

## 22-68200 BUSINESS PROPOSAL ATTACHMENT E

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

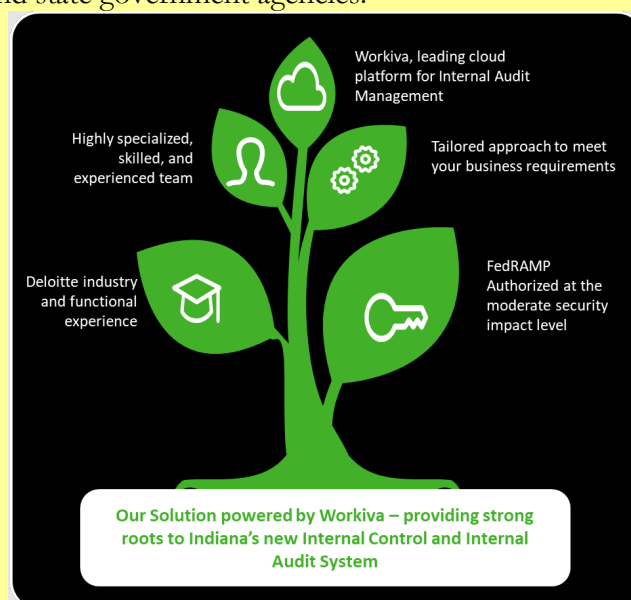
### *Business Proposal*

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

Deloitte & Touche LLP ("Deloitte", "We", "Our") have collaborated with Workiva to provide cloud based internal control and internal audit platform. We value our over 29 year relationship with the State of Indiana (State) and our knowledge of the State's policies, programs, and technologies allows our team to jump start the project. While our track record of successful projects within Indiana has been established, we look forward to continuing to grow that legacy with the opportunity to support this effort.

Our solution uses Workiva, a cloud platform for data collaboration, reporting, and compliance. The Workiva platform combines a flexible environment with a dynamic user-friendly interface enabling easy adoption and simplifying complex work. It is for this reason that approximately 3,700 customers' use the platform to standardize their audit and risk requirements, and financial reporting requirements. The Workiva platform supports a suite of integrated risk and financial reporting offerings including Audit Management, Internal Controls Management, Enterprise Risk Management, Policy and Procedures, and Connected Financial Reporting.

Workiva platform is designed with careful consideration given to customer data security, reliability, and integrity. Workiva platform is FedRAMP Authorized at the moderate security impact level. FedRAMP authorization is testimony of compliance with cybersecurity standards required by federal and state government agencies.



**Figure 1. Distinguishing Features**

Our breadth of services and long experience designing and implementing integrated risk solutions for SOX compliance, internal audit management, policies and procedures, and enterprise risk management allows us to propose an in-depth approach and solution. Our proposed solution powered by Workiva meets the requirements identified in the RFP.

Our team includes skilled professionals with the requisite blend of internal audit, risk management, and technology knowledge to bring a well-rounded view to the project. Our deep bench of professionals with experience in internal audit controllership, combined with full breadth of Workiva platform capabilities positions us as the leading vendor to support Department of Revenue (DOR) in this journey.

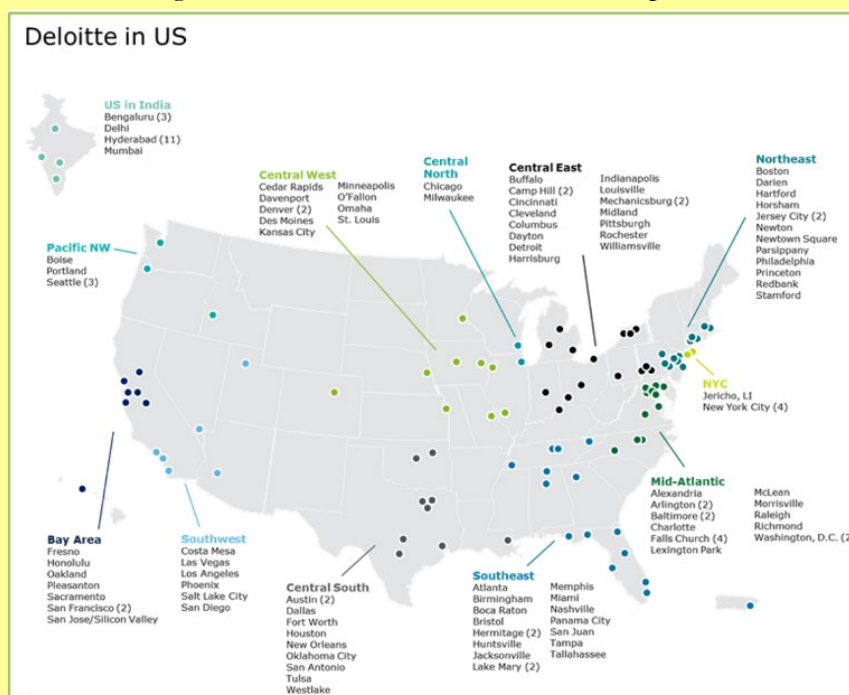
Our clients have indicated that our deployments have been effective, low-risk, and ultimately resulted in improved service delivery. We bring the right combination of relevant experience, technical capabilities, collaborative approach and innovative solution to make the project a success. As you review our response, please consider several factors that we believe differentiate Deloitte:

- Demonstrated history of effectively serving the State of Indiana across 11 agencies
- Skilled and knowledgeable professionals with industry and functional experience in designing and implementing integrated risk solutions for SOX compliance, internal audit management, policies and procedures, and enterprise risk management
- Industry leading internal audit and internal controls management capabilities of Workiva platform
- Leveraging leading practices gained from our over 20 Workiva implementations for our clients
- Commitment to making the internal control and internal audit platform compliant with federal and state security requirements

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

"Deloitte" is the brand under which tens of thousands of professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management and tax services to selected clients. These firms are members of Deloitte Touche Tohmatsu Limited (DTTL), a UK private company limited by guarantee.

In the United States, Deloitte LLP and Deloitte USA LLP are member firms of DTTL. The subsidiaries of Deloitte LLP provide industry-leading audit, consulting, tax, and advisory services to many of the world's leading brands, including more than 80 percent of the Fortune 500. Our people work across 20 industry sectors with one purpose: to provide measurable, lasting results. We help reinforce public trust in our capital markets, inspire clients to make their challenging business decisions with confidence, and help lead the way toward a stronger economy and a healthy society. As part of the DTTL network of member firms, we are proud to be associated with the largest global professional services network, serving our clients in the markets that are important to them.



**Figure 2. Deloitte U.S. Offices**

Deloitte LLP and its subsidiaries have more than 113,000 professionals working in four key business areas — audit, advisory, tax and consulting. Like DTTL, Deloitte LLP does not provide services to clients. Instead, services are primarily provided by these subsidiaries of Deloitte LLP (also known as the “Deloitte U.S. Firms”), including:

- Deloitte & Touche LLP
- Deloitte Consulting LLP
- Deloitte Financial Advisory Services LLP
- Deloitte Tax LLP

Deloitte USA LLP, Deloitte LLP, and the subsidiaries of Deloitte LLP are each separate and distinct legal entities. Each of the subsidiaries listed above is organized under

Delaware law, is separately capitalized, has its own Chair, CEO, and Board of Directors, and provides a distinct array of services.

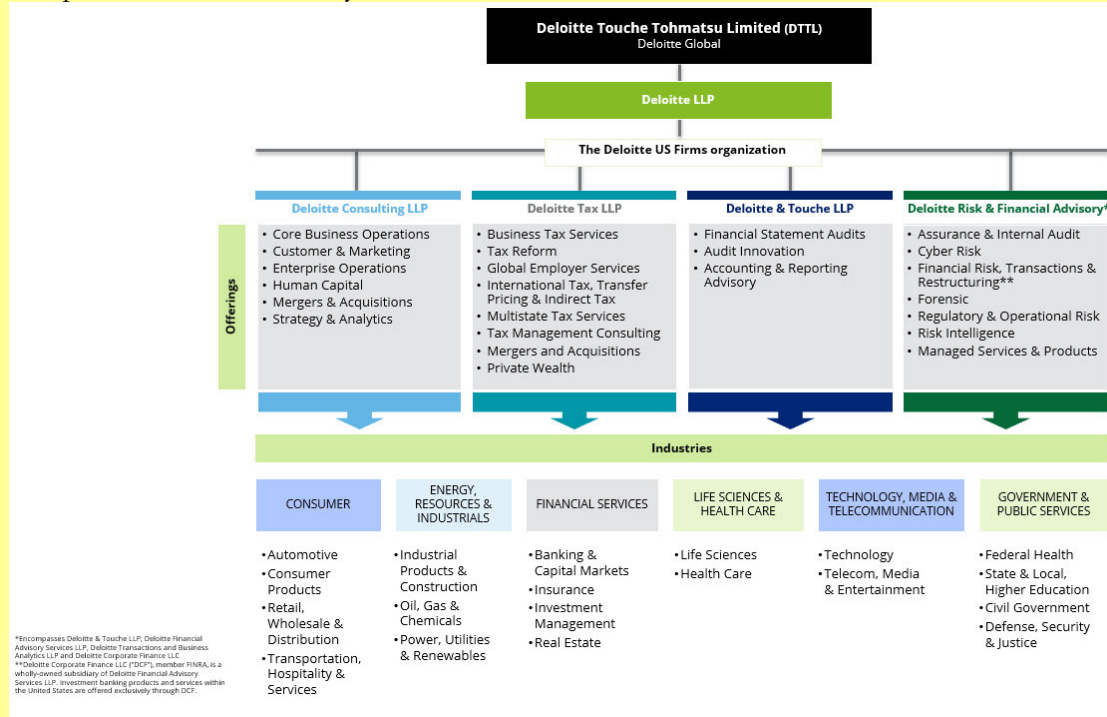


Figure 3. Deloitte multidisciplinary approach at glance

**Deloitte & Touche LLP** is the subsidiary responsible to provide the services requested in RFP.

### The Legal Form of the Respondent's Business Organization

Deloitte LLP and its subsidiaries, including Deloitte & Touche LLP, are limited liability partnerships.

### The State in Which Formed

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

# Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "DELOITTE & TOUCHE LLP" IS DULY FORMED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE NINETEENTH DAY OF JULY, A.D. 2021.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "DELOITTE & TOUCHE LLP" WAS FORMED ON THE SIXTEENTH DAY OF APRIL, A.D. 1997.



2740956 8300

SR# 20212735410

You may verify this certificate online at [corp.delaware.gov/authver.shtml](http://corp.delaware.gov/authver.shtml)

Jeffrey W. Bullock, Secretary of State

Authentication: 203702483

Date: 07-19-21

Figure 4. Deloitte & Touche LLP Certificate of Authority

## The Types of Business Ventures in Which the Organization is Involved

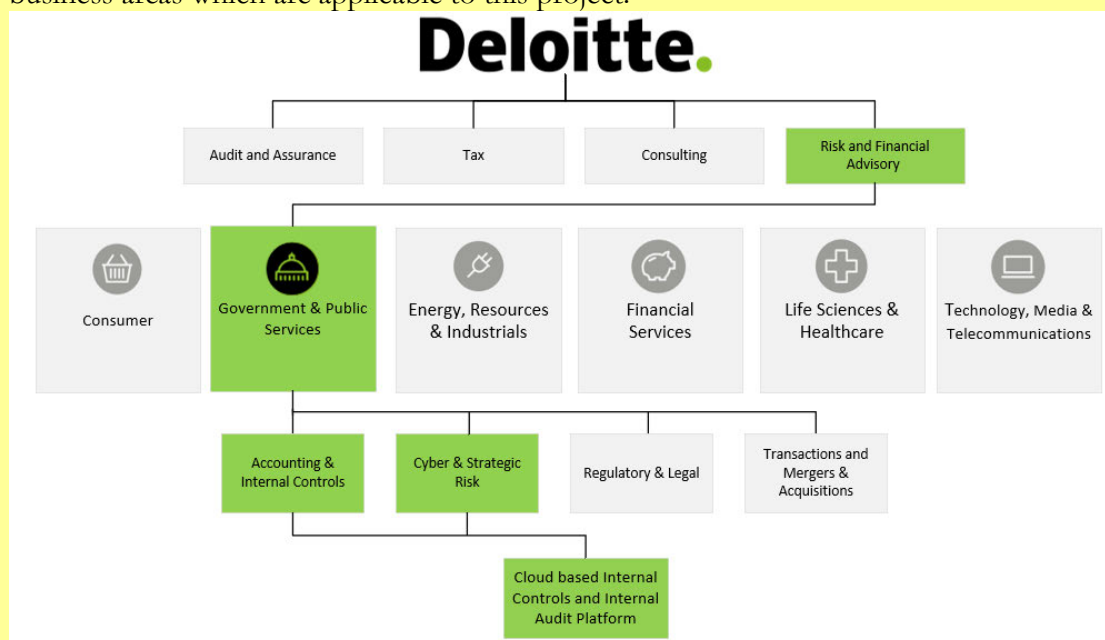
Deloitte & Touche LLP provides services, across a wide variety of business areas, including government, consumer and industrial products, energy and resources, financial services, technology, media and telecommunications, and life sciences. Deloitte & Touche LLP has a large Government and Public Services (GPS) practice serving both state and

federal clients. Within GPS, we have a dedicated group of professionals that focuses on delivering enterprise risk and assurance services.

### A Chart of the Organization

Our operating model supports our continuous growth and puts us ahead of the rapidly changing marketplace. Our structure enables us to provide specialized insights for our clients, while empowering us to develop our people and innovate for the future across a variety of practices. We bring our leading solutions to clients in the context of our market-responsive offering portfolios and industries, as shown in the figure below, which coordinate together and complement each other to holistically meet our clients' requirements. Deloitte's multi-dimensional structure fosters proficiency in our practitioners to deliver in the context of their client's industry, and it encourages flexibility and innovation through knowledge exchange and cross-practice coordination.

The following figure provides an organizational chart of Deloitte LLP, highlighting those business areas which are applicable to this project.



**Figure 5. Deloitte's Operating Model**

### Overview of Our Advisory Practice

We help organizations turn critical and complex business issues into opportunities for growth, resilience and long-term advantage. Our market-leading teams help clients manage strategic, financial, operational, technological, and regulatory risk to increase enterprise value. Our services, delivered by nearly 15,000 professionals in the US, are organized within four market segments:

- Accounting & Internal Controls
- Cyber & Strategic Risk
- Regulatory & Legal
- Transactions and Mergers & Acquisitions

## Government and Public Services Practice

Within our GPS Practice, our people, ideas, technology, and outcomes are designed for impact. Our professionals across the country bring fresh perspective – from inside and outside government – to help clients anticipate disruption, reimagine the possible, and fulfil their mission. Our GPS Practice is comprised of 15,000 cross-functional professionals dedicated to serving various government-related entities, including states, cities and counties, labor organizations, colleges and universities, housing authorities, human service agencies, public retirement systems, and workforce agencies. The result of this dedication is a group of professionals who apply industry-leading practices in strategy, scenario planning, operations improvement, systems integration, human capital, and outsourcing specifically to government agencies. Deloitte's work in GPS has impacted the lives of over 100+ million Americans.

**Figure 5. Deloitte Government and Public Services Practice**

### Accounting & Internal Controls Overview

Our Accounting & Internal Controls portfolio helps client address issues and risks in accounting advisory services, financial reporting requirements, internal audit risk management, assurance requirements, and internal controls services. Our accounting and internal controls professionals work alongside client teams to anticipate and navigate through each risk and opportunity, provide assistance on compliance, and advise on critical business issues.

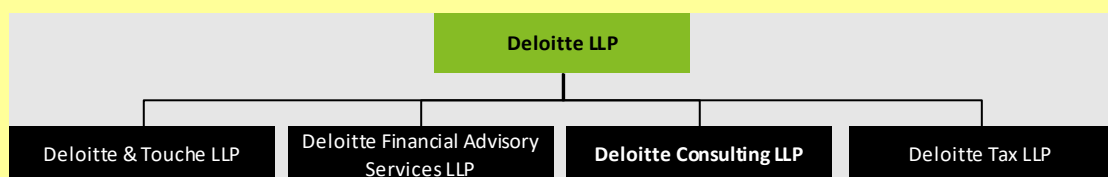
### Cyber & Strategic Overview

Our Cyber and Strategic Risk offering helps organizations manage cyber risk and create value through enhanced security, visibility, and privacy into an organization's DNA. Our program design, implementation, operation, and response services, coupled with our deep industry and mission knowledge, help us protect and defend our clients' valuable assets, facilitate secure digital transformation efforts, and adapt rapidly to emerging threats. Our services help secure transactions, reducing risk to the agency and increasing protection for the constituents who trust our clients with their personal data.

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

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

Detailed description of the legal structure of Deloitte LLP and its subsidiaries can be found at [www.deloitte.com/us/about](http://www.deloitte.com/us/about). The chart in the figure below shows the organizational operating structure of Deloitte's U.S. Member Firms, representing the four main areas of service and the annual revenue for each of the subsidiaries is shown below in Table 1. Deloitte LLP and Subsidiaries – By the Numbers, under Consolidated Revenue Breakdown by Area.

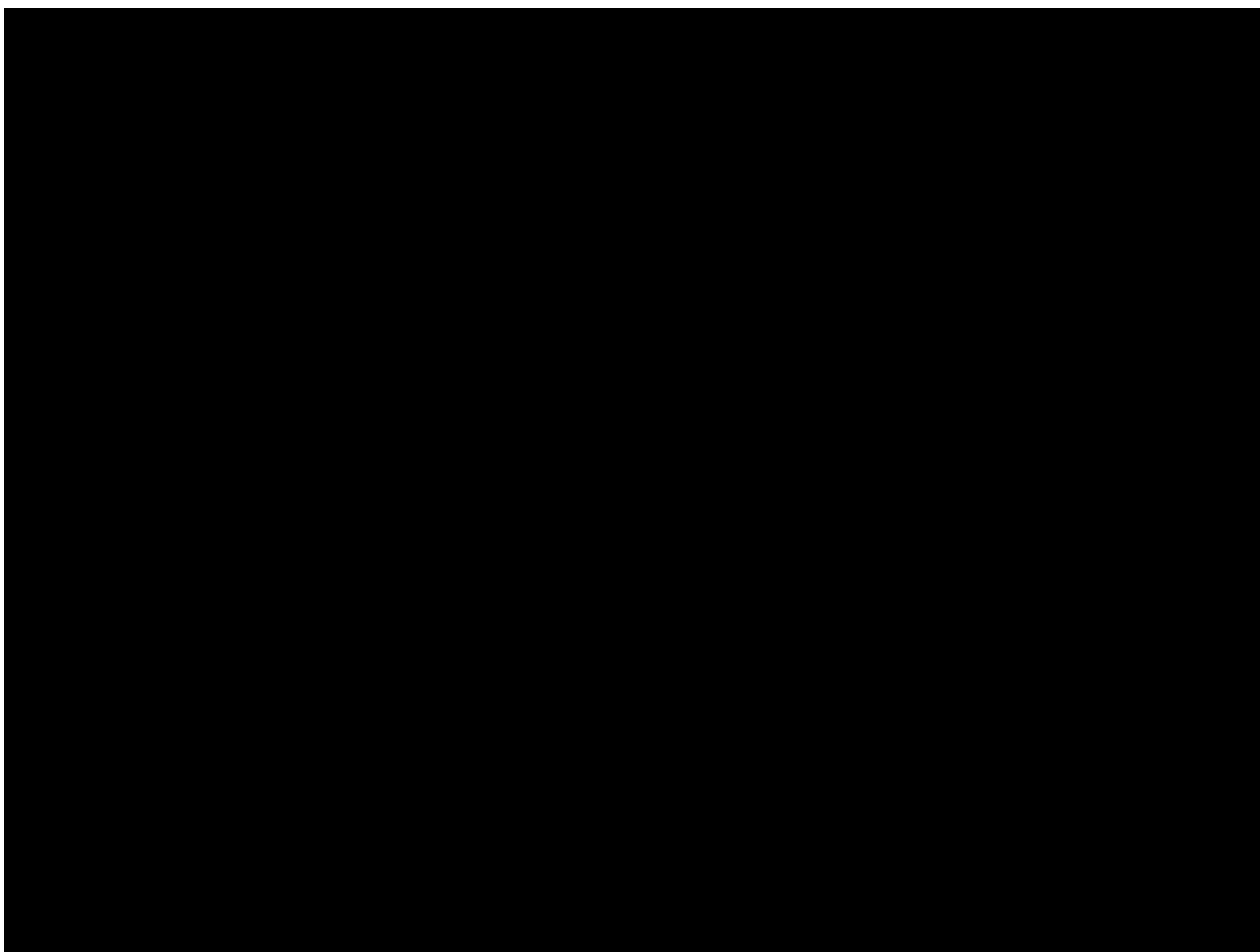


**Figure 6. Deloitte LLP and Subsidiaries**

Deloitte LLP and its subsidiaries (the “U.S. Firms”) provide audit, advisory, tax, and consulting services through approximately [REDACTED]

Since the U.S. Firms are privately owned partnerships, they do not have audited financial statements, nor do they file other corporate financial information such as a 10-K. Should you have additional questions regarding the financial information, please contact [REDACTED]

Furthermore, although the U.S. Firms do not have a rating from one of the nationally recognized credit rating agencies, their privately placed debt is assigned a designation by the National Association of Insurance Commissioners (“NAIC”). The U.S. Firms’ privately placed debt carries an NAIC 1 designation; NAIC’s highest designation, which is comparable to an A or better rating from one of the nationally recognized rating agencies. Detailed information regarding Deloitte LLP in the U.S. is provided in Table 1 below:

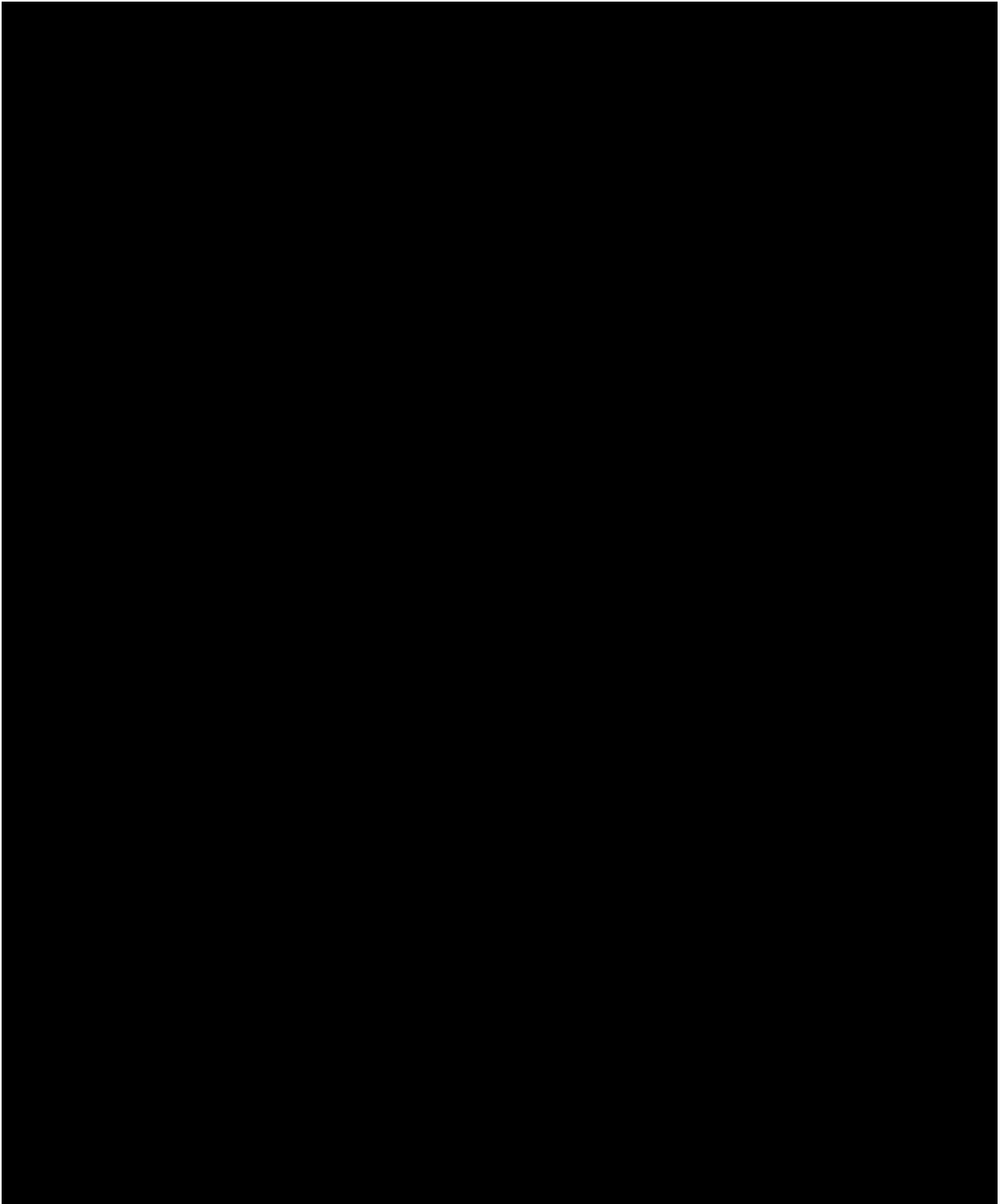


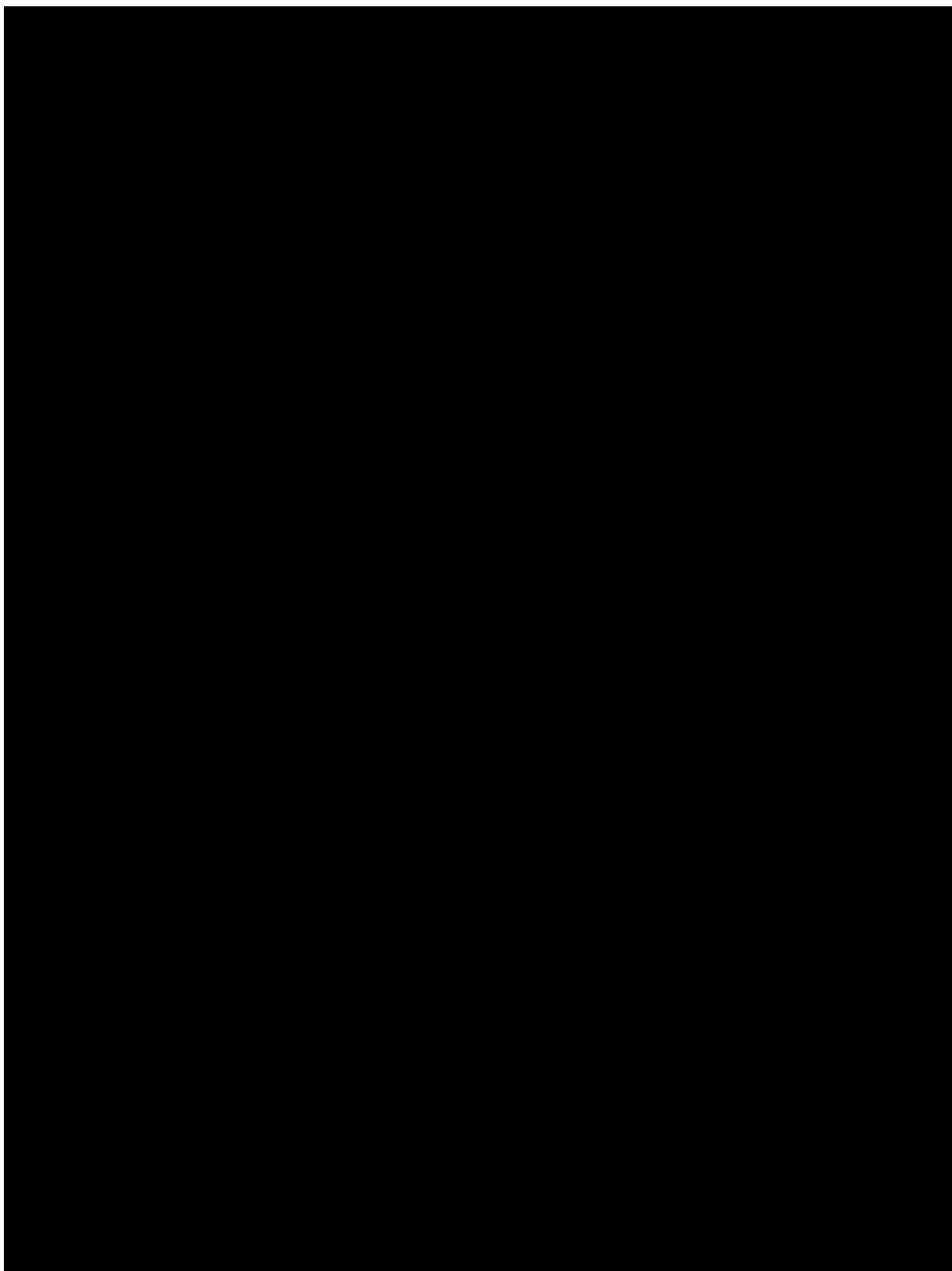
**Table 1. Deloitte LLP and Subsidiaries – By the Numbers**

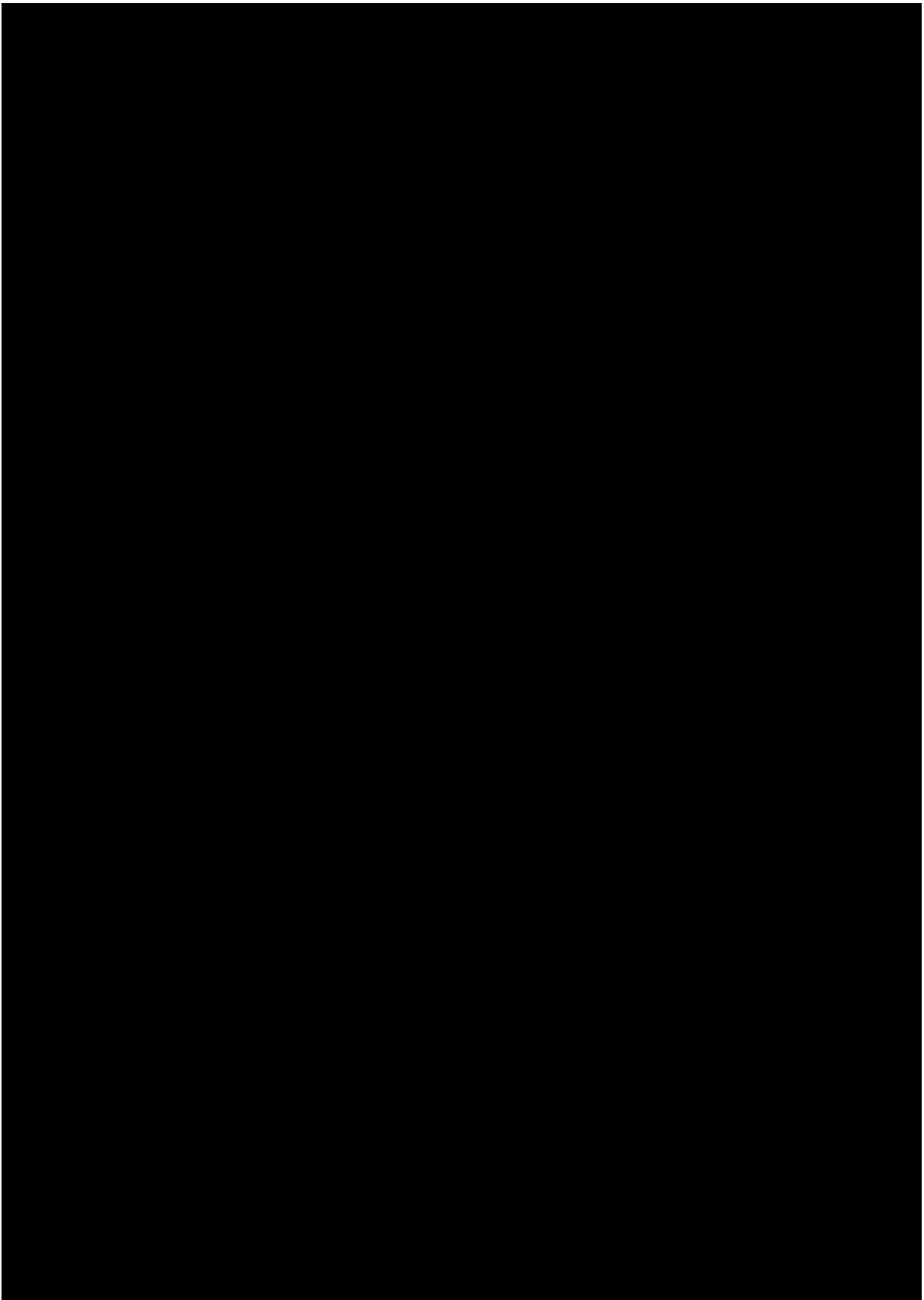
The above financial information was prepared for internal purposes. This financial information has not been audited and does not present the financial position, results of operations, or other financial information in accordance with generally accepted accounting principles. The use of this information is restricted to your consideration in providing you professional services. Any other use or circulation of this information is prohibited.

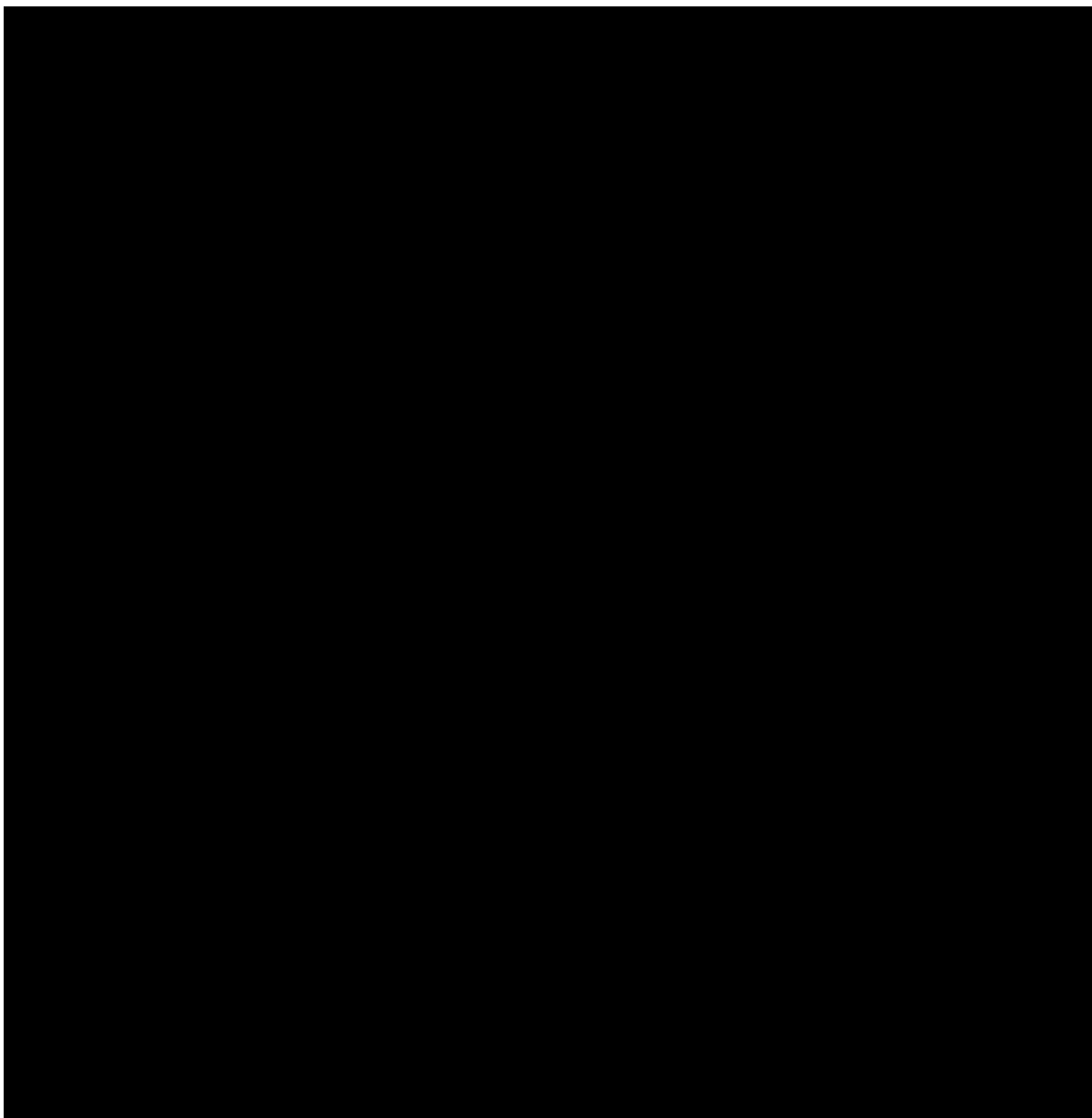
#### **Dun and Bradstreet Report**

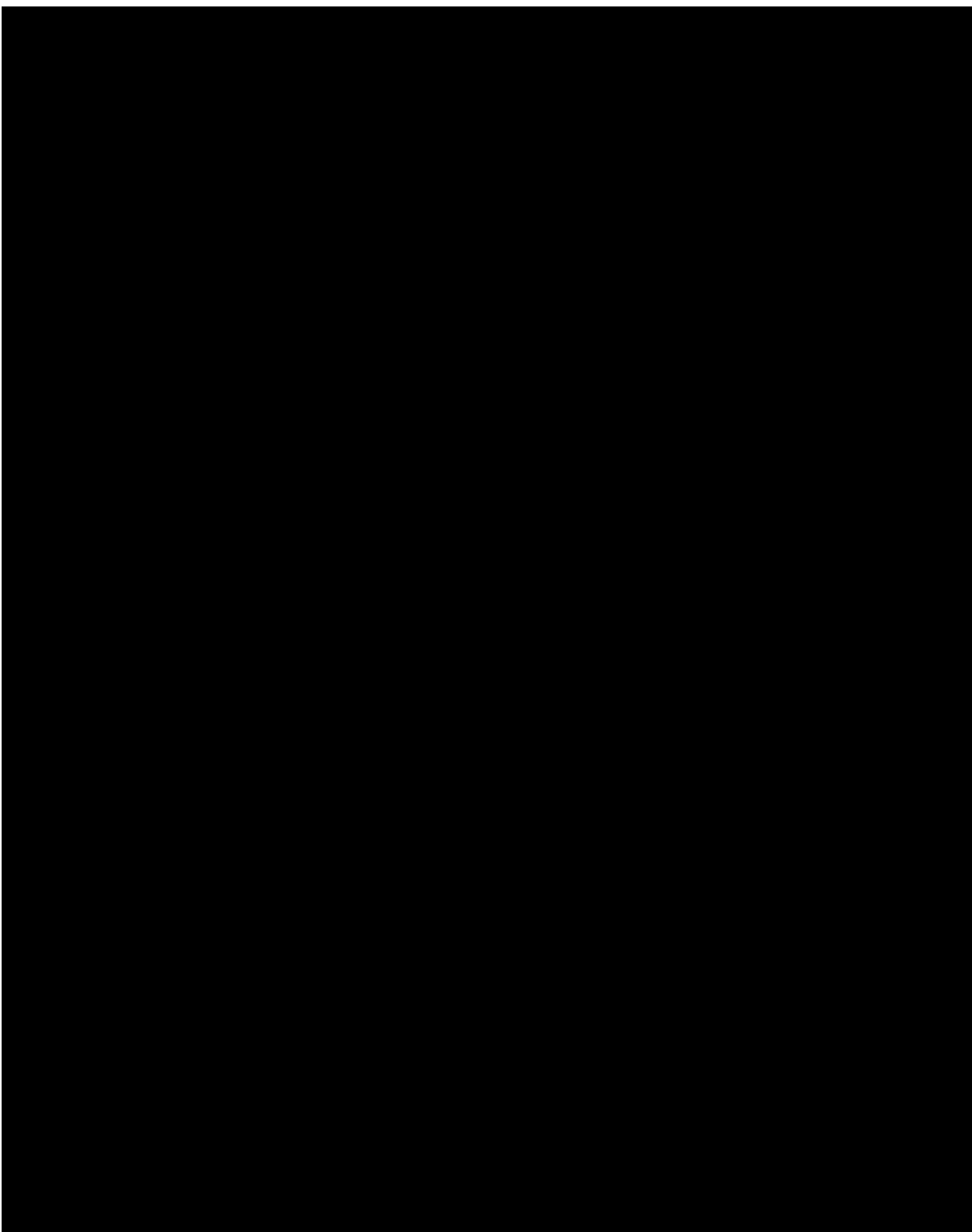
On the following pages, we have provided a copy of our latest Dun and Bradstreet financial report (Dated:03/22/2021) to provide additional information regarding our financial stability. Because Deloitte LLP is a privately held organization, it does not disclose certain financial data. As such, the following report may be based on incomplete information.

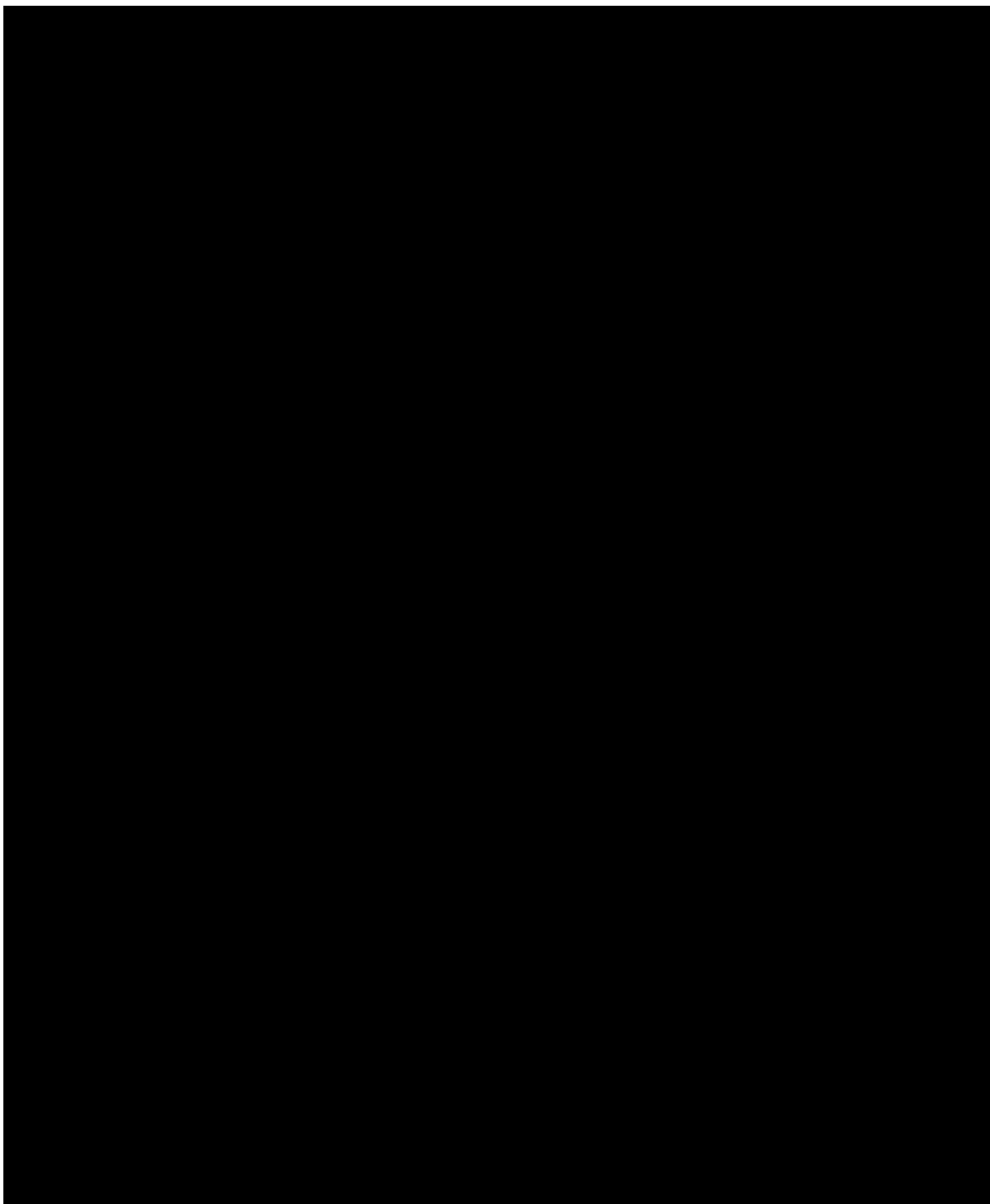


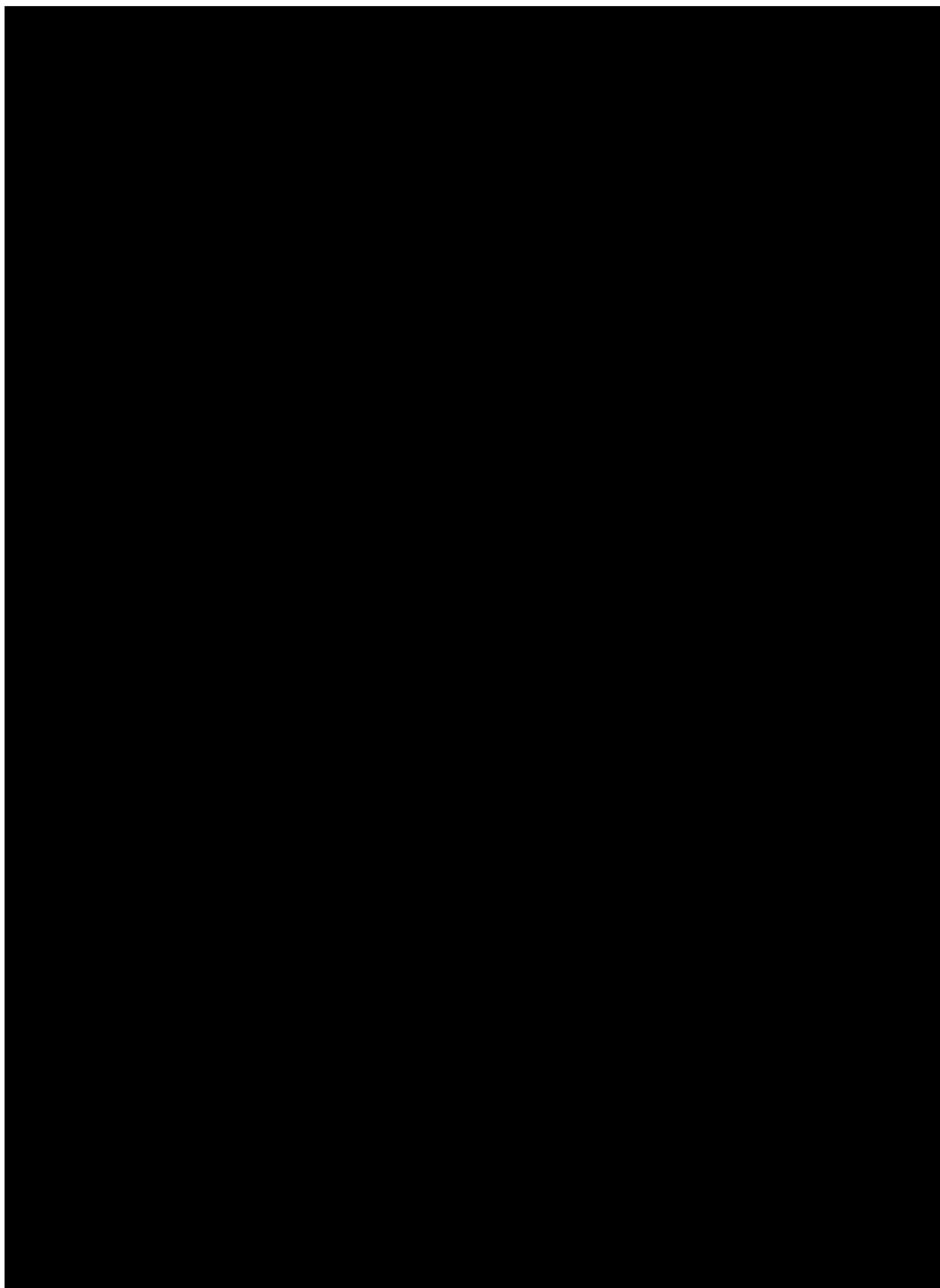


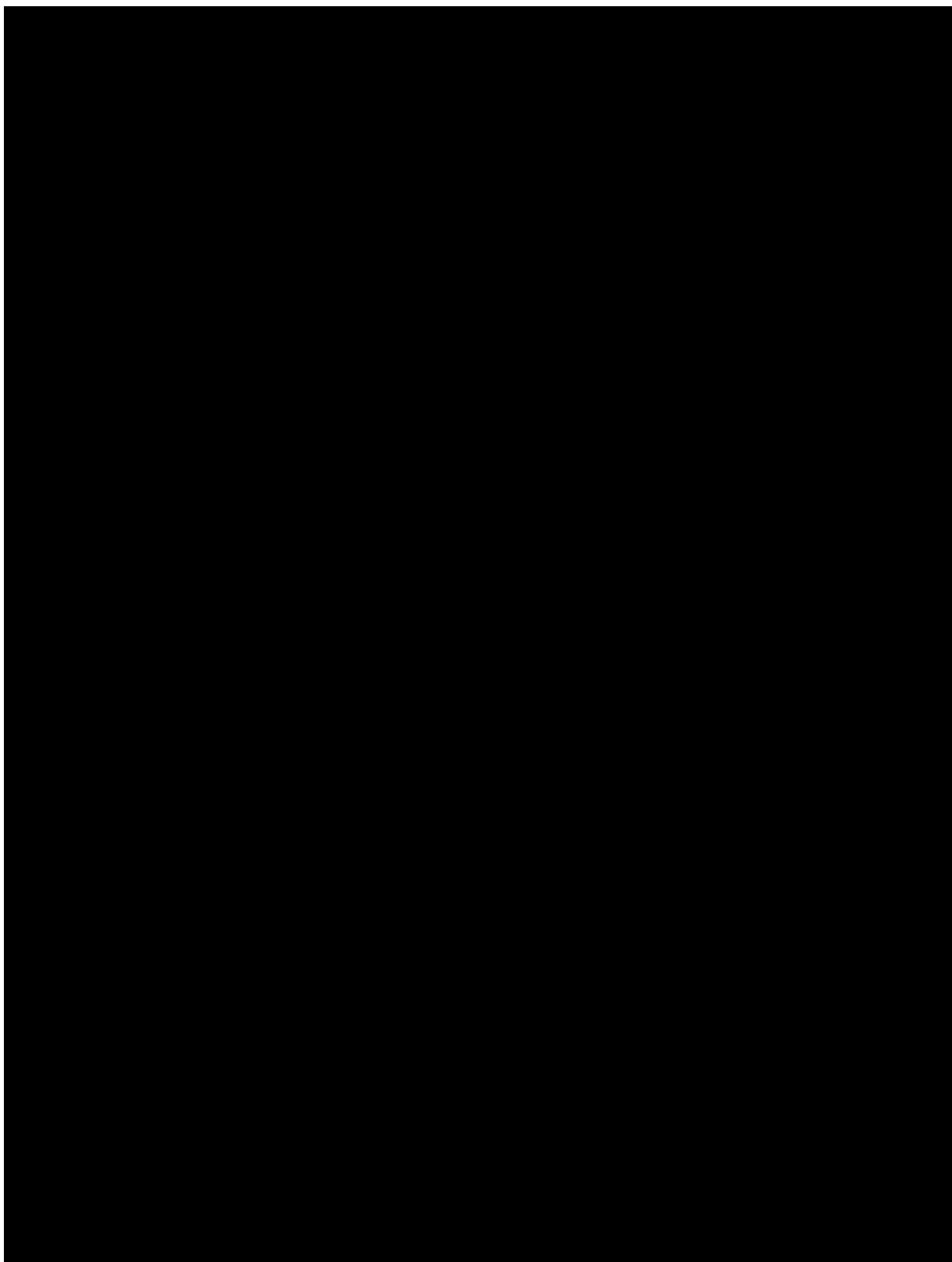


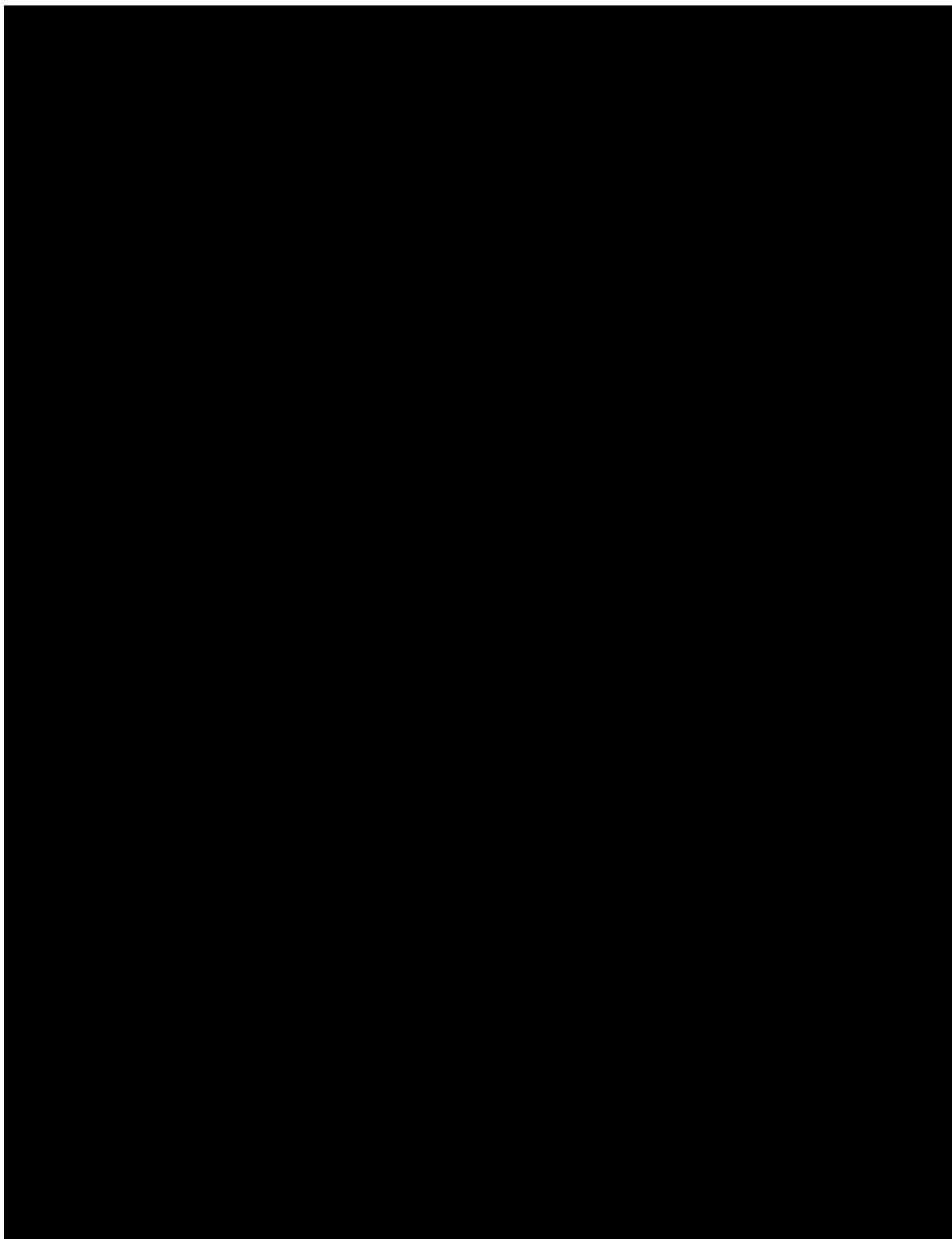


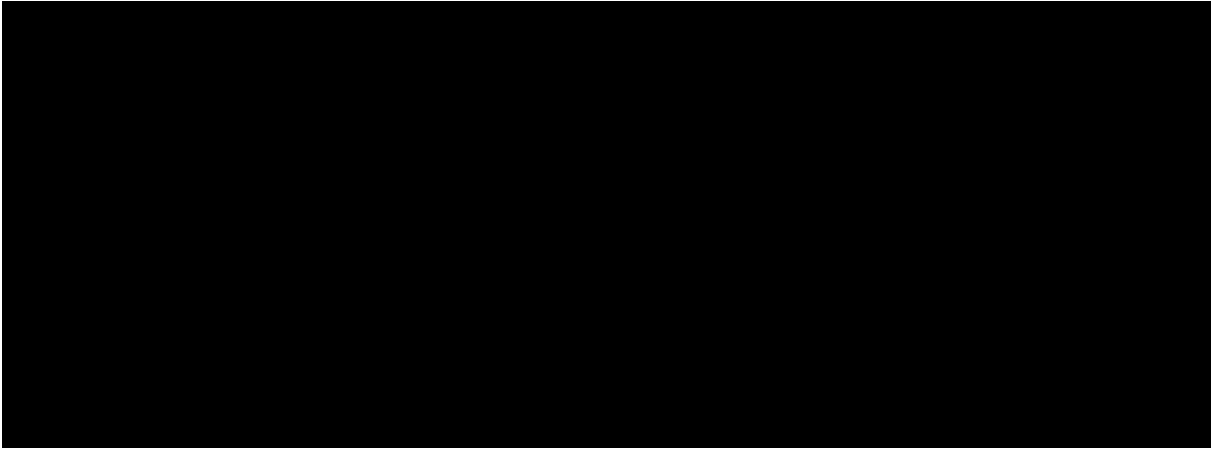


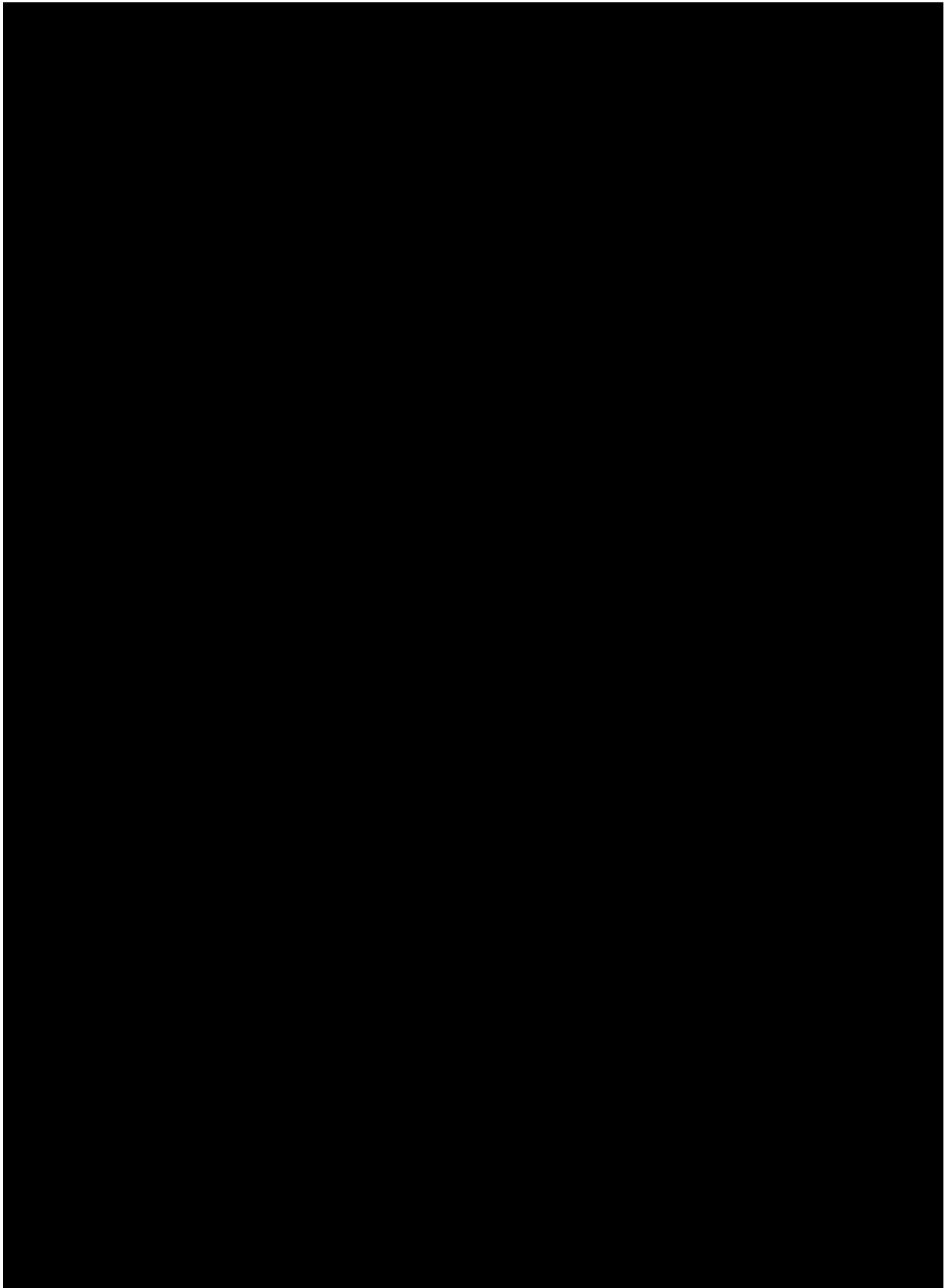


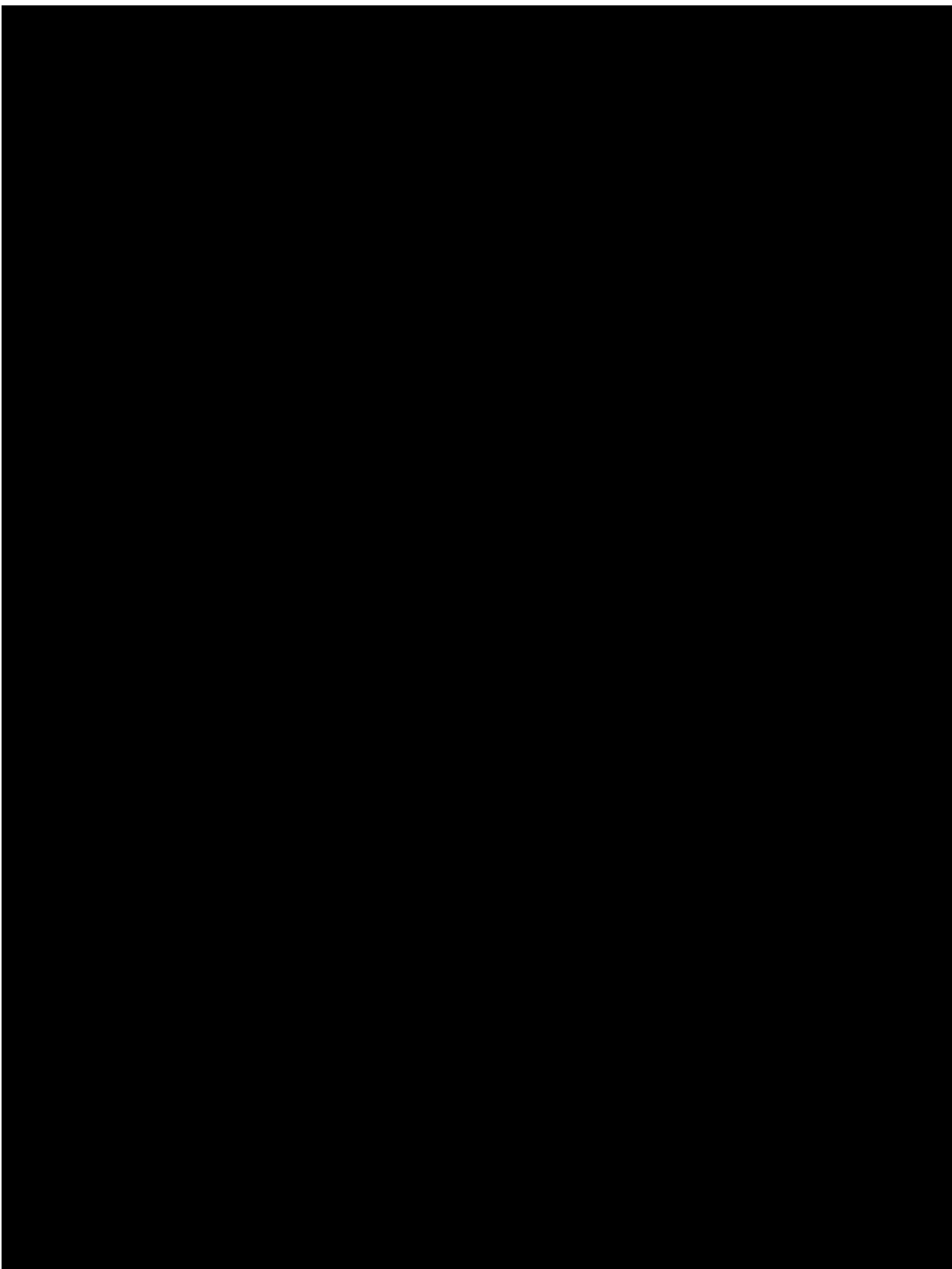


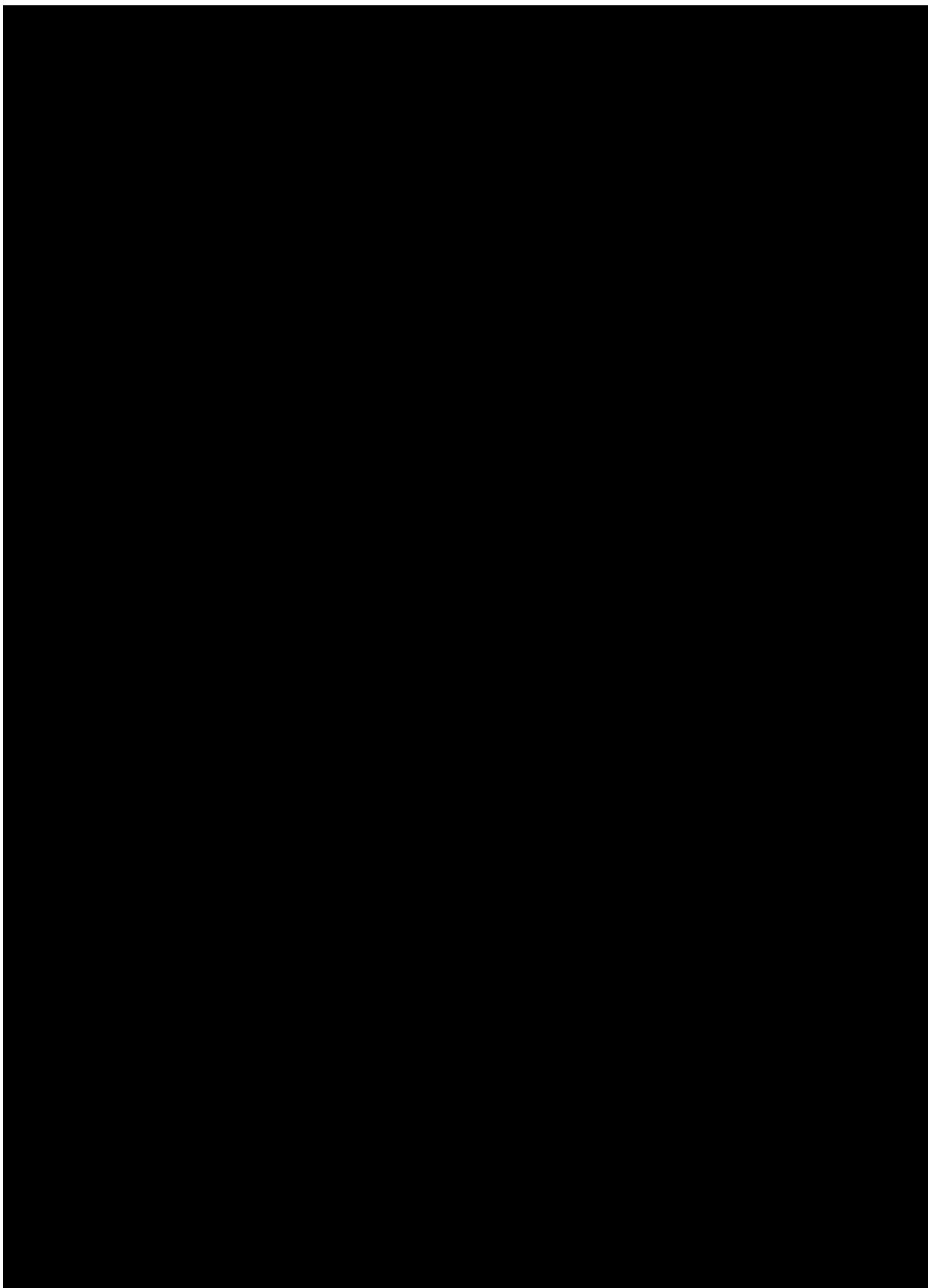


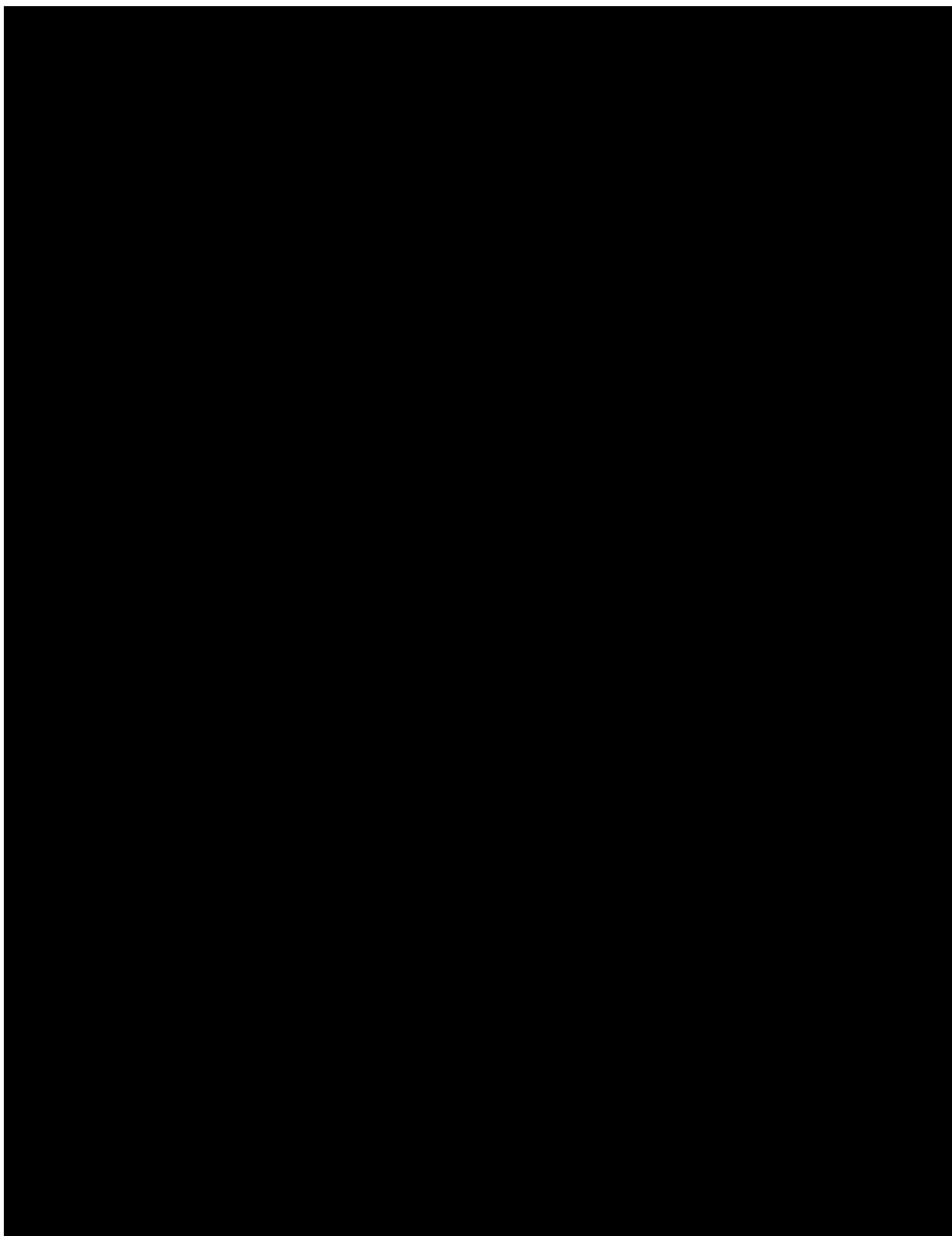


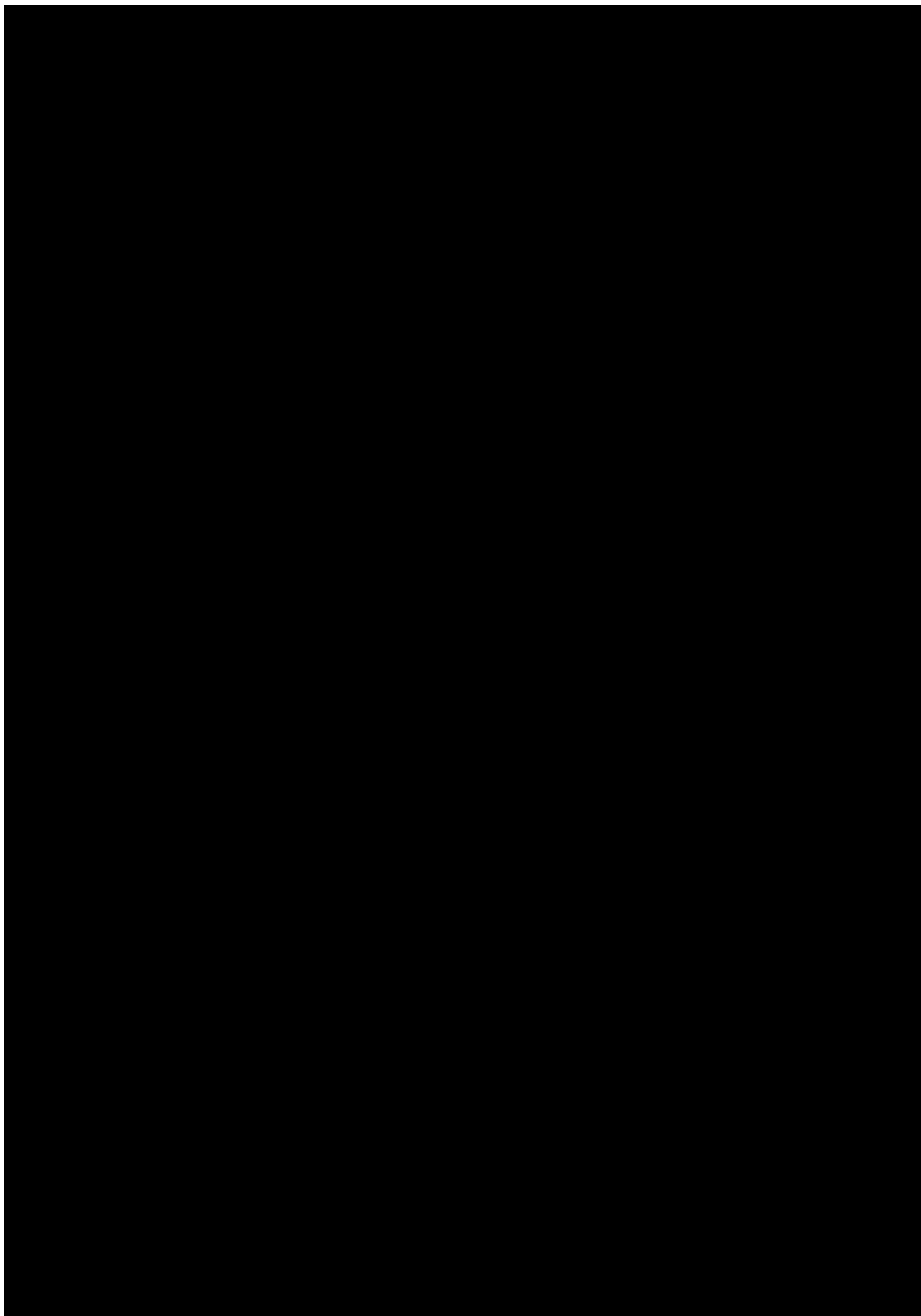


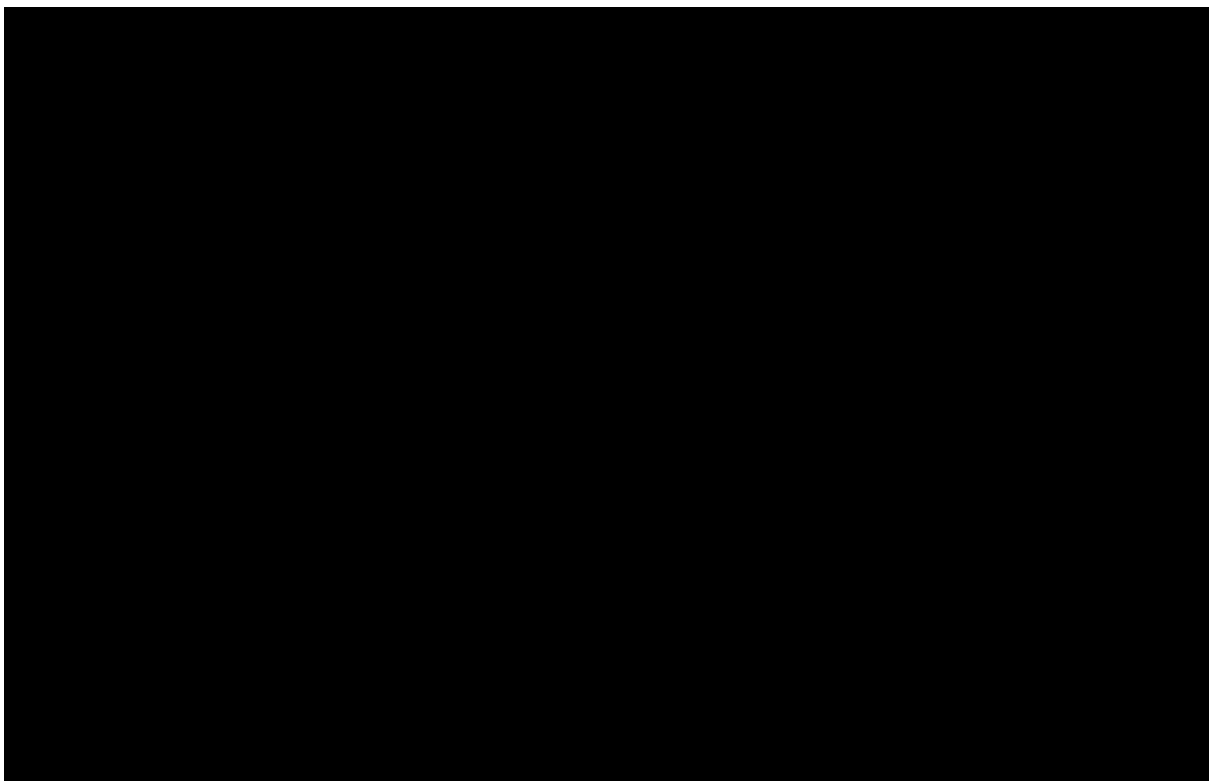


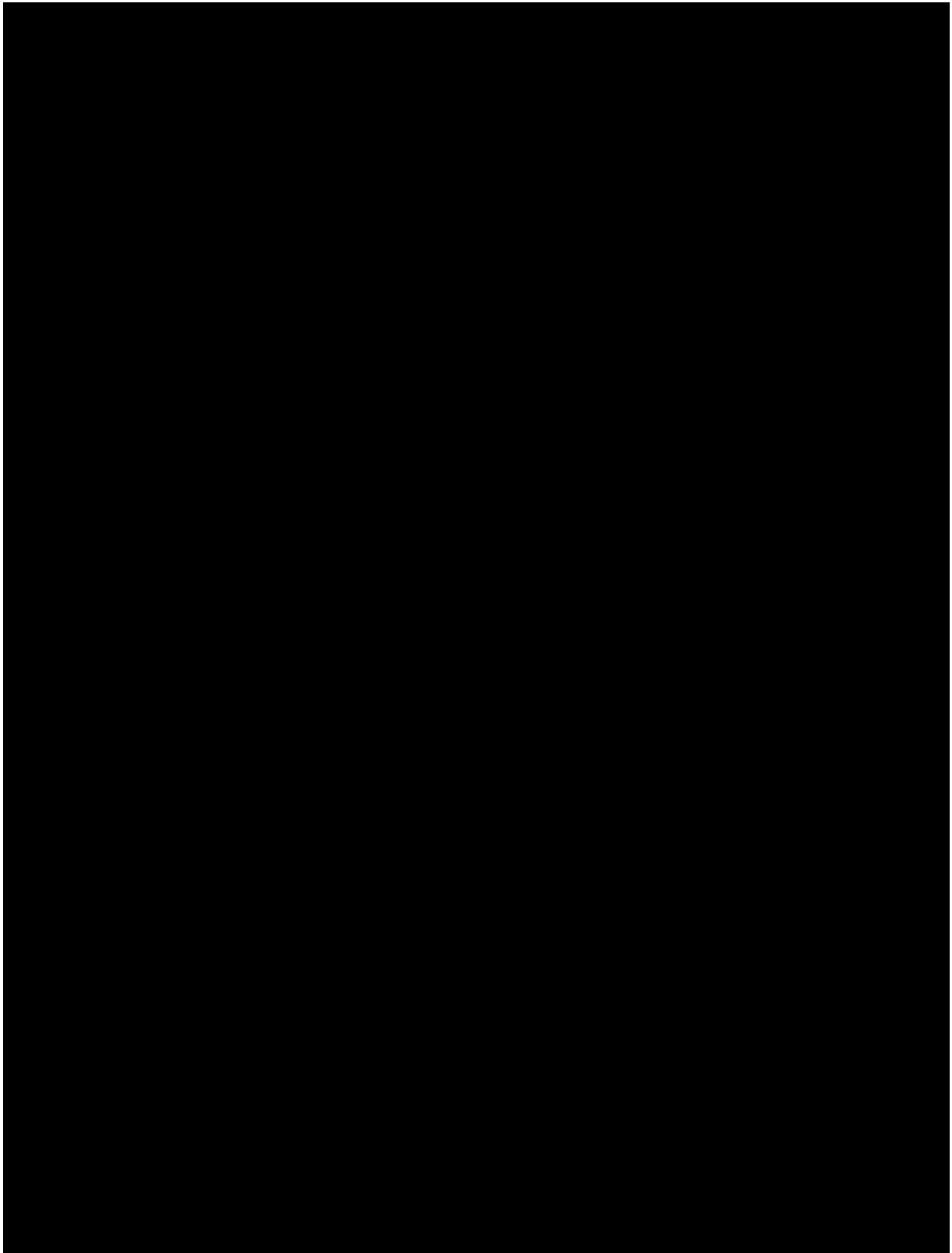


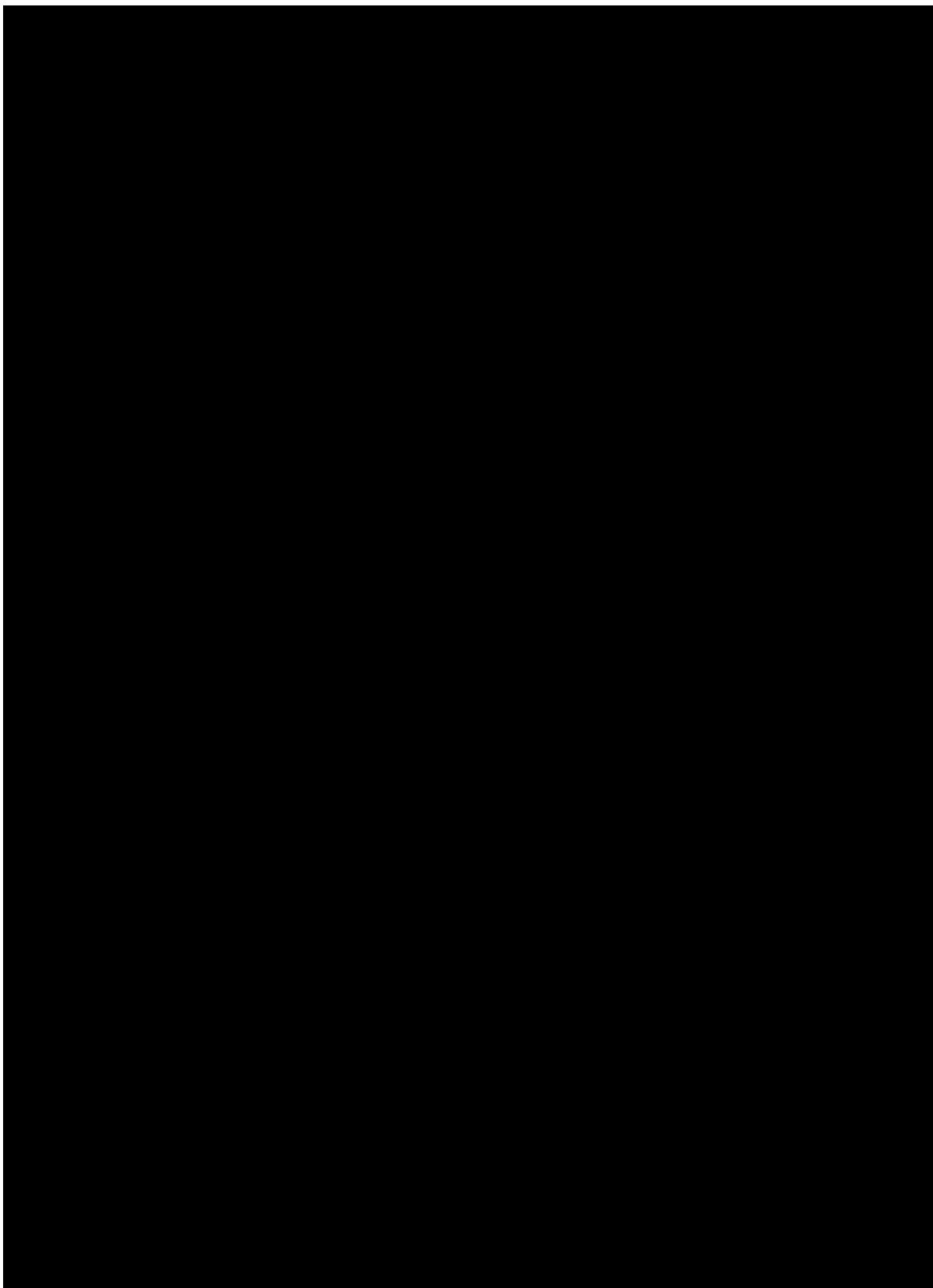


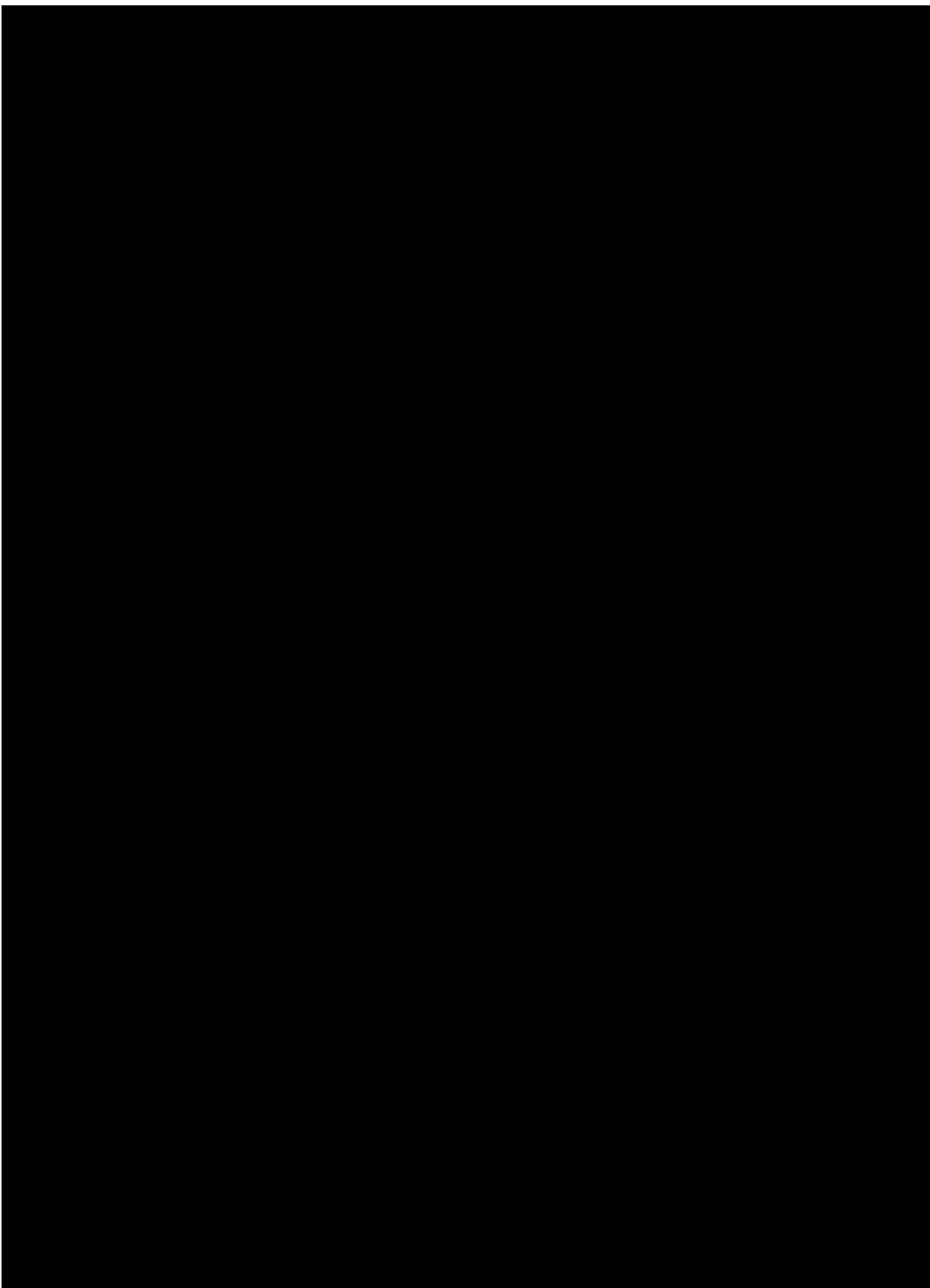


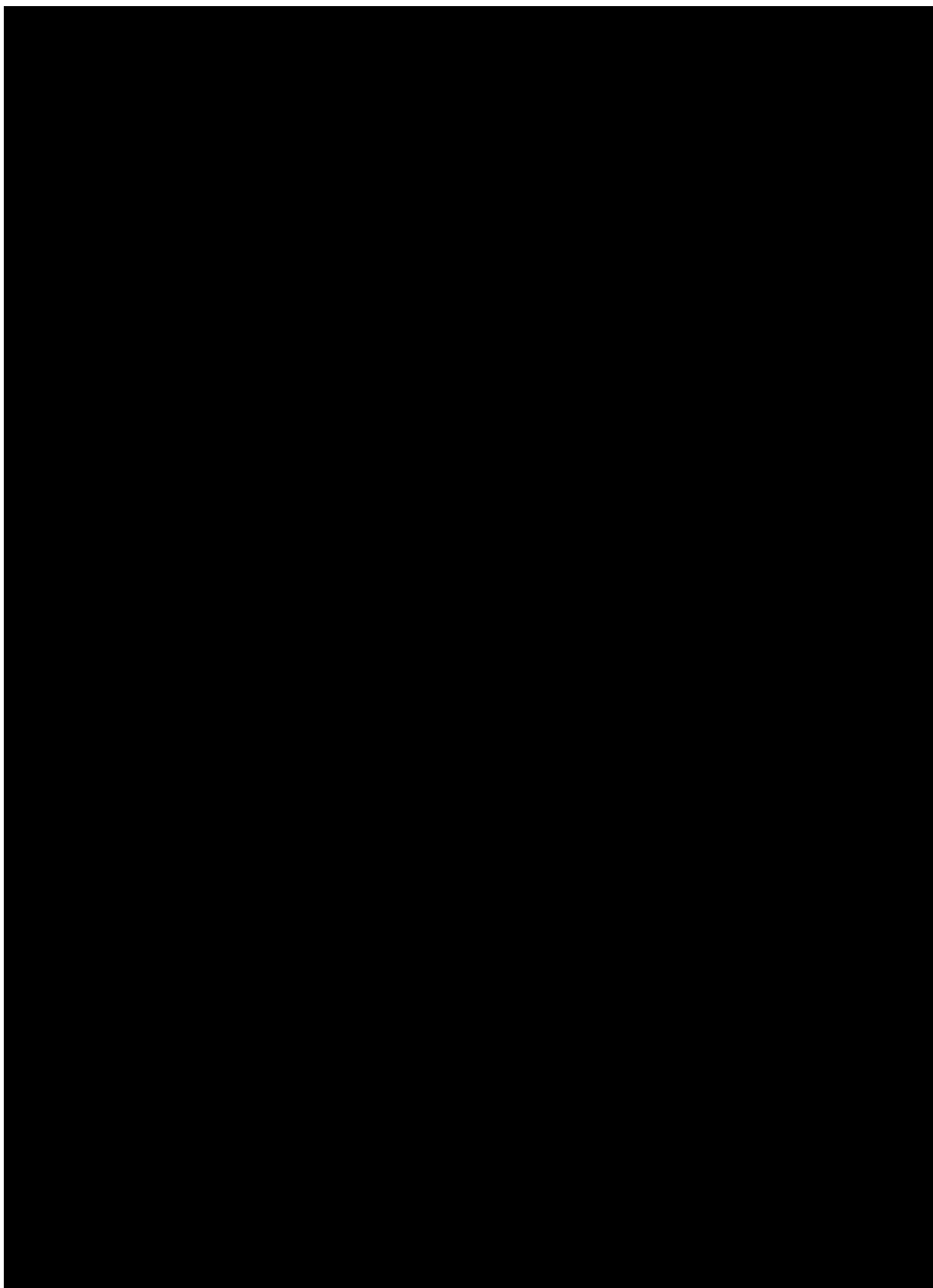


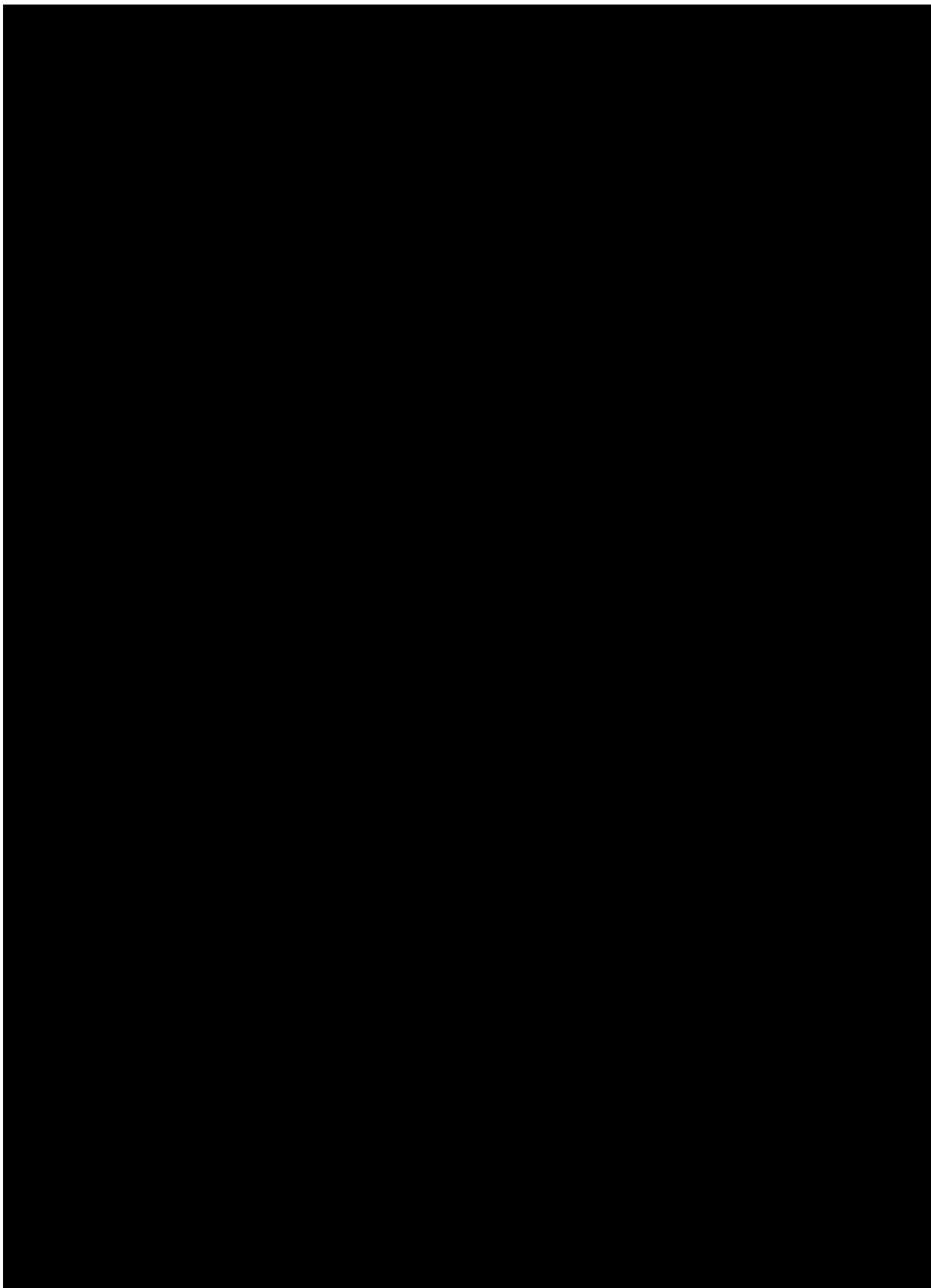


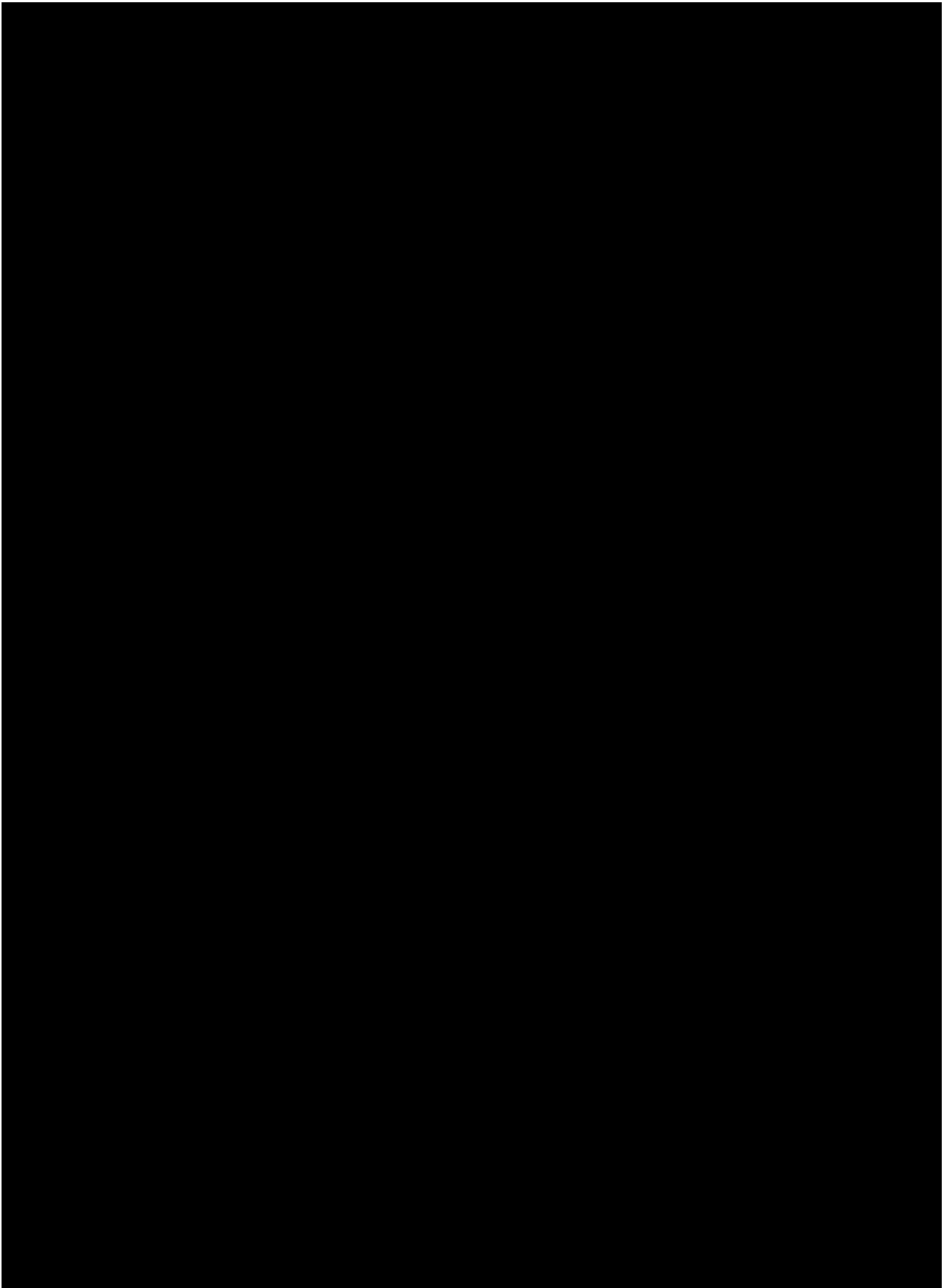


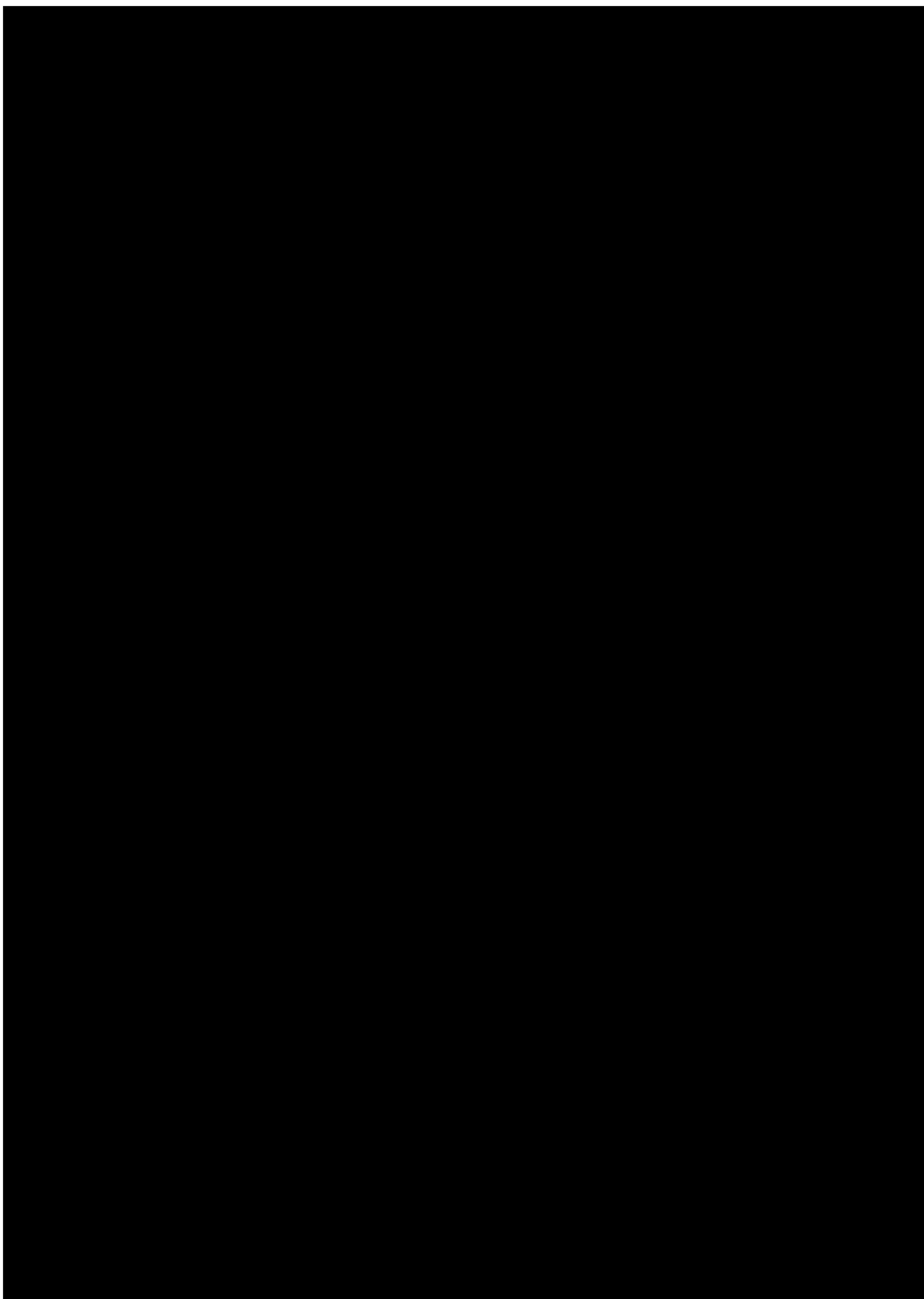


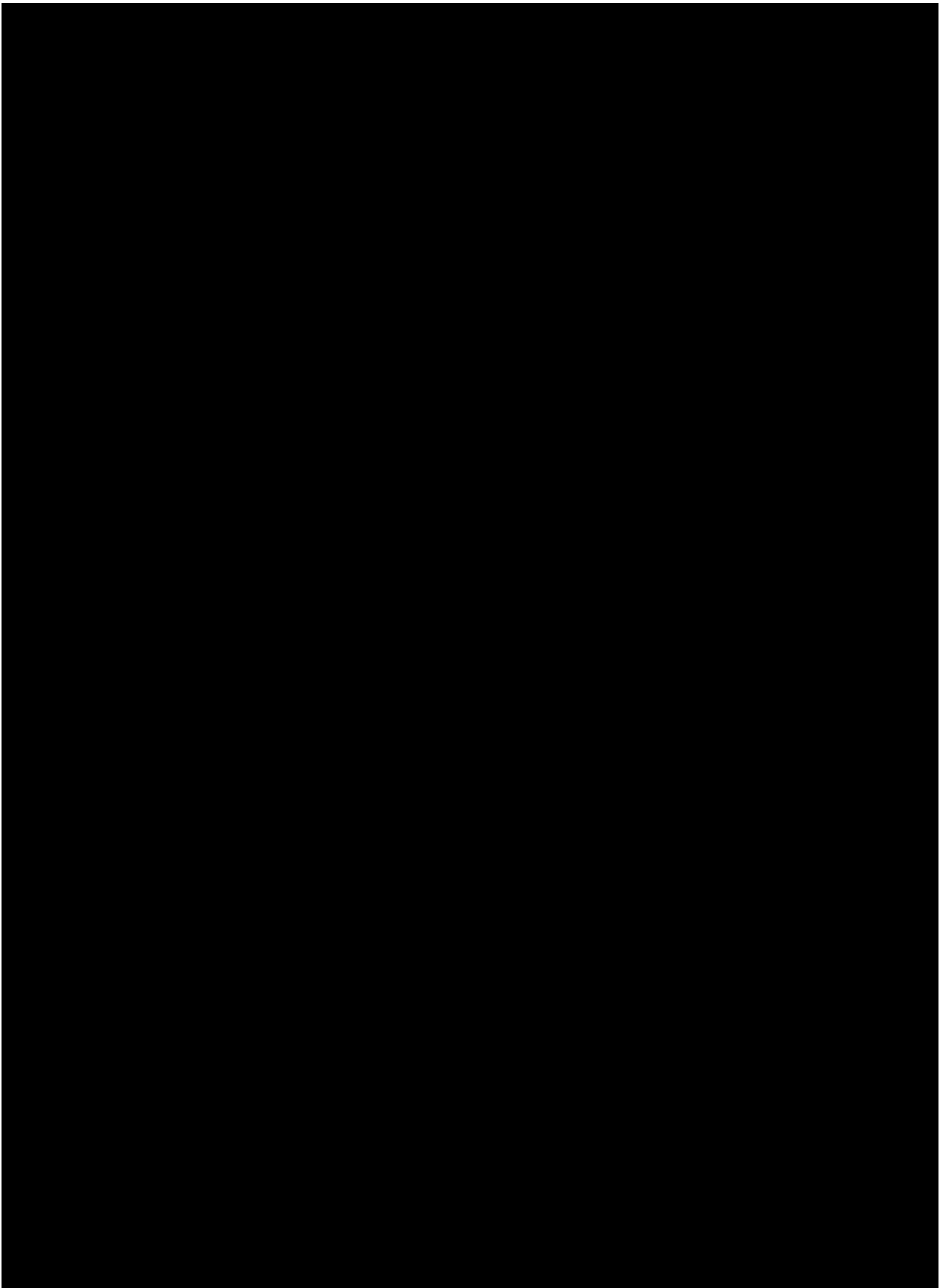


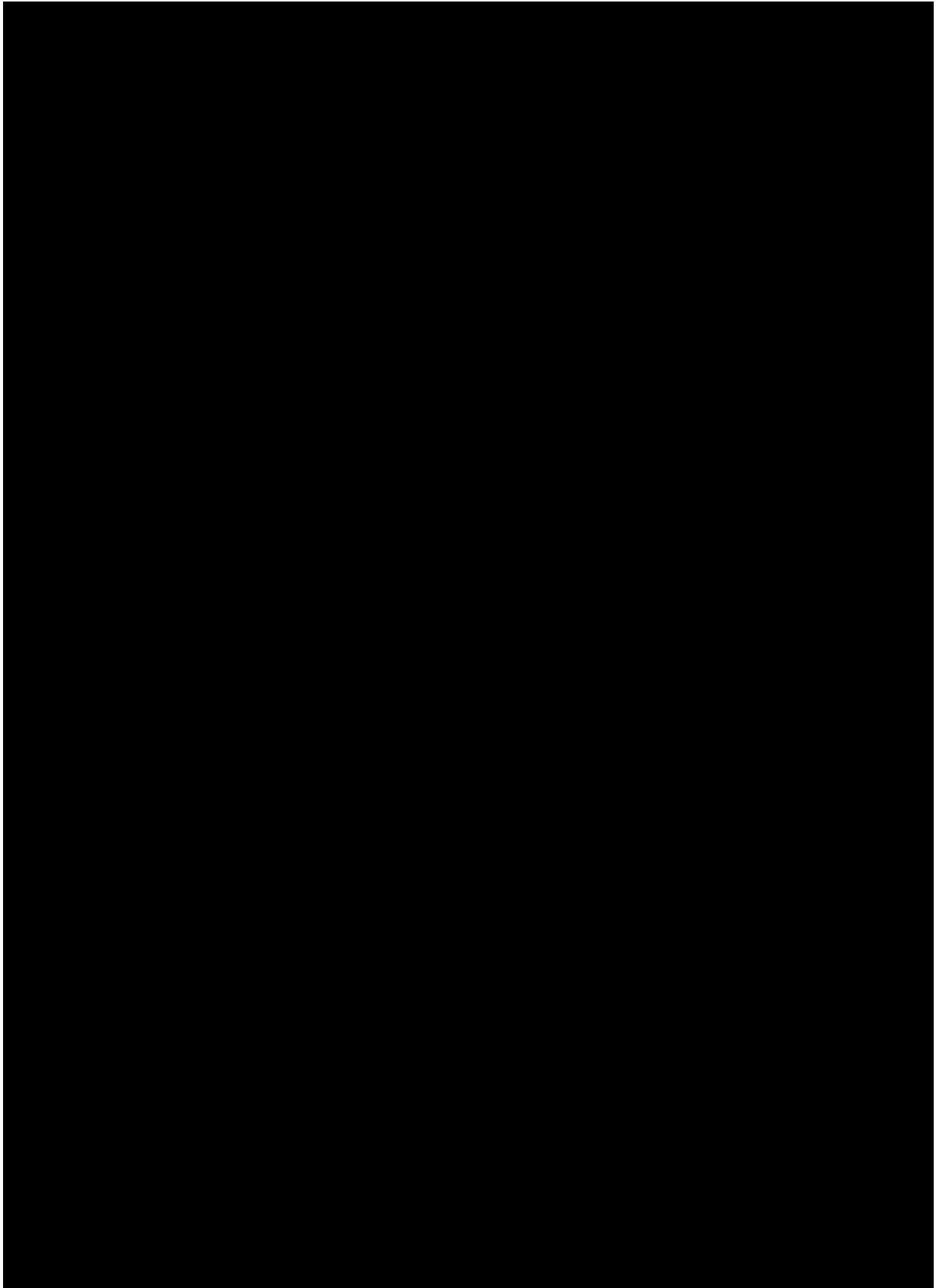


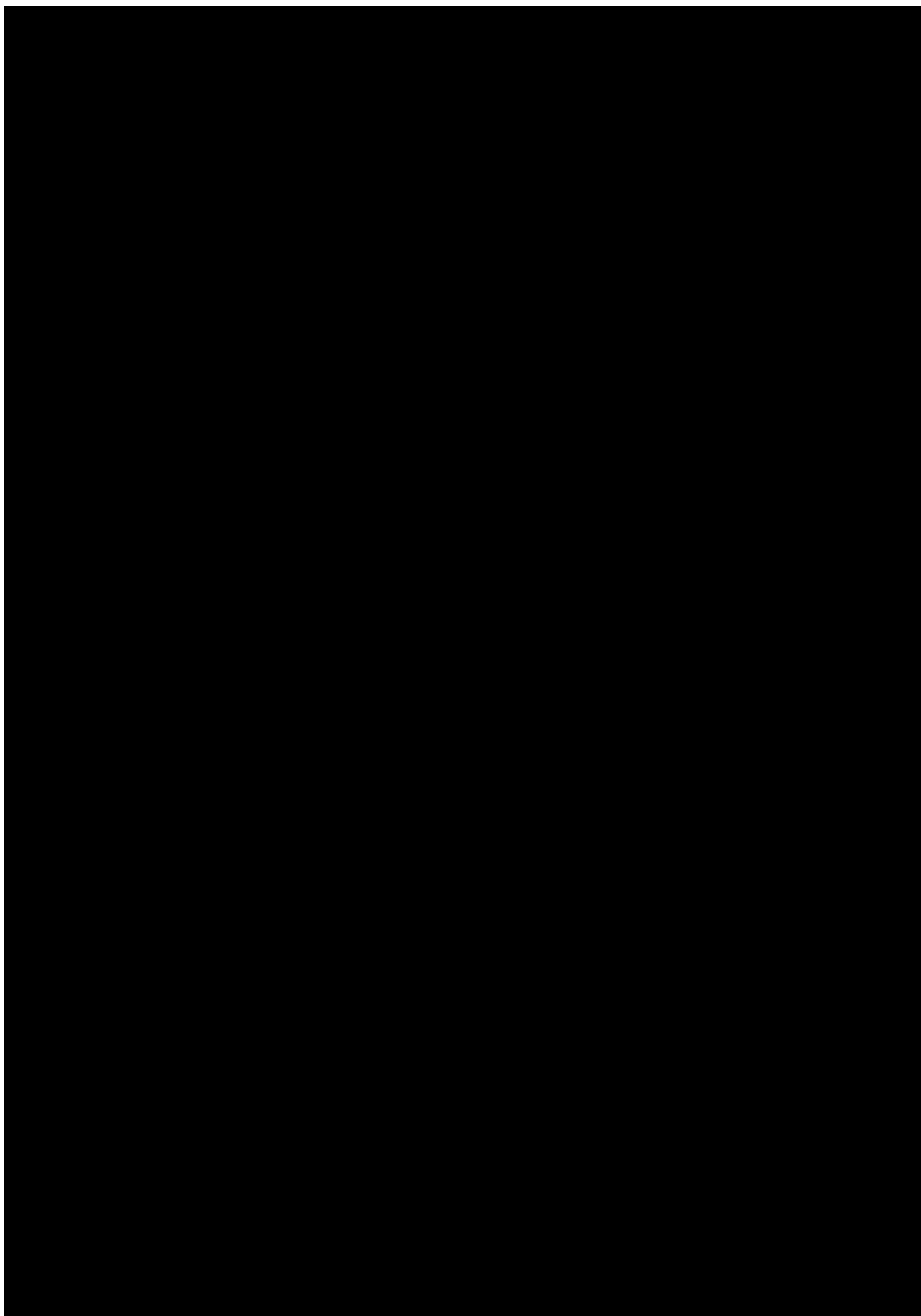


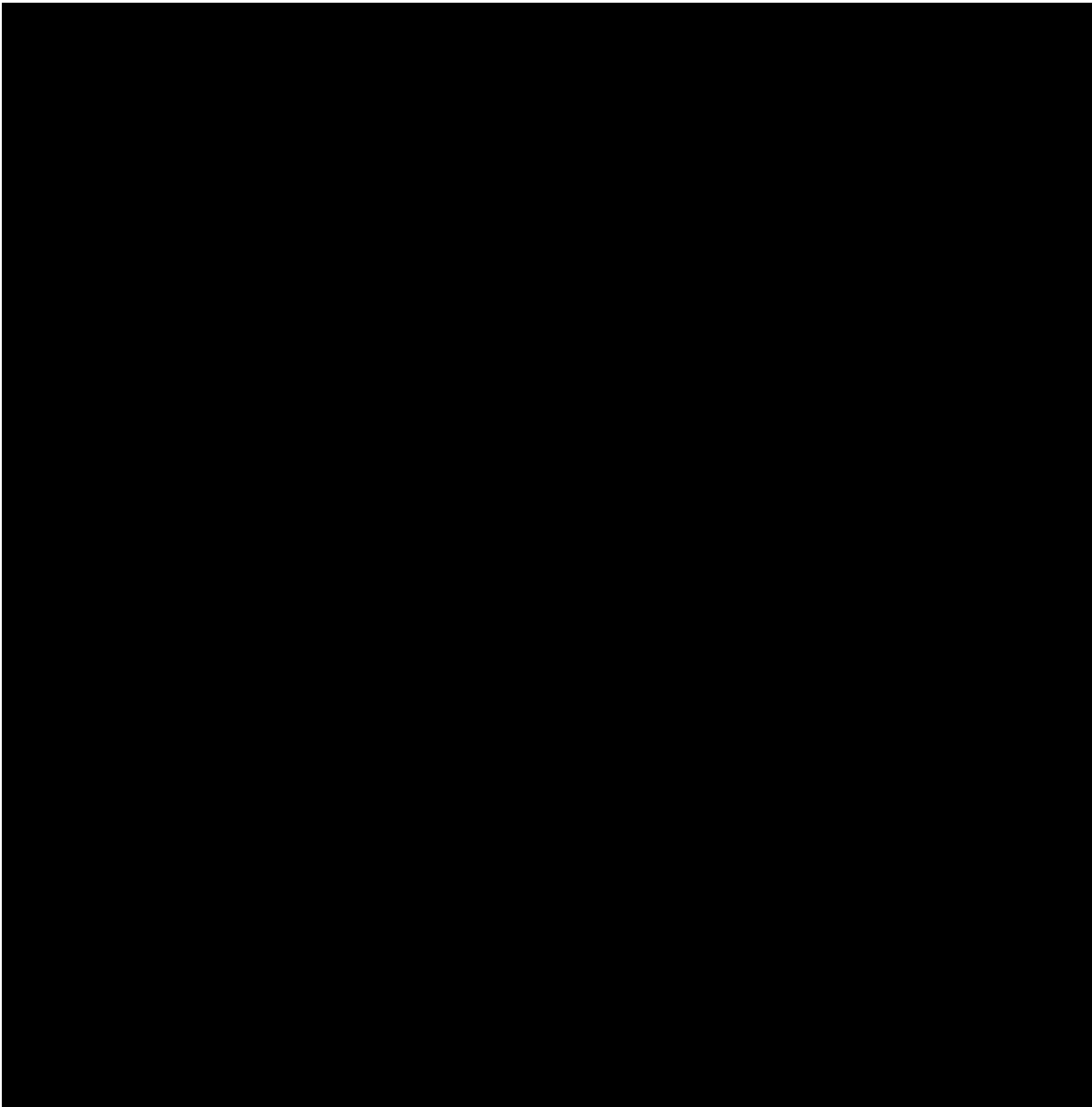






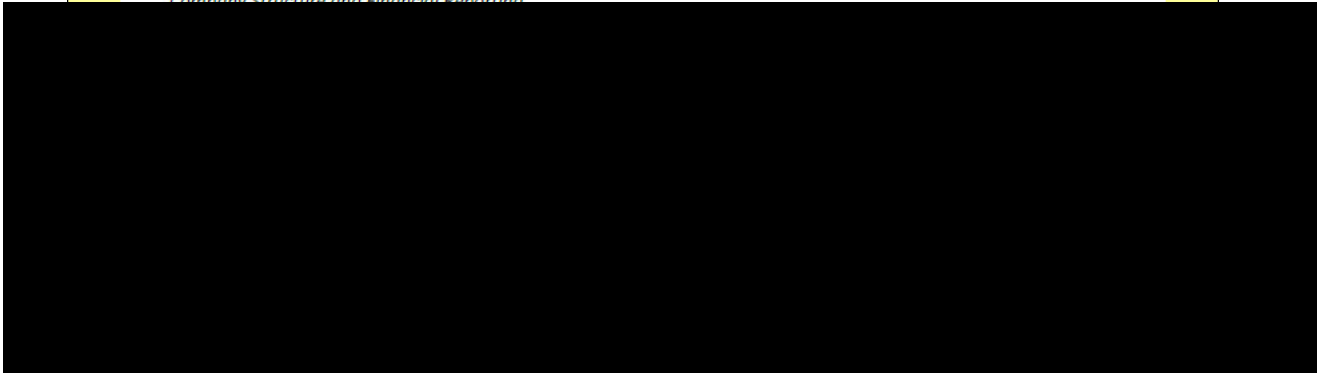






**2.3.4 Integrity of Company Structure and Financial Reporting** - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this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

In accordance with the RFP requirements, please see the following statement from Deloitte's Chief Accounting Officer demonstrating Deloitte's financial reporting responsibilities.



**Figure 8. Letter from Deloitte's Chief Accounting Officer**

**2.3.5 Contract Terms/Clauses** - Please provide the requested information in RFP Section 2.3.5.

Deloitte has a strong track record of providing high-quality and high-value services to the State for over 29 years. Deloitte and Touche LLP (“D&T”) affiliate, Deloitte Consulting LLP, and the State have successfully negotiated active contracts substantially similar to the sample contract provided in Attachment B. In addition to the requested markup of the non-mandatory clauses of Attachment B, D&T has attached the current Deloitte Transactions and Business Analytics LLP, FADS contract (Professional Services Contract #00000000000000000000000053902) to our response as our specific alternate wording and additional contract terms for this proposal. The markup of Attachment B is primarily based on such precedent. Please refer to the documents attached below. We believe using these contracts as the basis for negotiation for the proposed scope of services is in the best interest of both parties. D&T looks forward to discussing further any additions or modifications to the terms in these contracts or the sample contract that may be required

for the delivery of the proposed services. Furthermore, we believe it is in the best interest of both parties to agree to a contract that is commercially reasonable and addresses the requirements of both parties for the scope of the proposed services.

The following documents are available in this section:

- **RFP Attachment B markup:** 2.3.5 Appendix - Indiana\_Sample\_Contract\_Deloitte\_Edits
- 2.3.5 Appendix – Sample Deloitte Transactions and Business Analytics LLP FADS contract

**2.3.6 References** - Reference information is captured on ATTACHMENT H Respondent should complete the reference information portion of the ATTACHMENT H which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of ATTACHMENT H should be completed by the reference and either **mailed or emailed DIRECTLY** to the State. The State should receive three (3) ATTACHMENT Hs from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. ATTACHMENT H should be submitted to [idoareferences@idoa.in.gov](mailto:idoareferences@idoa.in.gov) or mailed to the address listed in section 1.8 of the RFP. Attachment H should be submitted no more than ten (10) business days after the proposal submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

<b>Customer 1</b>
Legal Name of Company or Governmental Entity
Company Mailing Address
Company City, State, Zip
Company Website Address
Contact Person
Contact Title
Company Telephone Number
Company Fax Number
Contact E-mail
Industry of Company
<b>Customer 2</b>
Legal Name of Company or Governmental Entity
Company Mailing Address
Company City, State, Zip
Company Website Address
Contact Person
Contact Title
Company Telephone Number

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



**2.3.7 Registration to do Business** - Selected out-of-state Respondents providing the products and/or services required by this RFP must be registered to do business within the State by the Indiana Secretary of State and the Indiana Department of Administration, Procurement Division. The address contact information for this office may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent's responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

On the following pages, please find our Indiana registration to do business with both the Indiana Secretary of State and the Indiana Department of Administration.

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



Figure 9. Deloitte's Certificate of Existence by Indiana's Secretary of State

Deloitte LLP, our Parent Company, is currently registered to do business within the State of Indiana by the Department of Administration.

Supplier Secure Home Page

Manage Profile

Update Profile

Bidder Profile

Welcome, Deloitte LLP  
User: Todd Higgins

Bidder ID 0000054430

Company URL

**Bidder Status**

☒ Active  
☐ Inactive

**Bidder Type**

☒ Business  
☐ Individual

Save

Main | Addresses | Contacts | Identifications

**Figure 10. Deloitte's Registration with Indiana's Department of Administration**

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

In accordance with the RFP requirements, please see the letter from [REDACTED] is legally authorized by Deloitte & Touche LLP to commit our firm contractually.



**Deloitte LLP**  
 191 Peachtree St., Suite 2000  
 Atlanta, GA 30303-1749  
 USA  
 Tel: +1 404 631 2774  
 www.deloitte.com

July 29, 2021

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

**Re: State of Indiana, Department of Revenue, Request for Proposal 22-68200 for  
Cloud-Based Internal Control/Internal Audit Platform (the "RFP")**

To Whom it May Concern:

**Figure 11. Letter from Deloitte's Chief Operating Officer**

**2.3.9 Subcontractors** - The Respondent is responsible for the performance of any obligations that may result from this RFP, and shall not be relieved by the non-performance of any subcontractor. Any Respondent's proposal must identify all subcontractors and describe the contractual relationship between the Respondent and each subcontractor. Either a copy of the executed subcontract or a letter of agreement over the official signature of the firms involved must accompany each proposal.

Any subcontracts entered into by the Respondent must be in compliance with all State statutes, and will be subject to the provisions thereof. For each portion of the proposed products and services to be provided by a subcontractor, the technical proposal must include the identification of the functions to be provided by the subcontractor and the subcontractor's related qualifications and experience. The combined qualifications and experience of the Respondent and any or all subcontractors will be considered in the State's evaluation. The Respondent must furnish information to the State as to the amount of the subcontract, the qualifications

of the subcontractor for guaranteeing performance, and any other data that may be required by the State. All subcontracts held by the Respondent must be made available upon request for inspection and examination by appropriate State officials, and such relationships must meet with the approval of the State.

The Respondent must list any subcontractor's name, address, and the state in which formed that are proposed to be used in providing the required products and/or services. The subcontractor's responsibilities under the proposal, anticipated dollar amount for subcontract, form of organization, and an indication from the subcontractor of a willingness to carry out these responsibilities are to be included for each subcontractor. This assurance in no way relieves the Respondent of any responsibilities in responding to this RFP or in completing the commitments documented in the proposal. The Respondent must indicate which, if any, subcontractors qualify as a Minority Business Enterprises or Women's Business Enterprises under IC 4-13-16.5-1. See Section 1.21 and Attachment A for Minority and Women's Business Enterprises information. Please enter your response below and indicate if any attachments are included.

In addition to drawing from our own resources, Deloitte has a large supply of firms that we have collaborated with on projects with State of Indiana and other states. We also have an established process that we use to identify, engage, retain, and mentor qualified staff from subcontractor firms. Our subcontracting approach is based on a "best and brightest" concept. We carefully select subcontractors based on their ability to provide high-quality service and people. To be considered for subcontracting with us, firms should consider have a credible corporate background with a proven record of high-quality client service, a common goal to deliver client satisfaction, and experienced resources appropriate to their respective project roles.

For this project with DOR, we have selected a subcontracting team comprised of three firms for their delivery, quality, and subject matter experience. We follow our leading practice where we integrate our subcontractor resources directly into our teams. We place them in positions within the project organization that are suited to their specific skills. One of the notable compliments that we take away from many of our project efforts is that it is very difficult to distinguish between Deloitte staff and our subcontractor staff – so well are they integrated into the project teams. This is similar to how we team with our clients as well. Table 2 identifies our team of subcontractors for this engagement.

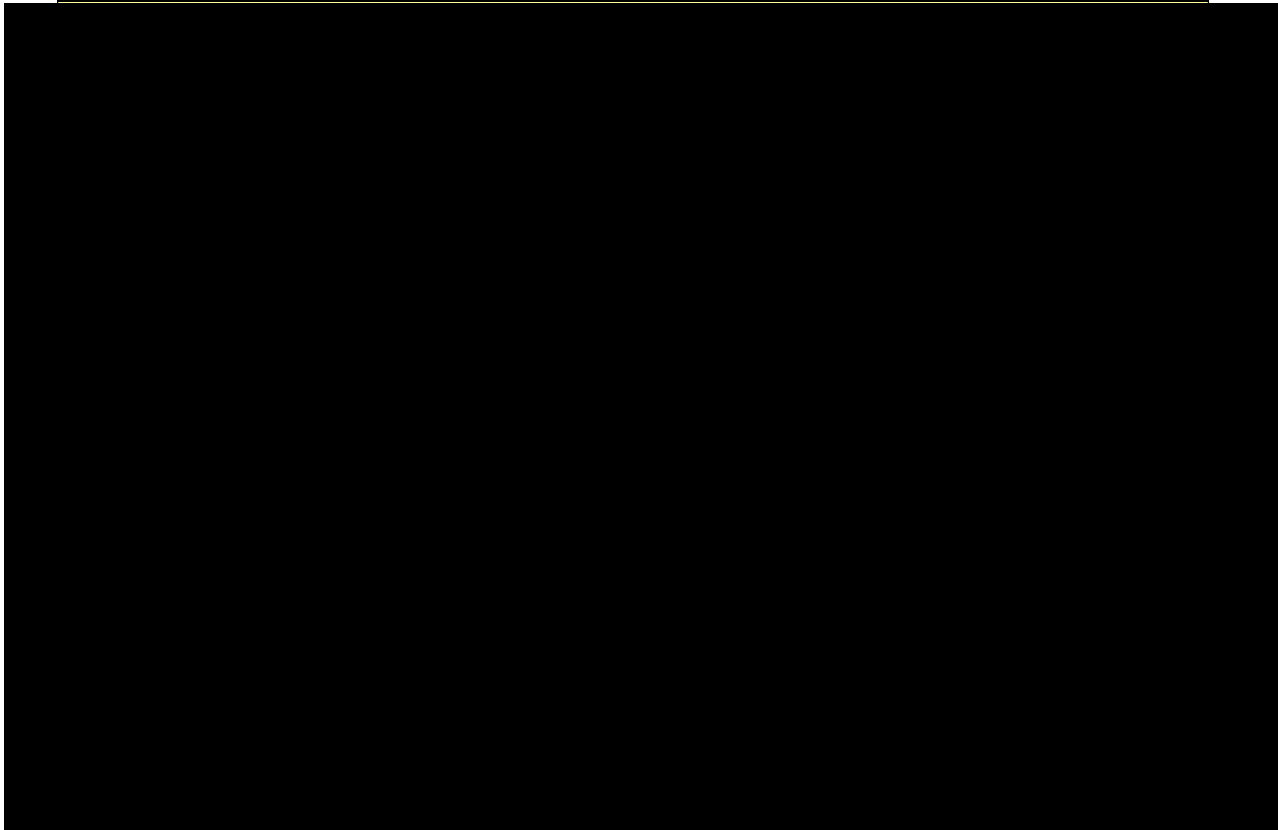
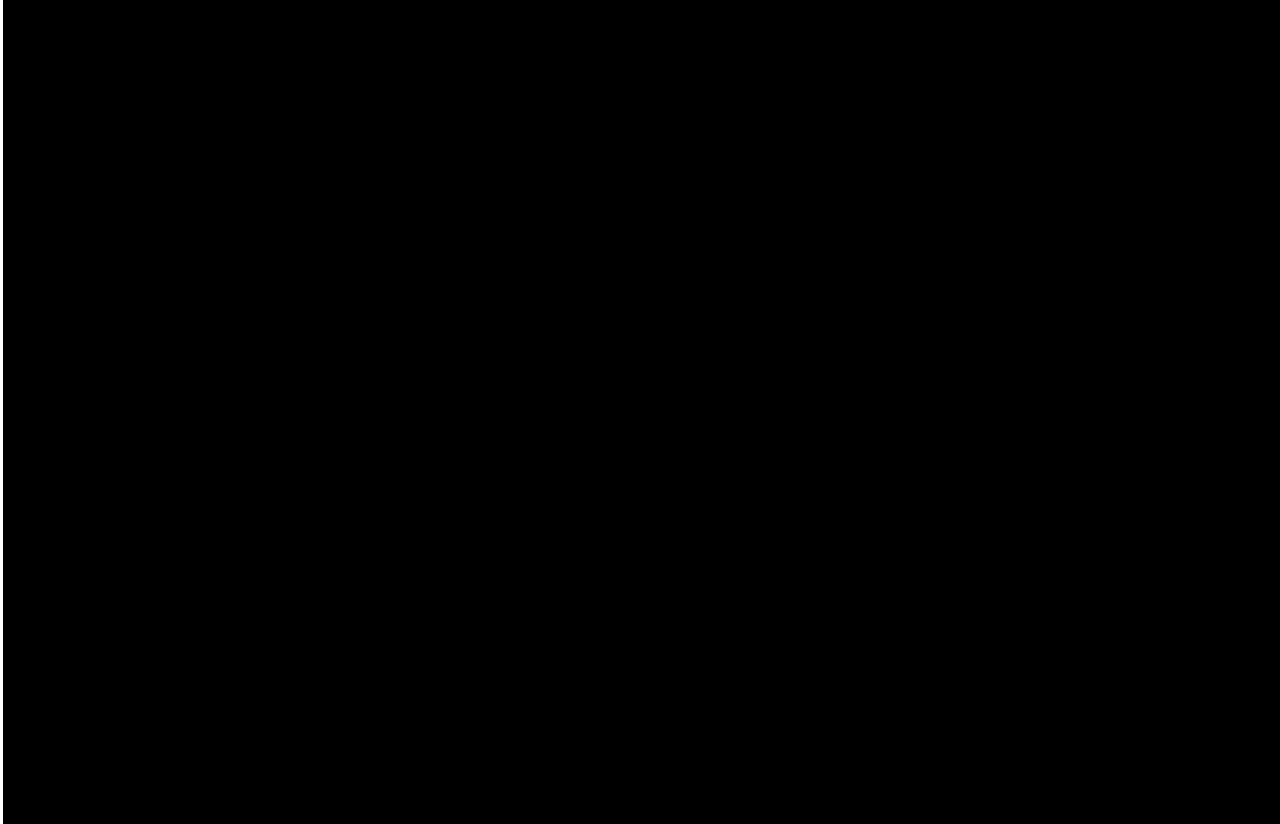
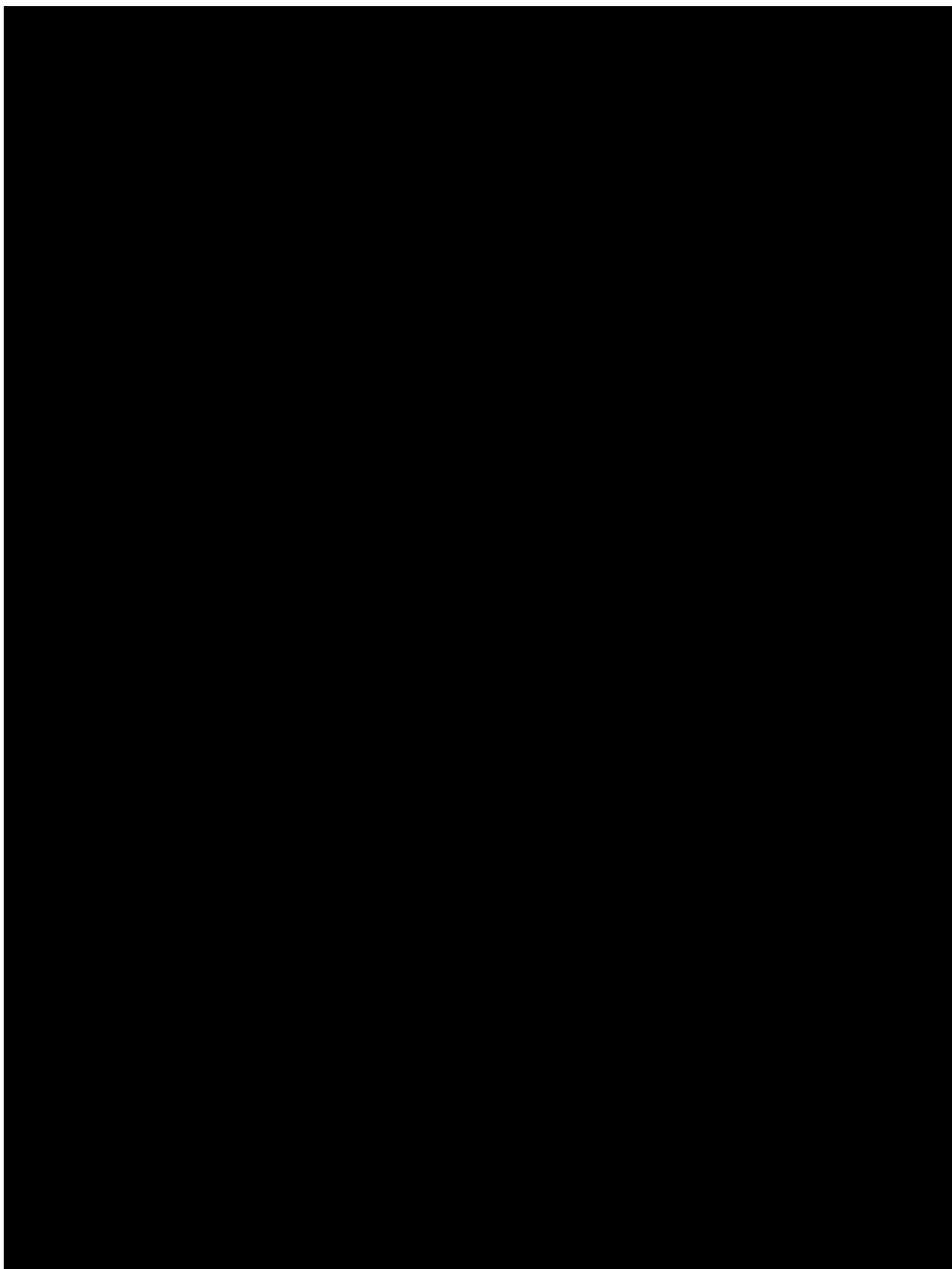


Table 2. Subcontractor Overview





Please see '2.3.9 Appendix - MWBE Form' for MWBE Subcontractor Commitment Form, '2.3.9 Appendix - IVOSB Form' for IVOSB Subcontractor Commitment Form and '2.3.9 Appendix – Subcontractors' for Letters of Commitment and Certification Letter provided by IDOA, to show current status of certification.

### 2.3.10 Reserved

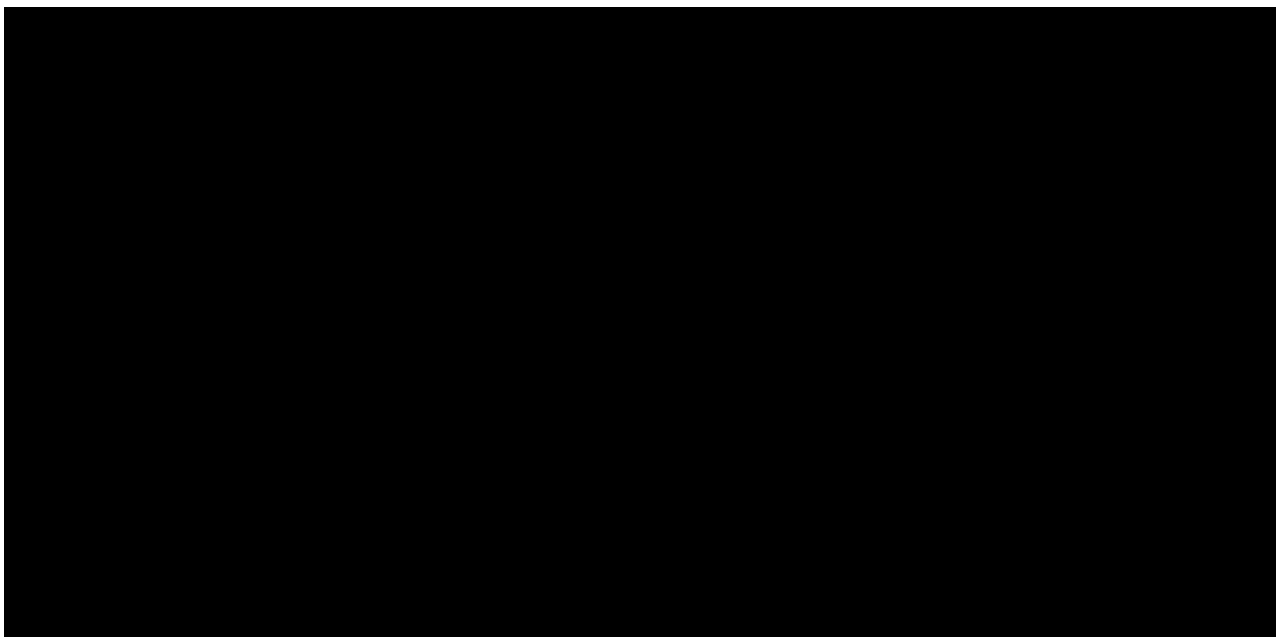
**2.3.11 General Information** - Each Respondent must enter your company's general information including contact information.

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

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

Yes, Deloitte has a formal business continuity and disaster recovery plan. Disaster Recovery and Business Continuity plans are considered confidential and cannot be shared outside of Deloitte. Please refer to the next question below as well as '2.3.11 Appendix - Deloitte Approach to Confidentiality - An Overview' for a high-level overview of our security program and controls

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



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

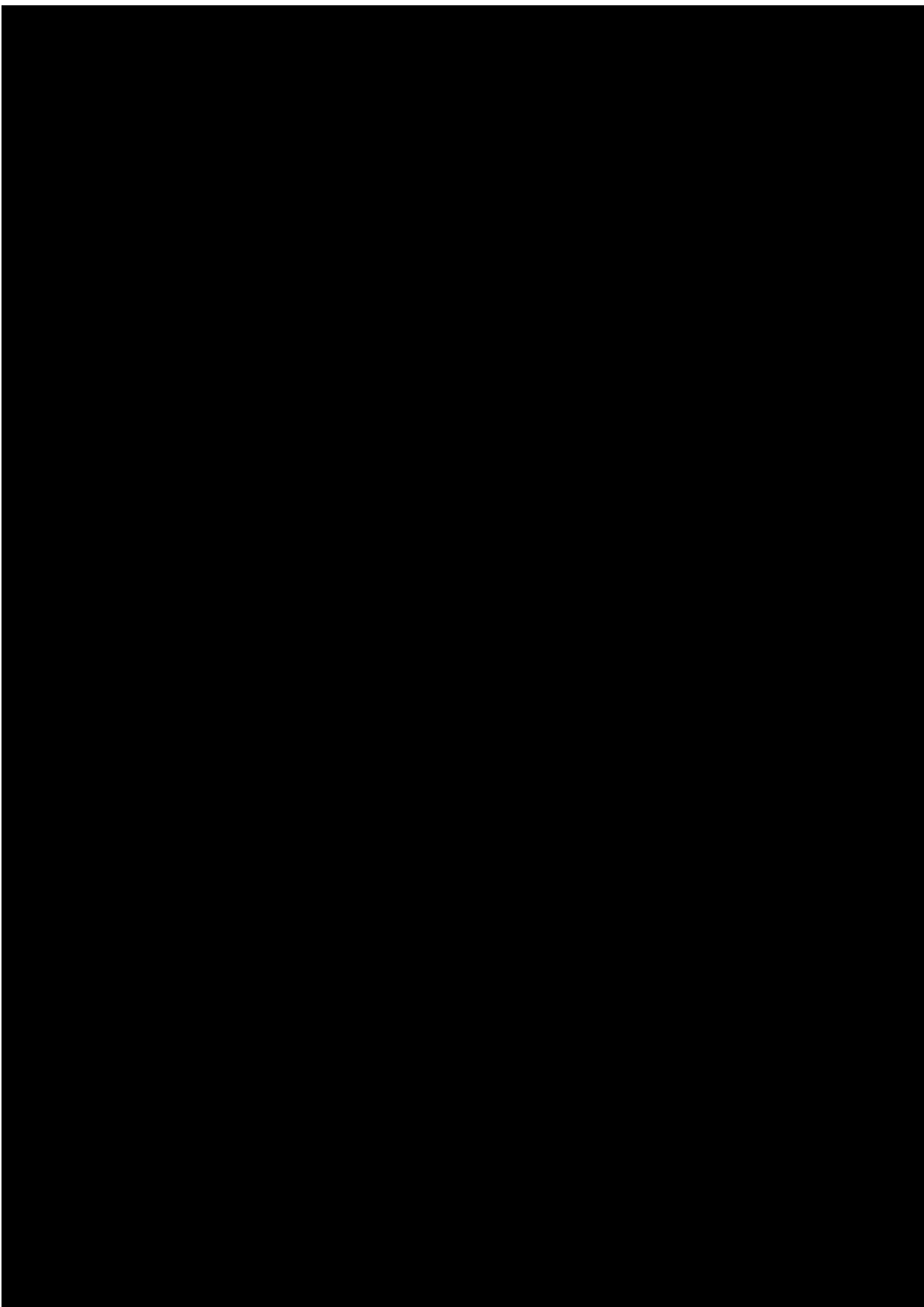
As a leading vendor with over 50 years of experience serving state governments, Deloitte professionals work alongside their state government clients daily, helping them to overcome some of their challenges and achieve their goals. Our clients' visions become our visions, and we work side-by-side with them to understand their path forward, drawing on our experience to help them reaching that vision.

Comprised of over 15,000 professionals across the country, the GPS Practice serves federal, state, and local governments. Having served U.S. state government clients for more than 50 years, the practice continues to build on that experience by staying committed to better supporting our clients. We do this by taking on their toughest challenges in health and human services, workforce development, digital transformation, cyber risk, and finance and administration – whether it is integrating new technologies, rethinking access to services, and inventing ways to streamline processes.

Our GPS professionals serve clients in [REDACTED]

[REDACTED] Equipped with lessons learned from our government experience, Deloitte's experienced professionals apply industry-leading practices in technology innovation, human capital, strategy, operations improvement, and scenario planning. As a trusted advisor to many of the largest government agencies and higher education institutions, we understand the intricacies clients must navigate, as well as the growing pressure they face—the need to increase efficiency, streamline processes, and stay current with the latest technology and business practices so governments can serve citizens more effectively and provide value to citizens. We invest in the growth of our practitioners to equip them with the business acumen, technical experience, and industry knowledge needed to meet the unique and evolving requirements of government and public services organizations.

For Indiana DOR, this means that we bring deep knowledge and demonstrated skills in delivering projects. We know what it takes to succeed – the right skills, solutions, and approaches – all with an unyielding focus on Indiana's success.



[REDACTED]

In addition to our work serving Indiana departments and agencies, [REDACTED]

[REDACTED]

[REDACTED] Our practitioners are committed to serving in the communities in which they live and work. In fact, our people have volunteered more than 1,000 service hours and donated more than \$400,000 in 2019 to Indiana charities and community organizations.

### Experience Serving State Government Clients

A record of excellence is the single biggest predictor of ability to effectively provide service to clients. Deloitte has done it all –

- Address issues and risks relating to accounting and financial reporting, assurance requirements, risk assessment, and efficacy of internal controls systems

- Tackle enterprise-level risk through their lifecycle, and strategize and respond to the risks associated with the reliability and protection of data and associated processes and technology
- Manage regulatory compliance, enforcement actions, litigations, disputes, combat fraud/waste/abuse, and other investigation-related matters

We have assisted agencies around the country to effectively navigate business risks and opportunities - from strategic, reputation, and financial risks to operational, cyber, and regulatory risks - to drive success and achieve their mission.

Our deep national experience reduces the overall project risk and increases your probability for success for the project. We bring these experiences and leading practices together to Indiana as one firm and one team and provide the state government experience needed to understand the unique position of Indiana and effectively provide the services requested in the RFP.

### Usage of Workiva Platform in Public Sector Clients

The Workiva platform has served state, city and local governments, and higher education institutions for approximately seven years, initially providing financial reporting solutions for the Annual Comprehensive Financial Report and Budget Book, then expanding to support integrated risk solutions. Today, the Workiva platform supports a suite of integrated risk offerings including:

- Controls Management

- Enterprise Risk Management
- Internal Audit Management and,
- Policy and Procedures Management.

In each of these engagements the agencies automated processes, saved time, improved accuracy, and gained greater transparency over the reporting process, whether the Budget Book, ACFR and/or other financial and management reports. The audit and finance teams now collaborate with various team members, process owners and stakeholders to work smarter not harder. The Workiva platform improved efficiency and data accuracy and automated complicated and time-consuming reporting tasks.

The flexible nature of the Workiva platform supports a variety of government financial reporting and compliance requirements like the ACFR, Popular Annual Financial Report (PAFR), Annual/Agency Financial Report (AFR), Budget Book, Capital Improvement Plan (CIP), Single Audit, and Ad Hoc/Management Reports and dashboards.

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

Deloitte & Touche LLP has worked closely with multiple clients to leverage the functionalities in Workiva to improve their reporting process and support integrated risk and compliance activities, like Audit Management, Enterprise Risk and Internal Controls. Deloitte is one of Workiva's top tier alliances and has been working in the market with Workiva implementing their software for over 5 years in both State/Local, Federal, and commercial industries. Deloitte implements many of Workiva's main products across financial, regulatory, controls/audit management, managerial, and other reporting domains. Deloitte has also implemented Workiva's Federal controls solution covering A-123 for federal agencies as well.

The following project examples demonstrate in more detail our experience effectively deploying and configuring Workiva platform features to support integrated risk solutions, like Audit Management, Enterprise Risk, and Internal Controls.

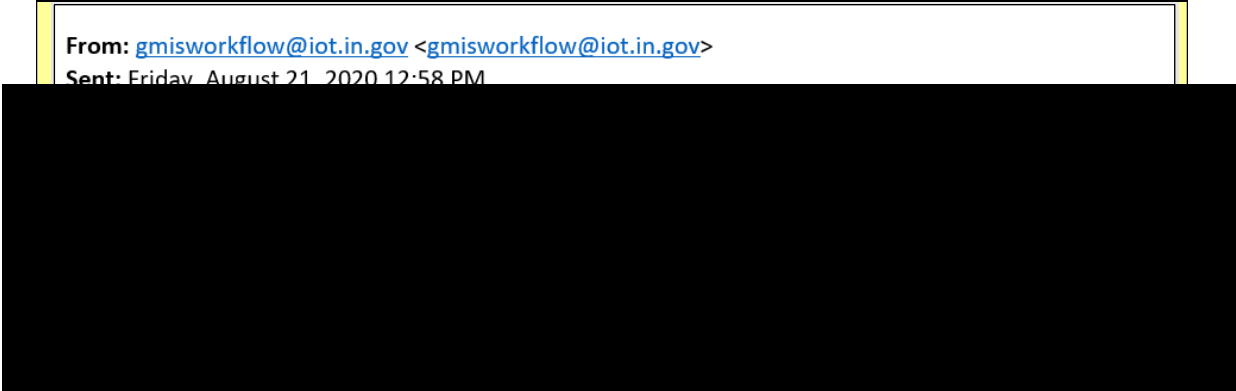
**2.3.14 Indiana Preferences** - Pursuant to IC 5-22-15-7, Respondent may claim only one (1) preference. For the purposes of this RFP, this limitation to claiming one (1) preference applies to Respondent's ability to claim eligibility for Buy Indiana points. **Respondent must clearly indicate which preference(s) they intend to claim. Additionally, the Respondent's Buy Indiana status must be finalized when the RFP response is submitted to the State.**

Additionally, Respondents that wish to claim the Buy Indiana preference (for any criteria listed below) must have an email confirmation of their Buy Indiana status provided by [buyindianainvest@idoa.in.gov](mailto:buyindianainvest@idoa.in.gov) included in the proposal response. The email confirmation must have been provided from within one year prior to the proposal due date.

Buy Indiana

Refer to Section 2.7 for additional information.

Deloitte & Touche LLP claims the preference "A business that has a substantial positive economic impact on Indiana" under Buy Indiana for the purposes of this RFP. Please see the following email and supplier portal confirmation on Deloitte's approved Buy Indiana status.



Thank you.  
INDIANA DEPARTMENT OF ADMINISTRATION

Figure 14. Email Confirmation for Buy Indiana Determination

<b>Buy Indiana Application</b>		Buy Indiana Status	Approved
ID	0000054430	Valid From	08/21/20 12:58:06PM
	Deloitte LLP	Valid To	08/21/21 12:00:00AM
	4022 Sells Drive	Date Submitted	08/21/20 11:30:51AM
FEIN	135133500		
	Hermitage TN 37076		
Telephone	<a href="tel:3176264144">317/626-4144</a>	<input type="button" value="Save"/>	

This category requires verification from the Indiana Department of Revenue or the Indiana Department of Workforce Development. You will receive an email notification once the application has been reviewed.

Figure 15. Indiana Supplier Portal Buy Indiana Approval Status

2.3.15 Reserved