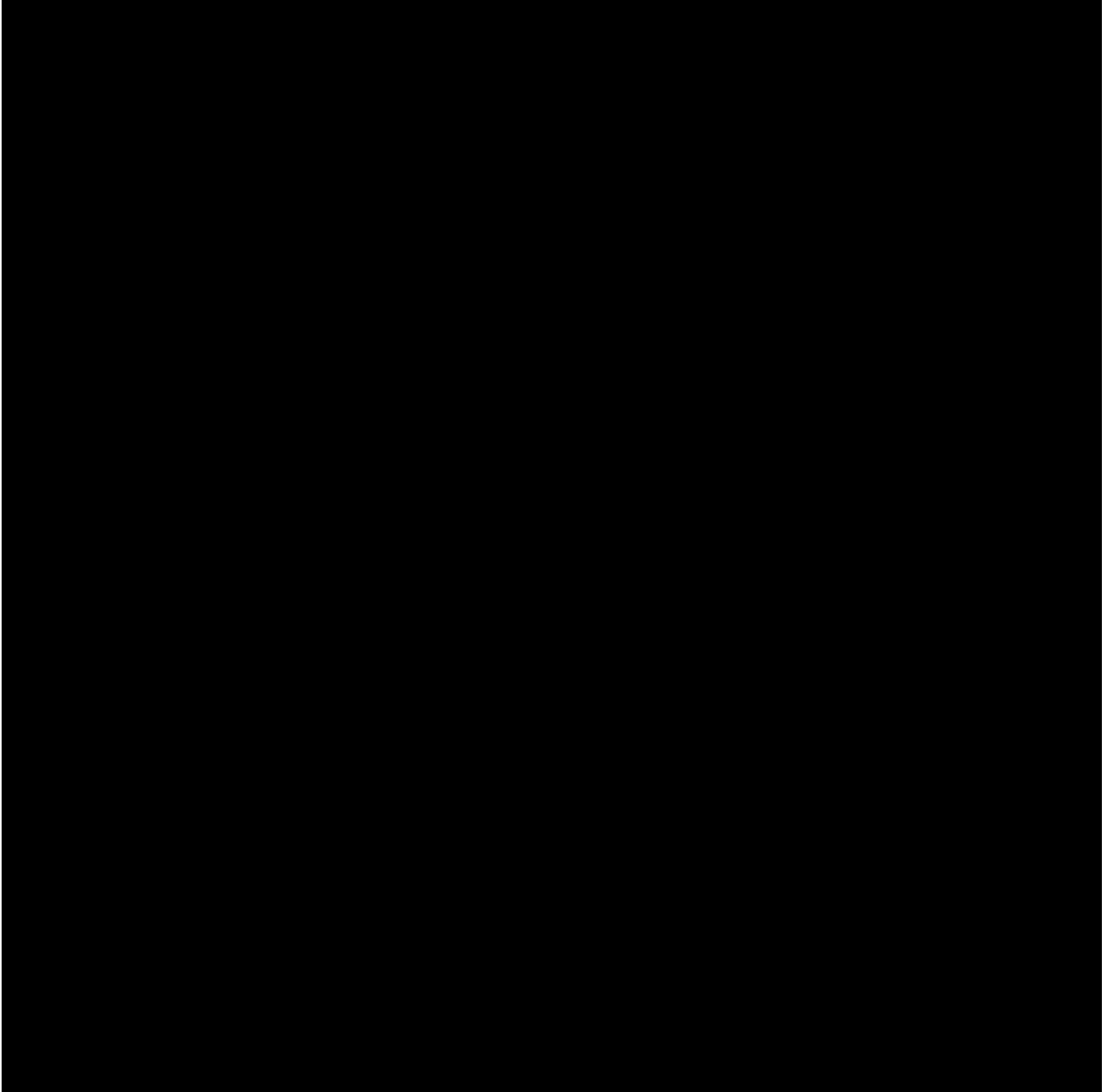
[REDACTED]

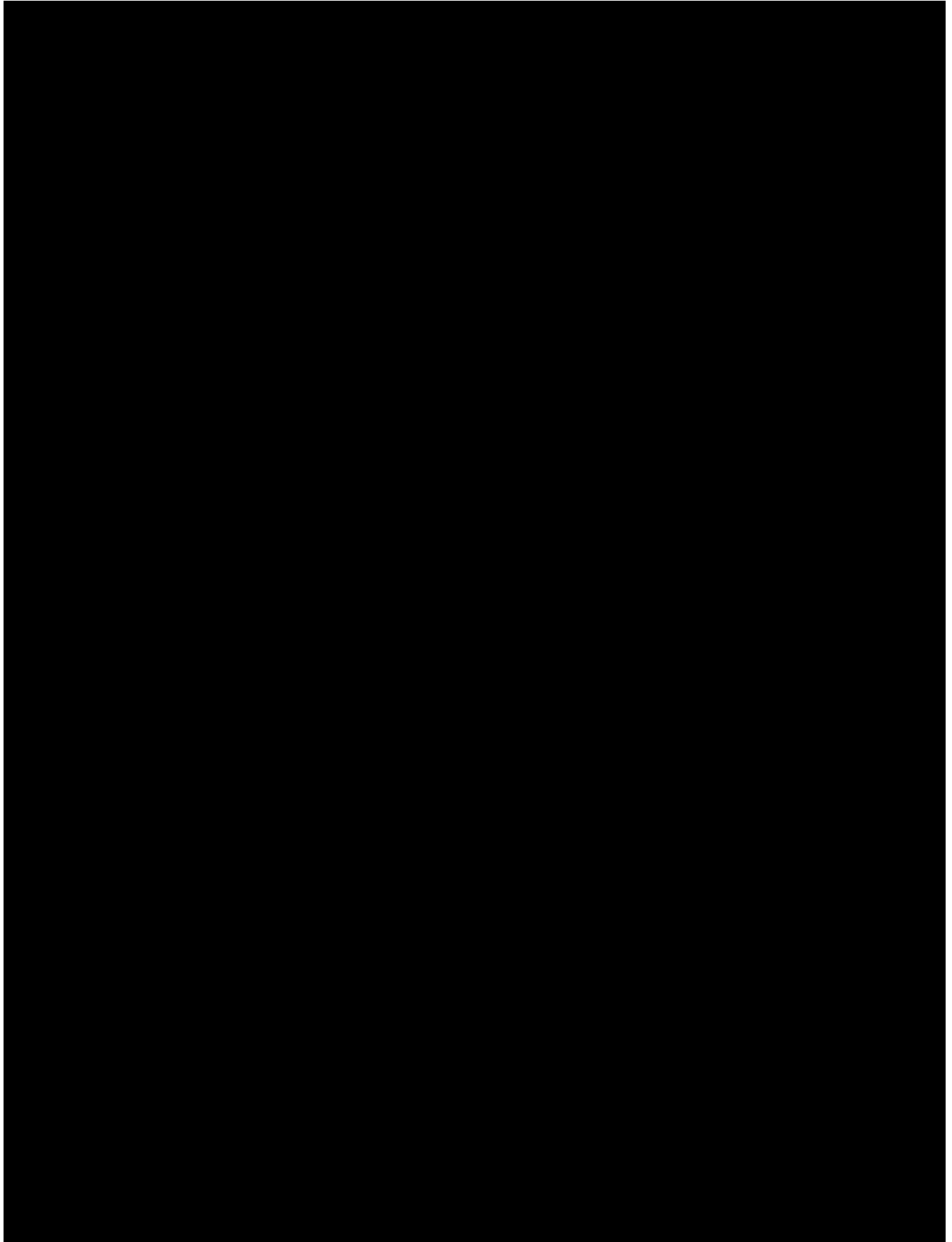
11.b. Process for Addressing Problems Failing to Meet Service Levels

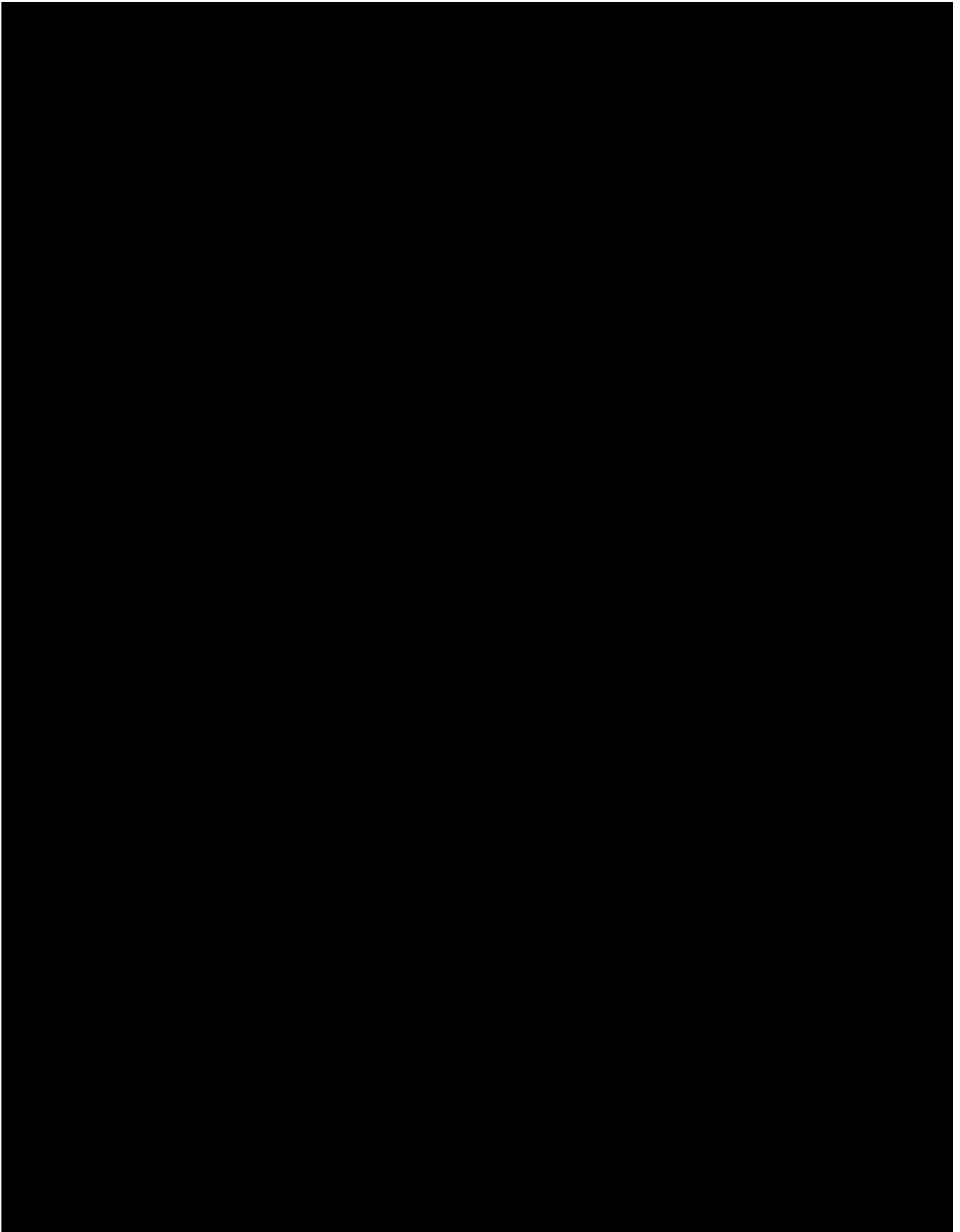
RFP Reference: Attachment F Technical Proposal, Pg. 7

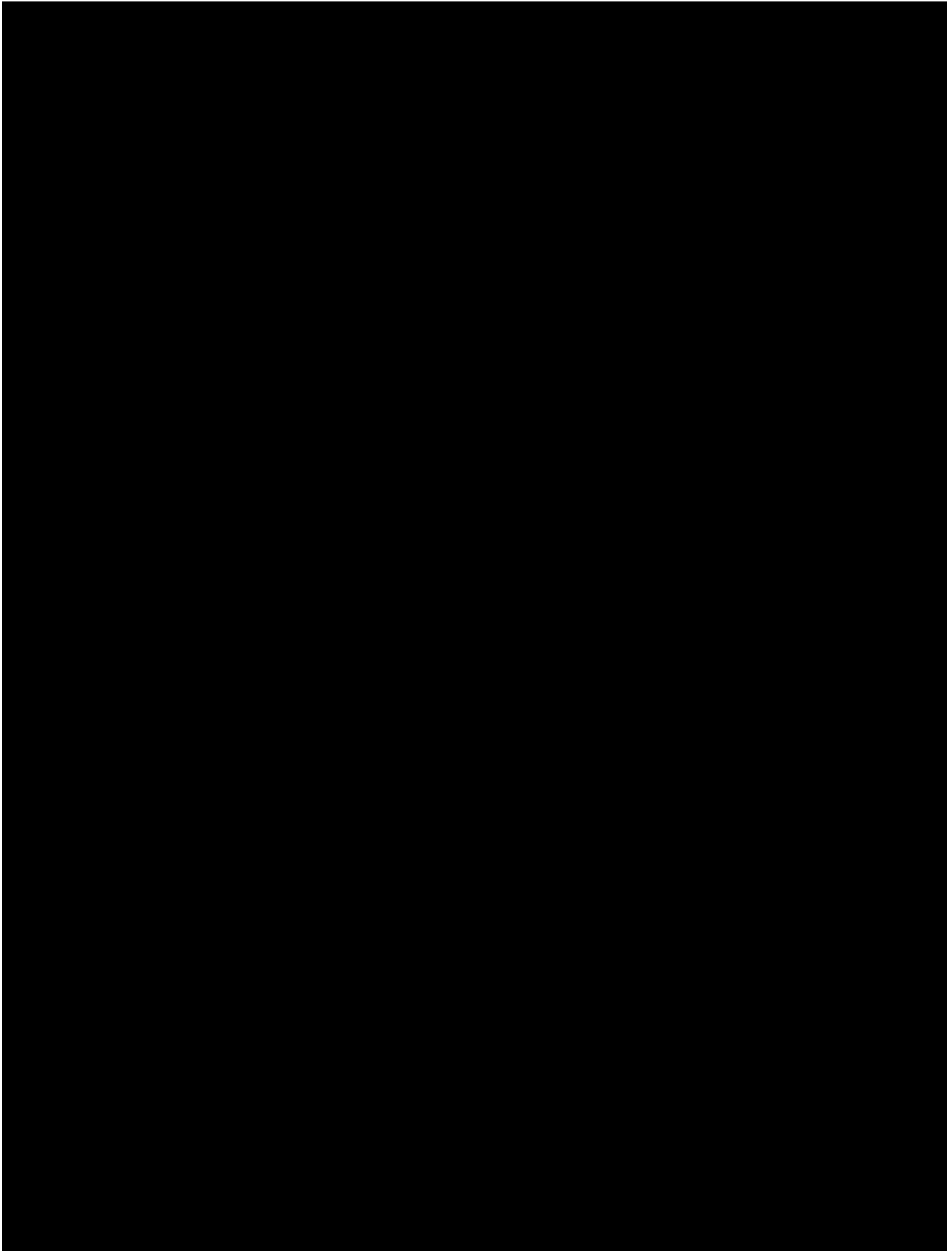
- b. Describe your process for identifying, prioritizing, and communicating problems that are contributing to a failure to maintain Service Levels.

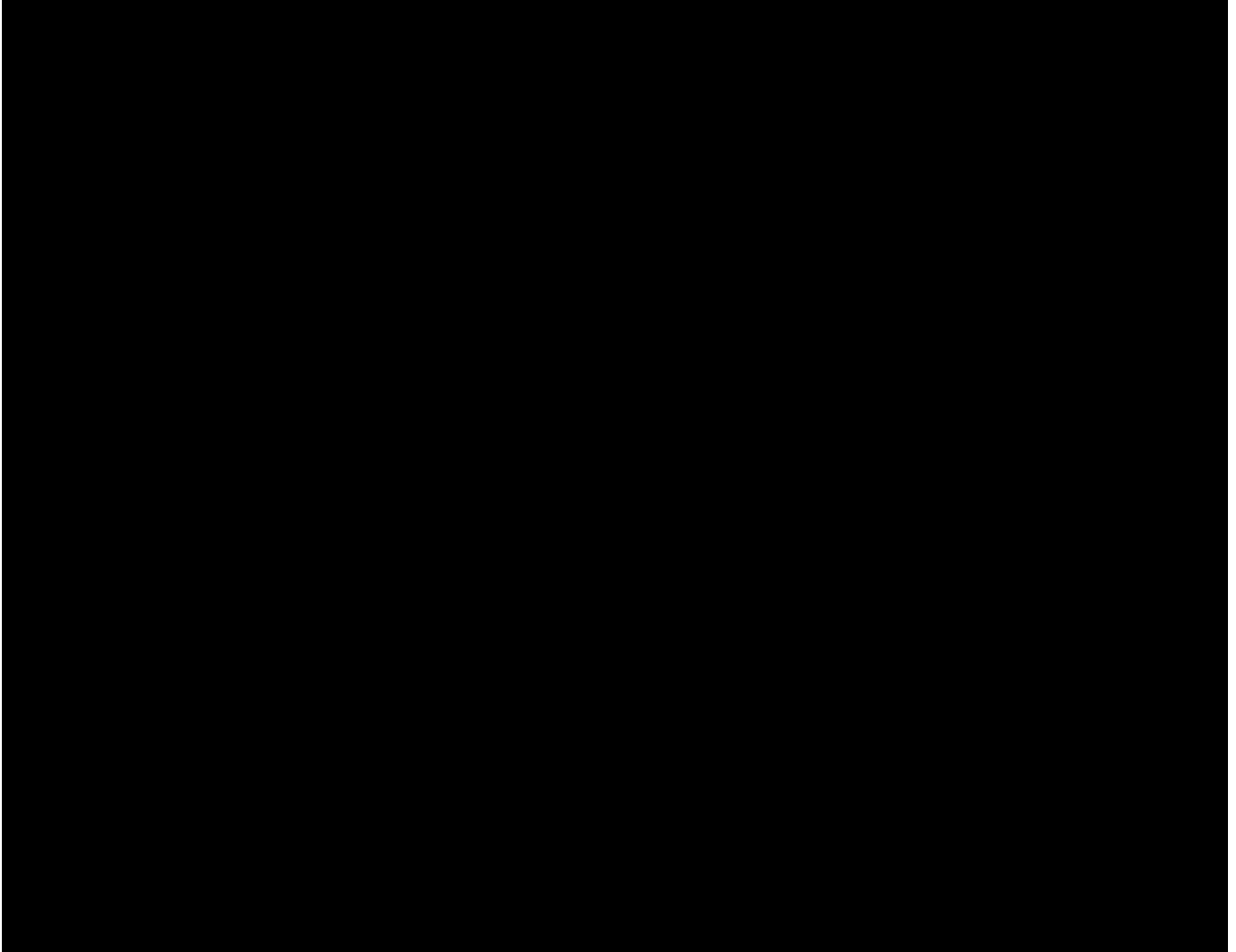
[REDACTED]

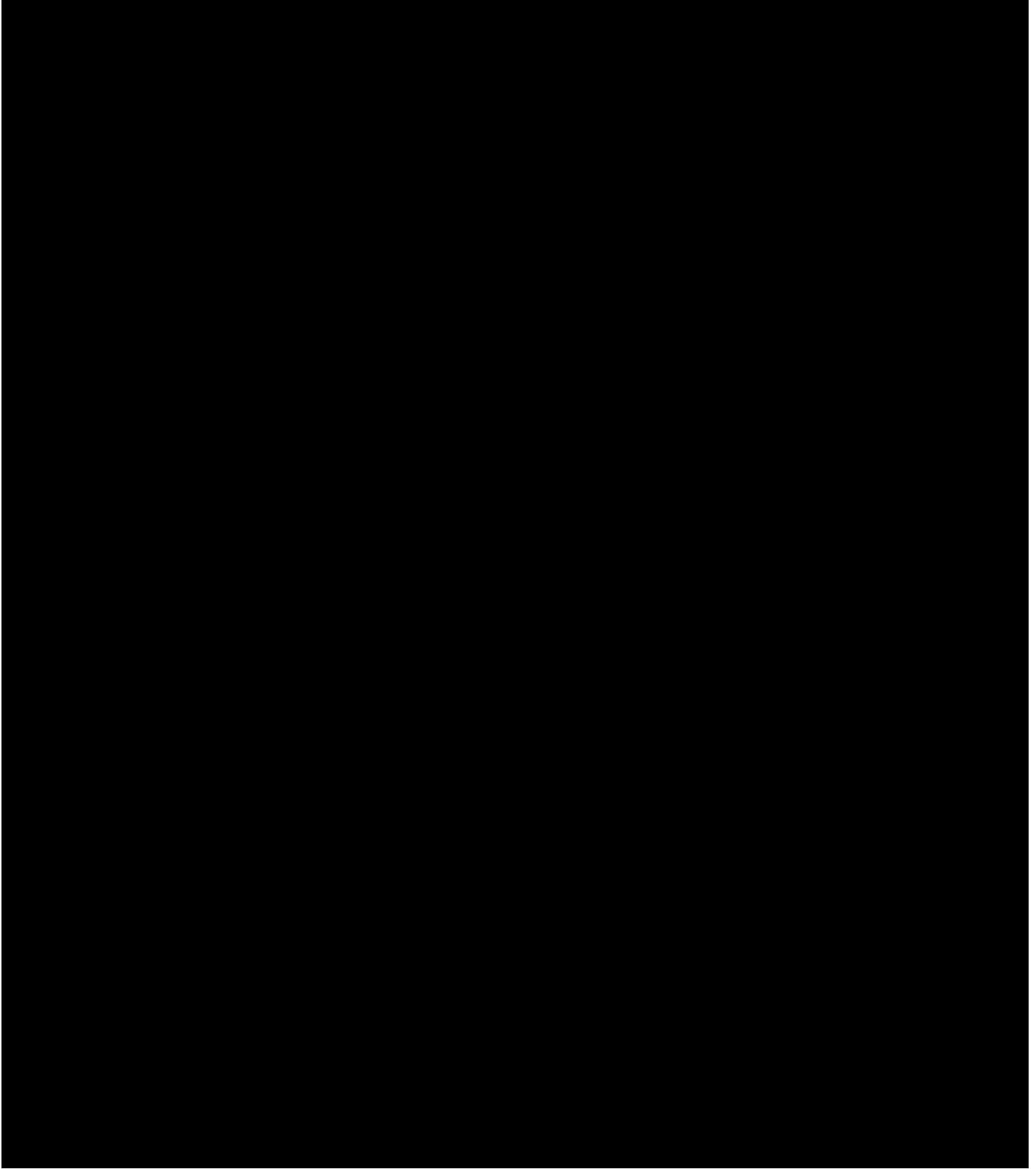


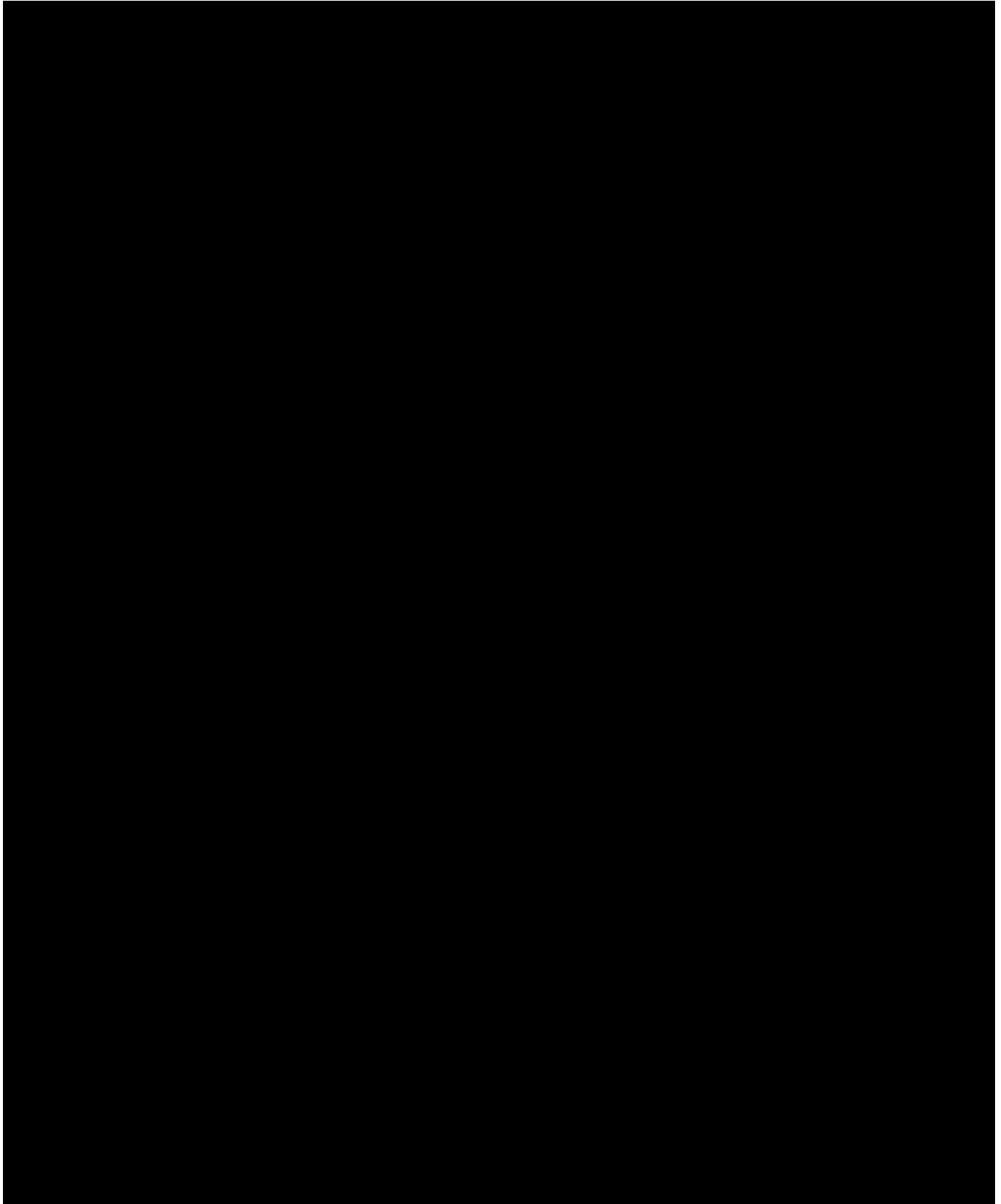


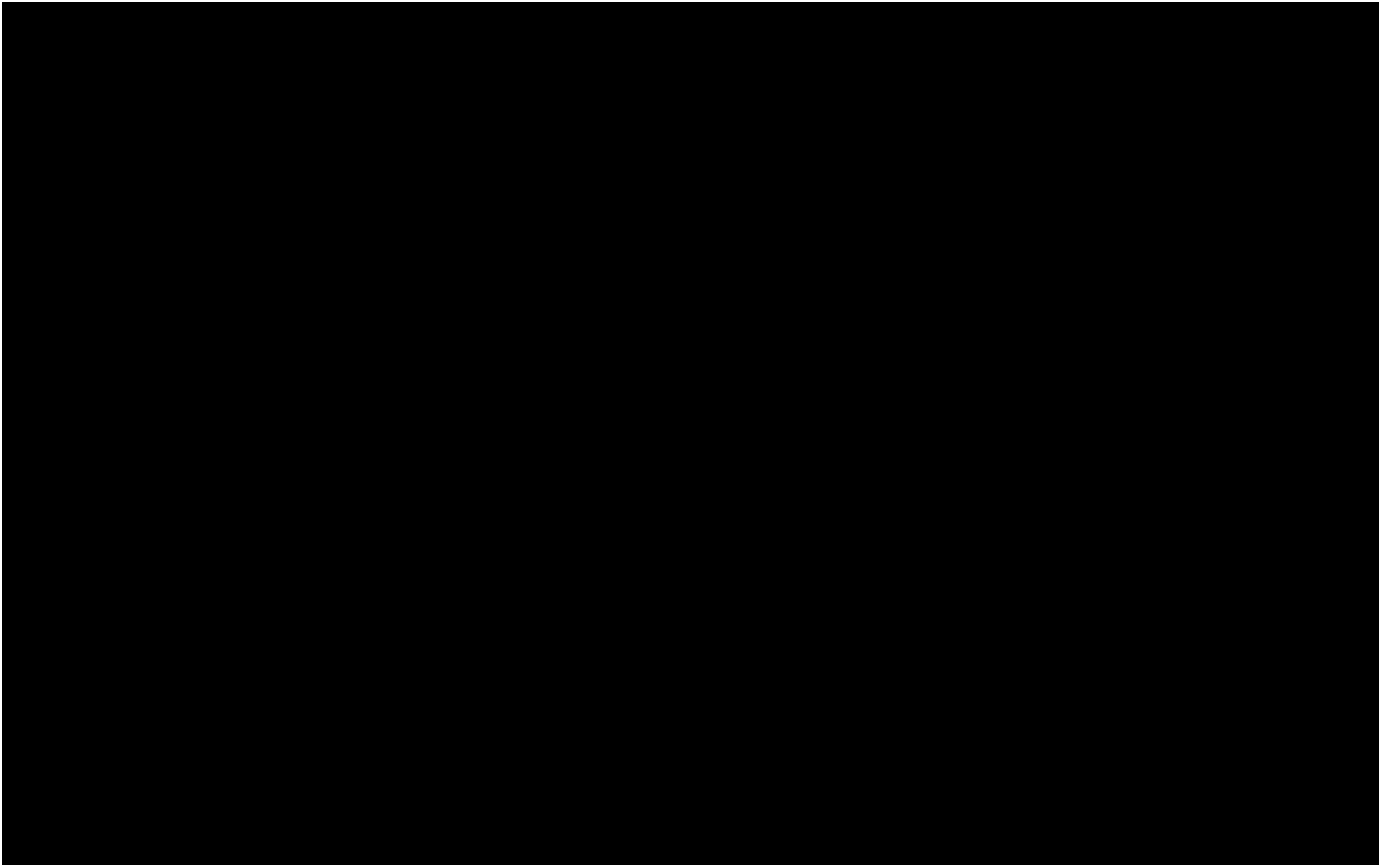


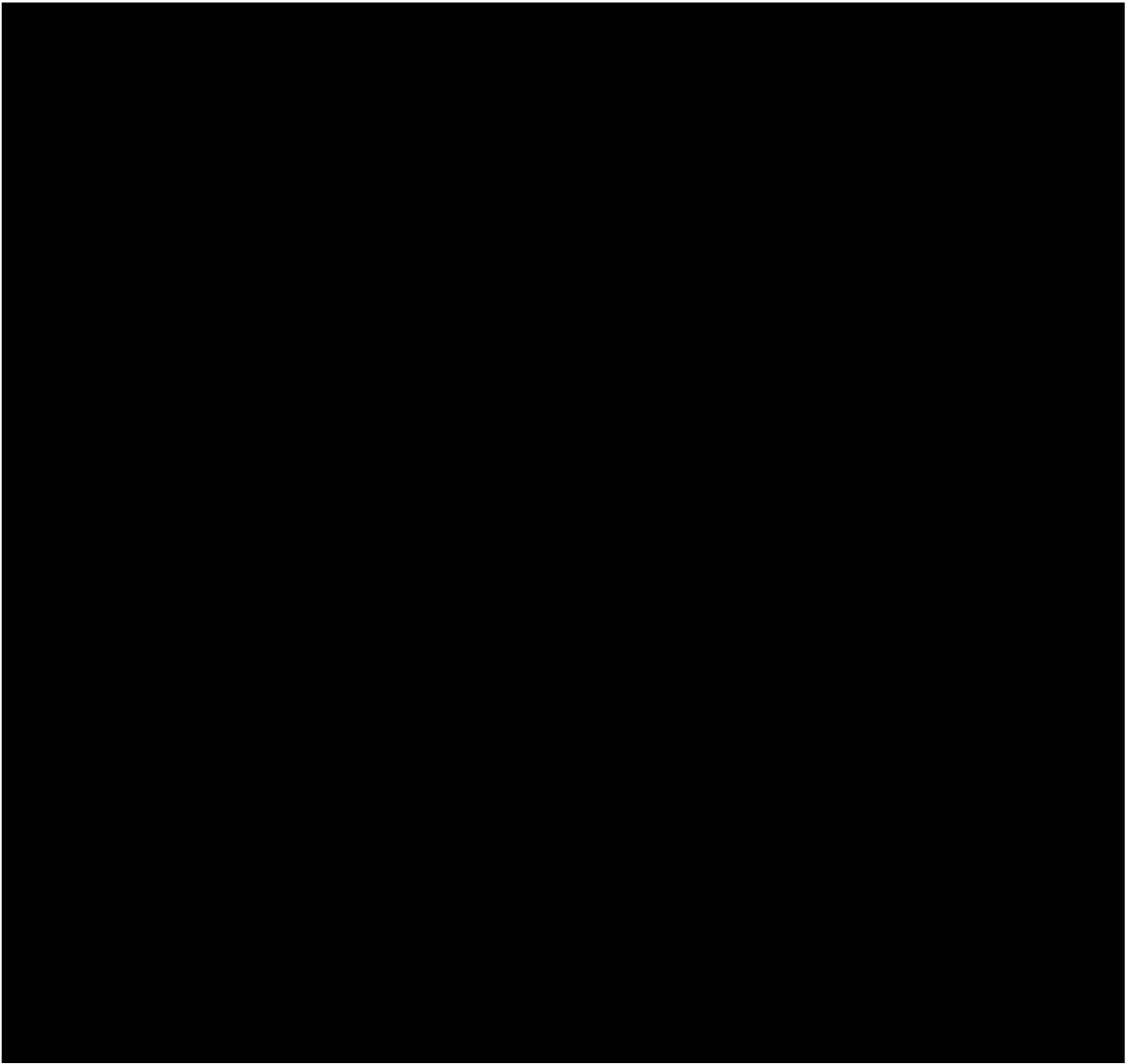


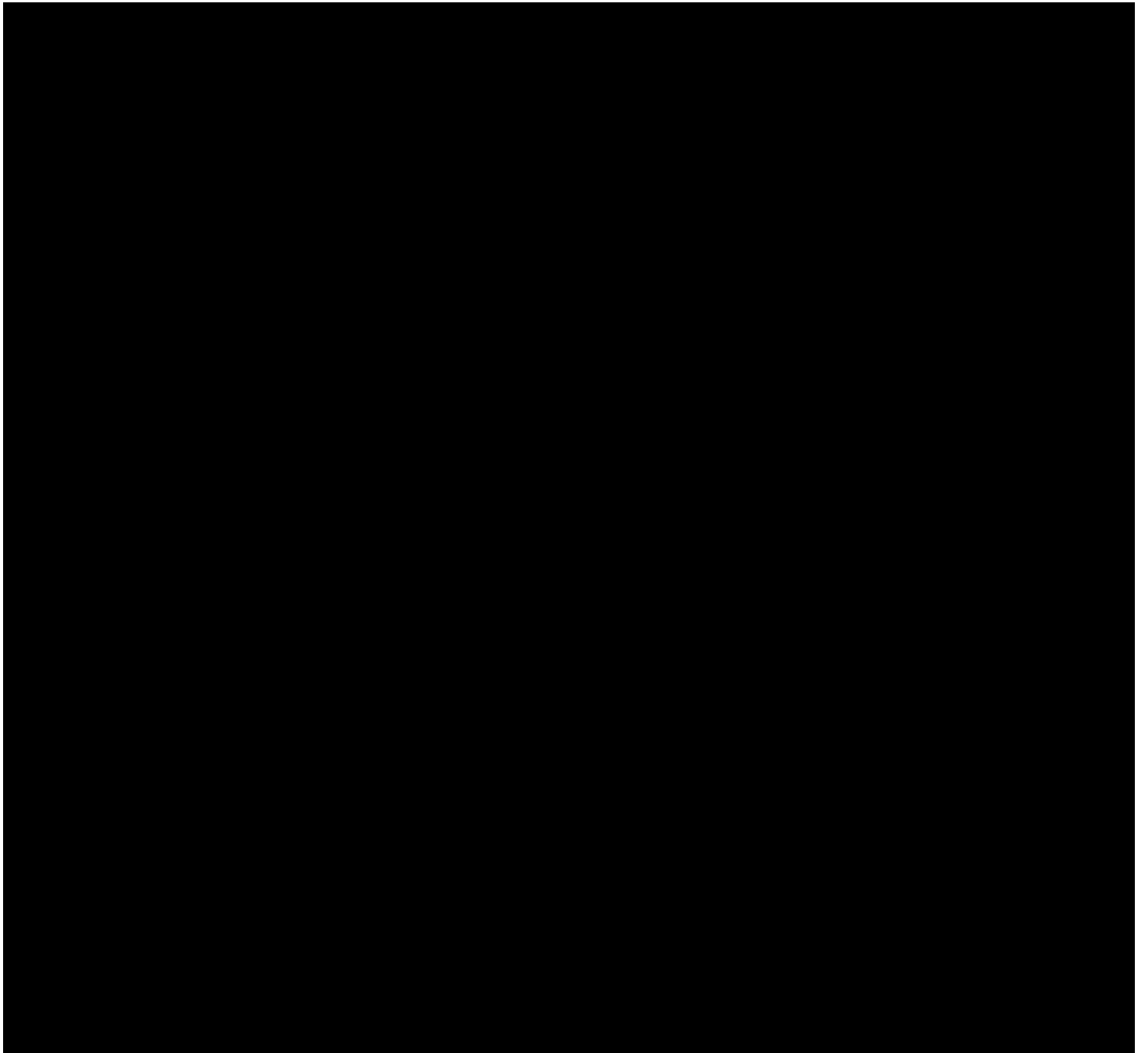


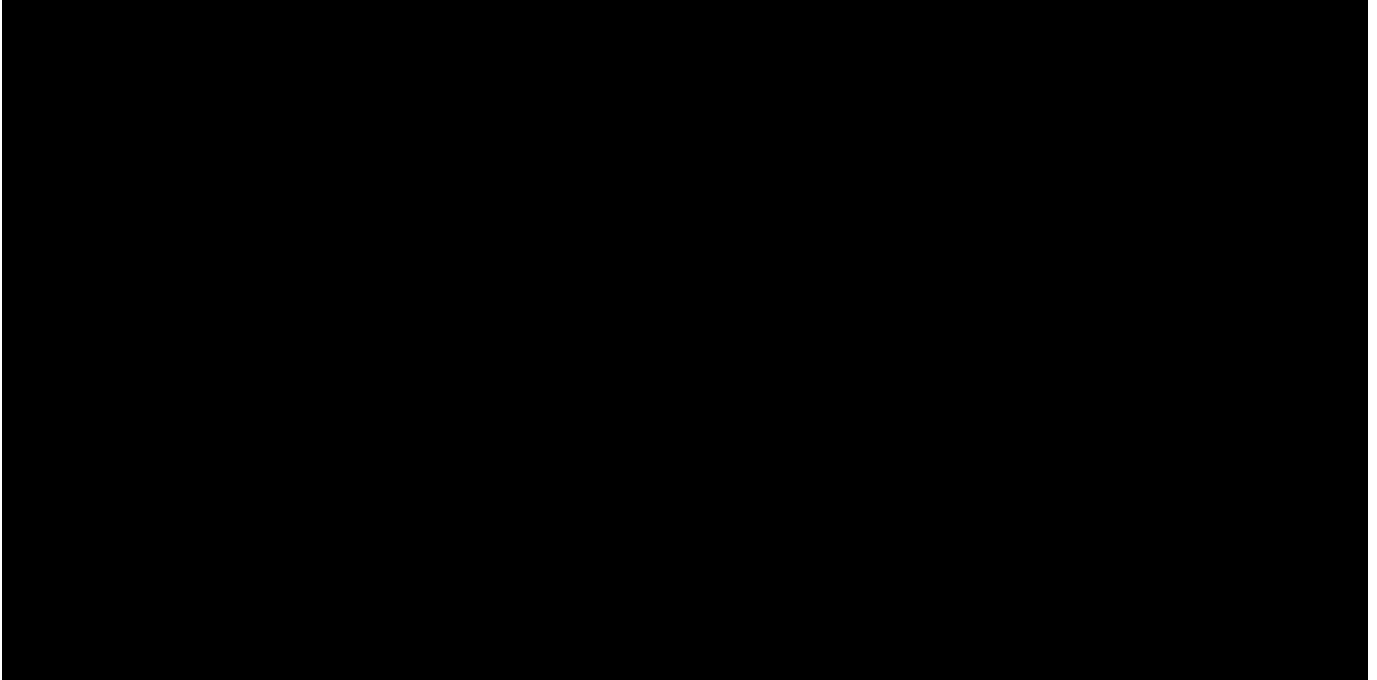


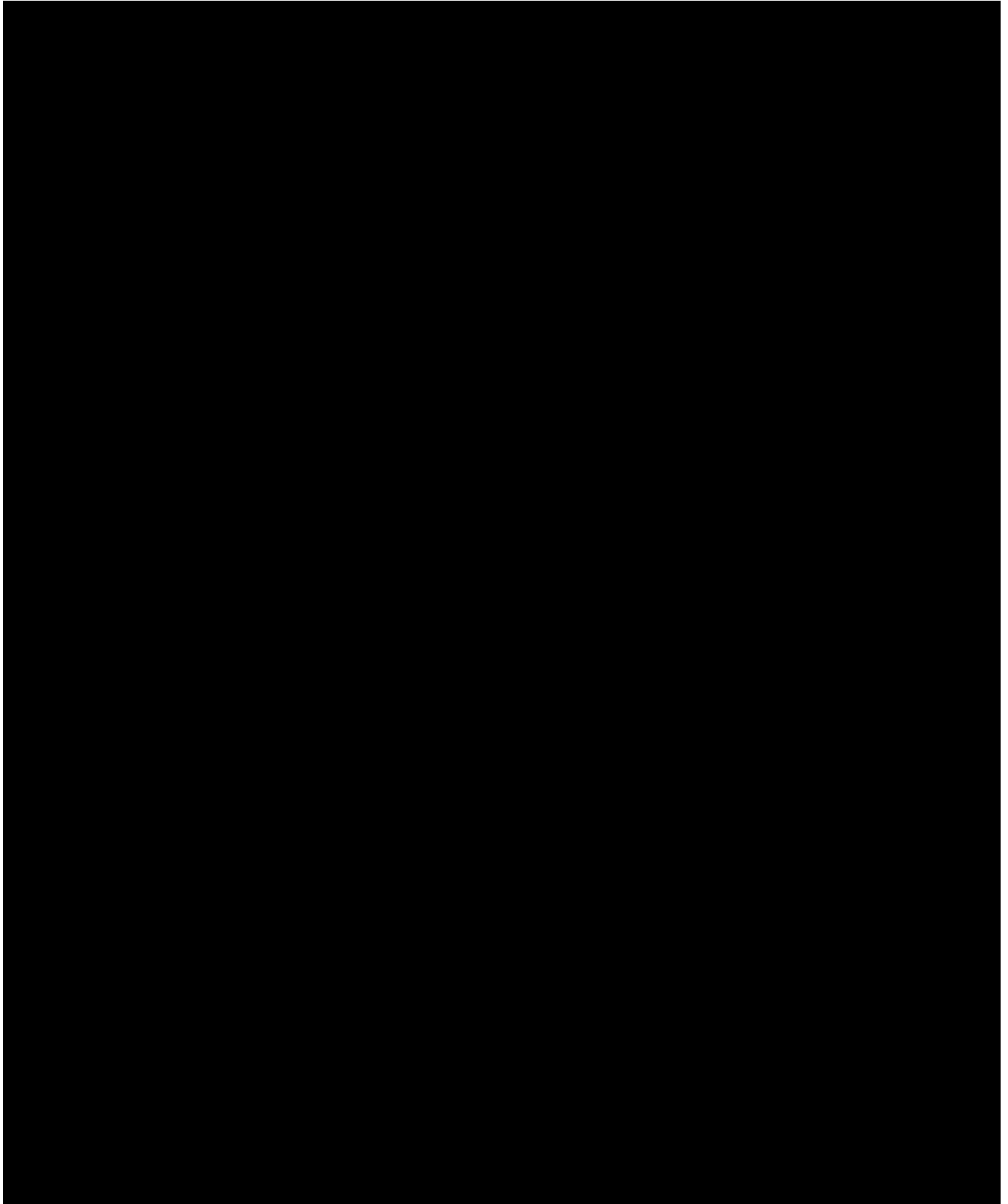


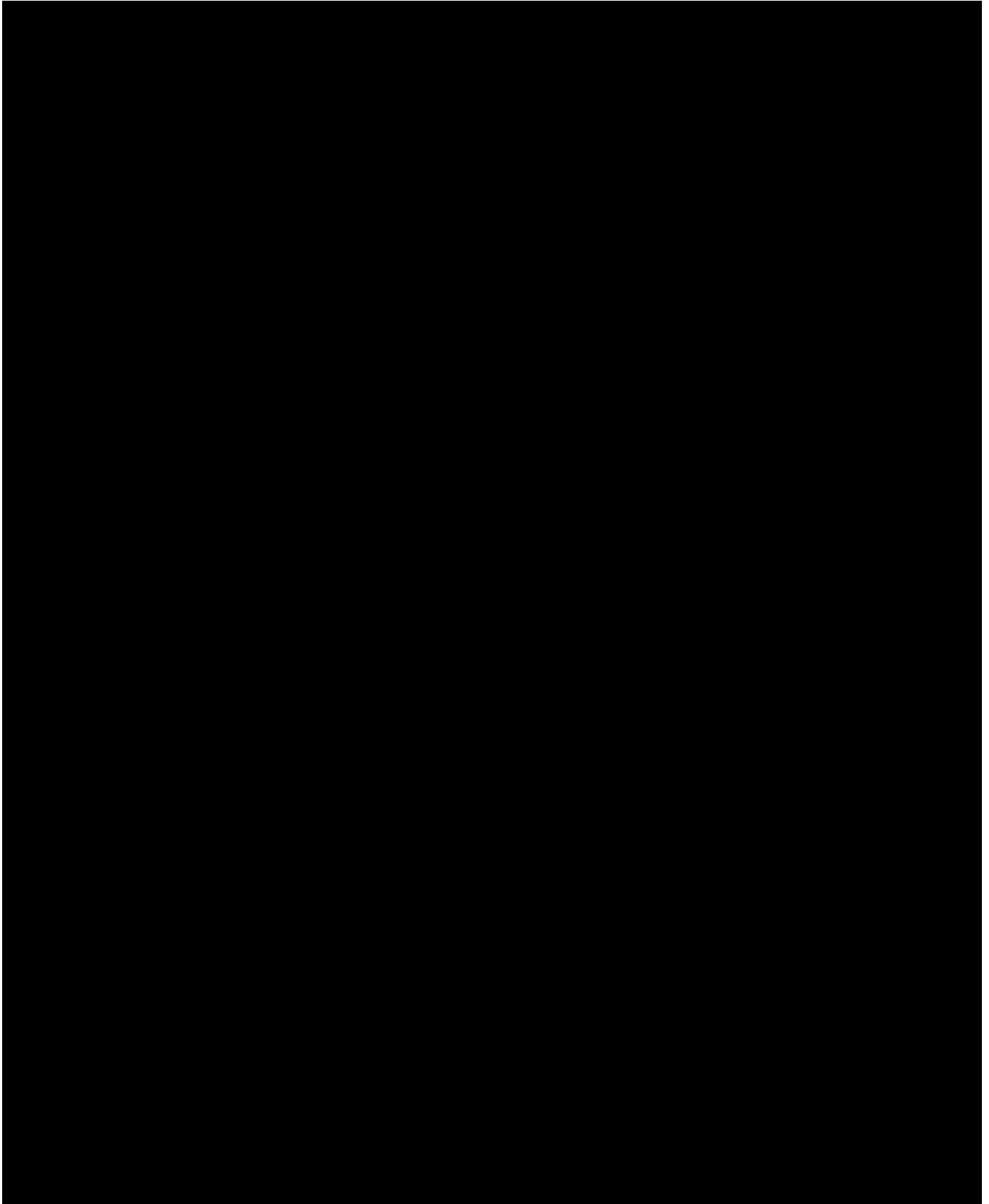


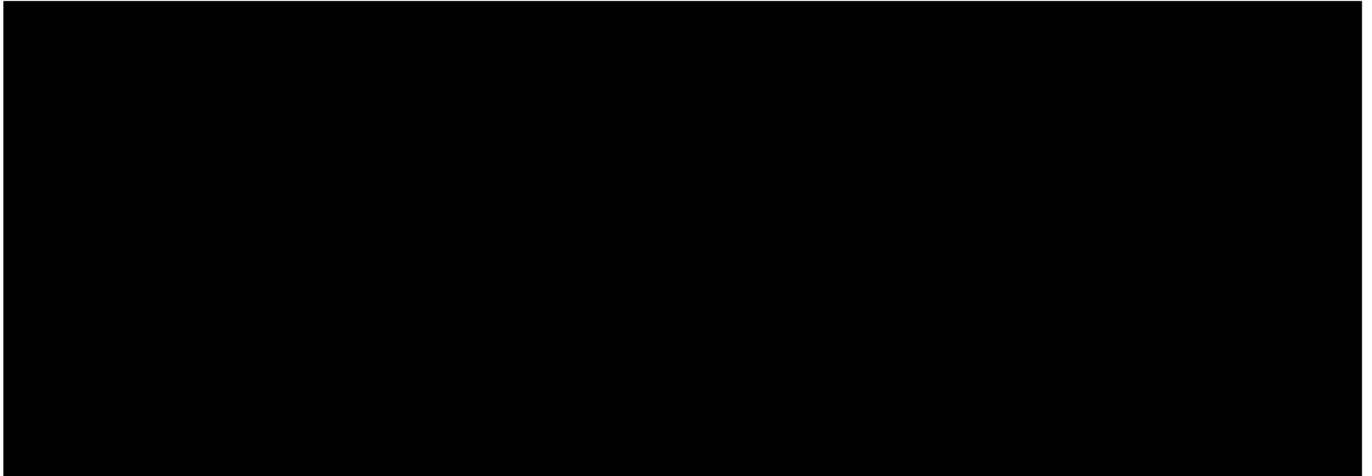












11.d. Understanding of Corrective Action Plan Requirements

RFP Reference: Attachment F Technical Proposal, Pg. 7

d. Confirm your understanding of the Corrective Action Plan requirements in Section 11.2.



11.e. Best Practices Related to Service Levels Based on Previous Experience

RFP Reference: Attachment F Technical Proposal, Pg. 7

e. Describe best practices or considerations for the State related to service levels based on your experience in similar projects.

