



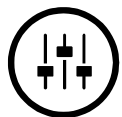
FINANCE & CONTROL TRANSFORMATION

Transformation of overall strategic finance organization to enable accuracy, transparency and accountability, budget and funding scenarios, and improved/scalable processes

STRATEGY

The **Chief Financial Officer (CFO), Controller, and Treasury** space is historically an **underserved** arena in the State, Local, & Higher Education (SLHE) sector, yet CFOs, Controllers, Treasurers, and other government financial executives have an **increasing volume of responsibilities**. Many fiscal departments across SLHE are currently **experiencing significant challenges** from staffing shortages, broken processes, lack of effective controls, and limited automation. Through our Accounting & Internal Controls (A&IC) CFO Services efforts, we are **building** capabilities and **leading** financial transformational and digital projects while **focusing on a broad set of supportive services**.

SOLUTIONS



Technology

Many governmental agencies have **aging fiscal process** that are **manually intensive and not scalable**, resulting in cumbersome spreadsheets, delays in reporting, and adverse audit findings. Deloitte works with agencies to **design, develop, and implement automations** to better integrate with existing processes and improve workforce efficiency.



Staff Augmentation

Many governmental agencies face ongoing workforce and staffing challenges. Deloitte teams can **augment government personnel roles** to perform fiscal functions. Deloitte **guides** completion of the work under existing processes and **automates current processes** at the same time.



Business Process Transformation

Many government agencies have **aging fiscal processes** that have not kept pace with evolving fiscal operational requirements and workforce dynamics. Deloitte provides **current state assessments** targeted to **uncover** business process **opportunities and implement changes** to enhance controls, reporting, and automation.

Experience	
State Department of Health & Human Services	State Department of Water Resources
Developed strong relationships with leadership to assess impact of the merger between Health and Human Service agencies on fiscal processes and systems. The team developed a high-level multi-year fiscal integration roadmap containing over 40 individual projects.	Helped the agency address challenges across people, process, and technology areas, Deloitte assessed and documented the current state of fiscal processes and systems, while updating fiscal policies to remediate historical audit findings, improve transparency , and enhance the controls .

People who can help you find answers for what's ahead.



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Case Studies from Prior Projects

State	Challenge	Approach	Outcome
State Agency	A large increase of unemployment insurance (UI) claims and inadequate internal controls and accounting processes led to multiple audit findings.	Deloitte performed process documentation and analysis of accounting practices for the UI program and developed process improvement recommendations. We also assisted this client through year-end close, and designed recommendations to help improve the close process in future years.	The agency leveraged Deloitte's recommendations and a Deloitte-developed a Standard Operating Procedure to improve its UI accounting policies and procedures. The following year's financial audit yielded a significantly better result.
State Agency	Insufficient internal controls resulted in audit findings and difficulty demonstrating fiscal responsibility over appropriated funds.	Deloitte advised this client by helping to implement the Greenbook Internal Controls Framework for the UI program to improve accounting policies, procedures, and provide greater oversight opportunities.	Implementation of the Greenbook Internal Controls Framework improved reporting capabilities and compliance for our client and greatly enhanced their future auditability.
State Agency	This client faced a challenge in being able to track, manage and report the status of COVID funding and payments. The client also was using an old financial system that did not have the capabilities to manage the funds in the system.	Deloitte conducted an analytics effort to capture the COVID-19 - related transactions in the financial system, coupled with gathering the manually produced reports, receipts, and contracts to develop a baseline of the COVID-19 funding and payments. Deloitte then built templates and processes that were used across programs to align processes for greater transparency.	The client was able to report to the federal government the current state of the COVID-19 funding streams and provide greater visibility into the status, payments, reimbursement claims, and obligations.
State Agency	Significant increases in the volume of UI claims for this client created challenges for their year-end closing process, reporting and auditability.	Deloitte advised this client through the year-end close and reporting processes. Subsequently, Deloitte provided process improvement recommendations to help improve these focus areas in future years.	The result of Deloitte's guidance was an effective year-end close and reporting release despite very challenging factors.
State Agency	Staff that left the agency along with the knowledge of how the process they managed functioned.	Deloitte reverse-engineered the process to manage the flow of UI-related cash between funds and trusts, developed methodology to reconcile funds, payments, and back accounts. Deloitte is conducting a Robotic Process Automation (RPA) pilot to drive efficiency and time-savings in the process.	Deloitte developed documentation of the existing process, opportunities to increase effectiveness, efficiency and accuracy.