Tab 3 – Executive Overview.

Proven Solution. Experienced Team. Demonstrated Results.

Deloitte will plan, develop, and implement a solution that meets AWI's requirements and helps AWI get Floridians back to work as quickly and efficiently as possible through our:

- **Proven Solution.** A successfully implemented, self-service oriented, efficient, consolidated system which is designed to meet Florida's specific UC program requirements. The solution is flexible, dynamic, scalable, and user-friendly providing easy access to on-demand information and is also secure and fully compliant with Federal and State laws and statutes
- **Experienced Team.** A highly skilled team of UC industry experts with a track record of many successful state UC system implementations, plus knowledge of Florida's tax system and related legacy applications, and an approach which delivers results to Florida sooner
- **Demonstrated Results.** Many successful UC implementations resulting in improved customer service and operational efficiencies, better communications and access to data and reporting, plus the ability to quickly implement changes in policy or law, and to easily scale to higher volumes if required

We understand your needs and objectives. Florida's Agency for Workforce Innovation (AWI) intends to reengineer and modernize its Unemployment Compensation (UC) system as part of an overall, complex modernization strategy. As illustrated within the Invitation to Negotiate (ITN) and the Schedule IV-B Feasibility Study, the risks and challenges to the State of Florida, citizens of the state and AWI are clear. Should we be selected, Deloitte will deliver an on-time, on-budget solution that will help you meet your overall objectives. AWI will receive flexible, scalable and proven technology; a proven approach; on-demand, reliable service; and the return on investment (ROI) you require to best serve Florida citizens.

In fact, our proposed project plan exceeds AWI's objectives and timing specifications. Given our experience, we propose a phased approach that provides results in 24 months – six months faster than the 30 month delivery schedule outlined in your Feasibility Study. Based on the detailed cost-benefit analysis provided by the State, an early implementation translates into approximately $22 million in additional benefits to the State and citizens. We are confident we can deliver faster simply because we've done it before – multiple times. Our proven solution and approach will be delivered by a high-performance team backed by experience in providing demonstrated results.

Proven Solution. Deloitte has honed our approach to modernizing claimant and employer services based on multiple, successful implementations for benefits, tax, and related UC programs for similar states. In fact, Deloitte is the only vendor to have fully implemented a UC Tax and Benefits system, and we were the first to invest in an innovative solution framework tailored for State UC agencies. We specifically designed our Unemployment Framework for Automated Claim and Tax Services (uFACTS) Solution Framework to accelerate UC modernization for our State clients – helping them achieve their desired benefits faster, with less risk and higher quality. Additionally, we continue to build and grow our solution framework on our own time and in our own centers of excellence to help ensure the uFACTS Solution Framework delivers value for our clients now and in the future. For example, we fully upgraded our uFACTS Solution Framework with American Recovery and Reinvestment Act (ARRA) of 2009 policy. As a result, AWI will have access to powerful, current technology that has been enhanced through lessons learned and regularly updated to meet recent business and technology trends.

The uFACTS Solution Framework is not a custom system or a commercial off-the-shelf (COTS) solution — it is the best of both. We designed it around software application services that correspond to the key activities of a UC program, and directly meets approximately 75% of the requirements outlined in your ITN. We will utilize the extensions and modifications that specifically address the State of Florida's unique business needs and requirements. The uFACTS Solution Framework is web-based, flexible, and user-friendly. It integrates multiple self-service delivery channels and incorporates a flexible code base to execute with greater speed, higher quality, and lower risk.

Additionally, the uFACTS Solution Framework uses a flexible Service Oriented Architecture (SOA) that enables us to deliver each of AWI's published architectural objectives: maintainability, scalability, availability, supportability, recoverability, portability, and performance security. Our solution is compatible with multiple hardware systems, increasing vendor and product options for integration with the technologies in your current legacy environment. We provide uFACTS in both J2EE and .NET versions; for Florida AWI, we recommend a .NET architecture based on our understanding of your enterprise technology direction.

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

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

We will use the uFACTS Solution Framework as the basis for AWI's new UC system. uFACTS provides AWI a base solution that can be used to expedite design and development , as well as to train project staff throughout implementation to help them become self-sufficient upon implementation of your solution. Our uFACTS Knowledge Repository contains customizable, reusable UC process and system documentation covering the full system development life cycle. These assets were derived by incorporating lessons learned from our vast previous experience with successful UC implementations. These assets will help accelerate the design, development and deployment of Florida's new UC system – without the risks associated with custom development or a COTS package not designed with your UC program in mind.

While risk is inherent in a project of this size and complexity, Deloitte's project approach has been tested repeatedly. Our *Playbook Methodology* enables us to work collaboratively with you and achieve incremental success throughout the project. Ultimately, our iterative approach will enable us to implement critical functionality, such as claimant self-service, early.

Deloitte's Active Leadership Makes the Difference

David Minkkinen, Deloitte's Labor and Employment Practice Lead, is our proposed engagement leader and will be responsible for client service delivery. David has provided vision for our uFACTS Solution Framework since 2000 and has staked his career on creating results for clients with uFACTS. He brings over 10 years of experience directly managing unemployment insurance projects. He will ensure the full breadth of resources in Florida for AWI's success.

John Hugill is Deloitte's Tallahassee-based Lead Consulting Partner and will be responsible for the client relationship with AWI.

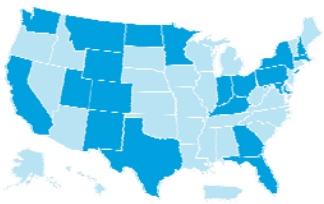
Bob Daub is our proposed project manager. Bob has served in Minnesota and New Mexico and brings more than 25 years of large-scale project management experience to AWI.

Michelle Amante will lead implementation and brings extensive UC implementation experience. She led our benefits implementation in Minnesota and is currently leading the UC Benefits modernization in Massachusetts.

Experienced Team. With an average of over 10 years of UC experience across our core team, we bring dedicated project leaders who built and implemented Deloitte's uFACTS Solution Framework. Additionally, 100% of our proposed project leadership team has worked on and completed successful UC implementations. Our proposed team has worked together on other UC modernization projects, and brings the built-in collaborative approach required by AWI to efficiently plan, design, and develop its system. Leading our team of key resources, David Minkkinen, Bob Daub, and Michelle Amante are ready to make a difference in Florida beginning day one.

We have faced and overcome similar challenges with similar clients. We have also been on the ground in Tallahassee working alongside State and local agencies and departments across Florida for nearly 30 years. As a result, we have a solution and a team prepared to meet AWI's challenges—and we are prepared to include additional local resources and industry specialists to specifically meet Florida's unique challenges. We have a proven history of recruiting local staff and delivering projects on site here in Tallahassee – nowhere is that more evident than in the successful modernization of the State's Unemployment Tax system within the SUNTAX system.

Our commitment is to continue to serve the State of Florida as a top priority client, and you can count on us to deliver the full breadth of experienced, skilled resources required to achieve AWI's success.



Deloitte and Partner Staff Experience in UC Modernization
Deloitte's Labor and Employment Practice have assisted 22 states (depicted in dark blue).

Demonstrated Results. Deloitte has delivered results to more state unemployment modernization projects over the past 10 years than any other systems integrator, and we are the only vendor to have *fully* implemented a UC Tax and Benefits system in production. Further, we are the only vendor with no failed implementations. Deloitte brings experience from more UC implementations using web-based, self-service, modern technology than any other vendor. The uFACTS Solution Framework is the only solution that has met objectives similar to Florida's in another state. Additionally, we recently implemented unemployment tax within SUNTAX for the Florida Department of Revenue (FDOR) — and we are the only vendor that has integrated comprehensive, proven tax functionality with Florida's legacy UC system. This experience will help us meet your requirements, mitigate risk, and accelerate delivery of the new UC system. And while the projects are very different, we intend to bring AWI the same flexible approach and incremental value as a trusted business partner that we provided to FDOR. It is our primary goal to advance AWI's "back to work" mission – and our client references will confirm that we have helped them achieve this same mission.

With relevant experience in 22 states, we have proven our ability to help our clients produce results. Following are some examples of the proven, tangible results realized by Deloitte's clients:

Deloitte Delivers Tangible UC Benefits Modernization		
Client/Project	**Achievement/Outcome**	**Advantages for AWI**
State of Minnesota	Flexibility – implemented extensions for policy changes in a few days versus 4 or more weeks	AWI can implement some policy or legal changes in just days, improving ability to comply with policy and law more quickly.
	Scalability – claims volumes quickly increased 3X the anticipated level, but the system experienced no decrease in performance and service levels to claimants and employers.	AWI can handle sudden increases in claims volumes due to economic cycles without adding resources or reducing service levels.
	Efficiency – 87% of claimants are filing for benefits without any staff intervention. Adjudicators complete 89% of separation issues and 91% of non-separation issues within 21 days of detection.	AWI will achieve cost savings from reduced calls, fewer non-monetary determinations, reduced number of appeals, and reduced fraud. These improvements will also provide more time for 'work-first' activities.
	Service – 100% of claimants are filing for benefits using self-service. 85% Web-based and 15% through the IVR. Adjudicators are averaging three to five minutes per issue for completion of separation issues.	AWI will increase workflow efficiencies and reduce operational costs, and improve communications within AWI as well as between AWI, its claimants and employers.
	Benefit Timeliness – 1st payment in 7 days > from 67% in 2003 to 90% in 2009	AWI will be able to increase its timeliness of payments to claimants, improving customer service and efficiency in operations.
State of New Hampshire	Benefit Timeliness – 1st payment in 7 days > from 19% in 2006 to 92% in 2009.	AWI will be able to increase its timeliness of payments to claimants, improving customer service and efficiency in operations.
State of Ohio	Benefit Timeliness – 1st payment in 7 days > from 51% in 2000 to 93% in 2009	AWI will be able to increase its timeliness of payments to claimants, improving customer service and efficiency in operations.
	Adoption Rate – The self service adoption rate in Ohio went from (42% paper, 58% IVR) to (63% web-based, 35% IVR) after implementation.	AWI will achieve cost savings, improved data collection and improved customer service by converting claimants from paper/IVR to web-based services.

Deloitte is fully invested in delivering the proven solution, experienced team, and results AWI requires for a successful UC modernization initiative. Your success is our success, and we welcome accountability for results. Should we be selected as your vendor, we are prepared to join you as a trusted partner and begin making a difference for the citizens of Florida.