



RFP Response Form

RFP for Information Technology Support and Professional Services

PROPOSER INFORMATION

Proposer Name: **Deloitte Consulting LLP**

Authorized Representative Name & Title: **Bert Maier, Managing Director**

Address: **2600 One PPG Place, Pittsburgh, PA 15222**

Telephone: [REDACTED]

Email: **bmaier@deloitte.com**

Website: **www.deloitte.com**

Legal Status: For-Profit Corp. Nonprofit Corp. Sole Proprietor Partnership

Date Incorporated: **1995**

Partners and/or Subcontractors included in this Proposal: In an effort to meet the County's defined target for MWBE participation we have contacted two (2) MWDBE vendors, along with one (1) VBE. They are as follows:

- **Sigma Resources LLC**
- **Collasys LLC**
- **Morrill Consulting LLC**

How did you hear about this RFP? *Please be specific.* **Allegheny County Solicitations Website**

Does your organization have a telecommunications device to accommodate individuals who are deaf or hard of hearing? Yes No

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Joe Ucuzoglu	[REDACTED]	[REDACTED]@deloitte.com
Contract Processing Contact	Bert Maier	[REDACTED]	bmaier@deloitte.com
Chief Information Officer	Doug Beaudoin	[REDACTED]	dbeaudoin@deloitte.com
Chief Financial Officer	Janet Lewell	[REDACTED]	jalewell@deloitte.com
MPER Contact*	Bert Maier	[REDACTED]	bmaier@deloitte.com

* **MPER** is DHS's provider and contract management system. Please list an administrative contact to update and manage this system for your agency.

BOARD INFORMATION

Provide a list of your board members as an attachment or in the space below.

The Deloitte Board of Directors includes leaders from Deloitte's audit, tax, consulting, and advisory businesses.

- **Janet Foutty, US Executive Board Chair**
- **Joe Ucuzoglu, US Chief Executive Officer**
- **Karen Bowman, Deloitte Consulting LLP**
- **Ambar Chowdhury, Deloitte Consulting LLP**
- **Michelle Collins, Deloitte & Touche LLP**
- **Jason Downing, Deloitte Consulting LLP**
- **Tarik Dudum, Deloitte Tax LLP**
- **Amy Shaw Feirn, Deloitte Consulting LLP**
- **Wendy Fletcher, Deloitte & Touche LLP**
- **Carin Giuliani, Deloitte Tax LLP**
- **Kim Griffin-Hunter, Deloitte & Touche LLP**
- **Dipti Gulati, Deloitte & Touche LLP**
- **Trina Huelsman, Deloitte & Touche LLP**
- **Steve Jennings, Deloitte Consulting LLP**
- **Chuck Kosal, Deloitte Tax LLP**
- **Irfan Saif, Deloitte & Touche LLP**
- **Jason Salzetti, Deloitte Consulting LLP**
- **Debbie Sills, Deloitte Consulting LLP**
- **Adam Weissenberg, Deloitte & Touche LLP**

Board Chairperson Name & Title: **Janet Foutty, US Executive Board Chair**

Board Chairperson Address: **National Office, 30 Rockefeller Plaza, New York, NY 10112, United States**

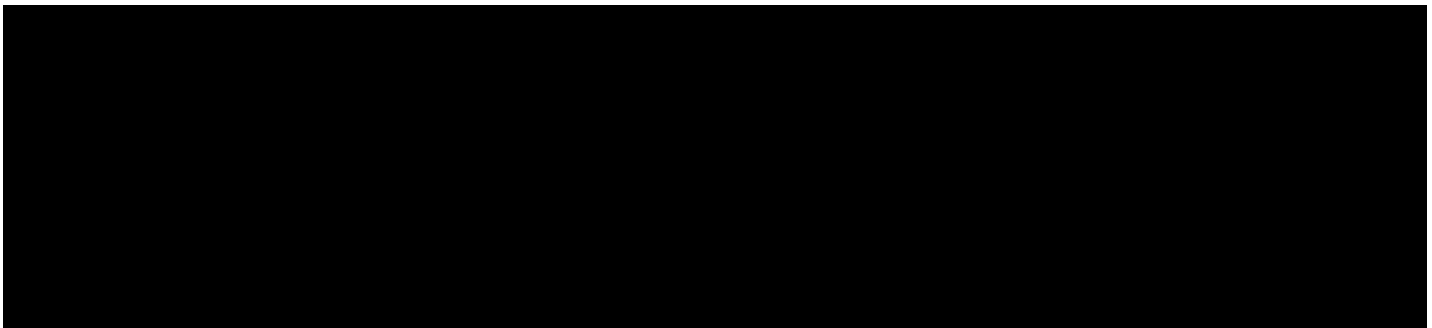
Board Chairperson Telephone: 

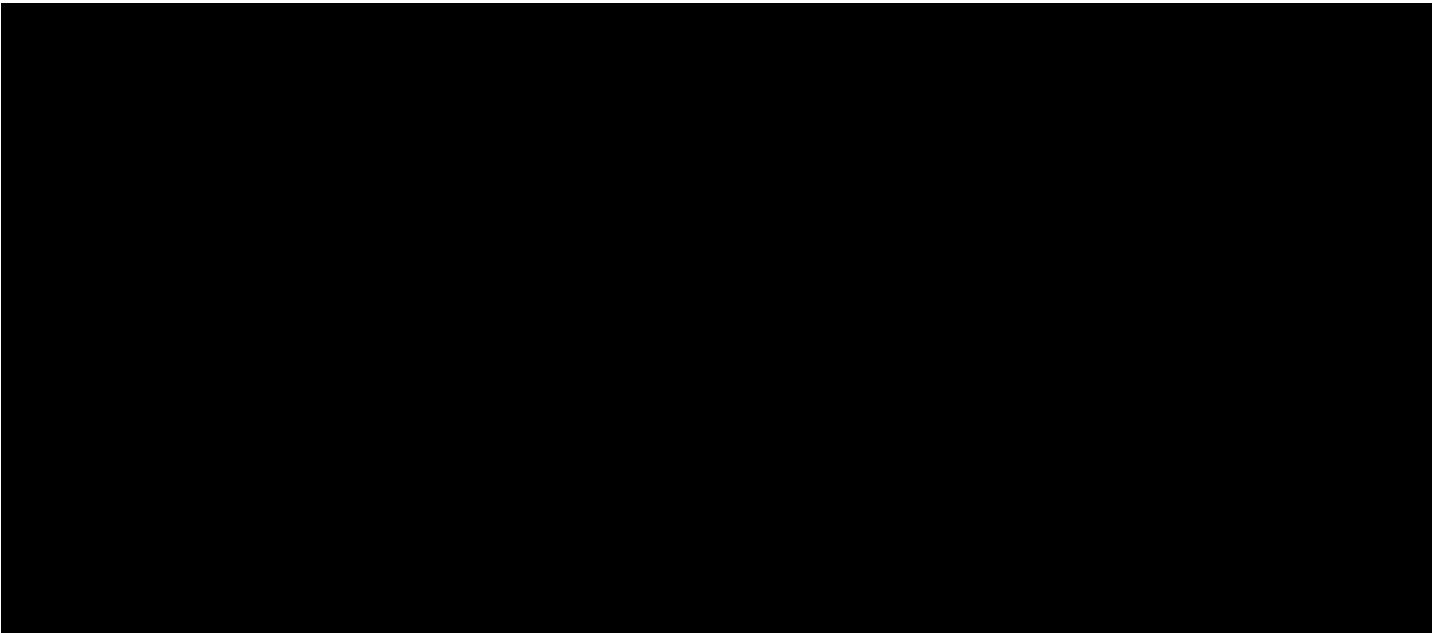
Board Chairperson Email: **JanetFouttyUSBoardChair@Deloitte.com**

REFERENCES

Provide the name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization.

Please do not use employees of the Allegheny County Department of Human Services as references.





PROPOSAL INFORMATION

Date Submitted: **1/28/2022**

Amount Requested: **Per the RFP, the approximate total annual budget available for the Agreement(s) awarded under this RFP is \$10-15 million.**

CERTIFICATION

Please check the following before submitting your Proposal, as applicable:

- I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination, HIPAA and Pennsylvania's Right-to-Know Law.
- By submitting this Proposal, I certify and represent to the County that all submitted materials are true and accurate, and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient's decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

Choose one:

My Proposal contains information that is either a trade secret or confidential proprietary information and I have included a written statement signed by an authorized representative identifying those portions or parts of my Proposal and providing contact information.

OR

My Proposal does not contain information that is either a trade secret or confidential proprietary information.

ATTACHMENTS

Please submit the following attachments with your Response Form. These can be found at <http://www.alleghenycounty.us/dhs/solicitations>.

- MWDBE and VOSB documents
- Allegheny County Vendor Creation Form
- 3 years of audited financial reports
- W-9

The following items (files) are attached to our Response Form:

- **Attachment 1 – MWDBE Documents_Deloitte.pdf**
- **Attachment 2 – VOSB Documents_Deloitte.pdf**
- **Attachment 3 –Vendor Creation Form_Deloitte.pdf**
- **Attachment 4 –Financial Stability_Deloitte.pdf**
- **Attachment 5 – W9_Deloitte.pdf**
- **Attachment 6 – Statement Identifying Trade Secret and Confidential Proprietary Information_Deloitte.pdf**

REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive depends on the service areas proposed. Please note the page limits for each numbered response item – responses exceeding these limits may be discarded.

All Proposers must complete the Organizational Experience and Budget Sections. Please complete these sections only once, regardless of the number of service categories proposed. The score from these sections will be added to the score for each service category proposed.

Complete only the sections for categories of service you wish to propose. Service categories not included in your proposal may be left blank.

Organizational Experience (15 points possible)

Your response to this section must not to exceed 3 pages.

1. Describe your organizational experience providing IT and/or Professional Services to human services agencies and/or other public sector clients.

Allegheny County's Department of Human Services (DHS) is a national leader in the design and delivery of innovative human services programs. Your programs support the individuals, families, and providers in Allegheny through collaborative and caring relationships. We are grateful for the opportunity to work **side by side with you for over 20 years**, supporting this mission by evolving the comprehensive technology ecosystem DHS knows today. Our understanding of your applications, infrastructure, rules, programs, operations, and culture allows us to bring collaborative strategies, innovative solutions, and digital integration. We are excited for the opportunity to continue working with you.

Our qualifications to successfully provide these scopes of services start with our work serving Allegheny County. We understand the impact that DHS has on Allegheny's most vulnerable residents at critical points in their lives. We see first-hand how critical it is for the **25+ applications** DHS administers to operate without disruption for the **1,300+ daily application users** who service over **200,000 Allegheny County residents**. Just one example illustrating the importance of DHS's technology ecosystem is the KIDS application, which enables the Office of Children, Youth and Families (CYF) to render critical services, such as intervening to protect children from the risk of abuse. In such cases, system downtime could result in catastrophic outcomes for those who can't protect themselves. Our experienced team, who has developed trust with you, is focused on and committed to supporting DHS in serving Allegheny's most vulnerable populations. What matters to you matters to us. Our team routinely comes together to prioritize and align on how to best serve you based on our experience with clients who have overcome similar obstacles. Our Allegheny County Strategic Plan documents our guiding principle **to always doing the right thing for Allegheny**.

DHS needs a vendor with

The following figure highlights the value we bring to DHS in providing IT and professional services that meet and exceed your requirements.

Figure 1. Deloitte's Experience Meets and Exceeds DHS's IT and Professional Service Requirements to Accomplish Your Goals.

Over 49 states and 65 local government agencies have teamed with Deloitte to successfully develop and support digital solutions, deliver IT security and privacy services, and provide PMO support for some of their most complex human services IT needs. Our national experience and 20+ year partnership with DHS enable us to . Our team is **ready on Day One** to seamlessly continue progressing your priorities, saving you transition hours that we put towards progressing DHS's vision. The figure below highlights some of our national experiences in Digital Solution Delivery, Digital Solution Support, PMO Support, and IT Security and Privacy Support:

Figure 2. Our National HHS Experience Brings Value to DHS and Demonstrates Confidence in Delivery of Technology Services.



Unmatched Health and Human Services (HHS) Experience

Deloitte has delivered, maintained, operated, and improved **over 500 national HHS IT systems** in the last decade, helping agencies to deliver timely, accurate benefits and access to care **for over 40 million individuals and families**. Our HHS practice is [redacted] and rapidly standing up new solutions based on client needs across the nation. With the backing of our **45 years of national HHS experience**, we continue to [redacted]

The team

Figure 3. We Have a Unique Combination of Experience that Enables Us to Meet Your Requirements.



Experienced Team that Delivers

[redacted] lists of [redacted] following figure. In the [redacted] Deloitte brings the [redacted] and [redacted] The figure below highlights our leadership team, which consistently delivers and maintains numerous end-to-end solutions, brings strong attention to detail, and achieves impactful business outcomes within budget and on time.

Figure 4. Our Commitment to DHS Means We Use the Resources of Our Global Organization for Your Benefit.



IT Capabilities and Capacity that Scale

Deloitte is a proven vendor with an extensive track record of **delivering for you** and other state and local government clients on **complex enterprise-wide digital and data solutions**. We leverage existing products and platforms, custom development, cloud technologies, robotic process automation, open source, digital integrations and transformations, data and analytics design, customer experience, cyber security and privacy, DevOps, artificial intelligence, and machine learning practitioners and concepts, as relevant, to provide Allegheny with solution options and delivery. Our unique resource pool, which has deep technology skills and experience, stems from our experience implementing **over 500 HHS IT solutions nationwide** over the past decade, **using technology options that best fit our clients' individual needs**. We leverage our [redacted] DHS to strategize and deliver end-to-end solutions on various leading platforms, including open-source technologies. Deloitte's [redacted] enable us to hit the ground running as DHS's needs evolve. We collaborate to find the right technology solution outcomes, while **maximizing the return on investment for DHS and supporting DHS's future vision**.

Figure 5. We Are a Leader in Global Consulting Services and Bring Experienced Professionals to Deliver the Technology You Need.

Collaborating with Deloitte means DHS has the flexibility to select the technology option that best achieves its goals without having to separately outsource or acquire additional resources. This provides tremendous benefit to DHS as we understand DHS's need to respond to changes in the ecosystem rapidly and adapt to evolving public health needs in a timely and sometimes expedited fashion. Deloitte, with our

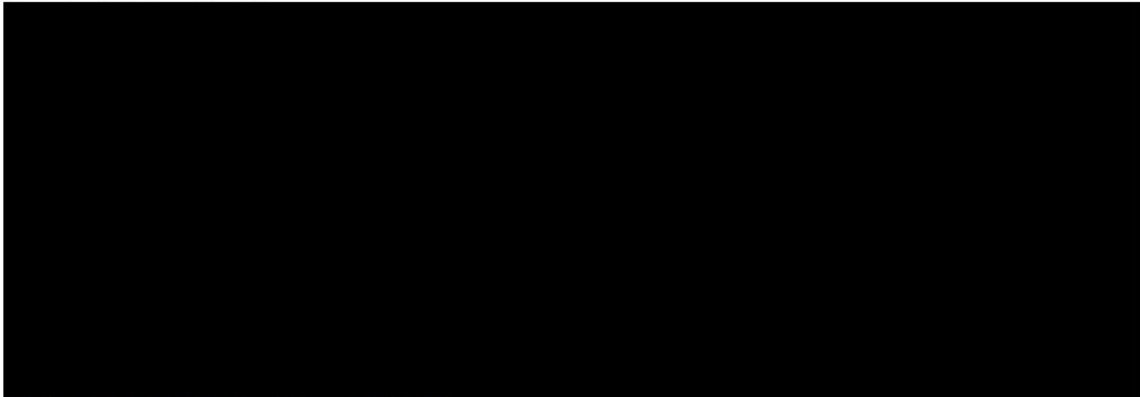


Figure 6. Deloitte's Depth and Breadth of Services.

[REDACTED], is well-positioned to meet the shifting demands of this dynamic landscape. We are a "career destination" and recognized as an employer of choice, enabling us to attract qualified candidates and retain top talent. As a result, we rapidly attain qualified team members to support DHS as needs evolve in response to these unprecedented times.

2. Describe your approach to working with staff at customer host sites and how you ensure effective communication.

We value working collaboratively alongside DHS staff and stakeholders at customer host sites to design and implement your IT solutions. We understand that DHS desires to find a partner that effectively and proactively communicates with DHS staff, keeping you informed of [REDACTED] and opportunities, works with your staff to identify designs that meet their needs, and comm [REDACTED] project schedules, benefits, outcomes, metrics, risks, and issues. Our team, [REDACTED] side with DHS staff, has developed a culture that fosters trust and collaboration using [REDACTED]



Purposeful Communication Approach

[REDACTED] communication is based on [REDACTED]. Thus, our communication occurs as a result of following industry standard management processes and no [REDACTED]. host sites, we use formal communication methods like [REDACTED] to formally keep track of key project information. When designing systems, we use [REDACTED] as way to most effectively structure our communication around system design.

Following this communication approach with DHS, we have collectively delivered tangible results. Deloitte and [REDACTED] collaborated, with stakeholders from different host sites, both virtually and in some cases in person, to deliver some of the [REDACTED]. Implementations at this speed require accurate and timely communications and the ERAP, CHIRP, and OYPR of the tangible results achieved through a structured communication approach.

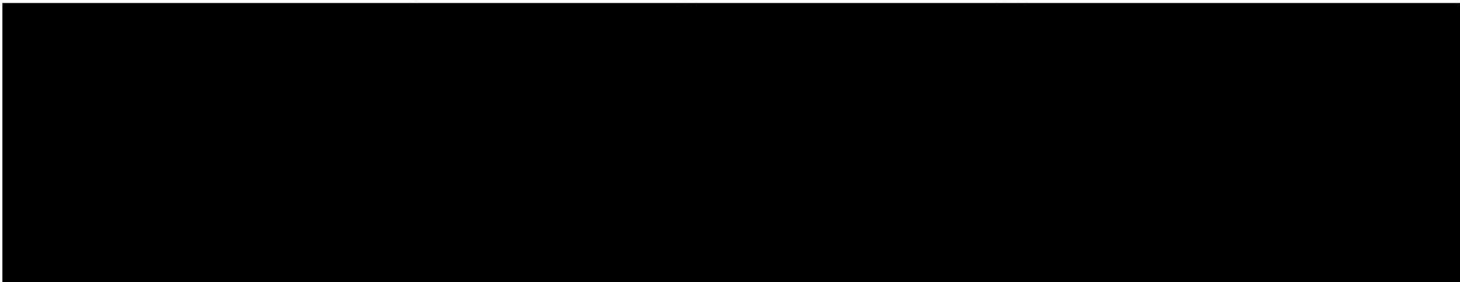


Figure 7. Deloitte is Committed to DHS's Success in Serving Our Neighbors in Allegheny County through Robust Technology Solutions.

We understand that local presence is not currently a requirement for DHS, however, as we have seen through the pandemic, circumstances can change radically and quickly. As unforeseen issues arise, they may require immediate resolution that benefits from side-by-side collaboration. This can include situations where [REDACTED] with resources knowledgeable [REDACTED].



Transparent and Effective Communications

We continue to nurture a culture of transparency, sincere relationships, and an unwavering focus on your success. Our team emphasizes communicating early and effectively. This approach keeps DHS informed and allows for proactive resolution, as opposed to reactive responses. We have worked with DHS to develop active communication practices to keep you informed about project and system performance. This effort includes [REDACTED]

[REDACTED] together to establish the [REDACTED], embracing, and employing communication approach [REDACTED] across aspects of project planning, execution, and support to minimize risks th [REDACTED] adapted to use more automated tools like [REDACTED] to increase communication across projects and systems, increase transparency, and enhance communication channels.

Budget (30 points possible)

Your response to this section must not to exceed 5 pages.

1. Provide a line-item detailed budget for implementing and sustaining the Contract Services for the categories of services to which you are applying.

Deloitte is committed to providing world class consulting services to DHS on behalf of the residents of Allegheny County at competitive market rates. Our combined bid for Digital Solution Delivery (DSD), Digital Solution Support (DSS), Project Management Office (PMO) Support, and IT Security and Privacy Support (ITSPS), offers a comprehensive and coordinated set of services that you can depend on to keep your critical IT solutions up and running. We perform these services

also help you the Delivery, Su priorities and needs.

We have chosen to bid on all four service categories to Designing, building, implementing, and main is an inated


so

objectives in a

In addition, as the software industry and DHS head toward implementing as a baseline instead of an option, there is an increase in the dependencies between the teams that produce software and the one that supports it. The Solution Delivery and Support teams collaborate to reduce IT waste and deliver value through faster development, less overhead, and improved quality. The PMO brings it together while Security and Privacy services must be seamlessly incorporated to enable threat modeling and selection of secure tools and frameworks for development.

In line with your goal of reduced Total Cost of Ownership and focus on continuous improvement efforts, our budget section below describes components for implementing and sustaining Contract Services and is organized into the following four sections: 1. Detailed Budget for Implementing and Sustaining the Contract Services, 2. Access to Our Global Talent to Maximize your Budget Use, 3. Our Investment in DHS, and 4. Reduction in Costs.

Detailed Budget for Implementing and Sustaining the Contract Services

 We propose a solution Delivery, Digital Solution Support, PMO Support, and IT Security and Privacy Support service categories. We also provide the willingness and flexibility to engage in conversation and explore

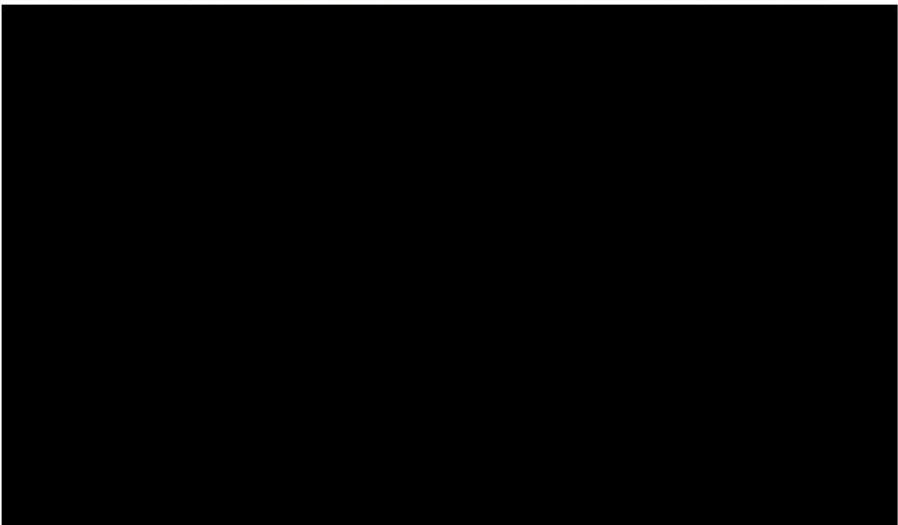


Figure 8. Deloitte's Approach for Delivering DHS's Service Categories.

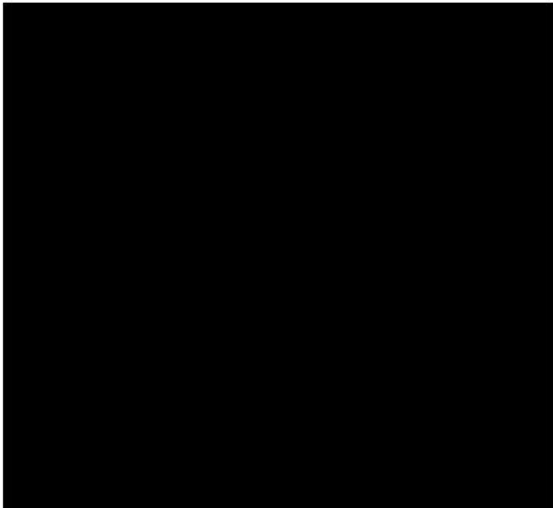
For example, we were successful as part of the initial uncertainty with COVID in 2020, in adapting ral agencies, policy makers, and budget makers that resulted in team changes helping DHS control spend. Similar benefits were apparent during project delivery as we were able to flex our staff to work on initiatives that became higher priority.

If Allegheny County chooses to explore , we engage with you to determine a scope of work that is beneficial to be done in a . We have already applied this approach to a limited number of initiatives and services here in Allegheny County and agree to evaluate their success and feasibility for the future.



After reviewing the categories of service in the RFP and associated activities, we used our knowledge of Allegheny County and our extensive portfolio of national HHS clients to determine an approximate allocation of budget funds across the requested services, as shown in Figure 9. Per the RFP and subsequent Q&A, we understand that DHS has an annual budget of approximately \$10-\$15M for this project. Based on previous DHS annual planning and actual spending trends, this table provides a representative percentage-based line-item budget for the categories of services. The actual [redacted] is determined

[redacted] to deliver the work to complete the estimation for work



Access to Our Global Talent to Maximize Your Budget Use



As our client, you have access to our Global Talent pool of professionals, which results in access to resources with skills in both the latest, as well as [redacted] cy, technologies. We work across [redacted], which is incredibly important if

[redacted] e resolved to get IT applications back on-line. Given our breadth, depth, and number of skilled resources, our Deloitte Allegheny Team is able to access these resources in a timely manner, which benefits the County because you have [redacted] s to the technical skills you need, when you need them, so you are prepared to [redacted]

[redacted]. Regardless of the initiative you prioritize, this access to skilled staff results in initiatives being completed with [redacted] g those two benchmarks are reflective of the Deloitte team strength.

Using current and historical metrics of staffing deployed at DHS and our other HHS [redacted] f roles required to fulfill the requested tasks and requirements in each category of service based on the RFP. An [redacted] for the four requested service categories is included below (see Figure 10). Note that each role has the associated [redacted].

The [redacted] reflect the access to our [redacted]. Not only do we have access to breadth and depth of technical capabilities, but we also have [redacted]

[redacted]. The [redacted] we use for a resource on an initiative are determined based on [redacted] needed to deliver on a specific project's scope and requirements. As part of the annual planning process, we work [redacted] the right combination of resources to that align with the budget, scope, and time.

Proposed roles and [redacted] to meet your objectives for the service categories requested in the RFP.

Role Name	[redacted]	Role Name	[redacted]
Digital Program Director	[redacted]	DevOps Lead	[redacted]
Digital Program Manager	[redacted]	DevOps Architect	[redacted]
Digital Program Lead	[redacted]	DevOps Engineer	[redacted]
Digital Product Lead	[redacted]	Cybersecurity Program Manager	[redacted]
Digital Solution Analyst	[redacted]	Cybersecurity and Privacy Lead	[redacted]
PMO Analyst	[redacted]	Cybersecurity and Privacy Specialist	[redacted]
Human Centered Design Specialist	[redacted]	Cybersecurity Engineer	[redacted]
Digital UI/UX Designer	[redacted]	Automation Engineer (RPA)	[redacted]
Digital Web Developer	[redacted]	Data Scientist (ML/AI/NLP)	[redacted]
Digital Solution Designer	[redacted]	Data Engineer	[redacted]
Open Source/Full-Stack Engineer	[redacted]	Digital Integration Engineer	[redacted]
Digital Solution Engineer	[redacted]	Data Visualization Engineer	[redacted]
Database Administrator	[redacted]	Data Analyst/Reporting Engineer	[redacted]
Cloud Application Architect	[redacted]	Digital Platform (Salesforce) Configuration Specialist	[redacted]
Cloud Engineer	[redacted]	Digital Platform (Salesforce) Engineer	[redacted]
Cloud Infrastructure Engineer	[redacted]	Digital Platform (Salesforce) Architect	[redacted]
QA Lead	[redacted]	QA Performance Tester	[redacted]
QA Automation Engineer	[redacted]	QA Software Tester	[redacted]

Figure 10. [redacted].

[redacted]. Although [redacted] above are for the roles to fulfill the services you [redacted]



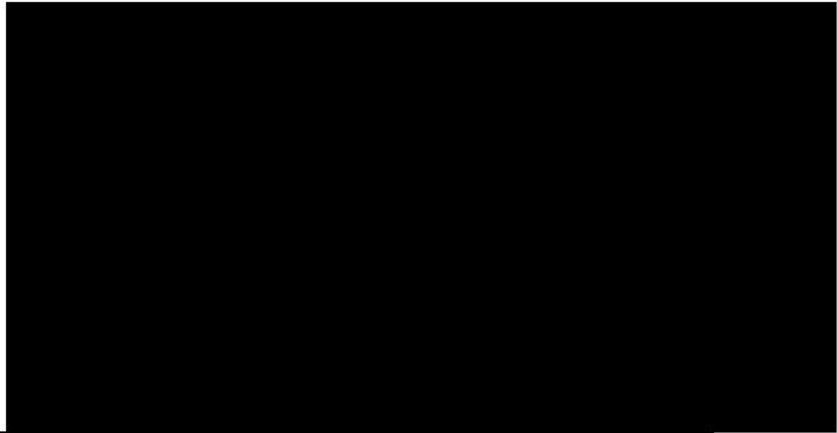
We acknowledge that proposers must be willing to comply with DHS' contracting terms. We are proud of our long history of serving DHS and are committed [redacted] al contract terms and approach to the work. As part of that process, we look forward to [redacted] of the contract terms and conditions, as applied to the work as awarded.

Our Investment in DHS



In addition to the direct budget efficiencies of our competitive global staffing rates, the Deloitte Allegheny Team brings additional, tangible, value-added benefits to the County. We understand that you are seeking a vendor that can manage your IT portfolio, continuously improve the solutions within that portfolio, deliver with quality, and support DHS by introducing new innovative solutions. In support of these goals, we commit additional services and supports as part of our commitment to you:

1. [Redacted]
2. [Redacted] S to create [Redacted]
3. Implementation and configuration of [Redacted]
4. [Redacted]
5. [Redacted]



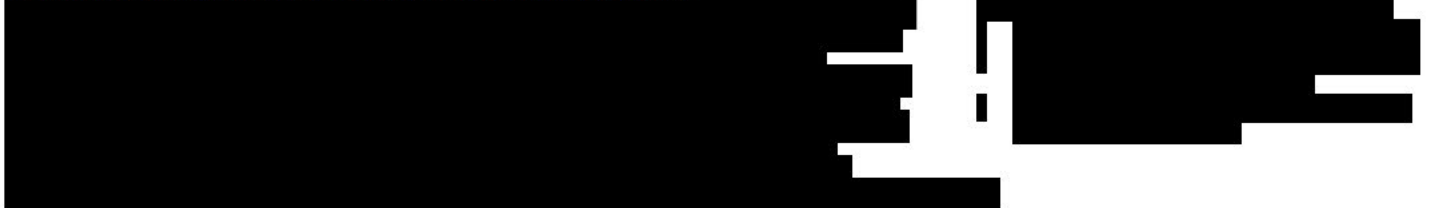
[Redacted] in your future.



Empower and Excite Your Talent



As the number of enterprise solutions increases, along with the number of simultaneously delivered Epics and maintenance activities, the volume of IT operations tasks also increases. To meet workload demands, we propose our Deloitte-created solution



[Redacted] of Health and Human Services

As we have demonstrated in the past, [Redacted] ing value and higher satisfaction to the [Redacted] your capabilities in this area.

The Future of DHS:

As Allegheny County continues its mission of building better ways for [Redacted] methodologies to make you successful. To this end, we propose a [Redacted] take to achieve your vision for the future.

Reduction in Costs



As fellow taxpayers, we understand the need to make responsible spending decisions that drive tangible benefits for users and support of services to residents. Over the past five years, Deloitte has introduced [REDACTED], that allow us to control the escalating costs of IT services. Minimizing the cost escalation of maintenance and operations [REDACTED]

Moving forward, we continue to optimize our deployment, testing, and monitoring processes, further cutting maintenance costs, while improving [REDACTED]

2. Provide a budget narrative that clearly explains and justifies all line items in the proposed line-item budget.

As you continue to expand your digital footprint and drive innovative solutions to serve the people of Allegheny County, we serve you by utilizing the advantages that Deloitte has to offer to maximize your return on investment, while accomplishing your vision.

To maximize the value for Allegheny County, and meet your objectives and vision as detailed in the RFP, our budget narrative is organized as follows:

1) In the previous section, we provided a line-item budget in Figure 9. That line-item budget [REDACTED]



2) In Figure 12 below, our budget narrative describes our understanding of the high-level activities required to complete the requested services that fall within the approved budget.

3) It is imperative that the resources delivering the services described in Figure 9 have the [REDACTED] provides the capabilities of our team, so you can have confidence you are [REDACTED]

Staffing Approach and Experienced Global Team



Our proposed [REDACTED] provides a comprehensive set of roles and experience levels that deliver on the four requested categories of service. We anticipate staffing needs to vary over time and with each initiative, thus we structured our budget to provide DHS the [REDACTED]

Our team is staffed with professionals who attend trainings to maintain and enhance their capabilities as consulting and technology professionals. We augment our team with subcontractors when necessary. We make a good faith effort to assist the County in meeting your goals with Minority, Women or Disadvantaged Business Enterprises and Veteran Owned Small Businesses.

Figure 12 below is a high-level description of the activities required to complete the services in each category (additional details about the exact activities that are performed for these Categories of Service can be found in the corresponding sections of the RFP response).

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

I. Digital Solution Delivery (35 points possible)

Your response to this section must not exceed 10 pages.

1. Describe your plan to provide DHS with Digital Solution Delivery services, including how you would support the discovery of user and business needs and then design, build/configure, test and ultimately deploy impactful digital human service solutions. Include examples of similar services or projects your organization has provided in the past.

Allegheny County Department of Human Services (DHS) is celebrated for its unrelenting focus on continual improvement and finding new and innovative ways to achieve its mission to serve Allegheny County residents. Our team has had the privilege of working side-by-side with DHS staff since 1999 and understands that DHS needs a flexible and nimble approach to Digital Solution Delivery that proactively positions DHS to anticipate and meet changing needs. Our plan is designed to give DHS that capability and is focused on supporting its workforce and partners in their mission to provide essential services to the vulnerable population of Allegheny County.

The cornerstone to providing DHS with services is the [redacted]. Our ability to provide [redacted] are intrinsic to how we deliver impactful [redacted] DHS's ability to respond to change quickly. Since 2016, the Deloitte Team has had the privilege of working with DHS to design, fine-tune, and roll out the [redacted] to leverage the powerful tenets of [redacted]. The impact DHS has made over the last few years, including the rollout of new modules like the Unified Family Plan, Common Assessment Tool, and Transportation Hub; streamlined fiscal upgrades that benefit providers like Program Funded and Single Invoice, and new resident-facing solutions like Access My Info, Older Youth Pandemic Relief, ERAP and CHIRP, is a testament to DHS's success. We have [redacted]



[redacted] Our team is proud to have played a critical role in that transformation and is [redacted] DHS write its next chapter of innovation in Digital Solution Delivery and create an equitable and inclusive community for the residents of Allegheny County.



DHS provides a valuable lifeline to many in crisis or at risk. DHS's focuses on "no wrong door" for seeking support, increasing access to meaningful services, creating opportunities for reaching self-sufficiency, and offering tailored services requires creative ways to design and develop digital solutions. Our approach for achieving this goal is to build on the successes of the [redacted], digital transformation, and technology modernization and remain [redacted] DHS's goals, its people, and its principles of inclusion and service equity.

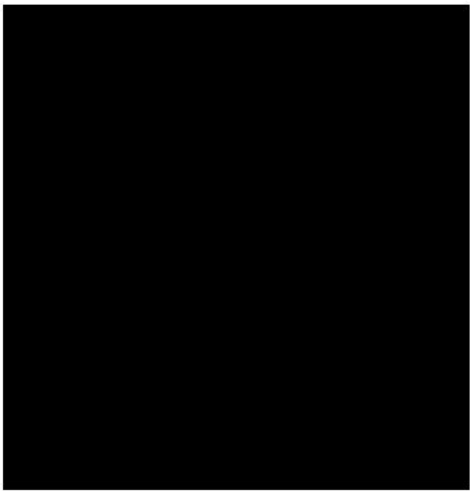
The diagram and sections below describe our plan to provide DHS with Digital Solution Delivery, the tasks, Deloitte Differentiators, and the benefits to DHS.



Figure 14. [redacted] is Designed to Provide Quick Results Incrementally Through an Integrated and Closely Coordinated Agile Approach.

During the [redacted], the Deloitte Team [redacted]





We also regularly engage with a national team of Deloitte human services policy and technology [redacted] e
[redacted]
mitigation opportunities for improved integrat o
develop a [redacted] that provides DHS a summary of [redacted] o
[redacted] that gives DHS the [redacted]
act. Additional details of the [redacted] and the process
of creating it are discussed in response to question 2.

As a team that is invested in DHS's success, we fully embrace the success metrics for each Epic. We use these metrics to ground our approach and build functionality that helps DHS achieve those goals. As a sign of continued commitment to our focus on DHS's goals and success metrics, our reporting team has built a [redacted]

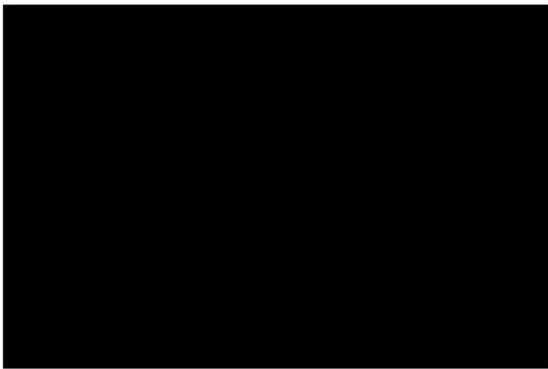
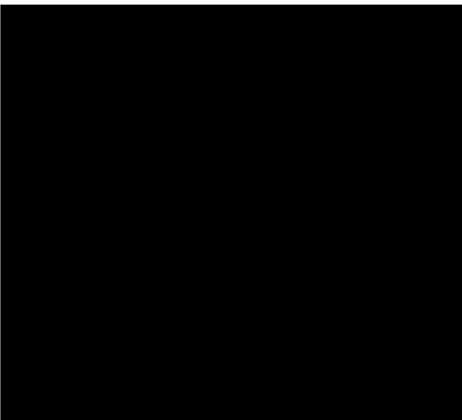
Activities performed in this phase and their benefits to DHS are described below.

Activities	Details	Benefits
[Redacted table content]		



Due to [redacted] [redacted] ently
[redacted] de [redacted] aces that [redacted] and has helped highly
[redacted] complex organizations like [redacted]
[redacted] ecialists work [redacted]
[redacted] to generate [redacted]. This [redacted] guides
our user interface [redacted] ts to have [redacted] d work [redacted] oduct
owners to define [redacted] As agenc [redacted] nstituents during the pandemic
we tailor [redacted] for [redacted] ous with time and budget constraints. For example, to understand how [redacted]

These insights were used to develop a modernized user experience focused on systems like Allegheny C... looking for critical new level at DHS by introducing more...



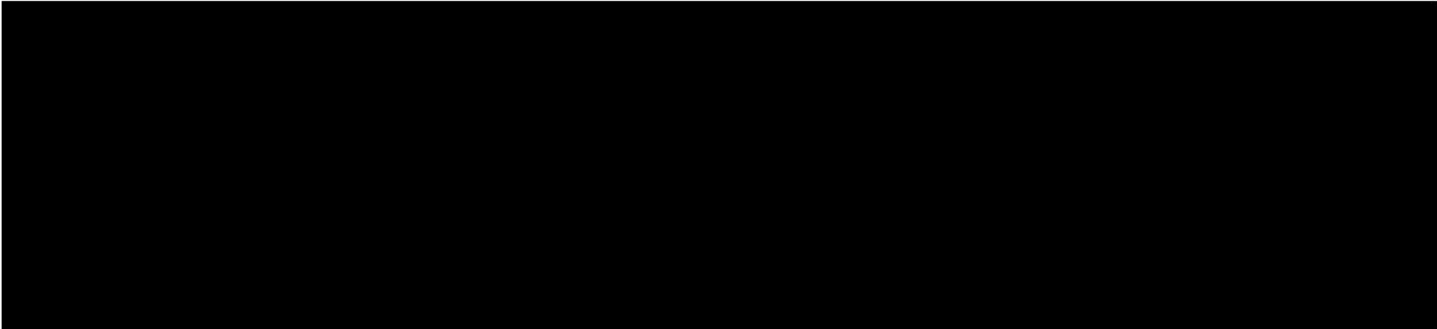
We understand DHS is supported by an ecosystem of partners and data analysts who utilize many of its technology and reporting a... staff, program leadership, providers, analytics partners (e.g., SafeMeasures), and members of the ATP team. Our pr... includes creating spec... in... to capture potential impact of c...

As we close out the... we use the requirements captured in... to refine the... and to create a... description of the... also establishe... proposed solution...

manage public funds... to responsibly

Activities	Details	Benefits
Conduct Interviews &...		

Figure 16. Activities in...



Our approach to [redacted] uti [redacted] team fa [redacted] systems and business processes. This gives DHS the benefit of a delivery team able to perform technical design and make [redacted]



[redacted] m [redacted] HS with [redacted] and a pipeline of [redacted]

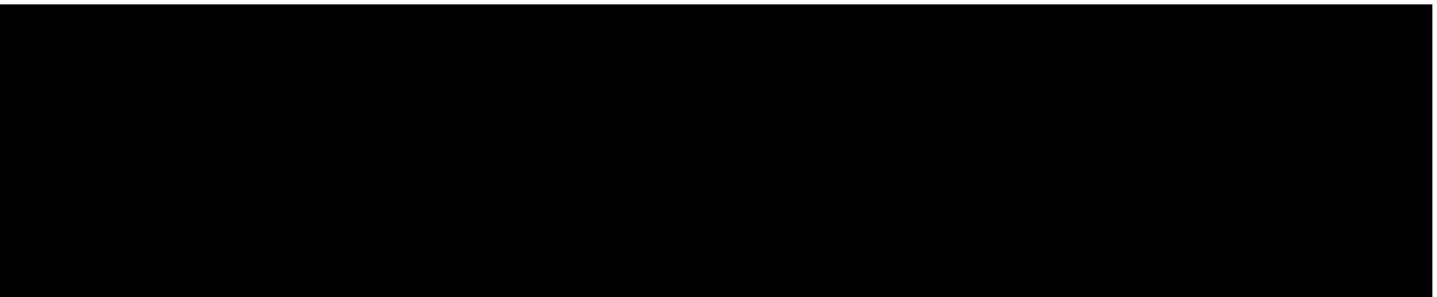
To maintain our focus on DHS's goals, our delivery teams work [redacted]

One of the primary reasons for that success was the [redacted] d review sessions, the development team was able to adapt to feedback from the program staff.

To improve our code quality, our teams have been expanding the use of [redacted] The following table describes the

Activities	Details	Benefits
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Figure 17. Activities in the [redacted] Focused on Providing DHS Robust Digital Solutions.



Our [redacted] provides a [redacted] parent and reli [redacted] makes quality an [redacted] . We use the [redacted] we have gain [redacted]



example, during the CWIS Plan of Safe Care release, which included significant changes to the critical Call Screening module and CWIS interface with the State.

As a result of our detailed [redacted]

Understanding that delivery speed is crucial for DHS, we are continually pursuing ways to make [redacted]

We realize that while the positive impacts of quality may be difficult to measure, [redacted]

Activities	Details	Benefits
System [redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Figure 18. Activities in [redacted] Focused on Detecting Defects Early & Continually Measuring Quality.



Achieving consistent application readiness during the [redacted] is crucial to meeting users' [redacted] building confidence in DHS systems. Our [redacted] team includes [redacted] with significant experience deploying code [redacted] environments and supporting go [redacted] deployments and go-lives [redacted], our deployment teams use [redacted] to [redacted]

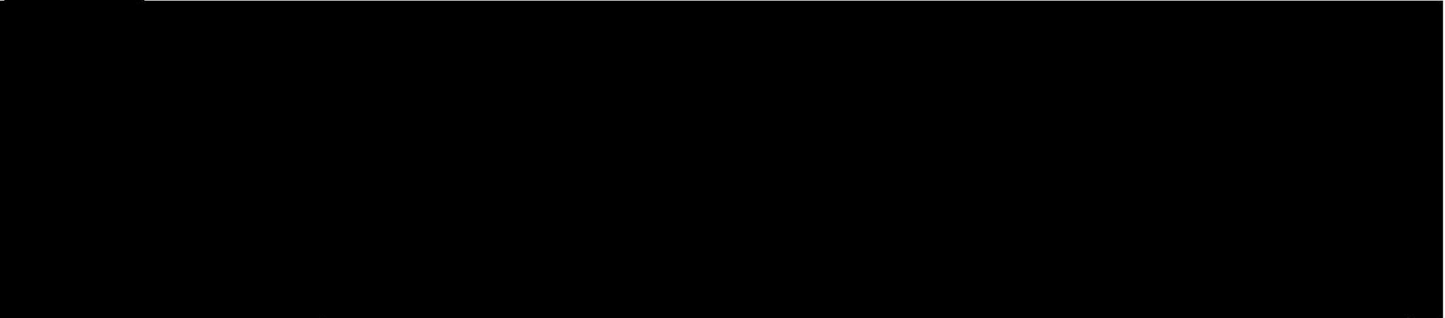
addition, anticipating great [redacted] as [redacted] been actively working on [redacted]

ambitious plans for increasing our agility are described in the Digital Solution Support section. The table below introduces some of the activities we perform in this phase.

Activities	Details	Benefits
Perform [redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Figure 19. Activities in [redacted]

A characteristic of our Digital Solution Delivery approach is the [redacted] we do this deliberately and with precision because our e [redacted] delivery is crucial for [redacted] This approach [redacted] required from DH [redacted]



We thrive in an environment where honest discussions like this occur regularly, and our teams welcome the opportunity to get feedback while sharing ideas for improvement candidly. As part of our continued commitment to providing DHS the best in service delivery, we look forward to continuing and growing our culture of growing together as high-performing teams and increasing DHS's ability to deliver targeted services to Allegheny County residents.

Activities	Details	Benefits
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

Figure 20. Activities in the [REDACTED]

We understand that with changing policies, regulations, and needs, DHS benefits from a flexible and reliable technology team. Our focus on [REDACTED] make us uniquely qualified to deliver [REDACTED]




Deloitte is Uniquely Qualified to Provide Digital Solution Delivery	Benefits to DHS
 [REDACTED]	[REDACTED]
 [REDACTED]	[REDACTED]
 [REDACTED]	[REDACTED]

Figure 21. Deloitte is Uniquely Qualified to Provide Digital Solution Delivery at DHS.


2. Describe how you will ensure that you are technology agnostic while working on Digital Solution Delivery services for DHS, such that multiple solutions could be considered and delivered independent of a single and specific technology.

DHS seeks technology-agnostic solution options so that the best technology approach can be selected, as opposed to evaluating narrow options from a single technology approach. The size and scale of our technology practice make us unique in our breadth of technical capabilities. We leverage this experience across technologies to bring technology-agnostic solution options to DHS. We enabling us [REDACTED]. We bring [REDACTED]

[REDACTED] Business drivers, costs, existing licensing, the technology footprint, and current and future needs are some of the factors that influence technology decisions.

Our team supporting DHS in its transformational journey brings [REDACTED]

[REDACTED] As the nation's leading professional services firm, we provide IT consulting services to clients across 20+ experiences to Allegheny County. We differentiate ourselves from other vendors through our extensive alliances and relationships with firms such as Salesforce, Microsoft Azure, Oracle, Google, and Amazon to name a few. Our alliances and [REDACTED]



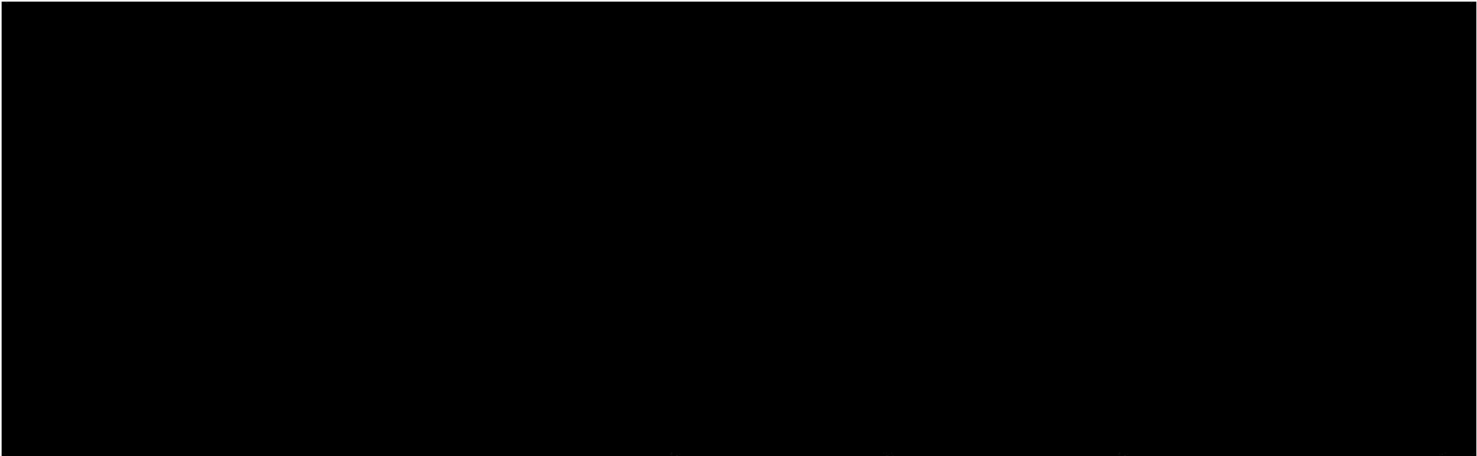
BENEFITS TO ALLEGHENY COUNTY

[REDACTED]

[REDACTED] s for [REDACTED]

Being Technology Agnostic Does Not Happen

...s for an ... starts with developing a deep understanding of the goal ... on how ... S may meet its business goals, while considering DHS's ... wing ... princi ... d to DHS are documented in a ... that ... icates ...



... and work directly with ...
... in the ... along with ...

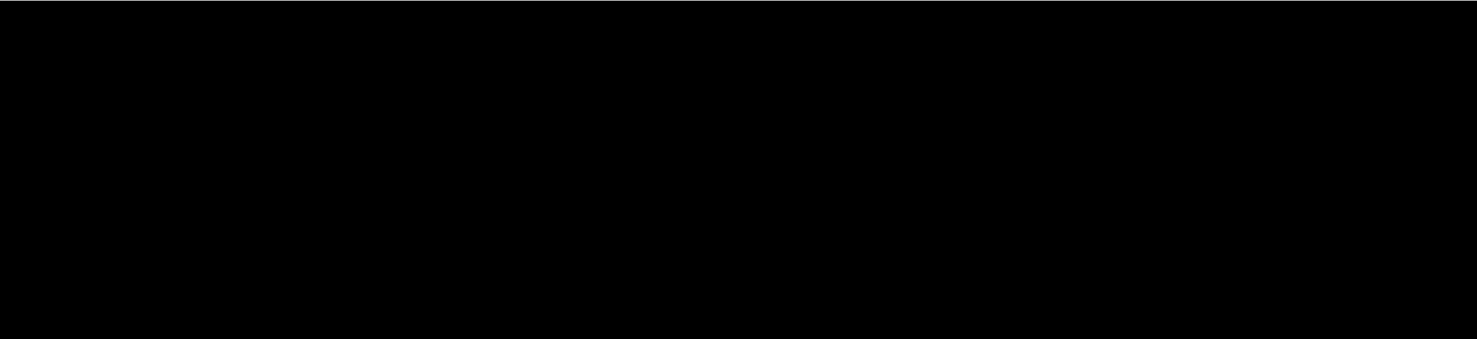


3. Describe your experience with agile delivery concepts.

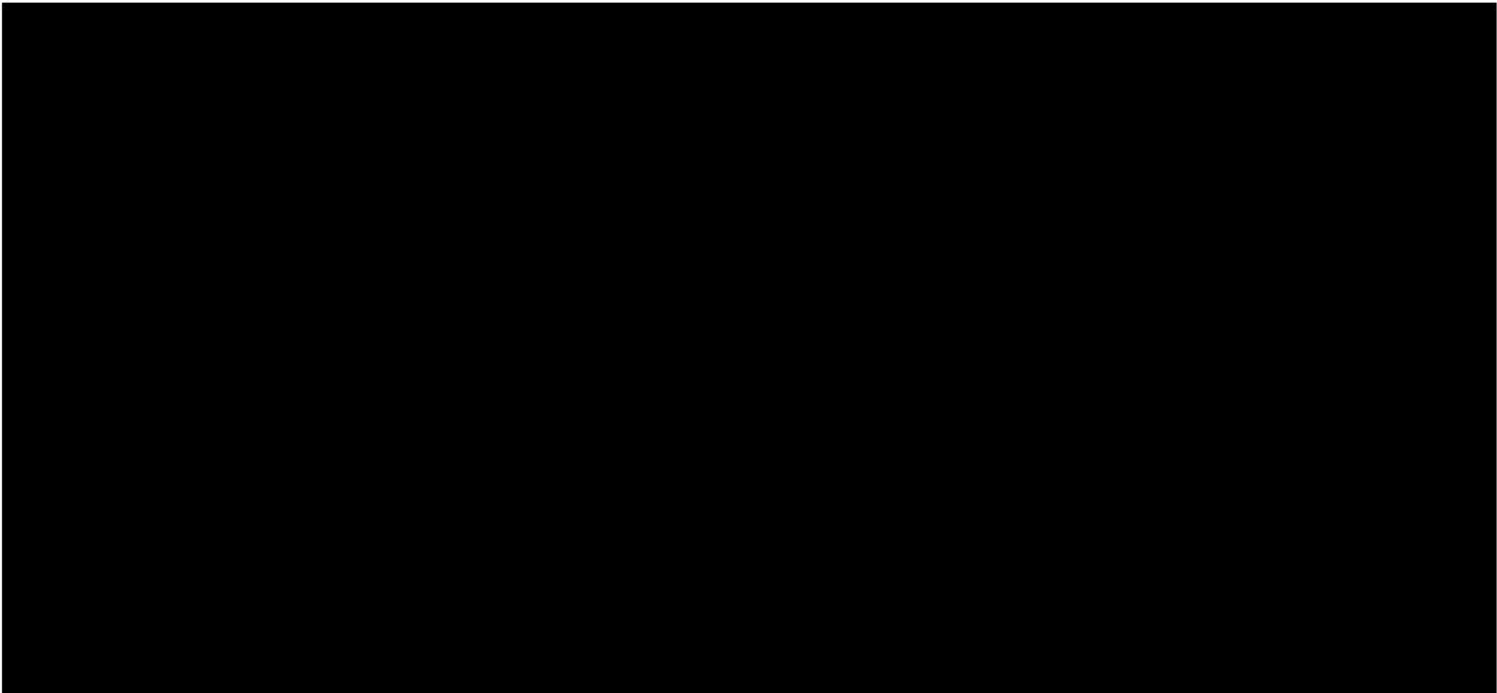
Allegheny County DHS provides critical life-saving services helping those in crisis, integrating communities, improving equity and inclusion, reducing homelessness and recidivism at a time when families are still reeling from the effects of the pandemic. To support DHS's workforce during this vital time, Deloitte uses Agile delivery concepts honed across hundreds of projects to provide a nimble and efficient digital solution delivery approach that shortens time to market and focuses on providing ...

The ... we utilize at DHS embraces Agile delivery concepts and can adapt ... needs and technology landscape while helping DHS be nimble in the way it responds to the community's needs. Our commitment to these concepts is evident in our partnership with DHS on its Agile transformation that began in earnest in 2016, led by DHS leadership and championed by several members of the Deloitte and DHS team. Our teams collectively worked on defining the method, in-person workshops, periodic refinement of the method, candid retrospectives, and the use of tools like Microsoft Team Foundation Server to bring transparency and traceability while increasing speed and agility. Our combined commitment to the Agile method has led to tangible success at DHS. For example, when Covid-19 caused a significant shift in priorities, we were able to shift gears ... new programs that provided much needed support to a community suffering from the pandemic, while being ...

Our ability to provide DHS flexibility through our delivery approach is firmly rooted in Agile delivery concepts refined through complex ... books and whitepapers that focus on Agile delivery concepts and real-world challenges like deploying Agile at scale, creating an Agile workplace culture, and Agile portfolio management. As DHS moves into its next phase of Agile transformation, these experiences and perspectives will be invaluable to understanding how DHS may continue its transformation and improve its agility.



Nationally, Deloitte has implemented thousands of Agile projects across various domains, including working with ... that have faced similar challenges. The following table includes four recent experiences implementing Agile projects at clients similar to DHS.



The following table lists some of the Agile resources that Deloitte brings to Allegheny County to support the continuous improvement of the DHS's Agile method.

Resource	Description
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

Figure 26. How Deloitte Consistently Supports and Enhances the Work We Do with Agile Clients.

4. Provide your ideas for ways Digital Solution Delivery might enable DHS to become more innovative and better impact the public we serve.

Human Services are going through a period of profound change across the country. As the pandemic evolves, communities are grappling with new realities of living in an increasingly virtual world, where escalating substance abuse issues, mental health episodes, and violent crime have left many neighborhoods looking for answers. DHS has a vital role in building back communities that have fallen behind and helping families get back on their feet. To help meet this goal, our ambition is to provide bold, innovative thinking that builds on DHS's strengths and helps DHS become more innovative with an even bigger impact on the people it serves.

DHS thrives in a culture where ideas are welcomed. [Redacted] w
[Redacted] As a global firm, our scale and size give us the opportunity to anticipate change and invest in innovations that benefit our clients.

DISTINGUISHING FACTORS

The project team at Deloitte taps into these assets and utilizes a network of [REDACTED]
[REDACTED] We bring that energy and entrepreneurship into DHS through investments and mentorship provided by Deloitte

Freedom to innovate is essential for [REDACTED]. As technology
continues its rapid evolution and arti [REDACTED] per-automation,

[REDACTED] The table below discusses a few of the ideas we look forward to showcasing to help DHS achieve
rom Digital Solution Delivery.

II. Digital Solution Support (30 points possible)

Your response to this section must not to exceed 10 pages.

1. Describe your plan to provide DHS with Digital Solution Support services, and include examples of similar services or projects your organization has provided in the past in the following areas:
 - a. IT operations tasks such as monitoring and maintaining technical infrastructure and operational batches, including configuration management tasks, code and change migrations and deployment between different environments
 - b. Supporting and extending DHS's automated regression testing suite
 - c. Providing end-user support
 - d. Providing defect resolution services, including data fixes as a type of resolution
 - e. Providing reporting support

DHS has the mission-critical responsibility of maintaining and operating a diverse and interconnected system of applications that support the need in Allegheny County. Critical business processes

rely on the performance and availability of your IT solutions. Maintaining solutions that the business can trust is no small task, but DHS has a reputation for excellence and innovation in digital solution support. Deloitte brings a deep

applications so they can support your business.

The criticality of your business requires a vendor with the business and technical skills to deliver reliable solution support. To illustrate the importance of this given the critical nature of DHS

in short, the ongoing operation of DHS applications and 23,000+ clients. Therefore, the Digital Solution Support vendor must



With Deloitte, DHS continues its trajectory of solution support excellence. This trajectory includes our continued investment in

By choosing Deloitte, DHS reduces costs and maintains continuity of the critical IT services we provide today with our team requiring no ramp-up time. We provide continuity and minimize disruptions and risks to applications critical to serving the needs of Allegheny County residents. Our team can move DHS's solution support priorities forward on Day One.

Below are some recent solution support successes on how DHS delivers and administers its programs.

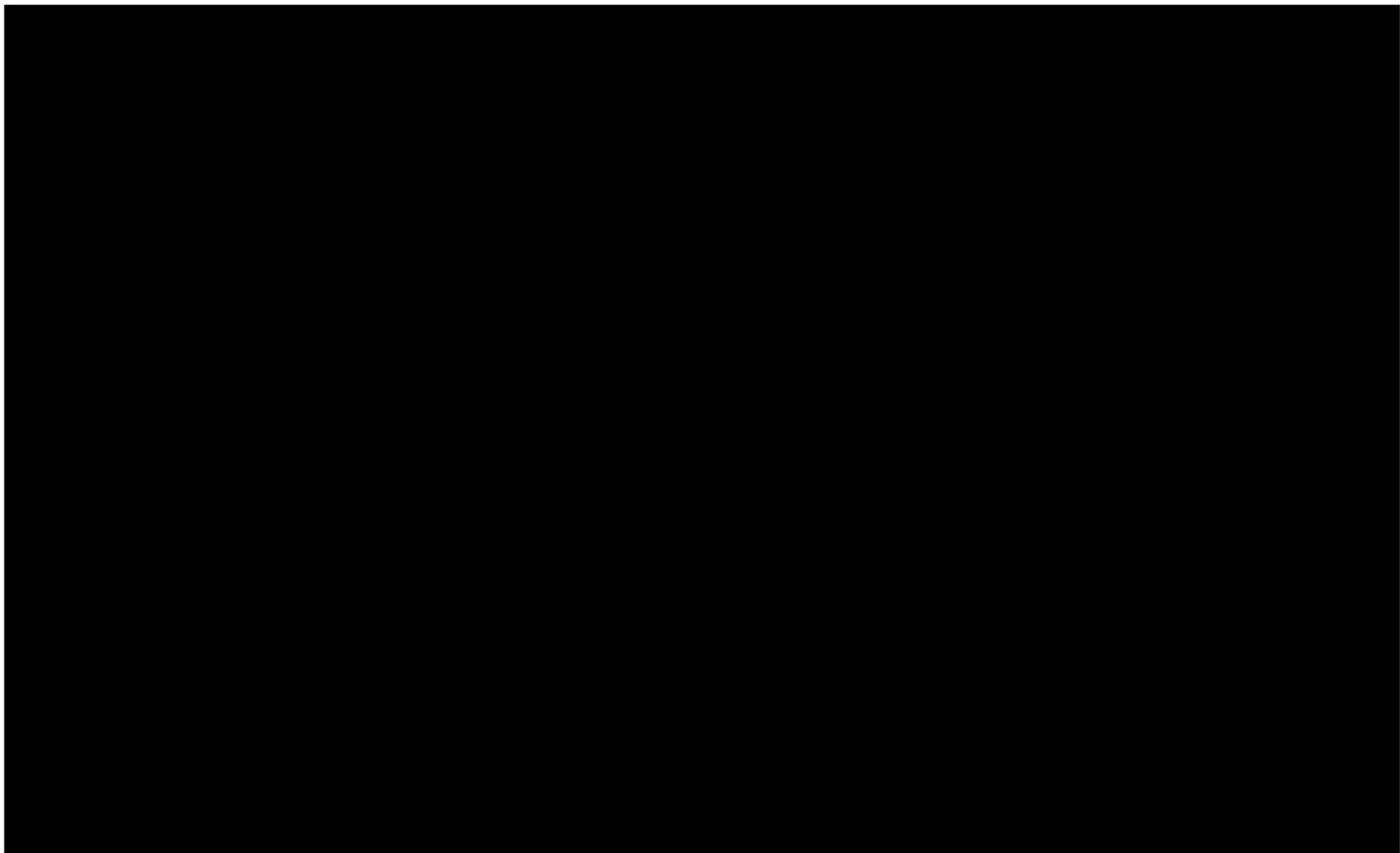
Figure 31. Deloitte Continues to Support Operations Efficiency for DHS.

Deloitte's Plan Provides DHS with

To meet DHS's Digital Solution Support needs, we provide our DHS Solution Support plan, which:

- Prescribes a specific that provides the comprehensive
-
-

The following figure illustrates our plan for Digital Solution Support: the national experience we bring, the RFP-requested services we provide, the tools we utilize, the experience we draw on from 40+ HHS engagements nationwide, and how these come together to drive solution support success.



What Makes Our DHS Solution Support Plan Valuable to DHS

Our DHS Solution Support Plan is based on [redacted]. In addition, we have valuable relationships [redacted] that can provide insight and coordination [redacted] your systems. [redacted] requires no ramp-up time, so there is no [redacted].




Deloitte Is Uniquely Qualified to Provide Digital Solution Support	Benefits to DHS
 [redacted]	[redacted]
 [redacted]	[redacted]
 [redacted]	[redacted]

Figure 33. Features and Benefits of Our Digital Solution Support Plan.

Maintaining Technical Infrastructure and Operational Batches for Accuracy and Availability

The technical infrastructure p
 services to county residents.

Infrastructure and Batch Tasks	Description and Benefits to DHS
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

Figure 36. Technical Infrastructure and Operational Batches Tasks.

Focusing on [Redacted]
 ctability and reliability while [Redacted]
 Here are examples of the succ [Redacted]

Our Configuration Management Approach Supports Flexible and High-Quality Agile Development

Configuration management enables DHS to maintain consistency of application performance and availability while coordinating deployment activities for enhancements and upgrades. Since DHS applications support multiple user groups, they require cohesive configuration management from DEV, SIT, UAT, and TFP to safely deploy with limited disruptions to the business. Further, to improve configuration management, we have

[Redacted] faster cadence and more Agile approach for monthly implementation of new features to meet business needs rather than a Waterfall-focused approach that requires infrastructure to be blocked off for specific releases. Here are some elements of our configuration management and deployment plan:

Configuration Management and Deployment Tasks	Description and Benefits to DHS
[Redacted]	[Redacted]
[Redacted]	[Redacted]

Figure 38. Configuration Management and Deployment Tasks.

We tailor our configuration management approach to match the [redacted] and continue to [redacted] e, we have built [redacted]

[redacted] am [redacted]

[redacted] continue exploring opportunities to level [redacted] At the same time, we can introduce [redacted]

1.b Supporting and Extending DHS's [redacted]

Our plan for supporting and extending DHS's [redacted]

[redacted]

Tasks	Description and Benefits to DHS
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

Figure 39. [redacted] Tasks.

[redacted] S [redacted] ime [redacted]

1.c Providing End-User Support

End-user support services are vital to supporting continuity, re [redacted] management and problem management processes aligned to [redacted]

We are proud that the average time taken to resolve critical tickets is 20 to 30 minutes for CWIS tickets and 10 to 20 minutes for court tickets. This **short resolution time for infrequent** [redacted] **to improve and results in less disruption for business processes.** We perform ticket triaging and assignment using an [redacted] to [redacted] appropriate development team for [redacted] es [redacted]

[redacted] We alert developers of tickets with specific deadlines, which increases efficiency, continue building communication pathways for business and technical users to improve [redacted] of future tickets. For example, we explore [redacted] Following is our end user support plan:

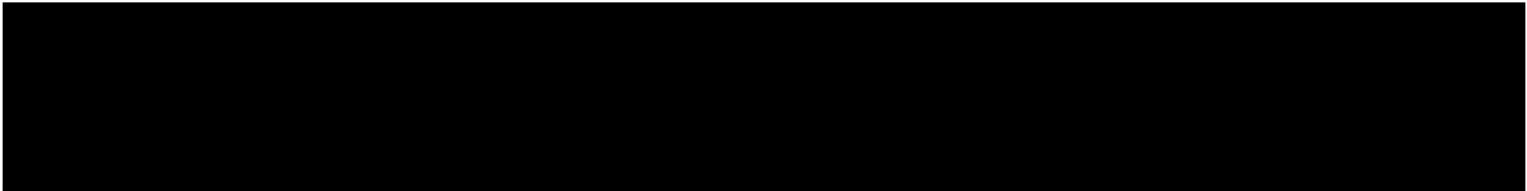
End-user Support Tasks	Description and Benefits to DHS
[redacted]	[redacted]
[redacted]	[redacted]

End-user Support Tasks	Description and Benefits to DHS
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Figure 40. End-User Support Tasks.

1.d Providing Defect Resolution Services,

[REDACTED] issues is essential to the availability and reliability of well-functioning applications. We perform [REDACTED] in a timely manner, while continuing to improve testing methods to identify issues earlier when [REDACTED]ly. [REDACTED] Doing so minimizes costs, empowers DHS users, and reduces turnaround times. Because we understand [REDACTED], [REDACTED] data fixes to get the right information to County staff. At the same time, we keep improving our solutions so we can reduce the need for data fixes. The following graphic describes our approach to defect resolution services.

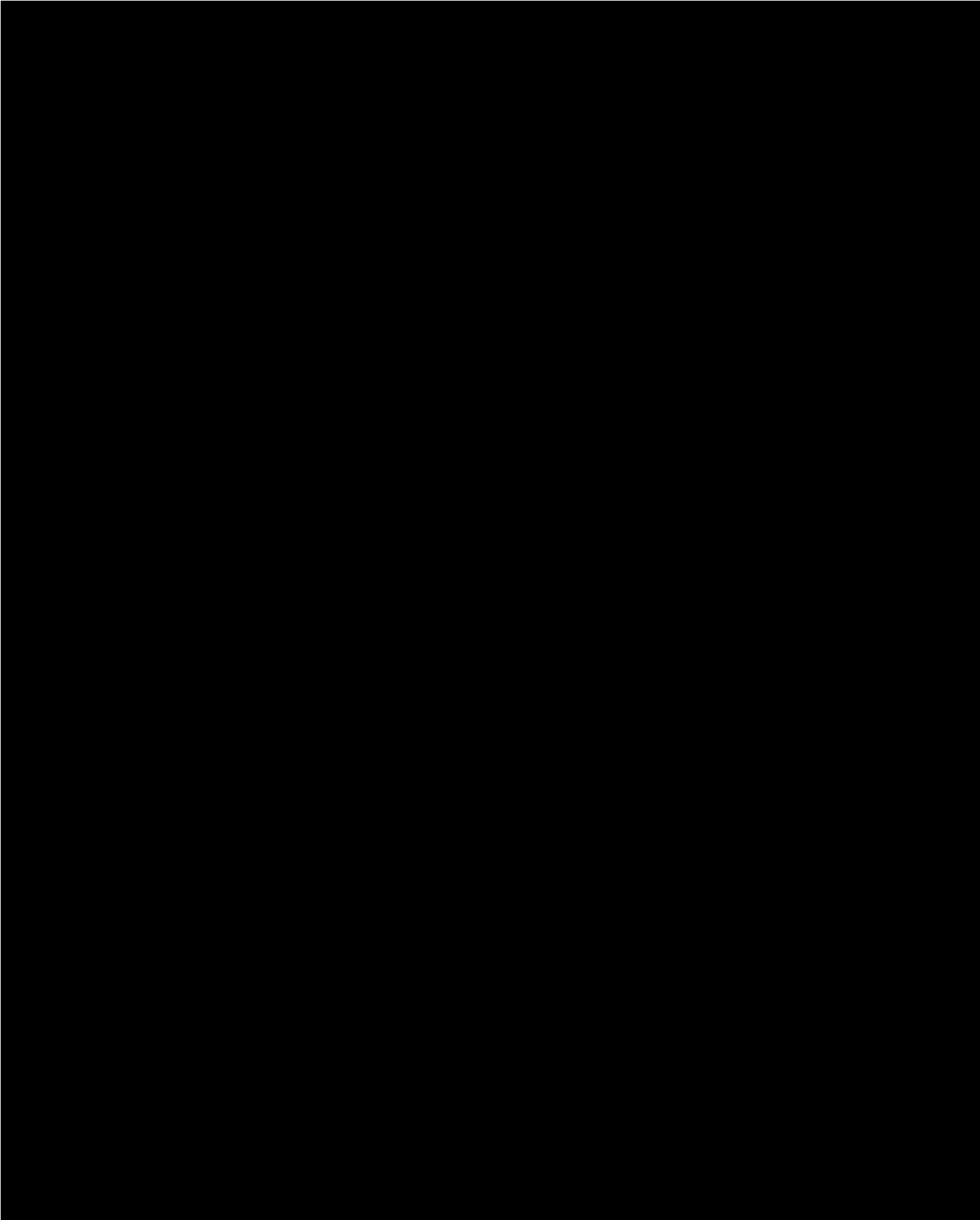


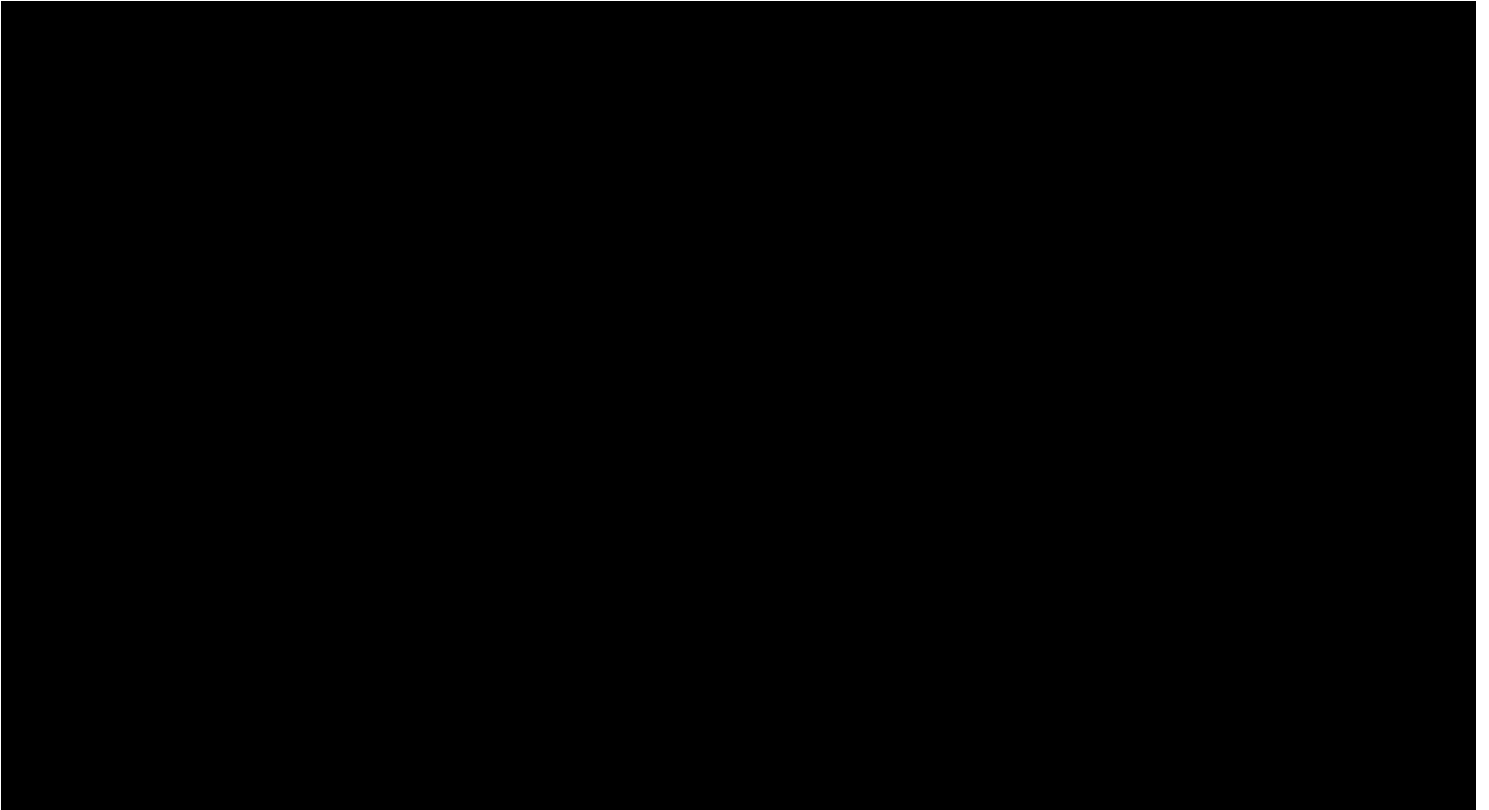
[REDACTED] occurs when a report of [REDACTED] in [REDACTED]. The solution support team proposes a [REDACTED] to verify the successful [REDACTED]. [REDACTED]

Defect Resolution Tasks	Description and Benefits to DHS
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Figure 42. Defect Resolution Tasks.

Over the past several years, we have supported DHS in implementing multiple application enhancements to decrease the number of data fixes and resolve open defects [REDACTED]





III. PMO Support (20 points possible)

Your response to this section must not to exceed 5 pages.

1. Describe your plan to partner with DHS to provide PMO Support services, including how you would consider DHS's priorities, objectives, the public we serve and possible funding constraints in your service delivery. Provide examples of similar services or projects your organization has provided in the past.

Allegheny County DHS has a diverse group of programs and services providing critical human services to the public and building trust in the community. DHS requires an informed and collaborative vendor to provide the appropriate project management services to achieve your business goals. To be effective, PMO support services integrate with [redacted] so that [redacted] communicating efficiently, resulting in IT solutions delivered with high quality. PMO support services must be scalable and flexible to meet IT needs driven by mandate, rule, or public health emergency.

Project management services are most effective when managers are equipped with detailed knowledge of what they are managing. In the case of managing DHS's IT solutions that [redacted]

[redacted] DHS to the planning and PMO processes. As we describe in this section, through our 20 years with DHS, we have taken these inputs into account as we have supported the County in finding the right IT solution, delivered on time, with high quality and reasonable costs.

We have proposed on all four service categories, as having Deloitte work across the categories [redacted]

We are proud of the work we have done with you to establish effective yet flexible DHS PMO support approaches. We collectively evolved the DHS method to be more transparent and agile, and we have actively helped DHS manage costs [redacted]. Over the past 5 years, our PMO Support team has managed the planning, estimation, [redacted] tories,

We partner with DHS to plan your projects by considering your [redacted]

Upon receiving the [redacted] document, we work with DHS to [redacted]

[redacted] We are uniquely qualified to provide this input because our PMO team [redacted]

Once we understand [redacted]

[redacted] These proposed solutions meet the [redacted] outlined in the additional objectives discussed in follow-up meetings, the priorit [redacted] of the [redacted]

[redacted] ects a solution and approach, we work with you to integrate [redacted] o [redacted]. When adding a project, we work with you to consider the [redacted]

From a budget perspective, we understand that budgets are limited. We propose solution options [redacted]

[redacted] requires a vendor that can quickly propose solutions, with accurate estimates on time and schedule, across many initiatives

The [redacted] es the [redacted] list of requested projects, as well as the assoc [redacted] ws the [redacted] process described above and works with the [redacted]. The [redacted] decides [redacted]



on the final list of projects that will be prioritized

In the beginning of Fiscal Year 2021, we worked with DHS to provide multiple solutions and estimates for 53 line items spanning Maintenance, Operations, and Change Request (CR) teams as well as 43 Epics. The process begins when meetings are scheduled



Our PMO Support Approach is Focused on Delivering DHS Priorities

Our DHS PMO approach is described in Figure 53 below. The plan and tools we use are proven to be scalable and flexible, helping to achieve DHS's needs quickly and within budget.

Below is a table of the key features of our PMO Support process, which we follow as we work with DHS to scope, schedule, deliver, and maintain applications across Allegheny County's technology ecosystem.

PMO Support Features

PMO Support Features	

PMO Support Features	Benefits to DHS
 Continuous Process Improvement <ul style="list-style-type: none">• Provide flexibility	[Redacted]

Figure 54. PMO Support Features.

Commitment to DHS's Future Success

[Redacted] What matters to you matters to us. Our PMO routinely brings the entire team together to prioritize and align on how to best serve you based on our experience with clients who have overcome similar obstacles. [Redacted] articulates [Redacted] DHS. We enable you to measure your human services investments, outcomes, and provider relationships; invest in those with the most value; and make the biggest impact to residents. Our PMO guides the team to [Redacted]

2. Describe the ongoing quality and financial reports you will provide to DHS as part of an effort to monitor your overall PMO Support performance.

DHS has many projects in flight at a given time, and each requires ongoing, transparent quality and financial monitoring so adjustments can be made, if needed,

[Redacted] Further, we are adaptive to future changes or additional reporting needs, as we evolve alongside Allegheny County.



Quality Reports Drive Continuous Improvement

We provide various avenues to facilitate communication with DHS, with a clear focus on promoting transparency and strengthening quality and reliability. Transparency is easy to claim but harder to deliver. Transparent communication is built on trust. Deloitte has demonstrated our commitment to transparency and believe we have developed a trusting relationship that fosters transparent communication between [Redacted]

[Large redacted block]

Transparent Financial Reporting Gives DHS Insights to Manage IT Spend

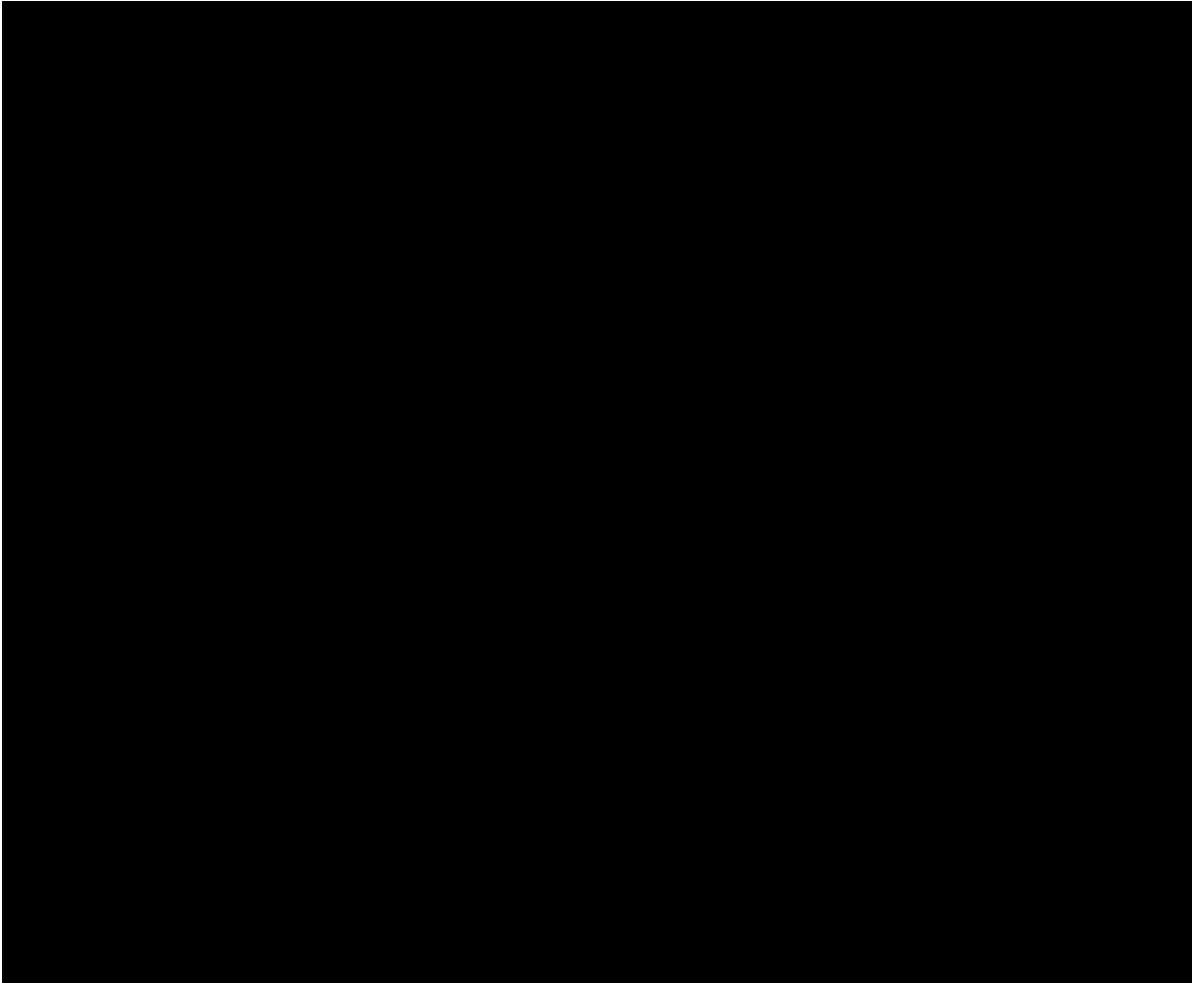
We provide

The continuous monitoring helps DHS prioritize and evolve ongoing projects to better align with . We are committed to transparent reporting and adjusting projects when requested by DHS. We

3. Provide your ideas for ways PMO support could enable DHS to become more innovative and better impact the public we serve.

Our PMO Support team is uniquely positioned to act as an integrator across the service categories and DHS to coordinate innovation activities, bringing in . Our PMO support team provides and executes the processes to track and encourage innovation and business metrics and outcomes to evaluate their feasibility.

The following table discusses some of our ideas that would enable DHS to become more innovative, with even greater support to the public.



IV. IT Security and Privacy Support (20 points possible)

Your response to this section must not to exceed 5 pages.

1. Describe your plan to provide DHS with IT Security and Privacy Support services. Include how you would analyze and provide recommendations on the design for IT and systems security, as well as how you would assist with security remediation efforts and compliance with HIPAA security regulations. Give examples of similar services or projects your organization has provided in the past.

DHS collects, transfers, stores, and processes several thousand records of data daily. This data consists of a wide variety of resident, business, and healthcare information and is leveraged by various applications that support critical DHS programs. We understand that DHS is required to maintain compliance with federal and state regulatory agencies, including Health Insurance Portability and Accountability Act (HIPAA), Centers for Medicare & Medicaid Services (CMS), and Social Security Administration (SSA), and is seeking continuous support to evaluate, build, and operate IT and systems security. Through our national cyber experience and working alongside DHS, we know the threat landscape is rapidly evolving and there is an increasing focus on implementation and remediation efforts to maintain compliance with HIPAA and other applicable security regulations. As a global leader in cybersecurity consulting, Deloitte is qualified to help DHS respond to evolving cyber threats in a "cyber everywhere" reality. Our cyber practice manages



[Redacted]

[Redacted]

Deloitte's Plan to Provide DHS with IT Security and Privacy Support Services

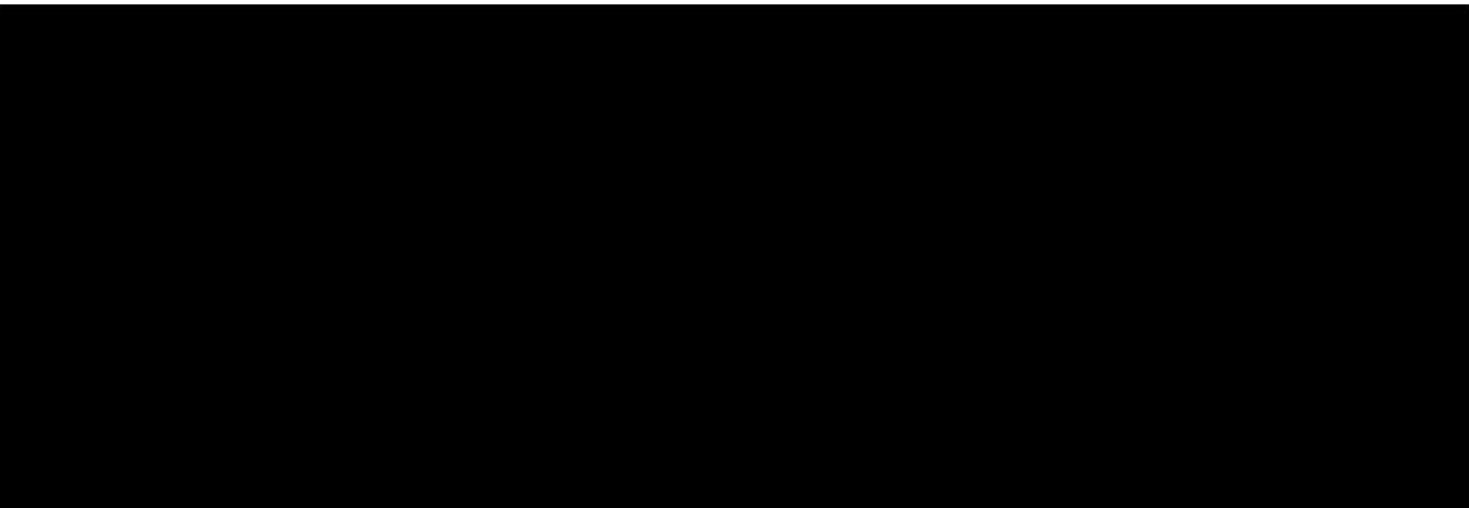
In today's world, the timing of the next hack, intrusion, or breach is unknown. If one occurs, it is critical to respond immediately, have confidence in the response, and mitigate future damage. Given DHS's current and future modernization efforts to make digital solutions more accessible to

[Redacted]

effectively at many Human Services agencies and in support of other local, state, and federal agencies.

Our plan allows DHS to procure the required IT Security and Privacy Support Services [Redacted]

The figure below describes the [Redacted] vendor with the required breadth of experience and depth of resources—DHS has the ease and confidence of being able to access world-class security services when needed.

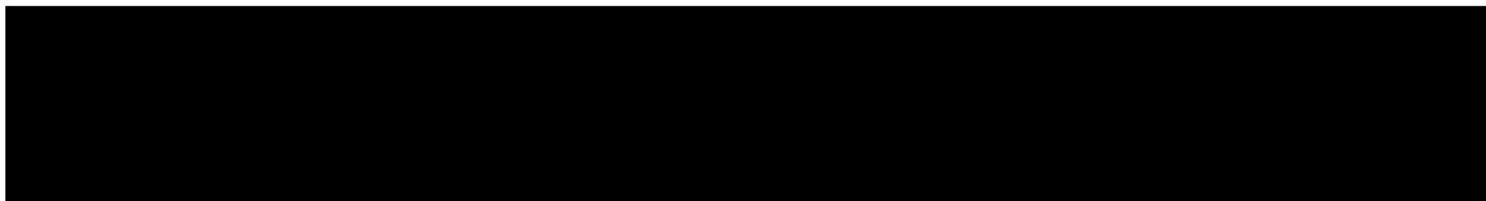


The following table illustrates the IT Security and Privacy Support services and our execution plan. We then map those services to direct benefits to DHS as they relate to IT and systems security design, remediation efforts, data privacy, and compliance.

Security & Privacy Tasks	Action Plan for Execution	Benefits to DHS
[Redacted]	[Redacted]	[Redacted]

Security &		

Figure 64. Tasks and Action Plan for IT Security and Privacy Support Services.



What Makes our IT Security and Privacy Support Plan Valuable to DHS

Our Cyber Risk Services practice helps organizations become more trustworthy, resilient, and secure through proactive management of cyber risks by using proven methodologies and robust processes. We achieve success in the marketplace by providing these services to over 39 states and local HHS clients and federal agencies.




Uniquely Qualified to Provide IT Security and Privacy Support Services	Benefits to DHS
 Detailed understanding of [REDACTED]	[REDACTED]
 [REDACTED]	[REDACTED]
 [REDACTED]	[REDACTED]

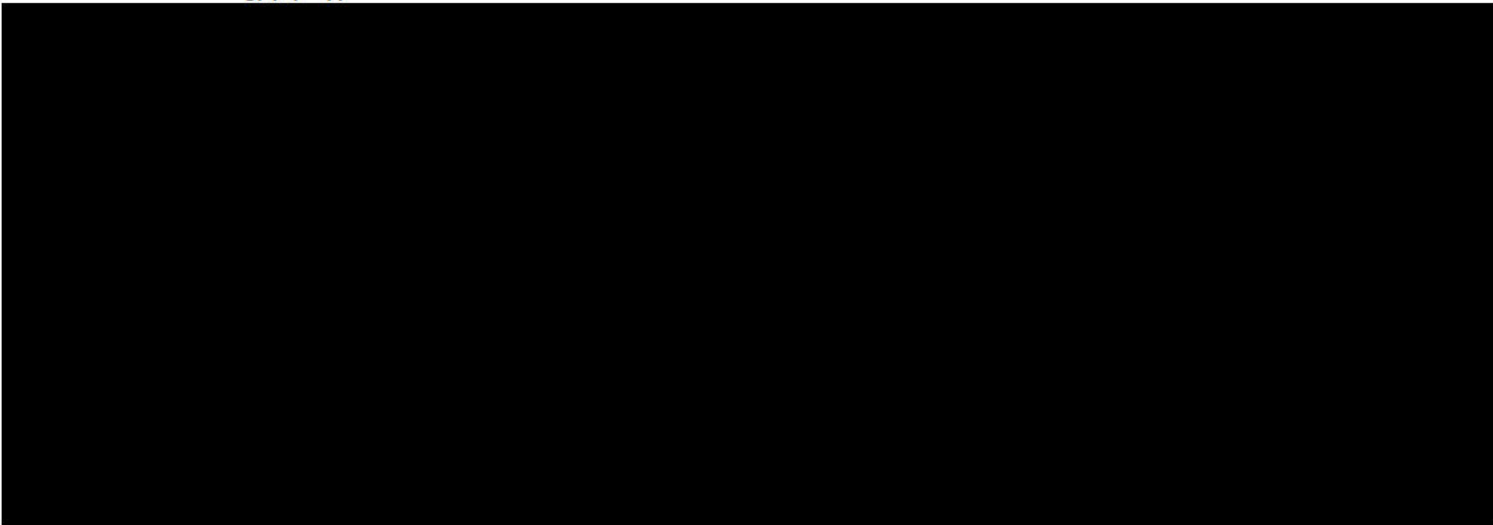
Figure 65. Features and Benefits of Our IT Security and Privacy Support Services.

In summary, through our experience delivering IT Security and Privacy Support services, we are committed to providing enhanced governance, strategy, and resilient infrastructure innovation as well as to helping DHS in stay ahead of threats in the ever-changing security landscape.

Our National, Proven Experience Delivering IT Security and Privacy Services

Our national cybersecurity team is composed of more than [REDACTED]. The size and scale of our security practice enables us to [REDACTED]. These professionals can [REDACTED] to address DHS's specific goals and objectives.

Our work within the public sector, in combination with our extensive HHS experience, positions us to provide DHS with robust, tried-and-true solutions that generate substantial impact for the residents served. To highlight our experience in IT Security and Privacy Support services, the below table includes recent examples of where Deloitte has achieved success for similar clients.



2. Describe your plan to support DHS in protecting communications to ensure their integrity, availability, and confidentiality.

DHS maintains digital solutions that communicate with external entities, including federal, Commonwealth, and other business partners, and involve exchanges of sensitive data. County residents seeking benefits and/or services from the County trust that their personal and health data will be handled correctly and securely in

[Redacted]

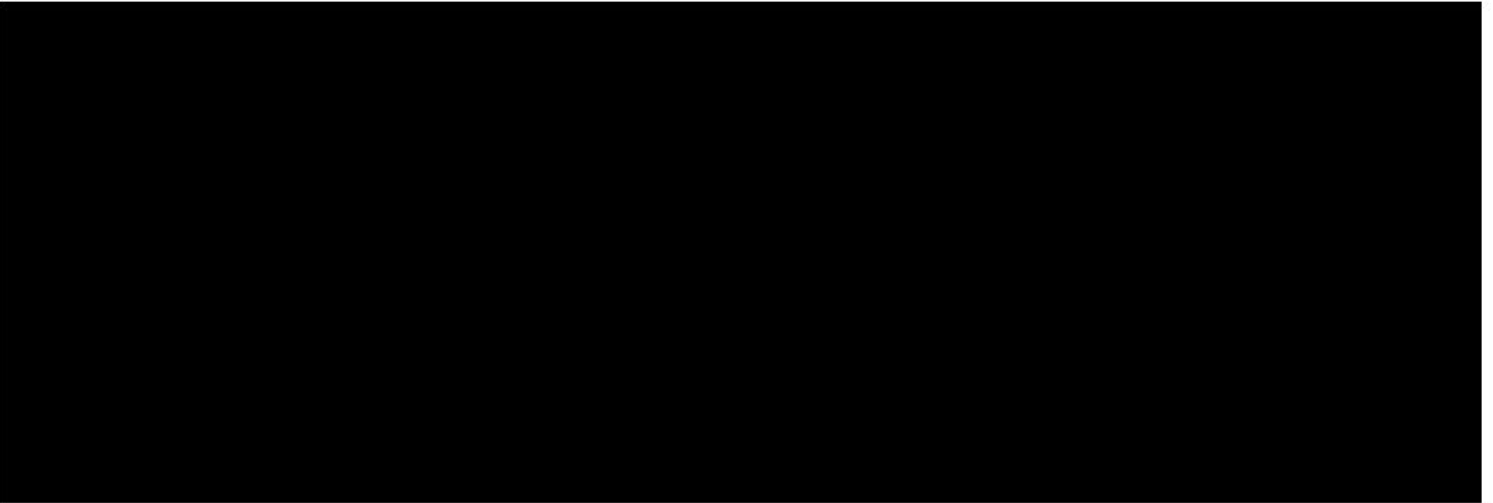
Because a breach in communications represents a breach in public trust, we are committed to working with DHS to secure your internal and external data exchanged during this process. This involves

[Redacted]



[Redacted]

[Redacted]



Protecting communications and the associated data while applying [Redacted]. Our work with DHS gives us the requisite knowledge to layer on these principles with speed and accuracy because we understand the bedrock technologies and processes detailed below.

Tasks	Action Plan for Execution and Benefits to DHS
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

Tasks	Action Plan for Execution and Benefits to DHS
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Figure 69. Tasks and Action Plan for Protecting DHS's Diverse and Interconnected Systems.

3. Provide your ideas for ways IT Security and Privacy Support could enable DHS to become more innovative and better impact the public we serve.

Our IT Security and Privacy support services enable DHS to be increasingly innovative in positively impacting Allegheny County residents. We explore [REDACTED] Additionally, these services lower the overall information risk profile of DHS initiatives and activities.

The following table outlines innovation concepts and methods that can enhance a robust cybersecurity posture. They can also make processes less manual and more efficient and secure:

[REDACTED]