

11.9 ATTACHMENT 9 – FIRM REFERENCE FORM

Instructions:

Provide two (2) Firm References from two different Projects cited in the **Attachment 8 - Firm Mandatory Qualifications Table**. Each Firm Reference must clearly identify the Customer/Client Reference individual and that individual's Agency, Department, Organization or Company where the Contractor performed the experience.

The Firm references must be submitted within the Business Proposal as defined within RFP Section 6 - Proposal Structure and Submission, including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the Contractor's performance.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Firm proposed for this effort, whether or not they are identified as references, to verify that the Firm has successfully performed their contractual obligations on other similar projects.

Table 1 – Firm Reference Form

FIRM REFERENCE FORM	
Contractor Name: Deloitte Consulting LLP	
TABLE 1 – Reference's Information	
This information should match the information provided in Attachment 8 – Firm Mandatory Qualifications.	
Customer/Client Reference Name:	Robin Grinnell
Customer/Client Reference Title	Product Manager, MI Bridges
Agency, Department, Organization or Company where Staff member performed:	Michigan Department of Health and Human Services
Project Title on which Staff member performed	MI Bridges: Michigan Integrated Service Delivery (ISD) Portal
Reference Phone Number:	[REDACTED]
Reference E-mail Address:	[REDACTED]

Instruction for References: The Contractor Staff above has listed you as a reference and is requesting for you to complete this Firm Reference Form. Please provide your comments and the appropriate rating based on your experience with the proposed Staff.

Step 1: Complete Columns 1-2 in Table 2 by marking "yes" or "no" and providing an explanation if needed.

Step 2: Complete Table 3 and provide your performance ratings.

Step 3: At the bottom of the page, print your name, your company's name, then sign and date.

Step 4: Return the completed, signed Staff Reference Form to Contractor.

TABLE 2 – The Reference Must Complete This Table.	
COLUMN 1	COLUMN 2
Did the Contractor provide you with a copy of the completed Attachment 8 – Firm Mandatory Qualifications ?	Did this Firm perform the services described in Attachment 8 – Firm Mandatory Qualifications , including the functions as described and the time period provided on the project(s) that lists you as a contact?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If “No” checked, explain here.)

TABLE 3 – The Reference Must Complete This Table.
The Reference shall complete performance and abilities statements for the proposed Firm and overall performance rating.
Performance and Ability Statements

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The Reference shall complete performance and abilities statements for the proposed Firm and overall performance rating.

1. Describe the services provided:

Deloitte worked as the vendor for the Michigan Department of Health and Human Services and the Michigan Department of Technology, Management, and Budget (DTMB) to transform the self-service model from program-focused to citizen centric through an enhanced user experience in a customized solution known as MI Bridges. MI Bridges is a portal that functions as a single-entry point for Michigan residents to apply for six state programs including Healthcare Coverage, Food Assistance Program, Cash Assistance, Child Development and Care, Women, Infant, and Children (WIC) and State Emergency Relief and discover local resources. The MI Bridges self-service portal is available on desktop, tablet, and mobile devices that was built with a cloud-first, mobile-first strategic vision.

These services include:

- Delivering a 100% cloud-based solution for scalability and flexibility as the department's needs shift. The solution is built on the leading enterprise scale Salesforce lightning cloud platform and hosted on secure FedRAMP certified Salesforce Government Cloud.
- Enhancing the user experience – MI Bridges was developed with a focus on iterative design and user testing to capture user feedback and meet the needs of users.
- Adopting Agile methodology – A foundational component of the MI Bridges design approach was the adoption of Agile methodology for continuous feedback and frequent engagement with various stakeholder groups. This process allows for rapid improvements based on real-time feedback.
- Creating a holistic, highly automated portal that streamlines self-service and outlines a 360-degree view of a client's circumstance to best support them.
- Utilizing a holistic workflow approach and comprehensive referral process to connect customers to the help they need, rather than siloed and limited workflows.
- Providing Spanish and Arabic translation to better serve Michigan's residents.
- Complying with Michigan ADA standards, receiving 5-star ADA rating.
- Creating comprehensive notification features using text and email to encourage clients to access the portal to see important information pertaining to them.

Deloitte currently provides maintenance, operation, and enhancement services for MI Bridges.

TABLE 3 – The Reference Must Complete This Table.

The Reference shall complete performance and abilities statements for the proposed Firm and overall performance rating.

1. Did the Contractor produce deliverables that met both the project specifications and the agency's expectations? Please describe briefly.

Yes, the Contractor produced deliverables that met both project specifications and agency expectations.

Deloitte produced high quality, high value solutions on time and within budget by leveraging the Agile methodology and helping to define the Agile ceremonies. They led the project team in creating Epics, Product Backlog, User Stories, Prioritization, Scrum Master duties for Sprints, Product Demos, and Retrospectives. These were all documented in the State's ALM Tool.

2. If there were changes in the project, did the Contractor adapt to those changes and work through issues during all stages of the Project?

Yes, if there were changes in the project, Deloitte has been able to adapt to those changes and work through issues during all stages of the project. Deloitte collaborated with Michigan's team when issues arose, helping solve the issues and leveraging their subject matter experts.

3. Was communication between the Contractor and your organization's Staff open, timely, complete and effective? Please briefly summarize.

Yes, the communication between Deloitte and Michigan's staff is open, timely, complete, and effective. The Michigan projects leverage a tiered Governance structure that the Deloitte team has. Updates and briefings were clearly communicated, written documentation was complete and excellent quality, and there has been great communication and collaboration between the Deloitte team members and Michigan's technology team members and business.

4. Were any Subcontractors used by this Contractor? If so, for what purpose/major tasks? How well did the Contractor manage its Subcontractors and did your organization ever have to mediate?

No Subcontractors were used by Deloitte on the MI Bridges project.

5. Was the Project a success?

Yes, the MI Bridges project has been a success and met or exceeded business expectations. Deloitte delivered many improved business outcomes, as shown below.

- Over 3.8 Million Registered client users
- Over 7900 Community Organization Users and over 1300 Community Organizations
- More than 300K proactive referrals triggered to support clients
- Over 9.5M Applications submitted since go live
- Average of 75% usage on mobile devices, supporting mobile-first approach and responsive web design.
- Reduction of application completion time by 50% from 20 min to 10 min
- Over 30K resources available to MI Bridges users via integration with Michigan 2-1-1

The MI Bridges project has also received both State and National award and recognition, as shown below.

- 2018 ISM Award of Excellence in Human Services Technology: Best Use of Technology for Customers
- NASCIO 2018 State IT Recognition Award: Information Communications Technology Innovations
- StateScoop 50 Awards: State IT Innovation of the Year
- Digital Edge Award for Cloud/Multi-Cloud-based Technologies and/or Services
- MI Digital Government: Excellence in Technology for Best Citizen-Centric Experience



6. Would you rehire/recommend this Contractor? If not, why not?

TABLE 3 – The Reference Must Complete This Table.

The Reference shall complete performance and abilities statements for the proposed Firm and overall performance rating.

Yes, I would recommend this Contractor. Deloitte has delivered a high quality product, is communicative, and shares our commitment to excellence in both design and delivery. Their work has been critical to our success in serving MI residents.

7. Optional Comments:

On a scale of 1-10, with 1 being the lowest and 10 being the highest, how would you rate this Contractor's overall performance?

10

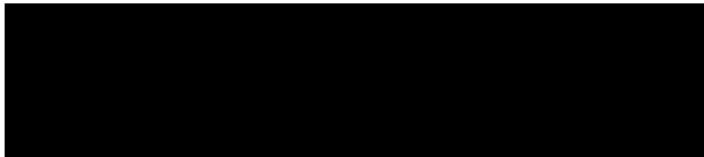
By signing this form, the Reference is certifying that all information provided on this form is correct.

Robin Lynn Grinnell

**MI Department of Health and Human
Services, MI Bridges**

Name of Reference (print)

Name of Company Reference (print)



7/22/2024

Signature of Reference

Date