Allegheny County Department *of* Human Services
RFP Response Form

RFP for Information Technology Support and Professional Services

PROPOSER INFORMATION

Proposer Name: Grant Thornton Public Sector, LLC

Authorized Representative Name & Title: Paul Seckar, Principal

Address: 1000 Wilson Boulevard, Suite 1400, Arlington Virginia 22209

Telephone: 703.637.2626

Email: Paul.Seckar@us.gt.com

Website: https://www.grantthornton.com/

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. Paul Seckar, Principal, Technology Transformation, 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.

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

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Brad Preber	███	Brad.Preber@us.gt.com
Contract Processing Contact	Virginia Dawson	███	Virginia.Dawson@us.gt.com
Chief Information Officer	Jamie Fowler (National Managing Partner for Innovation)	███	Jamie.Fowler@us.gt.com
Chief Financial Officer	Jim Peko	███	Jim.Peko@us.gt.com
MPER Contact*	Virginia Dawson	███	Virginia.Dawson@us.gt.com

RFP for Information Technology Support and Professional Services

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

BOARD INFORMATION

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

Carlos Otal, President

Brad Preber, Chairman of the Board

Jim Peko, Board Member

Jim Wittmer, Board Member

Board Chairperson Name & Title: Carlos Otal, President

Board Chairperson Address: █████████████████████████████████

Board Chairperson Telephone: ████████████

Board Chairperson Email: carlos.otal@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

Below we have provided entities for which we have provided similar services.

Client Name	Client Contact/Title	Phone Number/Email	Services Provided
National Archives and Records Administration (NARA)	Jeffrey Monroe, Contracting Officer's Representative (COR)	████████████ Jeffrey.Monroe@nara.gov	Digital Solution Delivery, Digital Solution Support
Maricopa County Treasurer's Office	Deborah Lukens, IT Director	████████████ Deborah.Lukens@maricopa.gov	Project Management Office (PMO) Support, Agile Support
Department of Veterans Affairs	Lori Russell, Contracting Officer's	████████████ Lori.Russell@va.gov	IT Security and Privacy Support

	Representative (COR)		

PROPOSAL INFORMATION

Date Submitted 1/28/2022
Amount Requested: This is a unit rate proposal, please refer to Budget section for assumptions and basis of estimate

CERTIFICATION

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

☒ I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination, HIPAA and Pennsylvania's Right-to-Know Law.

☒ By submitting this Proposal, I certify and represent to the County that all submitted materials are true and accurate, and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient's decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

Choose one:

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

OR

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

ATTACHMENTS

Please submit the following attachments with your Response Form. These can be found at http://www.alleghenycounty.us/dhs/solicitations.
- MWDBE and VOSB documents
- Allegheny County Vendor Creation Form
- 3 years of audited financial reports
- W-9

RFP for Information Technology Support and Professional Services

REQUIREMENTS

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

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

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

Organizational Experience (15 points possible)
Your response to this section must not to exceed 3 pages.

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

OUR TECHNOLOGY TRANSFORMATION PRACTICE

Founded in 1924, Grant Thornton's employees advise organizations in 135 countries, serving the public sector and state and local governments. Our services, and solutions span across key industries including high tech, IT management, security, and citizen services. In the U.S., we have 53 offices located in every major city and region. Our Transformation practice led by National Managing Partner, Enzo Santilli, is based out of Pittsburgh, Pennsylvania.

We are organized around the concept of resources aligned to solution families. The solution families are trained in delivery best practices and experienced in working on numerous IT engagements that can be leveraged for DHS. In fact, we've previously supported DHS assess and optimize processes for the MPER, CIPS, KIDS, and JDE so we have familiarity with some of your systems, processes, and challenges.

Our staff partner with IT professional organizations and help drive innovation through thought leadership, developing best practices, authoring points of views, and sponsoring innovation challenges. This allows us to provide DHS with reach back into the latest trends and emergent technologies that can help promote its mission to "create an accessible, culturally competent, integrated and comprehensive human services system that ensures individually tailored, seamless and holistic services to Allegheny County residents."

OUR ORGANIZATIONAL EXPERIENCE CASE STUDIES

National Archives and Records Administration (NARA)

Overview of Our Work. As our national record keeper, the National Archives and Records Administration (NARA) is a public trust that safeguards the records on which our citizens depend for documenting their rights, ensuring the accountability and credibility of national institutions, and analyzing the national experience. Both the Government and the citizen rely on NARA to meet an almost unlimited range of information needs from records.

In April 2018, Grant Thornton won a $100 million, 5-year, multi-award contract called the Information Technology Activity Support (ITAS) blanket purchase agreement, to provide a full scope of IT services including Digital Solution Delivery and Digital Solution Support.

Client Results and Success Story. For NARA's Electronic Records Archives (ERA) system, we are helping to refactor the system to improve scalability and address usability as well as add additional functionality to enhance the mission. We are undertaking adaptive measures to re-factor legacy functions to operate as a more modular collection of integrated applications. The goal of this and other adaptive tasks is, to the greatest degree possible, leverage the current system

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capabilities and technologies found in the system and re-factor, adapt, modify and enhance them to achieve the different integrated components of the system.

Using an Agile approach, the Grant Thornton team is successfully developing cutting edge technology solutions using the latest technologies and best practices (e.g., Microservices, DevOps, Cloud Containers, etc.) The result is of our work is that NARA is now able to collaborate with other Federal agencies, the private sector, and the public to offer information—including records, data, and context—when, where, and how it is needed and transform the American public's relationship with their government.

United States Patent and Trademark Office (USPTO)

Overview of Our Work. The USPTO is charged with the responsibility of helping to ensure that effective mechanisms that protect new ideas and investments in innovation and creativity are put in place and fostered. The USPTO provides both citizen services as well as protects and enforces intellectual property (IP) policy; and promotes a stronger and more economy around the world.

In April 2016, Grant Thornton won a $85 million, 5-year, single-award contract to provide a full scope of IT services, including (but not limited to) providing Portfolio and Project Management Office (PMO) Support, Agile and DevSecOps transformation, training, education, and supporting capacity building programs designed to foster respect for IP and encourage the development of innovation. In early 2020, Grant Thornton helped USPTO begin its transition to a Product Line Management (PLM) approach. PLM is helping USPTO organize its IT operations, budgets, and initiatives around citizen centric and mission-oriented services. This transition is helping USPTO revolutionize the way it manages its IT operations and accelerate its IT delivery while promoting more client buy in and support.

Client Results and Success Story. For USPTO's Office of Patent Information Management (OPIM), a division that provides automation technologies, e-commerce products, information resources, and customer support to patent business area employees and to global members of the Intellectual Property community, Grant Thornton helped OPIM manage and deliver greater transparency, oversight, prioritization and accountability of the work efforts across the organization, including the support of USPTO's Patents End to End (PE2E), a $160M next generation IT system portfolio. This mission focused support included: Agile Product Management and Coaching, Product Adoption, Ideation, and Organizational Change Management (OCM), Legacy Operations Support, Governance, Policy, and Strategy (GPS) Support, Workforce Analysis, Organizational Alignment and Human Capital Support, and Analytics Shared Services Support.

Department of Veterans Affairs (VA)

Overview of Our Work. The VA provides an expansive set of programs benefiting veterans and members of their families. It offers education opportunities, rehabilitation services, compensation payments for disabilities or death related to military service, home loan guaranties, pensions, burials, and health care

In September 2019, Grant Thornton began supporting the VA Office of Information Technology (OIT) Privacy Service in the design, development, and implementation of a comprehensive department-wide VA Privacy Continuous Monitoring Program to ensure compliance with applicable privacy requirements; evaluate and monitor privacy policies, procedures and processes; and manage privacy risks. Grant Thornton also helped establish a Privacy Program Management Office, and established a PPMO governance model.

Client Results and Success Story. Grant Thornton designed and developed a department-wide Privacy Continuous Monitoring (PCM) strategy in accordance with OMB Circular A-130 requirements, NIST 800-53, and NIST 800-137 that provides an overarching framework for privacy continuous monitoring across VA. The PCM strategy is used by VA Privacy Service staff to provide privacy continuous monitoring policy and oversight.

We also developed a comprehensive list of privacy program metrics that provides meaningful indications of privacy risk and performance postures at all organizational tiers. These metrics considered all appropriate regulatory authorities that guide and impact PII, PHI, and overarching VA privacy program requirements, such as FISMA, OMB, NIST, HIPAA, and E-Government Act, among others. The result was that VA was now able to ensure their privacy program was being managed in accordance with OMB, NIST, FISMA, Privacy Act, HIPAA, E Government Act, and other regulatory authorities that guide VA.

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

OUR APPROACH TO COMMUNICATION MANAGEMENT

The need to support our communities and provide assistance to our vulnerable populations is more important now than ever. Bi-lateral coordination between DHS and all its host sites is critical to fostering a cohesive culture, distribute messaging, and enco ⬛⬛⬛⬛⬛ Grant ⬛⬛⬛⬛⬛

We will work with DHS leadership to provide timely customer host site stakeholder communications that are clear, compelling and consistent. We continue to refine capabilities and introduce new solutions to expand DHS' outreach. Through DHS liaisons, working group meetings and leadership insight, we prepare for large-scale communications initiatives like vaccine rollouts. Our proactive stakeholder coordination allows for swift development and distribution of communications plans to internal and external stakeholders.

RFP for Information Technology Support and Professional Services

Budget (30 points possible)

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

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

We have carefully reviewed the scope areas included in the RFP and the current list of systems and technologies included within Appendix A. We have developed a realistic and cost-effective pricing structure that will enable DHS to be agile, flexible, maintain the current momentum generated and innovate with the right specialized technologies. Our basis of estimate has been informed by our extensive public sector and commercial experience successfully delivering Technology Transformation and IT Support Services for organizations of similar scale and complexity. Pricing considerations for Grant Thornton's basis of estimate are listed below:

- Grant Thornton has proposed a three year fully-loaded rate card for Digital Solution Delivery, Project Management Office Support, and IT Security and Privacy Support. The proposed functional roles and rates will serve as the price basis for all issued task orders/statement of work (SOW) and deliverables issued by Allegheny County. Fully loaded rates represent labor only.
- Grant Thornton is not including pricing estimates for II. Digital Solution Support category since the RFP and the associated Question & Answers do not include sufficient system details for us to prepare a realistic pricing estimate.
- Grant Thornton's proposed budget by task area is an estimate, only. Grant Thornton assumes we will have the opportunity to work directly with Allegheny County to establish mutually agreed upon SOW deliverables/scope, timeline, budget and contract type/payment terms depending on scope complexity and Allegheny County prioritized needs. Grant Thornton will utilize our proposed rate card, by task area as the price basis in the development of all technical approaches and pricing/budget submissions for evaluation and award.
- Grant Thornton assumes both time and material (T&M) and firm fixed price (FFP) contract types. Under both contract types, Grant Thornton will utilize our proposed rate card as the price basis. Contract type and payment terms will be determined at the task order level.
- Grant Thornton will work collaboratively with Allegheny County to determine the right balance for onsite, offsite and offshore resources so Grant Thornton has critical coverage for operations and is most responsive to DHS stakeholder needs.
- Grant Thornton assumes all travel and other direct cost (ODC) elements will be identified at the task order level against an issued SOW and deliverable schedule. Grant Thornton assumes all travel and ODCs will be cost reimbursable line items. Grant Thornton will seek pre-approval of all estimated travel schedules and ODCs prior to procurement and will abide by all published travel regulations.
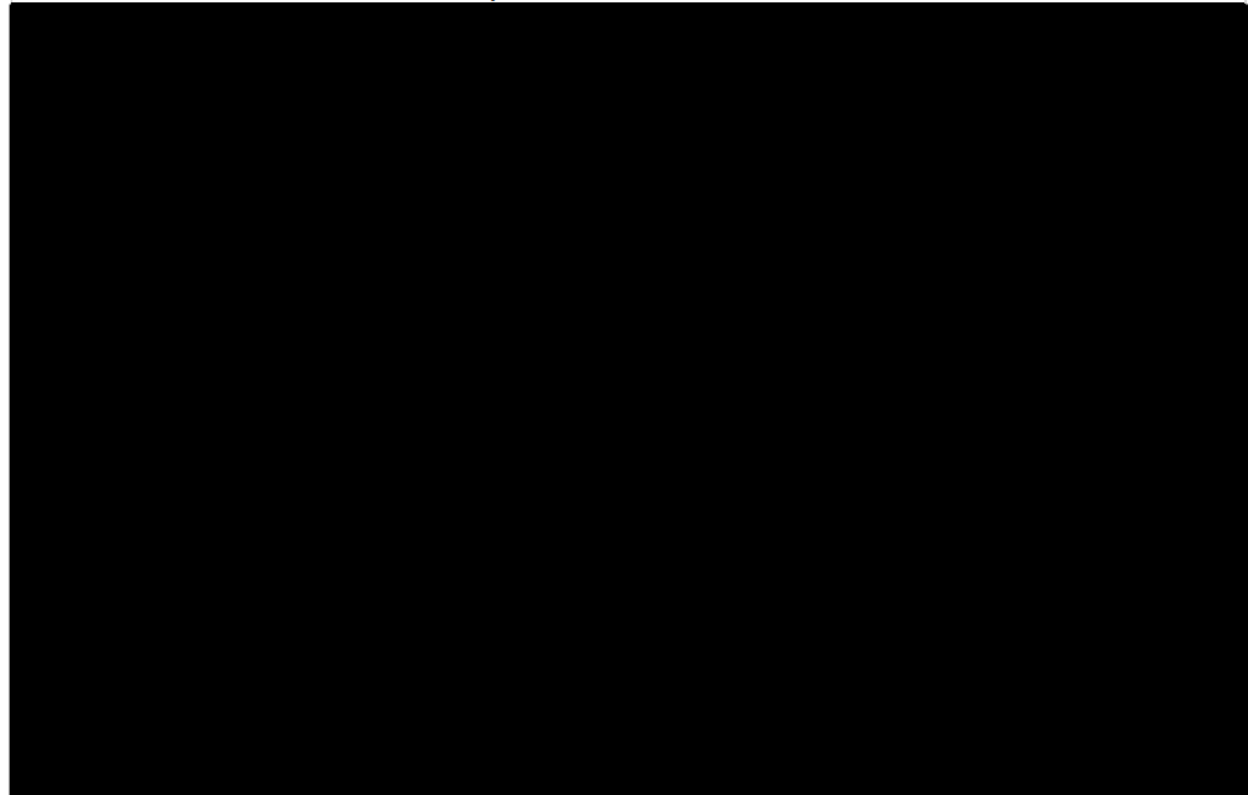
Proposed Grant Thornton Rate Card

Proposed Grant Thornton Rate Card
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2. Provide a budget narrative that clearly explains and justifies all line items in the proposed line-item budget.
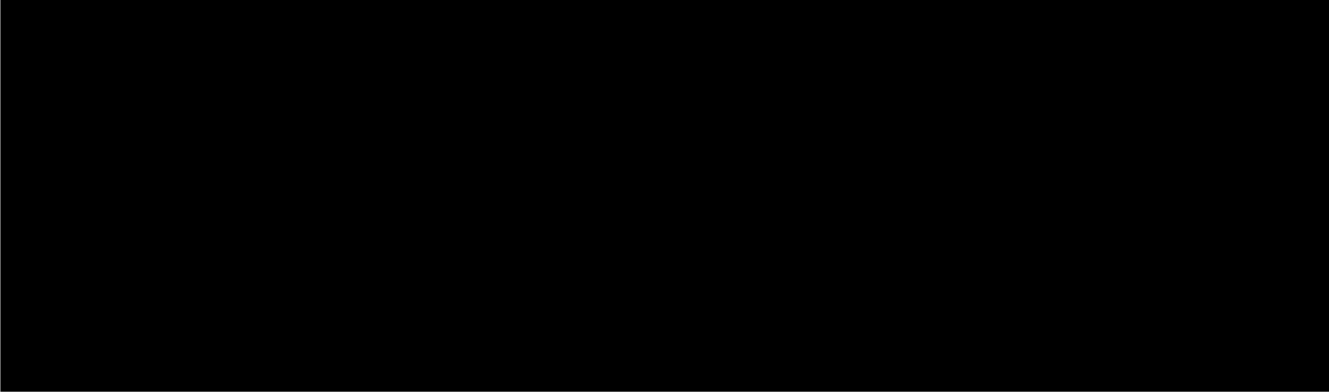
DIGITAL SOLUTION DELIVERY

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██████████████████████ Based on our Technology Transformation experience, we understand that there are staffing efficiencies that can be realized due to natural overlaps across technical skillsets based on tools utilized and system integration points. We have taken these into consideration and built them into our pricing. Specifically, our pricing estimate includes a combination of dedicated resources and shared resources across the support areas for the 18 DHS systems in-scope to realize economies of scale.

For example, database administrators, data engineers, ETL resources and Scrum Masters can be shared across systems as applicable based on size, complexity and planned tasks across the support areas.

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To estimate the skills and number of resources needed for each of the 18 systems in scope, we did the following:

- Evaluated the functionalities of each of the 18 systems provided in the RFP
- Mapped those requirements and functionalities with the technology stack provided
- Used our engineering judgments and past experiences working with similar technologies and management information systems (MIS), and
- Used the three-point estimating method, where we took a) Best case scenario b) Most likely to happen c) Worst case scenario to conclude the number of resources and skills needed to deliver Digital Solutions. This method is widely used to estimate effort when specific requirements, volume and scope are not available.

Our 42 full time equivalent resources are a mix of senior, midlevel, and junior resources both at Onshore and Offshore for all required skill levels for digital solution delivery. The resources are application developers for front end and middleware development. ETL programmers and report writers for integrating and reporting data from various interface systems. For backend programming we have database developers and database administrators. To support Agile software development, we have scrum masters. For analysis and requirements, we have data analysts, data engineers and functional analysts.

PROJECT MANAGEMENT OFFICE (PMO) SUPPORT

Our mature PMO function will serve as a shared service that elevates the project management tasks across services provided for this contract. This approach enables the Scrum teams use of consistent methodologies to maintain transparency and rigor for execution tasks to mitigate overall program risks.

Below are Grant Thornton's proposed Labor Categories, rates and estimated hours.

In order to develop our pricing, we have considered the size and complexity of the 18 systems in-scope. We categorized the system complexity as High, Medium and Low and assigned PMO

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resources. Each digital solution will require a single Epic requiring an effort from the PMO ranging from 400 hours for a solution with low complexity to 640 hours for a solution with high complexity. Assuming a total of 18 epics in a year, each with an average of 520 hours to develop, our estimate for the PMO support for Project Planning Support is approximately five (5) full time equivalent resources.

In addition, we have also aligned PMO resources for Quality Reporting. We have estimated five and one-half (5.5) full time equivalent resources to do monthly quarterly reports (a total of 36) for a combination of: i) epics and ii) ongoing support and maintenance activities of already deployed solutions. We have estimated one and one-half (1.5) FTE resources to support both monthly Financial Reports for each of the three categories of service, and up to ten (10) ad-hoc reports within a month.
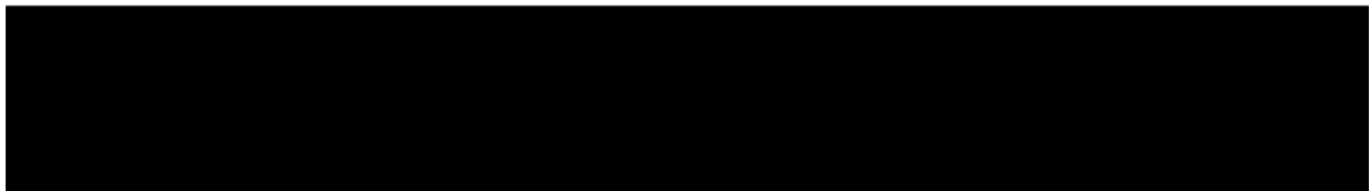
In addition to the tactical PMO support, we are also including effort for periodic strategic PMO design thinking workshops and reviews. We estimated one (1) full time equivalent resource for this effort annually.

IT SECURITY AND PRIVACY SUPPORT

IT Security and Privacy Support will also be a shared function provided for all IT Support Services provided on this contract. This approach facilitates consistent implementation, alignment and resolution of security risks due to interdependencies across DHS systems. Our approach of 12 full-time equivalent for IT Security and Privacy is grounded on requirements spread across systems in scope. Requirements such as monthly payment batch processing or biographical and demographical data intake process on the web, or transactional applications which displays client information, or web data security, or periodic data check for overall effectiveness of the providers helping DHS mission, coupled with privacy requirements both for IT systems and for regulatory compliance.

Our three (3) IT security analysts along with data analysts (they are part of Digital Solution Delivery), will assess and record requirements from the relevant systems. Our IT security architects and Information Systems Security engineers (6 Full-time equivalent) will monitor, recommend, design, build and program solutions and processes as it relates to systems security and assisting with security remediation efforts. There are at least few systems out of 18 which have a data intake process from Alleghany County residents. Our IT Security and Privacy Support Specialist will work closely to maintain compliance with the Health Insurance Portability and Accountability Act (HIPAA) and provide inputs to safeguard data especially Personal Identifiable Information (PII), during the data intake process.

Below are Grant Thornton's proposed Labor Categories, rates and estimated hours.

Grant Thornton is deeply committed to executing the project tasks in most efficient manner and passing the resulting cost savings to DHS. That means, where applicable we will use the appropriate automations to reduce the overhead from voluminous and repetitive tasks. We have

developed and used Intelligent Automation solutions for other clients and which can be identified and included within our delivery models across the support areas. Grant Thornton also has an offshore Automation Center of Excellence which can further augment the cost and delivery efficiencies offered to DHS.

I. Digital Solution Delivery (35 points possible)
Your response to this section must not exceed 10 pages.

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

OUR APPROACH TO DIGITAL SOLUTION DELIVERY
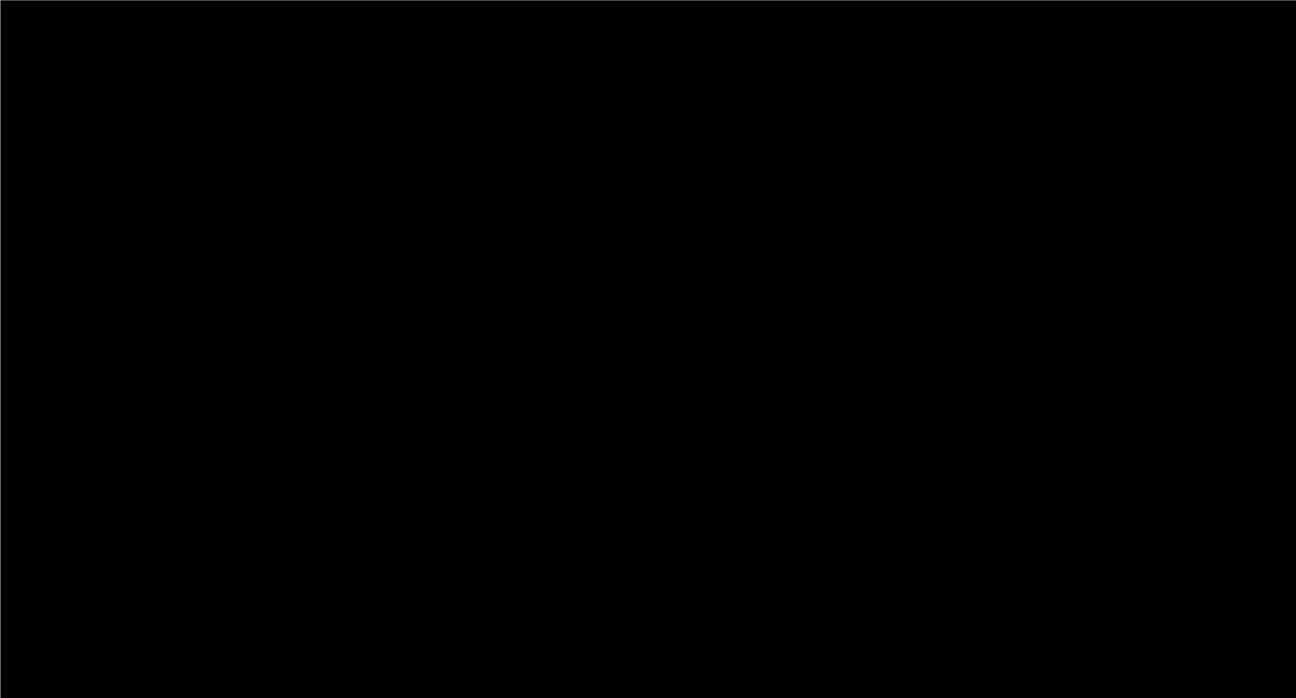
Having a dedicated Technology Transformation practice committed to our Public Sector clients means that our teams are singularly focused on your needs. Grant Thornton provides the institutional knowledge, proven resources, and ability to rapidly staff and transition on day one. We deliver quicker value because we are continuously investing in our capabilities and gathering insights that can be delivered to our clients.

Many firms may tout that they know Agile, but few are able to coordinate and synergize all the constituent parts required to deliver impactful business outcomes. Firms often focus on maintaining the status quo and "lights on" versus thoughtful innovation to improve the business. As a result, solutions become technology obsolete, data becomes disparate and stove-piped, technical debt accumulates, and the organization fails to deliver value realization.

Grant Thornton's approach differs in that we employ a product-based mindset. A product-based operating model seeks to continuously gather and monitor citizen sentiment, optimize inefficiencies, and reduce waste by adopting the Lean/Kaizen philosophy of continuous improvement.
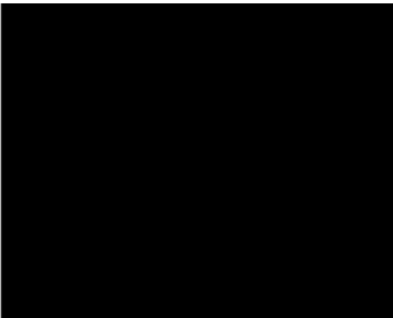
Grant Thornton achieves technical excellence by applying sound, innovative techniques, and never being satisfied with the status quo across our Agile execution. We bring Agile process best practices, coupled with hands on DevSecOps execution, and technically skilled resources who are versed in all the technologies outlined in the RFP. In the subsequent sections, we provide highlights our technical approach and techniques for achieving technical excellence (today and in the future) for DHS and the citizens that rely on its services.

DISCOVERY AND REQUIREMENT DEVELOPMENT
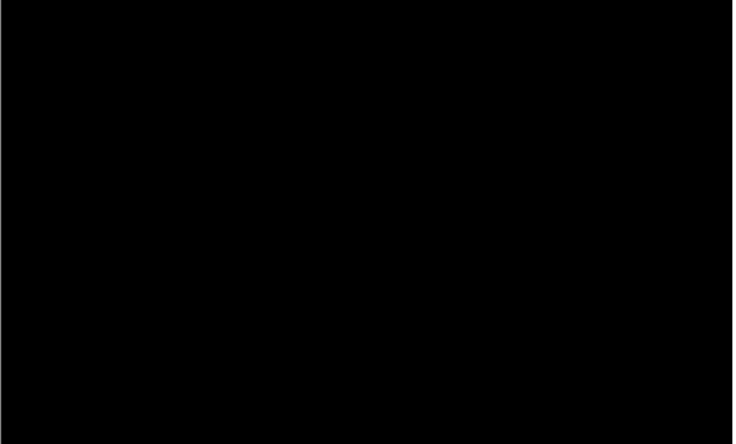
Our approach to discovery, ideation, and requirement development is driven from the intersection of business strategy, user experience, and IT capability. Knowing what to build is a process of conceiving, defining, delivering, monitoring and refining products.

Many firms take a traditional approach and look at problem from the perspective of how to achieve organizational goals and priorities. The weakness of this approach is that it considers the end user last.

We will work with DHS to build an omni-channel plan for better customer experience. We will implement customer feedback tools like Medallia to enhance
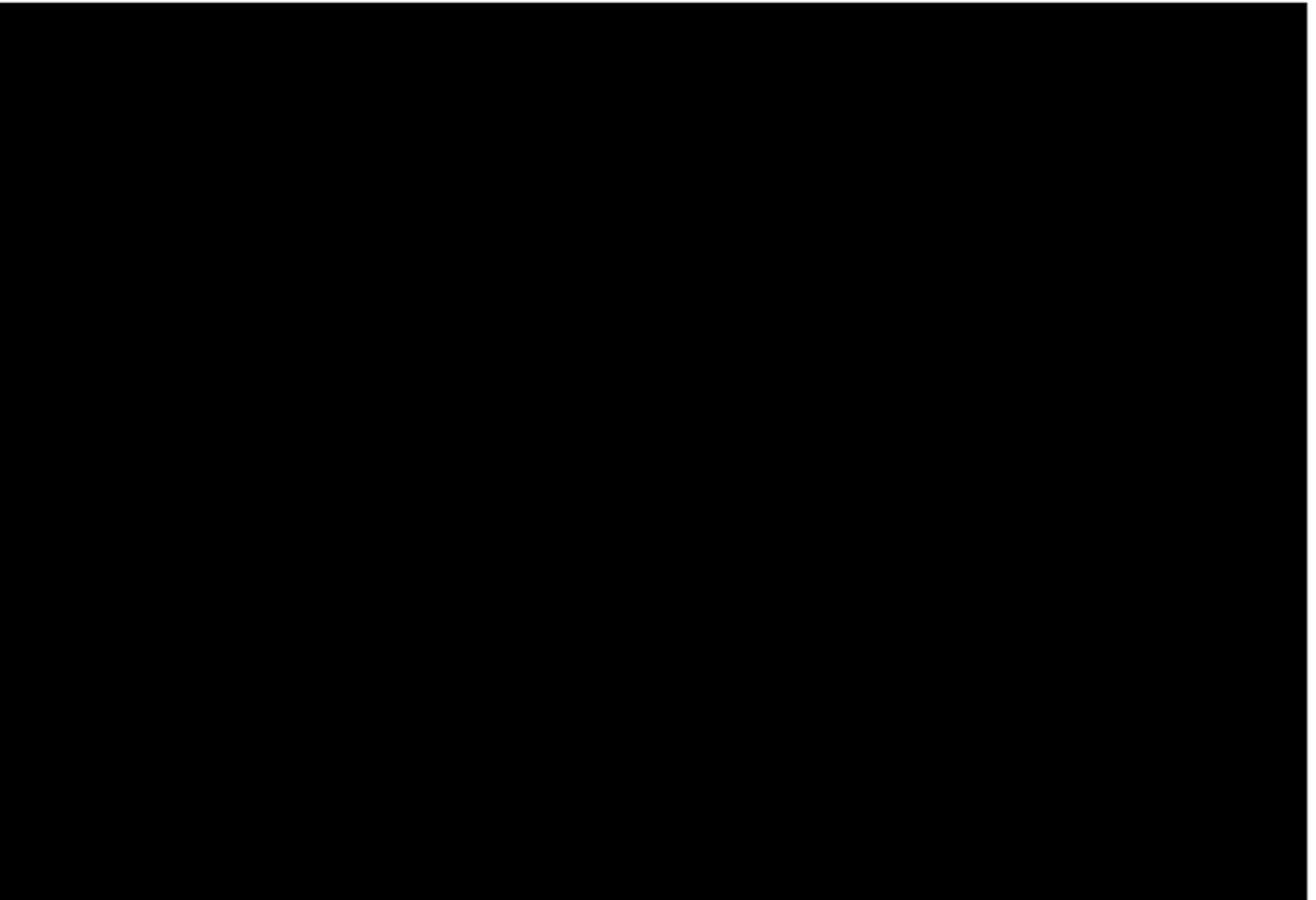
the client experience. Better understanding of the journey will help us generate ideas and develop requirements.
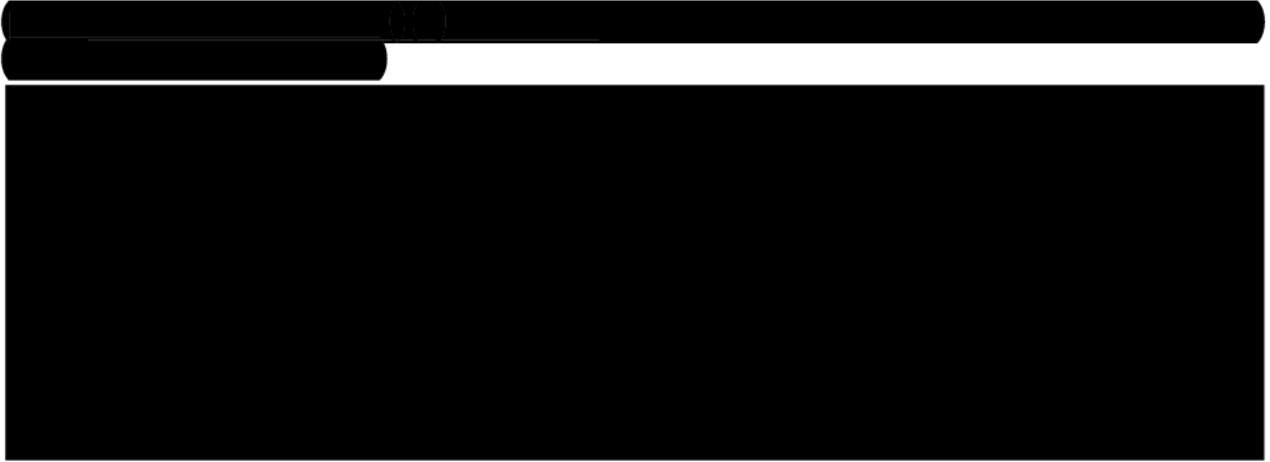
Below are samples of key activities that will help discover and elicit requirements.

DIGITAL SOLUTION DEVELOPMENT

Grant Thornton uses a disciplined, iterative and incremental approach to software design and development to develop defect-free software that does not add new technical debt to a release. To

address configuration challenges, our developers have standard local development workspaces where each team member has all the development and test tools required for the project. In this local environment, the team member will test code prior to check-in/commit stage, respond quickly with a fix to any failure conditions identified, or roll the change back so the build environment remains in working order.

DIGITAL SOLUTION TESTING SUPPORT

Grant Thornton practices a shared responsibility for the quality of a solution where all members of the team are responsible for quality. Our approach to successful Agile testing starts with a clear "Definition of Done". This definition includes all layers of testing (e.g., unit, system/integration, acceptance, and regression). Our testers collaborate with team members to plan their test cases by participating in the release and sprint planning events. We work to estimate and size the test tasks

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required and identify any risks or dependencies. When a Sprint commences, we create the acceptance test scenarios for each user story that is prioritized for the sprint. This includes both positive and negative test assertions as well as edge cases. We create and update the functional tests and update any affected regression tests. In addition, during development, we will engage in pair testing, in which a developer and tester work together to refine the test and code until it meets the expectations as established by the product owner through the acceptance criteria. Often this will result in updated smoke, functional, acceptance, and regression tests, which will be integrated into the automated pipeline.

While manual test scripts are created,

As the product moves to production, we will dedicate resources to stay focused on deployment, integration, and configuration. We will support the system team or any appropriate team as designated by DHS. We have specific experience in this approach where we have similar deployments at the USPTO and NARA. ███████████████████████████████

Through our automated model, we will generate a considerable number of metrics to be used to monitor trends related to the code base. This data will be generated in real-time and provide detailed insight into the quality of the code base. We will track key metrics initially including: frequency and success/failures of builds, size of build changes, test counts, test coverage, complexity, duplicate line counts, dependencies, and coding standard warnings. We will monitor these metrics to establish baselines and then begin to track trends. We will work with DHS to identify specific thresholds that are most appropriate for the level of quality that is desired.

When properly executed, DHS can be assured that the code is error free because it has gone through numerous iterations of testing stages, the configuration and infrastructure of the environments is set up correctly because the builds are deployed frequently, and the deployment package has all the right components and versions because the executables are built on final tested code.

DELIVER DIGITAL SOLUTIONS VIA DHS AGILE STANDARDS

Although our approach is differentiated by our product-based mindset, the guiding principles still adhere to recognized industry best practices for Agile execution. Grant Thornton will provide highly productive and well-managed Agile teams that will meet and exceed the demands of the DHS program.

After project kick off, we will work with DHS to ensure that our approach aligns to DHS' processes. This includes establishing a common vernacular, definition of roles and responsibilities for Agile participants, and expectations for Agile ceremonies.

We train the members of our Agile teams to be familiar with all aspects of the Agile process and contribute to it, including user story creation, estimating, solution design, development, and testing. We continuously monitor team member and team performance through metrics, surveys, and Agile ceremonies to identify where additional training, guidance, or process improvements are needed so teams maintain high productivity. Our current experience at numerous clients and lessons learned from many Agile projects have revealed that the best teams are those that are involved in all aspects of the development process and include team members who fill multiple roles. This approach increases productivity and helps address the challenge of team accountability.

OUR DIGITAL SOLUTION DELIVERY EXPERIENCE CASE STUDY

United States Patent and Trademark Office (USPTO)

Overview of Our Work. Grant Thornton worked alongside the USPTO to help deliver its Fee-Processing Next Generation (FPNG) system. FPNG was the first project at the USPTO to build an automated CI/CD deployment pipeline, the goal was to set up discrete test stage gates, automated tests triggered on commit, build, and deployment events, and a fully integrated blue/green deployment architecture.

Our continuous integration workflow integrated automated test suites triggered on build, SonarQube Scanner and Fortify ran nightly, and all configuration was performed via code. The team also used Analytics tools like Splunk and Tableau to provide insights into feature user counts, system response times and system uptime to our clients.

We worked with our clients from conception to execution of infrastructure planning and implementation, coordinated with developers, project managers, scrum masters, and testers to ensure software changes adhered to the FPNG definition of done, and released those changes to production. Through seventy-five (75) releases, and more than 150 major features, we created change requests, obtained technical lead approval for, and scheduled deployment windows for all FPNG production changes. Management tasks included coordinating with support groups such as platform teams, server engineering services, and firewall teams; ensuring necessary approvals are achieved via change requests, operational readiness reviews, and Security Impact Analyses; working with interdependent systems to ensure successful integrations are achieved; and updating relevant documentation accordingly.

Client Results and Success Story. As a result of our work, FPNG was stood up on time and under budget. Approximately 50,000 customers and 500 USPTO employees were migrated from the legacy system to FPNG and to the new system. The new system is now able to service USPTO and its clients and is critical to supporting its collection of $3B in annual fees.

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

OUR TECHNOLOGY AGNOSTIC APPROACH TO DIGITAL SOLUTION DELIVERY

Unlike some of our competitors, Grant Thornton is not a product reseller that will tailor recommendations to a product or software suite for follow on sales, neither we are pure play small technical firm focusing on one single aspect of technology – instead Grant Thornton's "solution agnostic" and "holistic" approach will provide DHS a truly independent partner that can recommend an array of policies, procedures, and software solutions that will be most effective to build solutions that serve Allegheny County.

As technologist, we understand that there is no silver bullet and solutions require multiple technologies. Our approach is to bring together solutions that synergize and work well together. Good design and integration outweigh proprietary technology; good synergy leads to easier maintenance and operability; good solutions reduce the impact of technology obsolescence.

To help reinforce this mindset, we propose that DHS work towards a model of independently deployable services. In this model, each team and their product owners must adopt the mindset of ownership of their API sets and the nodes that provide service. We understand that there may be multiple vendors that support DHS and this will be a big change. Grant Thornton will actively collaborate with other contractors that support DHS to build a collective ownership of the process for managing and merging code.

As we collectively push with towards microservices, team collaboration will shift to focus on service functionality and features over technology choices. With a microservices model, teams can be free to develop code sets that deliver a feature versus code that fits the technical stack. They

will have freedom to experiment, as long as they continue to provide their agreed to functionality and adhere to the code standards. This autonomy will reduce friction and minimize interdependency, allowing teams to be more productive.

The benefit to DHS of this approach is that it will improve coordination and best practice adoption across all teams. Inter-team collaboration will lead to a culture of transparency and collaboration that can solve problems that a single team cannot address alone.

3. Describe your experience with agile delivery concepts.

OUR EXPERIENCE WITH AGILE DELIVERY CONCEPTS

Grant Thornton's Agile delivery acumen is distinct because it goes beyond traditional capabilities and includes process improvement and organizational change management (e.g., change adoption, training delivery, etc.) to fully enable an effective transformation. Not only do we deliver Agile but we also coach, train, and certify organizations on Agile transformation.

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At the USPTO, where we provide Agile coaching and Product Owner support for all their next generation products, Grant Thornton was able to accomplish the following.

- Provided direct guidance to the product teams with respect to Agile best practices, DevOps and test automation through our embedded Coaches; ████████████████████ ██ ████████████████████████

- Improved Agile awareness and knowledge among the entire USPTO workforce, and ████ measured improvements to Key Performance Indicators as a result of Agile coaching

- Standardized Agile SLDC processes among all PE2E products and teams, improved performance by instituting tracking metrics that facilitate continuous improvement, and increased Agile team involvement and engagement

- Stakeholders are appropriately engaged in the release and scrum process, Product Owners and developers are collaborating daily, and data quality has improved and is now viable for managerial and predictive decisions

- Developed a training curriculum, including Agile SDLC best practic s ████████████ ████████████████████████

- Developed an Agile Forecasting model based on backlog dynamics so that product teams can quantitatively evaluate progress, adjust plans, and assess the realism of estimates to complete at the sprint, release, and portfolio level

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

OUR APPROACH TO DIGITAL SOLUTION DELIVERY INNOVATION

Grant Thornton's approach to inspiring creativity and innovation leverages our versatile problem-solving Innovation Framework, illustrated in Figure 6 below, to develop and deliver user-centric solutions that provide defined outcomes to for the organization. The guiding principles of our framework include:

- **Keep it Simple** – start with a concise and simple concept that can be easily understood and implemented quickly.
- **Fail Fast** – let stakeholders quickly test the validity of an idea using inexpensive, low fidelity methods instead of applying costly development and making stakeholders wait to see the final product.
- **Success Scales** – build on small, piloted successes that can grow organizational confidence and stakeholder trust.

- **Stay Agile** - allow for regular feedback, course correction and refinement to achieve stakeholder and organizational outcomes.
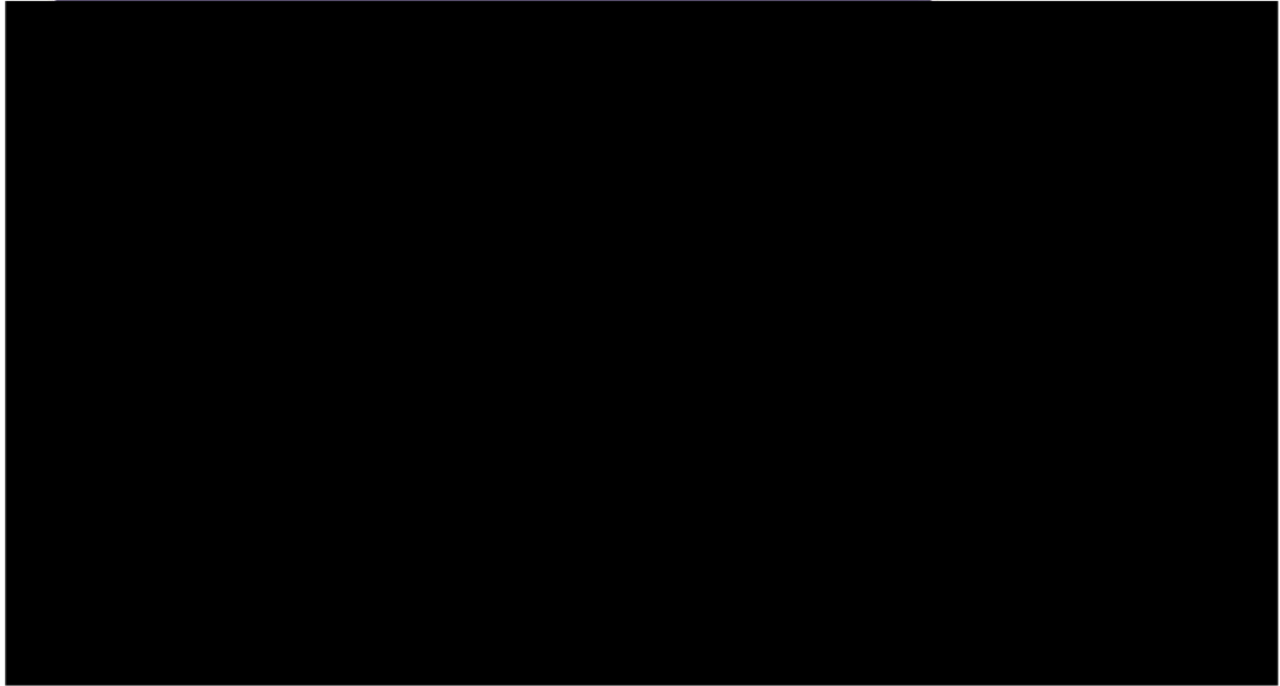
Our Innovation Framework, illustrates how Grant Thornton's unique capabilities can be leveraged along with our Design Thinking approach to develop leading edge solutions that solve DHS' most difficult problems and achieve key mission outcomes for the organization.

OUR DIGITAL SOLUTION DELIVERY INNOVATION CASE STUDY

United States Patent and Trademark Office (USPTO)

Overview of Our Work. USPTO's product modernization had failed three times due to an inability to understand the customer's Job-To-Be-Done and improve the user experience. Grant Thornton leveraged our Design Thinking Framework to develop personas and journeys to inform pain points and moments that matter. We then leveraged crowdsourcing to ideate and refine improvements. Next, we developed 250 clickable wireframes to help visualize requirements which feed into a working prototype in AWS. The prototype included a digital feedback mechanism to collect user input in real-time while testing the solution.

Client Results and Success Story. By viewing the problem through a customer lens and leveraging iterative design, USPTO was able to achieve organizational buy-in for 50 user-inspired features and a cleaner, easier to use interface.

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II. Digital Solution Support (30 points possible)
Your response to this section must not to exceed 10 pages.

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

OUR APPROACH TO DIGITAL SOLUTION SUPPORT

Grant Thornton goal is to bring continued innovation to DHS while maintaining stable operations and a constant focus on continuous improvement. We plan to provide improved access to self-service tools allowing development teams transparency to their operations and delivering tools to system owners for informed strategic decision-making. We will further DHS' vision of transforming from a back-office service provider into a strategic partner for the field.

IT OPERATIONS

Configuration Management (CM) often becomes a mechanical function within a program. However, high performing organizations use CM tools and techniques to enhance program success and drive value, particularly when integrating multiple contracts and IT systems. Grant Thornton understands that CM is orchestrated into the overall program delivery.

Upon transition, we will begin with ⬛pt
configuration items.⬛⬛⬛⬛⬛⬛⬛⬛⬛⬛⬛⬛⬛⬛⬛⬛⬛⬛

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AUTOMATED REGRESSION TESTING

We are an agile organization with a continuous improvement mindset that leverages technology and automation, including our DevSecOps and continuous integration/ continuous deployment (CI/CD) pipelines, to empower our Agile process across all our core capabilities. For example, at USPTO, we automated testing and deployment that simplified and shortened release cycles, reduced LOE, and enabled frequent deployments, which added immediate value to the FPNG system.

Grant Thornton will also bring the latest ideas around leveraging AI for testing, and data management. Using Agile methodologies and adoption of technology tools, the team will work to reduce maintenance costs, such as infrastructure analytics, minimize cloud services costs, and automate regression testing to redeploy resources to high-skill tasks. Through these efficiencies, we intend to provide effective O&M defect and enhancement delivery while maintaining quality and customer service.

END USER SUPPORT

Grant Thornton will use the DHS approved ticketing system to track and monitor all ticketed incidents from creation to resolution. After researching the ticketed incident, if determining the need to escalate it, the Service Desk Manager will forward it to the appropriate Tier II, Tier III, or DHS personnel following the documented and DHS-approved escalation process. A unique incident number, date of request, requestor, issue, approved response from a Subject Matter Expert (SME), and the date of response are recorded and tracked with each ticket.

If required, we will also record revisions of any Standard Operating Procedures (SOPs) resulting from the resolution of a specific ticketed issue. All ticketed incidents will be assigned a priority, 1–5, depending on the problem's criticality. We will track ticketed incidents according to status

(e.g., created, updated, closed) and report on them weekly and monthly, or as DHS directs, and will recommend improvements to DHS management.

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DEFECT RESOLUTION

A defect tracking process will be utilized to provide transparent tracking of system issues. Potential defects will be noted as a Deficiency Request (DR) and logged in a DR tracker. The purpose of the DR tracker is to document, prioritize and resolve defects identified during testing in each testing stage. Defects in the tracker will be logged using the following severity guidelines to help determine priority.

- Severity 1 - Critical - Catastrophic defect that causes total failure of the software or unrecoverable data loss. There is no work around. In general, a severity 1 defect would prevent the product from being released.
- Severity 2 - High - Defect results in severely impaired functionality. A work around may exist but its use unsatisfactory. In general, you would not release the product with such a defect.
- Severity 3 - Medium - Defect causes failure of non-critical aspects of the system. There is a reasonably satisfactory work around. The product may be released if the defect is documented, but the existence of the defect may cause customer dissatisfaction.
- Severity 4 - Low - Defect of minor significance. A work around exists or, if not, the impairment is slight. Generally, the product could be released, and most customers would be unaware of the defect's existence or only slightly dissatisfied.
- Severity 5 - Enhancement request or design issue.

All Agile scrum teams will also support defect fixes and enhancements. Our Agile scrum team members are trained to provide cross-functional support as needed to ensure all defects and enhancements are worked in coordination within the team, as well as with other scrum teams. Agile scrum team members will be involved in all aspects of defect resolution and deployments. Defects will be prioritized by the Agile scrum teams and approved by DHS. O&M resources will ensure defect fixes are addressed in a coordinated manner and will regularly communicate and escalate O&M issues as needed.

DATA FIXES

When a "data fix" is required, we will work with █████████ a █ t █████████ root cause analysis techniques██████████████████████ c █████████ a trace back the data discrepancies to the source. ████████████████████████

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REPORTING SUPPORT

Our project managers participate in delivery planning for assigned projects and will support DHS leadership with prioritizing activities to focus on services and solutions that have the greatest value. We collaborate closely with stakeholders to define project activities that align with the overall strategic vision and roadmap.

We maintain frequent communication with any vendor partners engaged by DHS, to understand release and iteration plans, and milestones and will develop schedules and interactive dashboards to help assess project health. Our team will facilitate effective communication and coordination between all project team members, vendors, and DHS leadership. We focus on getting information out that is clear, concise, and timely about project progress, what is changing, why, and when to prepare stakeholders for what is coming.

We accelerate time-to-insight with low or no code visualization development for business intelligence and data insights. Our team delivers digital data products that combine high -driven information that is

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

OUR APPROACH TO DIGITAL SOLUTION SUPPORT INNOVATION

Grant Thornton has helped numerous clients leverage implement machine learning and artificial intelligence to solve complex business problems by enabling more timely, insightful, and accurate decision making with reduced administrative burden. We employ data science principles that are appropriately leveraged to identify underlying trends and provide predictive analytics capabilities through the consumption of large historical datasets. These datasets can be system and server logs, tickets, and escalation metrics.

Machine learning models can be developed to enhance existing business processes including the automation of tier-1 inquiry resolution that works to provide a consistent, easily accessible, and intuitive interface to communicate information in real time.

Grant Thornton can help DHS develop and train models. In addition, we can educate stakeholders of current approaches and progress, and incorporate stakeholder feedback to track alignment with

business needs throughout the analytics and modeling efforts. Algorithms and techniques can be clearly documented with explanations in technical design documents to supplement briefings. In addition, visualizations will be created to illustrate the methodologies and outputs.

To determine fitting modeling approaches, we will perform market research on established analytics and modeling tools as well as emerging technologies and methods. Selected approaches will incorporate technology solutions and components that align with industry best practices to minimize customizations and will work to leverage potential capabilities.

By embracing AI and ML, DHS can use their data to glean deep insight into its operations and efficiencies and use these insights to improve citizen services.

III. PMO Support (20 points possible)

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

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

PARTNERING WITH DHS TO PROVIDE PMO SERVICES

Grant Thornton has deep experience managing projects across government agencies using Waterfall, Agile and tailored hybrid methodologies. To provide the project management expertise required to help DHS achieve their goals and objectives, we provide personnel equipped with a continuous improvement mindset and will work closely with DHS to develop, implement, and improve repeatable project management methods throughout the lifespan of any project that we support.

An effective project a ███████████████ ol ██████████████████████████████

███████ ild and execute its IT services. ████████████████████

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[REDACTED]

We will partner with DHS on each project need to provide expert project management and citizen support services while developing effective and repeatable tailored methodologies to build a strong foundation for success. Our approach to implementing project governance will enable DHS to align project and business needs, clearly define value-based outputs, provide increased project transparency, manage risk and issues in an efficient and effective fashion, and comply with security and regulatory requirements.

To help DHS manage its backlog of initiatives, we will collaboratively prioritize projects, measure their impact and ability to meet objectives and work to measure their effectiveness and return on investment. Measurement and data points will help us better manage how we can maximize the investments, especially if there are funding g constraints. Below are samples of key activities that help balance, and sequence initiatives.

Key Activities	- Identify critical objectives and manage change by ensuring that the intended benefits of planned work are aligned with business objectives and fully internalized - Work to build effective teams and align their efforts, facilitate team collaboration, and manage quality and efforts to ensure that deliverables are of consistent and high quality - Apply disciplined management practices to ensure scope, delivery times, and performance goals are met - Develop value driven innovative solutions by engaging with business stakeholders and citizens to shape requirements, identify proven, pertinent opportunists for improvement
Demonstrated Experience	[REDACTED]
DHS Benefits	We will leverage our expertise to help align, balance, and provide greater transparency into all of DHS' IT initiatives, their alignment, and ability to tangibly impact citizen services.

OUR PMO EXPERIENCE CASE STUDIES

City and County of Denver

Overview of Our Work. The City and County of Denver (CCD) Technology Services (TS) engaged Grant Thornton as a strategic partner engaged Grant Thornton to conduct a project health assessment of their Integrated Property Tax System implementation, also known as the CAMA OASIS Replacement Endeavor (CORE) project.

Based on our work and guidance, CCD asked Grant Thornton to take over the project management of this initiative and guide the project to a successful conclusion.

Client Results and Success Story. The CORE project kicked off in 2014 and was scheduled to be completed by their vendor. However, the project experienced several lengthy delays and the original go-live timeframe of late September 2016 was abandoned. Grant Thornton conducted an independent third-party assessment of the project to develop recommendations to improve project performance and significantly increase the likelihood that future milestones will be completed in accordance with the latest timeline.

We then developed and executed a comprehensive project turnaround strategy consisting of a series of detailed recommendations to complete the project and enable the deployment of a new system in an expeditious fashion. Recommendations were organized around our project assessment framework entailing four broad categories – Benefits Realization, Resources, Process, and Technology. We established new project management, governance, and reporting procedures to improve performance against the schedule, improve team member accountability, and quality of the work produced.

After taking over the leadership of all project management and execution Grant Thornton led delivery of the remaining requirements (about 70%) in 15 months increasing the rate of delivery by nearly 10x and targeting a go-live timeframe of September 2020 for an 8-year improvement to the previous rate of completion.

City of Myrtle Beach, South Carolina

Overview of Our Work. The City of Myrtle Beach engaged Grant Thornton help manage its implementation of a multi-year ERP solution. Grant Thornton provides project management and organizational change management (OCM) for an Infor enterprise resource planning (ERP) system implementation, including Financials and Supply Management (FSM), Human Capital Management (HCM), and Infor Public Sector (IPS).

Client Results and Success Story. Our team led a comprehensive OCM program impacting approximately 1,500 City employees and 30,000+ City residents. We developed and conducted a stakeholder assessment and engagement plan; stakeholder interviews; and change readiness assessments aligned with each rollout of functionality to monitor end user knowledge and adoption. In addition, our team spearheaded strategic communications efforts, including project branding, online resources, meeting presentations, monthly newsletters, factsheets and frequently asked questions. The result of our work is greater adoption and success for the future of the ERP solution.

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

OUR QUALITY AND FINANCIAL REPORTING

In addition to status reports, Grant Thornton has extensive business intelligence (BI) experience in decision analytics, performance transformation and digital delivery. We develop and deliver solutions that transform data into intelligence-based insights that improve performance, streamline operations, and drive strategic decision making. To maximize the likelihood that DHS' project initiatives deliver expected value on time and within budget, we will transform data into business and operational insights that provide data governance and quality to support DHS to make better decisions, solve problems, improve processes, understand performance.
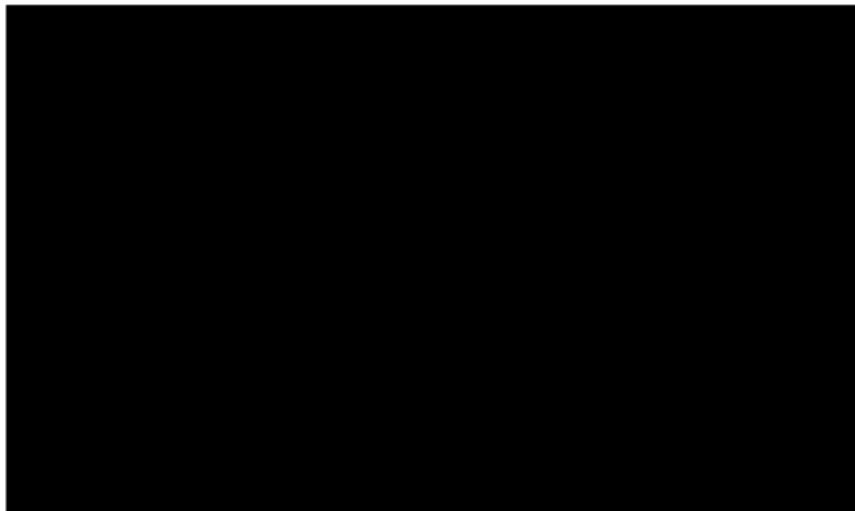
The combination of a status reports, meetings, communications and leveraging our BI experience in data analytics, will help DHS be empowered to make confident decisions that will best support the organization, individual projects and improve business performance and structure. Our approach will increase transparency providing effective reporting, tracking and visibility of project performance to help DHS track outcomes as it relates to budget, project health and schedule, and establish standard processes that are grounded in best practices and customized specifically for DHS based on each project's unique needs

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

OUR APPROACH TO IDEATION AND INNOVATION

At Grant Thornton, we are continuously looking for ways to help public sector organizations better serve and enable their mission. At the core of our approach is approaching problems from a design thinking perspective. Design thinking provides a people-based approach to solving problems. It's extremely useful in tracking complex problems that are ill-defined or unknown. We do this by understanding the human needs involved, re-framing the problem in human-centric ways, by creating many ideas in brainstorming sessions, and by adopting a hands-on approach in prototyping and testing.

The risk of the lack of innovation can place a standstill on many organizations, and many approaches aimed to solve business challenges are misaligned. The ability to innovate and iterate is a mindset; it should be at the core of the creation of your products and services. Keeping the customer, the user, at the center of everything you design, can ensure you make products or services that people love.
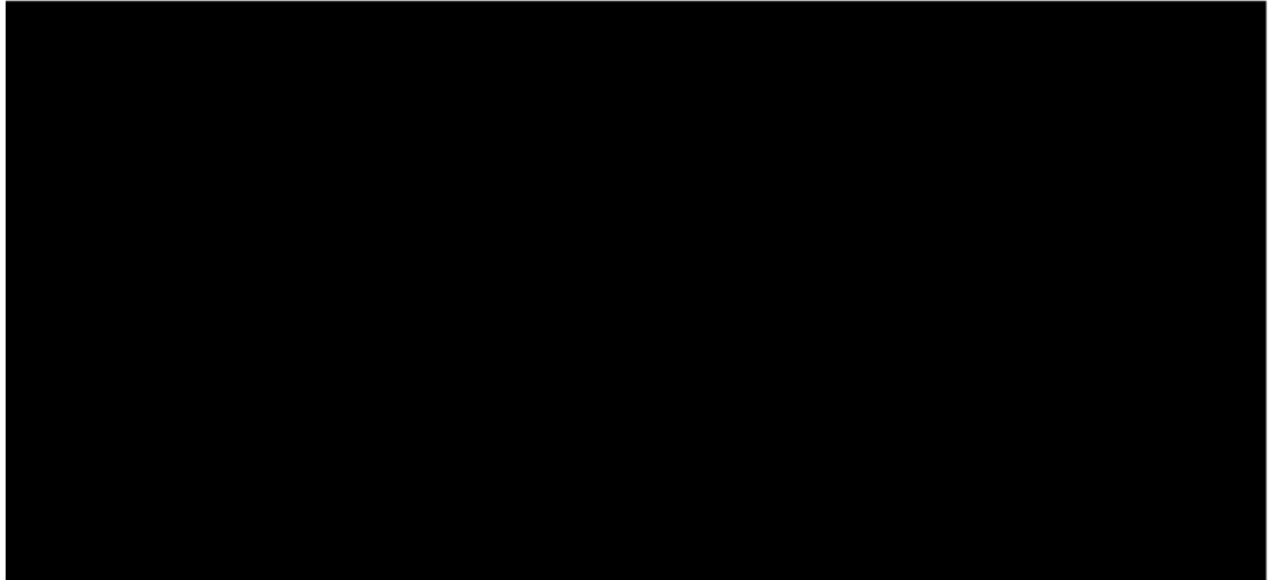
<u>IV. IT Security and Privacy Support (20 points possible)</u>
Your response to this section must not to exceed 5 pages.

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

OUR APPROACH TO PROVIDING IT SECURITY AND PRIVACY SUPPORT SERVICES

Grant Thornton has deep experience in IT Security and offers a full suite of offerings to help our clients transform from reactive to proactive. Today's compliance-driven approaches are not enough, agencies require end-to-end solutions, designed to protect everything from network infrstructure to user information. We bring expansive capabilities, with industry experts, and the ability to continuously innovate to solve our clients most challenging problems.

SUPPORTING THE DESIGN FOR IT AND SYSTEMS SECURITY

We will apply our industry experttise to assess, analyze, and provide actionable recommendations that will help DHS improve it IT security and privacy posture. Some examples that we will undertaaake, include, but aare not limited to the folloiwng:

Key Activities	- Collect relevant information about DHS' in-scope information systems which collect or process personal data and ePHI via collaborative working sessions with process owners - Assess data privacy impact risks based on DHS' overall Enterprise Architecture - Determine what administrative safeguards are already in place for business processes and systems - Cross-reference existing data security policies and procedures against HIPAA guidance - Prepare a detailed list of specific actions, focusing on high-risk areas and assist DHS develop/update a formal Enterprise Privacy Policy framework that includes related subordinate procedures - Assist DHS in developing Standard Operating Procedures (SOPs) to operationalize data privacy activities - Provide IT security architecture recommendations and roadmaps for recovery - Support development of a governance model and continuous monitoring plan
Demonstrated Experience	███
DHS Benefits	Our experts are versed in proactive identification of potential vulnerabilities. We go beyond just process steps. Our team bring a unique blend of institutional knowledge coupled with innovative ideas and best practices.

SECURITY REMEDIATION EFFORTS

When risks and threats occur, we apply an end-to-end set of services to support incident management. Our approach is based on adversarial thinking against threats and a holistic approach to cyber defense that will reduce the likelihood of follow-up breaches. Instead of relying on manual remediation efforts, we focus on proactive and automated capabilities to accomplish cyber objectives. ███

COMPLIANCE WITH HIPAA SECURITY REGULATIONS

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compliance audit conducted by the Office of Civil Right (OCR), we recommend our clients conduct the HIPAA assessment along with the consideration of the OCR HIPAA audit protocol.

For DHS, we can not only perform a HIPAA assessment but also leverage our HIPAA assessment framework in order to evaluate the control design and identify gaps associated with Physical, Administrative and Technical safeguards. In additio   w   w t actionable steps in a detailed HIPAA assessment report.

OUR IT SECURITY AND PRIVACY EXPERIENCE CASE STUDY

Florida Agency for State Technology

Overview of Our Work. The Florida Agency for State Technology (AST) asked Grant Thornton to conduct a security assessment across multiple agencies throughout the State. AST was inundated with risk data from across the State agencies and had no way to organize and set aa plan of action in place.

Grant Thornton not only conducted a full IT security assessment across all of AST's affiliates, we also transformed the data gathered into intelligence that addressed not only security and compliance, but business and operational concerns

We developed dynamic dashboards, enabled visualization of cyber risk data in terms of strategic goals, time and cost to remediate to help AST frame their actions in business-centric context that was aligned to mitigating risk to mission, improving reputation, and garnering public confidence.

Client Results and Success Story. Our solution provided AST Leadership with an enterprise level view of their organization tailored to the strategic goals of the CIO. Users of our tool could look a high-level dashboard of the whole State, or drill down into a single control at an individual agency, with increasing levels of granularity at each tier.

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

OUR APPROACH TO PROTECTING COMMUNICATIONS

Grant Thornton's Privacy and Data Protection team can help DHS transform and sustain its privacy programs through automation, process re-engineering and managed services. We focus on evaluating privacy and data protection risks, building processes leveraging automation and running efficient and sustainable programs that can scale and adapt to the evolving regulatory landscape. Our goal is to not only help DHS protect its communications needs, but also to ensure it has sustainable practices to continuously monitor and mitigate risks while maintaining the highest level of integrity, availability and confidentiality.

[REDACTED]

Grant Thornton leverages open source, as well as leading industry solutions, in order to identify and map out all hardware assets resident on an organization's network and multiple subnets, including at remote locations and those that connect remotely to the corporate network. Hardware and software identified is compared against the organization's current asset inventory lists, with the inventory list updated as necessary or the hardware and/or software removed from the network or systems if unauthorized. We then assess all identified endpoints for potential vulnerabilities and configurations against leading industry security baselines, such as the CIS Benchmarks, and provide comprehensive reporting to the organizational client containing risk severities associated with identified system or application software vulnerabilities and/or configuration settings that are not in a hardened state. The reports also include detailed recommendations for mitigating the risks due to the identified vulnerabilities and/or configuration issues.

Grant Thornton will work with DHS to assess how information is protected at rest and in transit. The team will also conduct analysis of how cryptographic keys are managed and protected. The team will leverage experience with public sector Federal, State and Local clients as well as a deep understanding of NIST guidance including FIPS 140-2.

Finally, no matter how well an organization prepares and invests capital, there's always a risk of a security incident or breach. Handling incidents correctly is important in that it ensures DHS responds in accordance with regulations to reduce the risk of legal repercussions or damage to public trust. Grant Thornton will perform an assessment of the DHS' Incident Response (IR) Management program and provide results and recommendations that will enhance and improve DHS' current IR capabilities.

Our approach will be driven through inquiry with stakeholders, inspection of key supporting artifacts, and observation of processes that serve as the structure for the Incident Response process. We utilize the framework defined in NIST Special Publication 800-61 Rev 2, Computer Security Incident Handling Guide as well as NIST 800-53.

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

OUR APPROACH TO IT SECURITY AND PRIVACY INNOVATION

Meaningful IT security and privacy practices can help DHS better engage its citizens. By enabling citizen-centric practices across the front and back offices, DHS can take the first steps to enhancing their services in a privacy-first way.

Moving toward a citizen-centric approach requires cross-functional collaboration to successfully focus a privacy program. The goal is to help organizations like DHS increase their privacy program maturity by embedding privacy within strategic planning, transforming privacy compliance into an advantage, and
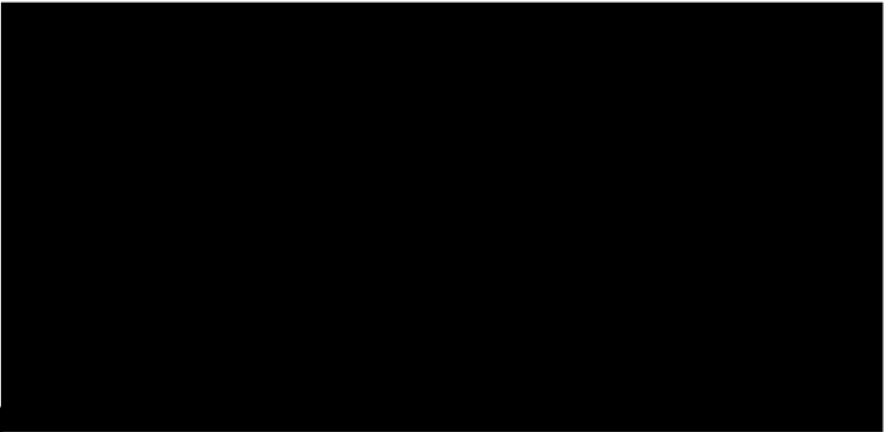
Below are some key activities that Grant Thornton can help DHS innovate and move towards a citizen-centric framework.

Key Activities	- Establish global privacy principles that go beyond check-the-box compliance - Embed privacy as part of digital transformation initiatives - Review processing activities in which there is direct engagement with users and identify areas where consent or preferences are collected to generate insights - Centralize management of preferences to allow for compliant yet efficient citizen engagement - Develop self-serve portal to empower citizens to manage their communications - Design privacy-ready product features to preempt regulatory concerns and exceed customer expectations - Integrate and operationalize privacy controls to drive efficient scale of adherence to privacy requirements - Drive increased engagement with users through self-managed preference center

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Budget	All Pages

In the event that the Alleghany County Department of Human Services receives a Right-to-Know request for our proposal, please contact:

Authorized Representative

Paul Seckar

Principal

E Paul.Seckar@us.gt.com

T 703.637.2626