Tab 6 – Company Profile and Experience

Proven Solution. Experienced Team. Demonstrated Results.

Deloitte Differentiators

- Deloitte is the only vendor to have successfully implemented seven comprehensive UC modernization efforts in production within the last eight years.
- Proven uFACTS Solution Framework
- RUP-based Playbook Methodology and Tools
- Measureable UC Benefits Business Results Delivered in Minnesota, New Hampshire, and Ohio
- Financially Stable
- Over 250 UI-experienced, U.S.-based Professionals
- UC-experienced Subcontractors
- Previous Florida Success
- Alliances with Industry-leading Teaming Partners

According To Our Clients

Deloitte and NHES are partners for improving UI Benefits in New Hampshire

"Deloitte Consulting has been a great partner to work with. They proposed a well thought out, low-risk approach for transferring Ohio's UI Benefits system and customizing it to meet our needs. I've been very happy with the team, especially Deloitte's flexibility in working with us when it came to federal changes to the UI program that hit at a critical point in the project. Their flexible design of our UI system, along with some creative staffing, allowed them to incorporate the ARRA legislation with a minimal impact to our overall schedule.

Deloitte brought an experienced, well-rounded team that has deep experience not only in UI, but also technology and the underlying system from Ohio. In fact, I firmly believe this is one of the reasons we've been so successful – the skills of their people and the specific knowledge they have of the system they're deploying. This team has kept our project on-schedule and on-budget.

I'm also impressed with Deloitte's ability to think ahead and identify and address potential problems before they become problems. As we were wrapping up development, they identified some opportunities to improve how we were building organizational support for the new system. They took on the responsibility of formalizing and driving the overall organizational change approach, and helped us better structure our efforts to build this support. This included employer and claimant outreach efforts, as well as internal activities. This same "whatever-it-takes-to-be-successful" attitude played out throughout the project. They focus on making sure we're all successful, and it shows."

Darrell Gates
Deputy Commissioner
New Hampshire Department of Employment Security
Executive Sponsor, UIM Project

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6.1 Deloitte's History and Experience

AWI requires a trusted partner who brings the commitment and investment that Deloitte Consulting LLP ("Deloitte") has demonstrated in the State of Florida and across similar UC modernization implementations. Deloitte will build on past success—leveraging lessons learned and project accelerators—to achieve AWI's strategic vision.

Delivering Business Value

"The level of UI knowledge that Deloitte brought to this project, as well as the organized methodology surrounding requirements, design, conversion and implementation documents and processes, was nothing short of amazing. This project had a very aggressive time schedule and their level of experience and planning allowed us to hit the ground running. All Deloitte staff are true team players and, working together, NHES and Deloitte were able to find creative solutions to challenging business problems. Their willingness and ability to find common ground and add value exceeded my expectations. It was a professional and personal pleasure to work with them."

Dianne Carpenter
NH UIM
Business Project Manager
State of New Hampshire
Department of Employment Security

Deloitte's insight on emerging business issues, along with our commitment to excellence, is demonstrated by our recent business growth. We substantially acquired the BearingPoint Public Sector North American practice in May 2009 to make certain our practice delivers the best to our clients long into the future.

As a result, we bring one team committed to meeting modern day and growing public demand for government services, particularly unemployment insurance services. Our many public sector clients have faced identical challenges to those AWI faces today. We have worked alongside our clients to solve issues related to performance management and accountability, workforce management, information technology (IT) optimization, and business process improvement. As a result, Deloitte offers the following attributes that will enhance and accelerate UC modernization for the State of Florida and AWI:

Knowledge gained from more than 255 dedicated Public Sector principals and 5,700 practitioners, complemented by an extensive team of government and commercial specialists, particularly unemployment insurance program knowledge.	A wide range of business advisory services that enhance outcomes and reduces risk for clients, including strategy and operations; human capital; enterprise risk; technology; as well as financial advisory and tax services.	Dedicated to serving the Public Sector for over 40 years particularly the Labor and Employment industry providing services to both UC and workforce agencies.

Additionally, we have a long history assisting the State of Florida in achieving some of its more challenging business objectives – including the integration of unemployment tax into the State's unified tax system (SUNTAX). This endeavor represents the largest UC tax modernization in the country. Our commitment to Florida together with our decades-long commitment to UC modernization efforts creates a powerful solution and team to be leveraged for this opportunity.

6.1.1 Our Vision

Our consulting practice provides professional services to more than 1,000 clients and we meet the growing demand for excellent service for all of them by recruiting and retaining top professionals. Our success developing talent is evident in the fact that we are currently one of the top 100 employers within the State of Florida.

Achieving AWI's vision requires reliable performance, professionalism, and commitment from a trusted partner who has been through multiple UC modernization implementations

for similar clients. We have set our standards high and will work alongside you and your team to achieve them. We are confident the following sets us apart:

- **We treat each client's business as our own.** Your success is our success. We align with our clients' strategic goals and strive to achieve those goals together. By repeating this approach for all clients, we have maintained significantly high client retention and satisfaction ratings.
- **We empower our clients**. By aligning processes with systems, helping clients to access the right information, sharing knowledge, and giving people the tools they need, we enable our clients to lead their business activities without relying on others.
- **We deliver the finest professionals in the industry:** We keep and challenge our professionals. As a dynamic and growing business, we create a vibrant environment, giving people the opportunity to learn, achieve, and advance. Deloitte offers AWI access to over 250 professionals with Labor and Employment business and technology domain knowledge. Add in the depth of UI-knowledgeable resource available from our teaming partners, and AWI can be sure that we will deliver the right resources when they are needed on the project.

Deloitte's Vision

To be the standard of excellence and have our values reflected by our people.

Each of us strives to achieve the following for our clients, every day:

- Integrity
- Outstanding value to markets and clients
- Commitment to each other
- Diversity

6.1.2 We Stand Apart

How We're Different

- Collaborative, multi-disciplinary approach
- Deep industry insight and an unwavering commitment to clients and to public service
- Leaders in risk management and program management

Our combined Public Sector practice, State of Florida experience, and UC program knowledge sets Deloitte apart from our competitors. The following reflects key accomplishments that will make a difference for AWI:

- We have served 44 of the 50 U.S. states, including 22 states where we have modernized either UC or Workforce systems
- Deloitte has had more successful UC implementations in the past 10 years than any other vendor, including the only fully implemented tax and benefits system in Minnesota. In the last eight years, we have successfully completed UC modernization initiatives for the following states: Minnesota, New Hampshire, Massachusetts, Ohio, Montana, Kentucky and Florida. We are currently working with Minnesota, Massachusetts, California, Pennsylvania and New Mexico on UC modernization.
- In Florida, we have successfully served 12 different agencies of the State, with many of these engagements being large-scale business transformation efforts similar in size and scale to the UCCBIS project. Our practice in Florida spans the State with offices in Tallahassee, Jacksonville, Miami, Boca Raton, and Tampa.

Further, we have designed our practice to enable our teams to work seamlessly across industry groups. By doing so we tap into the knowledge and industry-leading practices of our many professionals as required for each project. In addition, our focus on client collaboration drives results. The following table summarizes the difference we strive to make time and again.

We will deliver insight gained from past UC modernization performance and our access to a broader public sector team of professionals.	• Our public sector team of seasoned specialists includes former government leaders who experienced similar issues that AWI faces today. • Our professionals will receive insight from partners and practice specialists on emerging issues, prepare for new challenges, and take advantage of new opportunities. • Our Innovation Centers for Network Innovation, Healthcare, Federal Financial Management, and Energy provide us insight and keep us focused on market concerns.
We are leaders in risk management and program management and will perform a cut above as a result.	• Our CMMI Level 3 rating, achieved on multiple UC modernization projects, enables us to start at a higher level than others. We can fast-track projects, reduce costs, and offer advance risk management on complex engagements because we have done so before and have the tested methods in hand.
We deliver a collaborative, multi-disciplinary approach.	• Cross-functional teams and specialists will tackle challenges from multiple perspectives to develop innovative, actionable business solutions.

Our Approach is Collaborative and Flexible

- One size fits one
- Client objectives are our objectives
- The right way for the client

Our capabilities and experiences come together in the form of solutions that address our clients' business challenges.

We make clients' business strategies real, and create meaningful enterprise-wide change.	We go beyond the "packaged approach" and offer tailored solutions "with our clients".	We drive growth and productivity, reduce costs, and integrate organizations through systems integration.	We deliver flexible outsourcing advisory services, applications management, and hosting solutions.

Further, we have established strong alliance relationships with leading technology companies such as Hewlett Packard, Cisco, Genesys, IBM, Oracle, and SAP/Business Objects to offer our clients powerful teams capable of delivering top-of-the-market and advanced solutions. Our alliance relationships and collaborative, flexible approach help set the right, collaborative foundation for a successful implementation.

6.1.2.1 Our Focus on Government

Our commitment to the public sector over many years has made Deloitte the foremost professional services firm serving the federal, state, and local government industry.

Did you know

We understand our clients by **listening**, **living in their world**, **identifying their issues**, and grasping the nature of the situation.

The largest group within the Deloitte Public Sector practice is Health and Human Services (HHS), which includes our Labor and Employment practice. Given our extensive government background, Deloitte has built a team of former government leaders, employees and industry specialists who have hands-on systems and infrastructure UC implementation experience. Attracting the industry's best, enabling their success, and working hand-in-hand with our government clients to continually define and grow our practice has helped Deloitte maintain discriminating value for clients. Further, we understand an inherent aspect of success for our clients is helping them serve their clients. AWI serves citizens, communities, and Florida's business environment. You have set your sights on putting citizens back to work, and we will work alongside you to achieve this objective.

Public Sector Practice and Leadership

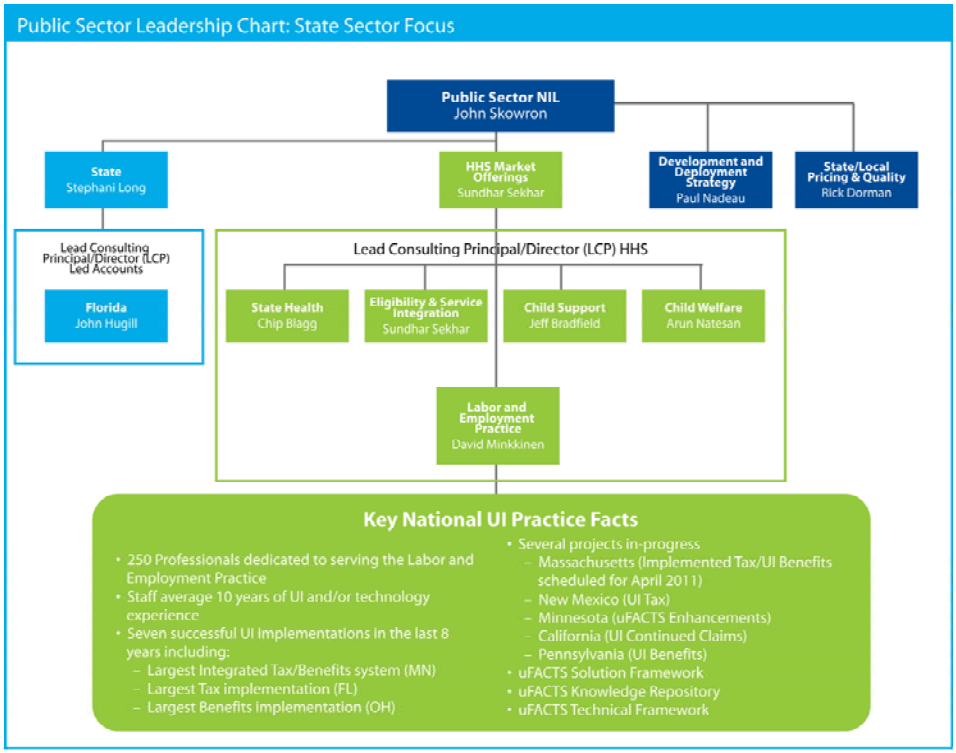


Exhibit 6-1. Leaders in Our Public Sector Practice.
Our National UC Practice, part of our L&E Practice, includes 250 professionals. AWI gets the collective experience of our unmatched UC professionals.

Our Labor and Employment Industry Experience

State	Offering	State	Offering
CA	WC, UCB	**NH**	UCB
CO	UCB	**NJ**	UCT
FL	UCT	**NM**	UCT
GA	WF, UCB	**NY**	UCB
IN	WF, UCB	**OH**	UCB
KY	UCB, UCT	**PA**	UCB, WF
MA	WF, UCB, UCT	**PR**	WF
MD	UCT	**TX**	WF
MN	UCB, UCT	**UT**	UCB, Strategy
MT	UCB	**WA**	UCB
ND	UCB, Strategy	**WY**	WF

UCB – Unemployment Insurance: Benefits; UCT – Unemployment Insurance: Tax; WC – Workers' Compensation
WF – Workforce Development

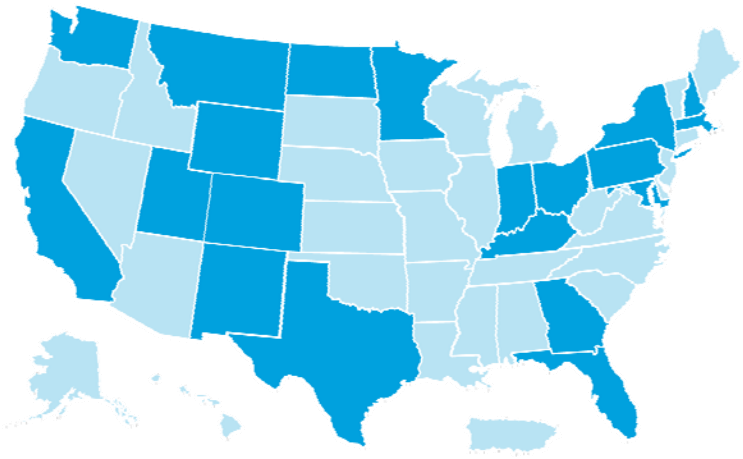


Exhibit 6-2. Capabilities Developed from Experience.
AWI gets a partner whose history across the labor and employment market and with UC programs offers outstanding experience and knowledge and will make a difference.

Exhibit 6-2 lists the states where Deloitte has successfully delivered labor and employment solutions. States are shaded in blue in the map above.

Did you know

Deloitte's combined unemployment insurance practice provides a comprehensive, integrated UC Tax and Benefits solution that is providing value to clients in production. The solution includes self-service capabilities and replacement of back-end legacy functionality.

Our specific experience serving labor agencies has resulted in improved service for employers, claimants, and third-party representatives. Our services included workforce development, workers' compensation, and UC modernization. UC is one of our leading offerings. Our focus and investment in the UC market provides us with the top personnel and executive leadership in the industry. Each of our professionals has extensive knowledge of the UC industry and takes their role to heart for our clients. We are each committed to building a thriving and stable national practice that results in client value. Unlike other organizations in the market, we are improving UC systems with our clients *and* in our centers of excellence. This means our systems are updated and tested regularly and ready to meet our clients' current and future needs.

Our Focus on UC Modernization Provides Insight

To design, develop, and integrate a system for AWI, we will bring our insight from our other UC projects in Minnesota, New Hampshire, New Mexico, Ohio, Massachusetts, Pennsylvania, and California. In fact, after a thorough analysis of AWI's ITN requirements, we estimate that 75% of our uFACTS Solution Framework is ready to meet those requirements. This high degree of 'fit' means that delivery risk inherent with custom development or COTS packages not designed for UC programs is substantially mitigated through our approach.

In Minnesota, our team exceeded project goals to replace legacy systems. Our uFACTS Solution Framework and associated uFACTS Knowledge Repository coupled with our methodology for delivering results, helped Minnesota improve their UC Tax and benefits business processes efficiency by over 70 percent. We replaced legacy systems on time and within budget providing broad self-service capabilities for employers, claimants, and third-party representatives.

Overall, our unemployment insurance experience includes:

- Implementing modern architectures, including both J2EE and .NET solutions
- Integrating document imaging and workflow technology to improve the efficiency of UC Tax and Benefits business processes
- Integrating business rules technology to provide flexibility to change with future legislation and business process changes
- Integrating call center and interactive voice response (IVR) technology to provide multiple self-service delivery channels to serve UC constituents
- Integrating business intelligence and data warehousing technology to improve program management and financial reporting

While others might offer experience based on previous practices and legacy technology, we apply up-to-date, well-tested technology for UC modernization initiatives. The results are easier self-service functionality and a system AWI can maintain long into the future.

Further, our solution and approach include the people required for AWI's success. The engagements we cite in this section demonstrate lessons learned, problems solved, risks mitigated and averted, and results achieved. It is our people who have been working hand-in-hand with our clients and who will bring outstanding experience to benefit AWI's UC modernization effort.

It's Reflected in our People

Passionate, Experienced

- Deep industry and functional knowledge
- Management and technology; strategy and execution
- Focus on client success

Committed to Client Success

"One of the things that really impresses me about Deloitte is the quality and experience of their staff. I think they have a very structured and flexible approach...and I've been very impressed with the quality of the staff on our project, not just at the project management level, but the day-to-day workers that Deloitte has. They really are a true value."

Kathy Nelson
Director of UC Programs in MN

Our People Bring More than Experience

While our state clients' face numerous challenges, there are many we address together. The Deloitte team will focus on the critical demands AWI must address at the onset of the project to begin resolving issues on day one.

To ensure an effective and efficient approach, Deloitte will deliver the industry's best resources for AWI. In addition to our National Unemployment Practice comprised of nearly 250 professionals who have directly participated in UC modernization initiatives with us, including key resources that have experience with over three UC business transformation projects in other states. We will deliver a team with experience working together to deliver UC modernization results. Whether for engagement and project management, business process analysis, or development and technical analysis, we know of no other vendor who can deliver the level of skilled resources and trained support we offer.

The resources we bring to your agency have helped craft the uFACTS Solution Framework and the innovative practices we will bring to AWI. Each has helped fine-tune our solution and approach used to deliver UC modernization results. Our insight will expedite both design and development and enable AWI's long-term, UC modernization success.

Ultimately, we know what works well and what doesn't because we've been there before. We know what will accelerate design decisions and guard against delivery risk because we have consistent, extensive and recent experience across multiple projects. Our teams will focus on time and cost implications and work efficiently to improve the overall quality of your new system. The team we have proposed for AWI brings the experience you need to succeed.

Proposed Resource	Proposed AWI Role	Previous UC modernization experience
David Minkkinen	Project Director	Deloitte's Labor and Employment practice Leader invested in the growth and development of unemployment compensation solutions for more than 10 years. Lead Engagement Director for both the Minnesota and Massachusetts UC Tax and Benefits modernization initiatives
Bob Daub	Project Manager	Deputy Project Manager for Minnesota UC Tax and Benefits modernization effort and PMO lead for New Mexico UC Tax modernization. Brings over 7 years of UC modernization experience to the team.
Michelle Amante	Implementation Manager	UC Benefits Lead for both Minnesota and Massachusetts UC Benefits modernization. Brings over 8 years of UC modernization experience to the team.
Siva Sambasivam	Technical Lead	Lead technical manager for both the Minnesota and Massachusetts UC Tax and Benefits modernization efforts. Lead Solution Manager for the uFACTS Solution Framework. Brings over 8 years of UC modernization experience to the team.
Marcel Mascarenhas	Application Architect	Lead application architect for both the Minnesota and Massachusetts UC Tax and Benefits modernization. Brings over 8 years of UC modernization experience to the team.
Ragu Adinarayanan	Claims and Benefits Lead	UC Benefits Lead for Ohio IC Benefits modernization. Leading the design and implementation of UC appeals in Massachusetts UC Benefit modernization. Brings over 13 years of UC modernization experience to the team.

Proposed Resource	Proposed AWI Role	Previous UC modernization experience
Partha Mukhopadhyay	Quality/Testing Lead	Quality/Testing Lead for New Mexico UC Modernization implementation project. In Massachusetts, he assisted quality assurance and quality control activities for the UC Modernization implementation project. In Minnesota, Partha assisted in implementation of the first fully functional integrated revenue and benefits unemployment insurance system.
Gail Jack	Claims and Benefits Business Architect	Lead UC Benefits architect in both Pennsylvania and California. Brings over 30 years of UC Benefits experience to the project team.
Anil Thampy	Data Conversion Lead	Lead data conversion manager for the UC Tax implementation in Massachusetts. Lead application manager for the UC Benefits implementation in Massachusetts. Brings over 3 years of UC modernization experience to the team.
Tim McCracken	Technical Infrastructure Architect	Lead technical infrastructure architect in our UC modernization projects in the following states: Minnesota, Massachusetts and New Mexico. Brings over 8 years of UC modernization experience to the team.
Gabrielle Manteghi	Organization Change/Training Lead	Training Lead for large-scale business transformation initiatives, serving both Public and Private Sector clients. Gabrielle brings a deep understanding of organizational change management tools and methods, together with relevant experience working with the State of Florida (Training lead role with the Florida Child Support Agency's CAMS Phase II project).
Kevin Edwards	Training Analyst	Deep Health & Human Services case management experience, Kevin has served various key roles on government transformation initiatives. He also led the design and development of the State of Florida's unemployment compensation interface for child support.

Exhibit 6-3. Experienced Team.
Our proposed team has extensive UC project experience and experience working together to deliver UC modernization results resulting in a more collaborative and enhanced project for AWI.

A History of UC Modernization Results

We get results for our clients.

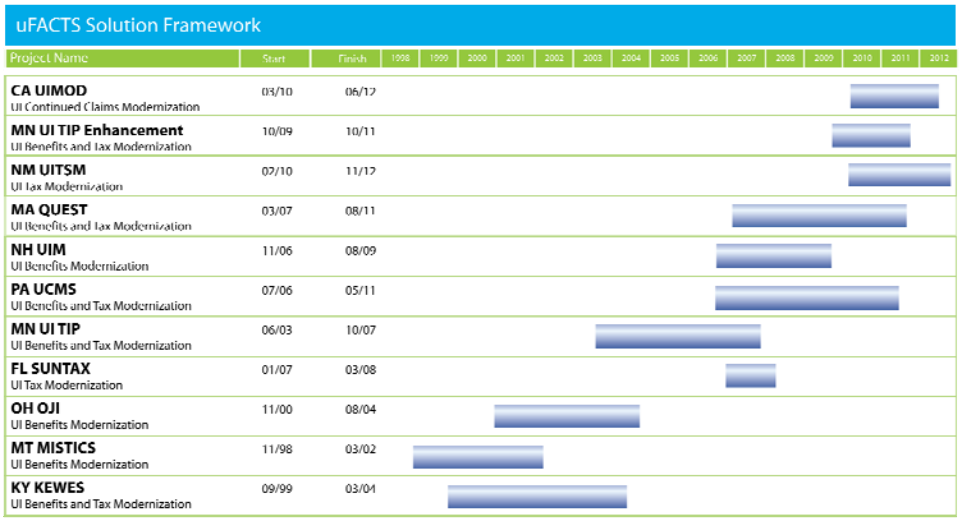
Deloitte is the only vendor in the state marketplace that has implemented seven successful UC modernization efforts in the last eight years.

We have helped a number of states modernize their UC systems. The projects in this section are either current engagements or represent implementations over the past eight years. These efforts encompass UC Benefits and UC Tax Services modernization, addressing core processing capabilities and using the Internet's power to enable self-service functionality for employers, claimants, and employer agents. Our experience with UC agencies includes providing strategic planning and business process reengineering, and deploying enabling technologies such as workflow, document management, and business rules engines. These projects prove our ability to meet our client's objectives.

Deloitte's Unemployment Insurance Solutions Center of Excellence was established to develop the uFACTS Solution Framework for UC modernization services. Along with our solution enhancements developed over time and on the ground with other clients, Deloitte has grown and updated our solution for new implementations. As a result, AWI gets a partner with a tested, customizable UC Solution Framework for Benefits, Tax or other related programs.

Did you know

Deloitte is the only vendor in the country to implement a UC Tax and Benefits solution on a Microsoft .NET and J2EE technology platform. Our uFACTS Solution Framework approach is proven in both major technology architectures.



FL_AWI UC-190_2

Exhibit 6-4. Successful Projects Timeline.
Our Track Record of Success will benefit you. We've assisted several states with UC modernization successes during the last eight years across all system development stages: strategy, planning, implementation, and operations.

Seven Successful Comprehensive Implementations

Deloitte is nationally recognized as a thought leader and innovator in UC technology solutions.

The knowledge gained from our seven successful, comprehensive UC modernization efforts within the last eight years in Massachusetts, New Hampshire, Minnesota, Florida, Ohio, Montana, Kentucky, and Utah will contribute directly to your success.

In the Commonwealth of **Massachusetts**, we are modernizing UC Tax and Benefits processes over a 46 month schedule – on-time and within budget.

- Our solution approach, the uFACTS Solution Framework, includes expedited requirements validation, and both functional and technical modeling of the overall solution. The standard requirements validation period for either Benefits or Tax Services Modernizations, independently, is generally six-to-nine months**.** ***We completed both components in four months***. In six months, we had a validated requirements list and a completed business process re-design/high-level functional model. Our solution framework and our experience allowed the team to focus on unique project issues, project risk mitigation, and detail design planning.
- We have successfully completed the design for 78 UC Tax use cases and modified our uFACTS Solution Framework to deliver the design based on the requirements for the Commonwealth's Division of Unemployment Assistance.
- We successfully implemented UC Tax business processes on December 7, 2009 and we are currently on schedule to implement UC Benefits in April 2011.
- ***We successfully completed the design of the entire UC Benefits system in 10 months using our uFACTS Knowledge Repository***, including completion of 117 UC Benefits use cases and over 200 supplemental specifications.

Delivering solutions tailored to the needs of each State

"Even though uFACTS provides a baseline UC system it has provided the flexibility to create a customized UC system that will meet the standard and unique needs of Massachusetts. The uFACTS framework in conjunction with Deloitte staff expertise and professionalism has allowed our subject matter experts to embrace the potential and efficiency of our forthcoming UC system."

Theresa DeMarco
DUA QUEST
UC Revenue Team Lead
Commonwealth of Massachusetts
Department of Workforce Development

- We will deploy the business functionality for this project on time and on budget on a Microsoft .NET technology platform using Service Oriented Architecture (SOA) principles.

Department of Information Technology (DoIT)

"The technical resources Deloitte has brought into this project have been exemplary. I have found them to be very professional and competent in performing the tasks necessary to install and customize this application to meet the needs of NH Employment Security. The thoroughness demonstrated in the analysis of our legacy environment resulted in an extremely high success rate in the conversion of claims into the new UIM application. Also, the level of technical documentation and training afforded will greatly facilitate our ability to assume full operation and support of this application after the contracted Deloitte-provided warranty and maintenance period."

Ronald Slocum
NH UIM
Project Manager, DoIT

In **New Hampshire**, we successfully modernized the State's UC Benefits processes delivering significant improvement in Federal performance measures. After successful implementation of a modernized UC Benefits system in August 2009, New Hampshire was able to:

- File initial and continued claims online through the claimant self-service portal. Improved the self-service capabilities that allow applicants to maintain their account online or via the IVR, allowing UC staff to focus on more complex business problems. ***The self service adoption rate, using the web-based processes, in New Hampshire went from 0 percent (100% in person or paper) to:***
  - Initial Claims: 90% UI, 76% EUC, 68% EB and 51% TRA
  - Continued Claims: 80%
- Gather fact-finding related to initial claim filing through the claimant self-service portal, improving data collection process to ultimately improve claim adjudication. These features have allowed New Hampshire to achieve ***First Payment Timeliness of 97 percent within 6 months of implementation.***
- Utilize automated workflow and document management to improve the efficiency of the adjudication and appeals processes
- Automatically generate accounting, financial management, and Employment and Training Administration (ETA) reports
- Utilize electronic mail to communicate with claimants – after implementation 64% of claimants selected electronic mail as their preferred communication mode
- Utilize electronic payment options for claimants – after implementation 59% of claimants selected EFT as their preferred option
- Enable automated registration of all claimants on NHWorks (NH virtual OneStop Job Matching System) through real time interfaces at the time of registering and filing their initial claim on UI system.
- Enable automated resume creation for all eligible claimants on NHWorks through real time interfaces at the time of initial registration and filing of initial claim on UI system.

In **Minnesota**, our efforts resulted in an on-time, on-budget, stable, and highly reliable implementation of a UC Tax and Benefits modernization, using the uFACTS Solution Framework, within four years.

Key outcomes implemented in Minnesota included:

- Online processing of all new employer registrations
- Elimination of need for a paper tax report
- Streamlining of the tax calculation process
- Submission of bulk wage reports by third-party payroll administrators online or via data file transfer
- Processing online of employer and third-party administrator payments through paper checks or via bank automated clearinghouse (ACH) services

- An Interactive Voice Response (IVR) process for wage detail reporting – the first known use of this technology to enable wage detail filing
- Automated calculation of UC program annual tax rates and distribution of those rates to employers
- An enhanced benefit application system that increases the amount of applicant information collected online and allows application for special UC benefits programs
- A new adjudication system that identifies account issues in real time and uses electronic workflow to push fact-finding to applicants and employers and adjudication decisions to agency staff. These features have allowed Minnesota to achieve ***First Payment Timeliness between 94-97 percent***.
- Automatic updating of claimant accounts, triggered by wage updates, issue adjudication, appeal decisions, etc.
- Creation of a truly electronic case file and supporting document management (accomplished through integration with FileNet)
- An appeals system that automatically schedules applicants into an appeals calendar, matching appeals judges to their caseload
- An online payment system that distributes benefits weekly to applicants via their electronic benefit cards
- Self-service capabilities that allow applicants to maintain their account online or via the IVR, allowing UC staff to focus on more complex business problems. ***Increased the self service adoption rate of UC Benefits Services – 85 percent of claimants use web-based self service and 15% use the IVR after implementation.***

A Proven Solution Drives UC Modernization Success

"The uFACTS solution was very helpful for us in Minnesota as a baseline for design. It helped jumpstart the design process by giving my staff something visual to work with and modify rather than starting with a blank page. This allowed us to accelerate the design process, saving both schedule time and staff time."

Deneen Andrades
Former Minnesota UC Project Director
UC Tax Implementation Results

These features helped the State of Minnesota to improve UC Tax and Benefits business processes efficiency and effectiveness, and reduce overall staffing levels with self-service Internet delivery channels for all employers, third-party administrators, and claimants within Minnesota. Minnesota now processes all UC Tax and Benefits transactions through online self-service delivery channels.

In the Commonwealth of Pennsylvania, Deloitte is helping job seekers find work through the implementation of a comprehensive self-service workforce system. These results are consistent with Florida's objective of helping people find work.

In the **Commonwealth of Pennsylvania**, we provided a shared data system for documenting, tracking, and reporting workforce development, employment, training, and independent living services provided by the commonwealth. The Comprehensive Workforce Development System (CWDS) includes a self-service component used by 2 million job seekers, over 50,000 employers, and 20,000 providers. CWDS realized these results upon completion of this initiative:

- Increased financial accountability through tracking funding streams for the three agencies through the financial module and via interfaces with the Commonwealth Treasury for fund management
- Increased efficiency of service delivery to customers by providing a complete view of all transactions across BWDP, BETP, and OVR through a unified and integrated case management process
- Improved data integrity and reporting capabilities, particularly for participants served by more than one of the partnering agencies.
- A Spanish translation of all public facing screens for the population of job seekers that speak Spanish

- Continued expansion of the CWDS application to meet federal mandates, agency needs and end user requests:
- More than 55,000 employers have posted 90,000 jobs on CWDS
- Approximately 432,000 job seekers have registered on the site and posted over 161,000 resumes
- Over the past year, more than 23,600 individuals were hired using the system and over 7,100 citizens received workforce related training
- CWDS receives approximately 4 million Internet hits (peak) each day with 500,000 hits per hour

Rolling Out a Modernized UI Tax System

"[We] have never seen a go-live as smooth as the transfer of unemployment tax to the System for Unified Taxation… You have helped establish a new standard of efficiency in the Department of Revenue."

Lisa Echeverri
Executive Director
Florida Department of Revenue
Speaking about Deloitte's project performance

In the State of **Florida**, we implemented the largest UC Tax modernization in the country. The Florida SUNTAX project successfully implemented 36 tax types, including UC, across the state into an integrated Tax system. The newly integrated system includes the following UC Tax processes: employer registration, employer wage and tax filing, experience rating, and collections and interfaces to the UC Benefits system. ***This experience will help us understand the integration points with SUNTAX and AWI's UC Benefits modernization.*** We implemented the system successfully in March 2008.

In **Kentucky**, we provided a modernized system for call-center staff, employers, and claimants. Collectively, these efforts involved reengineering both UC Benefits and Tax Services and integrating comprehensive FileNet workflow and imaging functionality throughout the agency. Through the use of the latest Internet and telephony technologies to provide constituent service, the KEWES project made Kentucky's Department of Employment Security (DES) one of the most technologically advanced UC agencies in the U.S. Upon completion of this modernization initiative, DES realized the following measurable results:

Our experience with Florida SUNTAX provides us the experience to provide the expertise required to effectively integrated SUNTAX with AWI's UC Benefits system

- Ninety percent of claims were filed electronically. The highest claim load (December) was processed with reduced staff and no seasonal help.
- The new system has enabled the department to audit roughly three times as many employer reports with one fourth of the staff.
- The new system has enabled the department to process approximately twice as many new employer account registration requests with roughly 50 percent of the staff.
- On average, the system has enabled completion of approximately seven times as many collections actions as before implementation. Also, the KEWES collection process eliminates the file cabinets used to store paper accounts receivable files. These files are now created within the KEWES image process.

Deloitte was also contracted by **Utah** to perform reengineering and requirements definition for the CUBS project. Utah subsequently implemented the CUBS application based on the requirements and design developed by Deloitte.

Deloitte and ODJFS Deliver Award- winning Performance in Ohio

"Our system, developed and implemented by Deloitte, played a large part in this achievement. Even with December's record number of claims filed, our timeliness exceeded the Department of Labor standards."

Judi Cicatiello
Deputy Director
Ohio Department of Job and Family Services Office of Unemployment Compensation,
speaking about Ohio's receipt of the 2008 DOL award for Performance Excellence in Benefit Payments

OJI Project IV&V

"[This was] the smoothest go-live I have ever seen."

Bill Griffith
OJI Project IV&V Vendor
commenting on the rollout of OJI

In Montana, Deloitte's team combined multiple legacy systems into one integrated system, using a standard architecture – replaced 22 legacy systems.

In the State of **Ohio**, we successfully implemented a modernized UC Benefits system in August 2004. Deloitte converted processes and data from 14 disparate systems into one integrated unemployment benefits application. In addition to improved access channels, efficiencies in program and systems performance, and accuracy in accounting, the State offered improved functionality in all major benefit programs and all claim types. In one integrated system, Ohio can now process all claim types (UC, UCX, UCFE, CWC, DUA, TRA, TAA, State EB, TEUC/initial, additional, reopened and weekly claims) through the claimant self-service portal. The state received these benefits after implementation:

- Improved the self-service capabilities that allow applicants to maintain their account online or via the IVR, allowing UC staff to focus on more complex business problems. ***The self service adoption rate in Ohio went from (42% paper, 58% IVR) to (63% web-based, 35% IVR) after implementation.***
- Achieved record accuracy of 1099 tax form reconciliation
- Improved payment timeliness. In the latest quarter, Ohio achieved first payment timeliness of 95%.
- Increased rate of adjudicating weekly eligibility issues
- Redeployed staff to tasks that require knowledge and experience, allowing staff to focus on more value-added tasks
- Reduced call center workload due to improved self-service capabilities
- Reduced processing center workload with up-front collection of information
- Extended hours of service with implementation of self-service capabilities
- Reduced amount of lost/late checks with implementation of electronic fund transfer (EFT)
- Processed child support payments more quickly due to improved payment processing capabilities and the implementation of EFT

In the State of **Montana**, our development effort contributed to the State's receiving the 2001 Compass Award from the National Association of State Workforce Agencies. The system has been in production and successfully issuing benefit payments since April 2001. Upon successful completion of the modernization initiative, the State of Montana realized the following advantages:

- Provided a single integrated system to process UC, EB, TRA, and DUA claims
- Used a standard architecture to integrate 22 disparate legacy systems
- Improved employer and claimant services through immediate access to any and all claimant correspondence in the imaging system
- Implemented table-based rules supporting easy updates due to changes in legislation, reducing the need for extensive reprogramming
- Provided improved data access and system functionality growth and expansion due to the scalable, modular design
- Improved first payment timeliness

We have included additional details regarding Deloitte's UC modernization project qualifications in *Tab 8.2 – Attachment A* of this ITN response.

We Will Repeat Our Implementation Success for AWI's UC Modernization Project

Committed to Client Success

"We wanted a partner who would share in our risk, work with us every step of the way, suffer with us in our defeats and in turn share with us in our victories. Deloitte has been that partner."

Matt Kramer
MN Dept. of Employment and Economic Development Commissioner

The most important factor to consider when selecting a partner is the availability of seasoned professionals. Deloitte's National Labor and Employment practice offers the most qualified people in the industry with demonstrated results in implementing UC modernization projects for multiple state UC agencies.

Combined with a proven technology solution, and our project methodology for implementing the uFACTS Solution Framework, our experienced professionals, are prepared to deliver one comprehensive solution that will begin demonstrating value on day one.

We continue to invest in our solution and approach so you receive the latest technology, the most updated, innovative practices, and the highest skilled team possible. Ultimately, our solution, approach and resources deliver the following for AWI:

- **Innovative Best Practices.** The Agency for Workforce Integration (AWI) receives a market leader that has incorporated lessons learned from our numerous UC modernization projects. We have built our uFACTS Knowledge Repository and the solution framework based on our experience and lessons learned. Additionally, we continually improve our solution and recent enhancements include intelligent workflow routing for issues; automated adjudication and determination generation; enhanced payment processing; and comprehensive Appeal & Hearing processes.

Committed to Client Achievement

"We have been impressed with Deloitte from the start. They have been consistent, well prepared, experienced, and easy to work with. Before selecting Deloitte, we talked to previous customers who told us that Deloitte had delivered on promises, provided experienced project members who worked well with state staff, and delivered products on time and on budget. We are happy."

Jack Weidenbach
Former Director of UI Programs in MN – Served as UI Director for the first Phase of UI TIP

- **Expanded Key Functional Areas.** uFACTS keeps pace with the evolving UC marketplace with improvements for certain functional areas, including Business Intelligence and Reporting and Fraud Detection and Prevention**.** We evaluate and integrate client-specific modifications to our framework, when appropriate, so that we may re-use them on future projects. For example:
  - Recent enhancements of the uFACTS J2EE version of the Technical Framework based on Seam and Java Server Faces (JSF) standards.
  - Updated the uFACTS Solution Framework for ARRA related enhancements.
  - Continue to apply the knowledge gained from our successful UC modernization projects to future clients.
  - Continue to recruit and train specialists in Labor and Employment. We know the UC business, how to leverage technology, and how to improve productivity, and deliver results that matter to you and your constituents.

Deloitte's experience and the elements of our solution offer the highest quality, lowest risk and the best opportunity for achieving AWI's outcomes. Deloitte is prepared to assist AWI in achieving critical business value early in the project and to expedite full implementation of an enhanced and modernized UC system. Our tried and tested solution, methods and team sets Deloitte apart. We are confident we offer the solution that will enable AWI to achieve critical business value including enhanced and seamless program operations and getting citizens back to work sooner rather than later.

6.2 Company Profile

Our Subcontractors Further Strengthen Our Team

The Deloitte Team is uniquely qualified to help AWI achieve success. As the prime contractor with ultimate responsibility, Deloitte will lead the team throughout the project life cycle and be the primary vendor responsible for results.

We anticipated the AWI UC Modernization project and began early to invest in our resources to provide a higher level of available and qualified individuals for our project team. A number of vendors seeking a role on our team approached Deloitte. We exercised great care in selecting the companies with whom we chose to partner with. Each company had to present a strong value proposition, providing excellent staff qualifications with reasonable fees, and each company had to have a strong reputation for quality and a demonstrated commitment to the State of Florida. Our selected teaming partners complement Deloitte's knowledge and experience. As such, we have selected the following companies to help us serve AWI:

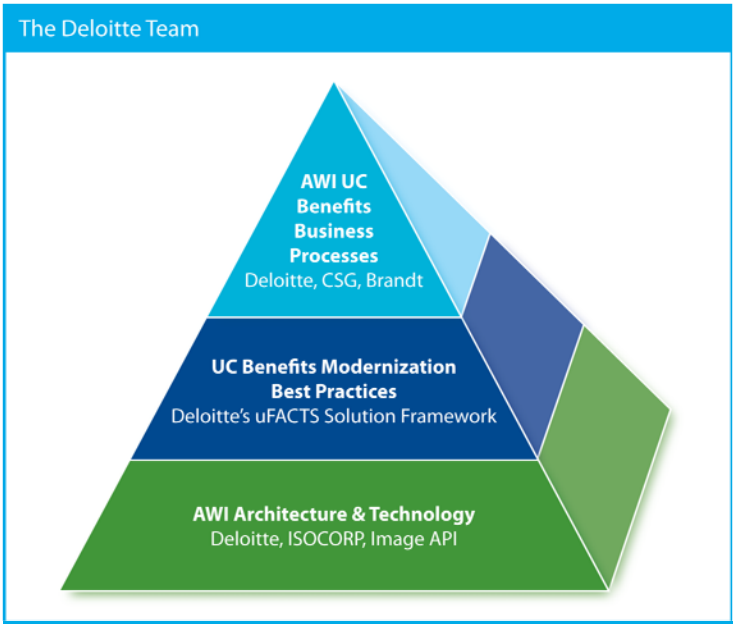


Exhibit 6-5. The Deloitte Team.

- CSG brings significant experience in Unemployment Insurance and Workforce Development. CSG provides our team with experienced staff that understand Unemployment Insurance, Labor Exchange, WIA, and related workforce programs.
- Brandt Information Services provides specific experience with AWI, particularly in the areas of Labor Market Statistics and Legacy system integration, making them a very important partner for our team. Their specific AWI experience complements our team's experience and allows us to provide greater value to AWI.

- ISOCORP provides specific experience with Microsoft .NET technology and they provide experienced staff that know and understand AWI's legacy systems. They will provide keen insight into data conversion and system interfaces. Deloitte and ISOCORP have a long history working together in the State of Florida.
- ImageAPI specializes in content and document management. ImageAPI provides specific expertise in back file conversion of imaged documents, data conversion and integration with document imaging. They know and understand AWI's existing document imaging platform and will assist the Deloitte team in the conversion to FileNet.

We provide more detailed descriptions of Deloitte and our Subcontractors capabilities in the remainder of this section.

Deloitte Consulting

1. Full, legal name

"Deloitte" is the brand under which dedicated professionals in independent firms provide professional services worldwide. The services include: audit, consulting, financial advisory, risk management, and tax services. These firms are members of Deloitte Touche Tohmatsu (DTT), a Swiss Verein. Each member firm provides services in a particular geographic area and is subject to the laws and professional regulations of the particular country or countries in which it operates. DTT helps coordinate the activities of the member firms but does not itself provide services to clients. DTT and member firms are separate and distinct legal entities, which cannot obligate the other entities. DTT and each DTT member firm are only liable for their own acts or omissions, and not those of each other. Each of the member firms operates under the names "Deloitte," "Deloitte & Touche," "Deloitte Touche Tohmatsu," or other related names. Each DTT member firm is structured differently in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in their territories through subsidiaries, affiliates, and/or other entities.

2. Federal Employer Identification Number

06-1454513

3. Proof of legal entity and authorization to do business with the State of Florida

Deloitte Consulting is an active limited liability partnership with the State of Florida, registration number LLP040000201. The full Certificate of Good Standing in Florida in *Tab 8.12 – Attachment K – Certificate of Good Standing*.

4. Country and state of incorporation

USA, New York

5. Principal place of business

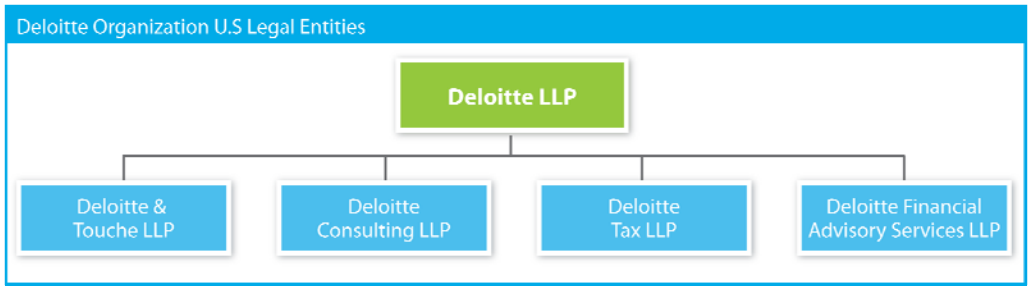
1633 Broadway, New York , New York 10019-6754 USA

6. Description of the Respondent's organization, including number of years in business, subsidiaries, parent corporations, officers; include organization charts and details concerning the number of facilities by geographic location

Deloitte Consulting LLP ('Deloitte') is a global professional services firm that provides a wide degree of services to more than 1,000 clients. Our services range from small planning and strategy engagements to large systems integration projects for state agencies, the federal government, and commercial clients. The depth of our organization and our ability to recruit and retain talented individuals allows us to pursue and deliver high-quality results to clients. We have more than 40 years of specialized experience helping public and private sector clients worldwide with their operations and systems by managing and delivering large-scale system projects of similar size and scope, on time, within budget, and right the first time.

One of our differentiators is our ability to implement large-scale projects through modules and phases to maximize system benefits and allow implementation changes in an accelerated and cost-efficient manner, particularly in the public sector. This has included a successful partnership with the State of Florida to deliver large-scale technology and business

modernization initiatives. The following figure is an overview of our organization.



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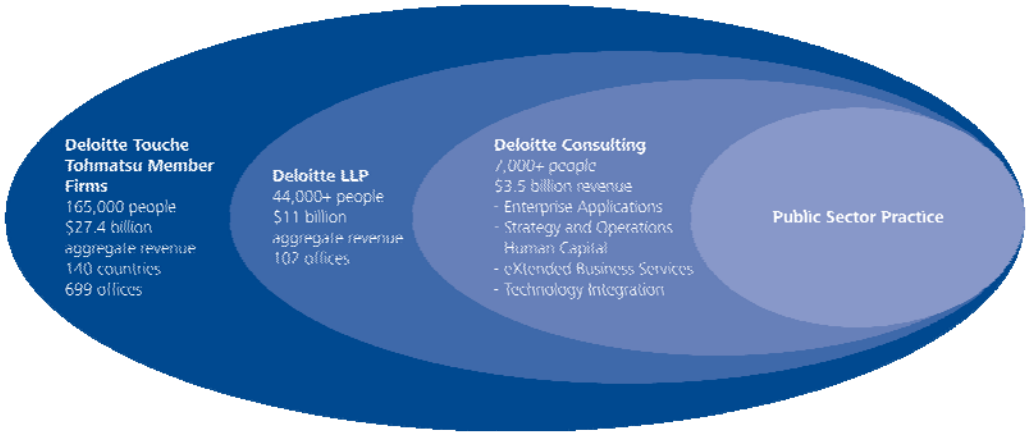
Deloitte LLP's four subsidiaries offer comprehensive services worldwide.

The following diagram documents the size of Deloitte's business units.



FL_AWI UC-164

Deloitte's Public Sector Practice continues to grow due to our impeccable history of successful projects.

7. Brief description of the Respondent's principal type of business and history and what uniquely qualifies it for this work

In 1995, a century after its founding, the partners of Deloitte & Touche voted to create Deloitte Consulting to better serve our multinational clients. While the world of business has changed in the past 100 years, the overall commitments and goals of the organization remain the same. Our goal continues to be to "simplify work so that it can be done more rapidly and more effectively."

Our successful project history reaches nearly all of the 50 states in the U.S. and many of the major cities, counties, school districts, and universities in North America. Deloitte Consulting has approximately 7,000+ U.S. professionals with 255 principals and directors and more than 5,500 practitioners dedicated exclusively to government programs and initiatives in our Public Sector Practice. Deloitte's Public Sector Practice helps clients overcome the challenges public sector organizations face. We provide agencies with solutions that address challenges and prepare them for future changes and demands. The largest group within the Deloitte Public Sector practice is Health and Human Services (HHS), which includes our Labor and Employment practice. Deloitte's Labor and Employment practice provides AWI access to over 250 industry specialists that know your business and a track record of implementation success in 22 states.

Our Labor and Employment Practice focuses on the delivery of services to labor agencies to improve service delivery to employers, claimants, and third-party representatives through our market offerings. UC represents one of our key market offerings. Our UC focus and investment provides us with personnel and executive support to continue building a thriving and stable national UC Solutions Practice. We are committed to this market and focused on improving UC system's delivery and modernization results.

Deloitte Consulting
8. State whether the Respondent has filed for bankruptcy protection in the past five years or is currently in the process of filing or planning to file for bankruptcy protection or financial restructuring or refinancing. If so provide Court and case number
Deloitte Consulting has not filed for bankruptcy protection in the past five years nor is it currently in the process of filing or planning to file for bankruptcy protection or financial restricting or refinancing.
9. Identify any potential or actual conflicts of interest that might arise for the Respondent as a result of Contract award to the Respondent, and describe in detail the plan to eliminate or mitigate them. Such conflicts include, but are not limited to, those covered by Section 6 of the PUR 1001 (Section C). Address both personal and organizational conflicts
We are unaware of any specific potential or actual conflicts of interest that might arise for Deloitte Consulting as a result of a contract award. As with any large organization, that potential always exists and we have always been successful in either avoiding such conflicts or putting appropriate management protocols in place to mitigate and appropriately isolate any conflicts from other Deloitte Consulting business where such conflict could occur.
10. Describe reservations Respondent must make if unable to certify completely all of the items in Section 9 of the PUR 1001 (Section C,) entitled "Representations and Authorization." If no reservations are made in this section of the proposal, Respondent shall be deemed to attest to the truth of all of listed items and the Agency may rely upon them
In accordance with the ITN's instructions at B.7.1, Tab 6, Item 10 (PUR 1001), Deloitte Consulting LLP identifies the following: *Has within a three-year period preceding this certification had one or more of its federal, state, or local government contracts terminated for default.* Deloitte Consulting LLP ("Deloitte Consulting"), as one of the leading providers of consulting services, is routinely involved in complex consulting projects, often involving large-scale systems implementations and multiple service providers. Although we are justifiably proud of our record of client satisfaction, such projects do occasionally give rise to disagreements over contract requirements, and we are occasionally, though rarely, involved in litigation with clients over our consulting services. One such litigation involves a governmental entity – the County of Marin, California. The County of Marin filed a lawsuit on May 28, 2010 in connection with a contract for the implementation of an enterprise application software package. There has been no determination made in the matter that we defaulted on any of our obligations, and indeed we contend that we fulfilled each and every one of our obligations under that contract. We do not believe that this matter will affect in any way our ability to serve the State of Florida in connection with the proposed engagement. *The respondent has read and understands the contract terms and conditions, and the submission is made in conformance with those terms and conditions.* As permitted by the ITN, Deloitte has identified areas for negotiation and Deloitte understands that if the State and Deloitte cannot reach agreement on the terms and conditions, there will not be a Contract award to Deloitte. Upon agreement and execution of a Contract, Deloitte intends to be legally bound to the Contract.

Exhibit 6-6. Deloitte's Qualifications.

Subcontractor: Brandt Information Services
1. Full, legal name
Brandt Information Services, Inc.
2. Federal Employer Identification Number
59-2800373
3. Proof of legal entity and authorization to do business with the State of Florida
Brandt Information Services is an active corporation with the State of Florida, registration number J70630. The full Certificate of Good Standing in the State of Florida in *Tab 8.12 – Attachment K – Certificate of Good Standing*.

Subcontractor: Brandt Information Services

4. Country and state of incorporation

USA, Florida

5. Principal place of business

501 North Duval Street, Tallahassee, FL 32301

6. Description of the Respondent's organization, including number of years in business, subsidiaries, parent corporations, officers; include organization charts and details concerning the number of facilities by geographic location

Brandt Information Services has been a trusted name in IT Consulting and Information Services since 1985. They operate from a principal place of business and have the following executive management:

Brandt brings experienced resources to the project that understands AWI's UC business.

7. Brief description of the Respondent's principal type of business and history and what uniquely qualifies it for this work

Brandt is an established, Tallahassee-based company in operation since 1985 with a strong reputation for providing project management, business analysis, system design, and system implementation services to governments and businesses. Brandt has a proven track record with AWI, having helped the agency meet its business needs for 10 years with various projects to support Unemployment Compensation and Workforce Development. Deloitte will use Brandt's local Tallahassee resources that have AWI program experience to supplement our project team.

8. State whether the Respondent has filed for bankruptcy protection in the past five years or is currently in the process of filing or planning to file for bankruptcy protection or financial restructuring or refinancing. If so provide Court and case number

Brandt has never filed for bankruptcy protection and is not currently in the process of filing or planning to file for bankruptcy protection or financial restructuring or refinancing.

9. Identify any potential or actual conflicts of interest that might arise for the Respondent as a result of Contract award to the Respondent, and describe in detail the plan to eliminate or mitigate them. Such conflicts include, but are not limited to, those covered by Section 6 of the PUR 1001 (Section C). Address both personal and organizational conflicts

No personal and organizational conflicts.

10. Describe reservations Respondent must make if unable to certify completely all of the items in Section 9 of the PUR 1001 (Section C,) entitled "Representations and Authorization." If no reservations are made in this section of the proposal, Respondent shall be deemed to attest to the truth of all of listed items and the Agency may rely upon them

No reservations.

Exhibit 6-7. Brandt Information Services Qualifications.
Brandt bolsters out the Deloitte team with successful UC experience at AWI.

Subcontractor: ISOCORP

1. Full, legal name

ISOCORP, Inc.

2. Federal Employer Identification Number

Subcontractor: ISOCORP

59-3724678

3. Proof of legal entity and authorization to do business with the State of Florida

ISOCORP is an active corporation with the State of Florida, registration number P01000059443. The full Certificate of Good Standing in the State of Florida in *Tab 8.12 – Attachment K – Certificate of Good Standing*.

4. Country and state of incorporation

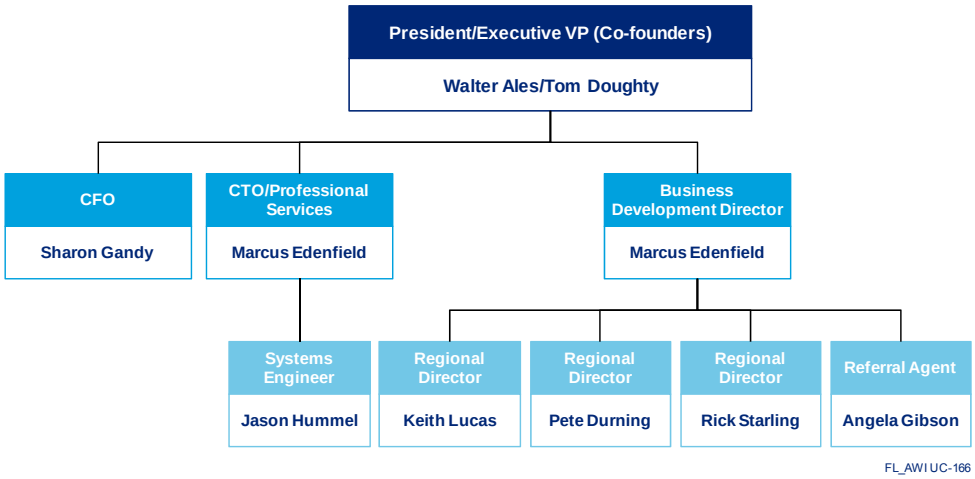
USA, Florida

5. Principal place of business

2022-2 Raymond Diehl Road, Tallahassee, FL 32308

6. Description of the Respondent's organization, including number of years in business, subsidiaries, parent corporations, officers; include organization charts and details concerning the number of facilities by geographic location

Established in June of 2001, ISOCORP has been in business for over 9 years. No subsidiaries or parent corporations. Officers: Walter Ales, President and Tom Doughty, Vice President



ISOCORP brings successful experience with the State of Florida to this project.

7. Brief description of the Respondent's principal type of business and history and what uniquely qualifies it for this work

ISOCORP, an SBA 8(a) certified small business and State of Florida MBE was established in 2001; is based in Tallahassee, FL; and is qualified as a State of Florida, DoD, and Federal agency prime contractor, managing and delivering enterprise application development, enterprise security solutions, technology staffing, and programmatic support. They are well suited to participate as a Deloitte team member on AWI's UC Modernization project due to their extensive experience with AWI's UC system. They have provided application development and maintenance support to the AWI legacy UC system for the last 6 years and developed a strong relationship with the Agency. ISOCORP will provide the Deloitte team keen insight into both data conversion and interfaces with existing legacy systems.

8. State whether the Respondent has filed for bankruptcy protection in the past five years or is currently in the process of filing or planning to file for bankruptcy protection or financial restructuring or refinancing. If so provide Court and case number

ISOCORP has never filed for bankruptcy, is not in the process of, and has no intention of, filing for bankruptcy.

9. Identify any potential or actual conflicts of interest that might arise for the Respondent as a result of Contract award to the Respondent, and describe in detail the plan to eliminate or mitigate them. Such conflicts include, but are not limited to, those covered by Section 6 of the PUR 1001 (Section C). Address both personal and organizational conflicts

Subcontractor: ISOCORP

No conflicts.

10. Describe reservations Respondent must make if unable to certify completely all of the items in Section 9 of the PUR 1001 (Section C,) entitled "Representations and Authorization." If no reservations are made in this section of the proposal, Respondent shall be deemed to attest to the truth of all of listed items and the Agency may rely upon them

No reservations

Exhibit 6-8. ISOCORP's Qualifications.
ISOCORP is one of the most respected providers of robust, comprehensive IT solutions to Florida government agencies.

Subcontractor: ImageAPI

1. Full, legal name

ImageAPI, Inc.

2. Federal Employer Identification Number

23-2753915

3. Proof of legal entity and authorization to do business with the State of Florida

Image API is an active corporation with the State of Florida, registration number P93000077490. The full Certificate of Good Standing in the State of Florida in *Tab 8.12 – Attachment K – Certificate of Good Standing*.

4. Country and state of incorporation

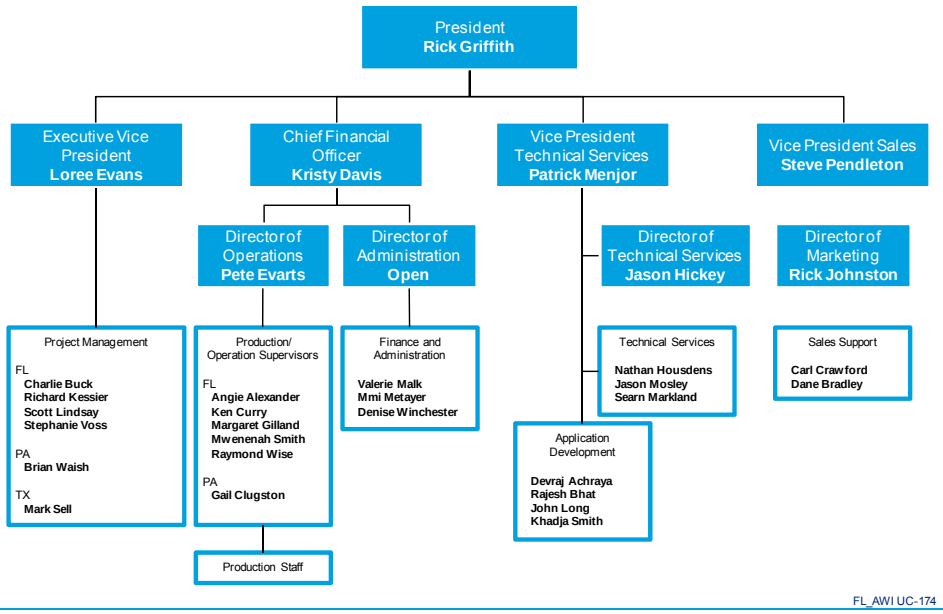
USA, Florida

5. Principal place of business

2670 Executive Center circle West, Tallahassee, Leon County, Florida, 32301

6. Description of the Respondent's organization, including number of years in business, subsidiaries, parent corporations, officers; include organization charts and details concerning the number of facilities by geographic location

Image API, inc. is a wholly owned corporation of Richard Griffith, Jr., incorporated on Nov. 9, 1993, in Florida.



Subcontractor: ImageAPI
ImageAPI provides well-tested content management software and processing services as part of its reengineering solutions.
7. Brief description of the Respondent's principal type of business and history and what uniquely qualifies it for this work
Image API is a Business Process Improvement (BPI) company providing software applications and associated technical services, content processing and indexing services, and facility management outsourcing services helping government streamline content-intensive operations. Headquarters (software engineering, technical support, project management, and a production facility) are in Tallahassee, FL; a secondary facility with offices/production facilities is in Huntingdon Valley, PA; two offices/production facilities are in Texas; Project Management and Administrative functions are in Austin, TX, and a production facility is in Midland, TX. Image API brings over 6 years of direct experience with AWI to the Deloitte team, providing mission critical back office document management and imaging services to expedite processing of UC claims, eligibility determination and appeals. Image API will provide local Tallahassee resources to assist with back office conversion and the implementation of FileNet.
8. State whether the Respondent has filed for bankruptcy protection in the past five years or is currently in the process of filing or planning to file for bankruptcy protection or financial restructuring or refinancing. If so provide Court and case number
Image API, Inc. has never filed for bankruptcy and maintains a D&B rating of 3A1.
9. Identify any potential or actual conflicts of interest that might arise for the Respondent as a result of Contract award to the Respondent, and describe in detail the plan to eliminate or mitigate them. Such conflicts include, but are not limited to, those covered by Section 6 of the PUR 1001 (Section C). Address both personal and organizational conflicts
There are no potential or actual conflicts and, in nearly 17 years' work for Florida government, we've had none.
10. Describe reservations Respondent must make if unable to certify completely all of the items in Section 9 of the PUR 1001 (Section C,) entitled "Representations and Authorization." If no reservations are made in this section of the proposal, Respondent shall be deemed to attest to the truth of all of listed items and the Agency may rely upon them
ImageAPI, Inc. makes no reservations to compliance with Section 9 of the PUR 1001 (Section C).

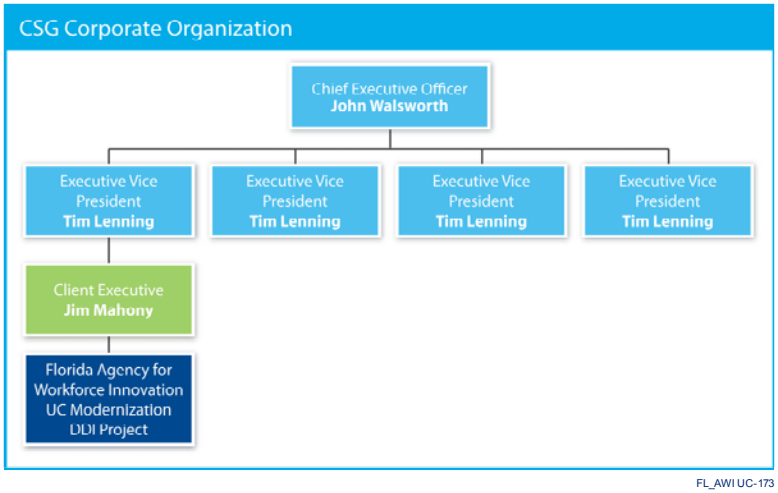
Exhibit 6-9. ImageAPI's Qualifications.
ImageAPI helps agencies streamline content-intensive operations.

Subcontractor: CSG Government Solutions
1. Full, legal name
In April 2010, Chicago Systems Group (CSG) formally changed its legal name to CSG Government Solutions.
2. Federal Employer Identification Number
36-4150867.
3. Proof of legal entity and authorization to do business with the State of Florida
CSG is an active corporation with the State of Florida, registration number F09000001405. The full Certificate of Good Standing in the State of Florida in *Tab 8.12 – Attachment K – Certificate of Good Standing*.
4. Country and state of incorporation
USA, Illinois
5. Principal place of business
180 North Stetson Avenue, Suite 3200, Chicago, Illinois 60601

Subcontractor: CSG Government Solutions

6. Description of the Respondent's organization, including number of years in business, subsidiaries, parent corporations, officers; include organization charts and details concerning the number of facilities by geographic location

CSG Government Solutions, in business since April 1997, has the following Corporate Officers:



CSG helps clients build effective e-business and e-government solutions, particularly in UC modernization. CSG brings UC modernization experience from Illinois, Iowa, North Dakota, Michigan and the Southeast Consortium.

CSG's Chicago, Atlanta, and Washington, DC offices support a diverse client base of state and local government agencies, mid-and major-market financial institutions, commercial firms, distributors, and others.

7. Brief description of the Respondent's principal type of business and history and what uniquely qualifies it for this work

CSG Government Solutions Brings Innovative IT Strength to Your Project

CSG is a growing IT consulting firm that helps U.S. clients build effective e-business and e-government solutions, particularly in UC modernization. They combine technology architecture, software engineering, and back-end application integration with design and project management to transform strategies into real business results. Approximately 70 percent of their revenue is from state and local government agencies with a UC focus.

CSG Government Solutions Unemployment Insurance & Workforce Experience

With CSG, you get significant experience in UC and Workforce Development services:

- Completing a feasibility study for the Southeast Consortium UC Benefits System Modernization effort. The Southeast Consortium consists of Tennessee, Georgia, North Carolina, and South Carolina. The project consists of analyzing the "As-Is" business and technical environment across all four states and then developing the requirements for a "To-Be," future solution that provides one system that can be used and configured by all four states to meet their unique needs.
- Serving as the project management office for the State of Michigan's UC Systems Rewrite project to develop a strategy for the project, finalize the system requirements, develop an RFP for the development phase, and oversee the development vendor.
- Currently working with Deloitte to design and implement the State of New Mexico UC Tax Modernization project (UC Tax) and the Commonwealth of Massachusetts UC Modernization QUEST project (UC Benefits and Tax).
- Completed feasibility study for Job Service North Dakota that documented possible solutions and recommendation to modernize UC systems, and timeframes, implementation strategy, and cost estimates.
- As a subcontractor, designed and implemented a Modernized UC Benefits System for the State of Illinois, focusing on Adjudication and Appeals, Re-Employment Services, Data Architecture, and Technical Architecture.
- Completed a UC Modernization-Benefit System Reengineering and Requirements project for Illinois.
- Completed a UC Tax Laptop Audit System Feasibility Study project for the Illinois Department of Employment Security that included analyzing current UC audit processes and system capabilities, determining future business and

Subcontractor: CSG Government Solutions
technical needs, conducting a gap analysis, and establishing a roadmap for achieving the future vision, including overall timelines, cost estimates, and technology needs • Conducted UC System Social Security Administration Data Exchange IV&V project for Iowa Workforce Development and for the North Carolina Employment Security Commission. • Designed and implemented a Labor Exchange Skills-Based Job Matching system, which included significant integration with UC-related Tax and Benefit systems, for Illinois. • Implemented a Business Services System for the City of Los Angeles Community Development Department, Workforce Development Division. • Designed and implemented comprehensive WIA Customer Information and Case Management system, with integration with UC-related systems such as the Wage Records Interchange System (WRIS) for Illinois. • Led reengineering for Illinois' UC Tax process through design and implementation of the Illinois Department of Employment Security's Benefit Funding System.
8. State whether the Respondent has filed for bankruptcy protection in the past five years or is currently in the process of filing or planning to file for bankruptcy protection or financial restructuring or refinancing. If so provide Court and case number
CSG has never filed for bankruptcy and is not currently in the process of filing or planning to file for bankruptcy.
9. Identify any potential or actual conflicts of interest that might arise for the Respondent as a result of Contract award to the Respondent, and describe in detail the plan to eliminate or mitigate them. Such conflicts include, but are not limited to, those covered by Section 6 of the PUR 1001 (Section C). Address both personal and organizational conflicts
CSG has no personal or organizational potential or actual conflicts of interest to report.
10. Describe reservations Respondent must make if unable to certify completely all of the items in Section 9 of the PUR 1001 (Section C,) entitled "Representations and Authorization." If no reservations are made in this section of the proposal, Respondent shall be deemed to attest to the truth of all of listed items and the Agency may rely upon them
CSG attests to the truth of all items listed in Section 9 of the PUR 1001 (Section C).

Exhibit 6-10. CSG's Qualifications.
CSG transforms strategies into real business results foe State UC Agencies.

6.2.1 Deloitte Affiliates, Partnerships, and Associations

The names and addresses of all Deloitte affiliated or related companies, partnerships, or associations and a brief description of their relationship is provided in our Company Profile table.

The following firms are sub-contractors to Deloitte for this project and each brings unique experience with either AWI UC legacy system operations or UC modernization projects across multiple states.

Brandt Information Systems, 501 N Duval Street, Tallahassee, Florida 32301

ImageAPI, Inc., 2670 Executive Center Circle, W, Tallahassee, Florida 32301

ISOCORP, Inc., 2010-2 Raymond Diel Road, Tallahassee, Florida 32301

CSG Government Solutions, 180 N Stetson Ave., Chicago, Illinois 60601

6.2.2 Experience Working with Sub-contractors

Our business partner deliver high-quality service and people. They have credible backgrounds with a proven record of outstanding services. In this project, we will follow our normal practice of carefully integrating our subcontractor resources into our teams in positions within the project organization. Subcontractor staff will report to the Deloitte Consulting project manager and will be managed according to the work plan tasks associated with their area of responsibility. Each subcontractor will be expected to adhere to project standards and procedures. For example, subcontractors will comply with the security and confidentiality requirements set forth in this ITN. Each team member will undergo scheduled periodic performance evaluations, including corrective action plans when required. Subcontractor staff performance is reported to the appropriate subcontractor management representative to allow our collective project team to perform at a high level – a key to success.

6.2.3 Past Experience with Proposed Sub-contractor(s)

CSG

Deloitte has a long history of working with CSG in the UC industry and producing results. Deloitte is currently working with CSG to design and implement the State of New Mexico UC Tax Modernization project (UC Tax). In addition, we are also currently working together on the Commonwealth of Massachusetts UC Modernization QUEST project (UC Benefits and Tax). CSG's UC Tax and Benefits experience along with their workforce experience has been critical to our joint success on these projects and is the reason we have selected CSG as a partner for the UCCBIS project.

IMAGE API

Deloitte has an exceptional working history with ImageAPI at the Department of Management Services, Division of Retirement. ImageAPI is a Tallahassee based content management company that specializes in back-file conversions. Specifically, they have extensive experience converting documents from both paper and electronic images into FileNet. Deloitte and the Division of Retirement engaged ImageAPI to perform the back-file conversion of over 5.5 million paper documents used by the Division to manage member files. The Division of Retirement was keeping correspondence in a completely paper-based manner. ImageAPI partnered with Deloitte to scan millions of paper documents and delivered the results on optical disc that could be imported directly into the Division's imaging and workflow system. These historical documents were crucial to a successful implementation because all new correspondence would be electronically scanned. ImageAPI performed the conversion both timely and accurately. The result was a very quality implementation where little to no re-scanning had to occur. Images that had been converted were clear and legible and exceeded the quality standards set forth by Deloitte and the Division of Retirement.

ISOCORP

A specific example of our commitment to hiring and mentoring MBEs is our long standing relationship with ISOCORP, Inc, a Tallahassee, Florida based IT consulting firm successfully providing management and technology consulting solutions to both government and commercials sector clients. This firm is an SBA 8 (a) certified minority business enterprise as well as a State of Florida government certified minority enterprise (MBE). ISOCORP has been honored as a Minority Business of the Year by the State of Florida's Office of Supplier Diversity and also Technology Business of the Year by the Tallahassee Chamber of Commerce. Deloitte and ISOCORP enjoy a special relationship, being the first of two firms to enter the Mentor/Protégé Program sponsored by the Florida Department of Management Service's Office of Supplier Diversity. Under this program Deloitte has been providing tactical and strategic guidance to ISOCORP to facilitate the firm's growth and development. ISOCORP's information technology resources are a part of the Deloitte team supporting the "Florida System" for public assistance eligibility and child support enforcement at the Department of Children and Families. This team has won numerous awards for developing new capabilities to enhance this legacy system. ISOCORP has been an integral part of that effort. In addition ISOCORP is part of the Deloitte team at CAMS II, where we are in partnership with the Department of Revenue to design and build the next generation child support system.

Brandt Information Systems
Deloitte has not previously worked with Brandt Information Systems. However, their specific experience with AWI, particularly in the areas of Labor Market Statistics and Legacy system integration, made them a very important partner for our team. Their AWI experience complements our team's experience and allows us to provide greater value to AWI.

6.2.4 Contract(s) with Sub-contractor for Goods or Services Related to this ITN

Deloitte Consulting has entered into teaming agreements with each of our subcontractors. We've provided all signed teaming agreements with the proposed subcontractors in *Appendix 6-A – Contracts/Agreement with Subcontractors*.

6.3 Dun & Bradstreet – Supplier Qualifier Report

We have provided Deloitte Consulting's full Dun & Bradstreet Supplier Qualifier Report in *Tab 8.9 – Attachment H – Dun & Bradstreet Supplier Qualifier Report*. The following is a screenshot of the first page, showing our D&B Supplier Risk number.

7/1/2010 D&B Supplier Qualifier Report: DELOIT...

Supplier Qualifier Report

Copyright 2004 Dun & Bradstreet

Report Printed: JUN 23 2010
In Date

BUSINESS INFORMATION

DELOITTE CONSULTING LLP
1633 Broadway
New York, NY 10019

This is a **headquarters (subsidiary)** location. Branch(es) or division(s) exist.

Telephone: 212 492-4000
Fax: 212 492-4743
Manager: PUNIT RENDEN, CHM-CEO
Year started: 2000
Employs: 6,190 (5,180 here)
History: CLEAR

D-U-N-S® Number: 00-256-3455
Parent D-U-N-S®: 01-412-7109

D&B Rating: **1R3**
Number of employees: 1R is **10 or more** employees.
Composite credit appraisal: 3 is **fair.**
D&B Supplier Risk: **5**

SUPPLIER EVALUATION RISK (SER) RATING FOR THIS FIRM : 5

D&B PAYDEX®

D&B PAYDEX: 69
When weighted by dollar amount, payments to suppliers average 16 days beyond terms.

Based on up to 24 months of trade.

SUMMARY ANALYSIS

D&B Rating: **1R3**
Number of employees: 1R indicates **10 or more** employees.
Composite credit appraisal: 3 is **fair.**

The 1R and 2R ratings categories reflect company size based on the total number of employees for the business. They are assigned to business files that do not contain a current financial statement. In 1R and 2R Ratings, the 2, 3, or 4 credit worthiness indicator is based on analysis by D&B of public filings, trade payments, business age and other important factors. 2 is the highest Composite Credit Appraisal a company not supplying D&B with current financial information can receive. For more information, see the D&B Rating Key.

Below is an overview of the company's rating history since 12/14/00:

D&B Rating	Date Applied
1R3	07/02/08
1R2	04/01/08
--	01/14/08
1R3	01/01/07
--	10/07/04
1R4	03/01/04
1R3	01/13/01
--	12/14/00

The Summary Analysis section reflects information in D&B's file as of June 21, 2010.

K/.../8_Attachments_H_Dun and Bradst... 1/8

Exhibit 6-11. First Page of Deloitte D&B SQR.