Tab 7 – Personnel

Proven Solution. Experienced Team. Demonstrated Results.

Deloitte Differentiators

- Our proposed team has extensive UC knowledge and experience in the following areas:
  - .NET-based proposed architecture
  - Legacy system integration
  - Data conversion and security
  - Large-scale, successful state government UC implementations
  - Call center integration
  - Document imaging and automated workflow
  - Complex project management
  - Process reengineering
  - Training and organizational change management
- Our proposed key personnel have worked together on past UC modernization projects and delivered results:
  - Significant improvement in UC service levels
  - Increased customer satisfaction
  - Measurable, reduced cost of operations

According to Our Clients

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

Kathy Nelson,
Director of UI Programs in Minnesota

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

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

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Introduction

I'm John Hugill, Deloitte's Lead Consulting Principal for the State of Florida. Over the last seven years in this role, I have accumulated extensive knowledge of Florida's operations through my work with several organizations including the Department of Children and Families and the Department of Revenue. My family and I are proud to call Tallahassee home.

Deloitte has an unmatched record of success in Florida. We teamed with Florida's Tax Agency to implement the SUNTAX system, and it was one of the smoothest 'go-lives' that we have witnessed in the State. The implementation of the SUNTAX system has helped the State generate $759 million in additional revenue, a total ROI of more than $10 for every $1 spent on the project.

I'm David Minkkinen, and have responsibility for Deloitte's National Labor and Employment Practice. With over the 15 years in this leadership role, I've accumulated the knowledge and an understanding of the industry and best practices that will benefit AWI in an implementation of this size and complexity. I have personally led our efforts to modernize unemployment insurance tax and benefits systems in both Minnesota and Massachusetts. These projects implemented our uFACTS Solution Framework and achieved significant improvement in Federal performance measures. I will bring this knowledge and my personal commitment to achieve the same success for AWI.

Deloitte has an unmatched record of success in UC modernization. In the last eight years, we have completed seven successful UC modernization efforts with objectives similar to those AWI has set for the State of Florida. In fact, since 2004, we have successfully implemented modernized UC benefits solutions in the states of Minnesota, Ohio and New Hampshire. These states are now achieving first payment timeliness measurements ranging from 94 to 97 percent, which represents a significant improvement from their previous performance. We will bring the skills and knowledge we used to help these states to you.

The launch of AWI's UCCBIS Project coincides with the conclusion of two Deloitte UC Benefits modernization projects. Hence, the timing to transition these resources to this project is ideal.

AWI requires an experienced team to design, build, and deploy the Unemployment Compensation Claims and Benefits Information System (UCCBIS). While your project vendor's resources, experience, and tools are important, their proposed project team is even more important to ensure a successful result. Our team has the large-scale UC Claims and Benefits system implementation experience required to implement the UCCBIS Project on time and within budget. The unique combination of key project team members, experienced subcontractors, and talented Labor and Employment Practice resources needed for a successful UC modernization project are available only from Deloitte.

Many of our proposed team members have more than 10 years experience designing, developing, and successfully deploying modernized UC systems. They have worked together in the past, and fully understand unemployment compensation modernization,

including what to do - and what not to do - when modernizing UC systems, and they will provide value to AWI from day one.

Deloitte's proposed team has recent, successful experience with UC modernization efforts in Florida, Kentucky, Massachusetts, Minnesota, Montana, New Hampshire, New Mexico, Ohio and Pennsylvania.

"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

Our proposed team understands AWI's business challenges and has the business domain expertise, technology skills, as well as the legacy systems integration experience, needed for your project. Our team's deep UC experience and ability to effectively manage project risk; our proven record of accomplishment in large-scale, systems development; and our successful experience using state-of-the-art technology will provide AWI with a responsive, flexible, scaleable system with a low-risk implementation.

Your project will be supported by a team with a wide range of the experience needed for your project's success. Our project managers have PMBOK-based project management experience and PMI certification as well as experience in systems development methodology and UC modernization. Our business analysts and team leads are trained and experienced with structured systems development methodologies. Our technical team is skilled in large-scale systems design and development implementations, using the .NET technical architecture that we are proposing as part of our uFACTS Solution Framework implementation.

The capabilities of our team will result in a higher quality solution with a significantly lower implementation risk. We have helped other States achieve goals similar to those of Florida, and we will work with you to achieve your goals, and help get Floridians back to work. Our team's skill sets and experience include:

- Successful UC modernization implementation experience in multiple states
- Project Managers and Team Leads with successful multi-year, large-scale project management and systems development life-cycle methodology training and experience
- Management of full life-cycle design and development of large, complex UC systems (including Tax and Benefit systems), with characteristics such as over 4 million lines of code, 400,000 staff hours, 30,000 test scenarios, and 400 use cases, including experience with large, complex, legacy systems integration and data conversion projects
- Technical Architects and Team Leads with successful implementations using a multi-tiered architecture, highly secure, external facing applications, multi-platform and software/ hardware integrations, and complex interfaces with legacy data
- Successful mentoring and training of government program end-users for operations and technical support
- Proven implementation planning experience, particularly in a UC modernization environment, which will provide AWI the skill sets to effectively plan for the implementation, including critical transition needs, end user and technical team training, and change management, thus minimizing the risk of AWI having a lapse in its current service levels during the transition period

Deloitte has assembled a qualified group of individuals to help AWI meet its UCCBIS project objectives. Our qualified team has worked together, produced the results you expect to achieve, and is ready to provide value on the project's first day.

7.1 Resumes and Experience

7.1.1 Project Organization

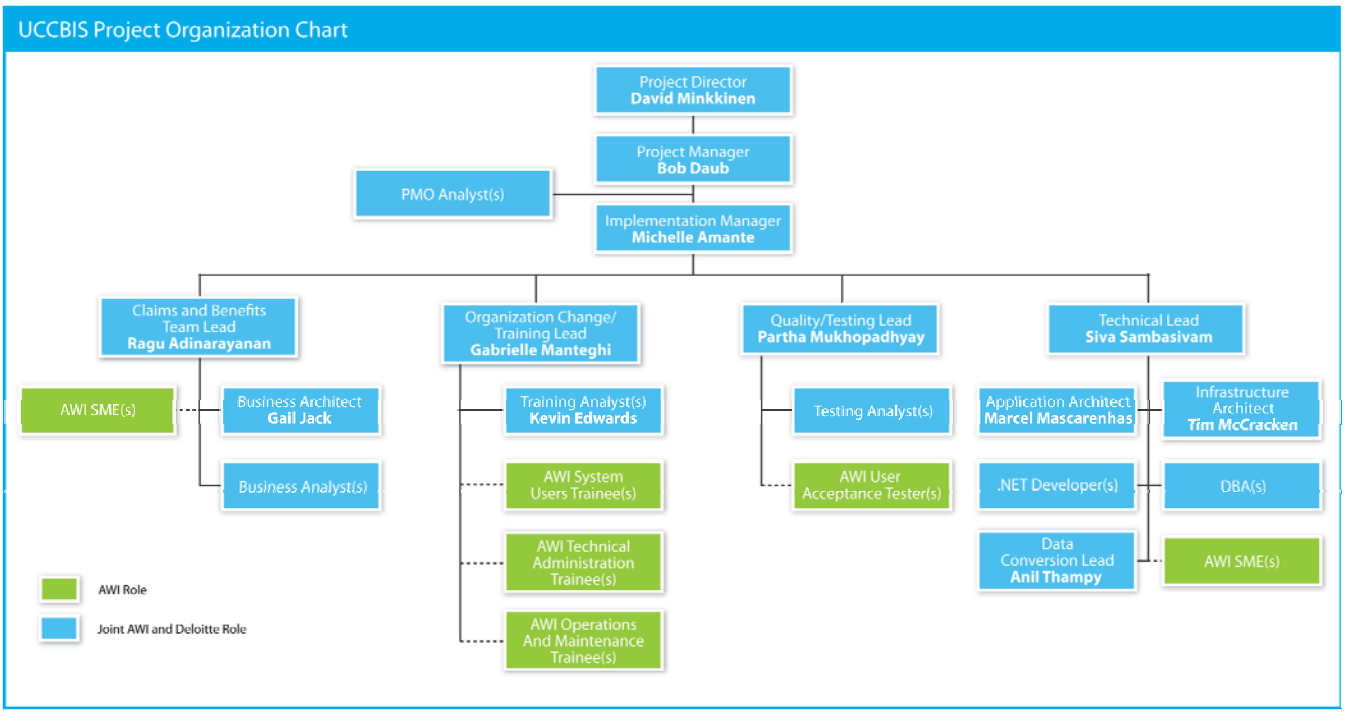
A key to Deloitte's UC modernization track record of success is effective project governance and control. Keys to effective governance and control include:

- AWI participation, with appropriate leadership representation
- An organization structure with clearly defined roles and responsibilities
- Communication with project stakeholders

Our UC modernization success has been accomplished working with project organizations consistent with AWI's project governance, outlined in the ITN (Exhibit 1 – Statement of Work, 5.0 Project Governance). This straightforward organization structure facilitates decision-making, clarifies reporting and communication paths, and represents the relationships of Deloitte and AWI management.

We have tailored our UCCBIS project team organization structure to the project's work breakdown structure, related skill set requirements, and resource estimates.

Since the governance structure is outlined in the ITN, this section addresses the project team organization, including roles and responsibilities. The following diagram depicts the proposed joint Deloitte/AWI Project Team's organization. This diagram includes our subcontractor staff, as they are integrated with our team. This joint team approach facilitates knowledge transfer and positions AWI to own the UCCBIS solution when the project concludes.



FL_AWI UC-509_3

Exhibit 7-1. Deloitte/AWI UC Modernization Project's Proposed Joint Team Organization Chart.
Our proposed joint team approach also facilitates knowledge transfer for AWI self-sufficiency.

The following table highlights the names and roles of our proposed Key Staff, and includes a snapshot of their experience and skills relevant to the UCCBIS project.

Relevant UC Modernization Experience	UC Experience	uFACTS Solution Framework	Business Process Modeling	PMBOK / CMMI	Large Scale State Implementation	Full Lifecycle System Development	Legacy System Integration	Training / Organization Change Management	RUP / Rational Tools
David Minkkinen	✓	✓	✓	✓	✓	✓	✓	✓	✓
Bob Daub	✓	✓	✓	✓	✓	✓	✓	✓	✓
Michelle Amante	✓	✓	✓	✓	✓	✓	✓	✓	✓
Siva Sambasivam	✓	✓	✓	✓	✓	✓	✓	✓	✓
Marcel Mascarenhas	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ragu Adinarayanan	✓	✓	✓	✓	✓	✓	✓	✓	✓
Partha Mukhopadhyay	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gabrielle Manteghi			✓		✓			✓	
Kevin Edwards	✓		✓	✓	✓	✓	✓	✓	✓
Gail Jack	✓		✓		✓	✓	✓	✓	✓

Relevant UC Modernization Experience	UC Experience	uFACTS Solution Framework	Business Process Modeling	PMBOK / CMMI	Large Scale State Implementation	Full Lifecycle System Development	Legacy System Integration	Training / Organization Change Management	RUP / Rational Tools
Anil Thampy	✓	✓	✓	✓	✓	✓	✓		✓
Tim McCracken	✓	✓		✓	✓	✓	✓	✓	✓

Exhibit 7-2. Our Key Staff Have the Experience and Skills Needed to Bring Value from Day One.
Our Key Staff qualifications are further depicted in a chart in Section 7.1.3 Key Staff Information, and are described in more detail in their individual resumes.

Project Team Roles and Responsibilities

The following outlines the responsibilities associated with the roles of the project team proposed for the AWI UCCBIS project.

Project Team's Roles and Responsibilities

Project Director

The Deloitte Project Director has ultimate responsibility for oversight and delivery of the scope of work specified in the contract. The Deloitte Project Director works collaboratively with the AWI Project Director to monitor project status, resolve issues, provide resources for the project, and interact with the AWI UC Modernization Project Steering Committee.

We propose that the Deloitte Project Director meet with the AWI Project Director to prepare for Steering Committee meetings or to address specific issues. We provide the AWI Project Director with summarized project status information, supported by draft materials, with the assistance of the AWI Project Managers, for presentation to the Steering Committee. We also include the AWI Project Director as the first level in any escalation of project issues to the Steering Committee for the Director's information and recommendations.

Project Manager

The Deloitte Project Manager, in concert with the AWI Project Manager, manages the day-to-day operations of the UCCBIS Project. The Deloitte Project Manager is responsible for:

- Delivery of the UCCBIS solution and deliverables that meet AWI's acceptance criteria
- Delivery of the project on schedule and within budget as defined in the contract, project charter, and project work plan
- Management of our consulting resources and other aspects of contract delivery

We provide the AWI Project Managers with detailed weekly status reports and ongoing feedback regarding issues or problems we encounter. We expect to work closely with the AWI Project Managers on a daily basis to monitor project progress; review the project at specific checkpoints; develop acceptance criteria, where applicable; resolve issues; and develop plans and milestones for upcoming releases. We also regularly review and confirm with the AWI Project Managers that we are effectively using agency staff on project activities.

We diligently establish an effective working relationship with the AWI Project Managers. We are committed to the results of the project and to AWI overall and we view ourselves as AWI's team members. Our relationship with the AWI Project Managers will be very open and collaborative.

Project Team's Roles and Responsibilities

Implementation Manager

The Implementation Manager is responsible for the timely coordination of all implementation and integration-related tasks. The Implementation Manager coordinates the integration of functional and technical requirements; reviews and provides input to changes to the uFACTS design, based on the outcome of the fit/gap analysis; and is responsible for the data conversion plans, test plans, and training plans.

Additionally, this role defines and communicates all implementation and integration tasks; manages statewide rollout activities; identifies issues; and escalates issues to the Project Management team, if necessary.

Technical Lead

The Technical Lead is the project's lead technical resource. This role is responsible for the identification, design, integration, and implementation of the technical platform upon which the application resides. This role is responsible for designing and developing a complete and thorough system architecture that provide integration of infrastructure components, and is responsible for planning for system performance, reliability, and flexibility.

The Technical Lead also heads the technology team and is accountable for the day to day management of the team. This role is responsible for providing project planning and tracking, providing status reporting; supporting project management plans, including issue and risk management plans; and assisting with the delivery of the project on schedule and within budget.

The AWI Technical Lead works side by side with the Deloitte Technical Lead to share team leadership responsibilities, gain an understanding of the technical infrastructure design, and gain knowledge and proficiency to support the project's technical infrastructure.

Technology Architects (Applications, UC Technical Framework, Interface/Messaging, Security, Document Management)

The project's Technology Architects are responsible for specific technical components of the application and the integration of these components with the other architecture components. The Technology Architects report to the Technical Lead and bring deep technical knowledge of specific architecture components. The Architects design, develop, maintain, monitor, and evaluate specific aspects of the technical platform and provide needed guidance on those aspects. They work closely together to design and build a highly integrated technical platform.

For example, the Security Architect is responsible for understanding AWI's security requirements, confirming that security requirements are included in the system design, and effectively deploying the security infrastructure. The uFACTS Technical Framework Architect is responsible for the overall installation and use of uFACTS design artifacts and code. The uFACTS Architect is an expert in the technical framework being proposed and is responsible for integrating this framework into the overall technical landscape.

AWI Architects work side by side with Deloitte Architects to understand the system's technical architecture and configuration and to gain knowledge and proficiency for architecture design, implementation, monitoring, and support.

Functional Team Lead (Claims and Benefits)

The Functional Team Lead manages the functional aspects of the system so that the new system addresses AWI requirements and business process needs in accordance with the system development lifecycle methodology. The Functional Team Lead is responsible for:

- The overall business design of the system and the day-to-day management of the Business Architecture team, which is responsible for defining and verifying requirements and providing functional testing support
- Providing input to project planning and tracking, providing status reporting, supporting project management plans (issue and risk), and assisting with the delivery of the project on schedule and within budget

The Functional Team Lead works closely with the Technical Team Lead, AWI Business subject matter experts (SMEs), and other project teams to confirm that we correctly interpret and translate business requirements into a functional and integrated UC System. The AWI Functional Team Lead works side by side with the Deloitte Functional Team Lead to share team leadership responsibilities, share business and industry knowledge, transfer knowledge of the uFACTS Solution Framework, and gain knowledge and proficiency for the project's development methodology and system technologies.

Project Team's Roles and Responsibilities

Quality/Testing Lead

The Quality (QA)/Testing Lead assists the QA Manager in designing and implementing Quality Management processes (CMM Level 4) and testing procedures. The QA/Testing Lead verifies the quality of processes, work products, and deliverables throughout the project. The AWI QA/Testing Lead works side by side with the Deloitte QA/Testing Lead to implement project quality processes and to gain knowledge and proficiency for the project's QA methodologies.

The QA/Testing Lead is also responsible for overall test management, including defining the testing strategy, defining testing procedures, and overseeing functional and technical testing phases. The QA/Testing Lead is responsible for managing and monitoring the test environments, including the setup and population of the various test regions. The AWI QA/Testing Lead works side by side with the Deloitte QA/Testing Lead to lead the project's testing efforts and to gain knowledge and proficiency for the project's QA and testing methodologies.

Organization Change Management (OCM) and Training Lead

The OCM/Training Lead is responsible for development and delivery of the UC modernization project's organization change management deliverables and training. The OCM/Training Lead works with the peer AWI Training Lead to develop the training strategy and leads the Train-the-Trainer program. This role also provides oversight to the development of training materials and to the delivery of end-user training. The AWI Training Lead works side by side with the Deloitte OCM/Training Lead to lead training activities and to gain knowledge and proficiency for the project's training methodology, tools, and techniques.

Training Analysts (Trainer/Training Developer, Training Administrator)

The Training Analysts are responsible for developing training materials and training AWI's end-user trainers. They follow training material guidelines and develop the content of end-user training. They also train the end-user trainers to become proficient in teaching business processes to end users. The AWI Trainer/Training Developer works side by side with the Deloitte Trainer/Training Developer to gain knowledge and proficiency in the project's training methodology, tools, and techniques.

Business Analysts (Claims and Benefits Business Architects/Analysts, Data Analyst, Business Rules Analyst)

Business Analysts provide UC business analysis and knowledge, assist with the definition of functional requirements and design, and assist with functional testing. Business Analysts work collaboratively with AWI SMEs and other end users, business management, and the project technical team to design a system that supports required business processes effectively and efficiently. Each analyst has one to several areas of assigned functionality.

The AWI Business Analyst works side by side with the Deloitte Business Analyst to share business and industry knowledge, transfer knowledge of the uFACTS Solution Framework, and gain knowledge and proficiency in the project's development methodology and system technologies.

Data Conversion Lead/Architect

The Data Conversion Lead is responsible for managing data conversion for the existing systems. The Data Conversion Lead works with AWI legacy system staff, the project Technical Architect (Technical Lead), and the technical and data conversion teams to coordinate and execute the overall approach to data conversion and legacy system decommissioning. The Data Conversion Lead is responsible for creating a data conversion and migration strategy for the project. This includes identification of methods of collecting, cleaning, preparing, and loading the legacy application data into the system.

The Data Conversion Lead implements any automated conversion tools necessary, determines how to warehouse legacy data that do not need to be converted, and documents the overall conversion and legacy system decommissioning approach. The AWI Data Conversion Lead works side by side with the Deloitte Data Conversion Lead to effectively design and manage the migration of legacy system data to the new AWI UC Modernization system and to retire associated legacy systems.

Project Team's Roles and Responsibilities

Infrastructure Lead/Architect

The Infrastructure Lead provides leadership and guidance to the project's infrastructure staff. The Infrastructure Lead is ultimately responsible for assisting AWI with deployment of the AWI UC Modernization technical environment. The Infrastructure Lead is accountable for the day-to-day activities of the Infrastructure staff, provides project planning and tracking and status reporting, supports project management plans (issues, risks, etc.), and is responsible to assist with the delivery of the project on schedule and within budget. The AWI Infrastructure Lead works side by side with the Deloitte Infrastructure Lead to understand the system's technical environment.

AWI Business Subject Matter Specialists

Participation of SMEs is vital to a project implementation. While some of AWI's Business SMEs work full time on the project team, we will need others throughout the project to participate in design sessions, clarify requirements, and perform user acceptance testing (UAT). The AWI management team coordinates time needed with AWI Business SMEs.

Testing Analyst

The Testing Analyst is responsible for supporting the QA/Testing Lead in developing test plans, preparing test environments, supporting testing phases, and managing testing and retesting within the project. The Testing Analyst provides input into test automation strategies and implements test automation on the project. The Testing Analyst also oversees adherence to testing policies and procedures. The AWI Testing Analyst works side by side with the Deloitte Testing Analyst to support testing management and to gain knowledge and proficiency for the project's testing methodologies.

Database Designer (DBA)

The Database Designer/Database Administrator (DBA) is responsible for installation and configuration of the database management system. The DBA is responsible for leading the logical and physical database design; determining the content, internal structure, sizing, indexing, maintainability and availability, and access strategy for the database; implementing security control procedures; and confirming ongoing optimization of the database.

The DBA works closely with other team leads to confirm availability of appropriate data environments, features, and functions throughout the project lifecycle. AWI DBAs work side by side with Deloitte DBAs to design, build, and support the systems database instances and to gain knowledge and proficiency for database management.

Application Architect (Lead Developers)

The Application Architect is responsible for the development of the system's application code, according to standards and in support of defined application requirements. The Software Development Lead directs a team of developers in the technical design, development, and unit testing of functionality. The Software Development Lead provides day-to-day management of the Software Development team.

This role is responsible for input to project planning and tracking, status reporting, support for project management plans (issue, risk), and assisting with the delivery of the project on schedule and within budget. The AWI Software Development Lead works side by side with the Deloitte Software Development Lead to share team leadership responsibilities and to gain knowledge and proficiency for the project's development methodology and system technologies.

Technology Analysts/Developers (Legacy Interface/Conversion, Framework Modification, Interactive Voice Response, Reports, Interfaces)

The Technology Analysts/Developers design, program, and modify software-programming applications and software components. They write code, complete programming, and unit test software components assigned to them. They are responsible for analyzing and resolving problems identified during testing activities and providing post-implementation development support.

Technology Analysts/Developers also create and update system documentation. AWI Application Developers work side by side with Deloitte Application Developers to design, build, and support the system's software components; learn methodologies, standards, and technical products, and gain application development knowledge and proficiency.

Project Team's Roles and Responsibilities
AWI Technology Subject Matter Specialists
AWI core technical experts are essential to the project's progress. These resources are involved in helping the project team to understand the AWI technical environment in detail, to understand legacy systems' data structures, helping verify the technical architecture, and helping understand the environment so that decisions can be made during system design that impact other components of the agency. Other groups of AWI Technical Experts provide support to the project team by installing tools, providing legacy system documentation, or providing team members with network access.

Exhibit 7-3. Project Team's Roles and Responsibilities.

7.1.2 Staffing Levels

The following chart depicts the staffing levels for each month of the project. The X-axis denotes the duration of the project broken into one-month increments, labeled every other month, until the end of the project. The Y-axis denotes the number of staff assigned to the project in accordance with the project plan described in Tab 4 – Project Approach and Methodology.

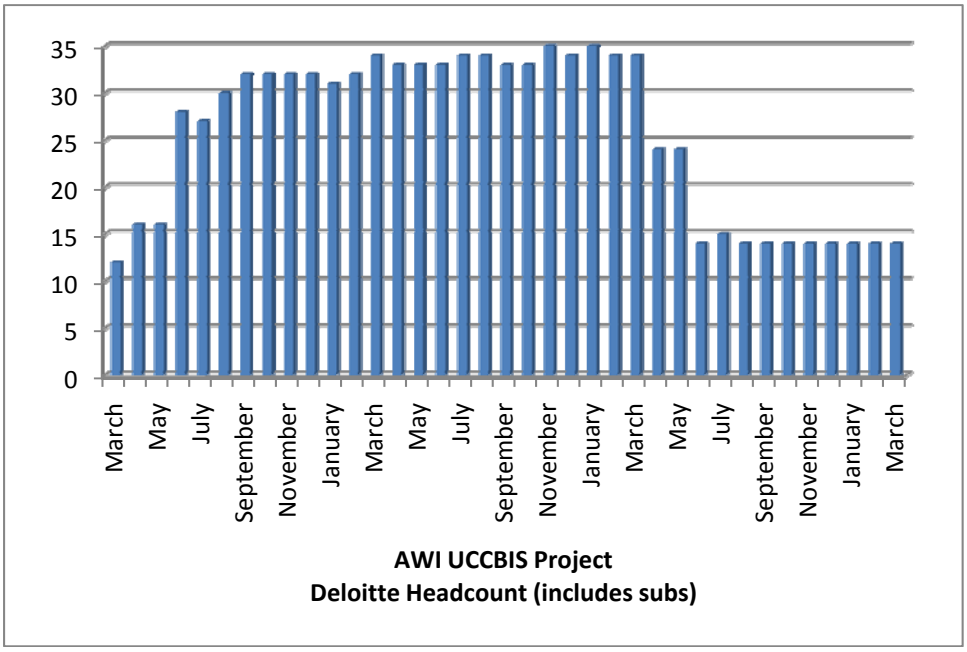


Exhibit 7-4. Deloitte Project Team Headcount (by Month).

7.1.3 Proposed Staff Information

The following table highlights our proposed team members. “Key Staff” are parenthetically noted and the other staff listed are considered “Named” resources and are currently available to participate in the project.

UCCBIS Project Staff	
Name	**David Minkkinen (Key Staff)**
Role	Project Director
Duration	Begin Date: February 28, 2011; End Date: February, 2014
Experience	Mr. Minkkinen is a Principal in Deloitte's State Government Consulting Practice, focused on Deloitte's National Unemployment Insurance Solution. As the leader of Deloitte’s National Labor and Employment Practice, he is responsible for client service delivery, uFACTS Solution Framework, resource deployment and overall marketplace activies. He has over nineteen years of experience in the design, development and implementation of large-scale information systems in the public sector, particularly unemployment insurance modernization. Mr. Minkkinen personally led our efforts to modernize unemployment insurance tax and benefits systems in both Minnesota and Massachusetts. These projects implemented our uFACTS Solution Framework and achieved significant improvement in Federal performance measures. His specific business analysis focus has been in the areas of business process re-engineering, JAD session execution, logical and physical data modeling, workflow process design, requirements analysis, and technology architecture delivery. He has extensive experience in project management and delivering projects in multiple technology environments. Mr. Minkkinen has demonstrated competencies in leading a team of professional consulting staff, delivering services to clients with a high client satisfaction rate and generating new business allowing for growth in the overall practice.
Tenure	Mr. Minkkinen has been with Deloitte one year (and 15 years with BearingPoint)
[redacted]	
Name	**Bob Daub (Key Staff)**
Role	Project Manager
Duration	Begin Date: February 28, 2011; End Date: February, 2014
Experience	Mr. Daub is a Senior Manager in Deloitte’s State Government Consulting Practice, focused within Deloitte’s National Labor and Employment Practice. Mr. Daub has over 25 years of project management, consulting, and systems integration experience. He has had a leadership role on UC projects in Minnesota, New Mexico, and Indiana and has additional large-scale State government project management system implementation experience with Missouri and Iowa. He is Deloitte’s National Labor Practice Project Management Office Leader.
Tenure	Mr. Daub has been with Deloitte one year (and 6 years with BearingPoint)
[redacted]	

UCCBIS Project Staff	
Name	**Michelle Amante (Key Staff)**
Role	Implementation Manager
Duration	Begin Date: May, 2011; End Date: February, 2014
Experience	Ms. Amante is a Manager in Deloitte's State Government Consulting Practice, focused within Deloitte's National Labor and Employment Practice. Ms. Amante has extensive experience working directly with Federal and State government agencies. She has proven experience in project management, system integration, business re-design, and government policy analysis. Ms. Amante is currently the Benefits Functional Team Lead for Deloitte's benefits implementation project in the Commonwealth of Massachusetts. She was a member of the management team that successfully launched Minnesota's Unemployment Insurance Benefits system on-time and on-budget in October 2007.
Tenure	Ms. Amante has been with Deloitte one year (and five years with BearingPoint)

Name	**Siva Sambasivam (Key Staff)**
Role	Technical Lead
Duration	Begin Date: February 28, 2011; End Date: February, 2014
Experience	Mr. Sambasivam is a Senior Manager in Deloitte's State Government Consulting Practice, focused within Deloitte's National Labor and Employment Practice. Mr. Sambasivam is currently the Technical Lead for Deloitte's UC Modernization implementation project in the Commonwealth of Massachusetts. He also held that position for Deloitte's UC Modernization implementation project in the State of Minnesota and is the uFACTS Technical Advisor for the New Mexico UI Tax Modernization Project.
Tenure	Mr. Sambasivam has been with Deloitte one year (and 13 years with BearingPoint)

Name	**Marcel Mascarenhas (Key Staff)**
Role	Application Architect
Duration	Begin Date: April, 2011; End Date: February, 2014
Experience	Mr. Mascarenhas is an Industry Specialist in Deloitte's State Government Consulting Practice, focused within Deloitte's National Labor and Employment Practice. He has more than 17 years of professional experience in project management, system design, development and implementation of large-scale Internet-based, client/server and mainframe based computer information systems to support Unemployment Insurance Systems, Retirement Systems and Workers Compensation Systems. Currently Mr. Mascarenhas is serving as the Technical Manager for the software development effort at the Massachusetts Division of Unemployment Assistance (DUA) Quality Unemployment System Transformation (QUEST) Project. Additionally, Mr. Mascarenhas served as the Chief Technical Architect and Development Manager for the workflow development effort at the Minnesota Unemployment Insurance Technology Initiative project (UI TIP).
Tenure	Mr. Mascarenhas has been with Deloitte one year (and 12 years with BearingPoint)

UCCBIS Project Staff	
Name	**Ragu Adinarayanan (Key Staff)**
Role	Functional Lead (Claims and Benefits Lead)
Duration	Begin Date: February 28, 2011; End Date: February, 2014
Experience	Mr. Adinarayanan has total of 10 years of experience working in Unemployment Insurance Benefits modernization projects. This includes UC modernization projects in Massachusetts, Pennsylvania, and Ohio. Ragu's unique ability is to combine his deep technical experience with his deep UI business functional knowledge. Ragu's has served in UI Benefits modernization projects as a development lead, application architect, project manager, and functional lead. Ragu's array of knowledge and experience combined with his proven track record of project management, large scale system integration and successful system implementation experience makes him the best fit for this role.
Tenure	Mr. Adinarayanan joined Deloitte in November 2004.

Name	**Gail Jack**
Role	Claims and Benefits Business Architect
Duration	Begin Date: February 28, 2011; End Date: February, 2012
Experience	Ms. Jack is a Specialist Master in Deloitte's State Government Consulting Practice, focused within Deloitte's National Labor and Employment Practice. Ms. Jack has over 33 years experience with the Unemployment Insurance program, with 10 years experience in UI system modernization projects including business process re-design. Ms. Jack is currently serving as the Subject Matter Expert with the design team for Deloitte's Continued Claims Redesign project in California EDD. Prior to that, she served in the same capacity for Pennsylvania's UI Modernization project, for which Deloitte (as a sub-contractor to IBM) is responsible for the Benefits design. As a state of Ohio employee, Ms. Jack was a project manager and business lead for Ohio's UC Benefits Modernization project, which was successfully implemented by Deloitte in August, 2004.
Tenure	Ms. Jack joined Deloitte in April, 2007.

Name	**Gabrielle Manteghi**
Role	Organization Change Management/Training Analyst
Duration	Begin Date: May, 2011; End Date: April, 2013
Experience	Ms. Manteghi is a Manager with Deloitte's Human Capital - Organization & Change Practice. She has over 20 years of broad and integrated experience in Change Management, Organizational Development, Human Resources, Customer Service and Operations. Her areas of expertise include the development and implementation of Change / Organizational Readiness Strategies addressing the people components of large scale change initiatives. Areas of experience include strategy development, team management, communications and engagement, leadership alignment (including executive coaching), workforce transition, learning, performance management, and, management of deployment and post go live resources and support systems including call center implementation. She has directly managed staffs of 1-150.
Tenure	Ms. Manteghi joined Deloitte Consulting in January of 2006.

UCCBIS Project Staff	
Name	**Partha Mukhopadhyay**
Role	Quality/Testing Lead
Duration	Begin Date: April, 2011; End Date: April, 2013
Experience	Mr. Mukhopadhyay is a Deloitte Industry Specialist in Deloitte's State Government Consulting Practice, focused within Deloitte's National Labor and Employment Practice. He has over 20 years of project management and systems integration experience. Partha's primary focus area for the past several years involves the development and implementation projects of unemployment insurance system for several different states. He is currently the Qualtiy Assurance Lead for Deloitte's New Mexico UC Modernization implementation project. In Minnesota, Partha assisted in implementation of the first fully functional integrated revenue and benefits unemployment insurance system. In Massachusetts, he assisted quality assurance and quality control activies for the UC Moderinzation implementation project.
Tenure	Mr. Mukhopadhyay joined Deloitte in 1995.

Name	**Kevin Edwards**
Role	Training Analyst
Duration	Begin Date: July, 2011; End Date: April, 2013
Experience	Mr. Edwards is a Manager in Deloitte's Public Sector practice, focusing specifically on helping government agencies improve program operations, and achieve technological efficiencies. Kevin has focused the majority of his 12 year consulting career in working with State and County agencies. This work has consisted of change management, Organization design, training, BPR, analysis of innovative technologies, and developing business and technology implementation strategies. Included in Kevin's work are the design and implementation of interfaces and processes of UC with both child support and tax departments in three large states. Kevin has served as a key training role in 4 large scale implementations, as has significant experience in developing training materials and delivering training via various channels to end-users and operations staff.
Tenure	Mr. Edwards joined Deloitte in 2001.

Name	**Anil Thampy**
Role	Data Conversion Lead
Duration	Begin Date: March, 2011; End Date: April, 2013
Experience	Mr. Thampy is an experienced technology consulting manager in Deloitte's State Government Consulting Practice, focused within Deloitte's National Labor and Employment Practice. Mr. Thampy is a certified PMP and has over 15 years of technology consulting expertise in the product and custom software development as well as significant public sector experience in the Public Retirement and Unemployment Insurance areas. Mr. Thampy has served as the Data Conversion manager for large-scale State system implementation for the State of Louisiana and the Commonwealth of Massachusetts UC modernization project..
Tenure	Mr. Thampy has been with Deloitte one year (and 4 years with BearingPoint)

UCCBIS Project Staff	
Name	**Tim McCracken**
Role	Infrastructure Architect
Duration	Begin Date: March, 2011; End Date: April, 2013
Experience	Mr. McCracken is a Specialist Master in Deloitte's State Government Consulting Practice, focused within Deloitte's National Labor and Employment Practice. Mr. McCracken has over 15 years of experience as a network/server professional in the high technology/complex solutions industry. His responsibilities included gathering project requirements, network/infrastructure design, capacity planning, project proposal development, vendor selection, acceptance testing, integration testing, and production implementation. He has worked with state and vendor staff in the design, planning, development and implementation of unemployment systems in the following States/Commonwealth: New Mexico, Massachusetts, and Minnesota.
Tenure	Mr. McCracken has been with Deloitte one year (and five years with BearingPoint).

Exhibit 7- 5. Proposed UCCBIS Project Staff.

7.1.4 Resumes

The two-page resumes for our "Key", "Named", and "Potential" project team members (including subcontractors) have been provided at the end of Tab 7 in Appendix 7-A – Resumes. The following is the list of potential project team members whose resumes we have provided.

Potential Deloitte Project Team Members		
Project Management Resources	**UC Functional Resources**	**UC Technical Resources**
• Greg Nikiel • Jerilyn Nikiel • Eli Castro • Christine Brubaker	• Nupur Aggarwal • David Bliss • Mark Isbell • Heather Gold • Jenni Marple • Brian Cusick • Joe Baubles • Harpreet Kaur • Hunter Hoffman • Robert Nock • Asheley Kelley	• Pankaj Sharma • Sitarama Alluru • Karthik Sadasivam • Naveen Rudra • Venkat Kakula • Sunil Dabbiru • Prabhu Tegur • Saravanan Alagappan • Satheesh Nagaboyina

Potential Subcontractor Project Team Members			
CSG	**Image API**	**ISOCORP**	**Brandt Information Services**
• Connie Carter • Jeffrey Rhodes	• Loree Evans • Scott M. Lindsay	• Devi J. Pinjala • Capurs Richardson • Chao Tabtimtong • David Phillips • Joe Rhodes • Nagesh Tirumalasetty	• Naresh Muniganti • Ryan Brymer • Susan Melkonian • Thomas McGurk

Exhibit 7- 6. Potential Project Team Members.

7.1.5 Plan for Submitting Verification of Screening

In accordance with the ITN, Deloitte will submit verification that all personnel, including subcontractor(s) personnel assigned to this project have had a background screening that is equivalent to a Level Two (2) screening standard specified in Section 435.04, F.S. and AWI Policy 1.08, as specified in ITN, Section D, Exhibit 1, 7.11.1 Background Investigations.

The member firms of Deloitte & Touché USA LLP conduct background investigations on all employees and partners prior to them providing services to the firm.

Should Deloitte Consulting be selected as the system integrator for the UCCBIS Project, we will perform Level Two background screening, including Federal background records checks, for our staff prior to their performing work under the contract. We will submit the results to the AWI project manager.

Our plan for submitting verification that all personnel, including subcontractor personnel, assigned to this project have a Level Two background screening includes submission of fingerprint cards to the Florida Department of Law Enforcement and FBI.

7.1.6 Conflict of Interest, Non-Disclosure, and Confidentiality Statements

Deloitte confirms that personnel assigned to work on this project are free from any conflict of interest with AWI.

Deloitte confirms that prior to starting work on the project, all assigned personnel must pass the background investigation and complete and sign Attachment C – Conflict of Interest Disclosure and an Individual Non-Disclosure and Confidentiality Form (to be provided by AWI at the time of contract signing) and submit to the AWI Contract Manager.

7.1.7 Our Commitment to the State of Florida

For more than 75 years, Deloitte has been advising clients in the State of Florida, serving a wide range of publically traded, private, government, and non-profit clients. Our practice spans the State with offices in Tallahassee, Jacksonville, Miami, Boca Raton, Orlando, and Tampa.

Deloitte employs more than 1,000 professionals in Florida, including 85 partners, principals, and directors. Working with clients across the state, our staff plays an integral role in helping make life better for all Floridians. Deloitte's representative Public Sector clients cross the state and include: Agency for Health Care Administration, Department of Management Services, Department of Children and Families, Department of Financial Services, Department of Health, Department of Revenue, Department of State, Department of Law Enforcement, Florida Housing Finance Corporation, Seminole Tribe of Florida, South Florida Water Management District, State Board of Administration, The Florida Turnpike Enterprise, Gainesville Utilities, Broward County, Jackson Memorial Hospital, Miami-Dade County Schools, and the North Broward Hospital District. In Tallahassee alone, Deloitte employs over 100 professionals who staff our current State of Florida agency projects.

Deloitte has been an integral part of helping agencies of the State of Florida focus on its citizens, and nowhere is this more evident than in the work we have recently delivered for the state on the following significant projects:

Significant Projects in Florida
Florida Department of Revenue – SUNTAX – 1998 to 2009
Deloitte Consulting designed and implemented the state's enterprise-wide integrated tax system (SUNTAX) for the Florida Department of Revenue. We most recently successfully integrated Unemployment Tax from the Agency for Workforce Innovation's (AWI) legacy system into SUNTAX.
Florida Department of Revenue – CAMS Phase I – 2003 to 2007
Deloitte Consulting was contracted as the systems integrator for the CSE Automated Management System (CAMS), the first SAP-based Child Support Enforcement system to utilize an ERP approach to delivering a child support enforcement case management system. CAMS I, the first phase of this system transformation effort to replace the State's legacy child support case management system was successfully deployed in January of 2006.
Florida Department of Revenue – CAMS Phase II – 2008 to Current
Deloitte Consulting was awarded the second and final phase of this Child Support transformation system project, CAMS II, in January of 2008. When CAMS is completed in 2012 it will replace the State's legacy child support system supporting over 3,000 on-line users and more than 35 interfaces to external entities.
South Florida Water Management District (SFWMD) – eQUEST – 2005 to 2007
Deloitte Consulting was selected to implement SAP technologies at the SFWMD – an agency of the State of Florida – in 2005. The project delivered an integrated business solution that streamlined the finance, procurement, contracting, plant maintenance, and human resources / payroll processes. The project was successfully completed in January of 2007.
Florida Department of Children and Families – FLORIDA System – 2006 to Current
Deloitte Consulting was awarded a contract by the Department of Children and Families in March of 2006 to maintain and operate the State's integrated public assistance eligibility and child support enforcement case management system. Deloitte Consulting originally developed the public assistance eligibility component of this system in Ohio (CRIS-E) and transferred and enhanced it for Florida in the early 90's. Our team of 117 staff is on site in Tallahassee providing IT services to maintain, operate, and enhance this application.
Florida Retirement System (FRS) – DPAS – 1997 – Current
Deloitte's Public Pension Practice was responsible for the design, development, and implementation of Deloitte's Pension Administration Solution (DPAS), which is a comprehensive client/server retirement information system for Florida's Division of Retirement. The FRS provides benefits administration for a growing membership of 680,000 active members and 300,000 retired public workers using DPAS. Deloitte is currently supporting the DPAS system under a managed services contract. The system includes document imaging, workflow, and Internet solutions integrated with the business application software. This large-scale system development effort was implemented in phases over a 3 year period with additional enhancements to support evolving business needs such as Florida's implementation of a Defined Contribution Plan and extended online functionality.

Exhibit 7-7. Significant Projects in Florida.

Over the last 10 years, our efforts with the State have resulted in new jobs through our direct employment of more than 100 State of Florida consulting and system integration professionals, our subcontracting relationships with local firms, and the economic impact of hundreds of consultants with specialized expertise who come to Tallahassee to serve

the State every week. Since 1998, these travelers have stayed more than 25,000 nights in local hotels, spending over $5,000,000 on food, lodging and services in the city.

On behalf of WORKForce Plus, I would like to thank you and your staff for impacting our organization in such a wonderful way during the Deloitte Consulting 2010 Impact Day"… We can't say thank you enough for your team's hard work and dedication to impacting WORKForce Plus. We appreciate everything your team has done to assist us as we strive to improve the communities in which we live

Kimberly A. Moore
MBA, Chief Executive Officer, WORKForce Plus

Deloitte has a long history supporting Minority Business Enterprises (MBE) in Florida. One example of this support is our partnership with ISOCORP, Inc; a Tallahassee, Florida based IT consulting. ISOCORP is an SBA 8 (a) certified minority business enterprise, as well as a State of Florida government certified minority enterprise (MBE). ISOCORP has been recognized as a Minority Business of the Year by the State of Florida's Office of Supplier Diversity and Technology Business of the Year by the Tallahassee Chamber of Commerce. Deloitte and ISOCORP enjoy a special relationship, being the first of two firms to enter the Mentor/Protégé Program sponsored by the Florida Department of Management Service's Office of Supplier Diversity. Under this program Deloitte has been providing tactical and strategic guidance to ISOCORP to facilitate this firm's growth and development.

Deloitte has been a proud member of the Tallahassee community for more than 20 years and we have expanded our charitable endeavors locally as we have grown. Deloitte actively gives back to the community by participating in and supporting many Tallahassee-based charities such as the United Way of the Big Bend, Ronald McDonald House Charities, March of Dimes, American Cancer Society, American Heart Association, Big Bend Hospice, and WFSU public radio and television. Every year, our staff participates in Deloitte's firm-wide day of community service, IMPACT DAY, by individually giving their time and talents to local organizations in need. Over the past several years, our Tallahassee-based IMPACT Day efforts have supported WORKForce Plus, Tallahassee Memorial Hospital, Hope Community, Mission San Luis, Tallahassee Outdoor Museum, Boys and Girls Club, and The Shelter. In June of 2010, Deloitte was honored by the Board of County Commissioners for Leon County by designating June 8th, 2010 as "Deloitte Consulting Impact Day" in Leon County. The resolution commended Deloitte for" strengthening local nonprofits through its skilled volunteers, whose dedicated service to these organizations accomplish sophisticated business goals, and social betterment that pay dividends within the community far beyond the number of donated hours". The following is a copy of this resolution.

Did you know

Deloitte's annual Tallahassee Impact Day contributed approximately $500,000 of community service in 2010

Resolution

WHEREAS, because of its commitment to a company environment that actively encourages community involvement, and a belief that volunteerism helps nonprofits accomplish long-term social goals, in 1999, Deloitte Consulting LLP began offering its employees as skilled volunteers nationwide all year long, and established its annual IMPACT DAY for all its employees to volunteer within their local communities; and

WHEREAS, in 2009, a record 32,000 Deloitte employees, most being highly skilled professionals, worked on 800 projects, in 252 communities all over the country, some for up to six months; and

WHEREAS, since 2005, Deloitte Consulting's Tallahassee office has celebrated IMPACT DAY, and provided skilled volunteer assistance to numerous local non-profit organizations at no cost, through business counsel and hands-on service within the business structure, grants, pro-bono services, advocacy through influence and example, and research; and

WHEREAS, in celebration of IMPACT DAY this year, up to 100 local Deloitte Consulting employees will provide assistance to four Tallahassee nonprofit organizations: Hope Community; Tallahassee Memorial Hospital; Workforce Plus; and Mission San Luis on June 11th; and

WHEREAS, Deloitte's own seven-year long Impact Research Survey found that companies polled, who offered paid time off to employees for volunteerism, increased from 50% last year to 70% this year; and increasingly, offering skilled volunteerism as an option for employees produces value on both sides of the equation; and

WHEREAS, Deloitte's efforts to support and promote nonprofits in local communities through business counsel, grants, advocacy, and hands-on presence within the nonprofit structure have helped hundreds of nonprofits more effectively run their organizations and remain effective in difficult economic times.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA that June 11, 2010, be known as

DELOITTE CONSULTING IMPACT DAY

and the Board commends Deloitte Consulting LLP for strengthening local nonprofits through its skilled volunteers, whose dedicated service to these organizations accomplishes sophisticated business goals, and social betterment that pays dividends within the community far beyond the number of donated hours.

DATED this 8th day of June, A.D., 2010.

BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA

Bob Rackleff, Chairman

John Dailey, Vice Chairman

Akin Akinyemi

Bryan Desloge

William C. Proctor

Jane G. Sauls

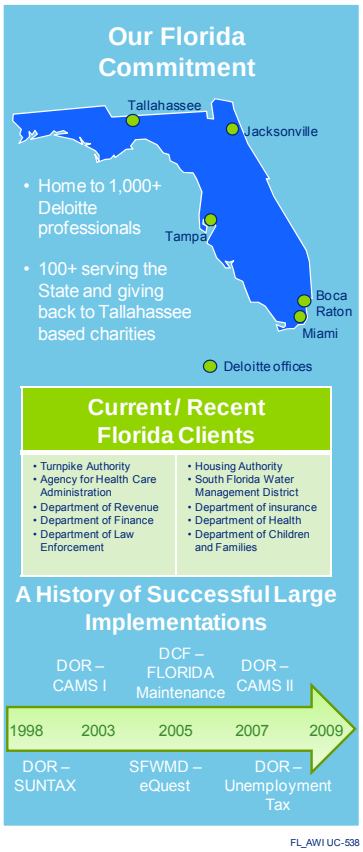
Cliff Thaell

ATTEST:

Parwez Alam, Administrator

Exhibit 7-8. Resolution.

7.2 Senate Bill 2386



Location of existing business operations within Florida

1800 N Military Trail, Suite 200 Boca Raton, FL 33431-6337	1 Independent Drive, Suite 2801 Jacksonville, FL 32202-5034
333 SE 2nd Avenue, Suite 3600 Miami, FL 33131	1203 Governors Square Blvd Tallahassee, FL 32301
201 E Kennedy Blvd, Suite 1200 Tampa, FL 33602-4990	

Existing number and type of employees in the State

Deloitte has over 1,000 professionals, including 85 partners, principals, and directors, working in the State of Florida.

Plan to maximize the use of Florida-based residents, state products, and other Florida-base business in fulfilling contractual duties

Our project staffing plan relies on Florida-based resources, joined with resources from our National Labor and Employment Practice to fulfill our contractual duties.

Summary of Personnel

The right approach. The best fit solution. Experience that matters. People who make a difference.

This section demonstrates Deloitte's proposed team's skills and depth. Our team's skill set and experience include:

- Excellent UC modernization implementation experience in multiple states.
- Both UC Tax and Benefits modernization experience.
- Defined Project Management, System Design and Development, and Risk Mitigation Methodology training and experience.
- Management and full life cycle design and development of large, complex UI systems (Our projects are large and complex – some characteristics include: over 4 million lines of code; 400,000 staff hours; 30,000 test scenarios; 400 use cases, etc.); these projects include legacy system integration and data conversion. With respect to the latter, we understand the State's IT Solution better than our competitors, having served as the integrator working with FDOR to deliver UI within SUNTAX. Our experience with this solution will mitigate system integration risks between UCCBIS and SUNTAX.
- Comprehensive knowledge transfer experience to government program end-users for operations and technical support.
- Project Managers and Team Leads with multi-year, large-scale system implementation and risk management experience.
- Technical Architects and Team Leads with implementations using a service oriented architecture, highly secure external facing applications, multi-platform and software/hardware integrations, and complex interfaces to legacy data.
- Extensive system development lifecycle methodology and related tools experience

Our team understands UC modernization and the challenges you face today. Many team members have more than 10 years experience designing, developing, and deploying UC modernization projects. Our proposed AWI team has worked together in the past, understands what to do and what not to do when updating UC systems, and will provide value from the first day on the job.

We have included resumes in *Appendix 7-A – Resumes*.