



Allegheny County Department of Human Services

RFP Response Form

Independent Assessment of Financial Operations

PROPOSER INFORMATION

Proposer Name: Grant Thornton LLP

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

Date Incorporated: 1924

Partners and/or Subcontractors included in this Proposal: **Enzo Santilli**, Office Managing Partner, Pittsburgh, PA. **Demek Adams**, Principal, Financial Management, Public Sector Advisory.

How did you hear about this RFP? *Please be specific.* Grant Thornton was contacted by Allegheny County Department of Human Services (DHS) to propose on the RFP.

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Brad Preber (Interim CEO)	+1 602.474.3440	brad.preber@us.gt.com
Contract Processing Contact	Virginia Dawson	+1 512.692.1235	virginia.dawson@us.gt.com
Chief Information Officer	Brian Reynolds	+1 630.873.2719	brian.reynolds@us.gt.com
Chief Financial Officer	Sam Shaw	+1 303.813.3472	sam.shaw@us.gt.com
MPER Contact*	Virginia Dawson	+1 512.692.1235	virginia.dawson@us.gt.com

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

RFP Title

BOARD INFORMATION

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

Grant Thornton LLP is an IL limited liability partnership owned by over 500 partners and principals. No one individual holds more than 1% ownership of the firm.

MEMBERS

- Brad Preber, CEO
- Jim Wittmer, National Growth Leader, Tax
- Dave Wedding, Regional Managing Partner — Southeast Region
- Robert Taylor, National Audit Practice Leader
- Janet Malzone, Regional Audit Leader — Midwest Region
- Enzo Santilli, Office Managing Partner — Pittsburgh
- Lori Davis, Office Managing Partner — Denver
- Muhammad Bhayat, Regional Audit Leader — Northeast Region
- Seth Siegel, National Growth Leader, Audit — Private Client Services

Board Chairperson Name & Title: Jim Wittmer, Partner, National Growth Leader - Tax

Board Chairperson Address: 2001 Market St., Philadelphia, PA, Suite 700, Philadelphia, PA 19103

Board Chairperson Telephone: +1 215.656.6035

Board Chairperson Email: jim.wittmer@us.gt.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.

ASK OUR CLIENTS

There is no better way for DHS to be confident in our abilities to provide the right technical skills and best in class client service than to ask our clients. Below we have provided companies for which we have provided similar services. As a courtesy to our current clients, should Grant Thornton make it to the next round in DHS's selection process we will be happy to coordinate calls with our references at that time upon request.

Client Name	Client Contact/Title	Phone Number/Email	Services Provided
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PROPOSAL INFORMATION

Date Submitted 9/6/2019

Amount Requested: **\$349,807.16**

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

REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 100 points. Your response to this section should not exceed 10 pages.

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Organizational Experience (40 points)

1. Describe your experience doing assessments for organizations that wish to understand and improve their financial capabilities, and your experience in providing implementation support to organizations in making recommended improvements. Provide the following details for at least one project you have previously worked on:

- **How you organized your team to work on the engagement**
- **The key questions you determined you needed to answer and how you arrived at those questions**
- **The results of your assessment**
- **How you supported the organization in using the assessment to make improvements**

OUR FINANCIAL MANAGEMENT ADVISORY PRACTICE

Founded in 1924, Grant Thornton's vast capabilities and employees advise organizations in 135 countries, serving the public sector and state and local governments, including Virginia Department of Transportation, Florida Division of Emergency Management and other government agencies. While Grant Thornton's roots are in public accounting, the firm provides full Financial Management advisory services, solutions, and management consulting across key industries including public sector, high tech, distribution, retail, and transportation. Our Financial Management Advisory team brings a portfolio of critical financial management services to government agencies. We are

focused on enabling the Office of the Chief Financial Officer (OCFO) optimize the finance function, drive business outcomes and deliver strategic values and insights to agency management through high-value financial management services. Our Financial Management Advisory practice consists of the following:

Financial Transformation: Provides implementation support of financial systems and management processes, assists agencies with complying with FM mandates and evaluates or designs new/revised control processes.

Financial Operation: Assists agencies in all facets of financial and management reporting including OMB A-136, DATA Act and GTAS. Analyzes financial data integrity, enhances automation of key reconciliation and financial analyses, and recommends corrective actions or process improvements. Provides policy assessment and GAP analysis; develops/updates policy documents leveraging Grant Thornton's Best of Breed Library.

Cost and Performance Management: Assesses performance and identifies opportunities to better manage cost and improve fiscal environments. It also helps with cost awareness to better understand the cost structure and changing fiscal environments.

Shared Services: Develops concepts of operations applying a shared service business model, assists agencies in determining what functions to outsource, including selections of a provider for such service(s) and assists agencies in determining what functions to consolidate internally, including workforce analytics and organizational design support.

Grant Thornton's specialists can help you assess your financial management environment, understand your organization's current resource allocations, and target financial resources to help you effectively implement your plans including the following:

Financial planning and analysis: We can help model and project the full financial implications of current and proposed strategies.

Budget process improvement: We can evaluate, reshape, and simplify the resource allocation process to involve key constituencies and align budgeting with strategy.

Financial reporting improvement: We can help develop tools and analysis for informed planning, decision-making, and control.

Financial assessment: We can help evaluate your overall financial condition, analyze investment strategy and performance, and assess the quality of financial management.

Grant Thornton Advisory Capabilities at glance

Advisory Practitioners: 2,960+

Advisory Clients: 2660+

Business Consulting Professionals: 670+

Business Consulting Client: 435+ including Financial Management

Financial Management Professionals: ~100

Financial Management Clients: 100+

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OUR EXPERIENCE EXPLAINED THROUGH A CASE STUDY

U.S Food and Drug Administration (FDA)

Grant Thornton conducted an assessment of three FDA User Fee Programs end-to-end operations, systems, and processes to ensure the FDA is utilizing the most efficient processes in managing funds across the organization. Our analysis was conducted to identify current state gaps and develop recommendations based on best practices to help strengthen its financial management functions across the Agency and Centers. We leveraged our *User Fee Financial Management Maturity Model* to assess the levels of maturity for both the Agency and Centers in resource planning, request and allocation and User fee administration processes. Our assessment focused on the Agency maturity level from a compliance; technical processes and procedures; and technology, data and automation standpoint. We assembled a fully integrated project team consisting of financial management, financial systems and audit experts to support with this effort. The construct of this project team enabled Grant Thornton the capability to provide the best and practical recommendations to improve the Agency processes. During the period of performance (PoP) of the project Grant Thornton held bi-weekly status meetings and a preliminary assessment debrief to keep FDA stakeholders engaged on the project progress. In our final assessment report, we provided the FDA with recommendations that were tiered as short-term, and long-term based on their feasibility for implementation. Grant Thornton is currently in process of assisting the agency with implementation of our findings.

Department of Labor (DOL)

Grant Thornton conducted an assessment of DOL Non-Finance Centers - Occupational Safety & Health Administration (OSHA), Mine Safety & Health Administration (MSHA), Bureau of Labor Statistics (BLS), and Employment & Training Administration (ETA) – to improve the processing and reporting of its operations to meet the needs of DOL stakeholders. To achieve the desired level of process improvements and reporting Grant Thornton deployed its *Operations Maturity Model* to assess the Office of the Chief Financial Officer (OCFO) operational efficiency to execute mission tasks. The maturity model was designed to analyze and measure an Agency ability perform OCFO functional tasks in four key areas: *compliance, process, automation and staffing & training*. We assembled a project team comprised of financial management experts that were familiar with DOL unique business operations and industry reporting requirements. Our project team also included a former CFO of DOL that served the agency for five years. In our assessment, we found inconsistency in key business processes, lack of recurring training of its staff, and manual processes. During the PoP of the project Grant Thornton held bi-weekly status meetings and a preliminary assessment debrief to keep DOL stakeholders engaged on the project progress. Grant Thornton is currently in process of assisting the agency with implementation of our findings. Grant Thornton provides the capability to provide the best and practical recommendations to improve the Agency processes. During the period of performance (PoP) of the project Grant Thornton held bi-weekly status meetings and a preliminary assessment debrief to keep FDA stakeholders engaged on the project progress. In our final assessment report we provided the FDA with recommendations that were tiered as short-term, and long-term based on their feasibility for implementation. Grant Thornton is currently in process of assisting the agency with implementation of our findings.

Highmark Health

Grant Thornton has been involved in numerous work streams as part of an overall finance transformation initiative. Specifically, Grant Thornton has revamped the treasury operations and integrated cash receipts and payables into a budget and cash forecasting model. The model is being used to drive proper decision-making with vendors across the enterprise, including its insurance, health provider, physician, and social services arms. Where tools were lacking or obsolete, Grant Thornton has driven the requirements evaluation, software selection, and implementation project management to modernize processes, systems, and reporting platforms that were more than 20 years old.

2. Explain what makes your firm uniquely qualified to conduct this assessment for DHS.

Our Public Sector Experience: Grant Thornton's public sector clients have been a strategic focus of our firm for many years, in fact, we have made investments to train and retain highly qualified staff who possess the technical capabilities, caliber and experience needed to effectively and efficiently conduct this assessment. **Lynda Brooks**, proposed Manager for this engagement has an extensive background in financial management across several industries with more than 5 years in public sector practice. Her tenure includes serving as the resident financial leader for the San Francisco Public Utilities Commission where she optimized financial operations and reporting processes and managed budget execution for the \$360 million public utility. This task included the development of an organizational plan outlining the optimal use of resources for the creation of an internal financial reporting group and developing streamlined processes for leveraging financial reporting tools for extensive internal and external reporting. Additional

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responsibilities included management of the annual financial statement audit, compliance reporting and financial statement development for presentation in the City and County of San Francisco Comprehensive Annual Financial Report. **Genesis Roberto**, another proposed Manager for this effort, has more than 5 years of state and local government experience performing single audits for the State of Hawaii Department of Human Services and Department of Education and City and County of Maui. In this role, she planned and supervised (1) test of controls over various financial reporting, including accounting systems and (2) led efforts in identifying and gaining an understanding of key internal controls performing walkthroughs, attribute testing of internal controls over financial reporting and compliance, and (3) performed risk assessment over financial reporting for purposes of determining timing and extend of audit procedures. This background of experience translates to a deep knowledge of the working of state and local environments, the inter-web of various departments and resources, and the flow of financial information from initial point thru reporting. Further, our proposed project team are Certified financial professionals (CPAs, CGFMs, CFEs, etc.), with extensive background in the public sector financial management landscape, challenges and processes.

No other firm you are considering is more experienced, committed or better suited to meet DHS's needs than Grant Thornton. We help executives and managers at all levels of government maximize performance and efficiency in the face of ever tightening budgets and increased demand for services. Our public sector team members find solutions that help government leaders with issues including acquisitions, financial management, human capital, information technology and performance management. In fact, many of our professionals are former government officials who faced similar challenges and pressures – shrinking budgets, greater scrutiny from Congress, demand for program performance, ever increasing compliance requirements, inability to recruit and retain needed talent, expanding reporting burdens, the need to collaborate across the federal government and state and local partners, complex program management requirements, and other challenges. We are up to date with the latest news and activities of our clients.

Our culture that creates a difference: Every firm you're considering is qualified. But how well will they deliver and work with your people? Allegheny County is known for its friendly people, rich history, and strong tradition of innovation; and we believe we culturally fit into your organization. Grant Thornton is in the midst of a new culture transformation journey designed to shape a healthy, high-performance culture that will build an environment that inspires all of our people to grow our whole selves and contribute our unique talents. With this, we have gone past the barrier of Status quo and are focused towards providing compelling service experience through a people-first culture. Grant Thornton is excited to be a part of your journey and we stand ready to offer fresh ideas to help you take advantage of your current strengths as well as suggest strategies to help you succeed.

We have a full-service team drawn from top talent nationwide: Our financial management practice has grown exponentially in the last few years from both organic expansion and acquisitions. We have a team of top talent drawn from big firms, specialty boutiques, and homegrown. Our skills across the spectrum of financial and administrative processes are comprehensive and deep.

3. Identify the personnel you will assign to the DHS project. Include their names, qualifications and estimated share of time devoted to the DHS project. If you wish, you may include résumés or CVs, which will not be counted toward the page limit.

Below are the professionals along with their estimated time devoted to the DHS project. For the resumes of these professionals, please refer to the Appendix:

Name/ Title	Role on Engagement	Estimated share of time
Enzo Santilli, CPA, MBA Pittsburgh Office Managing Partner	Engagement Leader	10%
Demek Adams, CGFM Principal, Financial Management, Public Sector Advisory	Engagement Leader/Subject Matter Expert	10%
Dashaun Dorsey, CGFM Senior Manager, Financial Management, Public Sector Advisory	Engagement Senior Manager	50%
Lynda Brooks, CPA, CFE, MBA Manager, Financial Management, Public Sector Advisory	Engagement Manager	50%
Genesis Roberto, CPA, CGFM Manager, Financial Management, Public Sector Advisory	Engagement Manager	50%

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4. Describe how you propose to keep communication with DHS clear and strong throughout the engagement.

COMMUNICATION AND PROJECT MANAGEMENT

Grant Thornton offers a proven Quality & Project Management approach that has been honed over decades of working with federal clients and tailored to meet the DHS needs throughout our years of supporting the Agency. The foundation of our approach starts with our people, our application of industry standards and best practices, our understanding of DHS requirements and challenges, our expertise across the federal government, and the tools and techniques we use. Our quality approach begins with staffing people with the appropriate experience, knowledge and capabilities required for the RFP. Our approach enables the disciplined management of concurrent complex tasks with a global emphasis on delivering quality results. We will work with DHS stakeholders to identify, track, and report on specific performance metrics that concern them the most and that drive the desired results. We recognize that our quality practices must dovetail with the DHS quality assurance procedures.

We base our Quality Management approach on the strict quality and independence standards for public accounting firms, as well as on best practices promulgated by Project Management Institute's (PMI's) PMBOK. Our Quality Management program establishes integrated quality processes at both the program and task order levels to monitor overall contract performance and technical quality. We use these procedures to identify and remediate product and service deficiencies; make sure that services are performed in an accurate, complete, and timely fashion; and affirm that work products comply with contract requirements and performance metrics. At the project level, we execute quality processes that focus on monitoring and reporting performance and quality across the task portfolio. At the task level, we execute a quality process based on three fundamental pillars—**quality planning, quality assurance, and quality control and reporting**—designed to elicit client input early and incorporate multiple reviews to enable our teams to exceed expectations:

Quality Planning. We identify relevant quality standards and determine how to satisfy them. We perform quality planning while developing the Project Management Plan so that quality-related cost and schedule adjustments are considered. Quality planning outputs include the Quality Assurance Plan (QAP), metrics, and checklists.

Quality Assurance (QA). We apply planned, systematic quality activities to make certain that project results comply with requirements and standards (e.g., project goals). Continuous improvement is a critical element. Quality Assurance outputs include corrective action recommendations and work product defect and problem reports.

Quality Control (QC) and Reporting. We monitor project results to validate compliance with requirements and quality standards and to eliminate causes of unsatisfactory performance. QC activities provide prevention (e.g., keeping errors out of processes) and inspection (e.g., keeping errors out of the hands of the customer).

As depicted in Figure 1, our approach to Quality Assurance focuses on rigorous review processes executed at the task order level and integrated into robust monitoring and reporting processes at the program level.

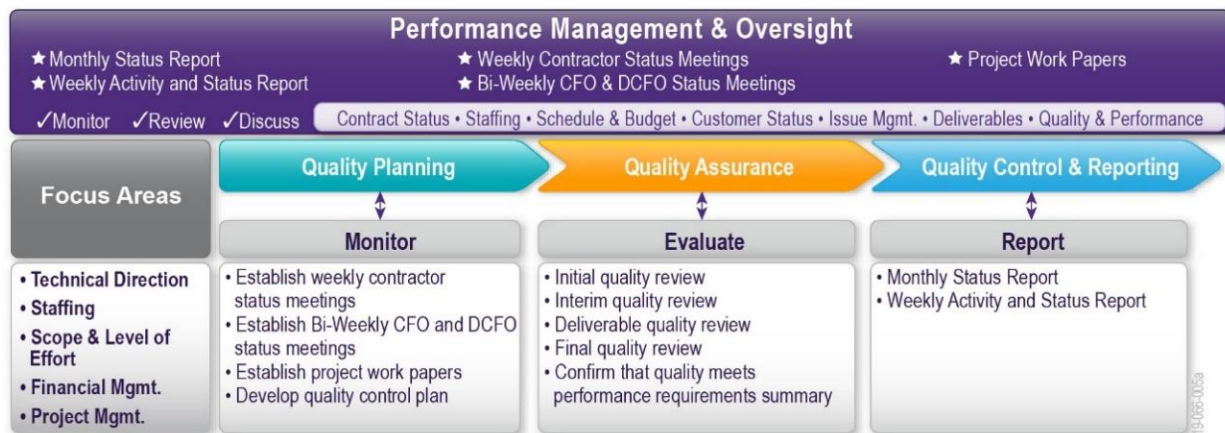


Figure 1 – Quality Assurance Approach

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Quality Review Process

At the beginning of each project task, we work with the DHS to define success and capture expectations and needs for the associated output. For each deliverable, we conduct an incremental series of formally defined and scheduled Quality Reviews (QRs) to facilitate development of work products that are clear, concise and meet established expectations. **Figure 2** illustrates the high-level quality review practices that we employ. These processes flow down to subcontractors, so every team member is accountable for meeting the DHS and our own high-quality standards.

Focus Area	Initial QR	Interim QR	Deliverable QR	Final (or Annual) QR
Technical Direction	Approach addresses requirements in contract and task	Technical quality of the work is sound, findings are reasonable	Deliverable is logically organized, supports conclusions	Deliverables or services are consistent with the scope
Staffing	Skill and qualifications of staff are appropriate	Relationships are functional, team morale is high and no issues	Appropriate staff were used to develop and review deliverables	Personnel receive timely performance evaluations
Scope and Level of Effort	Work plan/budget includes appropriate time for the steps in the technical approach	Progress is on budget and schedule, and delivery is within scope	Deliverables are within scope and satisfy task requirements	Project is fully complete and has been appropriately planned and controlled
Administration	Work papers have been established and include required approvals	Work paper files are being maintained on an ongoing basis	Document presentation meets client standards	Work papers adequately document the work performed
Financial Management	Planning documents include a well-defined execution budget	Budget was managed, costs controlled and invoices billed on time	N/A	Invoices have been submitted and receivables collected
Project Management	Project control tool has been established	Tool is in regular use and functioning properly	Deliverables produced are within project scope	Closed out the project and signed work papers

Figure 2 – Quality Review Practices

To further underscore the importance that we place on quality, we assign an Executive Quality Reviewer (EQR), an executive who is not directly affiliated with the day-to-day aspects of the project. The EQR is skilled in the relevant industry and specialized industry practices; possesses knowledge of the standards relevant to the contract; is proficient in applicable regulatory reporting rules and other requirements; and understands relevant policies and procedures related to the client and its industry. The EQR is assigned by our Public Sector Managing Partner with the intent of offering the project team an independent perspective. The EQR is responsible for monitoring, reviewing and surveying the work activities of the team and for reviewing and evaluating the work products and the procedures that were followed during work product development.

Project Description and Plan (45 points)

5. Describe your approach and project plan, including the following:

- How you will refine the questions the assessment will answer
- How you will organize and deploy your team
- The process you will use to document, assess and make recommendations
- What you will require from DHS to ensure this project is successful

OUR APPROACH TO DOCUMENT, ASSESS AND MAKE RECOMMENDATIONS

Our team has experience implementing a similar approach for agencies throughout the federal and state and local governments. In our experience, this approach is most effective when built upon the following principles:

- Seamless, transparent coordination of all observation and documentation approaches;
- Open, regular, and consistent communications with stakeholders;
- Customized steps and activities for each phase to focus and execute in meeting the unique needs around the Finance Department's missions

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- Integrated service delivery team that shares lessons learned and facilitates access to technical experts as needed.

We will implement our four-phased approach as our framework to assess and improve DHS financial operations. Our overall technical approach incorporates continuous **coordination, communication, and collaboration** with DHS.

See question 7 for timeline.

SEGMENT 1: INITIATE

Planning and Project Kick-Off: Upon contract issuance, our Public Sector Partner and Subject Matter experts will review the requirements to determine the appropriate response and execution strategy. The kick-off meeting with all key stakeholders, including DHS Finance Administrators and Managers, will ensure that expectations and project timeline are set and communicated accordingly. We will use the kick-off meeting to understand past challenges faced by the Finance Department in documenting and keeping up-to date its financial process and policies across the Department. Along the same token, it is critical at this planning stage to obtain an initial understanding of the key stakeholders at each program offices (e.g. Office of Behavioral Health) to ensure that our project work plan and scoping document incorporates these crucial offices who are the heart of the DHS missions and delivery of services.

Based on information gained from Kick-Off, Grant Thornton will then then work with the Department to create a calendar that reflects significant deadlines and milestones and establishes a status reporting process. Our plan will illustrate how the team will use the technical approach and how each task will be completed as well as provide deadline dates for various milestones. We will use the kickoff meeting to validate our understanding and adjust our work plan as necessary. Through the kickoff meeting, we expect to clarify the project approach, define success, establish a single vision of the overall project purpose, and review project expectations, objectives, scope, and deliverables. Additionally, we will present a monthly progress report template for review and approval during this meeting.

SEGMENT 2: ASSESS

Initiate Assessment Process: We will conduct an initial assessment process to introduce our team to key Department stakeholders and validate a mutual understanding of the overall project approach and work plan. Grant Thornton will coordinate with stakeholders to clearly define the scope of the assessment, identify and determine the financial reporting and accounting process to be evaluated, identify impacted parties, gather relevant information and data, and establish a communication plan. At minimum, we will identify financial process and stakeholders in the Department's organizational structure (both program and support offices) to ensure that we are coordinating our assessment with the right people who are familiar with the process.

Link Assessment Plan: Based on the all the information gathered from Phase 1, it is imperative that linkage to all business processes, accounting operations and understanding how information flows, at a higher level, is laid out, so that as our team starts to initiate interviews and conducting process walkthroughs, our approach is cohesive, effective and impactful. We understand that organizations as big as DHS's financial operations has become more complex, thus, to maximize our understanding of the current state and assessment requires an agile team who would understand where attention and focus needs to be directed in in areas of operational inefficiencies, redundant processes, inflexible or statutory barriers and use this knowledge to drive our initial interviews and further mold/ update our assessment plan as more work is undertaken.

Interview Personnel: Based on our results from the initial assessment process and coordination with the various stakeholders under the Department, we will be ready to hit the ground running. We will plan and schedule our interviews with each of the Department program and support offices, starting first with the Administrators and managers. We will align our interviews (1) Accounting Operations (2) Business Processes and (3) Intra-Department processes. This will allow us to align our interview with significant financial statement items and reduce disruption to operations and workload.

Our interview strategy is a customer-focused approach through understanding that collaboration and effective communication is key. When conducting interviews, our team will follow a narrative that guides these following areas:

- Process description
- Alignment to business process/ financial/ accounting transaction cycle
- The initiation point;
- The processing type (e.g., automated versus manual, preventative versus detective);
- The completion point;
- Other data characteristics such as source; receipt; processing; and transmission;
- Key activities/class of transactions within the process;
- Controls taken to mitigate the risk of errors;

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- Supervisor/manager review;
- process and calculations performed in preparation of financial reporting; and process outputs;
- Use of computer application controls and general IT controls over spreadsheets/data used; and
- Identification of errors; types of errors found; reporting errors; and resolving errors

As needed, we can also leverage a customized entity-level questionnaire focused on the Governmental Accounting Standards Board (GASB) and Committee of Sponsoring Organizations of the Treadway Commission (COSO) Framework of the five standards for internal controls: (1) Control Environment, (2) Risk Assessment, (3) Control Activities, (4) Information and Communication and (5) Monitoring. This questionnaire will be shared in our interviews with key senior-level management and mid-level management to best assess control mechanisms and environment in place to further enhance our overall understanding and assessment.

Observe and Perform Walkthroughs: Concurrently with the interviews of personnel, Grant Thornton will conduct walkthroughs of processes wherein a single transaction or activity is traced through the respective process, and flowchart/process maps are documented, as appropriate. A transaction cycle walkthrough traces the transaction or process from beginning to completion. Walkthroughs provide us the opportunity to gather and document targeted financial process intelligence and further discussions on gap analysis and insight to key stakeholders such as the Financial Management Administrator and Revenue and Claims Manager down the line. These walkthroughs include interviews, observations, inspection of documents (e.g., reports, completed forms), or inspection of screen prompts such as errors or warnings.

Process Review: We recognize the challenge of continuous monitoring and managing up-to-date written financial and accounting policies to ensure consistent execution as they are written and designed. Our approach yields comprehensive, relevant, and intuitive review of policies and procedures from the department level, functional, and technical perspective that we gained during our assessments, interviews and process walkthroughs. We present complimentary guidance and best practices that can be leveraged to reduce duplicative efforts, effective resource utilization, while still maintaining highest regard for perform a thorough review of current policies:

- **Identify the current process:** We will perform an as-is analysis to determine the current state of policies and procedures through information gained in Phase 1 and Phase 2 above and through collaboration with City and Finance stakeholders.
- **Identify and documenting process needs and gaps:** Leveraging our as-is analysis, we will work with Administrators, Managers and key business process owners to identify process needs and gaps and where current executed policies and procedures deviates from written ones.

Documentation: Grant Thornton teams possess extensive hands-on experience with translating results of interviews, observations and process walkthroughs to concise, clear and detailed documentation of financial reporting and accounting processes. We will leverage the relationships and understanding gained with the process owners to clarify any needed information. To ensure that the documentation accurately represents the process, we obtain written concurrence from each business/function owner to obtain buy in.

SEGMENT 3: RECOMMEND

In financial management advisory support, our teams have thrived because of our subject matter expertise, eye for innovations and efficiencies, and emphasis on effective project management. We have the requisite experience to plan and execute the scope of services in the RFP, including developing recommendations that are mapped out and presented to the Department's management in a timely fashion throughout the contract. We believe in flexibility and transparency and strive to work collaboratively with all of our clients to successfully adhere to all project timelines and produce high quality deliverables. Based on efforts undertaken in Phases 1 thru 3, our team will collaborate with the Department on recommending changes that achieve the goals, as specified in the RFP, including ensuring appropriate internal controls and risk reduction, reduce inefficient and/or redundant processes and efforts, reduce costs while optimizing the best use of technology and labor resources, and support management in gaining a greater visibility into the financial process, at a granular and Department wide level. We will also tailor our approach to address and make recommendations for ways to optimize revenue, fully leverage inter-departmental uses and sharing of financial information and effective approaches for integrating processes and supporting program offices.

SEGMENT 4: SUPPORT

Implementation and Continuous Monitoring and Improvement. To drive an impactful and well-informed implementation of recommendations, our Grant Thornton team are ready to provide the technical guidance and support to assist the Department in fully optimizing its current financial operations environment. Our team of skilled professionals will provide a high level road map on how to prioritize, focus and drive a well-thought and researched

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implementation plan. The high level roadmap will take into consideration the enabling tools, approaches and requisite knowledge to turn these recommendations into actionable items and plans. Perhaps more importantly, the Department needs to become more agile in its financial operations and structure, which is where continuous monitoring and improvement is critical. With this in mind, our approach will take this into account, to ensure that the Department's investment in this work is aligned with the right opportunities, efficiencies and effective uses of Department's financial resources, while balancing its priorities, demands and achievement of goals.

OUR TEAM

Grant Thornton proposes a project team of collaborative, highly qualified professionals with a strong record of performance in financial valuation and service delivery. Our project team will provide DHS with the technical skills, experience, as well as fresh perspectives, innovative solutions, and expert advice to accomplish the tasks required within the RFP. Furthermore, our project team organization is intended to ensure that team members have the guidance and resources they need to successfully execute their tasks while our management team has the tools and insight to manage risk and performance. Figure 4 illustrates our notional project team structure.

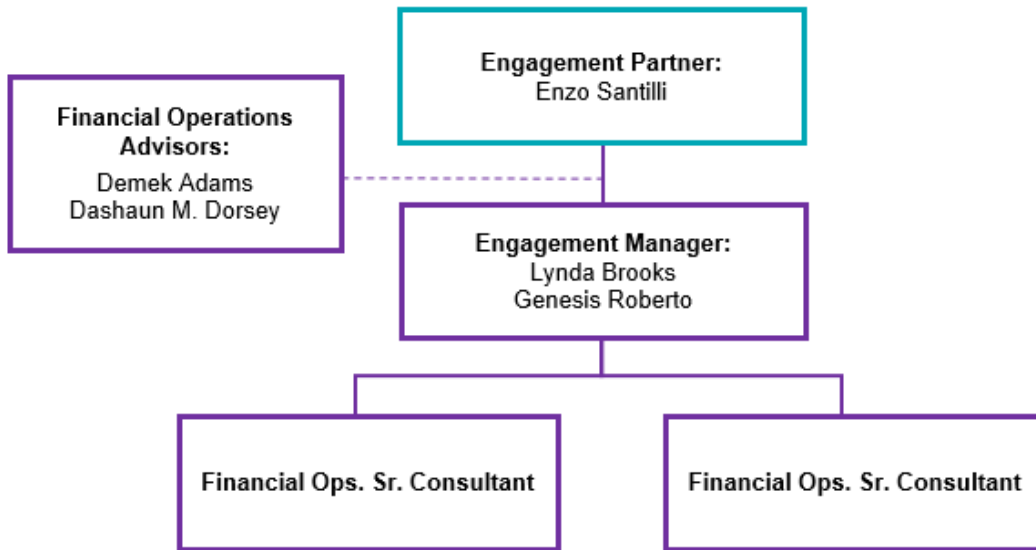


Figure 4: Grant Thornton Financial Assessment Framework

6. Describe your approach to providing implementation support.

Please refer to the question above for response.

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7. Provide a projected month-by-month timeline (10 months) with specified deliverables.

The following graphic details the key activities, tasks, timing and example Deliverables for each key segment of the project. The workflow below will be used for each of the processes identified in the RFP and tailored to accommodate the unique nuances of each respective process.

