Tab 4 – Project Approach and Methodology

Proven Solution. Experienced Team. Demonstrated Results.

Deloitte Differentiators

- Project Approach results in deployment of Appeals, Claims, and Benefits functionality in 24 months.
- Project Approach leverages our uFACTS Solution Framework to address the system requirements outlined in the ITN.
- Collaborative, joint team Project Approach maximizes AWI team member and subject matter expert contribution, while recognizing your staffing constraints.
- Project Approach reduces AWI risk. Our proven approach has delivered UC results comparable to the goals outlined in AWI's ITN. It's easier to expect the unexpected when you have previous experience navigating the UC modernization project path. AWI benefits from our lessons learned.

According To Our Clients

"Deloitte has brought a very sound project management approach and methodology to the DUA QUEST Project. We understand the timeline for every task and deliverable going forward. They have a process to keep it all visible and on time. The methodology is a sound building block approach. Once we engaged in the work, the senior DUA leadership team and project team began to understand how Requirements relate to Business Process Re-transformation and then how both relate to Application Design. Deloitte has built a great deal of credibility with the Division of Unemployment Assistance. They have brought knowledgeable consultants to the project who know both the UI business and the methodology used to transform our needs into a detailed design for our new UI application."

Robert Velten
DUA QUEST
Director DUA Technology
Commonwealth of Massachusetts

"What I like about Deloitte is the fact that they brought to the project a dedicated, knowledgeable and unified team with a proven success record. This allowed us to hit the ground running—which saved a lot of time up front—and allowed us to implement solutions in a short time frame. All of these attributes will help ensure continued success for the project which in turn means a true benefit for our customers. Ultimately it is a win-win situation for us and our customers."

Kim Kellermann
MN DEED Project Manager
UI System Enhancement Project

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We base our Project Approach on Meeting and Exceeding AWI's Project Objectives and Requirements

Deloitte's Project Approach results in implementation dates that exceed the schedule outlined in Florida Statute:

- Phase 1 – 6/30/11
- Phase 2 – 4/27/12
- Phase 3 – 3/1/13

We base our Project Approach on a foundation of success:

- **AWI goals, objectives, and requirements:** We use the work done to date as our launching point for the project. We begin with requirements validation and refinement, and move quickly to Design. We are familiar with your requirements. We know your business and are very familiar with the UC claims and benefits requirements included in the ITN.
- **Deloitte's experience and recent UC modernization success:** You reap the benefits of our vast UC modernization experience. We are the only vendor with a track record of seven UC modernization implementations in the last eight years. Our "lessons learned" position us to be proactive throughout the project.
- **Deloitte's uFACTS Solution Framework:** Our Framework is the only truly integrated solution in the marketplace and provides business and technology value throughout each phase of the project. Our familiarity with the State's SUNTAX solution will help with integration.
- **Deloitte's System Development Playbook tailored for UI modernization:** We have tailored our Playbook for UI modernization projects by leveraging our Unemployment Framework for Automated Claims & Tax Services (uFACTS) Solution Framework artifacts. These artifacts and our solution approach support an accelerated project schedule.
- **UC Claims and Benefits Information System phased implementation approach:** Our approach culminates with a phased implementation approach that relies on iterative development and incremental delivery. This approach demonstrates a "quick win" to project stakeholders and customers with accelerated deployment of AWI's Unemployment Claims and Benefits Internet portal, while progressing toward a comprehensive solution that helps you accomplish your overall objectives within 24 months.

Our proposed Project Approach and Methodology includes:

Section 4.1 – Approach. Describes Deloitte's five proposed Unemployment Compensation Claims and Benefits Information System (UCCBIS) Project phases that leverage our uFACTS Solution Framework:

- Phase 0 – Project Planning
- Phase 1 – Unemployment Claims and Benefits Internet Portal (full production implementation phase)
- Phase 2 – Call Center Interactive Voice Response (IVR) System and the Benefit Overpayment Screening System (full production implementation phase)
- Phase 3 – Internet and Intranet Appeals System and the Claims and Benefits Mainframe System (full production implementation phase)
- Phase 4 – Warranty, Maintenance, and Operations

Section 4.2 – Project Management. Describes Deloitte's Project Management Body of Knowledge (PMBOK)-based controls for managing scope, tracking progress, communicating status, and minimizing risk.

Section 4.3 – Project Schedule. Outlines a 24-month project implementation schedule, supported by a detailed work breakdown structure, with project dependencies and deliverables.

Section 4.4 – Project Management Plans. Further describes our project management processes and demonstrates how we apply our UC experience and artifacts.

In this section, we emphasize our approach to delivering AWI's requirements and our project management methodology. We describe our Playbook system development lifecycle methodology in *Tab 5.2 – System Development.*

The following table outlines how AWI benefits from our project approach. These benefits are documented throughout this section of our proposal.

Features	Benefits
Schedule	You get an implementation of the new UC Claims and Benefits Information System in 24 months with Deloitte's proven Project Approach.
Scope	We address and meet your system requirements listed in the ITN with Deloitte's Project Approach that leverages our uFACTS Solution Framework and comprehensive uFACTS Knowledge Repository.
Resources	Deloitte's collaborative, joint team Project Approach maximizes AWI team member and subject matter expert contribution, while recognizing your staffing constraints.
Risk	Deloitte's Project Approach reduces AWI risk. Our approach has delivered UC modernization results comparable to the goals outlined in AWI's ITN. It's easier to expect the unexpected when you have experience navigating the UC modernization project path. AWI benefits from our lessons learned and insights gained through our successful UC modernization experience.
Self-Sufficiency (Knowledge Transfer)	We base our Project Approach on our primary goal to assist our clients in becoming self-sufficient in the use of their new UC modernization system. Our clients' success is our success. To facilitate your success, we offer a pragmatic knowledge transfer approach that includes mentoring and formal and informal training. We have successfully used this approach with your peers across the country — Minnesota was maintaining and operating their system within six months of production implementation of UC Benefits.

Exhibit 4-1. Deloitte Project Approach.
AWI gets the full benefit of our well-tested collaborative approach from design to implementation.

4.1 Approach

Deloitte's proposed Project Approach supports AWI's objectives of reduced dependence on paper, an Internet-based self-service portal, improved fraud detection, compliance with federal and state law, and integration with the Department of Revenue's statewide unified tax system.

Our Demonstrated Approach to UI Modernization

"Deloitte has brought a very sound project management approach and methodology to the DUA QUEST Project. We understand the timeline for every task and deliverable going forward. They have a process to keep it all visible and on time. The methodology is a sound building block approach. Once we engaged in the work, the senior DUA leadership team and project team began to understand how Requirements relate to Business Process Re-transformation and then how both relate to Application Design. Deloitte has built a great deal of credibility with the Division of Unemployment Assistance. They have brought knowledgeable consultants to the project who know both the UI business and the methodology used to transform our needs into a detailed design for our new UI application."

Robert Velten
Former QUEST
Director DUA Technology
Commonwealth of Massachusetts

Our proposed Project Approach is in direct response to AWI's UC Program goals and objectives for the new Claims and Benefits system:

- Create flexible, integrated UC applications, information, and business processes for the UC Program to create operational efficiencies. In support of this objective, a modern UC system will:
  - Implement a case management system to store claims, determinations, claimant and employer data, and appeals information. This one-stop shop for all UC information will prove vital to reducing the staff time spent on each UC process.
  - Make the resource assignments and re-assignments for required work based on the process flow.
  - Provide an alert system to inform Agency workers of system or application faults or outages. Prioritize alerts based on work assignments to bring important items to the worker's attention.
  - Provide an integrated imaging system that allows all areas of the organization to share information quickly and effectively while providing the technical capabilities to identify and remove duplicative information.
  - Allow staff to monitor their assigned work.
  - Allow management to monitor assigned work to their workers under their supervision.
  - Eliminate duplicative data entry between disparate systems or within the same system.
  - Provide staff training to meet desired skill levels.
- Provide a consolidated system with user-friendly search criteria to provide internal and external stakeholders, partners, and the general public with easily accessible, secured, and "on demand" access to claims data. In support of this objective, a modern UC system will:
  - Consolidate systems to allow customers access to information through the Internet and IVR system.
  - Provide immediate access to data to support decision-making processes.
  - Provide access to comprehensive data for complete and accurate trend analysis and statistical reporting.
  - Provide report customization capabilities.
  - Provide self-service capabilities to authorized claimants and employers.

Deloitte's Keys to Project Success

Our Project Approach has a track record of delivering measurable results.

These results align with AWI's project objectives.

  - Provide a browser-based interface conforming to industry web development standards (style sheets and navigation rules).
  - Provide automated data population and cascading of data between input screens to improve productivity and reduce data entry errors.
  - Provide simultaneous access to data among various users.
  - Improve internal and external security.
  - Increase audit trail capabilities.
- Provide a system that is fully compliant with federal and state laws and statutes as well as AWI procedures and rules.
- Create a system platform that can meet the changing processing needs of the Agency.
- Utilize an accessible and flexible business rules engine.
- Provide a state-of-the-art technology system architecture that will effectively support the dynamic application processes and modifications required because of legislative changes and agency needs.
  - Improve system usage and provide consistent application of data elements through increased coordination and integration with IVR and Internet applications.
  - Eliminate duplication of technology and share common objects to the fullest extent possible. The IVR and Call Center should use the UC Integrated database and the business objects should be shared with Internet applications.
  - Improve ability to manage customer information requests through Customer Relationship Management (CRM) functionality. The CRM capabilities should integrate with the IVR and Call Center and use the UC integrated database to manage customer information requests in an organized manner.
  - Mitigate the risks associated with operating and supporting outdated technology.
  - Provide a scalable platform with an open architecture to support process improvements and system integration requirements.

Lastly, we understand AWI's ultimate goal is putting people back to work as quickly and efficiently as possible and our solution creates two opportunities to achieve that objective:

- Integration of uFACTS with AWI's workforce solution will provide more timely and accurate data.
- Business transformation resulting from the deployment of the uFACTS Solution Framework creates an opportunity for AWI workforce transition from processing claims to aiding Florida job seekers.

Deloitte is familiar with your requirements. We reviewed AWI's "As-Is Business Processes," "Functional Requirements," "Requirements Definition Document," "Schedule IV-B Feasibility Study," '"To-Be Business Processes," and '"Use Cases." We have helped several UC agencies achieve similar objectives and address similar requirements. As outlined in our response documented in *Tab 8.16 – Attachment Q – Requirements Response Matrix*, we are confident that our uFACTS Solution Framework best positions AWI to achieve its goals and objectives by meeting and exceeding your requirements.

Our project approach has demonstrated a track record for delivering a solution on a timely basis and delivering measurable benefits.

4.1.1 Deloitte's Approach is Built on Experience

Deloitte's Key to Project Success

Our Project Approach is highly collaborative, AWI, Deloitte, and our subcontractors, work as a joint-team to achieve results.

We bring the experience necessary to not only design and develop a system but to integrate it effectively within your environment. We have been providing the services described in this ITN to UC agencies for over a decade. And, to the best of our knowledge, our team is the only service provider to successfully implement both a modern tax system and benefits system in the past eight years. Therefore, we base our insights on today's UC business needs and technology standards. We have developed our approach based on our knowledge and understanding of the industry and based on our experience designing, developing and implementing our uFACTS Solution Framework many times before.

We have assisted a number of states in modernizing their UC systems using a similar project approach. These efforts have encompassed both UC Tax and Benefit Services modernization, addressing core processing capabilities as well as using the power of the Internet to enable self-service functionality for employers, claimants, and employer agents. Our recent qualifications include providing strategic planning and business process reengineering and implementing modern technology architectures, such as workflow, document management and imaging, business rules engines, application servers, and call center and IVR technology. Many other vendors offer experience based on past practices and technology while we demonstrate how we apply new technology for UC Modernization initiatives – resulting in self-service oriented systems that serve claimants more efficiently and allows our clients to maintain without us.

We include a summary description of the projects highlighted in the following exhibit in *Tab 6 – Company Profile and Experience* and a detailed description in *Tab 8.2 Attachment A.*

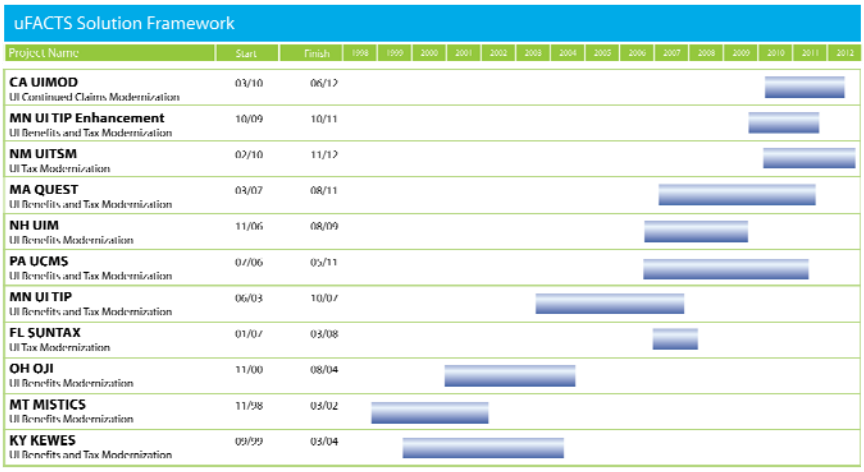

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Exhibit 4-2. Other Project Timelines
We are prepared to meet AWI's requirements. Deloitte has assisted several states with UC modernization during the last ten years.

These projects addressed all stages of the system development lifecycle from strategy and planning to system implementation and operations. Our proposed Project Approach utilizes our experience and incorporates the lessons learned from these projects.

4.1.2 Deloitte's uFACTS Solution Framework Value

Throughout our proposal, we discuss how the uFACTS Solution Framework meets the requirements and goals outlined in your ITN. We have taken our years of unemployment experience and brought it together to build the uFACTS Solution Framework. Our solution offering has incorporated leading practices from multiple UC modernization projects, applied a robust technology framework, and has incorporated our system development lifecycle Playbook methodology. This provides for the tools, templates, techniques, and other project artifacts that we leverage throughout the project lifecycle to accelerate the implementation of your solution.

Deloitte's Keys to Project Success

Our Project Approach delivers Phase 2 and Phase 3 ahead of the schedule outlined in Florida Statute 443.1113

4.1.2.1 Accelerating Positive Change

Deloitte understands the complex unemployment agency environment. Employers, employer representatives, claimants, politicians, citizens' groups, and staff place distinctly different demands on state agencies and you must strive to meet them with equal emphasis. To enable our clients to efficiently respond to growing demands and meet the diverse challenges, we have incorporated the following features into our solution:

- Robust self-service functionality for claimants, employers and third party administrators
- Integrated UC functionality across benefits, tax, and adjudication/appeals
- Intelligent data collection and data validation
- Integrated intelligent workload management and distribution
- Flexible rules updating and enforcement
- Call center integration

We built the uFACTS Solution Framework using these key principles as our guide. Each element has produced improved business processing and service levels for our clients.

uFACTS Features	Benefits and Examples
Robust Self-Service	uFACTS provides a separate self-service portal for employers, third-party administrators, claimants, and staff. Based on security roles, each UC stakeholder can manage a significant amount of his or her account activities. The system completes demographic and most other updates in real time. Employers can manage all employer registration, wage processing, account maintenance, and payment/collections activity with no staff intervention; they can also initiate complex processes like rate protests, benefit claim protests, respond to fact-finding and mergers/acquisitions directly via self-service. Employer representatives can manage their client accounts, submit bulk wage/tax reports and adjustments, manage filing errors, submit bulk payments, or manage individual client accounts via self-service. The process provides for both online and secure FTP data processing. Claimants can apply for benefits, request payments, maintain account/demographic information, address overpayment issues and appeals, respond to fact-finding and view historical activity via self-service. UC stakeholders can view correspondence, submit questions to staff, or view historical information. Staff views provide mirror views of their UC stakeholders, improving training and issue resolution. Our experience enables intuitive design and has shown high self-service adoption rates and reduced staff interventions for basic UC activity.

uFACTS Features	Benefits and Examples
Integrated UC Functionality across Benefits, Tax, and Adjudication/Appeals	The uFACTS Solution Framework provides a single database for a fully integrated benefits and tax solution. Our solution approach removes the old "tax agent" or "benefits agent" concept and provides, through security roles, the flexibility to employ staff across the UC business via one application. Processes completed in one area of the solution will update corresponding elements in another; for example: • Benefits Wage Adjustments will update an employer's wage records and corresponding tax liabilities. Employer updates to wages on an active claim can also update a monetary determination. • The system presents benefit determinations, issues, appeals, and protests to employers directly online, allowing employers to quickly respond to benefits issues. • Benefit payments, monetary and non-monetary determinations, and appeals automatically update employer charging. • Payment processing for both benefits and tax roll together through our integrated accounting processes and reports.
Intelligent Data Collection and Data Validation	The uFACTS Solution Framework provides: • Intelligent questionnaires for collecting information in areas such as claimant application processing. As the user answers questions, uFACTS generates appropriate questions based on the previous answers. This intelligent data collection process allows for better fact-finding, issue creation, and liability determinations. • Robust data validation. The uFACTS Solution Framework provides comprehensive data validation processes to ensure data integrity. For example, the system checks claimant application submissions for accuracy and presents claimantswith error messages and resolution instructions. Other areas check data for consistency; this facilitates efficient self-service, reduces staff intervention in error handling, and improves data quality and integrity.
Integrated Intelligent Workload Management and Distribution	The uFACTS Solution Framework seamlessly integrates workflow and document management within the application. Agencies no longer need to have multiple systems or logins; the system connects all functions with the business processes. We provide the standard work queue, which contains groups of work items, and a highly efficient "push" process of work item management. The "push" process triages work items (e.g., benefit issues), and pushes them to the appropriate knowledge worker. As a result, the system attends to most critical issues first, eliminating the staff phenomenon of "cherry-picking" work items, and significantly improving efficiency (see service level results at the end of this section). These elements allow management to manage workload through automation or manual distribution. We design queue reports for performance management and monitoring.
Flexible Rules Updating and Enforcement	We built the uFACTS Solution Framework with the understanding that UC business rules can change frequently. Our approach provides business users — not developers — the ability to quickly update business rules and system functions. Through the use of system code tables and rule update screens, managers and system administrators can quickly respond to rule changes such as added surcharges, modified rates, or updated maximum benefit amounts.
Call Center Integration	The uFACTS Solution Framework assists call center staff by utilizing screen-pops, based on the requirements documented in the IVR use cases. When a call from an end-user is transferred from the IVR system, a staff person will be prompted to take the call by observing a uFACTS screen that appears, or "pops" in front of them, on their computer screen. This will display the appropriate location within the UC System that staff person will need to utilize, to complete the transaction with the caller.

Exhibit 4-3. uFACTS Operational Approach with Examples
We have used these concepts to build our uFACTS Solution Framework. Through our UC modernization experience, we have met or exceeded our clients' expectations for business process change and efficiency.

4.1.2.2 uFACTS Solution Framework: A Proven Modernization Tool

Be Successful with Our Proven uFACTS Solution Framework and Approach

Deloitte has compiled the best of its proven application architecture components from multiple UC modernization projects and successfully delivered them as one broad solution. We are ready to deliver the same success to you.

To implement our successful approach, we use the uFACTS Solution Framework to drive UC modernization. The uFACTS Solution Framework contains project artifacts, prototypes, code generators, design documents, and leading practices to design, build, and implement a fully integrated UC Tax and Benefits System. Whether clients are building a fully integrated system or modernized components interfacing to legacy systems, the concepts, experience, and artifacts provide tremendous value and help reduce project risk. The solution provides flexibility and efficiency, powerful technology, a user-friendly interface, and reliable service. We built the uFACTS Solution Framework around basic software application services that correspond to the key activities of a UC program, including all UC Tax and Benefits business processes.

What is the uFACTS Solution Framework?

- The culmination of **more than 10 years** of developing UI systems.
- The incorporation of our **design principles**, implementation **best practices**, extensive **staff knowledge**, and **best-of-breed technology** components.
- Application design and development artifacts that will **accelerate implementation**, **mitigate project risks**, and **improve the overall quality** of the final solution.
- A **knowledge repository** that includes UI-specific design artifacts—requirements, use cases, activity diagrams, and data models—to use as a starting point for a UI modernization effort.
- A **flexible** application design and development artifacts that we can modify during the project to meet your specific business needs. At the end of the project, you will have your own solution, not uFACTS. We *do not* start with a base set of unchangeable proprietary code.
- A **proven solution framework** that we have implemented in a production environment for **both UI tax and benefit** services.

FL_AWI UC-186

Exhibit 4-4. What the uFACTS Solution Framework Is.
We bring to AWI our uFACTS Solution Framework with its project artifacts, prototypes, code generators, design documents, and leading practices to design, build, and implement a fully integrated UC Benefits System.

Keys to Project Success

Our Project Approach uses our uFACTS Solution Framework. It delivers a quality solution with the most recent federally mandated UC modernization business rules, and lessons learned from recent UC Benefits modernization projects.

The uFACTS Solution Framework addresses AWI's requirements and changing State and Federal regulations by providing a flexible, scalable and proven solution and business foundation. The Solution Framework demonstrates Deloitte's ability to combine technical experience with business understanding and deliver dependable technology solutions that work for you — at lower risk. The uFACTS Solution Framework is a broad UC-specific solution that offers the full functionality to address UC benefits requirements and core common services in a modern, web-based system architecture.

We tailor the uFACTS Solution Framework seven system components to meet your unique business and technical requirements. The modular nature of our Solution Framework supports deployment of Benefits Services independent of Tax.

The modular nature of our uFACTS Solution Framework supports deployment of Benefits Services independent of Tax, allowing you to realize benefits to claimants sooner.

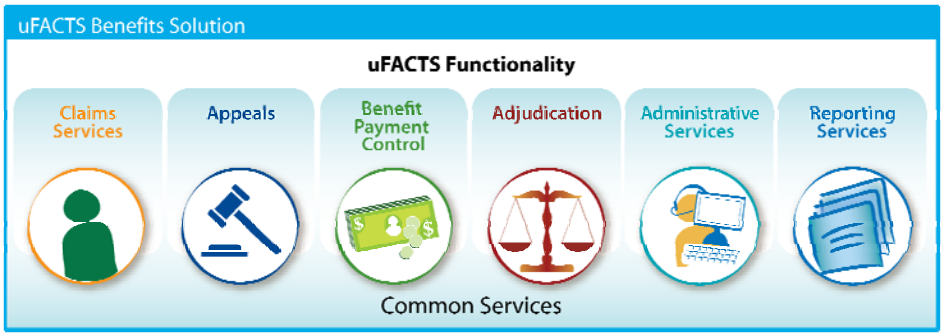

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Exhibit 4-5. uFACTS Solution Framework Modules
Eliminate the labor-intensive process of re-entry of the same data on different platforms and databases with uFACTS, which supports seven key services gathering all system components into one platform.

Deloitte's uFACTS Solution Framework modules include:

- **Benefits Services: A**ddresses the complex UC benefits processes involved in managing new and continued claims, payments, issues, and special programs; this includes maintaining claimant information, interfaces, and issues.
- **Adjudication and Appeals:** Facilitates the collection, scheduling, and determination of appeals; this includes full integration between benefits and tax services – for example, overpayments, charging, wage, and employer fact-finding.
- **Tax Services:** Performs both employer and third-party administrator business processes for managing UC tax functions; this includes employer self-service, registration and liability determinations, wage and tax filing, benefits paid charging, and employer rating processes.
- **Reporting Services:** Provides for the management of Fiscal Reports, Management and Administrative Reports, Statistical Reports, and Ad Hoc Reporting and Inquiries.
- **Economic Research and Integrity:** Supports Federal Reporting, Quality Assurance (QA) Reports, Integrity Issues, and the management , prevention, detection, investigation, and overpayment collection of UC benefits; this includes internal fraud detection and employer SUTA dumping components.
- **Administrative Services:** Handles the administrative and staff operations involved in running a UC agency; this includes managing users, security, code table and rules maintenance, accounting infrastructure, and template-driven correspondence.
- **Common Services:** Provides important functionality crossing internal and external UC functions; this includes ICON, system and partner interfaces, document management, security, case management, and workflow.

uFACTS: The Fully Integrated Unemployment Solution

The uFACTS Solution Framework contains artifacts, prototypes, code generators, design documents, and leading practices to design, build, and implement a fully integrated UC Tax and Benefits system. Whether states are building a fully integrated system or a modernized component interfacing to legacy systems, the concepts, experience, and project-based artifacts provide tremendous value and help reduce project risk.

The uFACTS Solution Framework focuses on integrating common business processes onto one platform, eliminating labor-intensive data re-entry, and mandating data consistency and integrity. We customize each uFACTS component allowing us to focus on your unique complexities vs. the common processes — reducing your overall project risk and improving the final solution.

We provide a description of our UC Claims and Benefits System in *Tab 5.1 – Solution Overview*, including features and benefits, process flow diagrams, leading practices, and program service level improvements of the solution.

The uFACTS Solution Framework, uFACTS Technical Framework and uFACTS Knowledge Repository is central to our proposed Project Approach.

4.1.3 Deloitte's System Development Playbook

Deloitte's Key to Project Success

Our Project Approach reduces risk. Our method is repeatable and it has a track record of delivering on-time and on-budget.

Deloitte's System Development Playbook, like many other development methodologies, is an iterative, risk-averse approach fostering design, development, testing and implementation enabling incremental deployment. Increments designed to support development of separate parts of a system may require the same set of phases required by the overarching project. We can consider each increment a mini-project within the overarching project phases.

Therefore, we may repeat some phases for larger portions of the project, such as the Design or Develop phase during a UC modernization effort. Similarly, we may repeat or iterate a complete set of phases to produce step-by-step changes in a system.

Offerors of large software development projects commonly deliver a solution in a series of smaller steps — each with its own scope and value. Delivering results based on an iterative schedule and in increments mitigates the risk inherent in developing and delivering broad capabilities of a large, complex implementation. We used this approach successfully during the implementation of our UC modernization projects referenced in Attachment A.

We based our Playbook Methodology on the Software Engineering Institute's (SEI) Capability Maturity Model Integration® (CMMI). We describe our Project Management Methodology in the following *Tabs 4.2 Project Management and 4.4 Project Management Plans.* The following diagram outlines key points of integration and control between our SDLC and PMM activities for each Playbook phase: Define, Design, Develop, Test, and Deploy.

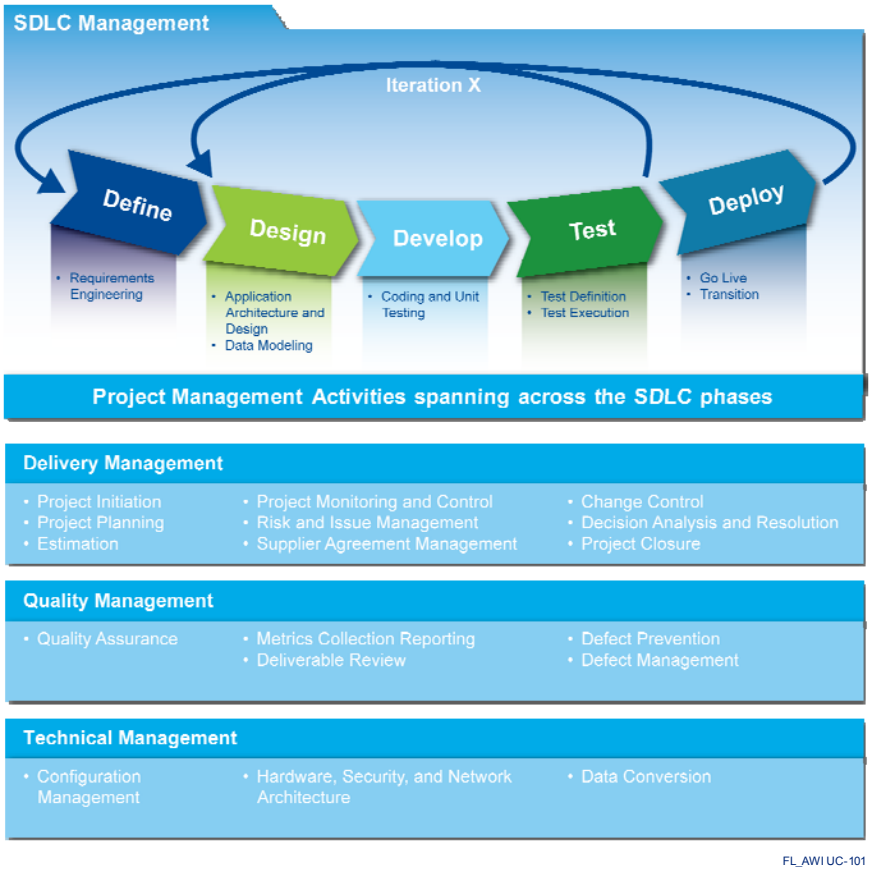

Exhibit 4-6. Deloitte's SDLC Playbook.
Mitigate the risk inherent in developing and delivering broad capabilities of a large, complex implementation with our SDLC Playbook, which emphasizes iterative development and incremental releases.

4.1.4 The uFACTS Advantage Distinguishes Deloitte's Playbook Methodology

Deloitte's Keys to Project Success

Our Project Approach, detailed in our MS Project Plan, includes the contractor responsibilities outlined in the ITN.

Our uFACTS Knowledge Repository helps jumpstart these activities.

The uFACTS Knowledge Repository represents our lessons learned and industry-leading practices gained during our successful implementation of UC solutions for several states, including Minnesota, New Hampshire, New Mexico, Massachusetts, Ohio, Florida, Kentucky, Montana, and Pennsylvania.

The UC modernization project artifacts contained within uFACTS, known as the uFACTS Knowledge Repository, serve as a library of reusable assets, industry-leading practices, and templates to expedite the design and development of UC modernization solutions. Our uFACTS knowledge repository includes system design project artifacts for many of the requirements requested in your ITN.

We created these UC project artifacts using the Rational suite of tools on successful UC modernization efforts for both UC Benefits and Tax. These UC project artifacts include the following:

- Project management artifacts help us to manage the delivery of a high-quality project, mitigate risk, and report project status.
- A RequisitePro repository of functional requirements for UC Claims and Benefits and UC Tax that expedites requirements definition and validation for a UC modernization project.

- Use case activity diagrams for integrated Tax and Benefits systems and supplemental specification documents related to workflow, correspondence, reports, and industry-specific constituent communication (e.g., file downloads, focus groups, and executive briefings).
- Use case specifications for both UC Claims and Benefits and UC Tax business processes, including use case specifications, design models, process flows, business rules, activity diagrams, validation and edit checking logic, workflow diagrams, interface and report specifications, and sample screen designs.
- A technical framework that expedites the development of the overall solution and allows us to deliver a higher quality solution and provide greater consistency in the development of the solution. Our uFACTS technical framework reduces the development effort for customizations by up to 30% due to the extensive code generation capabilities built into the framework.
- UC specific training artifacts that allow us to customize a training program to meet your needs. This includes CBT training materials and training documentation.
- Technical infrastructure artifacts that allow us to document the overall technical infrastructure and implement an infrastructure to meet your needs.

The following exhibit highlights the use of our uFACTS Knowledge Repository with our Playbook Methodology.

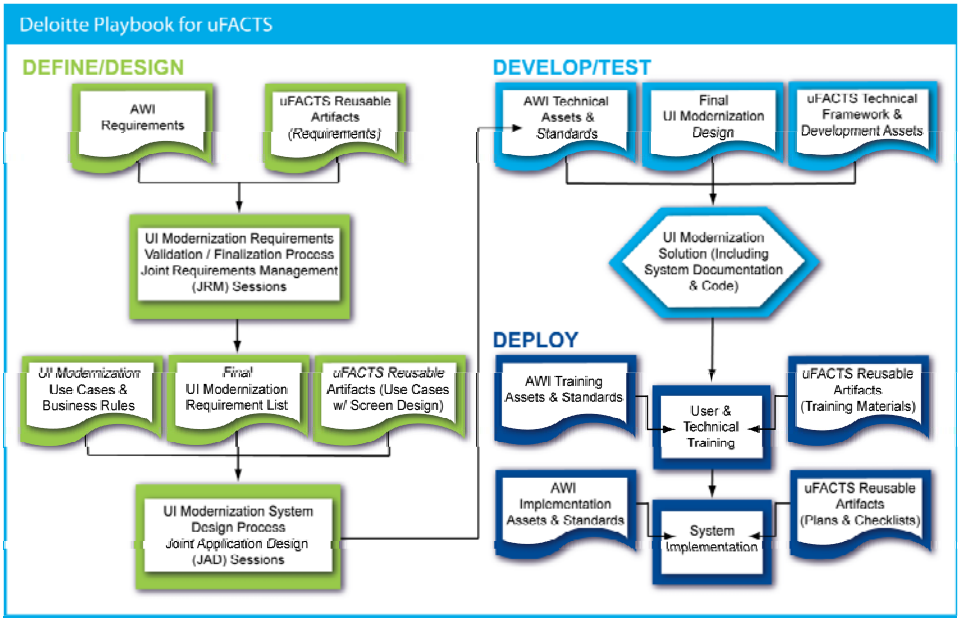

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Exhibit 4-7. Deloitte's Playbook for UC Modernization
We meet your specific requirements by leveraging our uFACTS Knowledge Repository by project phases in Deloitte's Playbook Methodology.

Insights and leading practices captured in these project artifacts will provide AWI value on this project. Our uFACTS Knowledge Repository and uFACTS Solution Framework enable us to accelerate the implementation of your solution and deliver on time and on budget.

Our project strategy reflects our proven and repeatable Playbook Methodology approach, tailored for UC modernization. This approach provides a roadmap for our work

breakdown structure, mitigates risk, and establishes a level of confidence in our proposed 24-month project implementation schedule.

4.1.5 Our Phased Implementation Approach

4.1.5.1 Overview

Did you know

Our uFACTS Knowledge Repository and uFACTS Solution Framework enable us to deliver a high-quality, modern UC Claims and Benefits System solution on a timely basis.

Deloitte's phased implementation approach incorporates AWI requirements for three implementation phases, and our experience in successfully deploying UC Claims and Benefits systems. Our approach includes five phases, as outlined below:

- **Phase 0 (Contract Initiation, Kick-off, and Project Management Plan):** Phase 0 includes project setup, kickoff, and project and quality planning.
- **Phase 1 (UC Claims and Benefits Internet Portal):** Phase 1 includes self-service UC Claims and Benefits portal (Initial Claims, Continued Claims, and other select account maintenance self-service features) deployed to production and associated integration to legacy systems and data. This phase provides AWI an opportunity to gain early efficiencies in Benefits Initial claims and continued claims processing and provide a claimant early adoption program for long-term self-service success. Phase 1 also meets the expectations outlined in the Florida Statute 443-1113 related to fiscal year 2010-2011 production deployment.
- **Phase 2 (Call Center IVR System and Benefit Overpayment Screening System):** Phase 2 includes Call Center IVR System and Benefits Overpayment Screening System deployed to production and associated integration to legacy systems and data. This phase provides AWI an opportunity to gain early efficiencies in Benefits Overpayment Screening System and the new Call Center and IVR System provide a staff and claimant early adoption of the new user interface and technologies. Phase 2 also meets the expectations outlined in the Florida Statute 443-1113 related to fiscal year 2011-2012 production deployment.
- **Phase 3 (Internet and Intranet Appeals System and Claims and Benefits Mainframe System):** Phase 3 includes Appeals, Claims and Benefits deployed to production and integration to legacy systems and data. This phase provides AWI the opportunity to transform its business processes to take advantage of the robust modernization capabilities of the uFACTS Solution Framework. Phase 3 meets the expectations outlined in the Florida Statute 443-1113 related to fiscal year 2012-2013.
- **Phase 4 (Warranty, Maintenance, and Operations):** Phase 4 provides system operations, maintenance, and warranty services after we deploy system components to production.

We outline a description of how the uFACTS Solution Framework aligns with each AWI implementation phase on the following pages. We include a description of our uFACTS Solution Framework in *Tab 5.1 – Solution Overview*.

Phase 1 – UC Claims and Benefits Internet Portal

The UC Claims and Benefits Internet Portal increment includes the following functionality:

- Self-service Initial Claims
  - Enter and submit initial claims

  - Integration with legacy system to process initial claims
- Self-service Continued Claims
  - Enter and submit continued claims
  - Integration with legacy system to process continued claims
- Select account maintenance functionality

Phase 2 – Call Center IVR System and Benefit Overpayment Screening System

The Call Center IVR System and Benefit Overpayment Screening System increments include the following functionality:

Iteration 1 – Call Center IVR System	Iteration 2 – Overpayment Screening
• Installation of new IVR/ACD Technologies – Hardware infrastructure installation – Software installation and configuration • Deployment of business functionality in IVR/ACD – Initial and Continued Claims – Account Maintenance	• Overpayment screening – Determination of potential overpayment – Overpayment processing and recalculation of amount due

Phase 3 – Internet and Intranet Appeals System and Claims and Benefits Mainframe System

The Internet and Intranet Appeals System and Claims and Benefits Mainframe System increments include the following functionality:

Iteration 1	Iteration 2
• Initial/Additional Claims • Monetary Eligibility Determinations • Adjudication • Benefit Payments • Integration Services	• View and Maintain Claim • Appeals • Collections • Economic Research • Reporting Services (Employment and Training Administration [ETA] and Fiscal Reports) • Program Integrity

Note: We design and build Administrative and Common Services throughout all Phases and related Increments.

We provide a description of each Phase and Iteration below; this includes key design considerations and approach. Additionally, we align AWI use cases to each of the increments and iterations.

4.1.5.2 Phase 1: UC Claims and Benefits Internet Portal

Phase 1 includes self-service UC Claims and Benefits portal (Initial Claims, Continued Claims, and other select account maintenance self-service features) deployed to production, interfaces/bridges to legacy tax and benefits components, and the technology architecture and infrastructure to design, develop, deploy, and operate the new system. The phase provides AWI an opportunity to gain early efficiencies in Benefits Initial claims and continued claims processing and provide a claimant early adoption program for long-term self-service success.

The focus of this Phase is to deploy key claimant functionality to self-service, begin the process of business process change, and build-out the initial base components of the final solution.

We include a brief discussion of the functionality in Claimant Self-Service:

- **Initial Claims (initial claim submission, legacy integration for claim processing)**
  The Initial Claims subsystem includes the necessary functionality for supporting claimants with the self-service initial claim application process. The design of this subsystem will include customer-facing functionality that allows claimants to apply for existing types of program benefits, including Regular Unemployment Compensation, Disaster Unemployment Assistance (DUA), Short Term Compensation, Extensions, and Trade Readjustment Allowance (TRA) subject to legacy system processing abilities.
- **Continued Claims**
  The Continued Claims subsystem includes the necessary functionality for supporting claimants with the self-service continued claim process. The design of this subsystem will include customer-facing functionality that allows claimants to submit continued claims for existing types of program benefits, including Regular Unemployment Compensation, DUA, Short Term Compensation, Extensions, and TRA subject to legacy system processing abilities.
- **Account Maintenance**
  The Account Maintenance portion of this implementation will feature select account maintenance functionality (such as payment method change, address change, etc.), subject to the legacy system processing abilities.

Phase 1 - AWI Use Cases

The following AWI Use Cases will be delivered in Phase 1:

- Com – Create Account
- Claims – Submit Claim
- Com – Execute Login
- Com – Certify Weeks
- Com – Maintain Account

Phase 2 – Call Center IVR System and Benefits Overpayment Screening System

Phase 2 includes Call Center IVR System and Benefits Overpayment Screening System deployed to production and associated links to legacy systems and data. The phase provides AWI an opportunity to gain early efficiencies in the Benefits Screening System

and the new Call Center and IVR System provide a staff and claimant early adoption of the new user interface and technologies.

Iteration 1 – Call Center/IVR

The focus of this iteration is to deploy key claimant functionality via IVR and the staff's ability to handle calls from claimants through Call Center functionality.

The Call Center/IVR implementation will include installation and configuration of the hardware and software required to deploy the business functionality. This will include servers that host the Call Center and IVR software, upgrade to the network components to support the new hardware/software, Call Center and IVR software, desktop software for agents (if applicable), and configuration of these hardware and software components.

This increment will also include implementation of the Call Center/IVR business functionality that will integrate with the legacy systems.

Iteration 1 – AWI Use Cases

The following AWI Use Cases will be delivered in Phase 2, Iteration 1:

- Claims – Submit Claim
- Com – Create Account
- Com – Certify Weeks
- Com – Execute Login
- Com – Maintain Account

Iteration 2 – Overpayment Screening

The focus of this increment is to deploy Overpayment Screening System to support the business functionality pertaining to this area.

The Overpayment Screening System will interface with the existing claims and issues adjudication system to screen for potential overpayment situations and process those overpayment records by interfacing back to the claims and payments subsystem.

Iteration 2 – AWI Use Cases

The following AWI Use Cases will be delivered in Phase 2, Iteration 2:

- BPC – Enter IRORA Overpayment
- BPC – Intake Payment
- BPC – Process Waiver
- BPC – Refer Overpayment

Phase 3 – Internet/Intranet Appeals, Claims, and Benefits System

Phase 3 – Internet/intranet Appeals, Claims, and Benefits System functionality incorporates the majority of the UCCBIS solution design. This Phase will reevaluate self-service processes implemented in Phase 1 as well as design and build other core processes such as Adjudication and Appeals. Listed wthin this section are brief descriptions of each subsystem and associated AWI use cases.

Iteration 1

This set of functionality contains elements with highly complex business processes (e.g., Benefit Payments, Adjudication) or with higher levels of project risk due to the need for more detailed levels of testing and scenario development.

Initial and Additional Claims. The Initial/Additional Claims subsystem includes the necessary functionality for supporting claimants, employers and UC Staff throughout the initial claim application process. The design of this subsystem will include customer-facing functionality that allows claimants to apply for existing types of program benefits, including Regular Unemployment Compensation, DUA, Short Term Compensation, Extensions, and TRA. This functionality also includes the process for re-opening a benefit claim during the benefit year.

Wage Determinations. The purpose of this subsystem is to determine or re-determine claimant eligibility for Regular and Special UC program benefits. The use cases in this subsystem will determine claimant monetary eligibility and calculate the WBA, MBA, initial claim balance, and effective dates. In addition, this subsystem will include the design for requesting and receiving out-of-state, federal, and military wages.

Adjudication. This subsystem contains the functionality for creating and processing all non-monetary issues. Issues can be created from a variety of sources including Initial and Continued Claims. After issue creation, uFACTS will generate fact finding to all interested parties. All issues that cannot be auto-adjudicated will be routed through workflow to Adjudicators for processing.

Benefit Payments. The Benefit Payments subsystem incorporates functionality to determine continued weekly or bi-weekly eligibility as well as functionality to correlate payments with the proper program type. The Benefit Payment process also includes the calculation of payment based on monetary benefit entitlement, non-monetary holds, disqualifications and eligibility deductions, and deductions such as wages earned, child support and/or overpayment offsets, etc. The System will dispense payments and update the claimant benefit account to reflect payments and/or payment adjustments as well as the employer account benefits paid records. This subsystem also includes use cases related to the calculation and establishment of overpayments.

Integration Services. This subsystem incorporates pieces of functionality that are global or used by multiple components within the system. Examples of this functionality are faxing and scanning, claimant search, and correspondence search.

Iteration 1 – AWI Use Cases

The following AWI Use Cases will be delivered in Phase 3, Iteration 1:

- Com – Execute Login
- Com – Create Account
- Claims – Submit Claim
- Claims – Process Claim
- Claims – Apply Out of State Wages
- Claims – Generate Benefit Documentation
- Claims – Release Wages
- Claims – Resolve Prior Quarter Billing Issues
- Claims – Resolve Wage Issue
- Claims – Determine Services
- Claims – Set up Benefit Program
- TRA – Maintain Claimants
- TRA – Maintain Petition
- TRA – Maintain Training Information
- CIR – Request Confidential Records
- STC – Submit Weekly Hours
- Adjudication – Close-Out Labor Dispute
- Adjudication – Confirm and Activate Labor Dispute
- Adjudication – Determine Chargeability
- Adjudication – Modify Determination
- Com – Conduct Fact Finding
- Com – Enter Response
- Com – Issue Determination
- Com – Certify Weeks
- Com – Release Payments
- Com – Schedule Event
- Com – Generate Mass Correspondence
- Com – Intake Correspondence
- Com – View Correspondence
- Com – Authorize Item
- Com – Execute Search
- Com – Generate Correspondence
- SP – Amend 1099
- SP – Process Beneficiary Payments
- SP – Process Duplicate Warrant
- SP – Process Returned Warrant

Iteration 2

These subsystems contain functionality that builds from Iteration 1 design.

View and Maintain Claim. This subsystem describes the ability of the claimant to maintain information about his/her claim and overall benefit account through self-service. Staff can update claim or account information using the same screens and processes and can apply staff-only changes such as back-dating an Effective Date or changing a social security number. A claimant will only have access to their account through the authentication of their identity using a user ID and self-assigned password.

Appeals. This subsystem supports the claimant and employer appeals needs of AWI. Claimant and employer appeals functionality will support creating case files that track appeals to completion and resolution, and then subsequently automatically update claimant and employer accounts. This functionality includes the capability for automatic scheduling and for processing higher court appeals.

Collections. The Collections subsystem provides staff with the functionality to set up out-of-state overpayments, accept repayments, and take action to collect outstanding overpayments. uFACTS' design incorporates garnishments, lien, levies, and tax intercepts.

Reporting Services. Reporting Services contains the design for all management, fiscal, and federal ETA reports. ETA reports are mandated by U.S. DOL and are standardized across all states. Management and fiscal reports will be customized to meet AWI's business needs.

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

Economic Research. The purpose of this subsystem is to provide Labor Market Information to U.S. DOL, the State of Florida, and AWI. This module includes the production of UI federal operating reports and other activity summaries that can be validated against state and federal reporting requirements. These can be recreated, as needed, to support internal quality, performance reviews, and external audit engagements.

Program Integrity. The purpose of this subsystem is to provide conformance to federal quality assurance and benefit integrity requirements, assist in identification of fraudulent account situations, and provide continuous quality improvement support. This subsystem will contain the functionality for all AWI cross-matches and BTQ and BAM activities.

Iteration 2 – AWI Use Cases

The following AWI Use Cases will be delivered in Increment 2:

- Com – Maintain Account
- Com – Modify Claim Detail
- Audit – Download Population
- Audit – Investigate Week
- Audit – Review Determination
- Audit – Upload Population
- BPC – Enter IRORA Overpayment
- BPC – Intake Payment
- BPC – Process Waiver
- BPC – Refer Overpayment
- BPC – Approve Address-Phone
- BPC – Conduct Investigation
- STC – Maintain Claimants
- STC – Manage Plan Application
- Appeals – Conduct Hearing
- Appeals – Correct Decision
- Appeals – Docket Appeal
- Appeals – Enter Decision
- Appeals – Federal Quality Reporting
- Appeals – File Appeal
- Appeals – Intake Appeal Information
- Appeals – Issue Special Deputy Final Order
- Appeals – Process Special Deputy Appeals
- Appeals – Re-open Case
- Appeals – Remand Case
- Appeals – Withdraw Appeal
- SP – Process Forgery Decision

4.1.6 Our Phased Project Approach Delivers on Your UC Modernization Objectives

The previous section outlines our phased implementation approach and the alignment of uFACTS functionality and AWI use cases with these phases. This section provides a narrative of how we apply our Playbook Methodology (including our SDLC phases: Plan, Define, Design, Develop, Test, Deliver, and Warranty/Support) to these implementation phases and aids in the review of our MS Project Plan. For details on our methodology, refer to *Tab 5.2 – System Development.*

Note: The description below describes our project activities, but does not depict the order in which activities occur. For a detailed view of the project tasks, including task begin and end date, refer to the Microsoft Project Plan included in *Section 4.3 – Project Schedule.*

Deloitte's Key to Project Success

Our Project Approach includes communication early and often throughout the project.

Our weekly reports emphasize transparency and provide AWI project leadership an accurate understanding of project status, risks, issues, etc.

4.1.6.1 Phase 0 – Project Management

We based Deloitte's Project Management Methodology on PMBOK and the SEI CMMI standards, and tailored it for AWI's UCCBIS Project. Our Project Management activities include:

- Initiate
- Plan
- Execute & Control
- Closeout

Project Management – Initiate

Initiate encompasses the activities for launching the project, and includes the Project Kick-off, prerequisite activities that must occur prior to kick-off, and initiation of the project management infrastructure.

Project Management – Plan

Plan encompasses finalizing the project plan and project planning and administration activities. The activities include preparing the deliverables:

- Project Management Plan (PMP) (includes subcomponents outlined in *Section 4.4 – Project Management Plans*)
- Disaster Preparedness Plan

Project Management – Execute and Control

Execute and Control encompasses managing the project's day-to-day activities with the appropriate controls to report project progress. These activities result in the following deliverables:

- Meeting Minutes
- Weekly Status Reports

Project Management – Closeout

Closeout encompasses the activities that lead to the conclusion of Deloitte's project participation and finalizing transition to AWI staff. This includes documenting lessons learned, reporting final Deloitte status, and obtaining final acceptance of the solution and deliverables. These activities result in the following deliverable:

- Project Closeout Report (includes Lessons Learned)

4.1.6.2 Phase 1 – UC Claims and Benefits Internet Portal

Define Phase

Our Define Phase activities focus on defining the technology infrastructure requirements (system environment configuration), establishing initial environments, confirming requirements, and performing Fit Gap Analysis for Phase 1. The activities include preparing the following deliverables:

- Validated Requirements Document
- Data Conversion Plan
- uFACTS Solution Framework Installed

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

Design Phase

Our Design Phase activities focus on architectural design and detailed system design (including data conversion). The activities include preparing the following deliverables:

- User Interface Prototype
- Design Demonstration
- Database Design
- Data Conversion Design
- Design Specifications (Functional and Technical)

Develop Phase

Our Develop Phase activities focus on system configuration and custom development activities that are an outcome of Fit Gap Analysis, unit test, and establishment of the Test and Data Conversion environments. The activities include preparing the following deliverables:

- Code and Unit Test Plans and Results

Test Phase

Our Test Phase activities focus on establishing Test environments and performing integration, system, User Acceptance, and QA test activities. The activities include preparing the following deliverables:

- System Integration Test Plan and Results
- UAT Plan and Results
- Technical Test Plan and Results

Deploy Phase

Our Deploy Phase includes the activities that culminate in the deployment of the new UC Claims and Benefits Information System. Our focus is on training, documentation, and other implementation activities, up to and including system cut-over. The activities include preparing the following deliverables:

- Training Environment
- Training Plan
- Training
- Operations Documentation
- Production System Implementation Plan
- Production Environment
- Production Pilot Report
- Production System Implementation

Post Implementation Warranty Maintenance and Operations Support

Post Implementation Support for Phase 1 includes production system warranty, maintenance, and operations support from timeframe between Phase 1 implementation and the start of Phase 4. Our Microsoft Project Plan includes these activities in Phase 4. The activities include preparing the following deliverable:

- Warranty, Maintenance, and Operations Status Report

4.1.6.3 Phase 2 – Call Center IVR System and Benefit Overpayment Screening System and Phase 3 – Internet and Intranet Appeals System and Claims and Benefits Mainframe System

Our proposed Phase 2 – Call Center IVR System and Benefit Overpayment Screening System and Phase 3 – Internet and Intranet Appeals System and Claims and Benefits Mainframe System methodology follows the same structure and deliverables as defined in Phase 1.

4.1.6.4 Phase 4 – Warranty, Maintenance, and Operations

After the Phase 3 – Deploy Phase, the Warranty, Maintenance and Operations phase begins.

Warranty. For a 12 (calendar) month period, Deloitte staff will be available to address UC Modernization defects, defined as instances where the outcome or results delivered by the system do not comply with documented, validated, and approved requirements.

Maintenance and Operations. For a 12 (calendar) month period, Deloitte staff will operate the new system and then transition the system to AWI.

The activities include preparing the following deliverables:

- System Operations and Maintenance Plan
- Transition Plan
- Warranty, Maintenance, and Operations Status Report

4.1.7 In Summary, Our Project Approach Aligns With AWI Project Objectives

Deloitte's proven Project Approach draws on recent UC system modernization successes by leveraging our uFACTS Solution Framework and our insights gained through our UI modernization experience. The combination of our proven project approach and methodology, our uFACTS Solution Framework, and the experience of our people provides you with the resources needed to successfully modernize your systems.

Deloitte is eager to apply our proven project approach to deliver on the requirements listed in your ITN and to improve UC program service levels for claimants, employers and third party administrators.

4.2 Project Management

Deloitte's Project Management Methodology is established within the Public Sector and has been used successfully to manage several UC Modernization implementation projects. Our methodology has helped other state UC agencies address similar challenges and delivered business results similar to AWI's expectations (as outlined in your Schedule IVB Feasibility Study).

Deloitte's Project Management Approach supports a 24-month implementation schedule.

Deloitte's proposed project management approach and methodology for the UCCBIS Project complies with the requirements outlined in *ITN Section D, Exhibit 1, 7.1 Project Management Responsibilities*.

Deloitte's Project Approach and Project Schedule (*Section 4.1 – Approach* and *Section 4.3 – Project Schedule*) include the Contractor Project Management Responsibilities and assume Agency (AWI) Project Management Responsibilities (*ITN, Section D, Exhibit 1, 7.1.1 and 7.1.2)*

With Deloitte, AWI acquires well-tested strategies, control mechanisms, quality assurance protocols, risk mitigation plans, and more with our approach to project management. Deloitte has distilled more than 40 years of experience with industry-recognized project management standards and practices into our Project Management Methodology (PMM4).

The description of our methodology and management practices demonstrates our compliance with the Project Management Institutes (PMI) Project Management Body of Knowledge (PMBOK), and specifically, IEEE Std. 1058-1998, Standard for Software Project Management Plans, and IEEE Std. 1490-2003, IEEE Guide — Adoption of PMI Standard — Guide to the PMBOK.

While we derive many of our common principles and quality measures from the PMI PMBOK and Software Engineering Institute ("SEI") Capability Maturity Model Integration (CMMI) standards, it is our UC modernization project management experience that makes these principles effective. More specifically, plans and actions explain our well-established track record on previous UC engagements and help define the difference Deloitte makes for each of our clients.

4.2.1 What Distinguishes Deloitte's Plan from Other PMBOK-base Plans?

Deloitte's prior UC Claims and Benefits modernization track record gives us a high degree of confidence in our proposed project schedule.

- Our work breakdown structure (WBS), including task dependencies, has been tailored based on lessons learned from prior UC Claims and Benefits modernization projects and State of Florida engagements, including SUNTAX.
- Each of our Key Staff has prior UC modernization or State of Florida experience.
- Our activity duration estimates reflect our top-down estimating models and our bottom-up actual experience from previous UC Claims and Benefits modernization projects. Our team's extensive UC experience and uFACTS Solution Framework are reflected in our estimates.
- Our Plan Development demonstrates the synergy that our people, process, technology, and tools/artifacts bring to the project.

4.2.1.1 Navigate Phase 0 – Project Management with the uFACTS Knowledge Repository

Exhibit 4-8 provides a more detailed description of the uFACTS Knowledge Repository assets used to support Project Management.

Project Phase	uFACTS Knowledge Repository
Project Management	**Project Management Plans.** PMBOK-based project management processes plans have been tailored for UC modernization and include Scope Management, Communication Management, Risk Management, Quality Management, Staff Management, Procurement Management, Budget Management, Schedule Management, Configuration Management (includes Document Management), and Change Control Management. **Deliverable Expectations Documents (DEDs).** More than 50 DEDs are included in our knowledge repository for deliverables that align with AWI's UCCBIS Project requirements. These DEDs can be customized to support Phase Gate Reviews.

Exhibit 4-8. uFACTS Knowledge Repository – Project Management.
The templates in our uFACTS Knowledge Repository help us navigate Project Management activities and tasks and transfer knowledge to AWI.

4.2.2 Our Project Management Approach Helps Accelerate AWI ROI

Deloitte's accelerated project schedule delivers a higher quality solution that helps AWI achieve benefits ahead of projections stated in your feasibility study.

By banking on our experience, AWI can receive an accelerated return on investment. When we commit to an accelerated schedule, we stick to our commitment, as demonstrated by our UC modernization projects in New Hampshire, Minnesota, Massachusetts, Ohio, and California. This section outlines our proposed project management approach and methodology for managing the UCCBIS Project, including the following:

- PMBOK-based Approach
- Project Management Plans
- Project Closeout
- Project Integration – Plan Development
- Project Management Tools

4.2.3 Deloitte's PMBOK-based Project Management Approach for UCCBIS

Deloitte's confidence in the thorough nature of our Project Management Methodology is born from the success we have had on our UC modernization projects. *Exhibit 4-9* provides a roadmap of our Project Management approach.

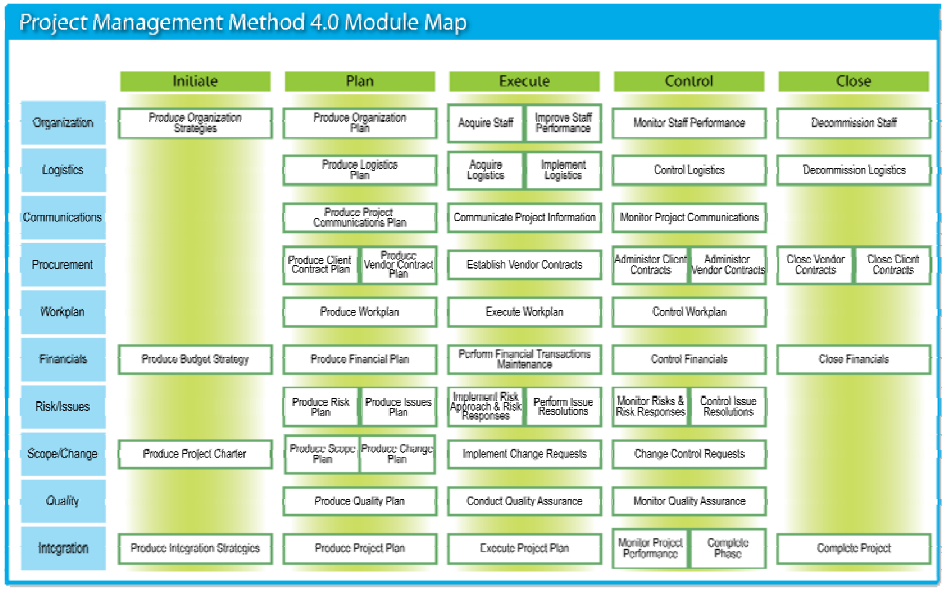

Exhibit 4-9. Deloitte's Project Management Method 4.0 Module Map.
This processes and plans for this roadmap have been customized for UC modernization projects.

We apply this roadmap for UC modernization projects using the following four Project Management phases:

Initiate. Initiate phase project management processes and activities are typically used to publish and distribute an RFP for state government projects. After contract award, the scope of Initiate Project is focused on project logistics, and Project Kickoff activities for this phase (Phase 3 – System Design, Development, and Implementation, not to be confused with the three Phase 3 – Implementation phases, as outlined in Florida Statute) of the project. "Initiate Project" is included in our proposed Phase 0 – Project Management.

Plan. Our experienced team and our uFACTS Solution Framework are key factors in the Project Management Plan phase. Our uFACTS Knowledge Repository, a component of the uFACTS Solution Framework, contains Project Management process plans (i.e., Communication Management, Risk Management, Schedule Management, etc.) that are tailored for UC modernization projects. We introduce these plans in this section and elaborate further in *Section 4.4 –Project Management Plans.* During the Plan phase, we introduce our Project Management tools and how they are applied. These draft plans serve as a starting point and enable us to "hit the ground running". These plans demonstrate that we know your UC business and the keys to delivering the project on-time and on-budget.

AWI's risk during Execute and Control is greatly reduced with a proven team with a proven plan and a proven solution.

Execute and Control. During the Execute and Control phase, we assemble and develop the project team, initiate formal project communications, prepare third-party resources, and execute our PMP plans (e.g., quality, risk, issues, and change plans). Executing processes continue throughout the project as specific activities in the Project Plan are developed and carried out. Control is also addressed in the project's PMP plans with a focus on monitoring performance (i.e., quality), meeting project objectives, and administrating corrective action when necessary.

Closeout. The objective of the Project/Contract Closeout phase is to bring the project to its conclusion consistent with the SOW and participant expectations. This includes the proposed processes for organizing an orderly and timely turnover of knowledge, project assets, and final deliverable to AWI. It also includes obtaining engagement acceptance, performing final transition activities, and formally ending the engagement (i.e., closing out the project).

4.2.4 Deloitte's Project Management Plans for UCCBIS

Our Project Management roadmap includes the project management process plans that meet and exceed AWI expectations. As mentioned earlier, our uFACTS Knowledge Repository contains drafts of these plans, already tailored for UC Claims and Benefits projects.

Project Management Plans		
Integration Management (WBS and Schedule)	Communication Management	Document Management
Schedule Management	Quality Management	Issue Management
Scope Management	Risk Management	Resource (Staff) Management
Configuration Management	Knowledge Management	Phase Gate Management
Change Control Management	Information Security Plan	Conflict Resolution Plan
Disaster Recovery	Disaster Preparedness	Budget Management
Procurement Management		

Exhibit 4-10. Deloitte's Project Management Plans.
Our uFACTS Knowledge Repository contains drafts of these plans, already tailored for UC Claims and Benefits projects.

Please note that Budget Management and Procurement Management are not specified in AWI's ITN; however, due to prior UC modernization experiences, we suggest including these plans at an agreed upon level of detail.

We have included a description of Project Integration (Plan Development) below, as it's integral to our proposed project approach and description of the remaining Plans in *Section 4.4 –Project Management Plans.*

4.2.5 Project Integration – Plan Development for UCCBIS

Project Plan Development involves and maintains a workable method for accomplishing the business needs and objectives that the project was undertaken to address. This includes the activities conducted throughout the project that identify and reaffirm the processes, practices, procedures, resources, schedules, and deliverables that AWI needs or expects for successful completion of business goals and objectives. Project planning is an iterative process throughout the project lifecycle. Project planning occurs at the beginning of the project and at the beginning of each Playbook phase. Project planning for AWI on this project involves a collaborative effort between the State and Deloitte. A critical success factor for the effective management of the project includes buy-in from the State's project stakeholders to enable the ultimate transfer of ownership of the system.

Deloitte has proposed a preliminary project plan, as outlined in *Section 4.1 – Approach*. AWI and Deloitte's Project Management resources will review and update the plan during project initiation activities. Our project plan includes five essential features:

- **Activity Definition:** Identifying and documenting the specific activities required to produce the deliverables identified in the ITN and the Work Breakdown Structure (WBS).
- **Activity Sequencing:** Identifying and documenting interactivity logical relationships.
- **Activity Duration Estimating:** Applying project scope, milestone, and resource estimates to schedule activity durations.
- **Schedule Development:** Determining start and finish dates for project activities.
- **Schedule Control:** Influencing the factors that create schedule change to achieve consensus on any change; determining that the schedule has changed; and managing the actual changes when and as they occur. Schedule control must be thoroughly integrated with other control processes.

4.2.5.1 Activity Definition

We base the activities defined in Deloitte's Project Plan on the project scope and requirements outlined in the AWI UCCBIS ITN, our Playbook methodology, and our previous experience with UC Claims and Benefits modernization implementation projects.

Using the ITN's scope and requirements as our guide, Deloitte applies our Playbook system development lifecycle methodology phases (i.e., Define, Design, Develop, Test, and Deploy) that are consistent with the lifecycle phases outlined in the ITN to generate the Project Plan's WBS. For more information about our Playbook methodology, please refer to *Tab 5.2 – System Development.*

4.2.5.2 Activity Sequencing

While we base activity sequencing on our Playbook methodology, Deloitte also considers a number of other factors, including but not limited to the following:

- **Project Scope and Requirements**. We know where we can conduct concurrent activities and where there a critical path activities based on our familiarity with your scope and requirements.
- **Project Functional and Technical Dependencies**. Our proposed functional increments, outlined in *Section 4.1 – Approach*, consider these dependencies based on our prior UC implementation experience.
- **Implementation Approach**. We base our project plan on demonstrating initial business results with the deployment of the UCCB Internet portal (Phase 1), followed by IVR and Benefits Overpayment Screening System (Phase 2), and Internet and Internet Appeals System, and finally, the Claims and Benefits System (Phase 3).
- **Resource Constraints and AWI's UC Business Cycle**. Based on our previous UC experience, we realize you have a business to run with limited staff resources, and we understand your business peaks. Our plan recognizes these constraints.

4.2.5.3 Activity Duration Estimating

We base our activity duration estimates on our previous UC modernization experience. To achieve accurate estimates, we use several methods:

- **Analogous Estimating.** Uses the actual duration of previous similar UC projects as the basis for estimating the duration of project activities and tasks.
- **Bottom-up Estimating.** Involves estimating the duration of individual work items, and then summarizing or rolling up the individual estimates to get a project total.
- **Parametric Modeling/ Computerized Tools (SLIM Control).** Uses project characteristics in a mathematical model to predict project timeline and compare with projects with similar characteristics.

4.2.5.4 Schedule Development

Deloitte bases the start and end dates for project activities on the project scope, AWI's project schedule requirements as outlined in the ITN, and Deloitte's previous UC modernization experience. These dates also reflect a number of factors:

- Project dependencies
- Resource requirements
- AWI's business cycle and holidays
- Constraints
- Assumptions
- Risk Management
- Other unique UC modernization considerations

Schedule development results in a detailed project plan that we can present in multiple views, including a Gantt chart. Our detailed plan is included in *Section 4.1 – Approach*.

4.2.5.5 Schedule Control

The approved project schedule is baselined, applying the processes defined in Configuration Management, described in *Section 4.4 – Project Management Plans*. The baselined schedule provides the basis for measuring and reporting schedule performance.

Performance reports track which planned dates have been met. Specifically, we focus on whether tasks are starting on-time and ending on-time. We perform analysis to determine the causes of schedule slippage, opportunities for corrective action, and when necessary initiate project change control.

Our previous UC modernization experience and the repeatable nature of our Playbook methodology help us identify any "red" or "yellow" flags associated with project progress and schedule control.

4.2.6 Project Closeout for the UCCBIS Project

The objective of the Project/Contract Closeout is to bring the project to its conclusion consistent with the SOW and participant expectations. The closeout plan includes performing final transition activities; identifying lessons learned; and formally ending the engagement.

4.2.6.1 Perform Final Transition

The proposed processes for delivering an orderly and timely turnover of knowledge, project assets, and final deliverables to AWI will necessarily involve a reconciliation of project deliverables. This reconciliation step is essential to provide AWI with the

concrete basis for project closeout. We include within this reconciliation the details regarding the turnover of knowledge and assets, including appropriate retention of assets by parties consistent with the SOW, terms and conditions, and Deloitte document retention standards. We will cross-reference project milestones with the Project Schedule and communicate the current status of each deliverable to AWI Project Management. We will review project documentation of the deliverables and their acceptance to confirm that AWI has documented their acceptance of the contractually agreed upon deliverables per the standards in the contract. Deloitte and AWI will identify all documentation discrepancies and resolve them before we deliver the final "Lessons Learned" document. Please note that we will assume that AWI has received and accepted items not on the discrepancy list.

4.2.6.2 Identify Lessons Learned

At contract closeout, Deloitte will provide a document that summarizes AWI Project "Lessons Learned." This document will include:

Program Successes

- What processes/approaches worked well
- What new/unique/innovative approaches or processes (including modifications to existing processes) or new tools were introduced, and a discussion of how they enhanced program results
- A discussion of the results achieved in fostering teamwork; both within the program organization and with the stakeholders and subcontractor(s), where applicable
- A review of interface results with the stakeholder(s)

Factors Impeding Program Success

- What processes/approaches did not work well, but rather impeded progress; how these "roadblocks" were overcome; what modifications/adjustments were necessary
- Activities/tasks in the methodology that were not effective; perhaps not necessary, or were redundant.
- A discussion of the impact of the roadblocks (and how the impact was alleviated or eliminated):
  - Cost/schedule/technical
  - Human Resources
  - Benefit realization
- A discussion of difficulties encountered relative to stakeholder interface:
  - Program perspective
  - Stakeholder(s) perspective
  - Advice to future Program Managers/Program Management Teams relative to avoiding or working around these impediments to positive results

4.2.6.3 Complete Formal Close

The last step in the project closeout is to formally close the project by obtaining engagement acceptance. We structure this as a follow-up to the reconciliation step and "Lessons Learned" deliverable. We then perform the remaining final transition activities, formally close the project plan, and issue a final invoice pursuant to contractual provisions.

4.2.7 Project Management Tools

Reduce the risk of project failure, effectively prioritize program initiatives, enhance delivery on stakeholder expectations, and improve business benefit realization with Deloitte's Project Management Tool.

Deloitte's wide array of automated tools is selected to help reduce project risk and advance well-managed projects by optimizing project management processes and ensuring compliance with quality standards (e.g., CMMI). For the UCCBIS Project, Deloitte will consider comparable tools already in use at AWI and assumes AWI will provide knowledge transfer on the preferred use of its tools. We will apply the tools explained in this section as needed to skillfully manage the UCCBIS Project from start to finish.

Microsoft Project and Office Products. We use Microsoft Project and Office products to manage the project schedule and develop written documents, spreadsheets, and presentations.

Deloitte's Project Management Collaboration. Our Project Management Collaboration Tool is an automated, Web-based tool designed to allow stakeholders at all project levels (with embedded security) to manage and track tasks, milestones, timelines, change requests, workflow, issues and resolutions, personnel allocation, project documents, and team responsibilities. The tool facilitates communication across all levels of the project team — a vital key to quality projects.

Our project management tools provides the following features and benefits for project tracking and change control:

Deloitte's Project Management Tool	
Features	**Benefits**
An enterprise view of project activity	Supports key project, change, and knowledge management components necessary to establish and run an efficient project
Integration with program and project management tools (such as MS Project), methods, and training	Supports the key functions of the project
Project integration and a shared structure to development	Allows collaboration that helps avoid common failures and minimize the risks inherent with large, complex projects
Capture and storing of project information and facilitation of the development and execution of project plans	Offers flexibility to accommodate project updates
Links for project documents, tasks, changes, issues, staff activities, and much more	Streamlines access to updated information
Acts as a "program" management and collaborative management administrator	Serves as a repository for meetings and discussion forums for multiple projects and iterations

Exhibit 4-11. Deloitte's Project Management Tool Features.
The PM Tool allows a centralized location for project management artifacts and ongoing tasks.

Our tools integrate the Project Management and Playbook components of our project delivery. Deloitte provides AWI with the appropriate access and training to use this Web-based tool as part of our project communication plan.

SLIM-Control and Metrics. Software Life-Cycle Management (SLIM)-Control is an important Quality Assurance (QA) tool marketed and developed by Quantitative Software Management (QSM). SLIM-Control is a management tool for project tracking, forecasting, and presentation of software project performance during development. The core measurements and comparisons include schedule, effort, cost, staffing, and reliability. We have used SLIM-Control successfully for our own implementation projects and as a QA consultant assisting clients to monitor other implementation contractors.

Rational Enterprise Suite. Rational Enterprise Suite tracks requirements, dependencies, use cases, and modifications from the Requirements phase through the Implementation phase. We use this tool to provide requirements traceability related to testing, enhancements, and interfaces. We use the Rational toolset as a design and development standard. Our team has significant experience with the tools and will mentor AWI team members in their use. Deloitte has implemented the complete Rational Suite of tools in conjunction with our Playbook methodology on previous UC implementations.

Team Foundation Server. Microsoft's Team Foundation Server enables team collaboration by integrating the most critical aspects of software development – version control, work item tracking, and reporting – together into a single, secure collaboration platform. Projects managed by Team Foundation Server benefit from integrated guidance – both custom-defined and industry-recognized practices – to ensure predictable, successful results.

HP's (formerly Mercury) TestDirector. HP TestDirector for Quality Center offers a single, Web-based application that supports all essential aspects of test management. It provides a consistent, repeatable process for planning and scheduling tests, analyzing results, and managing defects and issues. This software allows the UC Modernization project to digitize specific quality processes and procedures within the larger application life cycle. It also supports in-depth levels of communication and collaboration among the UC Modernization project team.

Our project management roadmap, uFACTS Knowledge Repository, and project management tools, along with our project management professionals, seasoned at delivering UC modernization projects, positions AWI for a UCCBIS Project delivered on-time and on-budget. We expect this project to further our track record of success.

4.3 Project Schedule

We base our proposed project schedule on our System Development Playbook Methodology for uFACTS, leveraging our uFACTS Knowledge Repository and our previous UC experience. This schedule delivers a fully production-operational UC Claims and Benefits Information System Modernization solution in 24 months, followed by a 12-month Warranty, Maintenance, and Operations phase. This timeline exceeds AWI expectations for production implementation.

AWI gets unique help from Deloitte. We are the only vendor in the marketplace to successfully implement a comprehensive UC Benefits system in production within the last six years that includes comprehensive self-service capabilities and full replacement of legacy backend functionality.

Our prior UC modernization experience supports the detail of our project plan. The following Gantt chart provides an overview of the project's work breakdown structure and schedule. This summary Gantt Chart outlines the following activities:

- Phase 0 – Project Management
- Phase 1 – UC Claims and Benefits Internet Portal
- Phase 2 – Call Center Interactive Voice Response System and Benefit Overpayment Screening System
- Phase 3 – Internet and Intranet Appeals System and Claims and Benefit Mainframe System
- Phase 4 – Warranty, Maintenance, and Operations

A description of each phase was presented earlier, in *Section 4.1 – Approach*.

This plan is fully resource loaded and leveled. A histogram, based on this schedule, is included in *Tab 7.1 –Resumes and Experience*.

The project schedule will be baselined in accordance with Project Management Institute (PMI) standards and capable of being used as an Integrated Master Schedule (IMS) with appropriate performance metrics.

Deloitte's organization-wide system development lifecycle methodology standard, used for defining the software development and maintenance tasks, incorporates the following IEEE standards:

- Std 830-1993 – Recommended Practice for Software Requirements
- Std 1220-2005 – Standard for Application and Management of the Systems Engineering process
- Std 1012-1998 – Standard for Software Verification and Validation

4.3.1 Project Milestones

AWI UCCBIS Project milestones are based on AWI requirements and Deloitte's previous UC implementation project experience. Milestones include:

AWI UCCBIS Milestone Schedule	
Milestone Name	**Date**
Project Kick-off	03/08/11
Project Management Documents Completed	05/06/11
uFACTS Solution Framework Installed	03/15/11
Acceptance of Validated Requirements – Phase 1	03/25/11

AWI UCCBIS Milestone Schedule	
Acceptance of Validated Requirements – Phase 2	06/24/11
Acceptance of Validated Requirements – Phase 3	09/16/11
Acceptance of User Interface Prototype – Phase 1	05/06/11
Acceptance of User Interface Prototype – Phase 2	10/14/11
Acceptance of User Interface Prototype – Phase 3	03/30/12
Acceptance of Functional and Technical Design Specifications – Phase 1	05/06/11
Acceptance of Functional and Technical Design Specifications – Phase 2	10/14/11
Acceptance of Functional and Technical Design Specifications – Phase 3	03/30/12
User Acceptance Testing Complete – Phase 1	07/01/11
User Acceptance Testing Complete – Phase 2	04/20/12
User Acceptance Testing Complete – Phase 3	02/08/13
End User Training Complete – Phase 1	06/24/11
End User Training Complete – Phase 2	04/25/12
End User Training Complete – Phase 3	02/26/13
System Deployment – Phase 1	6/30/11
System Deployment – Phase 2	04/27/12
System Deployment – Phase 3	03/01/13
Project Closeout	02/28/14

Exhibit 4-12. UCCBIS UC Modernization Milestones.
This table list Deloitte's proposed project milestones.

4.3.2 UCCBIS Project Gantt Chart

The following exhibit outlines the summary UCCBIS Project Gantt chart. Deloitte provides an electronic copy of our proposed project schedule using Microsoft Project. A We have included a printed copy of the project schedule in *Appendix 4–A – Project Schedule*. Additional project views, with supporting detail, are available using the electronic file.

Summary UCCBIS Project Gantt Chart

ID	WBS Code	Task Name	Start	Finish
1	1	UCCBIS Project	Mon 2/28/11	Fri 2/28/14
2	1.1	Phase Zero - Project Management	Mon 2/28/11	Fri 2/28/14
3	1.1.1	Initiate	Mon 2/28/11	Tue 3/8/11
26	1.1.2	Plan	Mon 2/28/11	Fri 5/6/11
74	1.1.3	Project Execution and Control	Mon 2/28/11	Fri 3/1/13
144	1.1.4	Project Close	Thu 2/6/14	Fri 2/28/14
161	1.2	Phase 1 – UC Claims and Benefits Internet Portal	Mon 2/28/11	Fri 7/1/11
162	1.2.1	Define	Mon 2/28/11	Fri 4/1/11
214	1.2.2	Design	Mon 3/14/11	Fri 5/6/11
294	1.2.3	Develop	Mon 3/21/11	Fri 6/10/11
364	1.2.4	Test	Mon 3/21/11	Fri 7/1/11
480	1.2.5	Deploy	Mon 5/9/11	Fri 7/1/11
570	1.3	Phase 2 – Call Center IVR and Benefit Overpayment Screening System	Mon 5/2/11	Fri 4/27/12
571	1.3.1	Define	Mon 5/2/11	Fri 6/24/11
607	1.3.2	Design	Mon 5/30/11	Fri 10/14/11
671	1.3.3	Develop	Mon 6/27/11	Fri 3/30/12
741	1.3.4	Test	Mon 6/27/11	Fri 4/20/12
857	1.3.5	Deploy	Mon 3/5/12	Fri 4/27/12
950	1.4	Phase 3 – Internet/Intranet Appeals and Claims/Benefit Mainframe System	Mon 6/27/11	Fri 3/1/13
951	1.4.1	Define	Mon 6/27/11	Fri 9/16/11
1041	1.4.2	Design	Mon 8/1/11	Fri 3/30/12
1231	1.4.3	Develop	Mon 9/19/11	Fri 11/2/12
1305	1.4.4	Test	Mon 10/3/11	Fri 2/22/13
1421	1.4.5	Deploy	Mon 1/7/13	Fri 3/1/13
1516	1.5	Phase 4 – Maintenance/Operations and Warranty	Mon 7/4/11	Fri 2/28/14
1517	1.5.1	Post Phase 1 – Maintenance/Operations and Warranty	Mon 7/4/11	Mon 3/4/13
1521	1.5.2	Post Phase 2 – Maintenance/Operations and Warranty	Mon 4/30/12	Wed 2/27/13
1525	1.5.3	Post Phase 3 – Maintenance/Operations and Warranty	Mon 1/28/13	Fri 2/28/14
1526	1.5.3.1	Project Management	Mon 3/4/13	Fri 2/28/14
1529	1.5.3.2	System Maintenance and Operations Plan	Mon 1/28/13	Fri 3/1/13
1542	1.5.3.3	Transition Plan	Mon 1/28/13	Fri 3/1/13
1556	1.5.3.4	Maintenance and Operations	Mon 3/4/13	Fri 2/28/14
1576	1.5.3.5	Warranty Support	Mon 3/4/13	Fri 2/28/14

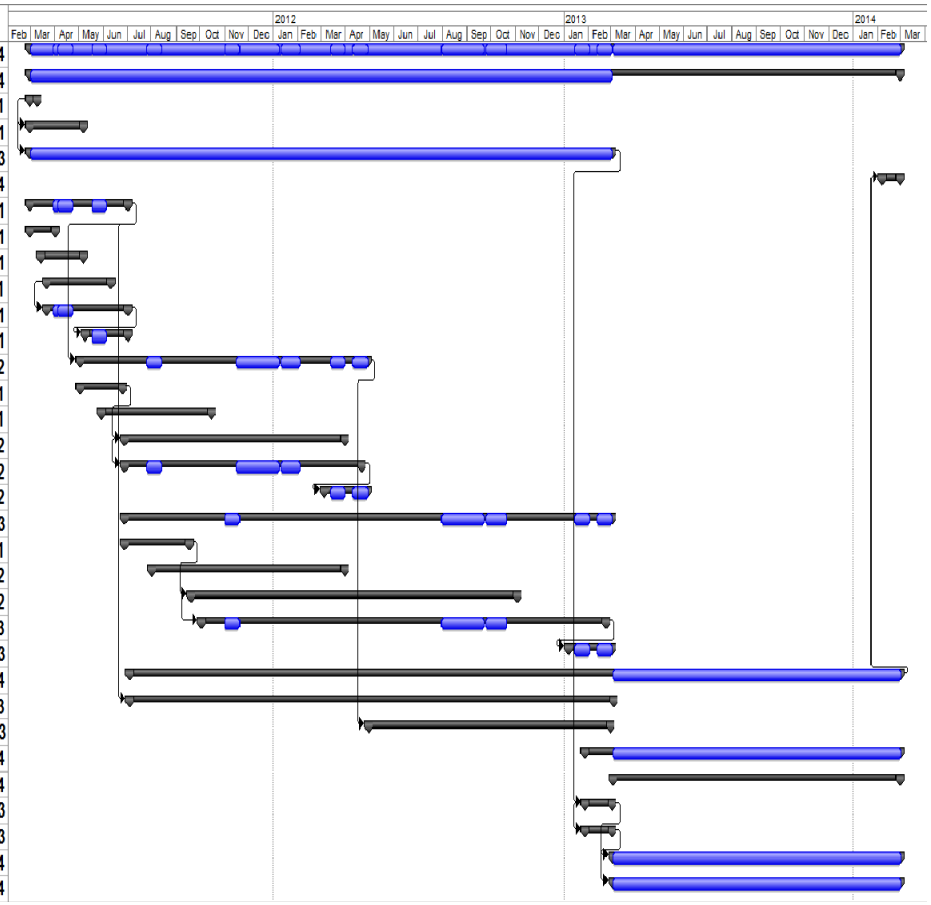

Exhibit 4-13. Summary UCCBIS Project Gantt Chart.

4.4 Project Management Plans

Deloitte's Project Management Plan serves as a critical guide throughout each phase of the project. Our project management methods based on industry standards such as IEEE, PMBOK, and CMMI provide the project with the tools needed to make the project a success.

An independent IV&V vendor recently stated that Deloitte's PMP (for a UC modernization project) was the best they had ever seen.

Our uFACTS Knowledge Repository includes PMP documents from several UC modernization projects. These documents provide a framework for the UCCBIS Project and will be customized during the Project Management Plan Phase.

Deloitte provided an overview of our Project Management Approach in *Section 4.2 – Project Management*. In this section, we describe our UCCBIS Project Management Plan (PMP) that includes an updated Project Charter and several sub-component plans. The PMP for the UCCBIS Project, prepared during the PMP Phase, guides the Project Management Execution and Control Phase of Deloitte's activities throughout the project.

Our project management approach includes collaboration with AWI while developing and refining the PMP. We will also integrate our PMP with AWI enterprise management plans. The PMP is a living document that we use throughout the project to provide a clear understanding of key tasks and processes for managing project delivery.

Deloitte meets and exceeds AWI's PMP expectations, as our proposed PMP includes the various sub-components identified in the ITN and additional sub-components based on our previous UC modernization experience.

Our PMP addresses the mandatory and desired requirements outlined in the ITN and conforms to IEEE Std. 1058-1998 and IEEE 1490-2003.

We provide a summary description of the sub-components of our project management plan in the sub-sections below. We more fully describe these sub-components during the Plan Phase, including definition of roles and responsibilities.

PMP Sub-Components					
1	Introduction	9	Quality Management Plan	18	Project Change Control Management
2	Project Charter (update)	10	Issue Management Plan	19	Information Security Plan
3	Work Breakdown Structure	11	Scope Management Plan	20	Conflict Resolution Plan
4	Project Organization	12	Risk Management Plan	21	Disaster Recovery Plan
5	Project Schedule	13	Resource Management and Staffing Plan	22	Disaster Preparedness Plans
6	Communication Management Plan	14	Configuration Management Plan	23	Budget Management Plan*
7	Document Management Plan	15	Knowledge Management Plan	24	Procurement Management Plan*
8	Schedule Management Plan	16	Phase Gate Review and Acceptance		
		17	Phase Gate Acceptance Criteria		**not required by the ITN*

Exhibit 4-14. PMP Sub-Components.

4.4.1 Introduction

The Introduction introduces the PMP's purpose and objective.

4.4.2 Project Charter

The Project Charter provided in AWI's Schedule IVB Feasibility Study will be updated during the Plan Phase. The Charter serves as an Executive Summary for the PMP. Updates to the Charter typically include, but are not limited to, changes resulting from the negotiated project Statement of Work (SOW).

4.4.3 Work Breakdown Structure

Our proposed MS Project Plan is based on the work breakdown structure outlined in *Exhibit 4-14*. As indicated in *Section 4.2 – Project Management*, we based this WBS on AWI's UCCBIS project scope, Deloitte's Playbook Methodology, and our prior UC claims and benefits modernization experience. We will review our proposed WBS with AWI during the Plan Phase and include it herein.

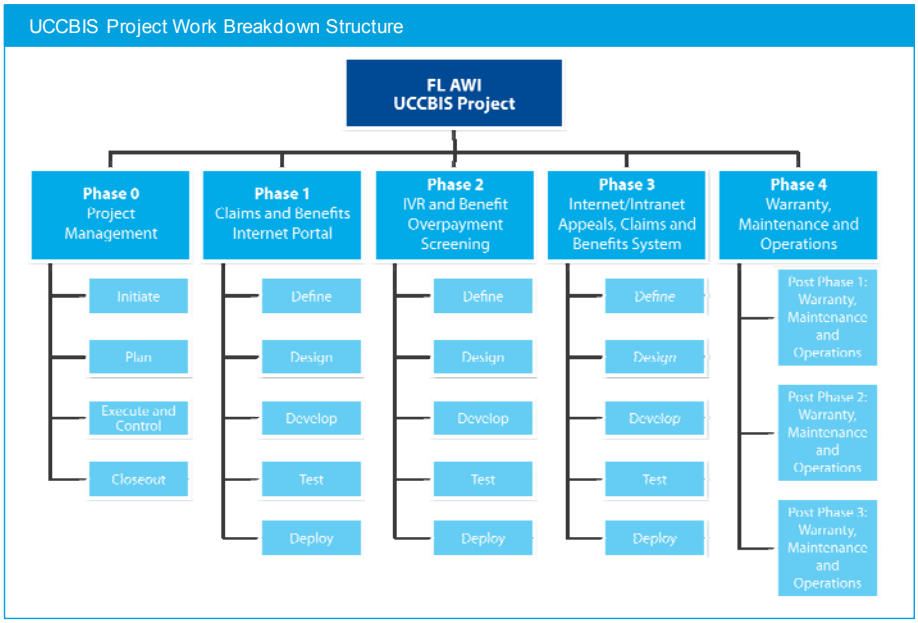

Exhibit 4-15. UCCBIS Project Work Breakdown Structure.
Our work breakdown structure applies our Playbook Methodology to AWI's project requirements.

4.4.4 Organization Breakdown Structure

The Organization Breakdown Structure (OBS) contains the organizational hierarchy and reporting structure of the project team delivering the UCCBIS Project. The reporting structure additionally includes the roles and responsibilities for project team members. The OBS, included in *Tab 7 – Personnel*, contains the following project teams:

- Project Management Team
- Functional Team
- Quality Assurance Team
- Organization Change/Training Team
- Technical Team

4.4.5 Project Schedule

We provide Deloitte's proposed project schedule in *Section 4.3 – Project Schedule*. We based this schedule on AWI's project scope and included three implementation phases (1 – Claims and Benefits Internet Portal, 2 – IVR and Benefits Overpayment Screening, and 3 – Internet/Intranet Appeals System and Claims and Benefits System).

We developed the UCCBIS project schedule using Microsoft Project (Project). Project provides for the capture of necessary project tasks and milestones, staff assigned to those tasks, durations of the tasks, dependencies with other tasks, groupings of the tasks within major project phases, and identification of tasks composing the critical path of the project.

We use the reporting facilities of Project to print copies of the project schedule at various degrees of granularity from a high-level summary of each project phase to detailed views of individual tasks with associated ownership, duration, and dependency information.

4.4.6 Communication Management Plan

Deloitte's Communications Plan facilitates the timely dissemination of project information to all appropriate stakeholders.

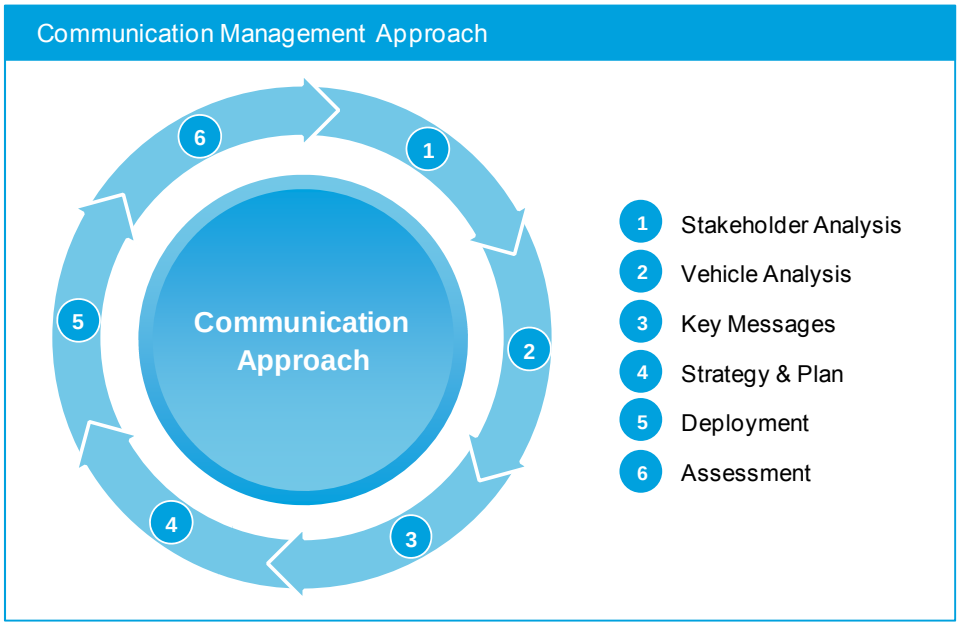

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Exhibit 4-16. Communication Approach.
We will work with AWI to determine the information and communication needs of the project stakeholders and use this information to shape an effective communications plan that guides the project.

The Communication Management Plan contains the necessary information to provide for efficient distribution of information to project stakeholders. Our Communication Management Plan includes planning, distribution, reporting, and closure. Additionally, the Communications Management Plan defines the forms of communication that we will use throughout the project lifecycle. We provide each group of stakeholders with customized communications plans that target each type of stakeholder group, including

those identified in the ITN. The plan also uses existing AWI policies and channels for distributing communications. In addition, our communications plans include intra-team and larger group meetings, reports and presentations, deliverables, websites, e-mail, and voicemail. The communications plan defines the frequency for the various forms of communication, the intent of each, the participants, and the recording strategy. AWI and Deloitte will review and refine the communications plan during the project initiation activities. Typically, UC Modernization efforts include the following major stakeholders: employers, third-party agents, claimants, legislators, and AWI staff.

4.4.6.1 Status Reporting

There are various forms of communication to help project leaders manage the active and frequent transfer of information. Communication is one of the strongest project tools for reducing risk and enhancing quality.

Timely project information is a critical project goal. Key stakeholders and project team members must receive needed information when they need it, or in advance.

Communication is one of the strongest project tools for reducing project risk and enhancing quality.

4.4.6.2 Weekly Status Report

As specified in the ITN, Deloitte will provide written weekly project status reports. The status report will include:

- Overall completion status of the project in terms of the State-approved project work plan and deliverable schedule
- Accomplishments during the period, including State staff/stakeholders interviewed, meetings held, JAD sessions held, and conclusions/decisions determined
- Upcoming milestones, completed milestones, slipping milestones
- Problems encountered and proposed/actual resolutions
- What is to be accomplished during the next reporting period
- Issues that need to be addressed
- QA Status
- Updated project timeline showing percentage complete, high-level tasks assigned, and complete and remaining and milestone variance
- Identification of schedule slippage and strategy for resolution
- State resources required for activities during the next period

Our web-based Project Management Tool facilitates information sharing for project stakeholders.

Final Progress Reports

The last weekly status report is the final project report and summarizes the entire contract engagement. We include this report in our contract closeout deliverable.

4.4.6.3 Additional Elements of our Communication Management Plan

Other elements of our Communications Plan include special reports and additional communication requirements.

Special Reports

As reasonably requested by AWI, Deloitte's Project Manager assists the Project Director in preparing reports and presentations related to the UCCBIS Project's project management.

Additional Communication Requirements

Deloitte will work with the AWI Project Management team during Communications Planning to identify additional communication requirements.

4.4.7 Document Management Plan

The Document Management Plan uses our project management tool, which includes web-based administration for reporting and document management and is the document repository throughout the project. We store project status reports on the project management server and make them available via our project management tool. This allows various stakeholders to access documents via the web.

4.4.8 Schedule Management Plan

We provide Deloitte's proposed Project Schedule in *Section 4.3 – Project Schedule* and describe the approach to develop the plan in *Section 4.2.5 –Project Integration – Plan Development for UCCBIS*.

The Schedule Management Plan recognizes that on large-scale implementation projects effective time management practices must be followed to prevent or minimize schedule challenges later in the implementation. Our schedule management approach includes activities to measure the progress of work completed at the major and minor project milestones to compare actual progress to planned progress and to implement corrective action when actual progress does not conform to planned progress.

Schedule management involves tracking the actual progress against the planned progress for a project. As such, schedule management is a continuous process that occurs through the lifecycle of the project.

The project work plan is the basis for Schedule Management. The data to compute metrics used in schedule management come from the project work plan. We'll track the work plan against the actual results of task initiations, progress, and completions as they occur. We then compare these to baseline estimates and review resulting variances. We carefully monitor the critical path to quickly adjust staff priorities and work plan schedules to keep the overall project plan on schedule. Deloitte employs structured schedule monitoring processes and weekly reports on progress made against the schedule.

An important component of schedule management is the appropriate and consistent communication of task timeframes to project staff, so that staff members are aware of task deadlines. Visual charts and graphs should be placed in team areas and reported in status reports, which show project progress and the results of any necessary corrective action. Keeping progress visible through charts, graphs, and reports keeps project members aware of project progress and cognizant of maintaining schedules.

In conjunction with tracking work plan task completions and variances in effort, we use other metrics to track project progress. These metrics include requirements and functional design sessions completed, test scripts completed, and the number of components completed.

4.4.9 Quality Management Plan

CMMI Key Process Areas include:

- Requirements Management
- Project Tracking and Oversight
- Software Quality Assurance
- Integrated Software Management
- Software Product Engineering

Deloitte's proposed Quality Management Plan (QMP) describes the methods used to guide the quality of the work products produced and the quality of processes used to produce those products. Our plan goes beyond providing a methodology and instills a Quality Management culture throughout the project.
The QMP identifies the processes and work products that are needed to establish and maintain quality assurance and quality control throughout the project lifecycle; identifies the assessments, audits, evaluations, and reviews that we will perform for that purpose; and describes the quality responsibilities, activities, and commitments on this large scale system integration effort.

We write our QMP in accordance with PMBOK, IEEE Std 730-2002, and CMMI. Our project team uses a series of templates to provide a repeatable connection to our methodology and CMM Level 3. These templates manage the key process areas of CMM Level 3 and provide a baseline for project deliverables related to quality, project control, metrics, and consistency, and we tailor them for UCCBIS engagements and deliver components as part of our project management and control effort.

4.4.9.1 QA Reviews

In addition to Peer Reviews, the Quality Assurance team will conduct more formal reviews of the UCCBIS Project throughout the project lifecycle. The general guideline to quality assurance reviews, defined above, consists of the following quality techniques:

- **Deliverable Reviews.** The QA team will work with the deliverable owners to instill QA standards into the Deliverable Expectations Document (DED) for each deliverable or (group of deliverables). QA will review the DED and verify that the standards are incorporated correctly. QA will then monitor deliverable development to help the deliverable owners meet the intent of the DED. Finally, the QA team will review the deliverables to verify they meet the intent of the DED.
- **Process Reviews.** The Quality Assurance team will continuously monitor project processes against the process conformance descriptions approved during the Plan Phase.
- **Management Review.** The Quality Assurance team will conduct reviews and audits of the UCCBIS Project management activities validating an appropriate level of controls,

visibility, and stakeholder management to be defined during the Plan Phase of the UCCBIS Project.

- **Project Performance Measures.** We'll conduct scheduled review of project performance against project milestones and achievement goals, as established during the Plan Phase of UCCBIS Project.

4.4.9.2 Software Reviews

Software reviews are a filter to the software engineering process. Deloitte conducts software reviews at various points during the development process to uncover removable defects. The software reviews help to:

- Point out needed improvements in the product of a single person or team
- Confirm those parts of the solution in which improvement is not necessary
- Achieve technical work of more uniform quality than can be achieved without reviews to make technical work more manageable

Deloitte conducts different types of reviews:

- Informal meetings
- Formal presentation of software
- Walkthroughs.

We establish software review guidelines in advance and distribute them to the Development Team.

The obvious benefit from formal software reviews and walkthroughs is the early discovery of software defects so that we can correct each defect before the next step in the software engineering process.

Deloitte's approach to quality management incorporates industry standards, real-life experience, industry-specific metric analysis, and powerful software tools to accelerate the achievement of high-quality software. This approach has proven effective on large scale projects, and will serve to support the specific AWI Quality Management objectives during all phases of the UCCBIS Project.

4.4.10 Issue Management Plan

A project issue refers to any matter brought to the attention of the project that requires an answer. These issues may be generated by the State, subcontractors, or Deloitte Team members.

Issues arise during the course of every project. They are usually normal occurrences and should not be avoided. Left unresolved, issues impede or prohibit project progress or development by delaying or suspending work efforts. Uncontrolled issues can lead to escalation of costs, dissatisfaction among users, lower quality end products, and significant delays in the project schedule.

Deloitte's methodology and tools provide a process for managing project issues. The primary objective of a structured issue resolution process is to standardize the means by which we capture, analyze, resolve, and communicate issues.

We create and implement an Issues Management Plan during the project planning activities, and with your help, customize it to your needs—and the needs of the overall project. The Issue Management Plan is a component of the overall project management plan. As such, the Deloitte Project Manager works with the various track leads to identify, record, and track the resolution of issues and action items in conjunction with strong project management processes.

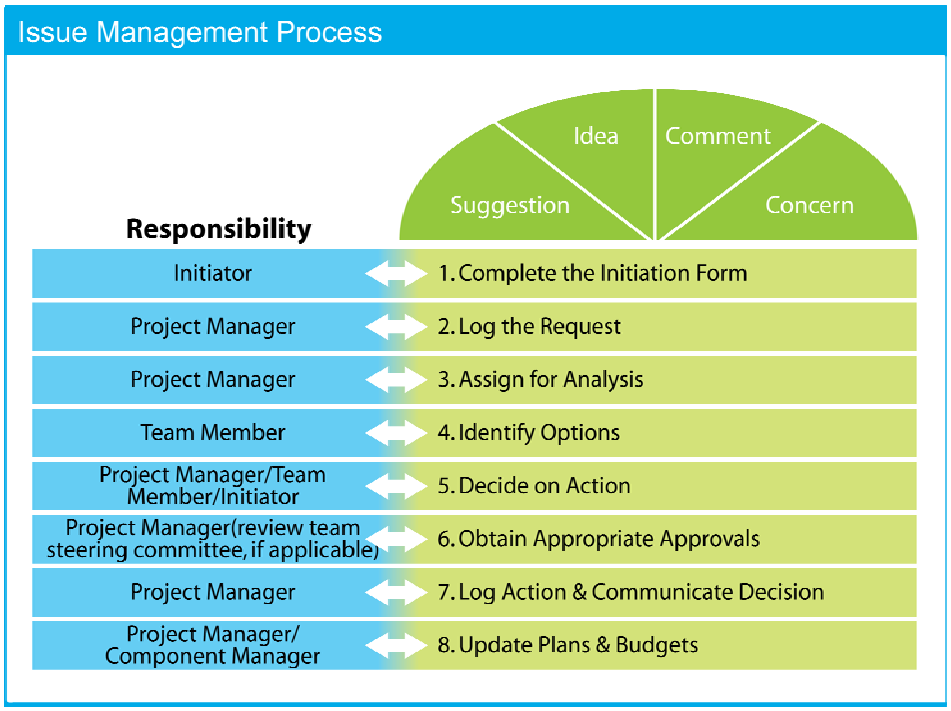

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Exhibit 4-17. Issue Management Process.
Our process standardizes capturing, analyzing, resolving, and communicating issues. Our issue resolution approach manages issues within a set of specific project control procedures.

Key features of our Issue Management process include:

- **Documentation:** Deloitte's project management tool is a comprehensive Project Management platform to document and track project issues and key project management concepts.
- **Accountability:** We define the issue escalation process during project planning activities, based on the project's clearly defined governance structure. Our tool tracks issue originator, owner, and resolution.
- **Timeliness:** Our tool tracks "expected resolution date" vs. "actual resolution" to facilitate timely issue resolution. Additionally, its workflow capabilities also facilitate timely resolution of issues.
- **Reporting:** Issue Management reporting is integral to Project Status Reporting (as described earlier).

Our issue management process enables us to manage resolution at the lowest level possible, yet provide escalation paths when issues remain unresolved.

Our web-based Project Management tool facilitates entry, tracking, and reporting project issues as a component of our project status reporting.

4.4.11 Scope Management Plan

Deloitte's Scope Management Plan includes the processes required to make certain that the project includes all and only the work required to complete the project successfully. With it, we define and control what is or is not included in the project.

The AWI UCCBIS Project Scope Management Plan processes include:

- **Scope Planning:** Developing a written scope statement as the basis for future project decisions.
- **Scope Definition:** Subdividing the major project deliverables into smaller, more manageable components
- **Scope Verification:** Formalizing acceptance of the project scope

4.4.11.1 Scope Planning and Definition

AWI ITN and referenced documents are the basis for the project's initial baseline scope (specifically, *Tab 8.16 – Attachment Q – Requirements Response Matrix*).

4.4.11.2 Scope Verification

The project's Define Phase activities focus on review, confirmation, and potential modification to the requirements that define this project's scope.

Deloitte describes its working sessions, requirement elicitation, analysis and design, and other proposed methods and techniques that we use to help refine AWI UCCBIS Project requirements in *Tab 5.2 – System Development.*

4.4.12 Risk Management Plan

We follow PMBOK's risk categories:

- Technical, Quality or Performance Risks
- Performance Management
- Organizational
- External

We develop our Risk Management Plan with the knowledge that projects carry some element of risk and Deloitte is prepared to manage risk proactively through an aggressive and systematic process. The Risk Management Plan reduces the impact of unplanned project incidents by identifying and addressing potential risks before significant negative consequences occur.

We know that project risk includes both threats to the project's objectives and to opportunities to improve on those objectives. AWI can depend on our risk management process and tools for project risk identification, analysis, response, and management.

Deloitte increases the results of positive events and minimizes the consequences of adverse events through risk identification, quantification, response development, and response control.

The Project Risk Register is pre-loaded with risks based on our prior UC experience and those outlined in AWI's Schedule IVB Feasibility Study.

This list is a starting point for review during the Plan Phase.

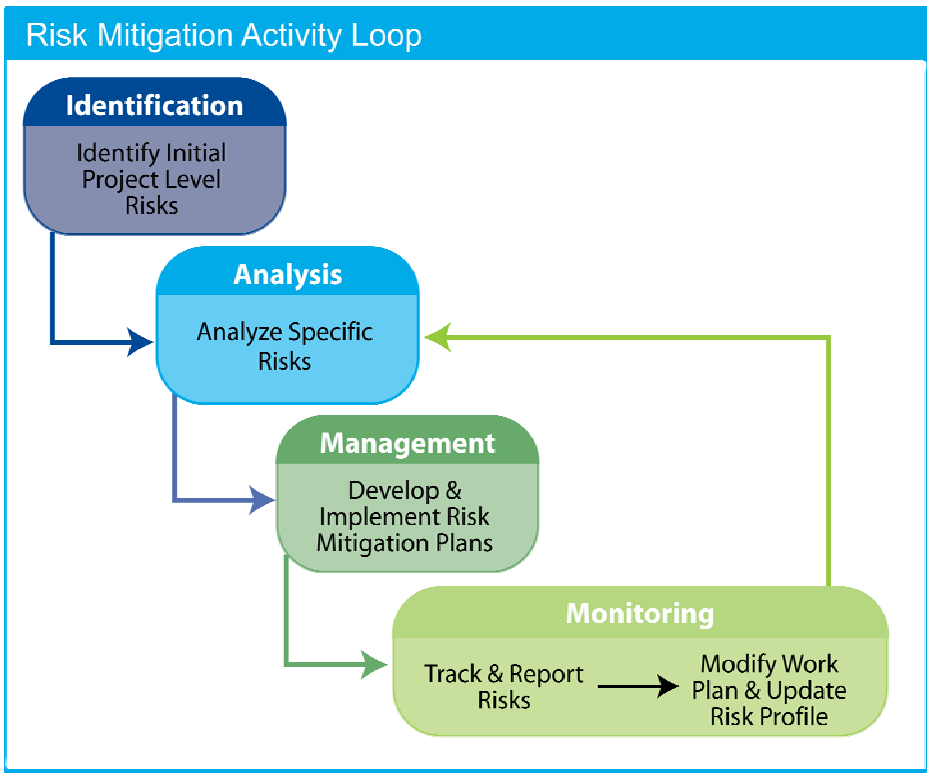

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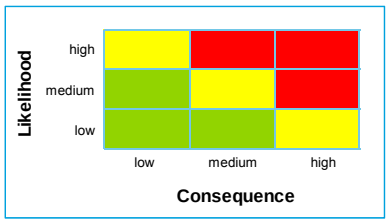
Exhibit 4-18. SEI Continuous Risk Management Model (CRM)
Communication is the key component of a Risk Management Plan and strategy. Our staff is very comfortable with managing risk this way — after all, we helped develop the model.



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Our Risk Matrix enables us to prioritize risks to keep the UCCBIS Project on track.

The UCCBIS Project team will identify risks using various methods, including historical reference, brainstorming sessions, and questionnaires. After the team identifies potential risks, we will conduct detailed risk analysis to determine the negative impacts or consequences that could result from the risk and maintain a risk log. Our risk analysis will include the potential impacts to resources, schedule, project budget, and quality. We also will measure the probability of the risk event, and assign a risk owner and a timeframe to each risk. The timeframe will represent not only how soon the risk owner must take action to prevent the risk from occurring, but also how he or she might take advantage of any positive risk mitigation that may occur. We focus risk management not only on identifying and analyzing risks, but also on reducing risks to an acceptable level.

Our Risk Management Plan assists project leaders in being proactive rather than reactive, in identifying, planning for, and abating risks. Our Risk Management Plan conforms to the Chapter 11, Risk Management, of IEEE Std. 1490-2003, IEEE Guide – Adoption of Project Management Institute (PMI) Standard – A Guide to the Project Management Body of Knowledge (PMBOK).

We enable agency leadership to identify, classify, and manage risks with our well-tested risk management technique.

Deloitte has used this technique very effectively with government clients engaged in other high-risk, high-visibility projects and it provided an excellent means for agency leadership to identify, classify, and manage the risks for the project.

We possess keen insight into risks that are likely to affect a large-scale UC modernization project, given our recent successful UC modernization implementations. This will allow

AWI project management to use our "UC Modernization lessons learned" as a starting point for identification of AWI-specific risks.

Our proven solution and approach combined with our UC modernization experience will mitigate project risks for AWI's UCCBIS Project.

4.4.13 Resource Management and Staffing Plan

Committed to Client Achievement

"What I like about Deloitte is the fact that they brought to the project a dedicated, knowledgeable and unified team with a proven success record. This allowed us to hit the ground running—which saved a lot of time up front—and implement solutions in a short time frame. All of these attributes will help ensure continued success for the project which in turn means a true benefit for our customers. Ultimately it is a win-win situation for us and our customers."

Kim Kellermann
MN DEED Project Manager
UI System Enhancement Project

Deloitte understands that having team members with the appropriate skill set is essential to the effectiveness of the UCCBIS Project and this is reflected in our Resource Management and Staffing Plan. The proposed key staff members are just part of the team required to deliver the new UCCBIS system to AWI. It is vital that there be an appropriate approach for staffing additional team members.

The staffing plan includes information on how Deloitte plans human resource management, acquires staff, and develops the team throughout the project.

During the planning phases of the UCCBIS Project, Deloitte will work with AWI to confirm the staffing required to perform the tasks identified in the UCCBIS Project WBS. We conduct this planning analysis through three lenses: organizational, system, and interpersonal to help define the appropriate characteristics for the staff and the resulting project success. We use this information to create and update the Responsibility Assignment Matrix (RAM) throughout the project.

We fill the identified staff roles using the Deloitte Team members who meet the skill sets and availability needs consistent with the WBS timing and duration. When identifying the initial staff for the UCCBIS Project and when staffing future additions to the team, Deloitte will focus on the following elements in the decision-making process:

- Previous experience
- Competencies and proficiencies

As staff members are "on-boarded" on to the project, they receive orientation and training consistent with their specific roles and responsibilities. This training enhances the resources' ability to function on a team. As we identify and assign Deloitte Team members to the UCCBIS Project, the Deloitte Project Manager coordinates any other reporting relationships on behalf of these staff to clarify the extent of their focus and dedication to the UCCBIS Project for their assigned duration.

As AWI staff may have both functional responsibilities to their current job as well as an assignment to support the UCCBIS Project, we will work with the UCCBIS Project Management Office to help coordinate expectations and timeframes regarding the involvement of AWI staff.

4.4.14 Configuration Management Plan

The Software Configuration Management (SCM) Plan defines the overall project management, activities, schedules, resources, and plan maintenance. Our SCM plan follows the structure outlined in IEEE Std. 828-2005 and identifies existing organizational structures, existing processes, and the CM software currently used by AWI.

The SCM Plan establishes and maintains the integrity of the project work products throughout the project's lifecycle. Configuration Management (CM) involves the configuration items at a given point in time, systematically controlling changes to configuration items, and maintaining the integrity and traceability of the configuration items throughout each phase of the System Development Lifecycle (SDLC).

The SCM Plan documents the configurable items that apply to the UCCBIS Project with their configuration details and naming conventions used during the project lifecycle.

Deloitte will work with AWI to establish and maintain confirmation baselines, track and control changes to work products, and establish and maintain the integrity of configuration baselines by performing baseline audits.

Additionally, the team actively manages configuration activities keeping the following in mind:

- Configuration management activities are planned
- Configuration items (CIs) are identified and controlled
- Change requests are reviewed, approved, and tracked to closure
- Baselines are created, controlled, and released according to defined processes
- Configuration Audits are periodically performed to validate the integrity of baselines

We use Microsoft Team Foundation Server to support configuration management.

4.4.15 Knowledge Management Plan

Deloitte’s Knowledge Management Plan helps AWI achieve self sufficiency in the use of the new system. Effective knowledge transfer and training help deliver a system that is accepted and used effectively to help AWI achieve its business and technology objectives.

Our proposal includes a 12-month Warranty, Maintenance, and Operations period and our goal is to have fully trained AWI teams take ownership of their activities at the end of the transition period. Given that this is a critical part of an effective transition, we start by keeping in mind the key success factors.

To achieve this goal, we have prepared a pragmatic plan that leverages successful practices from other UC modernization projects. This approach differentiates between IT and business staff. Because these users have differing skills and roles on the system, we customize knowledge transfer and training to meet the needs of the audience, requiring an assessment of the staff’s skills and preparedness. This assessment results in a tailored plan that promotes team interaction, uses a variety of training methods geared to the learning needs of the adult learner, and incorporates the principles of adult education to enhance and enliven the learning process. Our multi-pronged approach recognizes that different users and different people learn in different ways.

Our approach to knowledge transfer combines formal training classes and/or computer-based training (CBT) (using Captivate or similar tool) with on-the-job training and mentoring.

We have used this knowledge transfer approach with great success on prior UC modernization projects. We provide additional detail regarding our Knowledge Transfer approach in *Tab 5.2 – System Development*.

4.4.16 Phase Gate Review and Acceptance

We based the proposed project schedule on "phase gates" as specified in the ITN. The review and acceptance process for each phase gate will clearly define each UCCBIS project phase. The Acceptance process for "phase gates" will be comparable to the deliverable acceptance process. The standard phases that will occur during the project system development lifecycle include Define, Design, Develop, Test, and Deploy.

4.4.17 Phase Gate Approval Criteria

Deloitte will work with AWI to develop the criteria necessary to designate the successful completion of each UCCBIS project phase.

At the beginning of each phase, we will prepare a Phase Gate Expectation Document (similar to Deliverable Expectation Documents), that specifies approval criteria, for your review and approval.

We will conduct formal phase gate review meetings to determine that the project is progressing as planned. We also understand that any time a phase gate is not approved, that the resolution of issues will be managed through the issue management and change control processes described within this section.

4.4.18 Project Change Control Management Plan

Deloitte's Project Change Control Management Plan provides a process to manage the impact, rationale, approval/authorization, coordination, and implementation for each change to specific UCCBIS project scope and configurable items.

Change control addresses the following areas:

- Identification and documentation of the need for a change request
- Analysis and evaluation of the impact of a change request. Types of impact include:
  - Scope
  - Schedule
  - Cost
  - Quality
  - Approval or rejection of a change request
  - Verification, implementation, and release of a change request

The following figure documents our proposed Change Control Process.

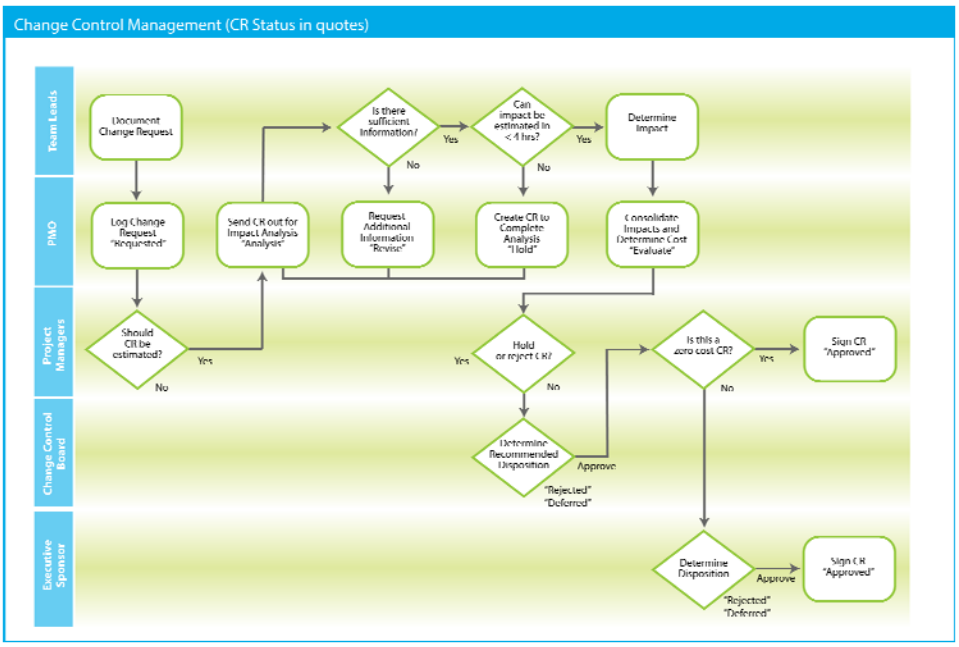

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Exhibit 4-19. Change Control Flow.
Our proposed Change Control Flow, which is subject to review during project initiation activities, provides a process to manage each change to specific AWI UCCBIS project scope and configurable items.

This process follows the Change Control Process outlined in AWI's *Schedule IVB Feasibility Study*.

4.4.19 Information Security Plan

The Information Security Plan includes distinct modules (sets of tasks, activities, and deliverables) organized by project phase (Plan, Assess, Design and Develop, Deploy, Monitor, and Assure). This modular approach will allow our team to identify and use the appropriate modules from across our methodology to create a customized project plan based on the requirements of UCCBIS.

The plan incorporates established data privacy techniques adhering to industry standards in web-based data collection, integrity, and protection associated with the centralization of huge volumes of data. UCCBIS will support different user groups and stakeholders. To protect data and allow data visibility and access based on user groups, we can devise role-based access control (RBAC), a service included in Identity and Access Management (IAM) methodology.

Protecting the security of sensitive information obtained from AWI is an important consideration that we will manage appropriately throughout the UCCBIS Project. Our approach for information security practices to protect personally identifiable information will take into account state, federal, and local laws. We will translate information gathered from this analysis into actionable steps and activities to protect sensitive data throughout the SDLC process for the UCCBIS project, as well as after the UCCBIS solution is in production.

4.4.20 Conflict Resolution Plan

We designed the Conflict Resolution Plan to manage conflict as a part of our overall project management process and to focus closely on resolution. Our experience in large public sector engagements has taught us that conflict is not necessarily a bad thing. Rather, resolving conflict is an important part of the overall approach to the project and will help determine the overall success.

For the UCCBIS project, the source of conflict may be due to internal or external influences. Internal influences are more personal in nature and can include personality or emotional differences on the individual level. The uFACTS solution implementation will impact essential business processes and impose a moderate amount of organizational change on the business stakeholders. Each stakeholder will have a different way of dealing with these changes. As such, it is imperative that the project team effectively manages this change so stakeholders move beyond personal differences and focus on the overall goal: to deliver a high-quality UC solution that provides AWI with an enterprise system to improve the efficiency of Florida's UC business processes.

4.4.21 Disaster Recovery Plan

The Disaster Recovery Plan includes the strategy and procedures for recovering the UCCBIS System should a disaster substantially disrupt Production Data Center operations. The Disaster Recovery Plan identifies the tasks and resources necessary to expedite the resumption of business processing.

Our Disaster Recovery Plan first focuses on mission critical functions and those that are most crucial to business processing.

The key objectives of the plan are:

- Provide for the safety and wellbeing of people on the premises at the time of a disaster
- Continue critical business operations
- Minimize the duration of a serious disruption to operations and resources (both information processing and other resources)
- Minimize immediate damage and losses
- Establish management succession and emergency powers
- Facilitate effective coordination of recovery tasks
- Reduce the complexity of the recovery effort

Although statistically the probability of a major disaster is remote, the consequences of an occurrence could be catastrophic, which makes disaster recovery planning a critical component of the project management plan.

The plan outlines the process of assessing the risk of disaster; defining the potential impacts of a disaster; identifying priority components of the system to be recovered from most important to those of lesser importance, and minimizing the duration of a serious disruption to business operations.

The plan outlines the procedures for recovering data and bringing system components back online, and timelines for testing and maintaining the plan if and when conditions have an effect on the recovery procedures.

The methodology used to develop this plan, emphasizes the following key points:

- Focusing appropriately on disaster prevention and impact minimization, as well as orderly recovery
- Defining recovery requirements from the perspective of data processing functions
- Providing management with a comprehensive understanding of the effort required to develop and maintain an effective recovery plan
- Obtaining commitment from appropriate management to support and participate in the effort

4.4.22 Disaster Preparedness Plan

Deloitte, within thirty (30) calendar days of the execution of the contract, will submit to the AWI Project Manager and Disaster Preparedness Plan that includes provisions for pre-disaster records protection, and an alternative recovery plan that will allow the UCCBIS Project team to continue functioning in compliance with the executed contract in the event of an actual emergency.

We have extensive Technology Center resources that we can engage in the event of an emergency. Our worldwide Technology Centers have technical resources and the necessary hardware/software infrastructure to support the Project. Our Plan would also include the use of our office space and teleconferencing capabilities to house the team.

4.4.23 Budget Management Plan

Deloitte typically includes the budget for its professional services in this section of the PMP and will include additional budget items, such as hardware, software, other professional services (e.g., IV&V), and AWI internal costs based on your direction.

4.4.24 Procurement Management Plan

Acquisition of hardware and software often become a critical path activity on UC modernization projects. We are often asked to either procure the project's hardware and software or assist with procurement activities. Our uFACTS Knowledge Repository includes tools that help track these activities.

In summary, Deloitte's Project Management Plan, using our Playbook Methodology and customized for UC Claims and Benefits Modernization, supports the project management and system engineering practices and processes to help us meet and exceed your project objectives.

Our Project Management activities, including development of the PMP, begin before we arrive on site and comprise an active, living process that takes place until we leave. As part of Project Management, we apply quality management to all project activities and deliverables. This plan consistently delivers UC modernization results.