



## Indiana BMV

STARS M&O and Project Based Work

## RESPONSE TO REQUEST FOR CLARIFICATIONS

Request for Proposal (RFP): RFP-23-73094

March 17, 2023



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## Clarifications

### Respondent Clarifications

The State is requesting responses to the following written clarification questions. These clarification questions must be answered in writing and submitted by no later than the due date listed on page 1. Written responses and updated attachments (if necessary) should be submitted via email to Syed Mohammad at smohammad@idoa.IN.gov.

We appreciate the opportunity to clarify our proposal response. Below are our written answers to the State's clarification questions.

### 1. Proposed Subcontractor Roles

#### Respondent Clarifications

1. Provide further detail on the roles all proposed subcontractors will have in the fulfillment of the contract, including:
  - a. The breakdown of responsibilities between the Respondent and each subcontractor
  - b. The breakdown of number of resources from the Respondent and each subcontractor

As the prime vendor, Deloitte is fully accountable for delivery of the contract. We serve as the State's single point of contact for contract management and project management and our employees perform a variety of roles and responsibilities for both M&O and Project Based Work.

We also carefully selected subcontractor organizations who provide highly qualified staff to augment our team. Many of our proposed subcontractor resources provide detailed knowledge of existing STARS functionality, technology, and processes. We appreciate the State's emphasis on supporting MBE/WBE/IVOSB businesses and have a long tradition of making substantial commitments to such businesses. We have optimized our team to meet or exceed subcontractor MBE/WBE/IVOSB participation at or above our percentage of total bid commitments.

Deloitte takes pride in operating as "one team" with our clients and our subcontractors. Our team members, whether employed by Deloitte or a subcontractor, operate using a consistent set of expectations, standards, and processes. We generally staff our employees in management and more senior level roles to provide a high degree of expertise, accountability, coordination, and ongoing development across the team. When new project staffing needs occur, we thoughtfully coordinate across our large bench of Deloitte employees and subcontractors.

The following figure represents the breakdown of responsibilities between Deloitte and each subcontractor. It also includes the anticipated breakdown and number of resources from Deloitte and each subcontractor. Our proposed breakdown is consistent with how we have delivered many similar projects both for the State of Indiana as well as nationally and is structured to optimize the value we deliver to our clients. The breakdown is based on the staffing levels specified by the State in *Attachment D – Cost Proposal*, which is 16 FTEs for M&O and 40,000 hours per year of project-based work. We have provided an approximate breakdown as we anticipate fluctuations during the term of the contract, especially given how the BMV's needs may evolve for project-based work.

Vendor	Role	Approximate average number of Full Time Resource (FTE) equivalent
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Vendor	Role	Approximate average number of Full Time Resource (FTE) equivalent
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Figure BAFO-1. Subcontractor Roles and Counts.

Respondent Clarifications
c. Your past working relationship with each subcontractor

Deloitte has established working relationships with each of our proposed subcontractors and has worked with each on at least two different projects during our relationship. Our past working relationship is detailed in the following figure:

Subcontractor	Past Working Relationship
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Subcontractor	Past Working Relationship
[REDACTED]	

Figure BAFO-2. Past Relationships.

## 2. AAMVA

### Respondent Clarifications

1. AAMVA
  - a. Clarify whether your company and your subcontractors are members of AAMVA
  - b. Clarify the nature of your relationship/partnership (member category)
  - c. Have you participated in specific training modules, podcasts or AAMVA events? Please elaborate. Rate your company's experience (not your subcontractors' experience) with implementing, maintaining, or developing software with AAMVA technologies (PDPS, CDLIS, VLS, NMVTIS, USPVS, HAPV, S2S, SSOLV) on a scale of 1-5, with 1 being no experience and 5 being specific, extensive experience with each of the above AAMVA interfaces.

Deloitte has been a member of AAMVA for more than 20 years. [REDACTED]

Associate membership in AAMVA is comprised of associations, not-for-profit organizations, educational institutions, Indian Nations, government agencies, and businesses. As a business organization, Deloitte is a [REDACTED]

As part of our regular DMV Practice responsibilities and expectations, our team regularly participates in AAMVA events and information sharing opportunities open to associate members. Deloitte's DMV Practice resources regularly attend the AAMVA regional and international conferences as well as the Region 3 Information Sharing and AAMVA workshops. Further, we participate in open webinars, review the AAMVA Week-in-Review, and listen to the podcasts to keep current on D/BMV trends, upcoming legislation, and best practices.

AAMVA training sessions are often limited to jurisdiction members or their invited industry partners. When invited by our D/BMV clients and when AAMVA has opened training sessions to associate members, we have participated in AAMVA trainings at their request. More recently we have participated in NMVTIS and SPEXS/S2S training sessions. Most recently, we participated by providing one of the speakers in the AAMVA Call Center Pop-up Classroom session held in March 2023.

Deloitte has experience implementing nearly all of the AAMVA applications. The table below outlines Deloitte's experience implementing each of the AAMVA applications listed in the BAFO clarification request as well as the DLDV application for driver license data verification which was not listed. For experience rating, we've used the scale of 1-5 provided in the question, with 1 being no experience and 5 being specific, extensive experience with each of the above AAMVA interfaces.

AAMVA Application	Experience	Experience Rating
[REDACTED]		



AAMVA Application

Experience

Experience Rating

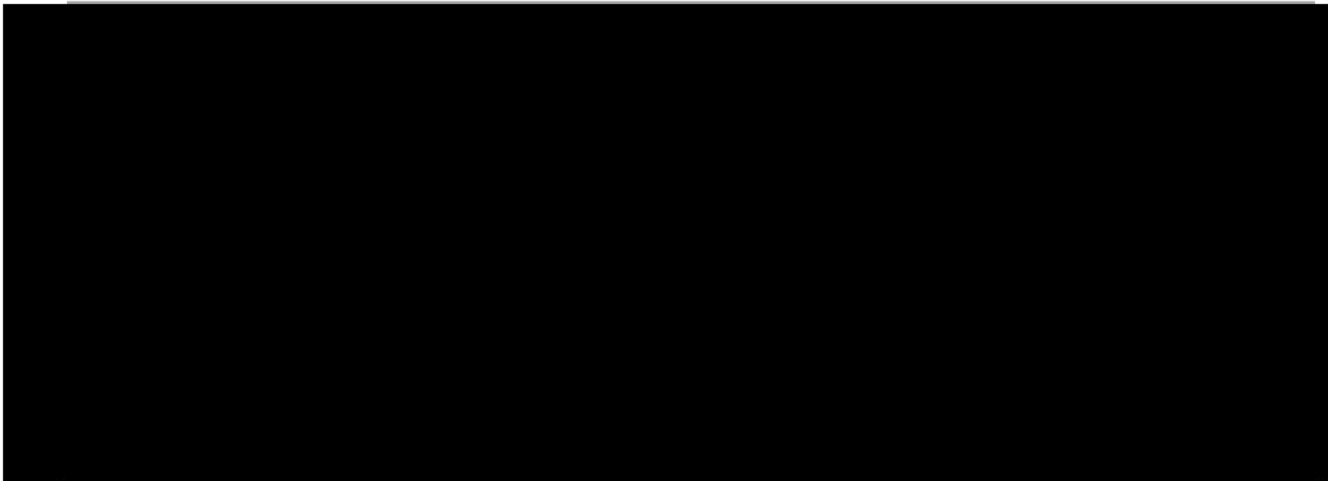


Figure BAFO-3. Deloitte's Experience Implementing AAMVA Applications.

### 3. D/BMV Work Experience

#### Respondent Clarifications

3. Expand upon past D/BMV work experience including which jurisdictions you have worked with. Clarify between vehicle-based work and credentialing-based work.

In the last 25 years, [REDACTED] ies. This leadership position and the innovations we help drive in the transportation market set us apart and set us up for success in managing the maintenance and operation of the Indiana BMV's systems and serving as your Project-Based Work partner compared to vendors that do not exceed minimum operation standards of experience. Without this extensive experience and visibility into transportation industry trends and leading practices, Indiana BMV could be at risk or disadvantage for identifying future innovations that may be applicable for BMV.

In addition to the D/BMV work experience Deloitte brings to project, our partner, [REDACTED]

The following table outlines the D/BMV work experience the Deloitte team collectively brings to the BMV project.

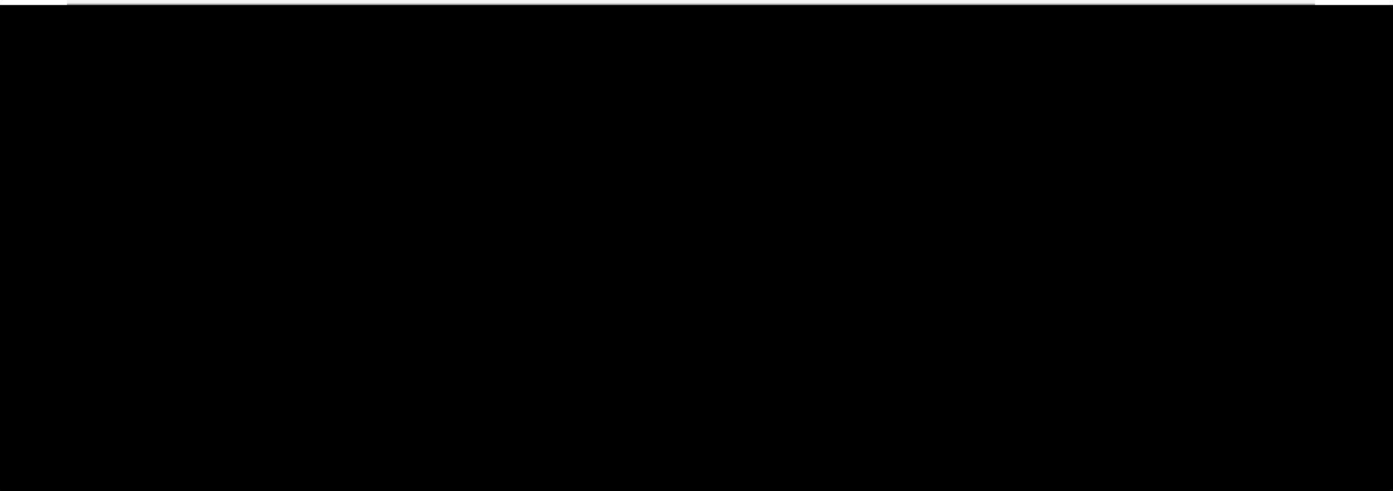
D/BMV Client

Experience

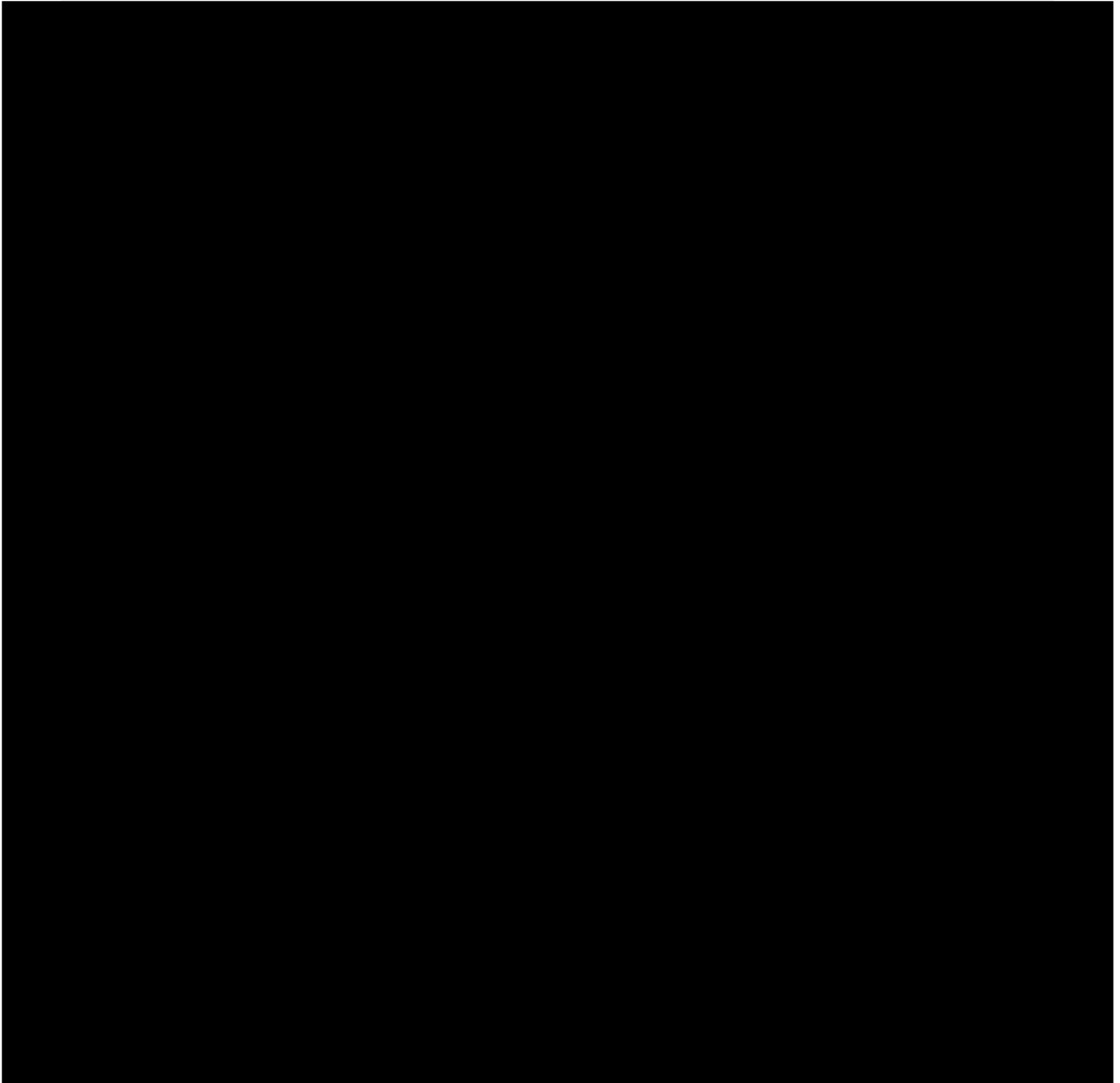
Vehicle

Credentialing

Other



D/BMV Client	Experience	Vehicle	Credentialling	Other
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**Figure BAFO-4. Deloitte's Experience Implementing AAMVA Applications.**

You benefit from working with a team that knows how motor vehicle agencies work because that experience and a solid understanding of your business means work is performed more reliably, with greater efficiency, and with higher quality. We currently have over 200 resources working on DMV client projects and collectively more than 700 years of D/BMV combined experience in our current DMV practice. [REDACTED]

[REDACTED]



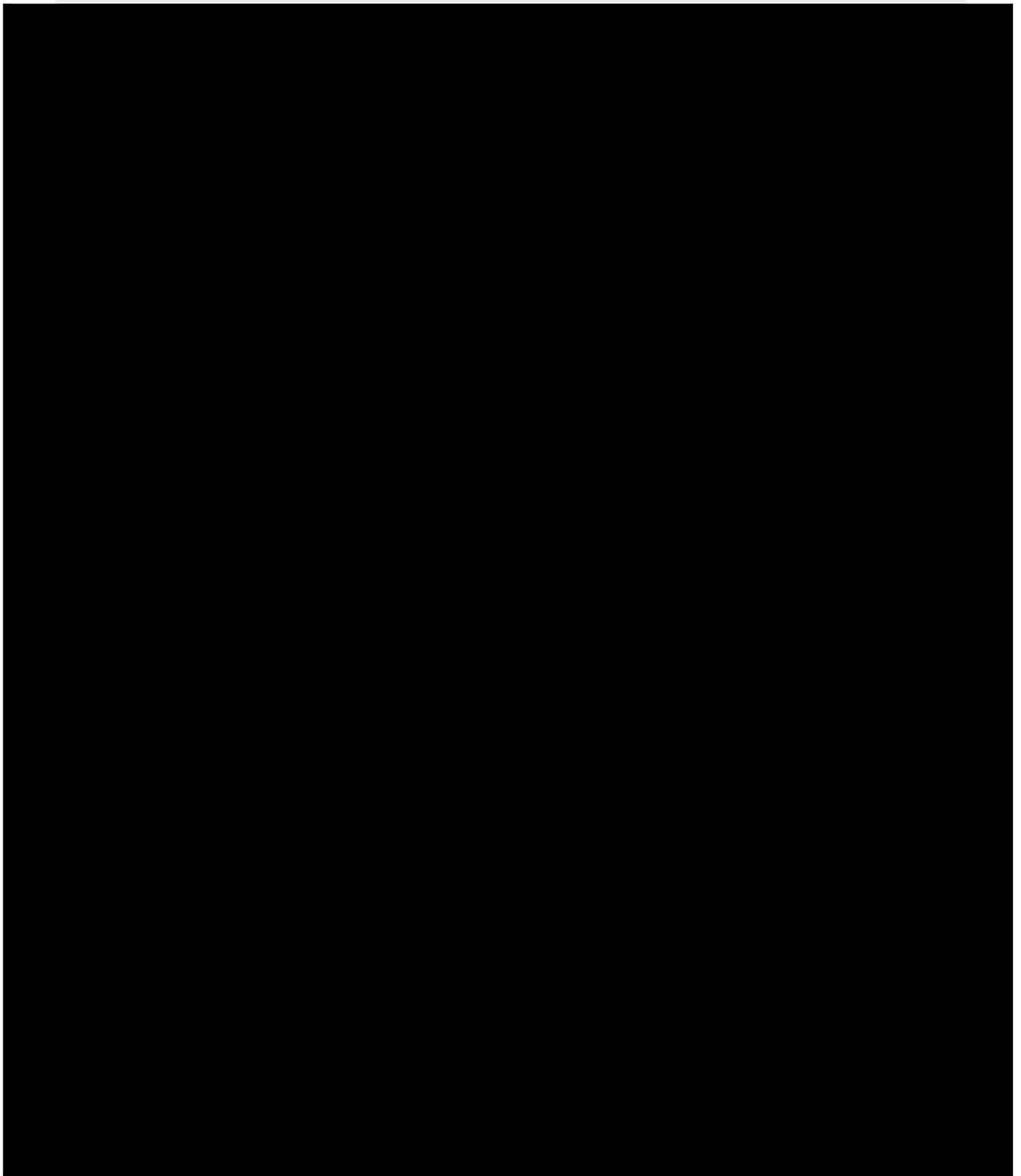
██████████ They bring 52 years of BMV-specific experience to the team to provide continuity and assure minimal disruption to BMV's key operations.

Further, Deloitte provides a dedicated team of senior leaders with extensive D/BMV experience. These senior resources are part of our GPS Transportation Practice Leadership Team and are accessible to support the BMV and our project team members. This team focuses solely on D/BMV clients and collectively has 195 years of D/BMV experience in state, federal, and AAMVA experience. No other vendor can offer this level of D/BMV knowledge and experience.

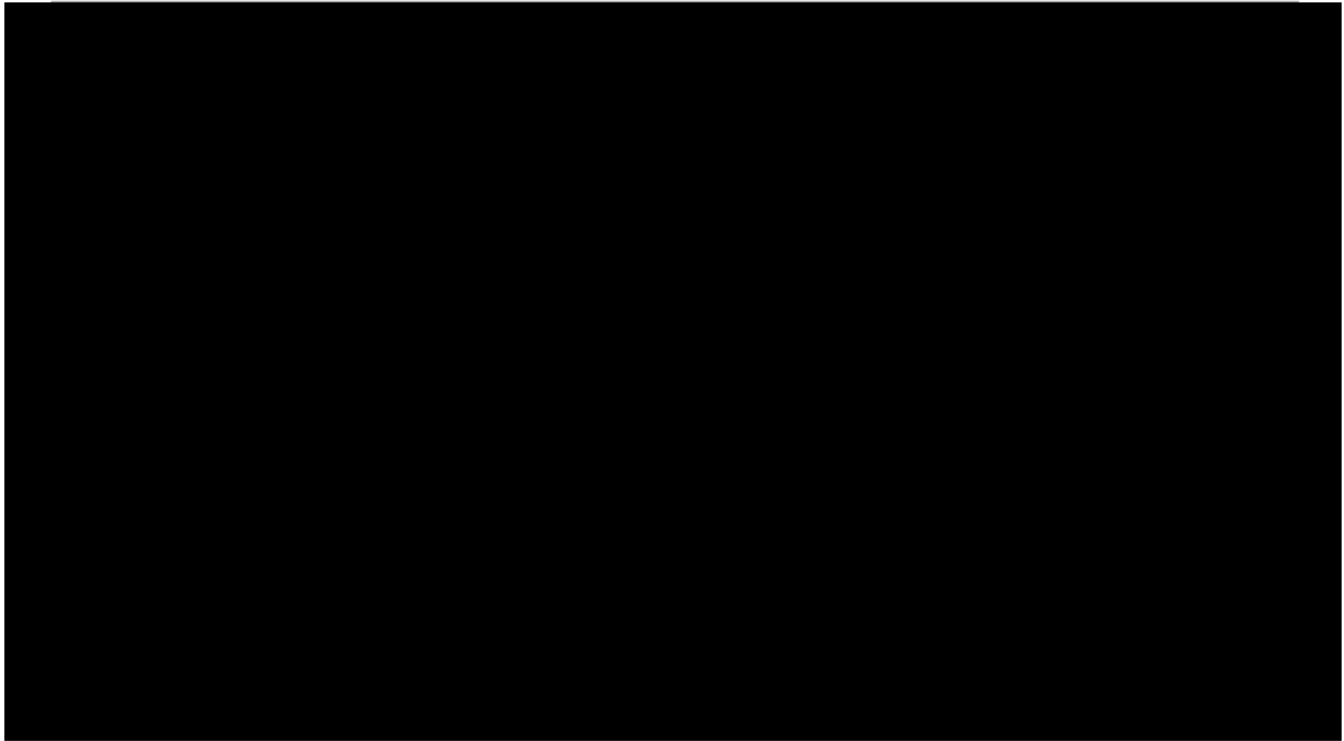
The following figure outlines just some of the expertise these senior DMV Practice resources bring to the table for BMV.

Deloitte Resource	Years of DMV Experience	Jurisdiction Experience	AAMVA Experience
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Deloitte Resource	Years of DMV Experience	Jurisdiction Experience	AAMVA Experience
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Deloitte Resource	Years of DMV Experience	Jurisdiction Experience	AAMVA Experience
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**Figure BAFO-5. Deloitte's DMV Practice Experience by Resource.**

## 4. Tools

### Respondent Clarifications

4. Provide the specific tools you are planning on using (other than ADO) at no-cost to the State to fulfill this contract's scope of work, including work done for M&O, SDLC, Project-Based Work, Transition, and Turnover.

Each member of the Deloitte team is provided a laptop with tools to perform project activities, these tools include Microsoft Office tools like MS Word, MS Excel, Adobe Acrobat Pro and MS Outlook collaboration tools like Microsoft Teams and Zoom. On an as needed basis, the team member is also provided additional tools like MS Project and MS Visio. Please find below the list of additional tools that we plan to use as needed on the STARS M&O project without any licensing costs to Indiana BMV.

Tool	Tools Usage
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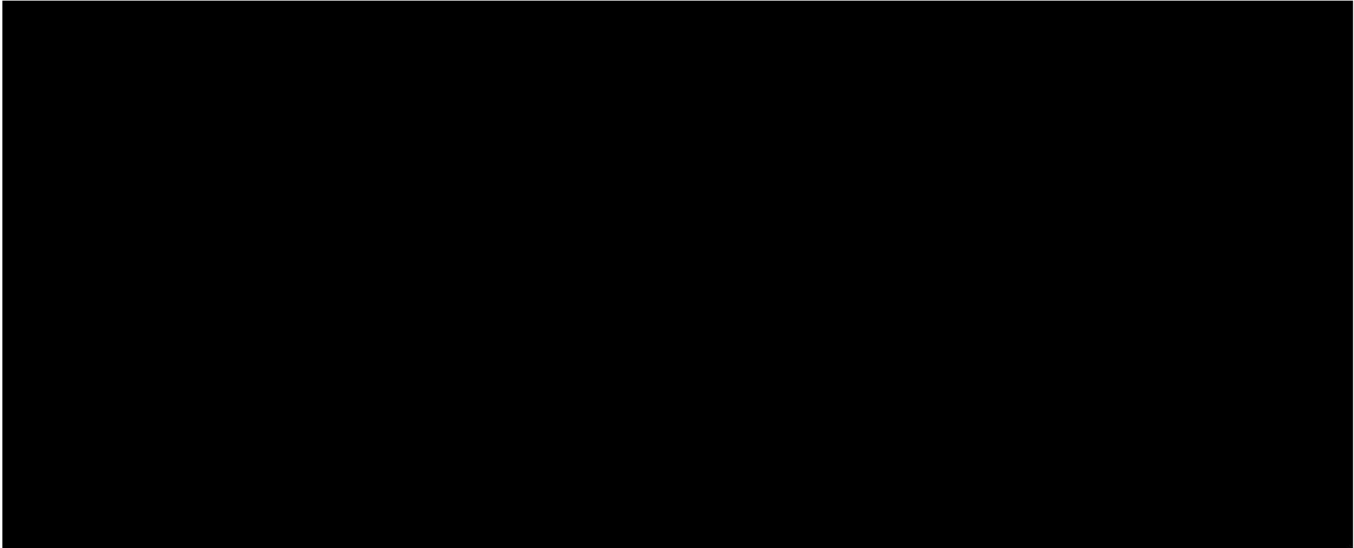


Figure BAFO-6. Tools for the BMV M&O and Project-Based Work Project.

## 5. Transition Activities Documentation

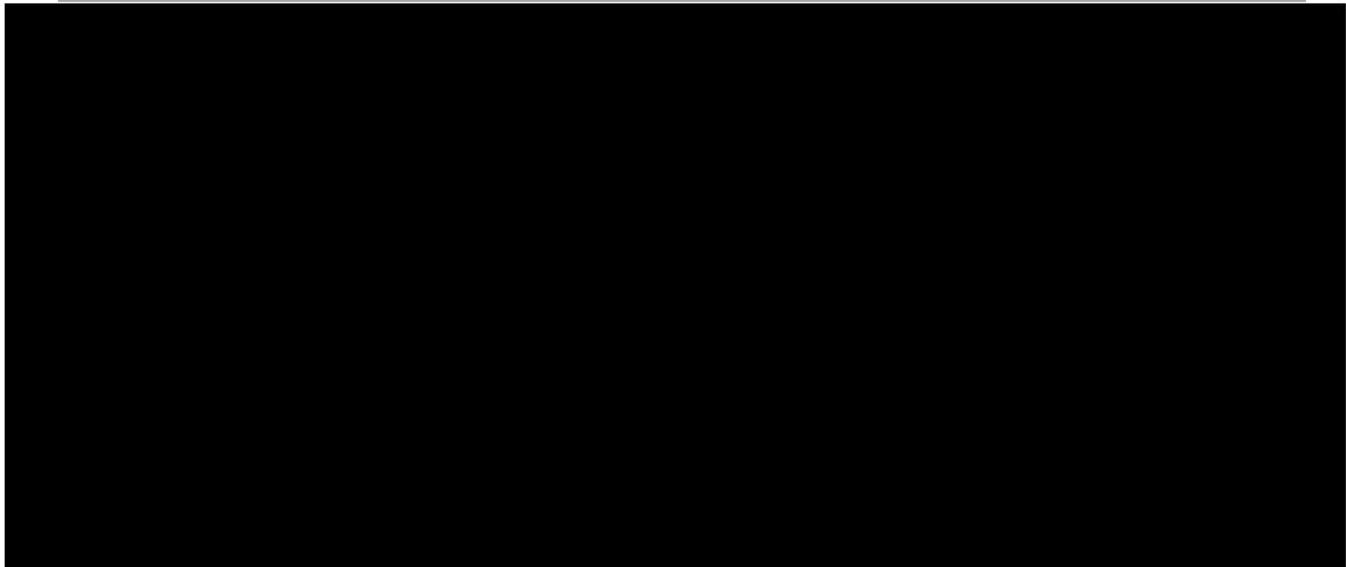
### Respondent Clarifications

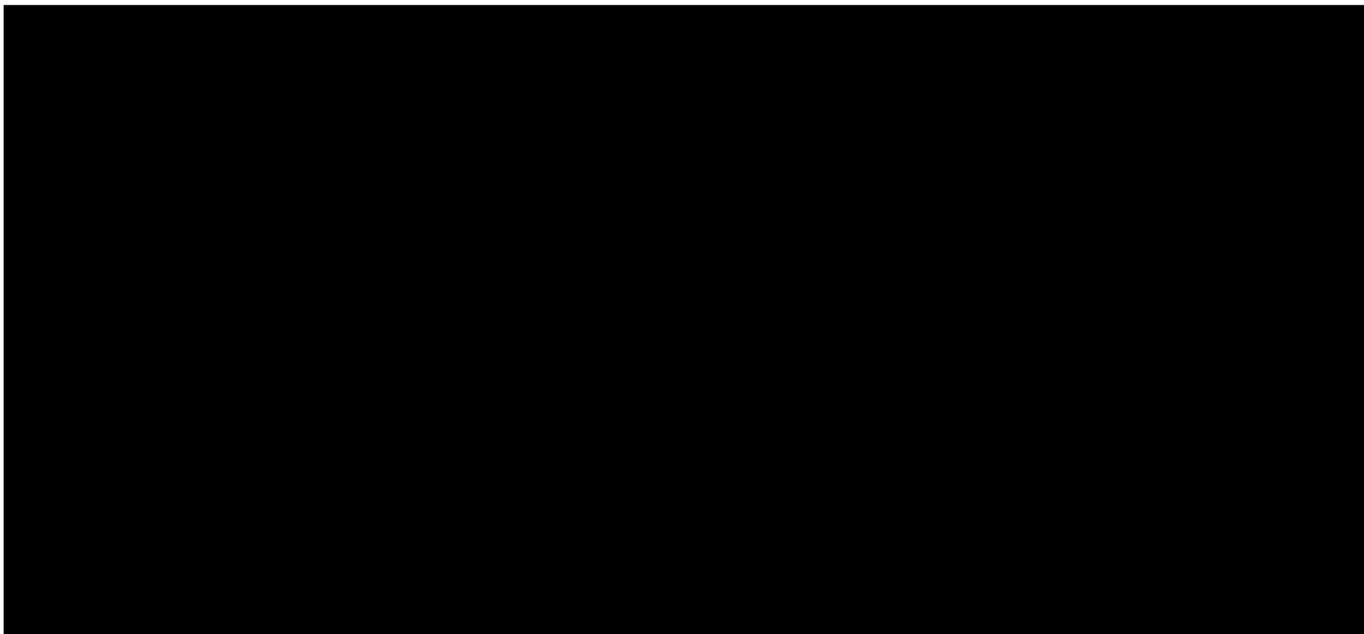
5. Provide a detailed list of all proposed documentation for transition activities. Please include examples as much as possible.

During the planning phase of transition, documentation specific to transition will be finalized and submitted for review and approval. This set of documentation outlines the overall guide of transition over the 3 months. Through this documentation, IN BMV, Deloitte and the incumbent vendor(s) have a clear understanding of the planned activities, schedule, responsibilities and criteria to complete transition to complete the cut-over.

As part of this response, we are detailing below the documentation identified in *section 10- Transition and Turnover of 2.4\_Technical Proposal\_Attachment F.pdf*. Figure BAFO-5 below provides additional details of each document type we plan to propose for transition activities.

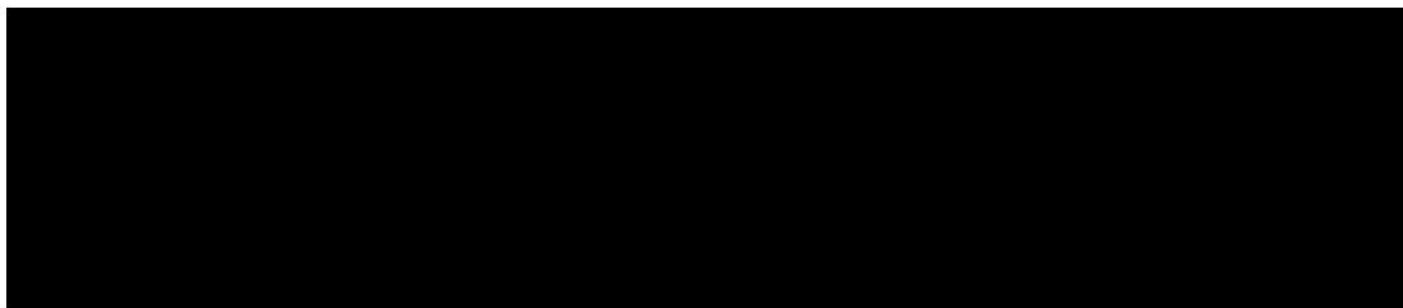
Document Name	Description	Example Available
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**Figure BAFO-7. Transition Documentation.**

Additional documentation noted in *section 10- Transition and Turnover of 2.4\_Technical Proposal\_Attachment F.pdf*. is the Weekly Status Report. This provides an overview of activities and their statuses and tracks transition progress against specific milestones, promptly notifying stakeholders about transition progress, roadblocks, and risks with transition. The weekly status reporting also aligns the reporting of progress with the deliverable plans mentioned above. In line with our response, here is the list of additional documentation produced as part of four phases of initial transition.



We have also attached the example templates as Appendix 1 – Transition Document Examples at the bottom of this document.

## 6. Visa Support

### Respondent Clarifications

6. Clarify if you will work with the H-1B holder's current company to retain the H-1B visa holders.

Yes, we will work with the applicable vendor(s) to maintain continuity of services currently being provided by those personnel who may hold H-1B visa status to the extent those individuals are otherwise eligible under the applicable U.S. immigration laws and regulations. We also understand that [REDACTED] is the vendor providing the most significant number of incumbent resources. We have a teaming agreement in place with

██████████ to be a subcontractor on our team which should streamline and facilitate the retention of many of the identified personnel.

## 7. Phase-In/Phase/Out Fees

### Respondent Clarifications

7. Detail any fees associated with phase-in/phase-out (as noted in your edits to contract clause 13, Continuity of Services – “reasonable phase-in, phase-out costs and fees”). Further, please specify the difference between fees and costs.

The only fees we bill the State for phase-in/phase-out services are calculated as the actual hours spent per position multiplied by the contractually established hourly rates per position. We use the term fees to represent the hourly charges we bill the State. We typically use the term costs to refer to any additional charges we would bill a client, such as travel or other related expenses. For this contract, such costs are already included as part of our hourly rates/fees and would not be billed separately to BMV.

## 8. Data Transition Plan

### Respondent Clarifications

8. Provide additional details on the data portion of your transition plan.

Our approach during transition for data management and reporting focuses on a structured set of knowledge transfer sessions followed by shadowing, reverse shadowing, and demonstration. Our transition team is staffed with three individuals with extensive motor vehicle and transportation agency data experience. [REDACTED], our proposed Intermediate Data Manager as well as [REDACTED] and [REDACTED] our proposed DBAs bring over 66 combined years in IT and over 15 combined years focused on motor vehicle data and reporting.

Our team members attend all sessions that align with data and reporting management to review and understand these areas with the incumbent vendor and state staff. Our request for access to databases and any other data and reporting tools starts on day one, to help our team begin to familiarize themselves with data structures and prepare for upcoming knowledge sessions. These knowledge sessions help guide all attendees as they thoroughly review the current data management and reporting processes.

The remaining response to this question below elaborates details of individual focus areas for data transition, their respective goals, and examples of related topics addressed during execution of the data transition plan.

Focus Area	Focus Area Goal	Topics Addressed
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Focus Area	Focus Area Goal	Topics Addressed
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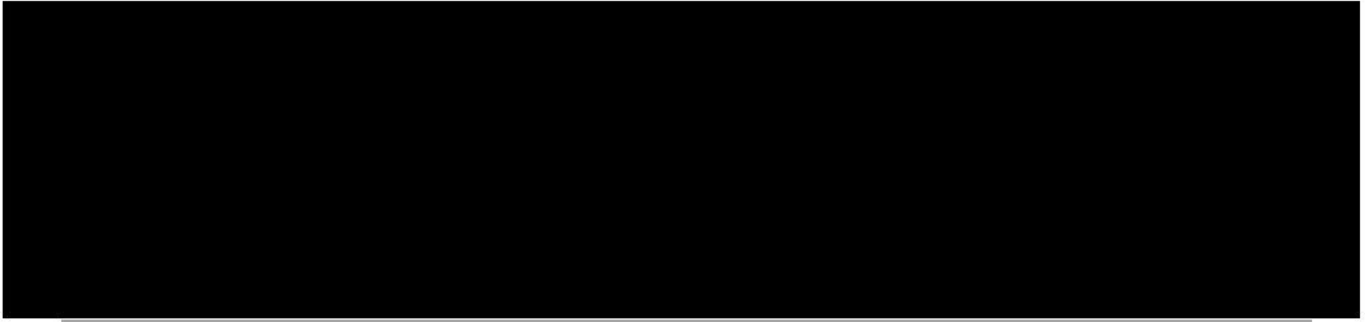


Figure BAFO-8. Data Transition Activities.

## 9. Contract Manager

### Respondent Clarifications

9. Please confirm that the Contract Manager has two roles on the project.

We confirm that the proposed Contract Manager, [REDACTED], will perform two roles on the project. In addition to serving as Contract Manager, [REDACTED] will also serve as a Senior Project Manager for Project-Based Work, as applicable. As required by the RFP, the hours spent performing Contract Manager responsibilities will not be billed to the State.

## Appendix 1 – Transition Document Examples

