

RFP 23-73094: STARS System M&O and Project Based Work
Attachment E: Business Proposal Template
Indiana Department of Administration (IDOA)

Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.

Business Proposal

2.3.1 General - Please introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFP.

Please see *Section 2 Executive Summary* of our Attachment F Technical Proposal for high-level information about our proposal.

2.3.2 Respondent's Company Structure - Please include in this section the legal form of the Respondent's business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

The State seeks an experienced vendor to establish a contract for Maintenance and Operations (M&O) services for ***System Tracking and Record Support (STARS)***, the primary customer, credential, and motor vehicle transaction system for the Indiana Bureau of Motor Vehicles (BMV). For 177 years, clients have worked with Deloitte to develop solutions for some of their most complex problems. Today, we are the largest global consulting firm in the world, with 126 offices in the United States. Our Transportation practice serves State Motor Vehicle agencies across the country. Deloitte offers relevant business and technology skills and has successfully transitioned, maintained, and enhanced systems of similar size and complexity. We also offer broad skillsets in other areas like Digital Government and Cyber and Strategic Risk. Combined with our first-hand knowledge of Indiana gained over the past 30 years, this makes Deloitte the best vendor to holistically support the State.

The Legal Form of the Respondent's Business Organization

Deloitte LLP and its subsidiaries are limited liability partnerships.



NEXT LEVEL

FOCUSED ON YOUR FUTURE

- Deloitte LLP and its subsidiaries are limited liability partnerships.
- Deloitte LLP and several of its subsidiaries, including Deloitte Consulting LLP, are organized in the State of Delaware. Deloitte LLP's headquarters are in New York City.
- Deloitte, the largest professional services firm in the world, provides technology, human capital, and strategy consulting services across a wide variety of business areas, including the Transportation & Motor Vehicle industry.

The State in Which Formed

Deloitte LLP and several of its subsidiaries (including Deloitte & Touche LLP, Deloitte Consulting LLP, Deloitte Tax LLP, Deloitte Financial Advisory Services LLP, and Deloitte Services LP) are organized in the State of Delaware and have 30 Rockefeller Plaza, New York, NY 10112 as their headquarters. A certificate of authority is included on the following page as *Figure E-1*.

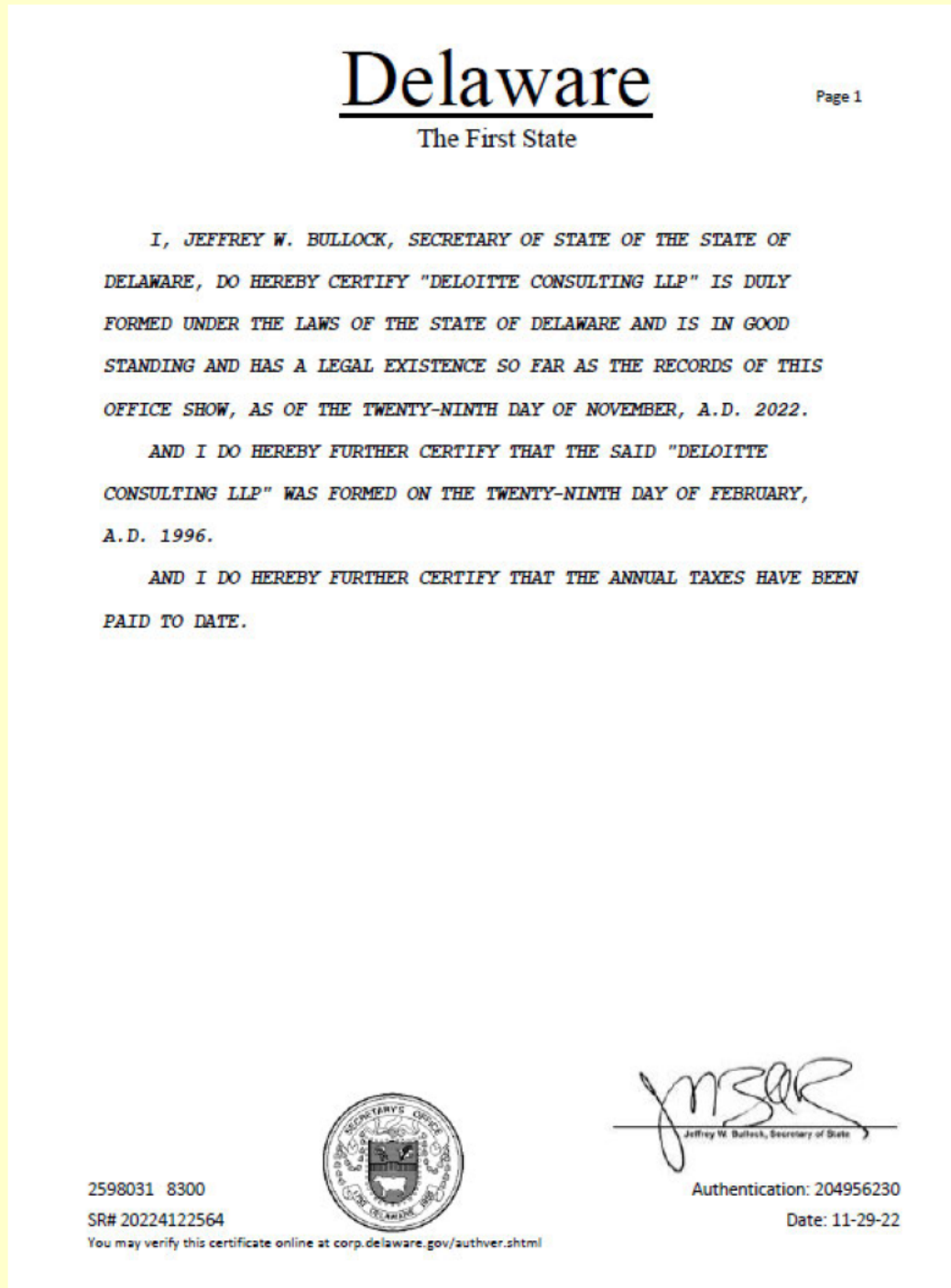


Figure E-1. Deloitte Consulting LLP Certificate of Authority.

The Types of Business Ventures in Which the Organization Is Involved

Deloitte provides technology, cyber, human capital, strategy consulting, tax, audit, and risk management services across a wide variety of business areas, including government, consumer and industrial products, energy and resources, financial services, technology, media and telecommunications, and life sciences. Deloitte has a large Government & Public Services (GPS) practice serving both state and federal clients. Within GPS, Deloitte has a dedicated group of professionals aligned with our Transportation offering. These professionals advise on, implement, and operate projects similar to System Tracking and Record Support (STARS) Maintenance and Operations (M&O) and Project-Based Work.

Deloitte also has a broad array of complementary practices like Digital Government, Cyber and Strategic Risk, Strategy and Analytics, as well as Regulatory and Legal Support to holistically support the implementation, maintenance, operation, and enhancement of government systems—the services you are seeking for STARS M&O and Project-Based Work.

Market research firms like Forrester, Gartner, and others consistently recognize Deloitte as a leader in government services consulting due to the depth and breadth of our capabilities and our long history of successfully serving state governments across the country. We continue to build on that success by staying committed to better supporting our clients; taking on their toughest challenges; delivering consistent, high-quality results; and helping our clients provide extraordinary services to their customers.

The following figure highlights facts about Deloitte and its impact on the professional services industry, both as a worldwide firm and as a U.S. firm.

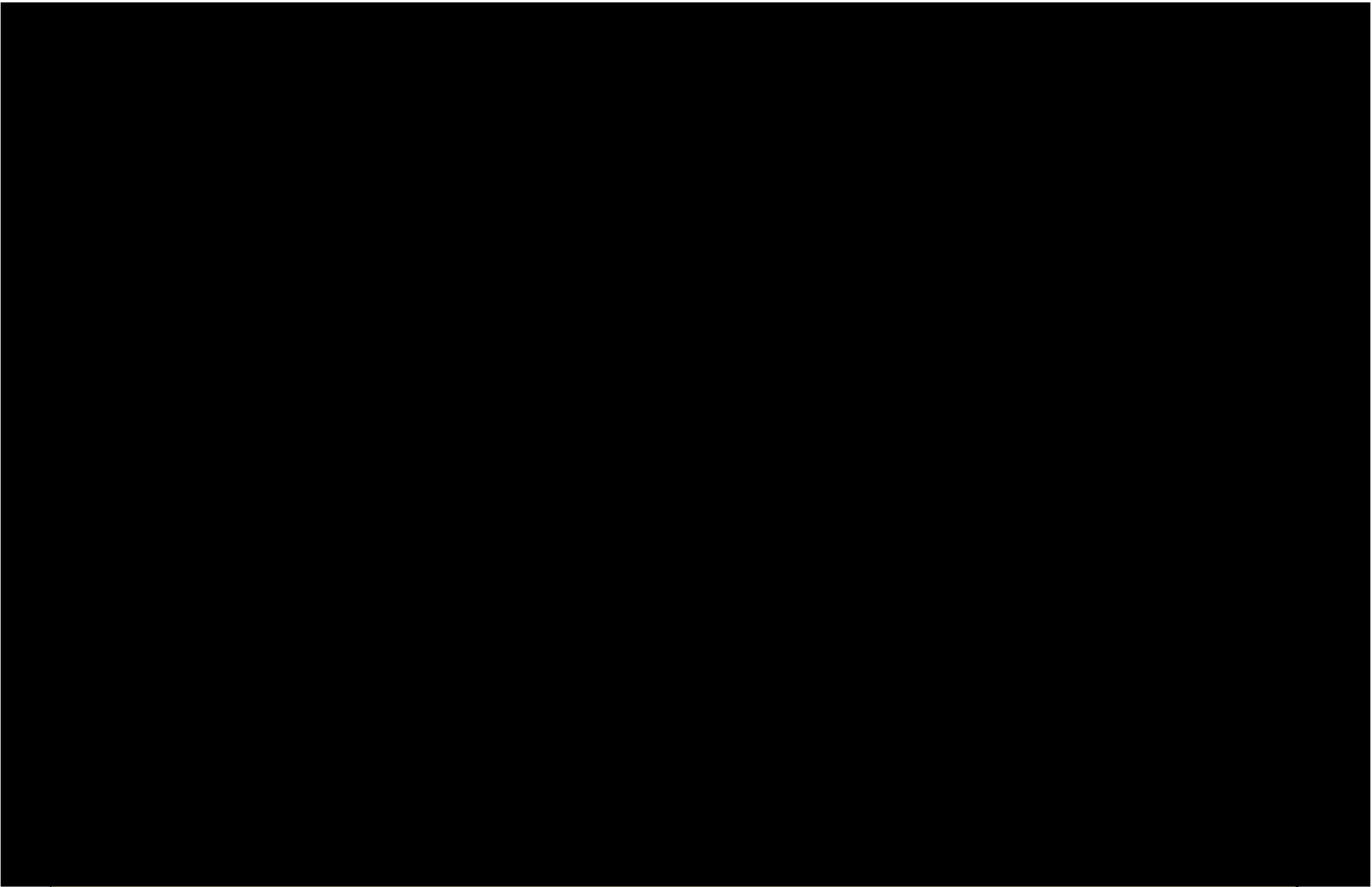


NEXT LEVEL

FOCUSED ON YOUR FUTURE

Deloitte brings the following to Indiana:

- First-hand state government experience successfully implementing or transitioning, maintaining, and operating dozens of large-scale, technology solutions that provide vital services required by federal, state, and local governments
- Deep understanding of government programs and operations, as well as practical, experience-tested approaches to managing large-scale technology transformations on time and within budget
- Broad experience in digital transformation, human capital, risk and financial advisory, and strategy and analytics, among others, to complement our deep technology experience



A Chart of the Organization

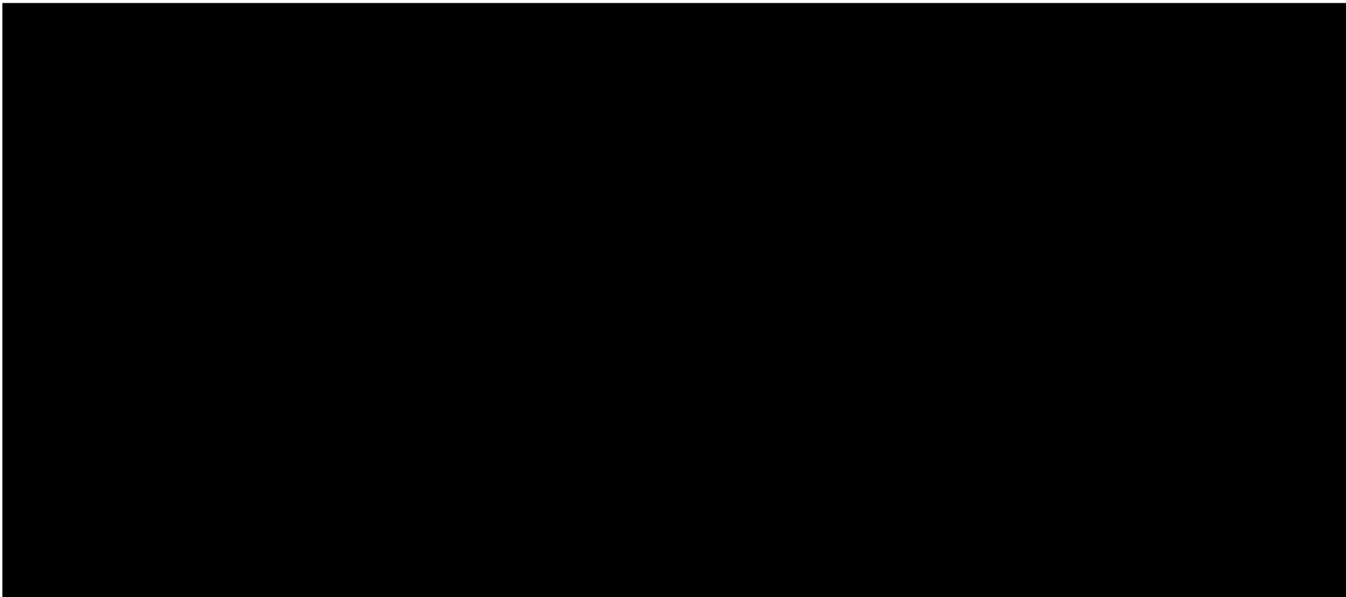
Deloitte's Operating Model supports our continuous growth and puts us ahead of the rapidly changing marketplace. Our structure enables us to deliver specialized solutions for our clients, while empowering us to develop our people and innovate for the future across a variety of practices. We bring our best solutions to clients in the context of our market-responsive Offering Portfolios and Industries (shown in the figure below), which coordinate and complement each other to holistically meet our clients' needs. Deloitte's multi-dimensional structure fosters proficiency in our practitioners to deliver in the context of their given client's industry, and it encourages flexibility and innovation through knowledge exchange and cross-practice coordination.

The following figure provides an organizational chart of Deloitte LLP, highlighting the business areas most applicable to the STARS M&O and Project-Based Work.

Overview of Our Government & Public Services (GPS) Practice

Deloitte's **Government & Public Services practice**—our people, ideas, technology, and outcomes—is designed for impact. Our team of 27,000+ professionals brings fresh perspectives to help you anticipate disruption, reimagine the possible, and fulfill your mission promise. GPS professionals are dedicated to serving various government-related entities, including states, cities, and counties; labor organizations; colleges and universities; housing authorities; human service agencies; public retirement systems; and workforce agencies. The result of this dedication is a group of professionals who apply industry-leading practices in strategy, scenario planning, operations improvement, systems integration, human capital, and outsourcing specifically to government agencies. Deloitte's work in GPS has impacted the lives of 100 million+ Americans. Deloitte has **dedicated employees based in Indiana with the GPS skillsets and knowledge to support Indiana's vision** for its STARS M&O and Project-Based Work. **We take pride in our expertise nurtured, developed, and grown through experiences over multiple decades.**

Our GPS practice is divided into multiple offerings, each of which focuses on nurturing uniquely skilled practitioners who come together to form project teams and who bring a wide variety of services to support our clients' success.



Listed below are the descriptions of each offering relevant to the BMV STARS M&O and Project-Based Work.

Core Business Operations (CBO)

[Redacted text block]

Core Technology Operations (CTO)

[Redacted text block]

Operations & Innovations

[Redacted text block]

Transportation Modernization


Deloitte's Transportation practice focuses on the [REDACTED]

Strategy and Analytics

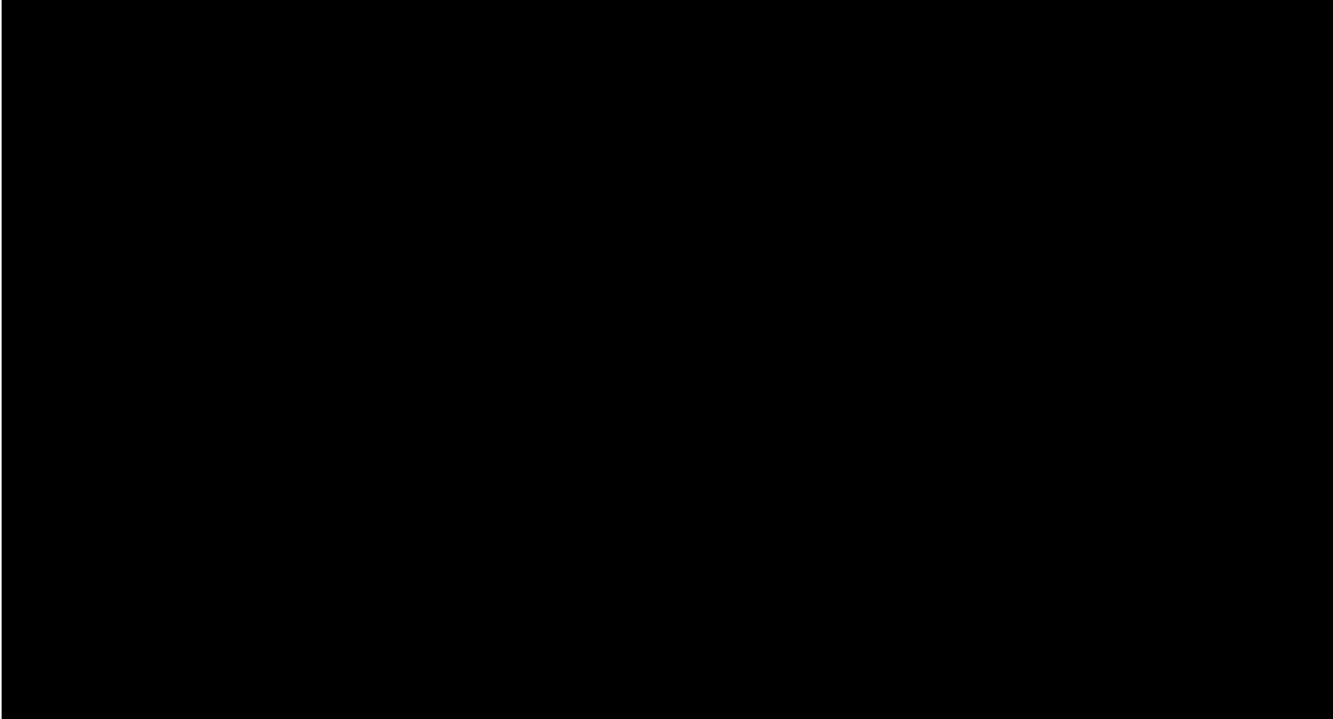
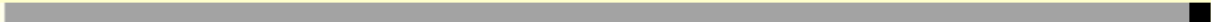
With analytics, an organization is better able to be descriptive, predictive and prescriptive - but only if there's a firm connection between what analytics can deliver and what the business is trying to accomplish [REDACTED]

Cyber and Strategic Risk

Within Deloitte's Risk and Financial Advisory firm, the Cyber and Strategic Risk offering helps organizations manage cyber risk and create value through instilling enhanced security, visibility, and privacy into an organization's DNA. [REDACTED]



Deloitte has been ranked number one in global security consulting since 2012 (Gartner). We have more than 4,400 Cyber Risk practitioners devoted to helping their clients create a cyber-minded culture and become stronger, faster, more innovative, and more resilient in the face of persistent and ever-changing cyber threats. Deloitte was named a global leader by Forrester in Cybersecurity Incident Response Services based on strategy and current offerings, and Deloitte was named a global leader in Cybersecurity Consulting by ALM for the 8th consecutive edition. More details on Deloitte's capabilities in Cybersecurity are displayed in the following figure.



Human Capital

Deloitte's Human Capital (HC) offering portfolio focuses on helping organizations manage and sustain their performance through their most important asset: their people. These services put us at the forefront of solving the public sector's most complex challenges – from the organizational shifts that result from rapidly evolving missions, to declining job satisfaction of workers, duplication of HR services across organizations, and continuously rising costs of HR systems. We are leading the conversation on these challenges and more with data-driven, end-to-end solutions and tools.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

2.3.3 Respondent's Diversity, Equity and Inclusion Information - With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic compositions of Respondents' Executive Staff and Board Members, if applicable.

Diversity, Equity, and Inclusion

Diversity, Equity, and Inclusion (DEI) is rooted in our shared values and embedded in all that we do. Our approach is to attract, retain, and advance a diverse workforce and strengthen an inclusive culture where all our people can connect, belong, and grow.

Our DEI program policies:

Over the years, we've continuously evolved our strategy, overcome obstacles, bridged gaps, and aligned to new ways of thinking about diversity and inclusion. To further our mission of delivering a world-class talent experience, equity is included in our diversity and inclusion framework. Equity is a critical lens through which we will examine all our existing systems and processes to continue to enhance opportunities to achieve success. We focus our efforts across four priority areas to enact greater change and deliver lasting impact:

Diversity and Equity

Diversity and equity guide how we approach our workforce strategy, and they fuel and influence how we operate as a business. Our diversity and equity efforts are focused on creating a meaningful talent experience for all professionals; striving for a diverse, representative workforce; and promoting processes that provide access to opportunities for all our professionals. Here we explore and analyze our current state, including data on US workforce representation, hiring, advancement, and retention.

Inclusion and Belonging

Inclusion is an inherent part of our purpose, our leadership, and our continuous efforts to develop the culture we want. That means creating and sustaining an environment in which people can be their authentic selves, feel like they belong, have courageous conversations, and develop genuine relationships that can last throughout their careers.

Workforce Well-Being

Prioritizing well-being and cultivating an environment in which all people can thrive has been a key part of our talent strategy for years. Our holistic approach centers on evolving our well-being programs and integrating them into our work at the organization, team, and individual levels.

External Impact

We take seriously our responsibility to positively affect the communities in which we live and work. We work collaboratively with clients and other change-making organizations to address gaps in education and equitable employment opportunities and help create a more inclusive, prosperous, and sustainable future for our communities.

Deloitte continues to transform our approach to strengthen our inclusive culture. With commitment and leadership from the top and an innovative mindset, we are continuing to set the standard for other organizations:

- **FORTUNE Magazine's "100 Best Companies to Work For."** Deloitte has been on this list for 23 years.
- **CareerBliss 50 Happiest Companies in America for 2022.** The annual list, now in its 12th year, recognizes the top companies across the country for their overall happy work culture and positive team environment. Factors for consideration include company culture, leadership, overall work atmosphere, one's relationship with coworkers, and CEO ranking.
- **FORTUNE Best Workplaces for Women.** 2022 marks the sixth consecutive year Deloitte has been included on this list. This recognizes top companies for hiring, retaining, and advancing women, as reported by women themselves.
- **Military-Friendly & Military-Friendly Spouse Employer.** Deloitte has been certified as a Military Friendly Employer and Military Friendly Spouse Employer by VIQTORY, a veteran-owned business.

Our DEI Goals:

Deloitte remains steadfast in our commitment to fulfill our organization's purpose and create a lasting impact that matters for our people, our clients, and our community.

Our recent DEI transparency report is an important first step on our path forward. We pledge to act on our insights, use the data to inform our decisions, be transparent about our goals, progress toward them, and hold ourselves accountable to our values.

We commit to the goals below for the Deloitte U.S. workforce:

Diversity and Equity

- Increase the number of Black and Hispanic/Latinx professionals in our U.S. workforce by 50% by 2025; this is an input to our goal of increasing the overall racial and ethnic diversity of our U.S. workforce to 48% by 2025
- Increase U.S. workforce female representation to 45% by 2025
- Increase the representation of racially and ethnically diverse U.S. Partners, Principals, and Managing Directors (PPMDs) to 25% by 2025
- Increase the number of female U.S. PPMDs by 25% by 2025

Inclusion and Belonging

- Address inconsistencies in the talent experience so that Black, Hispanic/Latinx, non-binary, and LGBTQIA+ professionals feel they can be their authentic selves in the workplace at a rate consistent with the overall workforce population
- Develop an understanding of fundamental anti-racism concepts, and cultivate allyship by providing anti-racism education across all levels

Workforce Well-Being

Expand and evolve our mental health programs and resources that help address the needs of our various populations

External Impact

- Increase the amount of addressable spend on diverse suppliers to \$1B by 2025
- Increase our spend with Black-owned and Black-led businesses to at least \$200M by 2025
- Collaborate with clients and industry leaders to drive workforce initiatives
- Drive institutional and systemic change through policy initiatives
- Reach 10 million individuals through education and workforce initiatives through WorldClass by 2030

Every one of our steps—and even our missteps—has taught us valuable lessons about the value of diversity, equity, and inclusion to Deloitte. It is at the very core of our purpose as an organization and our success as a business. Broadening our array of perspectives, experiences, and capabilities will make us more innovative, better able to serve clients, and more responsive to our communities.

Meaningful change will take effort and dedication from us all. It will not happen overnight, but we are committed to both immediate and long-term action toward a more diverse, equitable, and inclusive workplace for everyone at Deloitte.

We encourage our clients, suppliers, and stakeholders to ask us questions, share insights, and discuss new ideas. We'll be better positioned to advance these important goals at both organizational and societal levels if we work together. In addition, we encourage our employees to hold us to increased transparency and meaningful change.

Leadership and Board Member Diversity

Fifty percent of our board directors are women or minorities, two-thirds of our new U.S. hires are women and/or minorities, and two-thirds of our U.S. population are women and/or minorities. In addition, for the past five years, more than 50 percent of our newly admitted PPMDs are either minorities or women.

DEI Reports & Contacts

Deloitte has issued its first [Deloitte DEI Transparency](#) Report, which includes data on the composition of our workforce representation and talent lifecycle such as recruitment, advancement, and retention. The objectives of the report are to provide DEI data and sentiment insights, share our go-forward DEI goals and commitments, and increase the sense of transparency and accountability across our organization. For more information, please browse our [DEI channel](#).

[REDACTED]

2.3.4 Company Financial Information - This section must include documents to demonstrate the Respondent's financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information should **explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.**

[REDACTED]

[REDACTED]

[Redacted text block]

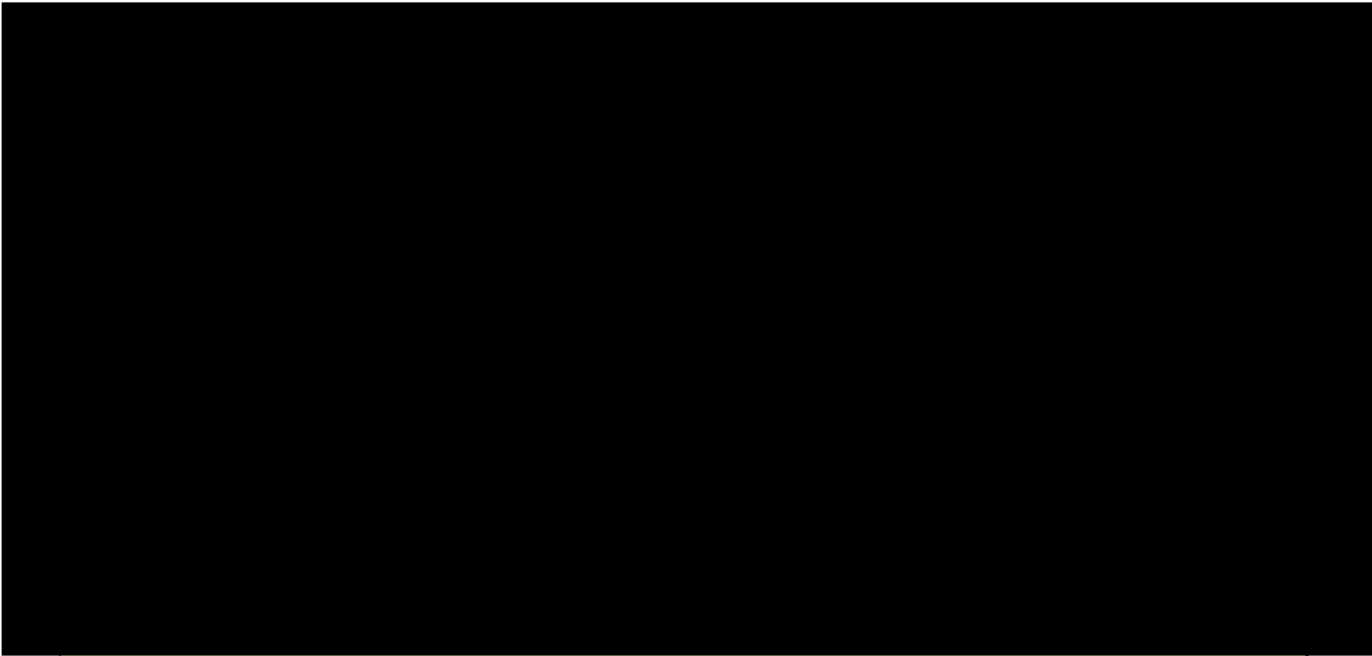
[Redacted text block]

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Deloitte Consulting LLP

Deloitte is more than just a consulting organization and more than just an accountancy. We offer services in four Business Areas: Audit, Advisory, Consulting, and Tax. Each of these subsidiaries is organized under Delaware law; is separately capitalized; has its own Chairman, CEO, and Board of Directors; and provides a

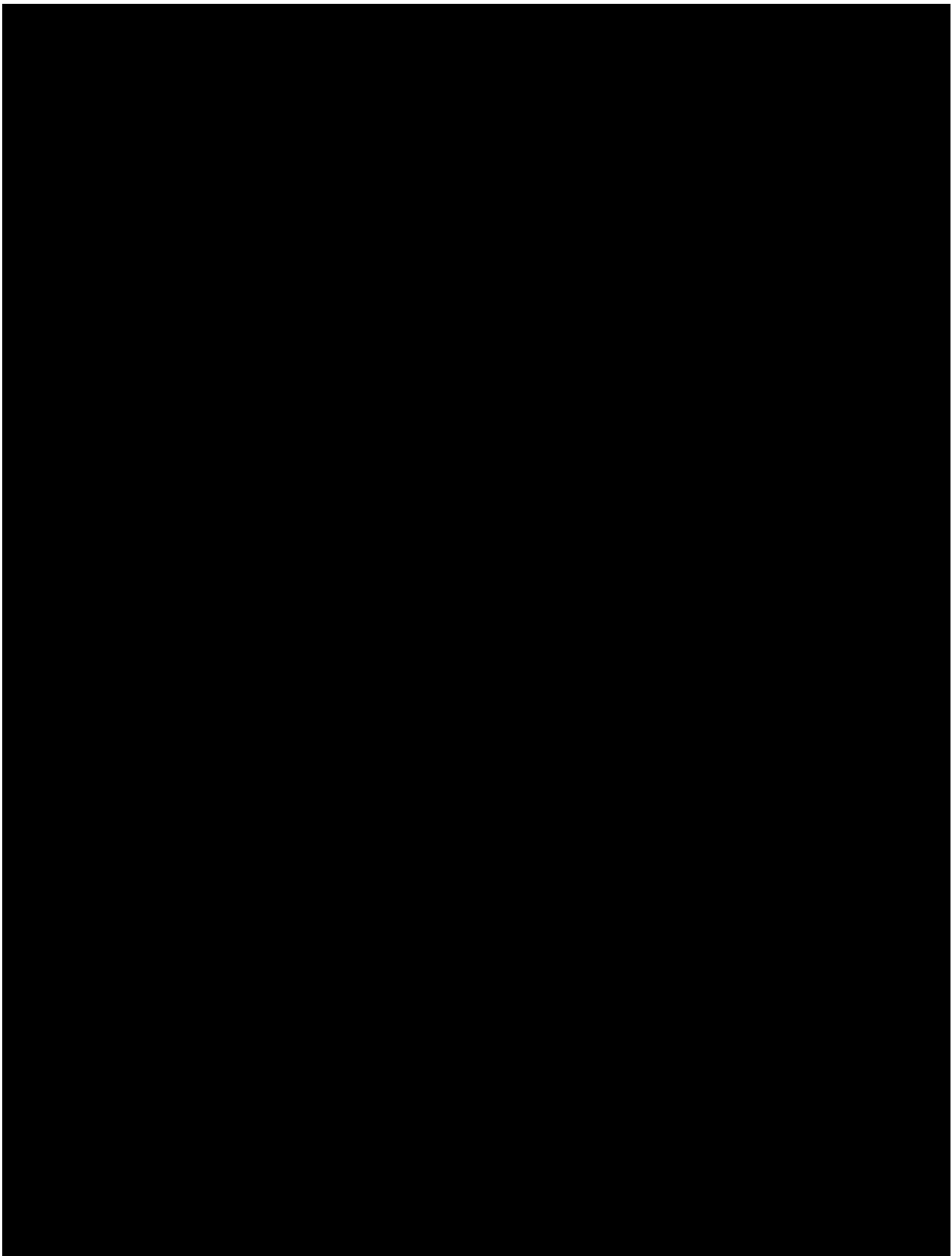


Dun and Bradstreet Report

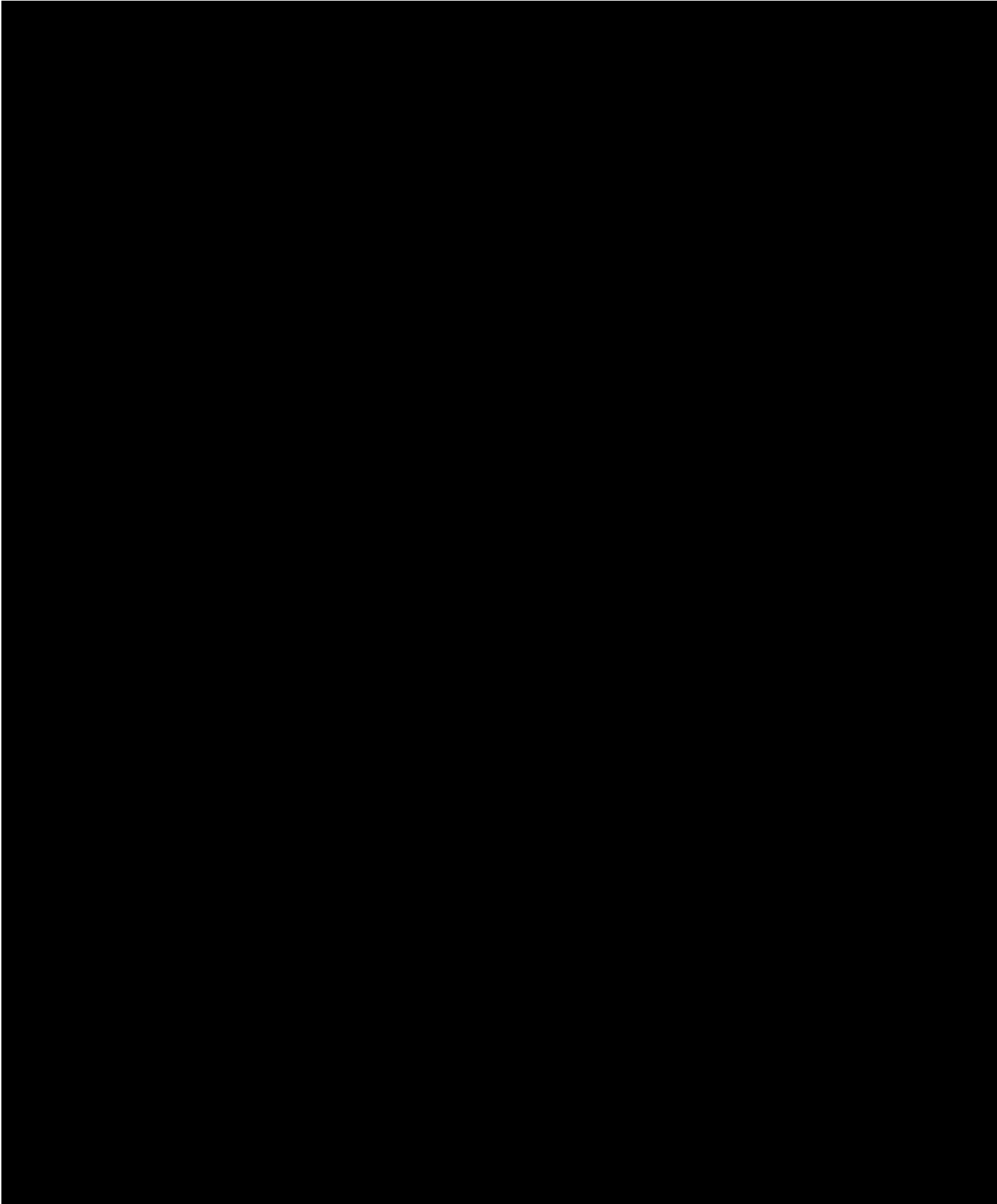
We provide a copy of our latest Dun and Bradstreet financial report as *2.3_Appendix 1_Dun and Bradstreet Report* to provide additional information regarding our financial stability. Because Deloitte LLP is a privately held organization, it does not disclose certain financial data. As such, the report may be based on incomplete information.

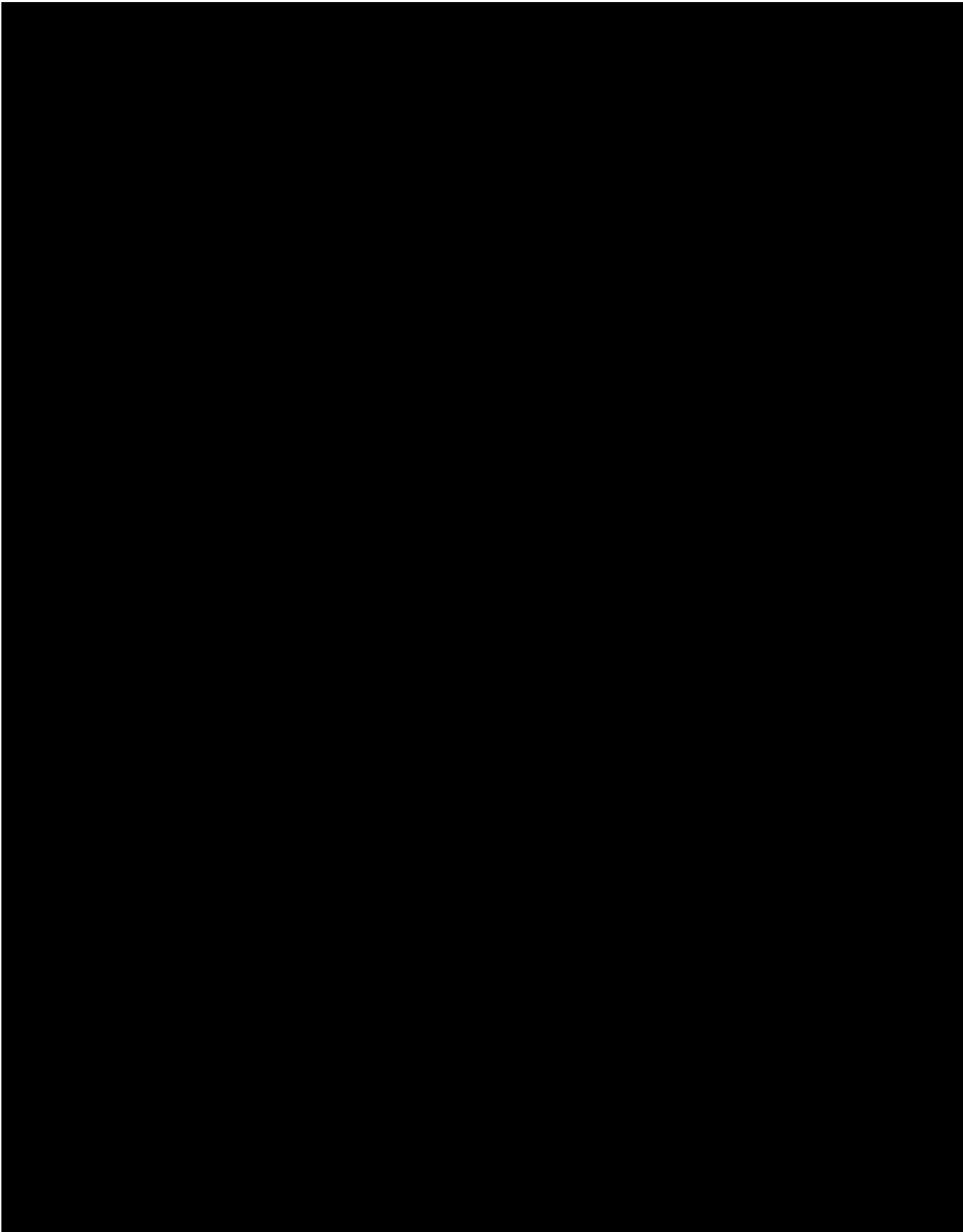
2.3.5 Integrity of Company Structure and Financial Reporting - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

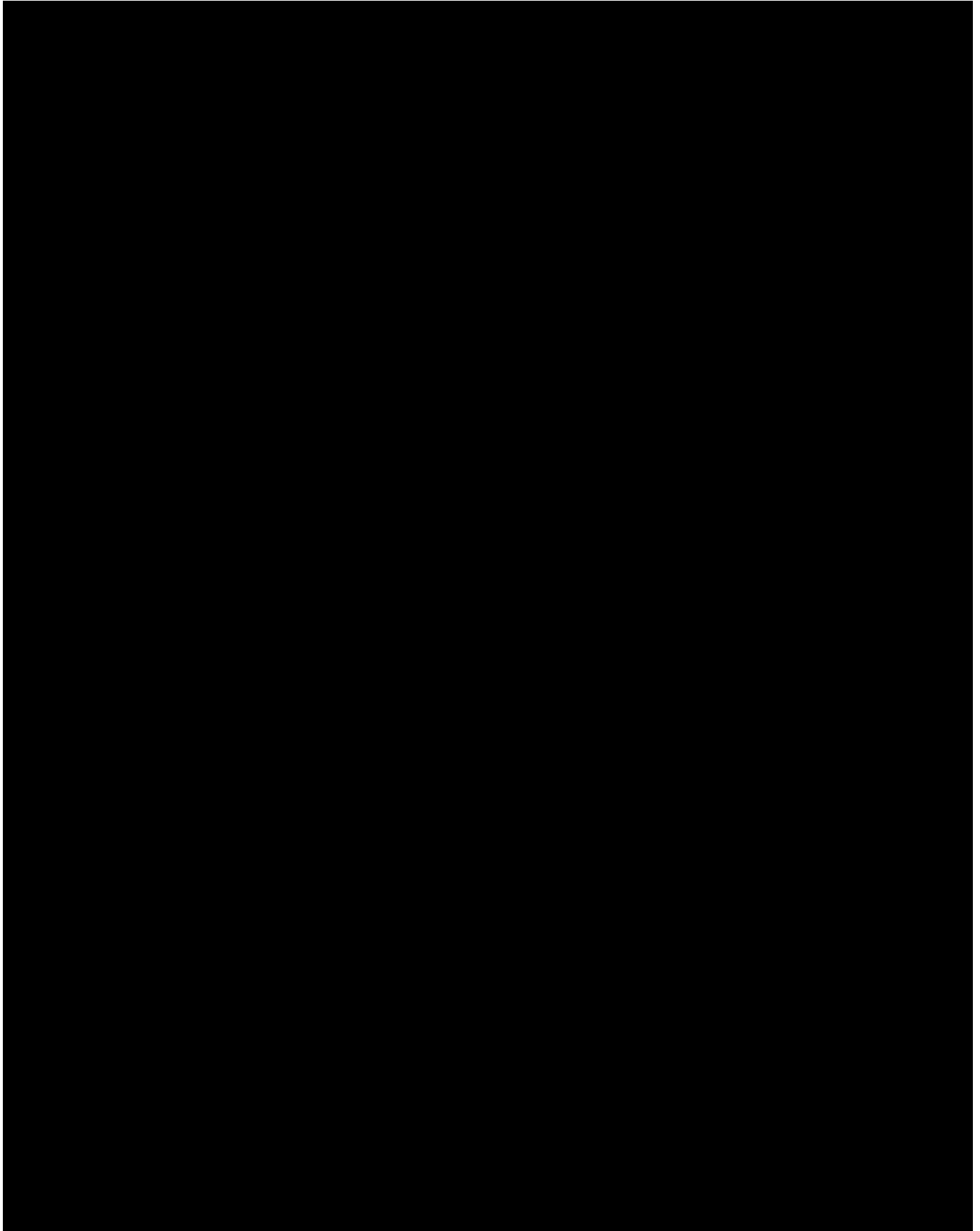
In accordance with the RFP requirements, the following figure is our letter demonstrating Deloitte's financial reporting responsibilities.

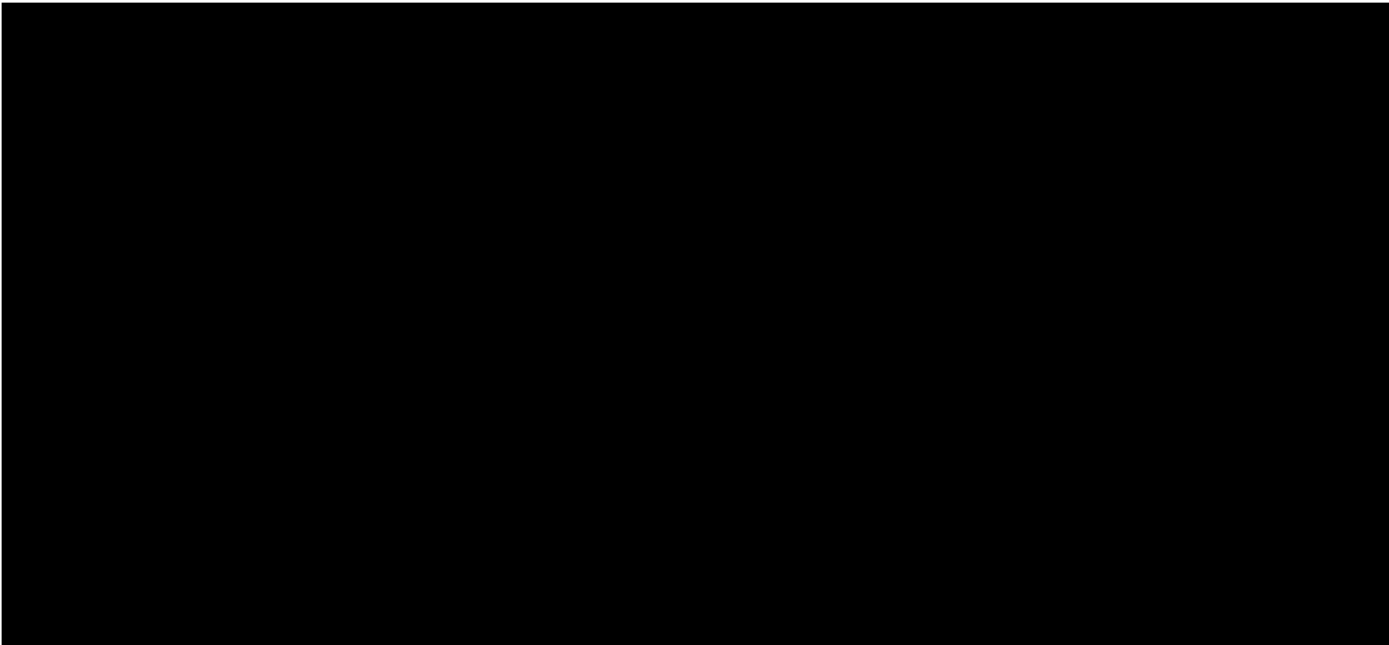


The image consists of a single, uniform black rectangle covering the entire area. There are no discernible features, text, or patterns.









2.3.7 References - Reference information is captured on **Attachment H** Respondent should complete the reference information portion of the **Attachment H** which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) Attachment Hs from clients for whom the Respondent has provided system or technical architecture services and/or products that are the same or similar to those products and/or services requested in this RFP. References must be provided for work performed by the prime Contractor and should demonstrate experience with state or federal governments or with large complex business environments within the last three (3) years. Attachment H should be submitted to idoareferences@idoa.in.gov. **Attachment H** is due on the date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

Customer 1	
Legal Name of Company or Governmental Entity	
Company Mailing Address	
Company City, State, Zip	
Company Website Address	
Contact Person	
Contact Title	
Company Telephone Number	
Company Fax Number	
Contact E-mail	
Industry of Company	

Customer 2	
Legal Name of Company or Governmental Entity	
Company Mailing Address	
Company City, State, Zip	
Company Website Address	
Contact Person	
Contact Title	
Company Telephone Number	
Company Fax Number	
Contact E-mail	
Industry of Company	
Customer 3	
Legal Name of Company or Governmental Entity	
Company Mailing Address	
Company City, State, Zip	
Company Website Address	
Contact Person	
Contact Title	
Company Telephone Number	
Company Fax Number	
Contact E-mail	
Industry of Company	

Figure E-12. Deloitte's References.

2.3.8 Registration to do Business – Per RFP 2.3.8, Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent's responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

Deloitte is currently registered to do business within the State of Indiana by the Indiana Secretary of State.

Deloitte Consulting LLP registration with the Secretary of State: 2004010700329

On the following page, we provide a copy of our certificate.

**State of Indiana
Office of the Secretary of State**

CERTIFICATE OF EXISTENCE

To Whom These Presents Come, Greeting:

I, DIEGO MORALES, Secretary of State of Indiana, do hereby certify that I am, by virtue of the laws of the State of Indiana, the custodian of the corporate records and the proper official to execute this certificate.

I further certify that records of this office disclose that

DELOITTE CONSULTING LLP

duly filed the requisite documents to commence business activities under the laws of the State of Indiana on January 07, 2004, and was in existence or authorized to transact business in the State of Indiana on January 03, 2023.

I further certify this Foreign Limited Liability Partnership has filed its most recent report required by Indiana law with the Secretary of State, or is not yet required to file such report, and that no notice of withdrawal, dissolution, or expiration has been filed or taken place. All fees, taxes, interest, and penalties owed to Indiana by the domestic or foreign entity and collected by the Secretary of State have been paid.



In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, January 03, 2023

Diego Morales

DIEGO MORALES
SECRETARY OF STATE

2004010700329 / 20232940909

All certificates should be validated here: <https://bsd.sos.in.gov/ValidateCertificate>

Expires on February 02, 2023.

Figure E-13. Deloitte's Certificate of Existence by Indiana's Secretary of State.

2.3.9 Authorizing Document - Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

Below please find a letter from [REDACTED], confirming that [REDACTED], the signee of our Executive Summary, is legally authorized by Deloitte to commit our firm contractually.



Deloitte Consulting LLP
JP Morgan Chase Tower
2200 Ross Ave, Suite 1600
Dallas, TX 75201
USA

January 12, 2023

Tel: +1.214.840.7000
Fax: +1.866.434.1409
www.deloitte.com

Indiana Department of Administration
Procurement Division
402 W. Washington St. Room W468
Indianapolis, Indiana 46204

RE: RFP 23-73094 System Tracking and Record Support (STARS) System

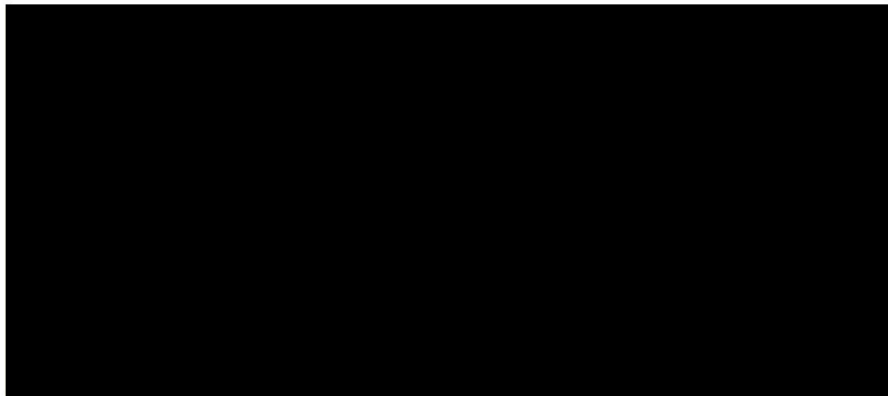
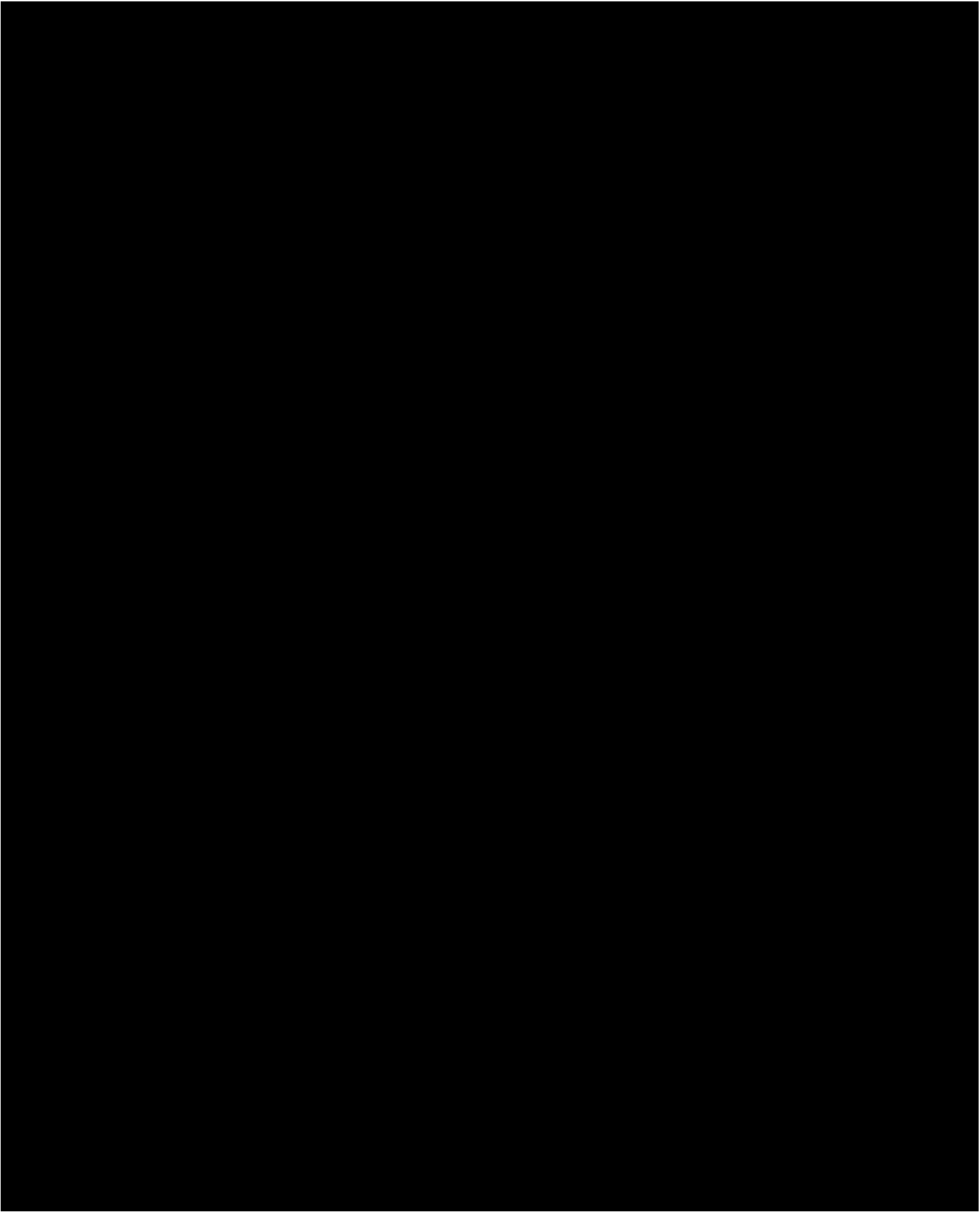
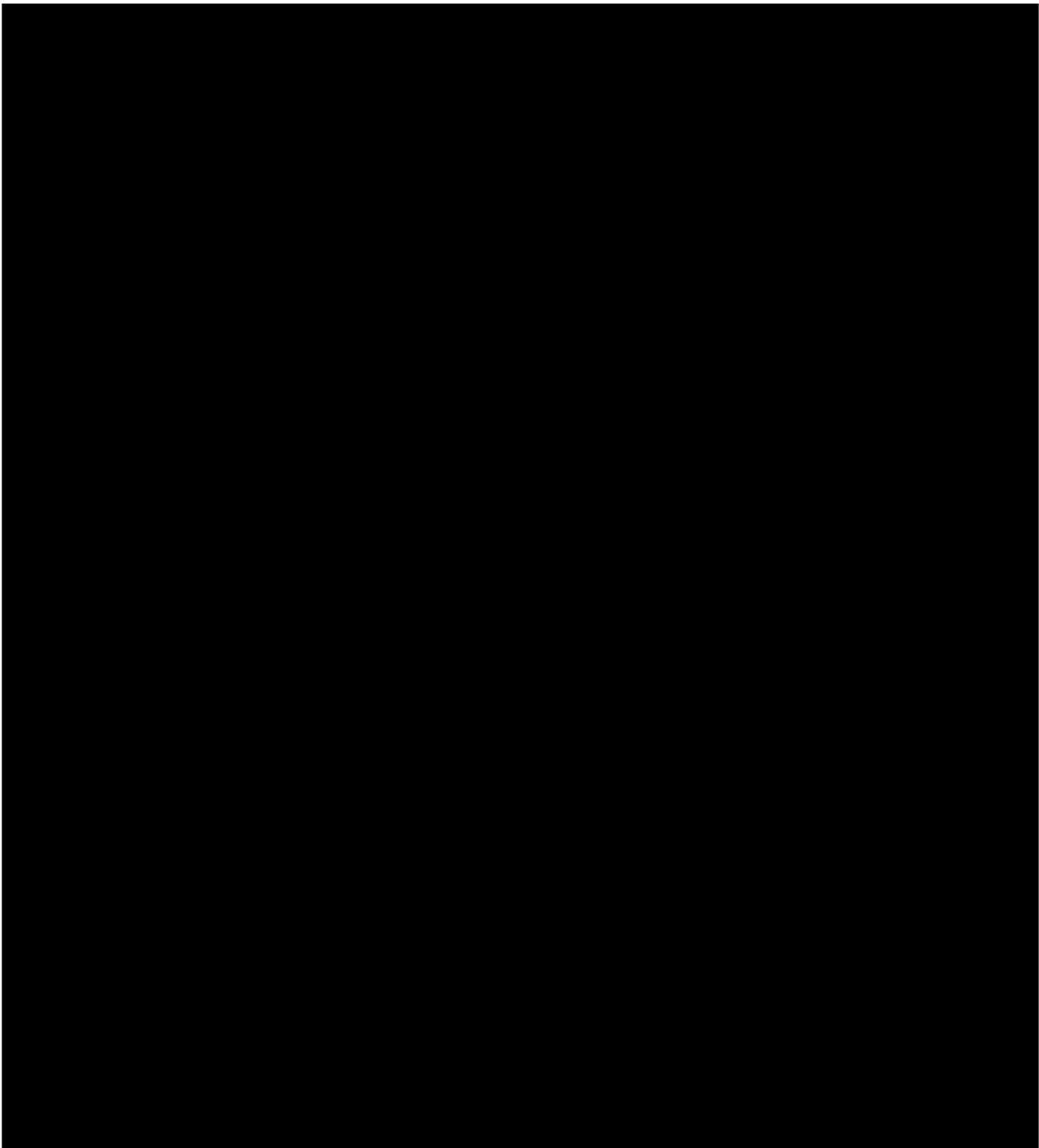


Figure E-14. Letter from Deloitte's Chief Operating Officer.

2.3.10 Diversity Subcontractor Agreements -

- a. Per RFP Section 1.21, Minority & Women's Business Enterprises (MBE/WBE), and 1.22 Indiana Veteran Owned Small Business Subcontractor (IVOSB), explain process followed to engage with potential MBE, WBE and IVOSB owned, Indiana certified businesses listed on Division of Supplier Diversity site. List the businesses invited to discuss the opportunity for potential partnership.





b. If not proposing each MBE, WBE or IVOSB subcontractor partnership, explain the rationale for declining to do so. Complete this for each category not proposed.

<div data-bbox="201 1761 1339 1801" data-label="Text"><p>[Redacted]</p></div> <div data-bbox="201 1801 332 1841" data-label="Text"><p>[Redacted]</p></div>
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2.3.11 Evidence of Financial Responsibility – Removed at the request of the agency

2.3.12 General Information - Each Respondent must enter your company's general information including contact information.

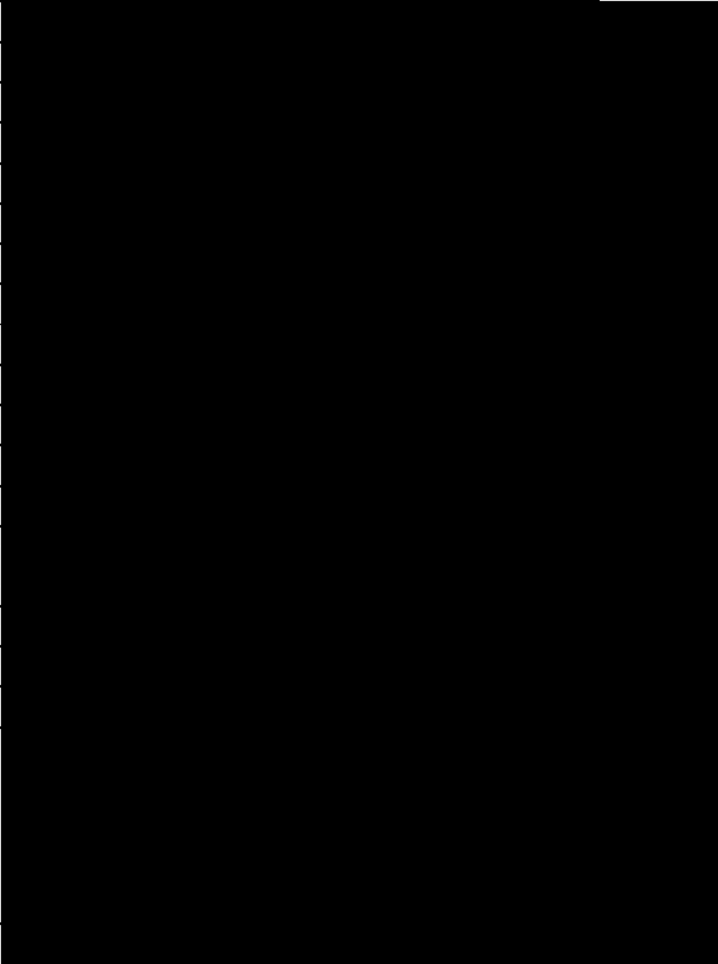


Business Information	
Legal Name of Company	
Contact Name	
Contact Title	
Contact E-mail Address	
Company Mailing Address	
Company City, State, Zip	
Company Telephone Number	
Company Fax Number	
Company Website Address	
Federal Tax Identification Number (FTIN)	
Number of Employees (company)	
Years of Experience	
Number of U.S. Offices	
Year Indiana Office Established (if applicable)	
Parent Company (if applicable)	
Revenues (\$MM, previous year)	
Revenues (\$MM, 2 years prior)	
% Of Revenue from Indiana customers	

Figure E-16. Deloitte's General Information.

- a. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

- b. What is your company's technology and process for securing any State information that is maintained within your company?

[Redacted content]

2.3.13 Experience Serving State Governments - Please provide a brief description of your company's experience in serving state governments and/or quasi-governmental accounts.

With more than 50 years of experience serving state governments, Deloitte is well-versed in implementing and supporting users in large, complex projects. Our professionals work daily with their state government counterparts to help them overcome their challenges and achieve their goals.

Deloitte's Government & Public Services (GPS) Practice serves federal, state, and local governments with more than 27,000 professionals. Our GPS professionals serve clients in all 15 U.S. Cabinet-level agencies, 49 states, and over 60 of the top 100 universities. Equipped with lessons learned from our government experience, Deloitte's experienced professionals apply industry-leading practices in technology innovation, human capital, strategy, operations improvement, and scenario planning. As a trusted adviser to many of the largest government agencies and higher education institutions, we understand the intricacies clients must navigate as well as the growing pressure they face to increase efficiency, streamline processes, and stay current with the latest technology and business practices so governments can serve citizens more effectively and deliver value to citizens. We invest in the growth of our practitioners to equip them with the business acumen, technical experience, and industry knowledge needed to meet the unique and evolving needs of government and public services organizations.

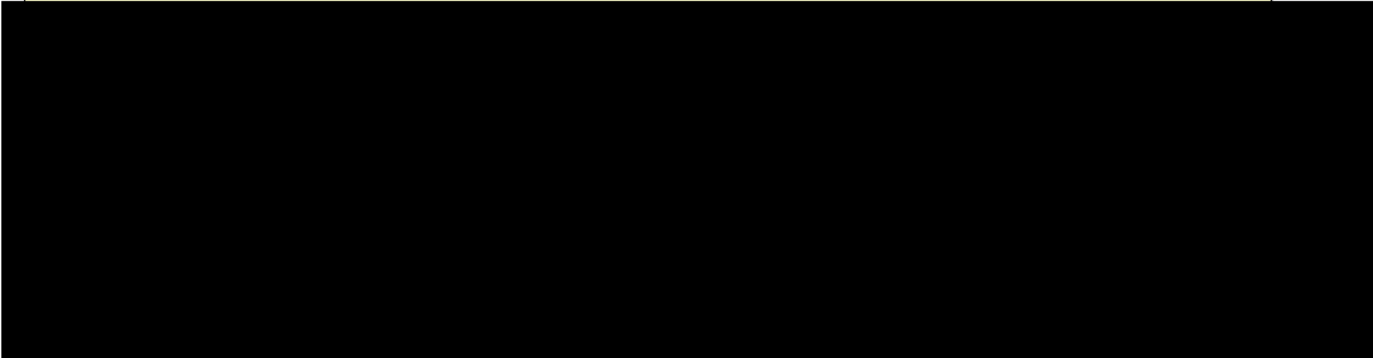
Experience Serving State Government Clients

A record of excellence is the single biggest predictor of ability to successfully deliver service to clients. Deloitte has done it all: large-scale project management; installation of municipal, state, and federal information systems; architecture and design services; and leading digital technology projects based on participatory design principles. As part of our experience with state governments, we also show how we elevate the human experience to provide citizens and workers streamlined processes and uninterrupted services. The following figure summarizes Deloitte's experience across public sector functions and the number of states in which we have that experience.



Experience Serving the State of Indiana

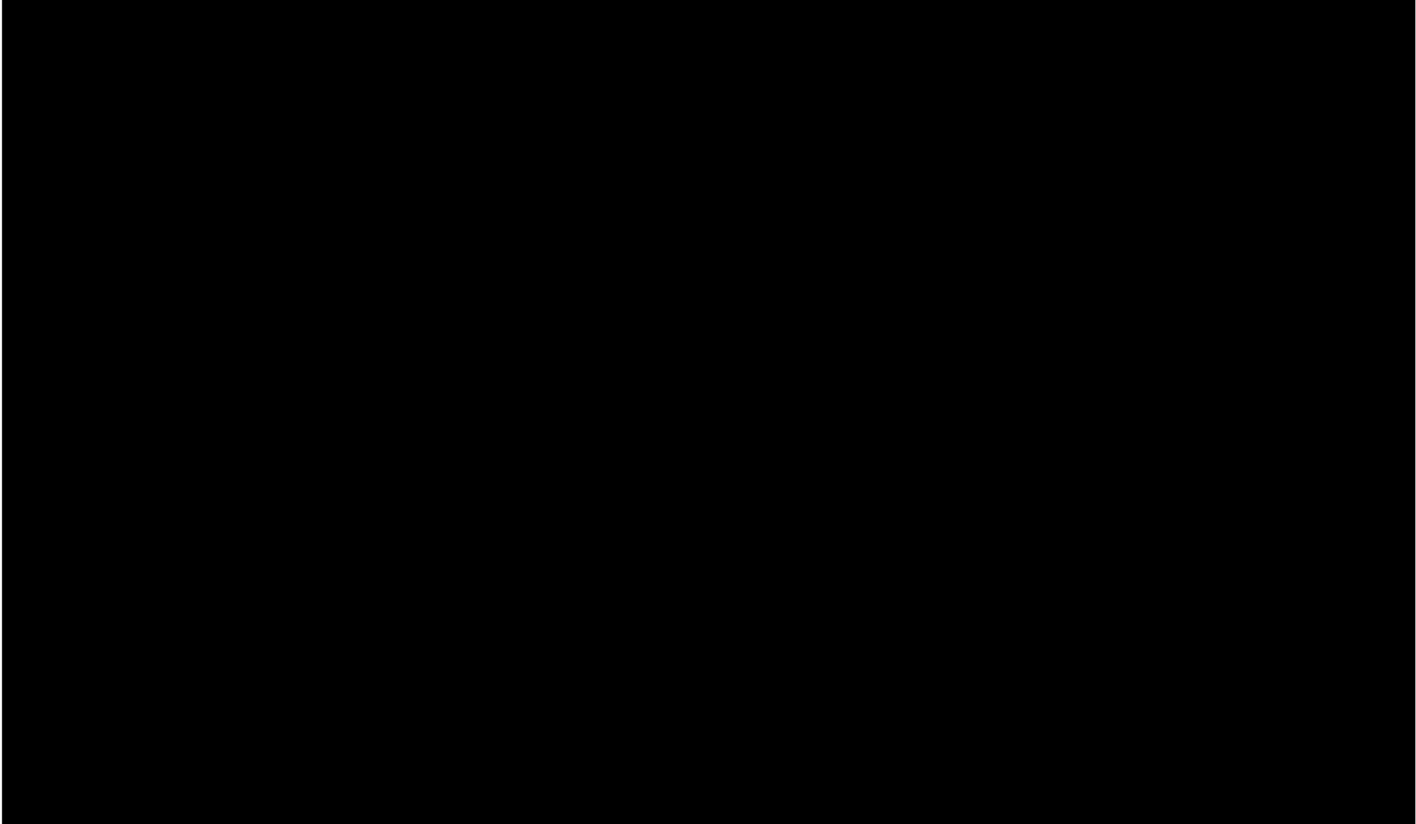
Deloitte has more than [REDACTED] years of experience working with the State of Indiana on many projects that provide services to the citizens of Indiana. As showcased in the following figure, Deloitte has proudly served [REDACTED] agencies and departments within Indiana.

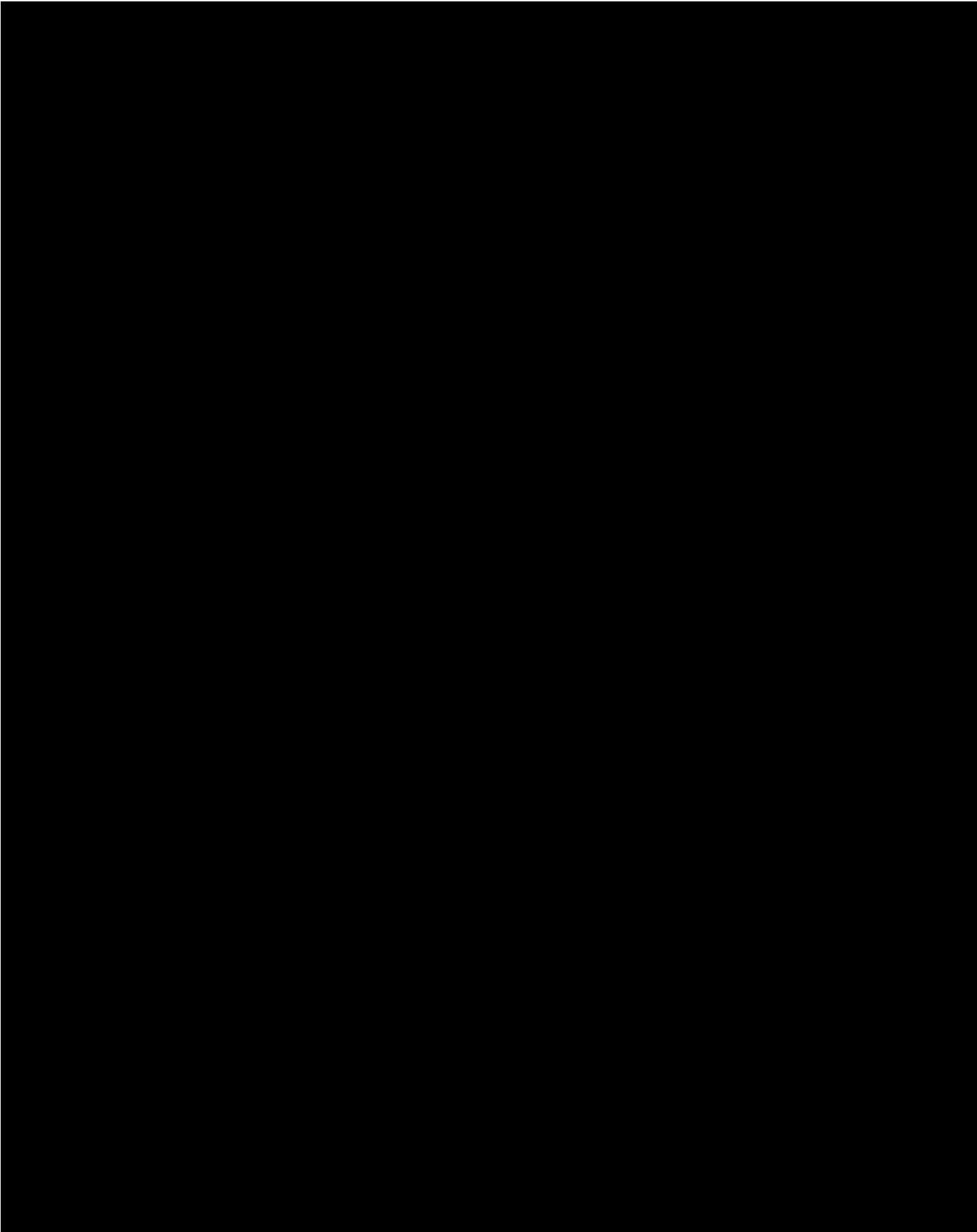


The table below provides an overview of recent work we have undertaken in support of the State of Indiana:



The following figure provides past performance qualifications that highlight our recent successes and experiences in Indiana.





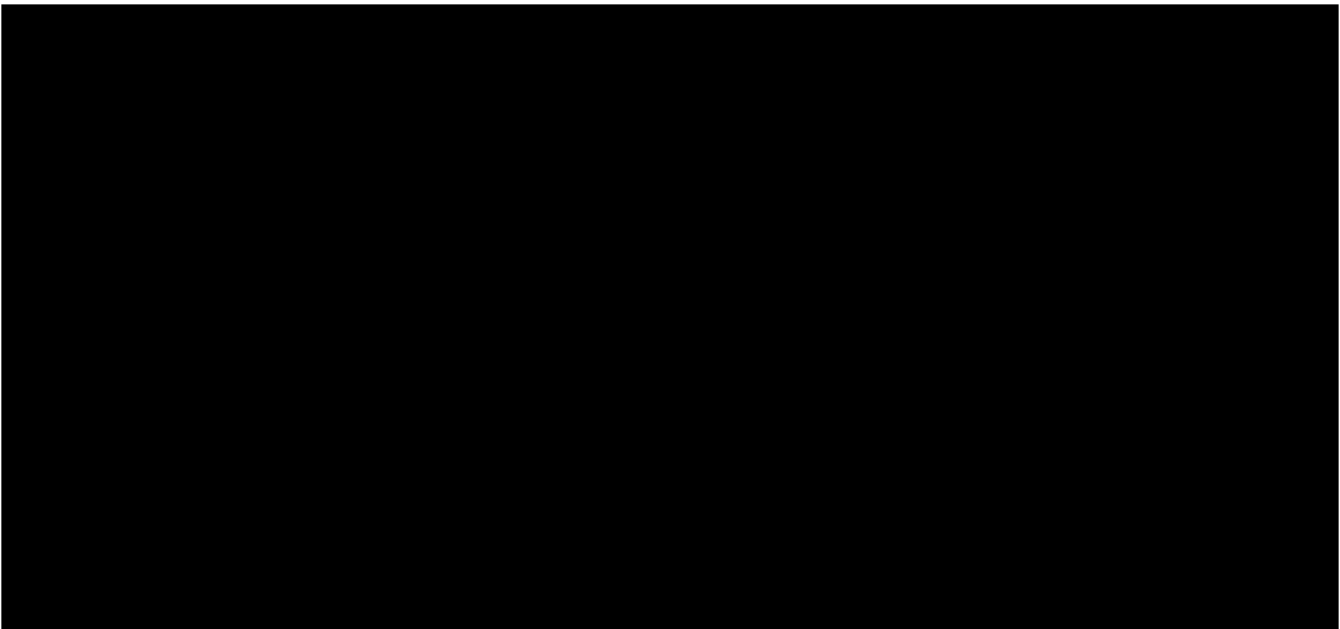
2.3.14 Experience Serving Similar Clients - Please describe your company's experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

Deloitte brings specific experiences from our large Government & Public Services practice, experiences that are relevant for the future success of the STARS system. Our team has experience managing M&O of large and complex systems while enhancing them to the "next level." Our team has worked with 17 Motor Vehicle agencies, and we have a long history of implementing, managing, and operating Microsoft technologies-based solutions. We are proud of our record of successfully transitioning in complex systems from incumbent vendors.

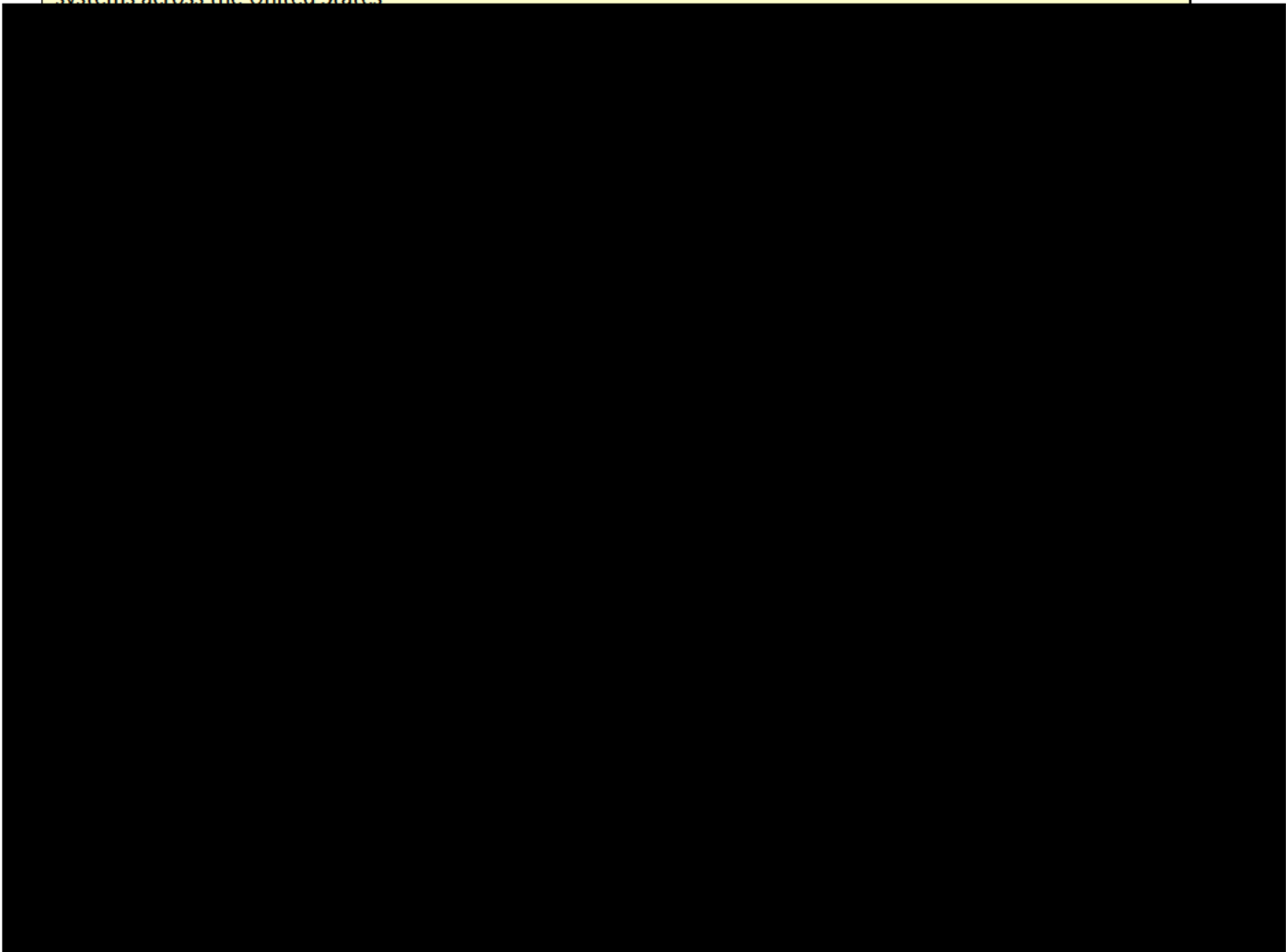
This successful track record demonstrates that Deloitte is uniquely positioned as the most experienced service provider for the maintenance, operations, and project-based work of STARS.

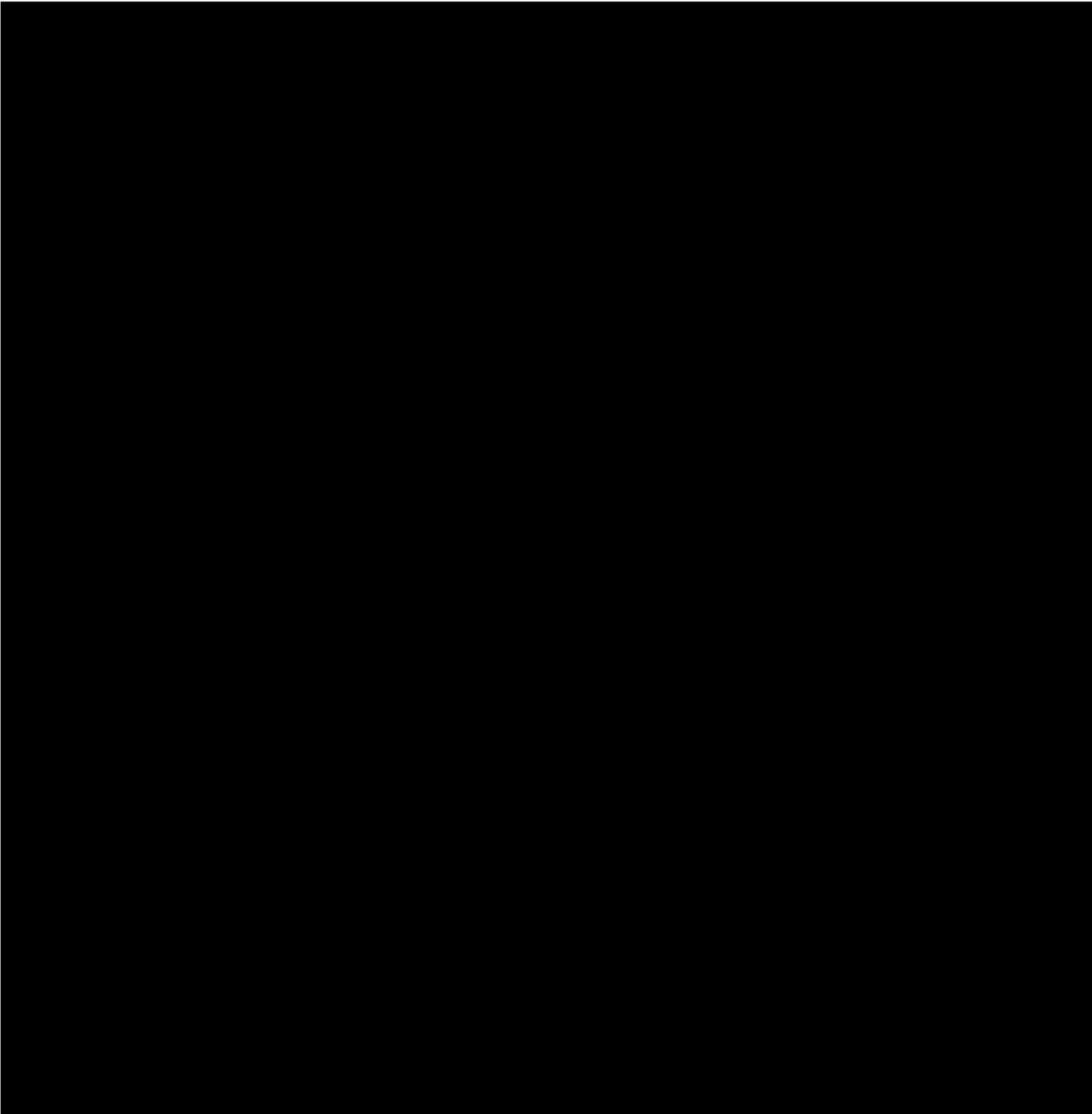
Our Experience Serving BMV Agencies

Our transportation practice has served [REDACTED] U.S. motor vehicle agencies and brings unparalleled experience. We have knowledgeable staff who bring a national perspective to the STARS system. Figure E-21 below shows our [REDACTED]



The below figure depicts the Deloitte Team’s experience in implementing, managing, and operating BMV systems across the United States





Our M&O and Project-Based Work Experience

Deloitte’s State, Local, and Higher Education (SLHE) sector focuses on serving state government agencies. We maintain and operate many mission-critical large systems, some of which were M&O takeovers of systems implemented by our competitors. We focus on delivering results for states, helping them with the mission of serving clients. Some of the key features of our M&O and Project-Based Work services are the following:

[Redacted content]

Best Practices/Examples of Previous Projects

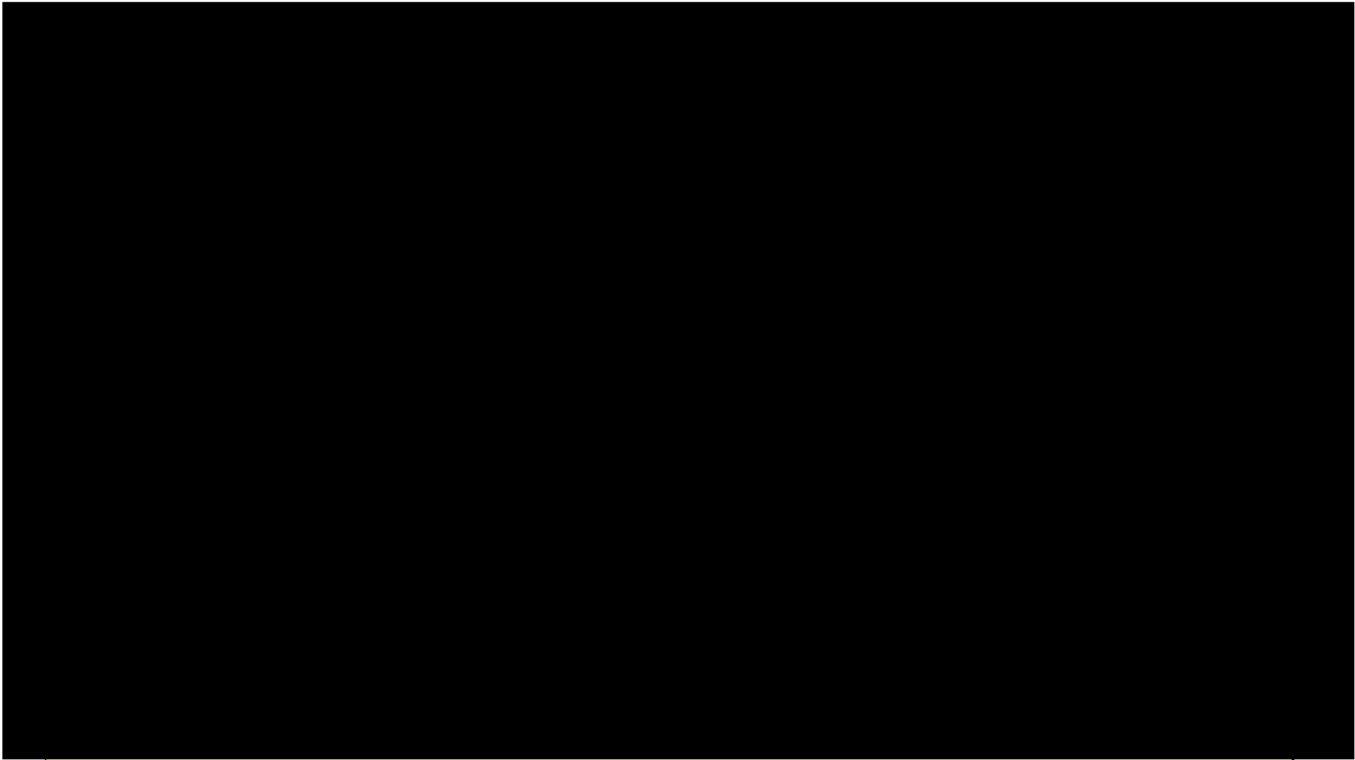
Examples of Previous Projects

Lessons Learned/Best Practices/Examples of Previous Projects

We always focus on continuous improvement in SDLC management, project management, and overall process management. Projects like STARS have a long duration and dependency on vital staff. We implement the best practice of doing internal knowledge transfers through techniques like assignment rotation, knowledge exchange sessions, and backup creations. This helps minimize long-term risk around knowledge management and keeps the staff challenged through a variety of work.

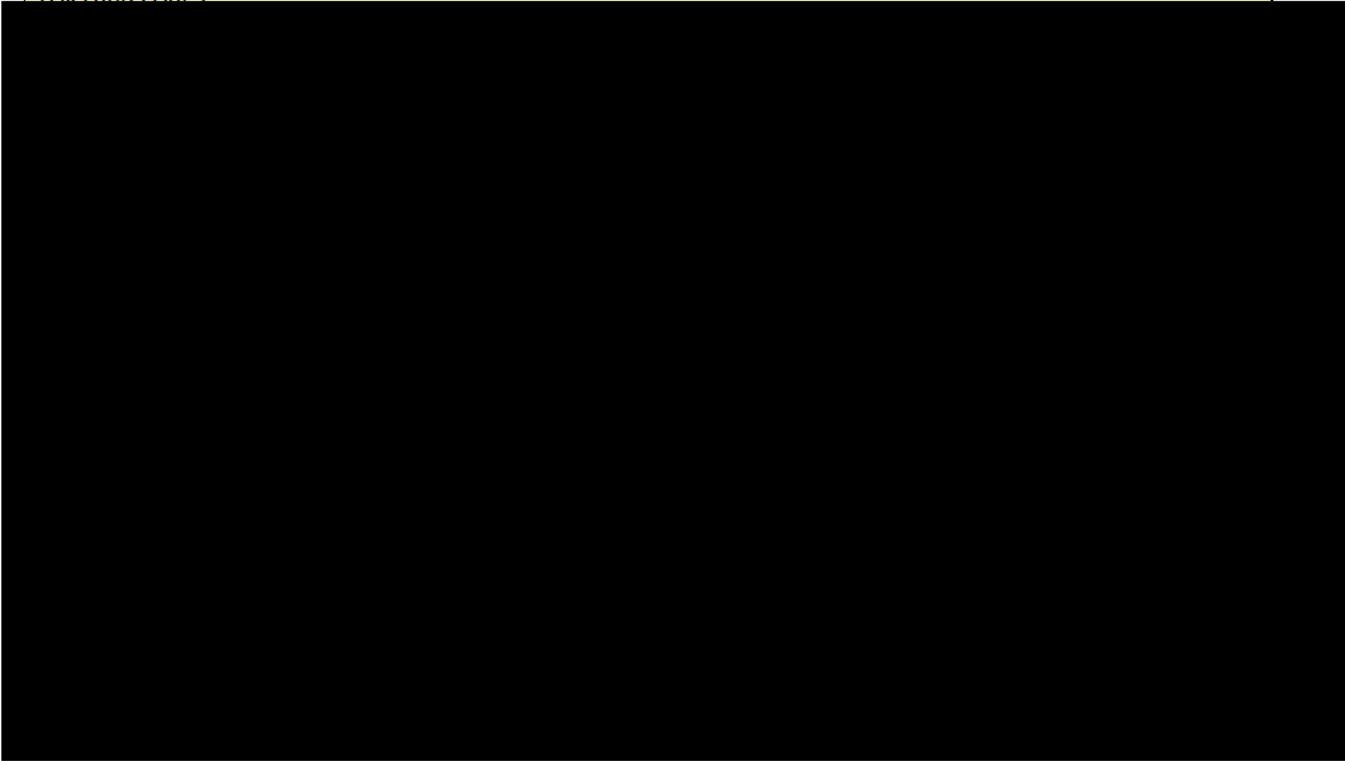
Deloitte's 30+ years of Experience with Microsoft Technologies-Based Solutions.

Deloitte has been implementing Microsoft technologies-based solutions for the last 30+ years for multiple states. These systems involve integrated eligibility, childcare, long-term care, child welfare, behavioral health, and motor vehicle agency clients. Over the past decade, we've implemented **HHS-based solutions using Azure, Power Platform, and Dynamics 365 technologies across 9 States**. These efforts include migrating on-premises solutions to Azure infrastructure, leveraging Azure and/or Power Platform services to implement specific HHS use cases or meet specific needs, and developing end-to-end HHS systems leveraging Dynamics 365 and Azure.



Our Transitioning-in Experience

We bring a proven track record of transitioning systems developed and maintained by other vendors. We have a hands-on approach to actively taking over systems M&O functions, even with limited support from the incumbent vendors. Our approach succeeds because our brand attracts new staff, our existing staff have strong business and technical experience, and our project management processes track progress as well as manage risks and issues.



2.3.15 Payment – Removed at the request of the agency.

2.3.16 Extending Pricing to Other Governmental Bodies – Removed at the request of the agency.