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West Virginia Purchasing Division

West Virginia Office of Technology (WVOT) Technical Proposal

Subject: OT Assessment and Consulting Services (OT22144)
RFP# CRFP 0231 OOT2200000002

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Date: July 12, 2022

July 12, 2022

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RE: Request for Proposal No. CRFP 0231 OOT220000002 OT Assessment and Consulting Services

Dear Ms. Hovanec,

Deloitte* is pleased to submit this proposal to West Virginia Office Of Technology ("WVOT" or "you" or "client") in response to your Request for Proposal (RFP) OT Assessment and Consulting Services. Our Proposal meets the requirements of the request and demonstrates Deloitte's ability, knowledge, and experience in providing strategic technology management services to perform the Statement of Work (SOW).

We understand first-hand the complexity of modernizing enterprise technology services and its associated organizational change management. Our team of former state government IT leaders will leverage direct experience designing and implementing strategic technology governance and service delivery models to support WVOT's overall business and transformation goals: (1) establishing standards to support a unified approach to information technology, (2) implementing a unified and integrated enterprise architecture, and (3) establishing a methodology for oversight for technology investments and projects.

As such, we are excited by the prospect of working with you, and we hope our proposal conveys our enthusiastic commitment to provide distinctive client service and highly specialized talent to this project and past experience.

We look forward to working with you to help you achieve optimum value to WVOT. Should you have any additional questions, concerns, or comments regarding our response, please do not hesitate to contact me at +1 (757) 894-0935 or via email at kconner@deloitte.com.

Yours sincerely,



Keyanna Conner
Managing Director

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All offers subject to all terms and conditions contained in this solicitation

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Executive Summary

In accordance with the West Virginia (WV) Senate Bill 486, WV seeks to modernize its strategic governance and management of technology investments. WV Office of Technology (WVOT) will require a multi-faceted approach to achieve its modernization objectives, one which spans across traditionally separate disciplines including IT strategy, enterprise architecture, demand and resource management, IT budgeting and technology investment, and portfolio management. Deloitte understands the key challenges that WVOT faces and has proposed an approach which further moves WVOT towards a mature capability of strategic governance and management capabilities as summarized in Table 1.

Table 1. Key Challenges, Corresponding Highlights of Our Best-in-Class Approach, and Impact to WVOT.

Key Challenges	Highlights of Our Approach	Results for WVOT
<ul style="list-style-type: none"> • Need to shift IT from a historically reactive operate capability to a future focused department. • Limited foundational capabilities to set, plan, and manage technology direction in alignment to the broader business strategy. • Limited data-driven and standards-based decisions about future technology investments and strategic goals. • Limited IT budget, requiring a value-add driven approach. 	<ul style="list-style-type: none"> • Use of the Deloitte Technology Capability Model which serves as a best practice guide on how digitally enabled high performing technology organizations function from a people, process and tools perspective in order to establish efficient operations and better serve the demands of the business, customers, and end users. • Supporting data-driven methods to mature WVOT's ability to strategically govern and manage their project portfolio, application portfolio, services, and budget & investments in alignment with their overarching future state vision and architecture. • Use of holistic Project Jump Start Discovery phase which cuts across all the key capability areas to accelerate assessment and inform development of all subsequent deliverables. • Utilization of industry and capability SMEs to provide experience and tools to deliver results faster and better tailored to WV's needs. 	<ul style="list-style-type: none"> • A well-articulated, multi-year, iterative strategy that addresses all elements of the technology roadmap, translating mission, vision, and objectives into technology imperatives and investments. • Formulated plans, models and governance controls that support with technology strategy being implemented in a consistent and controlled manner. • Managed technology operating and capital budget required to implement the mission and technology strategy at optimal cost. • Demonstrate technology potential with more efficient time to value, providing greater opportunity to grow ideas and realize benefits.

We are uniquely qualified to provide WV our full-lifecycle enterprise IT capabilities and experience in IT strategy, planning, and implementation which will help drive better, faster results and the highest value for each WV taxpayer dollar spent. Our approach, proposed team, and firm wide capabilities to enable transformation of strategic governance and management capabilities are summarized in Table 2.

Table 2. Overview of Our Value for West Virginia.

Overview of the Deloitte Team's Value for West Virginia Providing Superior Value	
1	<p>Superior Approach - We understand technology strategy from an implementation lens – providing forward looking plans informed by a future focused view on Digital Governments and key Tech Trends in Government and Public Services. Deloitte combines a leading technology perspective, our time-tested business acumen, and our 60+ Technology Alliances—which include a collection from high potential startups to industry-leading technology companies to research and educational institutions - to solve your most complex challenges.</p>
2	<p>The Right Team – Our team is led by a proven technology leader with state government Cabinet Secretary experience. She leads a team of highly experienced leaders across governance, planning, architecture, and financials. As part of our Deloitte Global Public Services practice, we are committed to improving public outcomes through a focus on people. Our proposed team understands the business of government and its agencies, enabling technology and the business of Enterprise IT Business Management and are focused on the complex issues facing the public sector and development of relevant, timely, and sustainable solutions for their clients.</p>

Overview of the Deloitte Team's Value for West Virginia Providing Superior Value	
3	We Understand State Government - Having a national practice that has performed work in 47 states, we understand state government. Our team consists of and is supported by former state CIOs and government leaders. Deloitte has been an industry leader in helping states transform their organizations for decades. We have been a National Association of State Chief Information Officer (NASCIO) corporate member since 1999 and received the Longevity Award for 20 years of corporate membership at the 2019 Annual Conference. Our participation is driven by Clayton Frick, who leads our corporate member participation and Srini Subramanian who has co-lead Deloitte's bi-annual NASCIO cyber security survey.
4	Ability to Scale and Adapt to Meet Emerging Needs - We can scale and adapt as needed based upon the implementation strategy decided in Phase 1. As part of Deloitte Government Public Services practice, we have more than 39,000 professionals with 7,500 in the Greater Washington Metropolitan Area as part of our network of delivery centers, industry innovation centers, and access to Greenhouse environments that blend analytics, technology, behavioral methods, and facilitation. This allows us to bring in experts in every facet of IT as we partner to transform WVOT.
5	Deloitte Delivers Proven Methods - We bring world class, industry proven IT transformation and CIO transformation approaches with the supporting Tools and Frameworks to assist us with the analysis based on performing numerous IT transformation efforts. Our Tools and Frameworks span IT Capability Models, Technology Business Management, Enterprise Architecture, Application Portfolio Management, and Project Portfolio Management and will accelerate our ability to drive success for this effort, leveraging knowledge built from previous implementations across State, Federal, and Fortune 500 organizations.

1 Project Goals and Mandatory Requirements (4.2)

West Virginia Office of Technology (WVOT) seeks to modernize existing services and create new strategic technology governance and management capabilities and services. Building and maturing WVOT capabilities will provide increased visibility into the technology investment portfolio and improve strategic technology management, supporting the attainment of WVOT's stated goals of enabling a robust digital government capability, good stewardship of technology funding, empowering use of technology through enterprise services, and protecting data and information systems. When done successfully WVOT stands to gain technology investments that maximize value to the business, the ability to track progress towards a technology strategy, better decision making on investment prioritization, and the ability to allocate the right resources to the right place at the right time.

WVOT requires a partner who will be able to assess, design, plan, and implement a strategic technology governance and management strategy. Throughout our partnership with WVOT, we will develop and refine a roadmap for driving change, execute upon an agile-based transformation strategy while providing recommendations on improvements to increase impact towards modernizing technology management, and provide financial insights to senior leadership. We have a track record of proven results helping clients with similar IT transformation efforts from strategy through to implementation.



We are the leader:

- In Customer Relationship Management (CRM) & Customer Experience Services (Gartner)
- In Business Operations Consulting (Gartner)
- In Organizational Consulting (IDC)
- In Talent and Workforce Consulting (ALM Intelligence)
- In Innovation Strategy Consulting (ALM Intelligence)
- In Business Technology Transformation Consulting (Forrester)
- In Communications and Change Management Consulting (ALM Intelligence)
- In Global Digital Experience Agencies (Forrester)

1.1 Goals and Objectives (4.2.1)

1.1.1 WVOT Assessment and Recommendations (4.2.1)

As part of our WVOT Assessment and Recommendations, we will:

- 1) Evaluate the WVOT key capabilities to provide strategic technology management services. WVOT has identified the Key Capabilities as follows: Technology Investment Management, Enterprise IT Spend, Technical Debt, Technology Spend Analysis, Project Assurance, Information Technology & Investment Portfolio System (I-TIPS), and Enterprise Architecture

- 2) Develop a two-phase strategic plan of improvement initiatives to build and improve capabilities to provide strategic technology management services
- 3) Assist WVOT in implementing the plan through a series of improvement initiatives

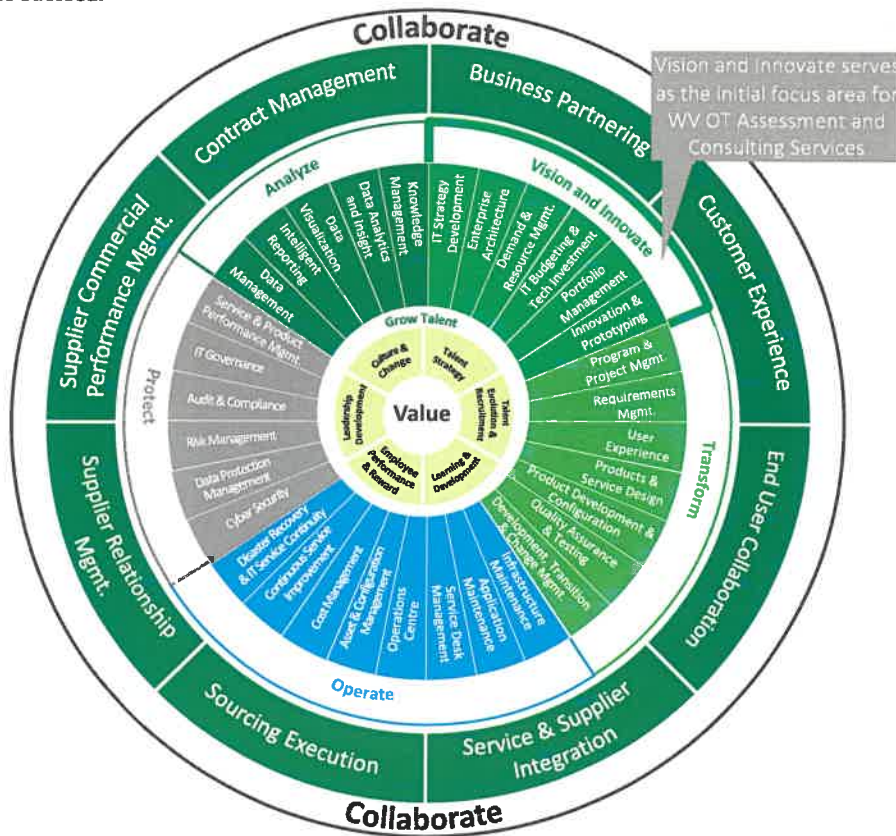
Our WVOT Assessment and Recommendations will initiate with a Project Jump Start Discovery, which will kick start our Key Capability Assessment – a holistic project discovery for the rest of the deliverables of the project across cost, projects, applications, strategy, and architecture dimensions, and inform the development of deliverables.

1) Key Capability Assessment

To conduct the Key Capability Assessment, we will leverage our Deloitte Technology Capability model, as shown in Figure 1, and associated playbook which represents Deloitte’s best practice guide on how digitally enabled technology organizations should function from a people, process, and tools perspective to establish efficient operations and better serve the demands of the Business, Customers, and End Users. Based upon the key capabilities provided by WVOT, our assessment will be focused on the Vision & Innovate capability domain, which provides foundation for setting technology direction in alignment to the broader business strategy based on an overall enterprise architectural blueprint. Our Deloitte Technology Capability model includes maturity levels, common pitfalls to avoid, key roles and interactions, processes, and required tools and technologies. Key differentiating characteristics of our capability model include the following:

- Our approach provides a platform for embracing new emerging technologies (such as Cloud, Digital, etc.)
- A model that has talent at its epicenter keeping in mind key considerations to define a talent strategy, maintain an appropriate talent pool and develop leaders of the future to deliver the business objectives
- An intuitive and engaging model that non-Technology C-suite executives can understand
- A model to assess current state capabilities of a technology organization as well as design what the future

Figure 1. Deloitte Technology Capability Model Provides a Broad Perspective on the Capabilities Required by an IT Organization to Succeed.



2) Development of a Two-Phase Strategic Plan

Following the Key Capability Assessment, we will develop a two-phase strategic plan to improve upon the key capabilities identified by WVOT. Specifically, the two-phase strategic plan will define improvement initiatives to build and mature WVOT capabilities to provide strategic technology management services including how WVOT can:

- Manage cost across the organization through the incorporation of the TBM Taxonomy
- Manage and govern their portfolio of enterprise IT modernization programs
- Manage their application portfolio to proactively modernize

In the development of the Two-Phase Strategic Plan, we will work with WVOT to answer the following questions: What does fully modernized look like? How good do we need to be? How would we know if we were getting better? What would have to change in the way we operate? We will leverage our Deloitte Technology Capability model and playbook to help facilitate these discussions, bringing in common pitfalls and associated remediations other organizations have faced, such as technology investments not aligned to business objectives, ineffective demand management processes, and carrying out cost reduction as a one-time activity.




3) Implementation of the Strategic Plan

Throughout the delivery of the WVOT Assessment and Consulting Services, we will be engaged in a number of improvement initiatives that build and mature WVOT capabilities to provide strategic technology management. WVOT has included such initiatives as part of the Mandatory Project Requirements (Section 1.2) and additional improvement initiatives will be defined in the Two-Phase Strategic Plan and implemented through the potential for Additional / Optional Services (Section 1.2.3).

Methods and Resources Used and How Deloitte Will Accomplish the Tasks Involved (4.2.1.1.1 Part 1)

We provide an overview of the supporting frameworks, methods, and accelerators in Table 3 below. The proposed frameworks, methods, and accelerators accelerate our time to delivery, reduces risk to WVOT, and increases value with available templates, repeatable processes, playbooks, and reports. How Deloitte will accomplish the tasks is included in each deliverable section in a corresponding table as part of the Mandatory Project Requirements Section (Section 1.2).

Table 3. Proposed Methods and Resources.

Method / Resource		How it Will be Used to Accomplish the Tasks
Deloitte Technology Capability Model		Provides comprehensive IT Capability model across 7 capability domain areas and over 30 critical IT capabilities. Used to assess maturity of Key Capabilities and development of improvement initiatives to mature which will be defined in the Two-Phase Strategic Plan. Includes the technical drivers and trends that are impacting the people, processes, and tool components of each of the capabilities to better analyze the data and impact to the enterprise supporting better decision making for WVOT.
Project and Integration Management (PIM) Approach		PIM integrates leading PMBOK based practices to create a streamlined system that delivers the project management services required for this project. PIM provides WVOT a standard and repeatable method for project management, reducing the overall risk towards execution of the deliverables.
Application Portfolio Strategy (APS) Tool		Serves as the primary tool to rationalize and develop recommended 7R approach to leverage modernized technologies such as cloud, APIs, low code development platforms, and data & analytics. Used to collect information from the organization regarding assessment of each application in the organization's application portfolio. The APS Tool will be used to evaluate each application's impact on the business and on organization's current technology in an accelerated timeline and provide more accurate analysis to support better decision making.

Human Centered Change (HCC) Framework		Used to co-create change tactics with stakeholders to emphasize human connection and keep stakeholder needs top-of-mind throughout the change process. HCC provides WVOT a repeatable process to engage across the organization reducing change risk involved with the assessment, definition, and implementation of improvement initiatives.
Deloitte Greenhouse Lab Kit		The Deloitte Greenhouse Lab Kit provides over 50 workshop exercises, to develop tailored workshops meeting a variety of client needs including visioning, prioritizing, planning, and assessing activities. Leveraging the Lab Kit will create more engaging workshops that get better results and have a deeper impact for WVOT.
Data Management, Analysis, and Assessment Framework		Data Management, Analysis, and Assessment (DA ₂) is a Deloitte framework designed from our professional and operational experience derived from providing our clients (State, Federal, Private Sector, International) with an assessment of practices and financial information. Our teams begin with Deloitte frameworks, designed by our leading specialists, for an approach that has been tested and found beneficial to reaching the project deliverable. (DA ₂) provides WVOT a low-risk approach to quickly assess financial information for the organization.
IT Governance Framework		The Deloitte IT Governance Framework provides WVOT ready to use definitions, templated charters, initial process flows and RACIs, and over 10 work product templates spanning industry standard practices across governance decision domains, governance organizational structure, and governance processes. The Framework provides greater value to WVOT with a set of out of the box processes and policies to use for definition.

Ensuring Expectations & Desired Outcomes Through a Measurable Maturity Model Approach (4.2.1.1.1.1 Part 2)

We will leverage a CMMI based maturity model as part of Key Capability Assessment. While the definition of maturity levels is specific to each capability, the broad common characteristics of the five maturity levels in terms of approaches, scope, and outcomes, are summarized in Table 4. For each Key Capability assessed, we have five defined maturity levels, each of which characterizes a different level of efficiency and effectiveness. This facilitates a modular, systematic, and incremental approach to capability improvement, by helping gauge how advanced the capability is, and identifying the Improvement Initiatives to take to improve over time. Our approach provides additional value to WVOT, with our Technology Capability Model which provides associated assessment accelerators to quickly identify challenges, overall maturity, and priority areas for transformation. The use of the Technology Capability Model with associated CMMI levels helps WVOT ensure expectations and outcomes with easily and integrated capture of challenges, assessment of maturity, associated improvement initiatives, KPIs, and key factors to identify future progress in the maturity of the capability.

Table 4. Overview of CMMI Based Maturity Model Used as Part of the Deloitte Technology Capability Model.

Level	Approaches Quality of routines/ practices or activities	Scope Breadth of coverage/focus	Outcomes Predictability between actions and consequences
1 – Initial	Approaches are inadequate or activities	Scope is fragmented and incoherent.	Repeatable outcomes are rare.
2 – Basic	Approaches are defined, but inconsistencies remain.	Scope is limited to a partial area of a business function or domain area; deficiencies remain	Repeatable outcomes are achieved occasionally.
3 – Intermediate	Approaches are standardized, inconsistencies are addressed.	Scope expands to cover a business function (typically IT) or domain area.	Repeatable outcomes are often achieved.
4 – Advanced	Approaches can systematically flex for innovative adaptations.	Scope covers the end-to-end organization/neighbouring domain areas.	Repeatable outcomes are very often achieved.
5 – Optimizing	Approaches demonstrate world-class attributes	Scope extends beyond the borders of the organization/neighbouring domains.	Repeatable outcomes are virtually always achieved.

Work Performed by Subcontractors (4.2.1.1.1.1 Part 3)

We will not be leveraging subcontractors for the WVOT Assessment and Consulting Services.

Organizational Change Management (4.2.1.1.1.1 Part 4)

Organizational change management serves as a critical component towards any transformational effort. Our approach to change management is guided by stakeholder engagement at various levels of an organization to help define the target operating model and related organization structure needed to execute in a new environment. A focus on stakeholder engagement will also help to identify change champions for adopting the modernization’s vision and keeping stakeholders committed to WVOT’s future-state governance and operating models.

As part of our WVOT Assessment and Recommendations we will provide the following Organizational Change Management Support:

1. Executive Leadership Support: Support the communications of strategic change recommendations to enable executive level of oversight and decision-making of strategic technology management.
2. Operational Leadership Support & Development: Support and development of key staff to alter and modernize work functions aligned to strategic technology management efforts.
3. Workshops: Facilitation of development workshops in support of organizational change management elements of the project.

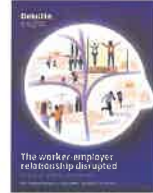
1) Executive Leadership Support

WVOT seeks the facilitation and communication of key change recommendations to enable leaders to make decisions and to support strategic technology management. To accomplish this objective, Deloitte will apply its Human Centered Change (HCC) methodology.

HCC enhances traditional change management to focus on the humans involved in innovation and large-scale transformations. It measures the depth of behavioral change that is required from different groups of people to form a more cohesive, integrated transformation roadmap that will ensure that the change is communicated, understood, and sustained by all stakeholders. Where customer experience (CX) puts individuals’ actions and behaviors at the center, HCC illuminates individual values, feelings, and ambitions that motivate these actions, and the outcomes that drive their experience.

We will develop an in-depth stakeholder analysis through interview methods and exercises to better understand organizational factors and workforce needs. The stakeholder analysis will help to identify strong insights on which to build change plans. The key is to co-create change tactics with stakeholders to emphasize human connection and keep stakeholder needs top-of-mind throughout the process. We find that using direct insights from stakeholders as the basis of the change management approach not only increases the confidence of executive leadership in the change management plan, but also empowers them to oversee change management activities long after the transformation engagement ends. This approach will help WVOT leaders make well-informed operational and organizational decisions and deliver specific, tailored change that can be both implemented and sustained.

Our HCC framework (Figure 2), described in more detail below, establishes a structured approach for engaging stakeholders throughout the change process to set the stage for and deliver change successfully and sustainably. HCC is anchored in four essential elements: Discover, Define, Develop, and Deliver. These elements will be established as part of our robust program management approach and revisited during each stage of the transformation.



At Deloitte, we leverage our Global Human Capital Trends report, which is researched and published annually, to leverage industry-leading insights to help our clients stay ahead of workforce trends.

Figure 2. Overview of Deloitte’s Human Centered Change (HCC) Approach.



2) Operational Leadership Support & Development

To support the development of key staff throughout the modernization, Deloitte will continue its incremental approach to capability improvement via our knowledge transfer approach. Knowledge Transfer is the process for transferring project-related knowledge, skills, and capabilities from our project team to WVOT’s project team so the discovery and knowledge from the project stays with WVOT. As a best practice, knowledge transfer is embedded into our staffing approach throughout the project by aligning select WVOT team members with a Deloitte counterpart.

Early in the project life cycle, we work with WVOT to create a knowledge transfer approach that addresses the development of key skills, capabilities, and experiences for key staff, with a focus on operational leadership, those individuals who will transition from their project team roles into future support roles within the WVOT team. The approach steps include:

- Developing the goals and objectives of the knowledge transfer process
- Identifying the WVOT and Deloitte team members for knowledge transfer, and the associated roles and responsibilities
- Outlining the focus areas for knowledge transfer
- Defining the method for measuring knowledge transfer success

As an output of the knowledge transfer work, Deloitte will deliver a knowledge transfer plan. The Knowledge Transfer Plan is created for operational leaders of each technology capability and serves as the blueprint for defining the scope transfer. Knowledge Transfer partners discuss the outputs of the maturity assessment for their capability area to understand their maturity score and the behavior, technical, communication and other changes they will need to fully mature in their new roles. Using this tool, the knowledge transfer team will define success metrics for transferring knowledge, establish timing, and log the updated Knowledge Transfer Plan to a common document repository.

3) Workshops

Finally, Deloitte understands that WVOT seeks workshops to support the organizational change management elements of the project, which we will provide through a Leadership Alignment Workshop and a Leadership Vision Workshop. Deloitte has extensive experience with designing workshops to meet our customers unique needs. Our workshop methodology is based on our Greenhouse Lab Experience which helps clients reach breakthroughs in ideation, strategy development and planning. As part of our Greenhouse Lab Experience, we will bring in the principles of facilitation, design thinking, analytics and insights, and collaboration. To accompany the Greenhouse Lab Experience, we’ll bring our “Greenhouse Lab Kit”, an accelerator created by the Greenhouse after delivering thousands of Breakthrough Labs. The Lab Kit focuses on creating more engaging workshops that get better results and have a deeper impact. With The Lab Kit, WVOT will receive elements of the Deloitte Greenhouse experience on demand to amplify workshops.

Over the years, our workshops have helped a multitude of clients gain insight into their internal operations. We use workshops to help clients take a step back and address complex challenges by bringing in the principles of group dynamics and innovation theory in designing our workshops. When we facilitate, we focus on providing an environment to increase engagement, ideation, and alignment. Our workshop approach includes four steps:

- Collaborate with executive leadership to identify goals and objectives
- Facilitate ‘alignment’ session to prioritize objectives and confirm buy-in
- Facilitate an engaging and impactful workshop

- Create action plans and define metrics to measure achievement of intended outcomes

The desired outcome of each workshop is to secure leadership alignment on future state goals and aspirations, resulting in strong ownership and alignment on the future state strategy by all stakeholders.

Phase 1 Work Plan (4.2.1.1.1.1 Part 5)

Phase 1 will provide WVOT a refreshed vision, assess their maturity of WVOT capabilities to provide strategic technology management services, and implement upon improvement initiatives as called out by the Phase 1 Mandatory Requirements for the following: Project Plan, Preliminary IT Financial Report, Services Rates Catalog, I-TIPS Analysis, Five Year Strategic Technology Roadmap, and Annual IT Report. Based on the requirements and successfully leading IT transformation initiatives for other government clients, we’ve provided the following work plan for Phase 1.

Figure 3. WVOT Assessment and Consulting Services Phase 1 Work Plan.



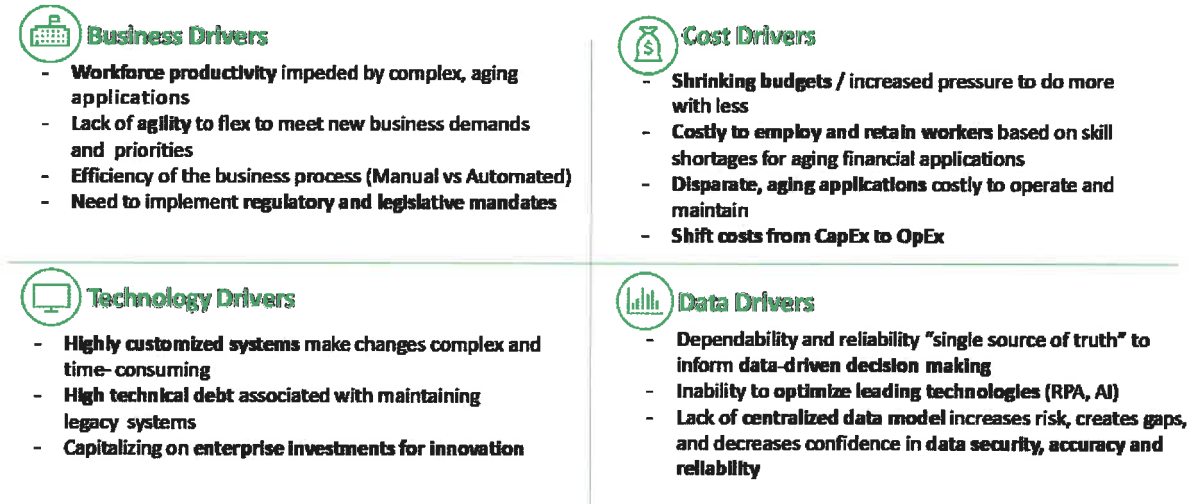
Critical to the success of the project is to conduct a Project Jump Start Discovery which will provide a holistic assessment of the Key Capabilities as well as a CIO future state definition exercise to inform the development of the two-phase strategic plan. Discovery includes interviews with key stakeholders (up to 10), survey of required data to create a current state baseline across pertinent cost data, project data, application data, and supporting materials (ex. Strategies, architectures, project overviews, etc.) around the key capabilities that WVOT has identified. We will leverage proven data collection framework consisting of pre-built data collection sheets informed by previous Technology Business Management, Project Portfolio Management, Application Portfolio Management, IT Strategy, and Enterprise Architecture projects. This information will inform the deliverables created after the two-month Project Jump Start Discovery. We will send out one survey per department and we will set up a meeting with each department to validate the information received. We will work to understand the department perspective and needs as the stakeholders of WVOT services which are key to gaining adoption and support.

At the outset of the project, we will conduct a Leadership Alignment workshop. The purpose of the Leadership Alignment Workshop is to align with WVOT leadership on the approach and outcomes for the project. Together, WVOT Leadership and Deloitte will collaboratively confirm the drivers for the project, criteria to drive decision-making on prioritization and sequencing of proposed improvement initiatives. Additionally, the Leadership Alignment Workshop will include the following topics: scope, schedule, deliverables, expected outcomes, and the selection criteria for identifying top business applications.

Selection Criteria for Identifying Top Business Applications (4.2.1.1.1.1 Part 6)

Several selection criteria may be used to identify the top business applications. Typical criteria for identifying top business applications for assessment include business alignment, risk posture, complexity, size, and cost. We will work with WVOT to provide a set of proposed criteria and discuss the degree of importance of the criteria and the confidence factor of the available information. To inform the discussion to select the top business applications, we will investigate WVOT’s key drivers for transformation as summarized in Figure 4.

Figure 4. Key Drivers for Transformation to Inform Top Business Application Selection.



1.2 Mandatory Project Requirements (4.2.2)

1.2.1 Phase 1 Requirements (4.2.2.1)

1.2.1.1 Phase 1 – Project Plan (4.2.2.1.2)

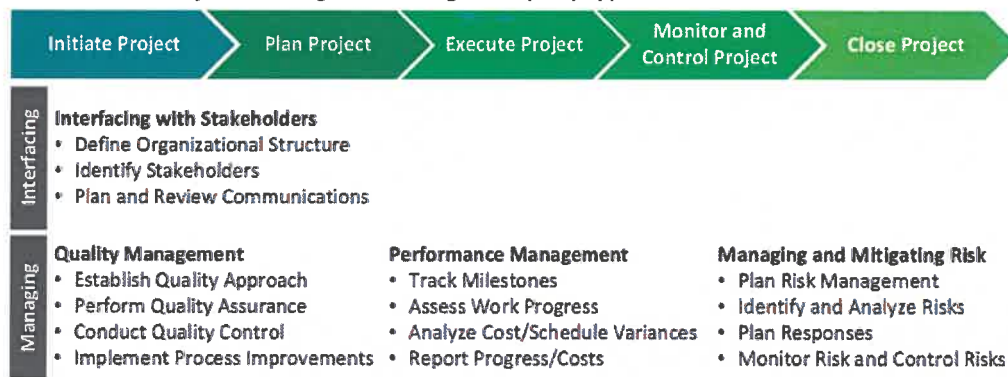
Within the first month of the project, we will develop the proposed project plan inclusive of key activities, milestones, start and end dates, dependencies, work products, and deliverables. The project plan will be informed by the outputs from the proposed Leadership Alignment Workshop. The project plan will serve as an input to a

biweekly status report conducted with the WVOT project manager which will include key accomplishments, next steps, risks and issues, and an updated project schedule.

The project plan and biweekly status report are inclusive of the overall processes prescribed by our proven project management method, Project and Integration Management (PIM), which expands on the leading practices recommended in the Project Management Institute’s A Guide to the Project Management Body of Knowledge (PMBOK®). These practices enable us to deliver quality products on time and within budget by adhering to disciplines such as those highlighted in the Figure 5 below. We have used this process successfully to manage hundreds of projects for Federal, State, and Fortune 500 clients.

The PIM methodology integrates leading practices to create a streamlined system that delivers the project management services required for this project. Our team will apply PIM tools, templates, and sample deliverables to support the collection and analysis of data and information. We have found that using structured methodologies and leading practices significantly reduces risk to the client’s mission, increases team productivity, improves quality, and reduces cost.

Figure 5. Overview of Our Project and Integration Management (PIM) Approach.



1.2.1.2 Phase 1 – Preliminary Information Technology (IT) Financial Report (4.2.2.1.3.1)

Deloitte understands the State’s Technology Strategy goals will require an understanding of the WVOT’s spend on Information Technology (IT) to craft future actions and goals using reasonable financial information. An estimated IT financial report can provide preliminary information and be a key product to baseline the current spend levels and the relevant investments and operation and maintenance (O&M) efforts. Deloitte has found that the preliminary IT spend estimate can provide content to support the prioritization, design, and development of the roadmaps and project plans needed for a Technology Strategy to be organized and sustainable. An estimate of technology spend for WVOT should include an overview of spend by Department as well as holistic view that can highlight projects over \$500,000 that are WVOT priorities and technology debt.

Deloitte considers WVOT’s request for a preliminary IT financial report as a *Run the Business* value conversation as defined in the TBM Framework (See Figure 6). The TBM framework has provided successful results for organizing IT spend into a common comprehensive view to support assessing IT spend and facilitate the development and execution of Technology

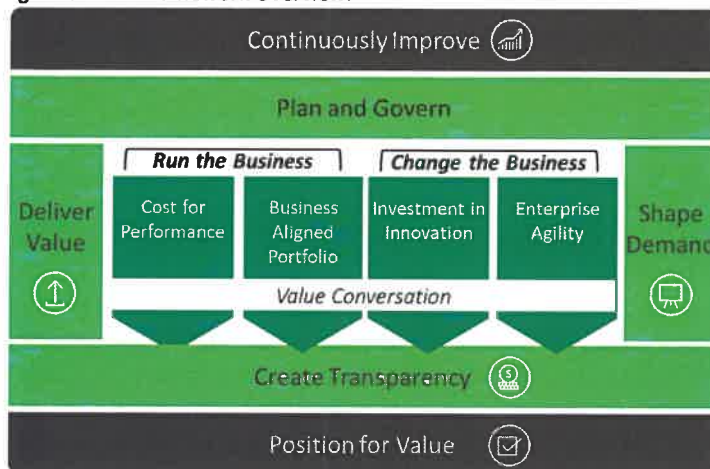


IT Financial Reporting for Preliminary Analysis

- Deloitte has delivered several IT financial reports for IT Offices to support analysis & decision making using the TBM framework
- Deloitte has a large population of Certified TBM Executives who routinely support our clients in IT financial analysis and decision making, providing our clients with trusted advisors with a wealth of experience
- Our experience spans State, Federal, Commercial, and International Cliental for delivery of IT preliminary financial reports built from various degrees of data quality, maturity, and accuracy
- Our practitioners are skilled in financial accounting and IT operations, which is a comprehensive skillset needed in IT financial reporting and analysis

Strategies. Deloitte uses the TBM framework in strategic technology management projects for State, Federal, and Commercial clients for its value in providing an industry standard in cataloging IT spend, especially for spend value or debt analysis. Although other frameworks and methodologies exist for organizing IT spend, the TBM Council's TBM framework is widely accepted and comprehensive approach and widely adopted, resulting in a large community of practice with diverse experience in designs that can help shape TBM utilization for a wide range of OT scenarios.

Figure 6. TBM Framework Overview.



Deloitte's utilization of the TBM framework to produce the preliminary IT financial spend estimate for WVOT provides a foundation for transparency and positions IT to communicate its spend more effectively and showcase its value to its customers and taxpayers. Our preliminary approach targets the *Run the Business* value conversation *Cost for Performance* activities to identify the value-add or debt spend for ongoing operations of the business; this includes investments, O&M, and inbound interagency expenses (where relevant).

The core outcome Deloitte will obtain

through *Cost for Performance*, is a report on IT spend that address OT's questions:

- How much is being spent on IT?
- Is the spend supporting IT's value conversation or is it technical debt?

Cost for Performance outputs commonly require multiple IT data inputs that span both quantitative and qualitative categories such as but not limited to: IT assets, ongoing projects, and expense data; Resources that support IT (Employees & Contracted); Internal stakeholder as well as functional and operational interviews; Procurement data; and Department multi-year strategic plans, roadmaps, or journey maps. The quality and accuracy of the inputs determine the transparency and completeness of results obtained through the *Cost for Performance* process. For WVOT, Deloitte's tailored approach will prioritize WVOT's 60 calendar day due date and use readily available content to produce the Preliminary IT Financial Report. With the prioritization on speed, Deloitte will rely on WVOT's team to provide data that can address the categories above in a quickly consumable and manageable format to quickly organize and outline WVOT's IT spend into categories that show value or debt to WVOT. Our team will work with WVOT points of contact to gather readily available data; this may include working with WV staff outside of WVOT to gather financial and/or accounting data. Data availability and reliability can impact reliance on the results, as such our team will seek to augment data gaps where possible and document data assumptions.

Technical debt is a determination of value to IT and the State and will be a combination of qualitative and quantitative inputs that weight assets to the State's Technology Strategy. Our team can also provide professional experience and judgement if needed to refine WVOT's definition and determination for technical debt. The technical debt definition will also be the baseline for deciding value-add technology. The data universe will consist of an inventory of approved and under consideration technology investments greater than \$500,000 and will not provide a total cost view on WVOT's IT spend but will provide a perspective on prioritized large projects.

Depending on the data availability and quality, Deloitte will further tailor our approach, prioritizing the due date, to produce an estimated IT financial report. Our tailored approach will consider the end objective in mind, and our team will look to identify anchor points using data inputs that are reliable and replicable to provide a quality deliverable and where possible also address other common questions sought in the *Cost for Performance* stages:

- Are we delivering the right performance for the best possible price? (i.e., *Technology Spend Analysis*)

- What is needed to run the business? (i.e., *Technology Investment Management*)
- Is there shadow IT? (i.e., *Enterprise Architecture Across the Enterprise*)
- Is my *Run the Business* position sufficient to design *Change the Business* strategies? (i.e., *I-TIPS & Technical Debt*)

Additionally, where possible the team will also introduce *Business Aligned Portfolio* perspectives to the report to provide a comprehensive report that supports multiple needs.

Table 5. Sound, Practical, and Feasible Method for IT Financial Report.

Plan to Produce the Preliminary Information Technology (IT) Financial Report
How Deloitte Will Accomplish the Tasks Involved
<p>Data Management</p> <ul style="list-style-type: none"> • Analysis of data received, supplemental data request for key data inputs needed to for the estimated financial report • Assessment of all data received in relation to the data’s ability to support report • Consolidation of supporting data for OT’s estimated financial report • IT value and debt will be measured to WVOT’s factors and alignment to the State’s Technology Strategy • Extract Transform Load (ETL) efforts to organize the various data inputs into standard formats for consolidation and aggregation • Matrixing of aggregated results to relevant reporting attributes <p>Report Development</p> <ul style="list-style-type: none"> • Assess consolidated data using reporting attributes: Holistic, Departmental, Value-add, Debt • Begin aligning assessment results into an OT preliminary IT financial estimate report outline • Test report results for accuracy and quality • Finalize report and provide to WVOT • Brief WVOT on final Preliminary IT Finance report
<p>Deliverables (D) and Work Products (WP)</p> <p>Preliminary Information Technology Financial Report (D) - This report provides a holistic and departmental view of IT spend on OT’s inventory of approved and under consideration technology investments greater than \$500,000.</p>

1.2.1.3 Phase 1 – Service Rates Catalog (4.2.2.1.3.2)

Within the first 90 days of the contract award, Deloitte will provide WVOT with an assessment of its Service Rate Catalog that provides an evaluation and rationalization of its current rates and propose revisions where relevant. Our assessment will take advantage of preliminary TBM utilization work performed for the Preliminary IT Financial Report and provide the assessment results in the TBM framework, to the extent possible and reliable. The service rate catalog assessment contributes to the State’s Technology Strategy by showing the State is a good steward of taxpayer money by providing financial insights to leadership to make incremental adjustments that improve WVOT’s value conversation. Deloitte’s approach to WVOT’s service rate card assessments uses our tailored Data Management, Analysis, Assessment (DA₂) framework to provide a comprehensive analysis that addresses OT’s expectations within the time allotted.

Our DA₂ framework is a multi-layered approach that is an organized approach to target the end objective with a quality deliverable. Each stage within the framework is centered around the deliverable (Service Rates Catalog Rate Assessment), as the deliverable expectations (listed above) are prioritized along with the 90-day timeline. This centric view facilitates the prioritization of data, analysis, and reporting and organizes efforts strategically and efficiently. DA₂ further organizes a set of actions for each stage within the framework that are scalable and flexible to adapt to the WVOT’s environment and data



Army Core of Engineers (ACE)
 Deloitte assessed ACE’s IT service rates, which included an analysis of the practices, processes, and method to determine total costs. The assessment was conducted to provide ACE with a view on the alignment of its practices to industry standards and appropriate deployment of methodologies. Our assessment provided ACE leaders with reliance on its rates and their accuracy in support of decision making and strategy designs. Deloitte provided ACE with Subject Matter Specialists to perform the assessment in the time allotted. Our team provided observations and a final assessment for ACE leaders to use in designing methodology refinements and enhancements.

delivery capabilities. The collective actions for each stage provide the foundation to the final assessment provided to WVOT's leadership.

The Data Management stage has three core actions that are completed to progress to the next stage: Planning, Gathering, Consolidation. The Planning efforts outline actions to organize the team, identify potential new data inputs needed, and the timeline to maintain an efficient and strategic approach. The Planning output is a summary of data needs to be requested of WVOT and timelines for each DA₂ stage.

Figure 7. DA₂ Framework.



Upon receipt of new data inputs, the Gathering actions are an analysis of all the data inputs received to date and their support to the deliverable. Additional Gather actions include the cataloging of data inputs received and their attributes where relevant, examples include source, query instructions, owner, etc. Gathering actions are scalable to contract or expand depending on the data attribute availability and the value in capturing data input attributes for subsequent deliverables. Our team uses the Planning output to help determine which Gathering actions should be scaled.

The Data Management stage is concluded with Consolidation actions which are a preliminary analysis of the data inputs to the deliverable and their value contribution. Our team will analyze data inputs quality, value to support data reliance, and note data assumptions and gaps. Consolidation actions are a combination of technical actions and qualitative and quantitative decisions. Data gaps or absence of information will be captured as well. The conclusion of Consolidation actions progresses our team into the Analysis stage.

The Analysis stage's objective is a comprehensive review of the data inputs received that progressed past the deliverable value contribution vetting stage and building an output to conduct the service rate assessment. The Analysis stage is also scalable, and our team will measure the data inputs to determine if the analysis efforts should be contracted or expanded. Common analysis efforts include but are not limited to:

- Completeness and Accuracy: data quality, quantity, and Extract-Transform-Load (ETL) requirements for data completeness
- Use Case: Direct support that provides immediate observations or indirect support that may require additional data intersections and or client input
- Result/Observation Triangulation: validating results using existing or new matrixed data results to establish data reliance and accuracy positions.

At completion of the Analysis stage, our team will progress to the Assessment stage.

The Assessment stage uses three primary objectives to derive the actions needed:

- Benchmarking: Alignment of WVOT's service rates to acceptable practices
- Report: Consolidation of assessment observations and rationalization
- Debrief: Presentation of final results

In Benchmarking, Deloitte will determine the relevant benchmarks to assess WVOT's service rate catalog against in support of developing observations and subsequent rationalization or proposed revisions. Benchmarking is also a scalable effort that may include but not limited to assessment to common industry standards (where possible and relevant), comparison to Deloitte's prior service rate inventory, Subject Matter Specialist (SMS) professional judgement to sound and acceptable rate practices, etc. The output from benchmarking is list of observations that are cataloged for their contribution to rationalization, proposed revision, or concluded evaluation.

Post Benchmarking, our team will organize our content, where possible and relevant, into a consumable report that provides WVOT with a Service Rate Catalog assessment that supports the State's Technology Strategy. Depending on data availability and timeliness of receipt will impact the results of the Service Rates Catalog assessment, where possible our team will document relevant assumptions and data gaps. Our team will work to consolidate observations into a hierarchy of observations to provide a multidimensional view on the observations

gathered. Multidimensional view examples include graphic representation of results in a consolidated view to summarize observation impact; mapped view of observations to source; ancillary observations derived as part of the assessment, independent of the Assessment scope, with high relevancy to WVOT leadership; etc. The final report will be debriefed with WVOT Leadership by our team and will include a rationalization and evaluation of all existing and proposed service rates.

Table 6. Sound, Practical, and Feasible Method for Service Rate Catalog.

Plan to Produce the Service Rate Catalog Assessment
How Deloitte Will Accomplish the Tasks Involved
<p><u>Data Management</u></p> <ul style="list-style-type: none"> • Plan for approach and execution, gathering of new data (e.g., rates, rate calculation methods and support material, etc.), consolidation of data received • Documenting of data gaps and or absence of data • Organization of data inputs into a data contribution list to support analysis • Management of time and data inputs to ensure timely delivery of Service Rate Catalog assessment <p><u>Analysis</u></p> <ul style="list-style-type: none"> • Detailed evaluation of received data with observations as an output to support the assessment • Review of data quality and accuracy to support reliance on results • ETL to organize the data into consumable formats for analysis • Evaluation of gaps and culmination of assumptions for final report • Analysis of practices, processes, and results to commonly accepted methods, standards, and practices <p><u>Assessment</u></p> <ul style="list-style-type: none"> • Evaluation of observations and consolidation into a report that provides an assessment of WVOT’s Service Rate Catalog • Assessment will consider value, contribution to results, and maturity and system capabilities • Observations will also consider WVOT and the State’s priorities for reporting, existing key performance indicators, and other existing utilization of the service catalog rate inputs and outputs • Assessment will include review(s) by subject matter specialist to provide perspective, observations, and recommendations where relevant
Deliverables (D) and Work Products (WP)
<p>Service Rate Catalog Assessment (D) - Report that that provides an evaluation and rationalization of its current rates and propose revisions where relevant. The assessment will provide the results in the TBM framework, to the extent possible.</p>

1.2.1.4 Phase 1 – Information Technology & Investment Portfolio System (I- TIPS) Analysis (4.2.2.1.3.3)

Leveraging our initial Project Jump Start Discovery, we will complete data collection and validation, inventory, risk, and financial analysis of the top 100 business applications through the existing I-TIPS. As discussed in the ‘Selection Criteria for Identifying Top Business Applications’ as part of Section 1.1.1, we will work with West Virginia to identify the top 100 business applications, based on prioritization of factors spanning areas such as spend, complexity, size, and alignment to the business.

We recognize the importance of collecting and organizing data being a fundamental step for application portfolio strategy, it is crucial to emphasize on the following parameters for successful data capture including:

- **Relevance:** Identify factors relevant to application portfolio strategy and collect adequate data to make the process efficient and reliable
- **Standardization:** Normalize the data that is collected in multiple formats across different lines of businesses or regions to improve data consistency
- **Availability:** Ensure availability of minimum viable high-quality data. If huge data gaps are identified, reach out to the relevant stakeholders to complete the necessary information

We will employ our repeatable application data capture process applied on hundreds of previous application portfolio assessments which includes the following components.

- **Comprehensive Data Collection Strategy:** Identifying the required data, identifying stakeholders, and leveraging pre-existing data collection templates
- **Data Collection Methodology:** Leveraging manual data entry or automated tools / processes for supporting interviews, surveys, and data templates
- **Data Cleansing:** Checking data quality and identify gaps in the current data set
- **Application Inventory:** Develop baseline inventory to manage application portfolio

We will leverage the data already collected on I-TIPS for Applications and Infrastructure as defined in ESS-PMO-003.001 and ESS-PMO-003.002 respectively, to build the basis for application personas.

Based on the overall collected data, we will work with WVOT on identifying the data with the highest relevance and availability based upon the typical application and business attributes conducted informed by other application portfolio assessments and guided by the applicable fields to conduct analysis and reporting on contractual and service breakdowns, applications by category, key technical information, and business criticality, as shown in Figure 8.

Figure 8. Typical Technical and Business Attributes to Build a Holistic Application Persona.



Internal Revenue Service (IRS)

The IRS’s application portfolio of over 200 systems supports critical filing season tax processing and benefits programs for the United States. Their portfolio of legacy applications required an application portfolio rationalization to develop a roadmap to reduce the complexity of their application footprint by modernizing their aging systems through legacy code conversion and using modern technologies such as IaaS, PaaS, and SaaS. Deloitte conducted an inventory and assessment building a cross-functional team across the enterprise to identify the technical health and business alignment of the overall application portfolio. Our support was inclusive of governance, future state architecture development, and creation and management of an Integrated Project Team (IPT) across the IT organization. Our efforts led to an identified pipeline of initiatives to modernize legacy systems.



At Deloitte, we continuously publish technology perspectives informing how we help clients innovate and transform. These include our annual Tech Trends and perspectives like Digital Government Transformation, which examines digital technology’s ability to transform how the public sector delivers services and offers strategies for government to accelerate their rate of progress.

Inputs for Determining Business Attributes		Inputs for Determining Technical Attributes		
1. Business Alignment	2. Risk and Regulatory	3. Application Architecture	4. Infrastructure Architecture	5. Host Attributes
1. Business Criticality	18. Level of Data Residency Compliance	23. Application Architecture Knowledge Level	42. Compute / Server Hardware Architecture	54. Server Type
2. Customer Facing	19. Data Classification	24. Application Hardware Dependency	43. Application Stability	55. Operating System
3. Application Status / Lifecycle Stage	20. App Regulatory and Contractual Requirements	25. App: COTS or Not	44. Virtualization State	56. CPU Cores
4. Availability Requirements	21. Impact due to Data Loss	26. App Cloud Readiness (COTS Only)	45. Storage Decomposition	57. Memory
5. Support Level	22. Financial Impact due to Unavailability	27. Source Code Available (Non-COTS only)	46. FLASH Storage Used	58. Internal Storage
6. No. of Prod. Environments		28. Programming Language (Non-COTS only)	47. CPU Requirement	59. External Storage
7. No of Non-Prod. Environments		29. Component Coupling	48. Memory (RAM) Requirement	60. Storage Type
8. HA/DR Requirements		30. Cloud Suitability of External Dependencies	49. Mainframe Dependency	61. DB Engine
9. Business Function Readiness		31. Volume of External Dependencies	50. Desktop Dependency	62. DB Storage
10. RTO Requirements		32. App Server Cloud Readiness	51. App OS / Platform Cloud Suitability	63. Environment
11. RPO Requirements		33. App Load Predictability / Elasticity	52. Database Cloud Readiness	64. Virtualization State
12. Deployment Geography		34. Degree of Obscure Protocols	53. Integration Middleware Cloud Readiness	
13. Level of internal governance		35. Code Design		
14. Number of Internal Users		36. Application-Code Complexity / Volume		
15. Number of External Users		37. Financially optimizable Hardware Usage		
16. Estimated app growth		38. Distributed Architecture Design or Not		
17. Impact to Users		39. Release Process (Automated / Manual)		
		40. Latency Requirements		
		41. Ubiquitous access requirements		

As part of the Phase 1 I-TIPS Analysis and subsequent activities in Phase 2 I-TIPS around application portfolio assessment, we will leverage our Application Portfolio Strategy (APS) Tool which provides a proven tool to help determine the future state application portfolio landscape of an organization by analyzing the current state application inventory through an understanding of business needs, requirements, and priorities. The purpose of the Application Portfolio Strategy (APS) tool is to collect information from the user regarding assessment of each application in the organization's application portfolio. This collected data will be used to evaluate each application's impact on the business and on organization's current technology. The Application Portfolio Strategy Tool can help analyze the current state application inventory. Based on disposition recommendation developed with APS tool, the future state application portfolio landscape can be determined. The Dashboard View can provide IT management with application health metrics to identify business capabilities at risk, drive investment decisions, identify rationalization opportunities. As part of our I-TIPS Analysis we will provide West Virginia the APS tool inventory of collected information and resulting dashboards produced through the tool.

Figure 9. Sample Outputs from the Application Portfolio Strategy (APS) Tool.

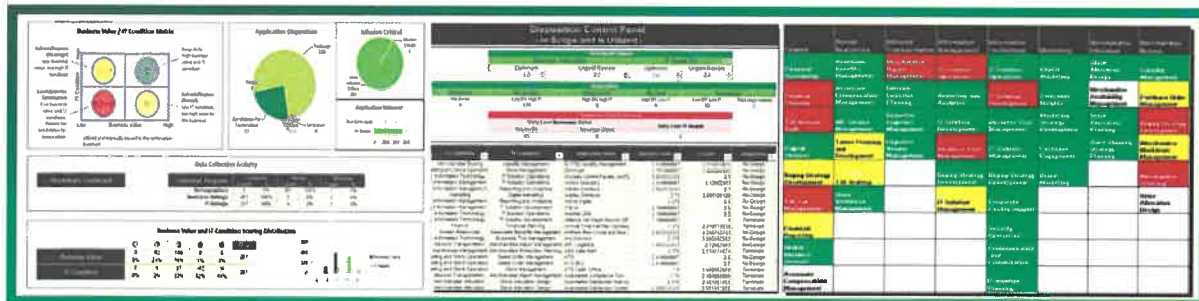


Table 7. Sound, Practical, and Feasible Method to Complete Information Technology & Investment Portfolio System (I- TIPS) Analysis.

Plan to Conduct Information Technology & Investment Portfolio System (I- TIPS) Analysis
How Deloitte Will Accomplish the Tasks Involved
<p>Establish the Application Baseline</p> <ul style="list-style-type: none"> Review the existing material on the application portfolio within the scope and identify gaps Collect the relevant information into our Application Portfolio Strategy Tool Understand the hierarchical capabilities of the organization’s business functions Map the applications to the business functions and capability <p>Define Business Value</p> <ul style="list-style-type: none"> Assess the technical attributes like software, hardware, application dependencies etc. and use it to rate and score the compiled in-scope applications Assess the business value attributes like business criticality, utilization, complexity etc. and use it to rate and score the compiled in-scope applications Gather financial data based on the cost components for in-scope applications Assess the value of each application based on its business value and IT condition Carry out any further discussions to further assess the value of the applications and bridge data gaps
Deliverables (D) and Work Products (WP)
<p>Information Technology & Investment Portfolio System (I- TIPS) Analysis (D) – I-TIPS Analysis deliverable will include the application inventory of the identified top 100 business applications on the applicable technical and business attributes collected through discovery pertaining to risk and business criticality. The deliverable will include a mapping of the applications to the organization’s business functions. The deliverable will include an overview of the related service and license contract information and collected financial information.</p>

1.2.1.5 Phase 1 – Five-Year Strategic Technology Roadmap (4.2.2.1.3.4)

Utilizing the initial Project Jump Start discovery effort regarding WVOT’s current state, the team will complete the assessment of WVOT’s Key Capabilities as part of the Two-Phase Strategic Plan. In addition, Deloitte will work with WVOT with predefined questions and criteria to evaluate and align business function and IT from mission through CIO goals. The team will develop a Five-Year Strategic Technology Roadmap, key items of the deliverable will include:

- **Vision & Mission:** Delivers a formal summary of the value and aim for the IT organization’s direction
- **Values:** Provides a succinct purpose and how we will define and track the impact of our progress
- **Strategic Priorities:** Identifies value driven focus for the IT department
- **Goals:** Endpoint(s), accomplishment(s), or target(s) an organization seeks to achieve for the development, operation, and management of IT in the short-term or long-term and measured by successful accomplishment or failure to accomplish
- **Capabilities (Focus on Key Capabilities as Part of Assessment):** An ability to apply knowledge or skillset to deliver, operate, or manage technical services that support business needs
- **Improvement Initiatives:** Includes recommendations resulting from Key Capability Assessment.



Oregon Lottery - Information Technology Operating Model Assessment (ITOM)

Oregon Lottery identified the need to transform their IT operating model to evolve to continue serving the changing needs of the Business by establishing IT as a Business Partner and investing in building capabilities that will help achieve Lottery’s enterprise vision and strategy for enabling the next generation of gaming. Deloitte led an IT capabilities assessment across all capabilities as part of the Deloitte Technology Capability Model, conducted a comprehensive IT operating model assessment, and developed a resulting roadmap to achieve the agreed upon future state operating model. Deloitte successfully helped Oregon Lottery transition to their future state operating model to implement right-speed IT, where business value is balanced against risk and flexible operations, where legacy is protected, and innovation is cultivated.

The team will work with WVOT to define the Strategic View, as shown in Figure 10, by conducting a Vision Lab with WVOT leadership. Using the Key Capability Assessment based on the Technology Capability Model, we will align the Key Capabilities and the recommended Improvement Initiatives as part of the Strategic Technology Roadmap.

Figure 10. Five-Year Strategic Technology Roadmap Context.

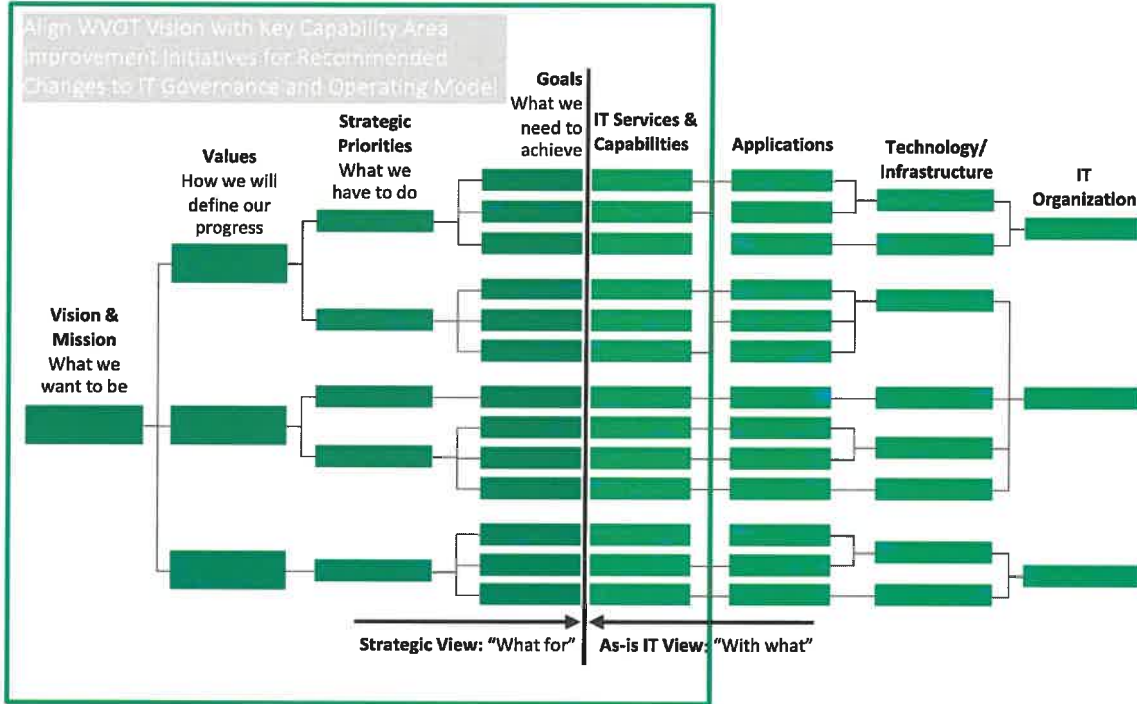


Table 8. Sound, Practical, and Feasible Method to Create the Five-Year Strategic Technology Roadmap.

Plan to Create Five-Year Strategic Technology Roadmap	
How Deloitte Will Accomplish the Tasks Involved	
Complete Key Capability Assessment	
<ul style="list-style-type: none"> Finalize assessment of Key Capabilities leveraging the Deloitte Technology Capability Model Develop recommendations on level of maturity and next steps to mature by defining Improvement Initiatives 	
Establish the Future State vision	
<ul style="list-style-type: none"> Summarize findings from Key Capability Assessment to provide to WVOT leadership Conduct Leadership Vision Workshop to develop clear and concise vision and goals to identify drivers and KPI metrics for success moving forward Summarize findings from vision workshop to share with WVOT leadership to validate for input into Five-Year Strategic Technology Roadmap 	
Align Key Capability Assessment and Future State Vision	
<ul style="list-style-type: none"> Align WVOT Goals with identified improvement initiatives to prioritize and refine Define prioritized Improvement Initiatives selected for Five-Year Strategic Technology Roadmap including Overview, Outcomes / Value delivered, Expected Delivery Timeline, KPIs, Dependencies, Key Considerations and Recommendations, Sequenced Order of Activities, and Implementation Considerations Develop draft Five-Year Strategic Technology Roadmap, socialize with WVOT leadership for finalization 	
Deliverables (D) and Work Products (WP)	
Five-Year Strategic Technology Roadmap (D) – The five-year strategic technology roadmap provides a summary of the defined WVOT vision and the related recommendations / improvement initiatives to mature IT governance and the operating model.	

1.2.1.6 Phase 1 – Annual Information Technology (IT) Report (4.2.2.1.3.5)

At the end of the period of performance Deloitte will provide an IT report that annualizes WVOT’s IT spend at an executive level to provide insights into IT governance and strategic planning that includes both financial and metrics-based factual data that can support decisions on allocation of resources across WVOT and its technology efforts. The report will include information relating to IT vision and strategy, cybersecurity, IT investment, WVOT enterprise service review, IT excellence in WV and applicable reports, to the extent possible and reasonable. Deloitte will produce this report in support of the State’s Technology Strategy targeting incremental change that increases WVOT’s goals to achieve operational excellence. Our team will leverage the work performed at the start of the project (i.e., *Preliminary IT Financial Report, Service Rates review, I-TIPS, 5yr roadmap, etc.*) to provide the foundation in establishing a comprehensive reporting that creates the capability to analyzing IT spend in an aggregated view and can increase the speed of review-to-action.

Our approach to developing an IT report that annualizes financial and operational data (including metric-based results) is the following three stages: Requirements gathering, Data Management and Report Development. This three-stage approach outlines the effort required and organizes activities needed from our team and WV’s team. Our experience in developing year end IT reports will be used to bring in templates (requirements sheets, project plans, etc.), sample reports, use cases (intended report use: Legislative, IT Business Management, Budget, etc.), as well as an understanding of what data is required to meet the end objective.

Requirements gathering stage begins with capturing the reporting priorities and objectives from WVOT Leadership to create reporting use cases that align to the five-year State Technology Strategic Roadmap. The IT Annual Report use case will outline requirements, expectations, and act as a baseline for data inputs and measurements of data input quality and capability. Figure 11 is a sample use case from our use case library that can be a design starting point for WVOT. Our team will also revisit the prior deliverables to incorporate them into the report results where possible and relevant. The use cases will also capture preliminary assumptions to quantify and or qualify data and report expectations. This provides both WVOT and our team with an IT Annual Report project roadmap for data needs, key financial and operational data points, and final report.

Our team will progress into the Data management stage and begin IT financial and operational data preparation with:

- Alignment of cost and resource data, where relevant, to reporting hierarchies (Department, TBM, Portfolio, etc.), attributes, and relevant metadata using existing WVOT data attributes
- ETL and consolidation of data needed to support performance and health reporting that includes financial and metric-based data



Annual IT Report Delivery: Federal, State, Private Sector

- Deloitte delivers annual IT financial reports to many clients to support a range of needs, from IT spend analysis to Return on Investment analysis
- Our team of IT financial reporting specialists have designed and delivered annual IT reports scaled to project and program financials to enterprise portfolio views that provide a holistic view on IT spend performance and health
- Deloitte has libraries of reporting examples and use case considerations that are presented to clients as recommended starting points for reporting, simplifying design and iteration and decreasing time to results

Figure 11. Sample Use Case for Annual Report.

Deloitte.

Review Financials

UC: Review and manage IT spend and variance

Typical Challenges and Consequences

Challenges	Consequences
<ul style="list-style-type: none"> • Finance-centric variance reports lack IT context • Fixed IT cost structure <u>doesn't</u> fluctuate with business demand 	<ul style="list-style-type: none"> • "Use it or lose it" spending behavior drives waste • No visibility into fixed and variable cost across IT spend areas

Method Approach

- Single integrated view of fixed vs. variable costs across IT functions and technologies
- Granular self-service analytics for budget owners and decision makers
- Project and labor spend levers exposed in same pane of glass as variance to plan or budget

Questions Answered

- How does a Cost Center adjust their Forecast to hit target?
- Is a variance real or caused by mis-categorization?

- Validation of data to reporting results to confirm reliability and accuracy results

Data management is also a scalable effort and will adjust based on WVOT priorities and report requirements. Where possible our team will scale our delivery to include graphic representation of results to increase report capabilities; our team will work with WVOT Leadership to identify reporting priorities to facilitate determination of contracting or expanding efforts.

Report development is the final stage and is the consolidation of the requirements and data inputs into a consumable format that is a comprehensive report on WVOT’s IT spend by categories and hierarchies captured in the requirements to support executive level views. Where possible, we will include:

- Trends using the Preliminary IT Financial Report
- I-TIPS report subsequent action taken by WVOT and impact by key drivers
- Service Rates Catalog review and subsequent action taken by WVOT and impact

Our core objective in developing the Annual IT report is to produce a product that is functional, supports WVOT decision making, and builds a strong business case for the support of WVOT priorities. Our team will prioritize requirements and organize the report development, and where possible provide an iterative view on the results for WVOT Leadership to view progress.

Table 9. Sound, Practical, and Feasible Method for Annual Information Technology Report.

Plan to Produce the Annual Information Technology Report
How Deloitte Will Accomplish the Tasks Involved
<p><u>Requirements Gathering</u></p> <ul style="list-style-type: none"> • Gather report requirements from WVOT leadership • Consolidate requirements into use cases that provide report development direction • Assess use cases to WVOT system and data capabilities and refine <p><u>Data Management</u></p> <ul style="list-style-type: none"> • Collect data from prior deliverables as well as new data needed to support • Prepare data inputs for use in report development • Consolidate and perform necessary ETL to organize and structure the data inputs for reporting • Assess gaps and capture assumptions on data capabilities <p><u>Report Development</u></p> <ul style="list-style-type: none"> • Design iterations on report development based on use cases derived from requirements gathering sessions • Development of report to align to use case requirements • Refinement of report to provide content in support of decision making and IT spend analysis • Debrief on final report to OT Leadership to convey results, organization, and content
<p><u>Deliverables (D) and Work Products (WP)</u></p> <p>Annual IT Report (D) - An IT report that annualizes WVOT’s IT spend at an executive level with insights into IT governance and strategic planning that includes both financial and metrics-based factual data that can support decisions on allocation of resources across WVOT and its technology efforts. The report will include information relating to IT vision and strategy, cybersecurity, IT investment, WVOT enterprise service review, IT excellence in WV and applicable reports.</p>

1.2.2 Optional Phase 2 Requirements (4.2.2.2)

We understand that these are optional services, and we will need to work with WVOT to finalize the scope of these services during Phase 1. We provide an initial approach for each of the areas for Phase 2 below.

1.2.2.1 Phase 2 – IT Governance Implementation (4.2.2.2.1)

We understand WVOT’s desire to create a new strategic technology governance and management capabilities and services. We assess, design, plan, and implement a strategic technology governance (incremental adjustments) that includes measurable outcomes. Based on the Key Capability assessment findings, we will improve the existing Governance Framework by identifying the list of key processes and procedures elected for definition and refinement.

We will leverage our IT Governance Framework, as shown in Figure 12, which includes a set of leading practices for IT Governance with sample charters, industry standard, process flows, work product templates, and roles and responsibilities. We use these tools to review existing WVOT governance processes. The Framework consists of three major components: governance decision domains, governance organizational structure, and a set of high-level governance processes.

Over time the IT Governance Framework will evolve to synchronize, integrate with, leverage, and in some cases replace the existing governance bodies and processes. We will leverage the materials and findings collected through the initial discovery and work with WVOT to prioritize primary gap areas for policy analysis to inform proposed new/updates to policies and procedures informed by industry standard roles and responsibilities, process flows, and sample work products.

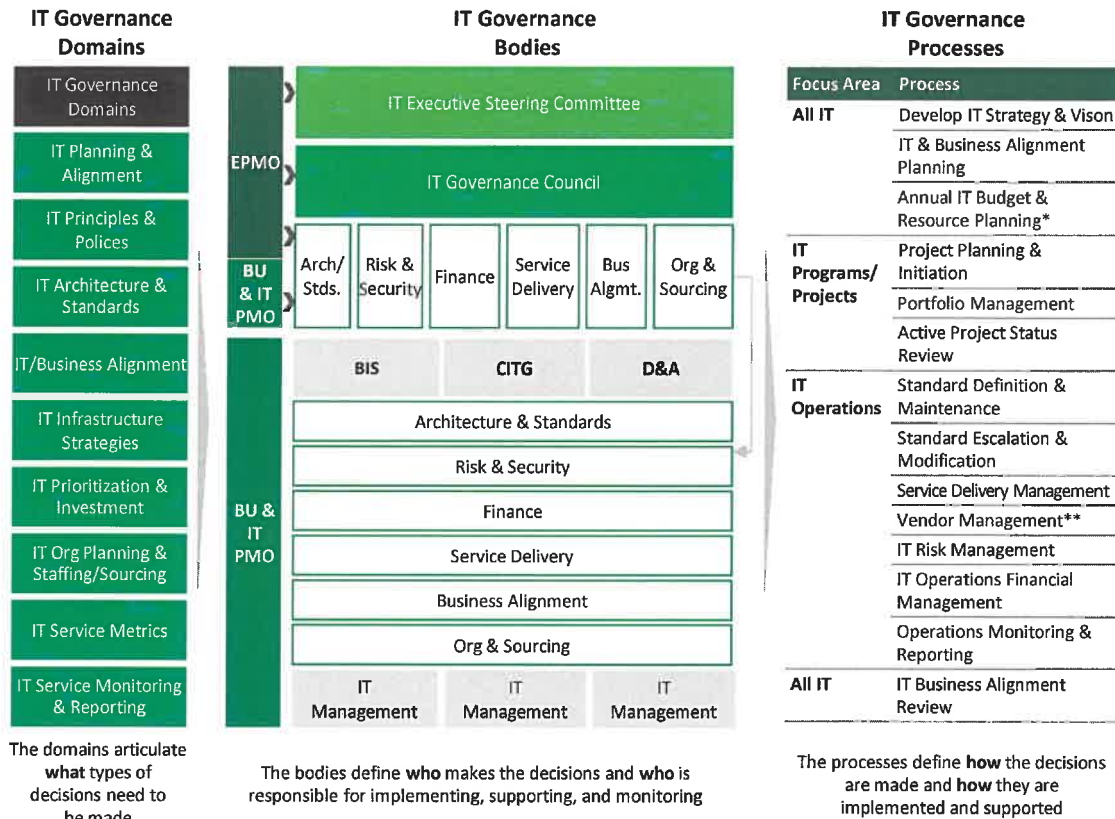
The IT Governance Domains, Bodies, and Processes together make up the IT Governance Framework. Through their integration WVOT will be able to answer the key questions relevant to IT Governance: what types of decisions are to be made, who makes those decisions, and how those decisions are made.



FBI OCIO IT Modernization Initiative (ITMI)

Deloitte established a comprehensive IT Governance framework, methods and processes that enabled the Office of the CIO to objectively evaluate strategic alignment, technical viability and financial readiness of a \$200M+ investment in a portfolio of 46 modernization projects across 4 PMOs – Cloud, Data Analytics, Networking and Cybersecurity. As part of this effort the team developed a suite of tools that included: Investment Prioritization Framework, Strategic Alignment Scorecard, Technical Alignment Scorecard, Portfolio Heatmap, etc. **Impact:** The tools and process improvements enabled the CIO, CFO and other executives across the organization to make data driven IT investment decisions to maximize the impact to the mission. FBI OCIO recognized the process improvements Deloitte implemented in governing FBI's IT Modernization Program as striking the right balance of oversight, compliance, and agility needed, and in 2021 decided to use it as a model for Enterprise IT Governance overseeing all future IT investments.

Figure 12. IT Governance Framework Used to Support Definition of Policies and Processes.



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Within three months of the start of Phase 2, we will provide updated policies and procedures aligned to the IT Governance using Deloitte’s IT Governance Framework tools.

Table 10. IT Governance Policies and Procedures.

Plan to Update IT Governance Policies and Procedures	
How Deloitte Will Accomplish the Tasks Involved	
Analyze and Prioritize the IT Governance Policies	
<ul style="list-style-type: none"> Utilize the Key Capability Assessment completed in Phase 1 to assess the alignment to IT Governance Framework Collaborate with WVOT to assess current IT governance policies and procedures in alignment with the IT Governance Framework Identify the IT Governance Policy Gaps to meet the State’s technology vision under the direction of the State Chief Information Officer Collaborate with WVOT to prioritize primary gap areas 	
Develop New and Revised Policies and Procedures	
<ul style="list-style-type: none"> Create New IT Governance Policy documents where needed Modify existing IT Governance Policies and procedures where a gap is identified 	
Deliverables (D) and Work Products (WP)	
<ul style="list-style-type: none"> IT Governance Policies and Procedures (D) – Policies and Procedures detailing the industry standard roles and responsibilities, process flows, and sample work products are delivered to meet the State’s technology vision 	

1.2.2.2 Phase 2 – Enterprise Architecture (4.2.2.2.2)

Effective use of Enterprise Architecture (EA) is a hallmark of successful organizations and an essential means to achieving a desired end state for strategic governance and management of technology investments. To implement

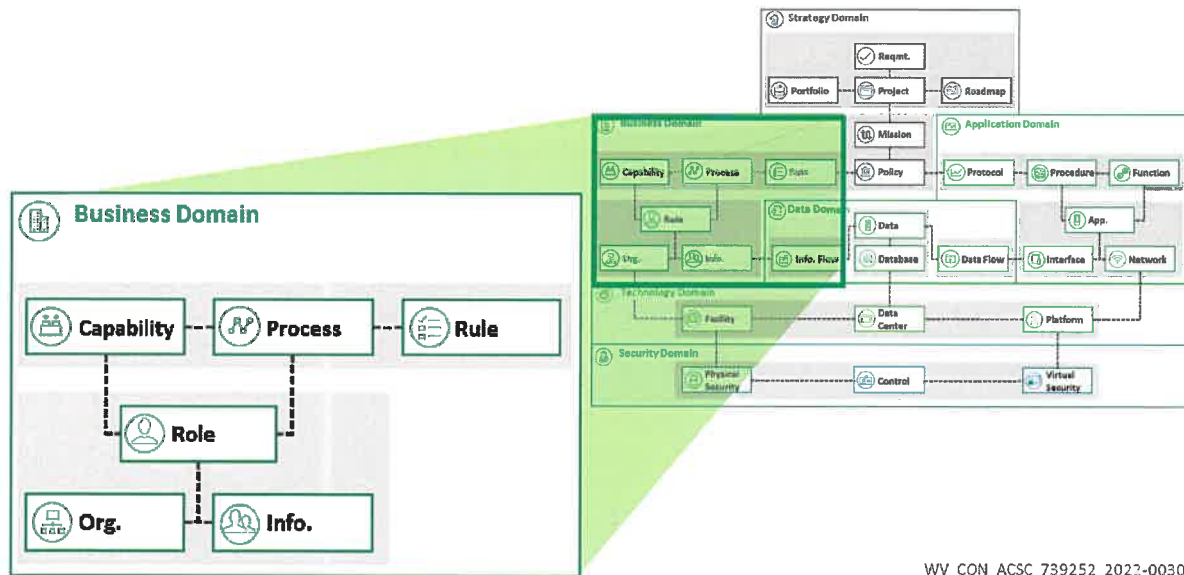
a unified and integrated EA operation at WVOT, Deloitte will work closely with the CIO, the CIO’s staff, the PMO, and the Enterprise Architecture Board to establish a sufficient framework and set of standards necessary to build and utilize WVOT’s business architecture.

Deloitte will bring industry best practices in EA through compliance with the latest version of The Open Group Architecture Framework (TOGAF) (Edition 10). The TOGAF standard is non-prescriptive, so our Deloitte business architecture team will work with WVOT and its stakeholders to address any modifications or enhancements needed in applying the framework to best fit WVOT’s needs.

As observed in Figure 13, an enterprise metamodel consists of the Strategy, Business, Data, Application, Technology, and Security Domains. Reflecting the requirements of the RFP to develop a proposed business architecture, our team’s focus will be in defining and refining the elements describing WVOT’s Business Domain. As we’ve found in supporting the VA/VBA’s EA program, agreement on the accuracy and completeness of WVOT’s Business Domain with key stakeholders (i.e., WVOT CIO and EA Board) sets a needed foundation for the build of a more complete enterprise metamodel describing WVOT’s enterprise. Further definition of the remaining domains – and a more complete WVOT EA can be pursued in subsequent phases.

Deloitte stands ready to bring the needed EA expertise and EA accelerators that efficiently deliver high value in a faster delivery to fit WVOT’s current and future needs. Our team will provide WVOT with insight to make data-driven decisions to meet its goal of technology interoperability and enterprise services needed to deliver value to WV citizens and state entities. In the first two weeks of Phase 2, our architecture team will produce a TOGAF-based metamodel appropriate to WVOT’s environment for review and concurrence by WVOT’s CIO and EA Board.

Figure 13. Business Domain Metamodel.



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Once the business architecture metamodel is defined, reviewed, and approved, our team will work with key WVOT stakeholders within the 12 Departments and subject matter experts to produce WVOT’s business architecture. Our architects will collaborate with stakeholders to develop the artifacts shown in Table 11: (1) Business Capability



Department of Veterans Affairs (VA)

In support of the Department of Veterans Affairs (VA) Veterans Benefits Administration (VBA), the Deloitte Enterprise Architecture team helped build and coordinate their business architecture program. Our expert team of architects produced thousands of business and technology architecture models to support VBA’s enterprise mission, strategic objectives, and IT transformation initiatives. Within one year, Deloitte helped evolve VBA’s EA practice from an EA maturity level 1 to an EA maturity level 4. The architecture products at VBA are now being used to support major IT investment decisions that align with public policy and crucial strategic objectives.

Map, (2) a Business Capabilities Catalog, (3) an Organizational Decomposition Diagram, and (4) an Organization/Actor Catalog. In future phases, the list of business (and technology) architecture artifacts will grow to accommodate additional needs of the enterprise. Deloitte brings a wealth of expertise in enterprise architecture and will work with WVOT, the CIO, and the EA Board to establish the right balance of standardization and agility needed to assure consistency in the build of EA artifacts. Our approach applies appropriate technology standards needed for the interoperability required of enterprise services and enables the responsiveness to department and constituent needs WVOT envisions of its future EA.

Table 11. Business Architecture Artifacts, Descriptions, and Depictions.

Name	Description	Depiction																				
Business Capability Map	The Business Capability Map is a diagram showing the business capabilities that an enterprise needs to meet its purposes. Business capabilities may be decomposed into sub-capabilities.	<div style="border: 1px solid green; padding: 5px;"> <p>Business Capability Map A taxonomy of business capabilities</p> <pre> graph TD C1[Capability] --- C2[Capability] C1 --- C3[Capability] C1 --- C4[Capability] C2 --- SC1[Sub-Capability] C2 --- SC2[Sub-Capability] C2 --- SC3[Sub-Capability] C3 --- SC4[Sub-Capability] C3 --- SC5[Sub-Capability] C3 --- SC6[Sub-Capability] C4 --- SC7[Sub-Capability] C4 --- SC8[Sub-Capability] C4 --- SC9[Sub-Capability] </pre> </div>																				
Business Capabilities Catalog	The Business Capabilities Catalog is a listing of the business capabilities and their breakdown found in the Business Capability Map.	<div style="border: 1px solid green; padding: 5px;"> <p>Business Capabilities Catalog An inventory of business capabilities</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #2e8b57; color: white;"> <th>ID</th> <th>Capability</th> <th>Description</th> <th>Alignment</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> </div>	ID	Capability	Description	Alignment																
ID	Capability	Description	Alignment																			
Organizational Decomposition Diagram	The Organization Decomposition Diagram graphically depicts the hierarchy of a given organization. It can also align roles (i.e., swimlanes from process flows, as available) to the higher-level organizations.	<div style="border: 1px solid green; padding: 5px;"> <p>Organization Decomposition Diagram The hierarchy of an organization</p> <pre> graph TD O[Organization] --- SO1[Sub-Organization] O --- SO2[Sub-Organization] O --- SO3[Sub-Organization] SO1 --- AR1[Actor/Role] SO1 --- AR2[Actor/Role] SO1 --- AR3[Actor/Role] SO2 --- AR4[Actor/Role] SO2 --- AR5[Actor/Role] SO2 --- AR6[Actor/Role] SO3 --- AR7[Actor/Role] SO3 --- AR8[Actor/Role] SO3 --- AR9[Actor/Role] </pre> </div>																				
Organization/Actor Catalog	The Organization/Actor Catalog is a listing of the organizations and associated actors (i.e., end-users, performers, stakeholders, etc.) that exist within a given enterprise.	<div style="border: 1px solid green; padding: 5px;"> <p>Organization/Actor Catalog An inventory of organizations and actors</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #2e8b57; color: white;"> <th>ID</th> <th>Actor</th> <th>Description</th> <th>Alignment</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> </div>	ID	Actor	Description	Alignment																
ID	Actor	Description	Alignment																			

Our architecture team will produce each of these four business architecture models to reflect both the current state and a future state (four current state + four future state = 8 total business architecture work products) of WVOT’s business architecture. The current state business architecture will be produced in the first three (3) months of Phase 2. It will depict a high-level, contextual view of WVOT’s current enterprise capabilities and

organizational structure. This work product will establish a baseline or starting point by which business and technology needs can be assessed and it informs our team’s development of the Proposed Business Architecture and Future State Architectures deliverable. This deliverable will be produced in the final three (3) months of Phase 2. It will also depict a high-level, contextual view of WVOT’s enterprise’s capabilities and organization at a specific point in time in the future. In our experience, 3-5 years out is often an appropriate point in time and is informed by existing enterprise roadmaps and budget cycles. In development of the proposed business architecture and future architectures deliverable our team will work with WVOT strategists and decision-makers to determine an appropriate point in time. The accuracy and level of detail in the models is contingent upon adequate access to resources, stakeholders, and subject matter expertise across the WVOT enterprise.

Table 12. Sound, Practical, and Feasible Method for Enterprise Architecture.

Plan for Enterprise Architecture
How Deloitte Will Accomplish the Tasks Involved
<p><u>Business Architecture Metamodel:</u></p> <ul style="list-style-type: none"> • Produce one initial draft Business Architecture Metamodel based in TOGAF. <p><u>Current State Business Architecture:</u></p> <ul style="list-style-type: none"> • Assess existing material, research, and engage with key stakeholders and SMEs to produce the current state Business Capability Map and corresponding current state Business Capabilities Catalog and deliver within three (3) months of the start of Phase 2. • Assess existing material, research, and engage with key stakeholders and SMEs to produce the current state Organizational Decomposition Diagram and corresponding current state Organization/Actor Catalog and deliver within three (3) months of the start of Phase 2. <p><u>Future State Business Architecture:</u></p> <ul style="list-style-type: none"> • Assess existing material, research, and engage with key stakeholders and SMEs to produce the future state Business Capability Map and corresponding future state Business Capabilities Catalog and deliver within six (6) months of the start of Phase 2. • Assess existing material, research, and engage with key stakeholders and SMEs to produce the future state Organizational Decomposition Diagram and corresponding future state Organization/Actor Catalog and deliver within six (6) months of the start of Phase 2.
Deliverables (D) and Work Products (WP)
<p>Proposed Business Architecture and Future State Architectures (D) – A summary artifact detailing WVOT’s current and future state business architecture. It consists of the following five work products:</p> <ul style="list-style-type: none"> • Business Architecture Metamodel (WP) – a model that depicts the relevant elements of a given architectural domain. Contains business domain building blocks such as “Capability,” “Process,” “Role,” and “Organization.” • Business Capability Map (WP) - The Business Capability Map is a diagram that shows the business capabilities within WVOT’s enterprise needed to meet its purposes. Where needed information from WVOT’s 12 Departments is made available, business capabilities will be decomposed into sub-capabilities. • Business Capabilities Catalog (WP) - The Business Capabilities Catalog is a listing of WVOT’s business capabilities, and their breakdown found in the Business Capability Map. • Organizational Decomposition Diagram (WP) - The Organizational Decomposition Diagram graphically depicts the hierarchy of the WVOT enterprise. It can also align roles (i.e., swim-lanes from the process flows as made available) to WVOT’s 12 Departments. • Organization/Actor Catalog (WP) - The Organization/Actor Catalog is a listing of the organizations and associated actors (i.e., end-users, performers, stakeholders, etc.) that exist within the WVOT enterprise.

1.2.2.3 Phase 2 – Information Technology & Investment Portfolio System (I- TIPS) (4.2.2.2.2.3)

We will provide a complete application rationalization and total cost of ownership (TCO) of the IT business applications inventoried in Phase 1. The analysis and reporting will be in alignment with TBM Taxonomy and will provide a comprehensive report of the rationalization findings. Rationalization findings include overall portfolio scoring based on technical health and business value of the applications in addition to a recommended application modernization path with justification based on the overall application persona.

As part of Phase 2 – I-TIPS we will leverage the outputs from Phase 1 – ITIPS-Analysis as well as the beginnings of the build out of the TBM Taxonomy developed through Phase 1 such as the Phase 1 – Service Rates Catalog.

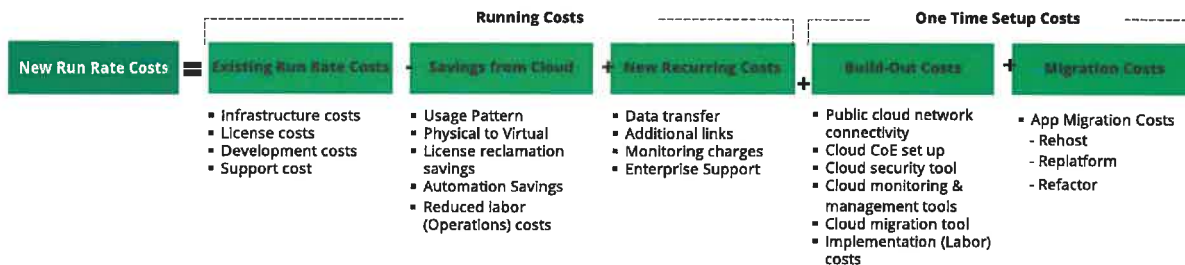
As part of determining the TCO, we will look at the associated cost categories, IT towers, and IT sub towers, based on availability of financial information, as part of the WV TBM Taxonomy to inform the related application TCO. We will conduct TCO on the highest priority applications looking at our common set of TCO running cost and one time cost categories as summarized in Figure 14.



Defense Health Agency (DHA) Application Rationalization

The DHA was undergoing an enterprise modernization effort around a large new Electronic Health Records (EHR) procurement and modernizing IT systems/business processes, which included defining future state technical architectures, and modernizing the technical foundation of the enterprise while, in parallel, rationalizing application portfolio across 3000+ applications. Deloitte created a single source of truth for its system / infrastructure portfolios and developed an analytic and business intelligence platform to combat the challenges within the federal government’s data challenge and eliminate silos. As part of our support, DHA implemented a cost saving strategy that resulted in ~\$90M saved through portfolio rationalization and consolidation and rationalized over \$63M in proposed R&D projects down to \$14.9M using capability mapping and avoiding duplicative investments.

Figure 14. TCO Modeling Overview.



Based on previous application portfolio rationalization assessments, we will leverage the APS Tool with the identified criteria weighting which corresponds to the degree of importance to the analysis and confidence factor to account for subjectivity and accuracy of the data. The APS Tool will provide an initial scoring and alignment with for the applications across four areas: Keep As-Is, Refresh / Replace (Retool), Refresh / Replace (Redesign), and Candidate for Termination. The initial scoring and alignment serves as a guideline to initiate discussions around a specific application driven by its overall application persona based on the collected application attributes from Phase 1. The application initial scoring and alignment and application persona serve as inputs to providing a recommendation to our application rationalization 7R framework.

Figure 15. Application Rationalization 7R Framework.

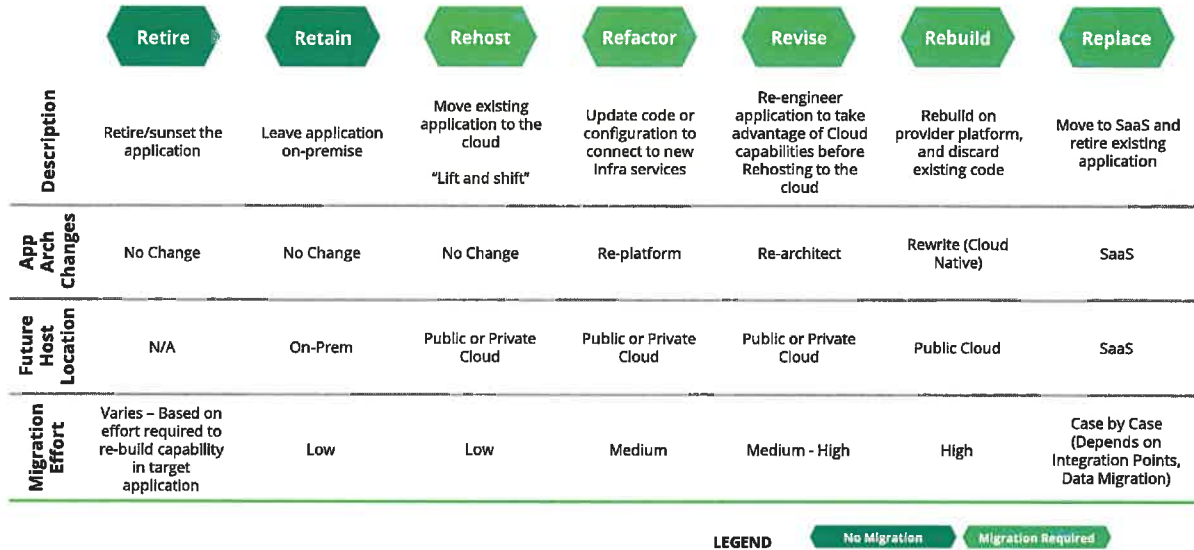


Table 13. Sound, Practical, and Feasible Method for I-TIPS.

Plan to Create I-TIPS
How Deloitte Will Accomplish the Tasks Involved
<p>Analyze and Prioritize the Portfolio</p> <ul style="list-style-type: none"> Analyze the collated data and determine target state capabilities Conduct a gap analysis between current state and future state application architecture design principles Identify initial considerations for application disposition through 7R framework Assess application to identify cloud compatible applications that could build a cloud-first strategy Define and prioritize projects and initiatives required to reach future state <p>Assess Total Cost of Ownership</p> <ul style="list-style-type: none"> Determine the associated cost levers and available information across the current application portfolio e.g., recurring costs and one-time costs Identify if the costs are allocated directly or indirectly to the applications Complete IT spend analysis to identify level of IT spend on each application and identify outlier applications
Deliverables (D) and Work Products (WP)
<p>I-TIPS TCO and Application Rationalization Report (D) – The TCO and Application Rationalization Report will include the application personas for each application based on the collected data across the technical health and business alignment attributes, with a summary of the corresponding scoring, initial alignment, and 7R. The Report will include the corresponding TCO for the applications comprised of the cost breakdown of the applications based on the TBM Taxonomy with cost categories and components of application portfolio to facilitate cost analysis e.g., license cost, hardware components.</p>

1.2.2.4 Phase 2 – State Technology Strategic Plan (4.2.2.2.4)

Leveraging the Five-Year Strategic Technology Roadmap, we will collaborate with WV IT departments to develop the State Technology Strategic Plan. This will align overall IT department portfolio/projects that are in any state (In Progress, Funded, Not Funded) to the business goals and vision established with the CIO and senior leadership. WVOT will gain a comprehensive plan that is considerate of the Organizational Change Management in Section 1.1.1, that provides value of successful adoption.

Below are the State Technology Strategic Plan high-level benefits:

- Strong framework and tie in the goals to each department's program/project portfolio
- Each program/project align to the 5-year roadmap goals, providing transparency to improve chances for success
- Creates an effective alignment from vision/mission to goals, objectives, milestones, and KPIs

Below are the key questions that are required to effectively complete the State Technology Strategic Plan that is achievable and drives mission for WVOT:

- What are the business outcomes?
- What are the benefits?
- What are the milestones?
- What are the KPIs (Performance measures)?
- What's in progress, funded, or not funded?
- What is the activity's actual or expected start and end date?

Table 14. Sound, Practical, and Feasible Method to Create the State Technology Strategic Plan.

Plan to Create State Technology Strategic Plan
How Deloitte Will Accomplish the Tasks Involved
<p>Leverage Input from Previous Activities</p> <ul style="list-style-type: none"> • Collaborate with WVOT IT departments and utilize information of each department's current project/portfolio to align to any respective goal(s) to show short-term and long-term value • Applying the alignment to the WVOT goals will enable the deeper dive into understanding the current state of each project/portfolio by gaining insight into the funding status of each (In Progress, Funded, Not Funded) <p>Activities and Milestones</p> <ul style="list-style-type: none"> • Creating the State Technology Strategic Plan benefiting from the alignment of goals down to the particular IT department project/portfolio enables a framework that ties value-driven results from current and future work along the five-year trajectory of the technology roadmap • Further identification contributes further value by outlining and highlighting their benefits, business outcomes, milestones, and their start & end date
<p>Deliverables (D) and Work Products (WP)</p> <p>State Technology Strategic Plan (D) – The West Virginia State Technology Strategic Plan will start with the high-level goals aligned to each IT project complete with milestones and KPIs. This is used as a guide for each IT department to deliver on their IT portfolio and ensure value-based delivery.</p>

1.2.3 Additional and Optional Services (4.2.2.3)

As shown in the Deloitte Technology Capability Model, the capabilities focused for the WVOT Assessment and Consulting Services only cover a portion of the overall set of capabilities required by an IT organization to succeed, with additional capability domains including how IT operates, protects, analyzes, and develops / transforms solutions. Additionally, the deliverables defined in Phase 1 and Phase 2, while serving as a strong initial baseline,

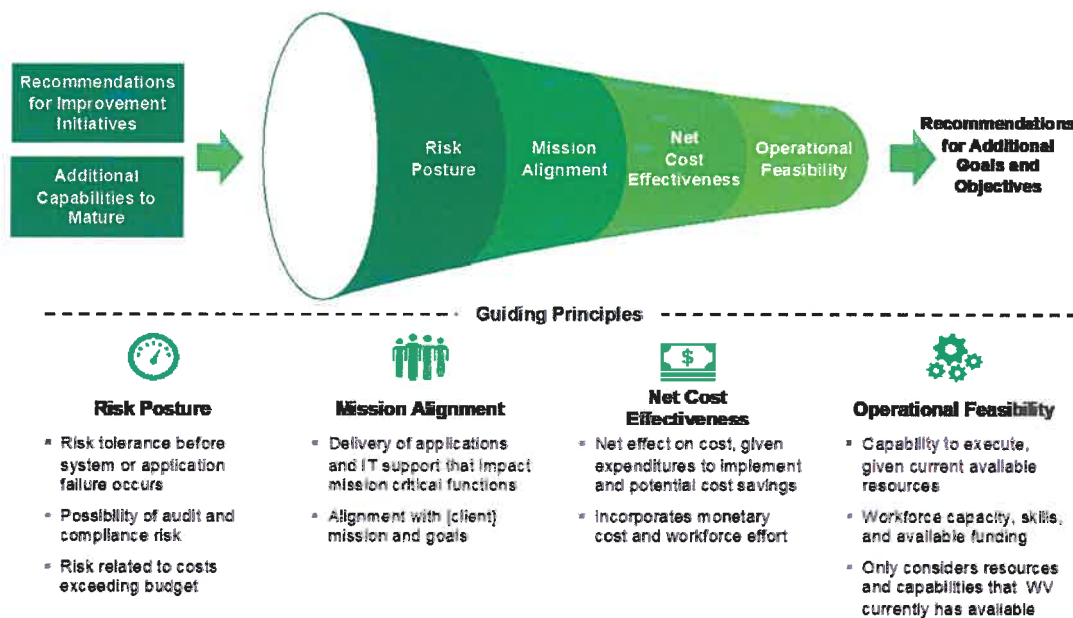


Oregon Lottery - Information Technology Operating Model Assessment (ITOM)

The Oregon Lottery now equipped with a prioritized Enterprise Roadmap for Technology Capabilities, needed a structured plan with options on how to execute and complete their transformed Information Technology Operating Model. Using a channel-based approach, the team was able to develop steps for completing the transformation of Oregon Lottery's ITOM that used alignment from service type through the executing departments. This process also included an understanding of each relevant capability and technology for the different design details for a successful transformation. With the completed deliverable and work products, the team was able to establish a timeline for the design and complete the deliverable, promoting the opportunity of high-level success.

will not cover the full spectrum of recommendations / improvement initiatives that will come out of the WVOT Key Capability assessment and development of a Two-Phase Strategic Plan. Both additional potential capabilities to mature and additional recommendations from the Two-Phase Strategic Plan will serve as additional goals and objectives that may be necessary as a result of the organizational assessment and strategic plan. We will work with WVOT to develop a backlog of overall recommendations from the Five-Year Strategic Technology Roadmap, using guiding principles to prioritize near-term improvements based on the recommendation profile across risk posture, mission alignment, net cost effectiveness, and operational feasibility as shown in Figure 16 below. Based on the identified top recommendations, profiles will be developed inclusive of the related background and observations, recommended next steps, scoring rationale, and benefits to the organization. Additional and optional services, driven by recommendations for additional goals and objectives, can include IT governance management, cyber services, organization change services, executive support for IT leaders, enterprise architecture support, and direct department IT alignment support for the IT strategic plan.

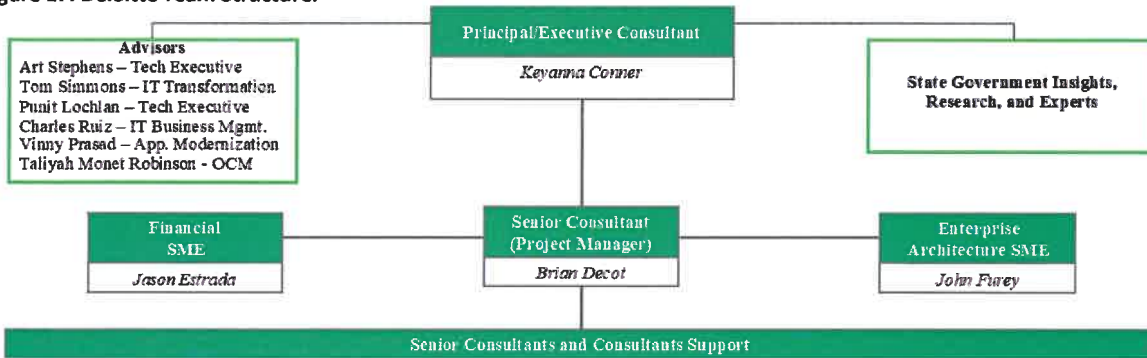
Figure 16. Prioritization Approach to Identify Additional Goals and Objectives.



2 Our Team

WVOT requires a strong, skilled team to effectively carry out its goal of providing strategic technology management services and creating a new strategic technology governance for the state. The Deloitte team has the depth and breadth of skills necessary to support WVOT in driving towards this future-state vision, having successfully implemented and provided oversight of complex transformational and modernized engagements across Federal, State, and Local governments. We will bring a high-performing team of well-qualified talent made up of a strong leadership team, consultants, and senior consultants who have delivered in similar spaces throughout their careers. Below is a representation of the personnel, resources, and skills the Deloitte team can bring. The team can be supplemented by additional resources as required and additional information or resumes can be supplied upon request.

Figure 17. Deloitte Team Structure.



Our lead **Principal & Executive Consultant, Keyanna Conner**, is a **former secretary of administration, overseeing enterprise IT and transformation in a neighboring state**. She has over 10 years of experience delivering enterprise organizational strategy and design and IT management consulting services. Keyanna has supported clients and c-suite executives to effectively deliver and manage large-scale engagements timely, within budgetary and contractual requirements.



Our **Senior Consultant, Brian Decot**, is a **certified Project Manager** with over 10 years of experience delivering management consulting to clients. He understands the scope of IT and non-IT projects and has managed day-to-day operations for his clients, planning and executing IT transformation projects. **Brian has led successful IT CIO assessments, delivered Technology Business Management (TBM) solutions, and supported IT organizations in delivering shared and enterprise services.**



Jason Estrada is a Financial Subject Matter Expert (SME) with 24+ years of accounting, budget, and modeling experience. **He specializes in increasing transparency and awareness in spending by integrating modern-day frameworks and techniques (such as Technology Business Management (TBM) into client data repositories.** Jason’s broad experience leading and designing costing projects has given him the opportunity to improve client’s costing practices, increase regulatory compliance, identify cost savings opportunities. He has achieved this through development of new repositories to support advanced modeling; strategic analytics based on targeted business metrics; operational assessments that provide roadmaps navigating from faltering “as-is” operations to “to-be” operational excellence.



John Furey is a **proven leader and a trusted advisor specializing in Enterprise Architecture**, IT strategy and transformation, and effective leadership of project teams to deliver results. He has nearly three decades of military leadership, consulting, and project management experience; the last 23 years supporting his Public Sector clients' IT transformation and business management needs. John advises his clients in leveraging technologies to increase productivity, lower costs, and enhance IT functional capabilities. He holds an active Top-Secret clearance (SCI eligible) and held Certified Enterprise Architect (CEA) and Project Management Professional (PMP) certifications and is ITIL v3 Foundations certified.



Art Stephens is a **Managing Director** focusing on State and Local Government and Higher Education. During his 35-year professional career, he has served as a principal for Deloitte, **Chief Information Officer for a state government, Deputy Chief of Staff to the Governor and Vice Chancellor for Strategic Initiatives for a public higher education system.** Through these diverse positions, Art has developed deep operational, strategic, policy and client service knowledge of state government and higher education. He has deep experience in most areas of state government, including tax and revenue, public safety, emergency management, health and human services,

retirement systems, administration and higher education. Previously, Art served as the LCSP for the Commonwealth of Pennsylvania account and currently serves as subsector leader for the Northeast State and Local Government and Higher Education practice.



Tom Simmons is a Managing Director and brings over 35 years of industry and professional services leadership experience in IT technology and services and business transformation and execution. Tom serves as the GPS Cloud Engineering Sector Lead for State, Local and Higher Education supporting clients in the deployment and leverage of large-scale technology-based business transformations. **Tom's experience also includes senior strategic advisory and executive roles in industry as an IT managed services provider with leaders in technology, telecom, government, financial services, industrial products, and energy.** His professional experience has included top IT players as HP/Compaq and Deloitte as the Global CTO for Deloitte's internal IT functions for 10 years prior to his consulting responsibilities.



Punit Lochlan has more than 20 years of experience in driving technology projects and follows using established methodology and processes like CMMI, ITIL, PMP and CISSP and has a proven track record of leadership in managing large teams for public sector and private sector clients towards successful outcomes. His experience includes customized Infrastructure Management, Operations Management, Configuration Management, Enterprise Architecture, and Data Management including advanced technology projects from client-server to distributed computing utilizing industry-leading methodologies. **As Deloitte's lead for the National Association of State Technology Directors (NASTD) and a core member of the Enterprise Architecture group at NASCIO,** he gains valuable insights working alongside CIO, CTO, CISOs, and executive leaders on forward-thinking IT solutions driving operational improvements and high uptimes.



Charles Ruiz is a senior IT Leader with experience driving IT application and operations modernization initiatives from conception through to implementation. He has over 14 years of experience in the Technology industry with extensive experience helping clients address IT operational, technical, and organizational challenges by developing effective strategies and plans. **He leads cross-functional teams to deliver results in several domain areas including IT strategy development, IT process improvement, metrics and reporting, and IT operating model design.** His particular strengths include working directly with IT executives and senior IT leaders to collaboratively stand-up new capabilities and supporting functions.



Vinny Prasad is a Specialist Leader with Deloitte with over 25 years of experience in program management and information technology (IT) projects including 21 years serving projects for state governments. State government experience also includes 19 years developing and managing the Integrated eligibility determination and benefit issuance system (RAPIDS) for TANF, Medicaid, SNAP, and other Special programs administered by WV Department of Health Human Resources. He has **extensive experience building specialized teams, managing and architecting modernization projects, application development and maintaining complex, mission-critical systems.** Vinny will serve as an application lead and will bring his full knowledge and experience to the engagement.



Taliyah Monet Robinson is a Manager with Deloitte and has over 10 years of experience **delivering in the Human Resources, Training, and Change Management** space. She serves in our HR Transformation practice and supports State government clients through large-scale transformations. **Taliyah specializes in process improvement and designing training and change management plans for transformations.**

3 Qualifications and Experience

Deloitte has worked with over 47 state governments – much of that work has been technology related – we provided 2 State and 2 Federal examples below. We also are heavily involved in NASCIO as explained in our executive summary. We have assisted several state CIOs and state agencies with the strategic planning and architecture development functions. For example, at the Commonwealth of Pennsylvania we implemented an Enterprise Architecture Standardization and centralization of over 28 enterprise IT services to allow for agile business development through the creation and reuse of Enterprise Services. For the State of Tennessee, we conducted an IT risk assessment of critical systems across its Executive Branch agencies and provided a consolidated view of 188 Critical Systems and assets, 93 Critical Sites, documented six process redesigns, and presented prioritized roadmap of 17 tactical initiatives to address gaps in resiliency. These examples, in addition to the qualifications below, show our commitment in supporting clients modernize their strategic technology governance and management capabilities and services.

Table 15. Overview of Our Qualifications.

RFP Objective	Food and Drug Administration	U.S Customs and Border Protection	California	Michigan
Strategic technology investment portfolio management and enterprise project management across mid to large enterprises (4.3.1.1)	X	X	X	X
Cost recovery for services funding models (4.3.1.2)	X	X		X
Working with State government IT organizations (4.3.1.3)			X	X
Organizational change management in technology support (4.3.1.4)	X	X	X	X

Agency: U.S. Food and Drug Administration (FDA) / Office of Information Management and Technology (OIMT)
Contract Name: U.S. Food and Drug Administration - OIMT Cost Allocation and Technology Business Management
Contract Number: HHSF223201510010B
Percentage of Work Performed: 100%
Period of Performance: 12/17/2015 - 04/29/2021
Government Contact Info: Teresa Tran, Teresa.tran@fda.hhs.gov , 240-381-2496
Work Performed:
Governance: An efficient governance program is a critical component of the FDA’s Working Capital Fund (WCF) and Cost Allocation efforts to date. To this end, the Deloitte OIMT Support Team effectively employed the governance framework to drive change to the existing cost allocation methodology to support the roll-out of TBM to the Agency. Deloitte helped to design a framework that will improve decision-making processes while enhancing stakeholder involvement in the governance construct.
Current / Future State Assessments: The Deloitte Team created a consolidated definition and architecture for the future state TBM cost allocation framework. The Team leveraged internal and existing knowledge of OMB guidelines and the IT COST Commission report to establish an overall model structure. With a core architecture identified, the Team engaged with Capital Planning and Investment Control (CPIC) to understand the selected Cost Pool and Tower mappings for Enterprise IT (EIT) elements. As a function of this work the Deloitte Team produced both a current state process assessment as well as a future state analysis of a TBM orientated cost allocation model. In addition, the Team revised the data collection and remediation processes to better align with the TBM operations framework.
Business Processes: The project team supported OIMT in identifying, developing and communicating new policies and procedures as they relate to TBM. As part of this process, the Team reviewed and indexed the current state cost allocation model documentation policies and procedures portfolio (e.g., data collection standard operating procedures, data collection

templates, and workflow process diagrams). The team also researched OMB guidance associated with **IT cost reporting**, identifying potential gaps in existing policies, and developing a corrective action plan aimed at either modifying existing policies or developing new policies.

Cost Model Refinement: To support the roll-out of TBM, the Team developed a pilot TBM framework and model. This model was benchmarked against the FY 2019 **cost allocation model utilized for WCF chargeback**. This pilot program enabled the FDA to get a sense for the changes that could occur as a function of employing the TBM taxonomy to **evaluate enterprise IT costs against the service portfolio**. This effort required the Team to create an FDA specific TBM catalog of services and work with Service Providers to **appropriately align costs against Cost Pools, IT Towers, and Services**.

Change Management: The introduction of the TBM framework necessitated the need for **change management support**. As such, the Deloitte Team identified and defined the impact on external and internal stakeholder’s operational changes to the cost model framework. Based on these results the Deloitte Team developed **operational change briefings/trainings** to address knowledge gaps by the stakeholder community. The outreach efforts focused on areas such as identifying and determining roles and responsibilities, outlining new policies associated with operations, and highlighting changes in timelines that will impact stakeholder’s day-to-day business operations and schedule.

Impact Delivered: Deloitte’s work helped improve **engagement with the stakeholder** community (both within OIMT and externally with customers) by developing a governance process that matured the OIMT **Cost Model decision-making processes**. This included new/updated templates and policies that align with OIMT’s new model taxonomy and new/updated SOPs associated with the new model framework. Deloitte supported operational training efforts, helping stakeholders advance their understanding of changes to the cost allocation methodology and approach. The Team’s approach also benefitted the development and adoption of the future-state **cost allocation model**, supported **budget mapping efforts**, and revised the data collection and remediation process.

Agency: U.S Customs and Border Protection (CBP), Office of Information and Technology (OIT) Financial Management Division (FMD)

Contract Name: Qualification Investment Management Support (IMS)

Contract Number: GS00Q14OADU113

Percentage of Work Performed: 100%

Period of Performance: September 2017 – September 2022

Government Contact Info: Jodi Tanvas, jodi.l.tanvas@cbp.dhs.gov, 571-468-8327

Work Performed:

Deloitte has supported CBP’s Office of Information and Technology (OIT) as a strategic advisor to the Assistant Commissioner (AC) of OIT who functions as CBP’s Chief Information Officer (CIO). With a budget of over \$1.5B, CBP OIT supports the delivery of mission-critical IT capabilities that help CBP Mission Offices administer trade, manage traveler movement, and secure America’s borders.

At the heart of OIT’s operations, the Financial Management Division (FMD) is responsible for defending, managing, and executing OIT’s budget to effectively operate, maintain, and modernize CBP technology applications and services. FMD’s broad scope of activity includes:

- Managing and optimizing CBP technology initiatives and investments
- Executing CBP’s Capital Planning and Investment Control (CPIC) process
- Developing business cases *to justify new IT investments and budget requests*
- *Coordinating OIT planning, programming, budgeting, and execution.*

Impact Delivered:

Deloitte’s support for CBP OIT FMD spans a wide range of capabilities split over multiple task areas, including:

- Program/Project management
- Process Improvement/Process Optimization
- Technology Business Management (TBM)/Cost Transparency
- Executive Strategy
- Annual Business Case Reporting
- Monthly Investment Reporting
- Budget Formulation and Planning
- Investment Analysis Support
- Cost Estimation/Analysis

Deloitte has helped CBP and DHS leadership make practical decisions that can be directly tied to business goals by developing tools such as: dynamic IT Investment Portfolio dashboard to track its investments and perform program analysis; Developed a delivery schedule of required data updates and materials to provided regular reports summarizing progress.

Deloitte has helped CBP advance its budget formulation and planning process through various tools and guidelines. For the Programming phase of PPBA, Deloitte supported CBP OIT in aligning requirements to organizational priorities during the Resource Allocation Plan (RAP) process and building a compelling budget justification illustrating how disproportionate cuts to IT spend affects mission critical activities. Deloitte supported OIT in establishing budgetary and cost baselines to enable the organization to better articulate the impacts of IT budget changes on the mission and identify potential areas for cost savings and cost avoidance across CBP.

Technology Business Management:

- Developed a brief recommending the alignment of an SAP product/service field to the TBM taxonomy to streamline the reporting process for three separate CBP reporting requirements
- Used Technology Business Management (TBM) framework to analyze CBP’s user fee model and recommended new cost drivers that increased OIT’s annual fee funding by \$30M
- Facilitated the implementation of the TBM Taxonomy into OIT’s budgeting and execution tools

Agency: California Department of Housing and Community Development (HCD)

Contract Name: HCD Cost and Fee Sustainability Assessment

Contract Number: 19-50-014

Percentage of Work Performed: 100%

Period of Performance: June 2020 – April 2022

Government Contact Info: Kyle Krause, Kyle.Krause@hcd.ca.gov, 916-263-3124

Work Performed:

Deloitte reconciled over **\$111M in revenue & tax data** and over **\$101M in related expense data** for 280 service fees between the Codes & Standards operating and financial systems for FY18-FY20. Deloitte led the resolution efforts to clear data discrepancies to develop a consolidated services catalog and designed a **cost allocation model to assign direct and indirect costs** to each revenue stream to calculate the full cost of each service provided. As a result, we identified over 65% of the services provided operated at a loss during FY18-FY20. We provided a prioritized listing of all services fees contributing to decreasing fund balances and recommendations for future fee sustainability efforts (i.e., rate increases vs volume/capacity limitations).

Impact Delivered:

- Reconciled 3 years of revenue, tax, and expense data between operating and financial systems to ensure accuracy and completeness of the **Cost and Fee Assessment**.
- Identified, reported, and corrected underlying data discrepancies in the company’s operational and financial systems to improve **data reliability**.
- Developed a cost allocation and analysis model to **identify the direct and indirect costs** associated with the services provided and determine which fees are operating at a loss and causing unsustainable declining fund balances.
- Created new **system reports** to improve revenue and tax detail extraction.
- Developed and delivered a repeatable business process and recommendations for **future cost assessments to support future fee adjustments**.

Deloitte overall improved financial transparency into Codes & Standards Fees and Costs, documentation for operational and compliance purposes, implemented internal controls around issues found during our root cause analysis/business process walkthroughs, and trained staff and increased cross-functional communication among the agency’s various departments.

Agency: State of Michigan Department of Technology Management and Budget (DTMB)
<p>Contract Name: TBM Proof of Concept and Rapid Prototype, Strategy, and Roadmap Contract Number: N/A Percentage of Work Performed: 100% Period of Performance: May 2018 – June 2018 Government Contact Info: Phil Jeffery, Jefferyp@michigan.gov, 517-599-4583</p>
<p>Work Performed: The State of Michigan Department of Technology, Management, and Budget (DTMB) sought to assess 1) what is the value of Technology Business Management (TBM) and 2) how to develop a roadmap for implementation/adoption of the Technology Business Management (TBM) framework. To address these two areas, Deloitte conducted an assessment and developed a rapid TBM Proof-of-Concept model that that could be used to help DTMB achieve strategic objectives, including modernization of IT infrastructure, IT cost transparency with customer agencies, and benchmarking of IT operations and finances to demonstrate the value / return on investment of IT spending.</p> <p>Using the TBM Framework / Taxonomy and managerial cost accounting methods, the team analyzed actual DTMB FY17 and fiscal year-to-date FY18 expenditures from their financial management system. Using the Department, Accounting Period, Object, Object Name, Department Object Name and Group, and type of expenditure, the team was able to identify and align IT spending to the TBM Taxonomy and ultimately to specific IT services and customers.</p>
<p>Impact Delivered: Deloitte Conducted key stakeholder interviews and reviewed IT strategy, business processes, governance structures, and service catalogs. In addition, analyzed existing data, including expenditures, budget, IT asset inventory, service or IT consumption data, and workforce data. Concluding these activities, we designed and developed an initial TBM Proof-of-Concept financial model. Once the model was completed, we developed a draft TBM Roadmap of key milestones and changes to governance, processes, technology, and / or skillsets / training to implement TBM.</p> <p>Outcomes:</p> <ul style="list-style-type: none">• Initial Proof of Concept Cost Model that provided cost transparency and demonstrated the reporting capabilities possible by incorporating financial/operational dimensions• Draft High-level TBM Implementation Roadmap

4 Attachments

4.1 Attachment A - Assumptions

1. West Virginia will provide appropriate resourcing, required data, and subject matter expertise to meet the timeline set forth in the request for proposal to support the tasks and deliverables within the scope of work agreed upon in the baselined statement of work.
2. West Virginia will review deliverables and provide feedback (if needed), within three business days of submission. If West Virginia does not respond/have feedback, within five business days, the deliverables are deemed approved.
3. West Virginia will provide appropriate resourcing and system access to facilitate system, data, and process trainings and demos to support any development and distribution of reports, dashboards, and tools.
4. Changes in these assumptions, which may impact schedule dates and/or fees, will be documented and communicated to the appropriate individual(s) for discussion and approval. Any change that Deloitte cannot control and that would impact schedule or cost should be documented, communicated timely, and should require a contract mod.
5. Deloitte, as an audit firm, will not direct any attest (audit) clients work which will affect the overall financial or performance results of attest vendor(s). In the context of our audit clients, Deloitte must adhere to certain rules and regulations established by the applicable regulators for the audit clients served by Deloitte.
6. West Virginia project sponsor or an assigned representative will meet, at minimum, once weekly with Deloitte.
7. West Virginia will provide access to Subject Matter Experts (SME) within WV divisions and Source System POCs within two weeks of requesting such access.
8. Any desired changes in project scope shall be agreed upon by both parties and may affect time and quality of delivery. Deloitte assumes that if the scope of work changes as defined in the RFP, we will have the opportunity to renegotiate the proposed pricing or conduct a Delivery Order (DO) as part of the Additional and Optional Services mentioned in Section 1.2.3.
9. To maximize flexibility, particularly in alignment with common hybrid / telework orders in effect across various jurisdictions, we have assumed that Deloitte staff may work offsite (contractor site or telework) with the exception that some key stakeholder meetings (such as the referenced workshops) would take place as in person meetings in Charleston, WV or at an agreed upon location within WV.
10. Deloitte Consulting (the "Company") will not be precluded from pursuing or performing any future state opportunity including implementation of any recommendations made under this contract as a result of the Company's performance of the services. In no event shall the Company be precluded from providing contracting services support to include, but not be limited to, Program Management Office support, System Implementations, Transition Support, Change Management, Technology Design, Development, Testing and Implementation Support, Training, Outsourcing Advisory, or any other work deemed as a non OCI by the government.

4.2 Attachment B - Exceptions

Deloitte Consulting LLP (Deloitte) has identified below the terms and conditions it seeks to negotiate and has also identified the additional terms it would seek to add to the terms and conditions identified in the RFP. We value our relationship with the State and are committed to working in good faith to reach prompt final Contract.

General Terms and Conditions

8. Insurance

Deloitte would like to discuss certain minor changes to the language in order to make these requirements consistent with the insurance that we maintain. Deloitte and the State have always reached Contract on the required changes related to insurance.

14. Payment in arrears

We request to clarify that the State would pay each invoice within thirty days of its receipt thereof. If payment is not received within such period (i) such invoice shall accrue a late charge equal to the lesser of (a) 1½% per month or (b) the highest rate allowable by law, and (ii) Deloitte may also suspend or terminate the services upon five days written notice to the State.

19. Cancellation

Termination for default should be based on a material breach of the contract. Additionally, we would request to include a reasonable period to cure any breach within the thirty (30) day notice period.

20. Time

We request to remove the requirement that time is of the essence, as this is not within standards for commercial contracts within the industry and it is in both parties best interests to have a reasonable period to cure any breach.

22. Compliance with Laws

We request to clarify that Deloitte would be responsible for complying with laws which are applicable to Deloitte in its performance of the services under the Contract.

28. Warranty

The warranty should be clarified to include a specific warranty period of thirty (30) days. Also, we request to remove the warranties of merchantability and fitness for the purposes intended, as these are not within standards for commercial contracts within the industry and it is difficult to determine compliance with subjective warranties.

30. Privacy, Security and Confidentiality.

We look forward to discussing and clarifying specific provisions set forth the Confidentiality Policies and Information Security Accountability Requirements. Specifically, we would like to clarify the provisions which would be applicable to the services to be provided under the contract.

36. Indemnification; 35. Vendor Relationship

We would like to clarify that Deloitte would agree to indemnify the State for third party claims for bodily injury, death, or damage to real or tangible personal property, to the extent directly and proximately caused by the negligence or intentional misconduct of Deloitte. In addition, we can agree to provide an indemnification for third party claims of infringement of copyrights, patents, or trademarks resulting from the services. We look forward to further discussing and clarifying this provision with the State.

38. Conflict of Interest

We would propose to clarify that we would not have a conflict of interest in violation of law applicable to Deloitte in its provision of services hereunder.

Additional Terms and Conditions

Deloitte sets out below certain additional provisions that we wish to include in the Contract:

1. The State shall cooperate with Vendor hereunder, including, without limitation, providing timely access to data, State facilities, systems, solutions and approved technologies, information and personnel of the State. The State shall be responsible for the performance of its personnel and agents and for the accuracy and completeness of data and information provided to Vendor for purposes of the performance of the services. The State acknowledges and agrees that Vendor's performance is dependent upon the timely and effective satisfaction of the State's responsibilities hereunder and timely decisions and approvals of the State in connection with the Services. Vendor shall be entitled to rely on all decisions and approvals of the State.
2. Vendor, its affiliates and subcontractors, and their respective personnel shall not be liable to the State for any claims, liabilities, or expenses relating to or in connection with this Contract ("Claims") for an aggregate amount in excess of the fees paid by the State to Vendor under this Contract, except (i) to the extent resulting from the recklessness, bad faith or intentional misconduct of Vendor or its subcontractors, or (ii) for payment for services performed. In no event shall Vendor, its affiliates or subcontractors, or their respective personnel be liable to the State for any loss of use, data, goodwill, revenues or profits (whether or not deemed to constitute a direct Claim), or any consequential, special, indirect, incidental, punitive, or exemplary loss, damage, or expense relating to or in connection with this Contract. In circumstances where any limitations or exculpations set forth herein are unavailable, the aggregate liability of Vendor, its affiliates and subcontractors, and their respective personnel for any Claim shall not exceed an amount that is proportional to the relative fault that the conduct of Vendor and its subcontractors bears to all other conduct giving rise to such Claim.
3. The State shall approve each deliverable that conforms in all material respects to the requirements therefore set forth in the Contract. Approval of a deliverable shall be deemed given by the State if the State has not delivered to Vendor a notice that such deliverable does not conform with the foregoing within five business days of delivery. Any rejection shall include a written description of the defects of the Deliverable within five business days of delivery. If the State rejects a Deliverable, Vendor will, upon receipt of such rejection, act diligently to correct the specified defects and deliver an updated version of the Deliverable to the State. The State will then have an additional five business days from receipt of the updated Deliverable to notify Vendor, in writing, of the acceptance or rejection of the updated Deliverable. Any such rejections will include a description of the way in which the updated Deliverable fails to correct the previously reported deficiency. Following any acceptance of a Deliverable which requires additional work to be entirely compliant with the Contract, and until the next delivery, Vendor will use reasonable efforts to provide a prompt correction or workaround.

4.3 Attachment C - Signature Forms

The following signed forms for WVOT are included below:

- Designated Contact Form
- Disclosure of Interested Parties to Contracts Form
- Request for Proposal Authorization Signature
- Addendum Acknowledgement Form

DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

(Name, Title) Keyanna Conner, Managing Director
(Printed Name and Title) Keyanna Conner, Managing Director
(Address) 901 East Byrd Street, West Tower, Suite 820, Richmond, VA 23219
(Phone Number) / (Fax Number) +1 (757) 894-0935 / +1 (884) 439-0722
(email address) kconner@deloitte.com

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through wvOASIS, I certify that: I have reviewed this Solicitation/Contract in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation/Contract for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

By signing below, I further certify that I understand this Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law; and that pursuant to W. Va. Code 5A-3-63, the entity entering into this contract is prohibited from engaging in a boycott against Israel.

Deloitte Consulting LLP

(Company)

Keyanna Conner, Managing Director

(Authorized Signature) (Representative Name, Title)

Keyanna Conner, Managing Director, 7/8/2022

(Printed Name and Title of Authorized Representative) (Date)

+1 (757) 894-0935 / +1 (884) 439-0722

(Phone Number) (Fax Number)

kconner@deloitte.com

(Email Address)

West Virginia Ethics Commission
Disclosure of Interested Parties to Contracts

(Required by W. Va. Code § 6D-1-2)

Name of Contracting Business Entity: Deloitte Consulting LLP Address: 901 East Byrd Street, West Tower, Suite 820
Richmond, VA 23219

Name of Authorized Agent: West Virginia Purchasing Division Address: 900 KANAWHA BLVD E, BLDG 5 10TH FLOOR CHARLESTON WV 25305

Contract Number: OOT2200000002 Contract Description: Consulting Services to establish strategic technology management evices within the WWOT per

Governmental agency awarding contract: West Virginia Office of Technology (WWOT)

Check here if this is a Supplemental Disclosure

List the Names of Interested Parties to the contract which are known or reasonably anticipated by the contracting business entity for each category below (attach additional pages if necessary):

1. Subcontractors or other entities performing work or service under the Contract

Check here if none, otherwise list entity/individual names below.

2. Any person or entity who owns 25% or more of contracting entity (not applicable to publicly traded entities)

Check here if none, otherwise list entity/individual names below.

3. Any person or entity that facilitated, or negotiated the terms of, the applicable contract (excluding legal services related to the negotiation or drafting of the applicable contract)

Check here if none, otherwise list entity/individual names below.

Signature: *Keyana Can* Date Signed: 7/8/22

Notary Verification

State of Virginia, City Richmond, County of Richmond:

I, Betty E. Williams, the authorized agent of the contracting business entity listed above, being duly sworn, acknowledge that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 8th day of July, 2022

Betty E. Williams
Notary Public's Signature

To be completed by State Agency:
Date Received by State Agency: _____
Date submitted to Ethics Commission: _____
Governmental agency submitting Disclosure: _____

Notary Registration Number 221268
My commission expires 8-31-2024.
Revised June 8, 2018

REQUEST FOR PROPOSAL

SECTION 6: EVALUATION AND AWARD

6.1 Evaluation Process: Proposals will be evaluated in two parts by a committee of three (3) or more individuals. The first evaluation will be of the technical proposal and the second is an evaluation of the cost proposal. The Vendor who demonstrates that it meets all of the mandatory specifications required, attains the minimum acceptable score and attains the highest overall point score of all Vendors shall be awarded the contract.

6.2. Evaluation Criteria: Proposals will be evaluated based on criteria set forth in the solicitation and information contained in the proposals submitted in response to the solicitation. The technical evaluation will be based upon the point allocations designated below for a total of 70 of the 100 points. Cost represents 30 of the 100 total points.

Evaluation Point Allocation:

Project Goals and Proposed Approach (§ 4.2)	
- Approach & Methodology to Goals/Objectives (§ 4.2.1)	40 Points Possible
Qualifications and experience (§ 4.3)	
- Qualifications and Experience Generally (§ 4.3.1)	10 Points Possible
Comparative Analysis Amongst Vendors	10 Points Possible
Oral interview (§ 4.4)	10 Points Possible
<u>Total Technical Score:</u>	<u>70 Points Possible</u>
<u>Total Cost Score:</u>	<u>30 Points Possible</u>

Total Proposal Score: 100 Points Possible

6.3. Technical Bid Opening: At the technical bid opening, the Purchasing Division will open and announce the technical proposals received prior to the bid opening deadline. Once opened, the technical proposals will be provided to the Agency evaluation committee for technical evaluation.

6.4. Technical Evaluation: The Agency evaluation committee will review the technical proposals, assign points where appropriate, and make a final written recommendation to the Purchasing Division.

REQUEST FOR PROPOSAL

6.5. Proposal Disqualification:

6.5.1. Minimum Acceptable Score (“MAS”): Vendors must score a minimum of 70% (49 points) of the total technical points possible in order to move past the technical evaluation and have their cost proposal evaluated. All vendor proposals not attaining the MAS will be disqualified.

6.5.2. Failure to Meet Mandatory Requirement: Vendors must meet or exceed all mandatory requirements in order to move past the technical evaluation and have their cost proposals evaluated. Proposals failing to meet one or more mandatory requirements of the RFP will be disqualified.

6.6. Cost Bid Opening: The Purchasing Division will schedule a date and time to publicly open and announce cost proposals after technical evaluation has been completed and the Purchasing Division has approved the technical recommendation of the evaluation committee. All cost bids received will be opened. Cost bids for disqualified proposals will be opened for record keeping purposes only and will not be evaluated or considered. Once opened, the cost proposals will be provided to the Agency evaluation committee for cost evaluation.

The Purchasing Division reserves the right to disqualify a proposal based upon deficiencies in the technical proposal even after the cost evaluation.

6.7. Cost Evaluation: The Agency evaluation committee will review the cost proposals, assign points in accordance with the cost evaluation formula contained herein and make a final recommendation to the Purchasing Division.

Cost Evaluation Formula: Each cost proposal will have points assigned using the following formula for all Vendors not disqualified during the technical evaluation. The lowest cost of all proposals is divided by the cost of the proposal being evaluated to generate a cost score percentage. That percentage is then multiplied by the points attributable to the cost proposal to determine the number of points allocated to the cost proposal being evaluated.

Step 1: $\text{Lowest Cost of All Proposals} / \text{Cost of Proposal Being Evaluated} = \text{Cost Score Percentage}$

Step 2: $\text{Cost Score Percentage} \times \text{Points Allocated to Cost Proposal} = \text{Total Cost Score}$

Example:

Proposal 1 Cost is \$1,000,000

Proposal 2 Cost is \$1,100,000

Points Allocated to Cost Proposal is 30

Proposal 1: Step 1 – $\$1,000,000 / \$1,000,000 = \text{Cost Score Percentage of } 1 \text{ (100\%)}$

Step 2 – $1 \times 30 = \text{Total Cost Score of } 30$

Proposal 2: Step 1 – $\$1,000,000 / \$1,100,000 = \text{Cost Score Percentage of } 0.909091 \text{ (90.9091\%)}$

Step 2 – $0.909091 \times 30 = \text{Total Cost Score of } 27.27273$

REQUEST FOR PROPOSAL

6.8. Availability of Information: Proposal submissions become public and are available for review immediately after opening pursuant to West Virginia Code §5A-3-11(h). All other information associated with the RFP, including but not limited to, technical scores and reasons for disqualification, will not be available until after the contract has been awarded pursuant to West Virginia Code of State Rules §148-1-6.3.d.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.



Deloitte Consulting LLP

(Company)

Keyanna Conner, Managing Director

(Representative Name, Title)

+1 (757) 894-0935 / +1 (884) 439-0722

(Contact Phone/Fax Number)

7/8/2022

(Date)

SOLICITATION NUMBER: CRFP OOT2200000002

Addendum Number: 1

The purpose of this addendum is to modify the solicitation identified as CRFP OOT2200000002 ("Solicitation") to reflect the change(s) identified and described below.

Applicable Addendum Category:

- Modify bid opening date and time
- Modify specifications of product or service being sought
- Attachment of vendor questions and responses
- Attachment of pre-bid sign-in sheet
- Correction of error
- Other

Description of Modification to Solicitation:

- 1) To attach Vendor Questions and Answers
- 2) To attach updated copies of page 30 & page 32 from the Solicitation.
- 3) To attach ESS-PMO-003.001 ITIPS Applications
- 4) To attach ESS-PMO-003.002 ITIPS Infrastructure
- 5) To attach ESS-PMO-004 Change Management Procedures
- 6) To attach Project List

Additional Documentation: Documentation related to this Addendum (if any) has been included herewith as Attachment A and is specifically incorporated herein by reference.

Terms and Conditions:

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP OOT2200000002

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

- | | |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Deloitte Consulting LLP
Company



Authorized Signature

7/8/2022
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP OOT2200000002

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

- | | |
|--|--|
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