



## **Request for Proposal Accounting Department Business Process Improvements**

### **A. Organization Overview**

Anne Arundel Workforce Development Corporation's (AAWDC) mission is to develop and deliver an innovative, effective workforce delivery system that is aligned with the economic and educational goals of Anne Arundel County. AAWDC's regional initiatives bring together workforce partners across central Maryland to support the economic and workforce goals of the region. AAWDC is a 501(c)3 that manages more than 20 reimbursable grants simultaneously to provide workforce services to Anne Arundel County and central Maryland. Most of these grants are federal and all of them are required to be reported out separately as a requirement of reimbursement as well as legal compliance.

While each grant has its own requirements and desired outcomes, some of them can be pooled or braided with other grants to pursue activities that benefit both grants purposes. Program Directors manage their initiatives to ensure their clients (job seekers) and customers (employers) get the workforce services they need and expend funds in accordance with their grant's provisions to accomplish that.

### **B. Statement of Purpose**

The purpose of this Request for Proposal (RFP) is to solicit proposals from qualified Business Process Improvement (BPI) consultants (including Leaning, Lean Six Sigma etc) to evaluate AAWDC'S accounting procedures and processes. AAWDC's Accounting Department is funded by a small percentage of indirect administrative costs charged to each grant so it must be efficient and cost effective. At the same time, it is AAWDC's goal to be a premier workforce agency so all services, including customer service and accounting, must be fast, correct and fully support the mission of the organization. Of particular interest is the Procurement to Acquisition to Accounts Payable to Reimbursement Process because its speed directly affects the client experience while its accuracy and compliance direct affect our ability to be reimbursed timely. Our goal is to optimize the processes to bring about:

- reducing processing time on Accounts Payable,
- efficiency of human effort,
- streamlining forms and reducing waste,
- improving client satisfaction, and
- improving quality control.

### **C. Scope of Work**

The selected BPI contractor will learn and analyze AAWDC's Accounting processes to:

- detect waste and inefficiency
- identify internal control weaknesses or steps that could lead to errors
- identify and address root causes of issues, and
- identify areas for streamlining or eliminating non-value-added steps
- identify the cost of these issues and the rewards for fixing them

Then the contractor will develop an implementation plan that will include a list of improvements and/or recommendations for the new processes that will help to improve all the above.

#### **D. Summary of Deliverables**

*All deliverables are due by the end of the period of performance.*

- 1) Current Process Work Flow
- 2) Future Process Work Flow
- 3) Recommendations
- 4) Implementation Plan

#### **E. Source of Funds**

Costs for this project will be funded through federal admin dollars that AAWDC receives from each of its grants.

#### **F. Period of Performance**

*Start no later than May 15, 2017 and specify the length of the contract to include end date.*

#### **G. Background Information**

AAWDC manages 20+ grants from the federal, state and county governments plus several private foundations. Most grants are reimbursable and do not allow funds to be drawn down in advance, so cash limitations make it critical to time the expenditure of funds and the receipt of reimbursement as closely as possible. AAWDC is subject to Single Audit so strong internal controls must be maintained in addition to compliance with all federal regulations and grant-specific requirements. AAWDC is also subject to monitoring by each of its grantors. AAWDC has multiple offices and accounting is located separately from most of its programs and directors.

The Accounting Office at Headquarters has created a system with the following benefits:

- 1) ensures programmatic need of all expenditures
- 2) tracks expenditures correctly by grant
- 3) provides for adequate reporting
- 4) times the cash expenditure & receipt close together
- 5) maintains adequate audit documentation
- 6) provides for procurement in compliance with grant and company standards

However, shortcomings of this system include:

- 1) Can take a long time to get goods & services procured for clients with urgent needs
- 2) Can take a long time to pay a vendor, who may complain

- 3) Vendor may not accept payment terms and decline to work with us
- 4) Confusing processes for
- 5) Manual paper-intensive systems
- 6) Mistakes could lead to audit findings, denied costs, non-renewal of grant or other sanctions
- 7) Cash flow can be strained if reimbursement delayed

An example is that a Career Coach may determine that a job seeker could get a construction job but would need work boots that the program is able to provide. The process is (some of these run parallel, not sequentially):

- 1) The coach currently fills out a request form,
- 2) The program director signs off that it is a proper use of grant funds and in the approved budget
- 3) Accounting collaborates with Coach and decides where to acquire the boots
- 4) Accounting prepares a purchase order (to obligate the funds) that the client and coach uses to purchase the boots
- 5) Accounting receives an invoice from the store
- 6) Accounting acquires a signature from the program manager confirming the boots were received and the invoice can be paid
- 7) Accountant enters bill into accounting system
- 8) Accounting Manager approves the invoice
- 9) CFO signs off and ages it
- 10) Accounting manager cuts a check
- 11) President signs the check
- 12) Accountant copies check and mails it
- 13) Accountant files check, invoice, PO & request until the audit (then moved to archives)
- 14) Budget Analyst runs budget reports showing the expenditure against the budget
- 15) Director reviews budget reports with CFO and President
- 16) Accountant runs reimbursement report
- 17) CFO reviews & approves
- 18) Send to grantor
- 19) Grantor reviews and may ask for additional backup (called “desk audit”)
- 20) Reimbursement received

## **H. How to Submit a Proposal**

*Please submit the following no later than 9:00 a.m. on April 24, 2017 to Jeffrey Dufresne, CFO, [JDufresne@aawdc.org](mailto:JDufresne@aawdc.org) . All documents must be in a .pdf or .doc,file.*

- 1) A technical approach, which describes how you will carry out the tasks outlined above with estimated timeline.
- 2) A summary of your recent and relevant projects.
- 3) Fees/cost to be charged.
- 4) Background professional experience of all who would be involved in the project.
- 5) Contact information of the organization point of contact for proposal and delivery purposes.
- 6) Names, phone numbers, and email addresses of individuals at three similar organizations who have been your clients during the last eighteen months and whom we can contact as references.

## **I. Proposal Evaluation Criteria**

The plans received will be fully reviewed by an evaluation committee. AAWDC reserves the right to negotiate with the selected providers on deliverables, scheduling, and budget issues. AAWDC shall not be obligated to accept the lowest quote submitted, but shall make awards in the best interest of the project.

To ensure consideration for this Request for Proposal, your proposal should be complete and include all of the following criteria:

**1) Overall proposal suitability**

Proposed solution(s) must meet the scope and needs included herein and be presented in a clear and organized manner.

**2) Organizational Experience**

Contractors will be evaluated on their experience as it pertains to the scope of this project.

**3) Previous work:**

Contractors will be evaluated on examples of their work pertaining to recent relevant project and client references.

**4) Value and cost:**

Contractors will be evaluated on the cost of their solution(s) based on the work to be performed in accordance with the scope of this project.

**5) Technical expertise and experience:**

Contractors must provide descriptions and documentation of staff technical expertise and experience.

Any questions  
should be directed to  
Jeffrey Dufresne, Chief Financial Officer, [JDufresne@awdc.org](mailto:JDufresne@awdc.org)