



*Powerful Insights.
Proven Delivery.™*

Pinal County

Board of Supervisors Meeting

April 8, 2015

protiviti®
Risk & Business Consulting.
Internal Audit.

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About Protiviti

Who We Are

Protiviti (www.protiviti.com) is a global consulting firm that helps companies solve problems in internal audit, risk, governance, finance, technology, and operations. Through our network of more than 70 offices in over 20 countries, we have served more than 40 percent of FORTUNE 1000® and FORTUNE Global 500® companies. We also work with smaller, growing companies, including those looking to go public, as well as with government agencies.

Protiviti is a wholly owned subsidiary of Robert Half (NYSE: RHI). Founded in 1948, Robert Half is a member of the S&P 500 index.

Protiviti is one of the fastest growing consulting firms worldwide.

- 3,700+ professionals serving our clients
- 70+ offices
- Over 1,000 clients
- Protiviti's 2014 worldwide revenues were \$624.2 million.
- Over 20 countries in the Americas, Europe, the Middle East and Asia-Pacific



THE AMERICAS

UNITED STATES Alexandria, VA Atlanta, GA Baltimore, MD Boston, MA Charlotte, NC Chicago, IL Cincinnati, OH Cleveland, OH Dallas, TX Denver, CO Ft. Lauderdale, FL	Houston, TX Kansas City, KS Los Angeles, CA Milwaukee, WI Minneapolis, MN New York, NY Orlando, FL Philadelphia, PA Phoenix, AZ Pittsburgh, PA Portland, OR	Richmond, VA Sacramento, CA Salt Lake City, UT San Francisco, CA San Jose, CA Seattle, WA Stamford, CT St. Louis, MO Tampa, FL Washington, D.C. Winchester, VA Woodbridge, NJ	ARGENTINA* Buenos Aires BRAZIL* Rio de Janeiro São Paulo CANADA Kitchener-Waterloo Toronto CHILE* Santiago	MEXICO* Mexico City Monterrey PERU* Lima VENEZUELA* Caracas
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EUROPE/MIDDLE EAST/AFRICA

FRANCE Paris GERMANY Frankfurt Munich ITALY Milan Rome Turin THE NETHERLANDS Amsterdam UNITED KINGDOM London	BAHRAIN* Manama KUWAIT* Kuwait OMAN* Muscat QATAR* Doha UNITED ARAB EMIRATES* Abu Dhabi Dubai	SOUTH AFRICA* Johannesburg
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ASIA-PACIFIC

AUSTRALIA Brisbane Canberra Perth Melbourne Sydney CHINA Beijing Hong Kong Shanghai Shenzhen	INDIA Bangalore Mumbai New Delhi Singapore Jakarta	JAPAN Osaka Tokyo SINGAPORE Singapore SOUTH KOREA Seoul
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Our Solutions

Protiviti helps organizations around the globe identify, measure, and navigate the risks they face, within their industries and throughout their systems and processes, using proven value-added solutions:

Internal Audit & Financial Advisory

- Data Mining & Analytics
- Financial Remediation & Reporting Compliance
- Financial Investigations
- Fraud Risk Management
- Internal Audit
- Internal Audit Quality Assurance Reviews
- International Financial Reporting Standards (IFRS)
- IT Audit Services
- SOX and Financial Reporting Controls Compliance

Information Technology Consulting

- Technology Strategy and Operations (TSO)
 - IT Strategy & Architecture
 - IT Governance & Risk Management
 - IT Operations Improvement
 - IT Portfolio & Program Management
- Enterprise Applications Solutions (EAS)
 - ERP Solutions
 - Custom Developed Software
 - Enterprise Content Management
 - Risk Technologies
- Security and Privacy Solutions (S&P)
 - Security Program & Strategy Services
 - Identity & Access Management
 - Incident Response & Forensics Services
 - Vulnerability and Penetration Testing
 - Security Ops and Implementation Services
 - Data Security & Privacy Management

Risk & Compliance

- Credit Risk
- Customer Engagement
- Enterprise Risk Management (ERM)
- Market & Commodity Risk
- Model Risk & Capital Management
- Operational Risk
- Strategy Communications & Change Enablement
- Anti-Money Laundering
- Regulatory Compliance

Transaction Services

- M&A Divestiture
- Public Company Transformation

Business Performance Improvement

- Capital Projects & Contracts
- Finance Optimization Services
- Performance & Information Management
- Revenue Enhancement
- Supply Chain

Restructuring & Litigation Services

- Corporate Restructuring & Recovery
- Litigation Consulting

Data Management & Advanced Analytics

- Business Intelligence
- Model Risk
- Predictive Analytics

Government Industry Knowledge and Expertise

Members of our local team have provided services to a number of organizations in accordance with government auditing standards, also known as the “Yellow Book”. In addition to our relationship with the Maricopa County’s Internal Audit Department, we have significant local experience with the Arizona Health Care Cost Containment System (AHCCCS), Maricopa Integrated Health System (MIHS) and Arizona State University Foundation.

Some of our core competencies within government and the public sector include, but are not limited to, business process review, performance measurement and operations improvement, organizational restructuring, information technology assessments and development of information system plans, strategy and finance, and project management. We also have experience testing organizations’ compliance with OMB Circular A-123, A-133 and related regulations, and advising clients on methods to improve organizational controls to ensure compliance.

Following is a sample of additional governmental and non-profit clients we have served:

- City of Phoenix
- DePaul University
- City of Dallas
- Gateway Foundation
- The Ohio State University
- Oklahoma State University
- University of Colorado Foundation
- Boy Scouts of America
- Drexel University
- Epilepsy Foundation
- City of Chicago
- Los Angeles Unified School District
- The California Endowment
- The University of Wisconsin Foundation

Protiviti Ranks High in Client Satisfaction

Our Client Value Management Process

Protiviti has a systematic, global process for measuring, monitoring and improving our clients' satisfaction. We invest time in understanding and improving our level of service and ensuring we are delivering upon our promise of "Powerful Insights, Proven Delivery."

Conversations with our clients are conducted in person by an independent Managing Director, outside of the engagement team, to foster more open, candid feedback.

We are proud to have received exceptionally high scores across the board.

8.7 Overall score out of 10

100% said they would "Retain Protiviti for Future Projects"

What we've heard from our clients

"Protiviti was able to supply valuable resources to assist our team when we needed them most so the impact on our operations was significant."

"We cannot say enough good things about your work and the impact on our business. In terms of measurable results, our shrink was at an industry best practice level when we started and it has declined to an even lower level since you began."

"We appreciate: Quality of people and work. Service mind set. Flexibility in your approach and work schedule. Work with a sense of urgency. Also Protiviti's depth of knowledge with control environment; appropriate perspective on control, how you see the big picture."

"We appreciate the consistency of the leadership team over his tenure."

"The company relies on your input for business improvement, control issues and compliance matters."

"Overwhelmingly happy with the relationship and quality of work received from your team."

"We are very happy with your work and consider you a preferred provider."

"We like Protiviti for relevant experience, quality of staff, building consensus within our organization for solutions and working well with individuals."



What is Internal Audit?

Objectives of Internal Audit

In an effort to accomplish their objectives and their mission, organizations are continually challenged to assess their finance, governance, information technology and operational processes to achieve maximum efficiency and cost savings. Additionally, they are faced with effectively managing and mitigating risks amid an increasingly competitive and challenging business climate. ***Internal Audit supports these endeavors by improving organization processes while ensuring proper risk management and controls are in place.***

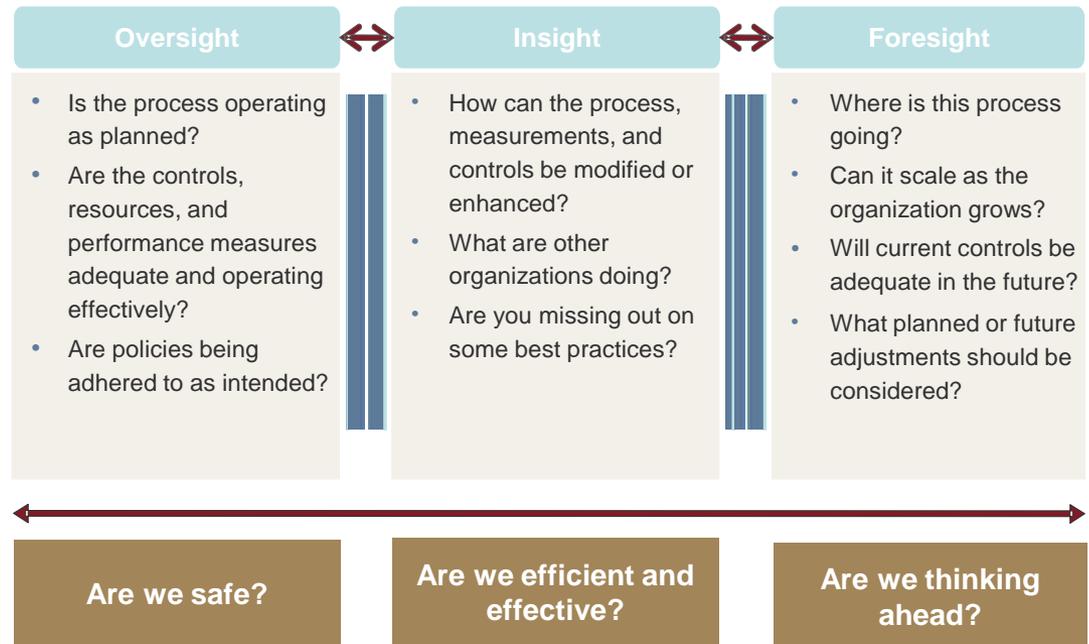
Common roles and responsibilities of Internal Audit include:

- To ***understand*** and ***verify*** how activities and processes are actually operating, rather than just thinking you know how they are working.
- To look into ***known problem areas*** and ***develop fact-based actions plans*** for corrections and improvements.
- To verify that ***critical areas*** that must ***operate flawlessly*** are in fact doing so.
- To ensure ***critical information and assets*** are being ***proactively safeguarded and protected***.
- To understand ***information technology risks and controls*** such as systems availability, performance, unauthorized access, integrity of data, unauthorized changes, etc.
- To facilitate and promote leading practices across operations and finance that drive ***fast, accurate, low cost processes*** while enabling the achievement of objectives and the organization's mission.

Our Approach to Internal Audit

Our IA approach is standardized yet flexible to accommodate clients' specific needs. Pinal County can benefit from our IA approach in several ways:

- Aligned with leading IIA Standards and COSO standards.
- Our auditors worldwide are trained in a standard approach.
- Standard approach drives efficiency and focus of an integrated IA team.
- Consistent results world-wide.
- Quality is improved through an accepted standard.
- Flexible to adapt to your needs.
- Standard approaches along with supporting training and technology enable us to integrate our Subject Matter Experts more effectively into your projects, as needed.
- Our team is accustomed to using a variety of IA tools, including our proprietary tool and other 3rd party tools to support IA.



Protiviti's Internal Audit professionals have helped hundreds of organizations plan, formulate and develop Internal Audit functions. In fact, we wrote the book on Internal Audit through our FAQ Guide on Developing an Effective Internal Audit Function. Protiviti's consultants deliver practical, efficient and effective approaches to help you run an Internal Audit function that meets your organization's specific needs.

Tailoring Our Internal Audit Delivery Model to Pinal County

- Our internal audit methodology is based on The IIA Standards, yet is flexible to meet all of our client needs across all industries, including the “Yellow Book”.
- The overall process would not change, but the details behind the steps in an efficient and effective internal audit function would align with the various County needs, whether risk based, compliance based, or special project based.
- Within each of the areas of our internal audit methodology, we have specific tools such as the process classification scheme that have already been customized to the public sector in order for us to understand and address the various risks and processes relevant to the County.
- We understand that monitoring the Whistle Blower Hotline is a key responsibility of the Pinal County Internal Audit Function. We are prepared to work with management to determine the best way to manage this important responsibility.





Why Outsource Internal Audit?

Internal Audit Outsourcing

The internal audit needs of each organization are unique. Due to demand for a high level of service and expertise, many organizations prefer to have Protiviti meet all of their internal audit needs under a continuous, full-service outsourcing arrangement.

Under this arrangement, Protiviti reports to the audit committee and an appropriate organizational officer in order to assure the proper degree of objectivity and independence. Our Managing Directors and professionals have assisted hundreds of companies using this approach, which is tailored to meet a client's unique needs.

Our internal audit services provide the following benefits:

- Assurance to external parties and compliance with applicable laws and regulations.
- A completely independent process, and information technology (IT) internal audit sourcing capabilities that use industry leading practices.
- Deep technical and analytical skills related to core process and related control assessments.
- Elimination of time and cost associated with sourcing, hiring, training and retaining skilled personnel in noncore competency areas.
- Management's ability to focus on more strategic initiatives, improving resource utilization.
- Variable vs. fixed expenditure makes internal audit flexible in the county budget.

Why Engage Protiviti?

- We understand the special requirements of Internal Audit within the public sector and have extensive experience helping state, county and municipal entities meet these obligations.
- We believe this experience, along with the attributes noted below, help distinguish Protiviti as a leader in the marketplace and will enable us to provide clients with a solid value for their investment.

Credibility

Talented professionals with specific internal audit and industry credentials, capabilities, and past experience to ensure project success from both a business process and IT operations perspective.

Work Quality

Polished professionals who plan, execute, and consistently deliver services and work products that fully address your expectations and needs in both form and substance.

Continuity of Personnel

An organization that will commit itself, and the right people, to you and who will remain a part of the service delivery team throughout the course of a business relationship. This helps ensure the investments you make today are leveraged for success on future efforts.

Working Relationship with Management

The ability of a service provider to easily work as an extension of and solid cultural "fit" with you and other management personnel.

Cost

A service provider that represents value to your organization, while also providing the requisite performance expertise.

Q&A

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