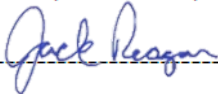


1. RFQ COVER PAGE

RFQ COVER PAGE

City of Gainesville	Procurement Division (352) 334-5021(main)
	Issue Date: December 7, 2021
REQUEST FOR QUALIFICATIONS: CMGR-220023-ARPA-GD Consultant for Distribution of Non-Profit ARPA Funds	
PRE-PROPOSAL MEETING: <input checked="" type="checkbox"/> Non-Mandatory <input type="checkbox"/> Mandatory <input type="checkbox"/> N/A <input type="checkbox"/> Includes Site Visit DATE: Wednesday, December 15, 2021 TIME: 8:00am LOCATION: Zoom – All Zoom meeting access information can be located in Exhibit D	
SUPPLIER QUESTIONS DUE DATE: Thursday, December 16, 2021, 3:00pm	
DUE DATE FOR UPLOADING PROPOSAL: Tuesday, December 21, 2021, 3:00pm	
SUMMARY OF SCOPE OF WORK: The City of Gainesville is seeking organizations to coordinate the distribution of funds granted via ARPA (American Rescue Plan Act) – State and Local Fiscal Recovery Fund through the State of Florida. The City desires to distribute \$7 million of the funds to non-profit organizations within the boundaries of the City of Gainesville and is seeking qualified organizations to equitably manage the distribution and compliance of the funding.	
For questions relating to this solicitation, contact: Gayle Dykeman, Procurement Specialist 3, dykemangb@cityofgainesville.org	
Respondent is <u>not</u> in arrears to City upon any debt, fee, tax or contract: <input checked="" type="checkbox"/> Respondent is NOT in arrears <input type="checkbox"/> Respondent IS in arrears Respondent is not a defaulter, as surety or otherwise, upon any obligation to City: <input checked="" type="checkbox"/> Respondent is NOT in default <input type="checkbox"/> Respondent IS in default Respondents who receive this solicitation from sources other than City of Gainesville Procurement Division or DemandStar.com MUST contact the Procurement Division prior to the due date to ensure any addenda are received in order to submit a responsible and responsive offer. Uploading an incomplete document may deem the offer non-responsive, causing rejection.	
ADDENDA ACKNOWLEDGMENT: Prior to submitting my offer, I have verified that all addenda issued to date are considered as part of my offer: Addenda received (list all) # _____	
Legal Name of Respondent: <u>UHY Advisors Mid-Atlantic MD, Inc.</u> DBA: <u>UHY Advisors Mid-Atlantic MD, Inc.</u> Authorized Representative Name/Title: <u>Jack Reagan, Managing Director</u> E-mail Address: <u>jreagan@uhy-us.com</u> FEIN: <u>20-2072957</u> Street Address: <u>8601 Robert Fulton Drive, Suite 210, Columbia, MD 21046</u> Mailing Address (if different): <u>jreagan@uhy-us.com</u> Telephone: (<u>410</u>) <u>423 4832</u> Fax: (<u>410</u>) <u>381 5538</u>	
By signing this form, I acknowledge I have read and understand, and my business complies with all General Conditions and requirements set forth herein; and, <input checked="" type="checkbox"/> Qualifications Submittal is in full compliance with the Specifications. <input type="checkbox"/> Qualifications Submittal is in full compliance with the Specifications except as specifically stated and attached hereto.	
SIGNATURE OF AUTHORIZED REPRESENTATIVE:  SIGNER'S PRINTED NAME: <u>Jack Reagan</u> DATE: <u>December 20, 2021</u>	

This page must be completed and uploaded to DemandStar.com with your Submittal.

CITY OF GAINESVILLE, FL

REQUEST FOR QUALIFICATIONS
DISTRIBUTION OF NON-PROFIT ARPA FUNDS
RFQ NO. CMGR-220023-ARPA-GD

TECHNICAL PROPOSAL

DECEMBER 21, 2021

Submitted by:

JACK REAGAN, MANAGING DIRECTOR
EMAIL: JREAGAN@UHY-US.COM

UHY ADVISORS MID-ATLANTIC MD, INC.
8601 ROBERT FULTON DRIVE, SUITE 210
COLUMBIA, MD 21046
PHONE 410 423 4832 | FAX 410 381 5538
WWW.UHY-US.COM

UHY ADVISORS, INC.
777 BRICKELL AVENUE, SUITE 1210
MIAMI, FL 33131
PHONE 305 384 1505



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COVER LETTER

December 21, 2021

City of Gainesville, Florida
Gayle Dykeman, Procurement Specialist 3
Procurement Division

UHY Advisors, Inc.
8601 Robert Fulton Drive Suite 210
Columbia, MD 21046

777 Brickell Avenue, Suite 1210
Miami, FL 33131

Dear Ms. Dykeman:

UHY Advisors (UHY) is pleased to present our qualifications to serve the City of Gainesville, Florida (the City). We understand that the City is seeking a qualified consultant to coordinate the distribution of funds it has been granted from the ARPA (American Rescue Plan Act) – State and Local Fiscal Recovery Fund via the State of Florida. We understand that the City has allocated \$7 million of these funds to non-profit organizations within the boundaries of the City of Gainesville and is seeking qualified organizations to assist in equitably managing the distribution of funds. The ARPA funding that the City will expend has the potential to transform the City, if managed effectively and efficiently.

This pandemic posed an extreme test of the government’s ability to manage its effects on businesses, and provide safety for its citizens. UHY has responded to this challenge by developing a proven approach to help its ARPA clients successfully navigate through this uncharted territory.

Why UHY?

1. Many municipalities across the nation have entrusted UHY to manage their ARPA program as listed in the table to the right.
2. Our partner, Civil Space, brings a technology platform that will enable an effective community outreach maximizing awareness and ensuring your commitment to equity and diversity. Their platform supports multilingual requirements and accommodates individuals with vision and/or hearing impairments.
3. UHY provides a turnkey operation for the management of your ARPA funds with the involvement of a local subcontractor with expertise in grants management and a keen understanding of Florida’s non-profit market, located just an hour away from the City.

Existing ARPA clients

- City of Detroit, MI
- Anne Arundel County, MD
- City of Wilmington, DE
- City of Bristol, CT
- City of Chester, PA
- Cass County, MO
- Township of Wallingford, CT
- City of Chelsea, MA

We understand the importance of delivering quality services at a fair price while supporting the City’s business operations. ***It is critical that the vast majority of your funds be allocated to the needs of your community, not spent on an outside consultant’s fees, which we believe should not exceed 1% of the total federal government allocation of your ARPA funds.***

As a Managing Director of the firm, I am authorized as an individual to contractually bind UHY Advisors. We look forward to the opportunity to be of service to the City on this engagement. Please contact me with any comments or questions at 410 423 4832 or jreagan@uhy-us.com.



Jack Reagan, CPA, Managing Director
UHY Advisors, Inc.

2. MINIMUM QUALIFICATIONS

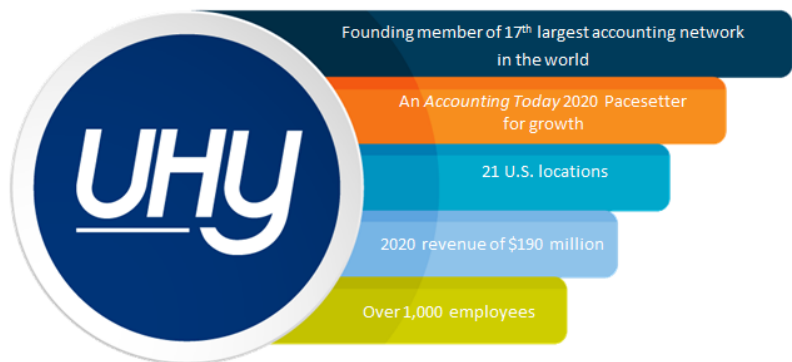
Respondents shall demonstrate a minimum of five (5) years of successfully operating as a funds distribution consultant, program manager and facilitator, with some experience in distribution of Federal Funds.

Below is an overview our firm and experience which, at a high level, demonstrates we meet the minimum requirement of 5 years. Our ARPA fund knowledge is demonstrated in section 3. *Statement of Qualifications (under item 3)* where you will find narratives of similar projects outlining the details of our activities around ARPA funding and management. Furthermore, our capabilities and knowledge can be found in the approach section which explains how we address the management of ARPA funds throughout its lifecycle.

UHY FIRM OVERVIEW

UHY Advisors, Inc. and its subsidiaries provide tax and business consulting services. UHY LLP is a licensed CPA firm that offers audit and other attest services to public and private companies as well as governmental organizations. We are a top 35 U.S. accounting firm with revenues in excess of \$190 million and over 1,000 employees. Internationally, we are a top 20 accounting firm with revenues in excess of \$500 million and over 5,000 employees. UHY was established in 1968. Even though our practice is structured differently from some other CPA firms, you will find that we provide all our services seamlessly to our clients. We call our philosophy “*The Next Level of Service*”. Our clients tell us it’s what sets us apart. Our commitment to client service is personable, value-added and cost-effective. Our goal is to exceed our clients' expectations on every engagement. We make our national resources available to meet your every need.

UHY’s Partners, Principals, Managing Directors and staff members bring with them a wide array of industry experience, including state and local government, real estate, not-for-profit, higher education, employee benefits, government contracting, manufacturing and distribution, construction and technology. Our client service model is based on a proactive style and passionate spirit that has allowed us to help our clients enhance growth, avoid financial pitfalls and reduce costs amidst ever-changing economic conditions.



Distinguishing Characteristics

- National Non-profit and Government Audit Practices
- More than 50 years of experience providing financial and compliance auditing and consulting services for the municipal industry
- Partners, Managing Directors and senior executives serving you with an average of 20 years of experience
- A commitment to engagement team continuity
- Hands on Partner/Managing Director involvement and more attention from leadership
- In-depth technical and industry-specific expertise
- Economical fee structure

*The next level
of service*

We pride ourselves on being a learning organization and strive to keep our clients and staff abreast of the evolving relevant industry topics. We work diligently to produce regular news alerts and newsletters on the latest accounting, legislative, regulatory, tax, valuation and operational issues in the industry. Throughout the year, we host training sessions for staff and technical seminars for clients. These resources are available to clients and their support teams so they are able to run their organizations at peak performance.

ACCESSIBILITY REGARDLESS OF LOCATION

We pride ourselves in our agility and our accessibility. Thanks to today's technology, we have quickly and effectively adapted to the changing environment and the new reality that this pandemic has created: the proximity of a service provider and its client no longer is a critical success factor in the client service delivery process. Our client delivery model continues to provide seamless services virtually, regardless of location, by deploying tools, technologies and personnel as required. Our level of effectiveness in producing results for our clients has never wavered. We have successfully adapted to this new way of working while keeping our client satisfaction ratings at an all-time high.

LANGTON CONSULTING OVERVIEW



Langton Consulting has provided professional grant consulting services to its clients since 1981. Michael Langton, the firm's President, began the firm after working in the grants industry for both public and private agencies. After establishing the firm, Langton became familiar with the funding side of grants in his service as a member of the Florida House of Representatives. Langton Consulting, Florida's oldest and largest public affairs consulting firm, is comprised of a professional team with a combined total of over 90 years in the grants business. Langton Consulting is Jacksonville-based, a neighboring community that knows the City on a personal level, and is available to visit City offices with an hour's drive from their office. This will facilitate on-site attendance for various City meetings, as needed.

Within the last five years, their efforts have secured more than \$125 million for their clients to fund both ongoing programs and new initiatives. In the course of over 40 years of service, their amount of client awarded grants exceeds \$400 million. To date, the team has successfully administered over \$300 million in Federal and State grant funding.

Langton employs seven (7) full-time grant professionals and numerous associate consultants. Langton provides grant research, grant writing and grant administration services to Florida counties and municipal local governments, to ensure that all federal, state and private foundation grant funding is successfully procured and managed within compliance of grantor agency regulations and guidelines. Langton's vast experience with writing and managing federal, state and private foundation grants has benefitted over 50 Florida local governments to date. The CEO and Founder has as a vested interest in the City of Gainesville as both a property /business owner and developer.

GRANT RESEARCH

Langton Consulting specializes in grant identification by determining each client's individual needs through on-site interviews and the development of a Needs Assessment and Strategic Grants Plan. The information captured in these two documents will create a solid basis for specific and in-depth research to secure grant funding for the highest prioritized projects. Twice a month, their clients receive an

exclusive SMARTGrants™ e-mail alert with the most up-to-date grant funding currently on the market to ensure that no grant opportunities are overlooked.

GRANT WRITING

Their grant writing team, led by executive grant professionals Michael Langton, President, and Lisa King, Vice President, has provided grant writing services to over fifty (50) local governments and organizations. Their services have provided over \$125 million in funding to its clients in the last five years and over \$300 million in the last ten years. Unlike other firms that only specialize in specific program areas such as engineering, housing, or community development, they offer knowledge and expertise in a broad range of federal and state agency programs. Their grant professionals are continuously updated on the status of established funding sources as well as new programs through professional events, conferences, publications, access to a complete database of state and federal programs, and personal contact with key legislative staff members. Their network of contacts in Washington, D.C. and Tallahassee, Florida, as well as its proximity to Tallahassee, enable them to provide their clients with the most accurate, up-to-date information and resources available. All five (5) of their full-time grant professionals are members of the national Grants Professionals Association (GPA), their two executive grant professionals are Grant Professional Certified through the national Grants Professional Certification Institute, and one of their consultants is a member of the National Grant Management Association.



The Langton team specializes in the following program areas:

- CARES Emergency Rental Assistance and ERA1 Program
- RESTORE Act
- Triumph Gulf Coast, Inc.
- Community Development
- Public Infrastructure
- Economic Development
- Coastal Management
- Emergency Management
- Energy Conservation
- Environmental Protection
- Hazard Mitigation
- Health and Human Services
- Historic Preservation
- Homeland Security
- Land Acquisition
- Parks and Recreation
- Public Safety
- Transportation
- Cultural Institutions

GRANT ADMINISTRATION

Their grant administration team, led by Heather Pullen, Senior Public Affairs Consultant and former Florida Small Cities CDBG Program staffer, has administered over \$300 million in federal grant funding under the CDBG-DR, HERA, ARRA and RESTORE Act recovery funding programs since 2006. Since 2015, their grant administration team has administered over \$4.6 million in planning grant funds for the Florida Gulf Consortium’s RESTORE Act Spill-Impact (Pot 3) for the development of the Florida State Expenditure Plan.



The next level of service

The Langton team's responsibilities include:

- General Technical Support
- Financial Management
- Policies and Procedures
- Procurement
- Recordkeeping
- Liaison services to federal grantor agencies
- Reporting
- Monitoring
- Close-outs

CURRENT AND PAST CLIENTS

Osceola County	City of Palm Coast	City of Boca Raton
City of Orlando	City of Pompano Beach	City of Debary
Baker County	Lake County	Leon County
City of Fernandina Beach	Martin County	Volusia County
Florida Gulf Consortium	Palm Beach County	Town of Wellington
Panama City Housing Authority	Goodwill of North Florida	Broward County
City of Cape Coral	Goodwill of South Florida	Nassau County
City of Dunedin	Goodwill Manasota	Town of Wilton Manors
City of Riviera Beach	Goodwill of Middle Georgia	City of Miami
City of Jacksonville	Sarasota County	City of Lake Worth
Jacksonville Transportation Authority	Brevard County	Hillsborough County
St. Johns River Water Management District	Monroe County	Town of Lake Park
City of Delray Beach	City of Alachua	

CONTACT INFORMATION

Langton Consulting
5627 Atlantic Blvd., Suite 4
Jacksonville, Florida 32207
www.langtonconsulting.com

Mike Langton, President, GPC
Cell: (904) 614-9861 | Email: mlangton@langtonconsulting.com

UHY'S NATIONAL GOVERNMENT PRACTICE

Our firm's National Government Practice is a well-recognized group of professionals with vast experience in the unique requirements of its governmental clients. Nationally, we have audited numerous governments that participate in the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting program. Jack Reagan, the Engagement Managing Director, is a reviewer for this important GFOA program. Further, Jack is also a member of the Association of School Business Officials (ASBO) International, and he has previously been a reviewer in their Certificate of Achievement for Excellence in Financial Reporting Program. UHY has performed numerous audits of organizations subject to financial and compliance audits. These audits were performed under auditing standards generally accepted in the United States, Government Auditing Standards, Uniform Guidance (formerly known as OMB Circular A-133), and its Compliance Supplement (when applicable), Office of the State Controller's Minimum Audit Requirements and Reporting Guidelines. UHY is a member of the AICPA Governmental Audit Quality Center and has demonstrated our commitment to audit quality, including those performed under Government Auditing Standards and Uniform Guidance.

Today, we are a global provider of exceptional service and one of the largest accounting, tax and consulting networks in the world. We're dedicated to serving clients ranging from small businesses to the dynamic middle-market and Fortune 500 companies. We believe that having a strong entrepreneurial mindset is key to growth, and we bring that mindset to every client experience.

UHY'S NON-PROFIT FOCUS

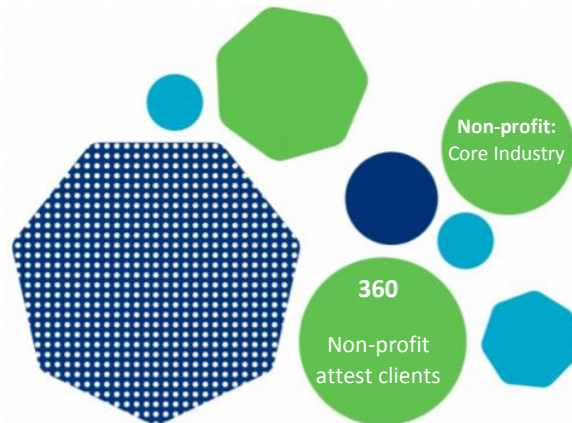
UHY partners, principals and staff members bring with them a wide array of industry experience, including state and local government, non-profit, higher education, and employee benefits.

We have a designated group of professionals dedicated to non-profit and government accounting, auditing and consulting services. This combination of diverse skills and knowledge will provide the City with premium services and adequate bench strength to meet the needs of the City on a timely basis.

NON-PROFIT PRACTICE

Non-profit organizations need a professional services provider that has a heart for the niche, and our passion for client service is evident by our deep involvement in client and community organizations. We recognize that each non-profit segment is unique. Our firm's National Non-Profit Practice understands the business model complexities and focuses on its distinct characteristics to serve each segment better.

Over the past 30 years, UHY has conducted hundreds of audits for organizations in the non-profit sector. High regulatory and compliance standards, contracting issues, increasing overhead, pressure to achieve better results, lack of industry unity and financial restraints are just a few of the concerns facing the industry today. Non-profits require sound professional advice to help



*The next level
of service*

them manage and mitigate risks. We keep management up-to-date on various trends and practices to help avoid penalties, maintain tax-exempt status and assure credibility with stakeholders.

With offices across the U.S., our national reputation and years of experience, we have the capabilities to serve non-profit organizations with distinction through the support of our firm's National Non-Profit Practice.

Our experience covers a broad spectrum of clients, including these key industry segments:

- Arts, culture and humanities
- Business and trade associations
- Education and research
- Environment and animals
- Golf, country and other social clubs
- Government
- Health and human services
- International
- Private and community foundations
- Public, societal benefit
- Recreation
- Religion

UNIFORM GUIDANCE EXPERIENCE

Our firm has audited more than a billion dollars in federal expenditures and have been the designated contracted firm providing sub-recipient monitoring for a top ten (10) City in the United States. Our proposed engagement team is uniquely experienced in Single Audits and with Federal Emergency Management Agency (FEMA) disaster recovery federal grant and reimbursement programs, and other state and federal reimbursement grants. All of our Single Audit work involves testing for waste, fraud, and abuse. As such, in all our current ARPA engagements, we work to identify potential waste, fraud, and abuse; while performing oversight of disbursement and tracking of federal funds by state or federal agencies. Your proposed team is one of the few teams in the U.S. that has current experience with administering and reporting on ARPA funding.

Below is a list of audit and consulting local government audit clients. Further, many of these clients have received Uniform Grant Guidance audits. We have conducted over 150 such Uniform Grant Guidance audits for our clients in the last several years:

- Albany Convention Center Authority (NY)
- Albany Port District Commission (NY)
- Algonac (MI)
- American Association of Colleges of Pediatric Medicine (Washington, DC)
- AMVETS National Service Foundation (Lanham, MD)
- AMVETS Charities (Lanham, MD)
- Anne Arundel County (MD)
- Baltimore County Public School System (Towson, MD)
- Bloomfield Hills Township (MI)
- Bristol County (CT)
- Calhoun County (MI)
- California State Teachers' Retirement System (CalSTRS) (CA)
- Capital District Regional OTB (NY)
- Capital District Regional Planning Commission (NY)
- Cass County (MO)
- City of Albany (NY)
- City of Benton Harbor (MI)
- City of Bristol (CT)
- City of Detroit (MI)
- City of Ecorse (MI)
- City of Hazel Park (MI)
- City of Inkster (MI)
- City of River Rouge (MI)
- City of Waterford (MI)
- City of Watervliet (NY)
- City of Wayne (MI)

- Columbia Downtown Housing Corporation (Columbia, MD)
- Congressional Institute (Alexandria, VA)
- County of Schenectady (NY)
- Croswell (MI)
- Durand (MI)
- Eaton County (MI)
- Flexible Packaging Association (Annapolis, MD)
- GM RACER Trust/U.S. Treasury (MI)
- Greater Detroit Resource Recovery Authority (MI)
- Howard County Conservancy (Woodstock, MD)
- Howard County Lacrosse Program (Columbia, MD)
- Howard County Maryland Economic Development Authority (MI)
- Independence Township (MI)
- Ingham County (MI)
- International Eye Foundation (Kensington, MD)
- Isabella County (MI)
- Lapeer County (MI)
- Los Angeles Unified School District (CA)
- Mackinac County (MI)
- Maryland Coalition of Families (Columbia, MD)
- Maryland Racing Commission (MD)
- Maryland University of Integrative Health (Laurel, MD)
- Marysville (MI)
- Memphis (MI)
- Metro (formerly Bi-State Transit) (MO)
- National Association of Workforce Boards (Washington, DC)
- New York Convention Center Operating Corporation (NY)
- New York Independent System Operator, Inc. (NY)
- New York State Archives Partnership Trust (NY)
- Plymouth (MI)
- Pontiac Housing Commission (MI)
- Pontiac School District (MI)
- Royal Oak Township (MI)
- Sandusky (MI)
- Society for Women's Health Research (Washington, DC)
- South Bay Regional Public Communications Authority (MI)
- Southeastern Michigan Regional Energy Office (MI)
- St. Clair (MI)
- St. Clair County (MI)
- State of Michigan
- Sustainable Development Institute (Washington, DC)
- Swartz Creek (MI)
- Township of Wallingford (CT)
- Tuscola County (MI)
- Washington, D.C.
 - E911/311 Fund
 - Highway Trust Fund Home Purchase Assistance Program Fund
 - Lottery
 - Health Benefits Exchange Authority
 - Other Post Employment Benefit Fund
 - Unemployment Compensation Fund
 - University of the District of Columbia
 - Not for Profit Hospital Corporation
 - Washington Convention and Sports Authority
- Women's Law Center of Maryland (Towson, MD)
- World Federation for Ultrasound in Medicine (Laurel, MD)
- Yale (MI)

CAPACITY TO SERVE

With our internal capabilities and years of experience, we have the capacity to serve governmental organizations with distinction through the support of our National Government Practice. The professional services UHY provides to governmental organizations at the state and local level is an important and significant portion of our accounting, auditing, and consulting practice. We have a designated group of professionals dedicated to government and not-for-profit accounting, auditing and consulting services. This combination of diverse skills and knowledge will provide the City with premium accounting and auditing services and adequate bench strength to meet your needs on a timely basis.

As a national professional services firm with over 1,000 employees, we are performing numerous engagements collectively worth millions of dollars across the United States. Because we are a national professional services firm, we have the resources to be able to complete this project within your required timeframe. We have established an ARPA team who is well-versed in ARPA requirements and is currently providing similar services to other ARPA clients.

3. STATEMENT OF QUALIFICATIONS

3. Provide a Statement of all Qualifications that will communicate the capabilities of the proposer to successfully create, implement and maintain programs initiated by the ARPA grant.

1. *Project Understanding and Approach: Describe your understanding of the objectives and scope of the requested services and your general approach to such. Include a general time frame for being able to respond to City requests for specific project proposals.*

3.1 PROJECT UNDERSTANDING AND APPROACH

UNDERSTANDING OF YOUR NEEDS

We understand that the City is seeking a provider to coordinate the distribution of funds it has been granted from the ARPA (American Rescue Plan Act) – State and Local Fiscal Recovery Fund via the State of Florida. The City has allocated \$7 million of these funds to **non-profit organizations** within the boundaries of the City of Gainesville and is seeking qualified organizations to assist in equitably managing the distribution of funds into the allowable four (4) main ARPA categories.

We further understand that UHY will be responsible for development of a funds distribution program that includes:

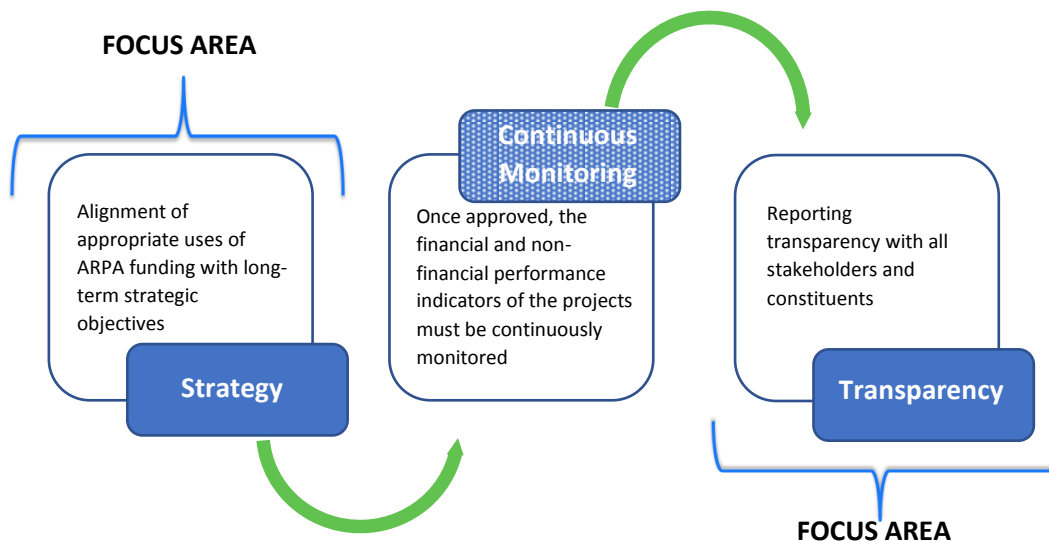
1. *Develop - with the assistance of the City's Office of Equity and Inclusion - a standardized applicant vetting process that insures funds assist individuals and communities in greatest need, particularly communities that have been historically disadvantaged and have experienced disproportionate impacts of the COVID-19 crisis. Targeting relief is in line with Executive Order 13985, "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government," which laid out an Administration-wide priority to support "equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality."*
2. *Create and implement an on-line application portal for applicants to initiate and add to their application. Design and implement a one-on-one application support system for applicants that require additional assistance in completing the application.*
3. *Provide support to non-profit organizations in building administrative capacity and strengthening existing infrastructure.*
4. *Evaluate each applicant/application using the criteria developed for equitable distribution of the funds and make recommendations to City staff regarding applicant status.*
5. *Follow State of Florida Sunshine laws and Federal Government reporting requirements to assure that all decisions are made in a public meeting and recorded for public record.*
6. *Timeline for the funds distribution program.*
7. *Submitting quarterly reports to the City that align with the requirements of the ARPA award*

The next level
of service

UHY will provide all services in compliance with the legal requirements as set forth in the American Rescue Plan Act of 2021. In serving our clients, we utilize our consistent/standard ARPA approach which will enable us to have a benchmark/baseline with other comparable cities and counties. We are also documenting lessons learned from these ARPA engagements to better prepare for future ARPA engagements. We communicate these lessons learned through quarterly webinars and meetings. In addition, if need be, we can reach out to your peer group counties to share plans and understand challenges, followed by the creation of a written peer report.

APPROACH

When ARPA came into effect in March of 2021, we recognized the need for a rigorous methodology and developed an effective approach to help guide its ARPA clients navigate through this **unchartered territory** successfully. Our approach covers three main areas: *Strategy*, *Continuous Monitoring*, and *Transparency*. We believe the City can significantly benefit from grouping all ARPA activities into these areas. In serving our existing ARPA clients, we have utilized this consistent approach to provide guidance, strategic planning advice, oversight and compliance, monitoring, training, and reporting. While the City is not seeking assistance with *continuous monitoring*, upon fund distribution, it is critical for the City to monitor the projects to ensure that the funds are appropriately spent. We have provided additional information on subrecipient monitoring in the **Appendix**.



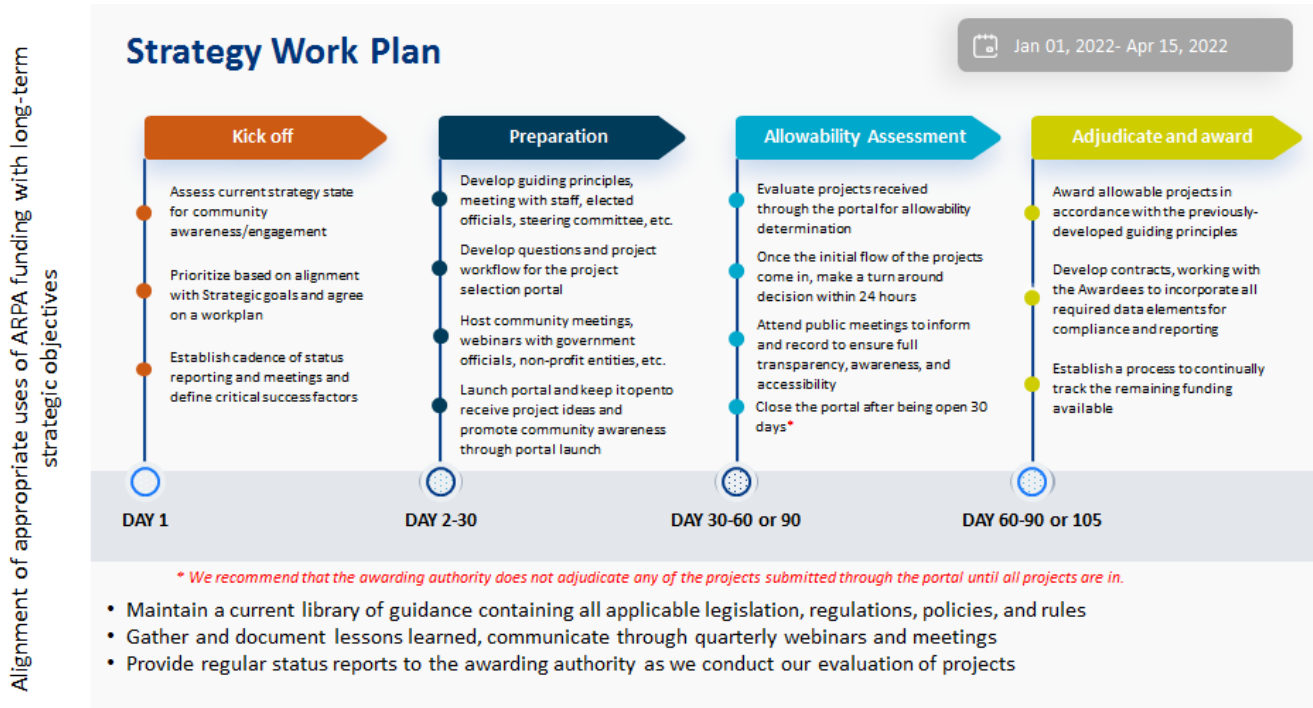
We will tailor our approach to your needs and our preliminary assessment of the current state of your plan. Your focus areas will fully align with the activities, outlined in the Strategy and Transparency phases of our standard approach.

Strategy

In the Strategy phase, the City will have substantial discretion to use the ARPA funds in ways that best suit the needs of its constituents. Such use must fit into one of the following (4) categories: *1) COVID-19 public Health Emergency or its Negative Economic impacts, 2) Premium Pay for Essential Workers, 3) Lost Revenue Replacement, and 4) Necessary Infrastructure Investments.*

An overview of our plan for this phase is illustrated in the following depiction:

Subject to change based on City's schedule



The following describes **detailed activities** to perform your fund distribution program **task 1, 2, 3, 4, and 5**:

- 1) **Community outreach** –it is critical to engage stakeholders in the community in order to understand what the community prioritizes in the use of these ARPA funds. Similar to what we have done with other clients, we will work with the City to develop a series of survey questions, to be posted on the City’s website to solicit input on where constituents would recommend the money be spent. We have been successful in designing a survey that prompts the respondent to gauge how they would spend a hypothetical \$1,000 on various ARPA initiatives. We then provide the survey respondent with a list of 10 to 12 initiatives on which they can spend that \$1,000. They can allocate all the money to a single initiative or spread it among several. The initiatives will be based on those outlined in the ARPA legislation as well as stated strategic objectives expressed by City officials. We use the results of the survey to inform the City on how and where the ARPA funds are recommended to be spent by its constituents. An example of such a survey can be found in the link below:



[Anne Arundel Asks for Community Input on ARPA Funds](#)

The next level of service



We will create a marketing and communications outreach plan to assist non-profit applicants with development of eligible projects/programs and submission of ARPA eligible funding applications. In addition, we will conduct sufficient public engagement meetings, surveys, and outreach to determine the needs of the residents of the City. Following State of Florida Sunshine laws and Federal Government reporting requirements, we will make sure that all decisions are made in a public meeting and recorded for public record. The following link demonstrates how we work with our clients to provide information to the public about ARPA project allowability, including a link to various webinars we have provided to the non-profit and business communities: [Public Transparency Webinars](#)

To create and implement an on-line application portal for applicants, we will leverage our teaming partner, **Civil Space**, with whom we are currently working with on several of our ARPA engagements. We believe that the City will benefit from Civil Space’s approach and platform. Their capabilities are built in alignment with the spectrum of participation defined by the International Association of Public Participation (IAP2). Their platform enables participation from the community on four different levels:

- **Inform:** The public can get information about various projects
- **Consult:** The public can provide feedback on analysis, alternatives, and decisions
- **Involve:** Work with your community to create ongoing cycles of dialog and growth to encourage participation and ensure that concerns are understood and considered
- **Collaborate:** The public is a partner in all aspects of a project, including developing alternatives and finding a preferred solution

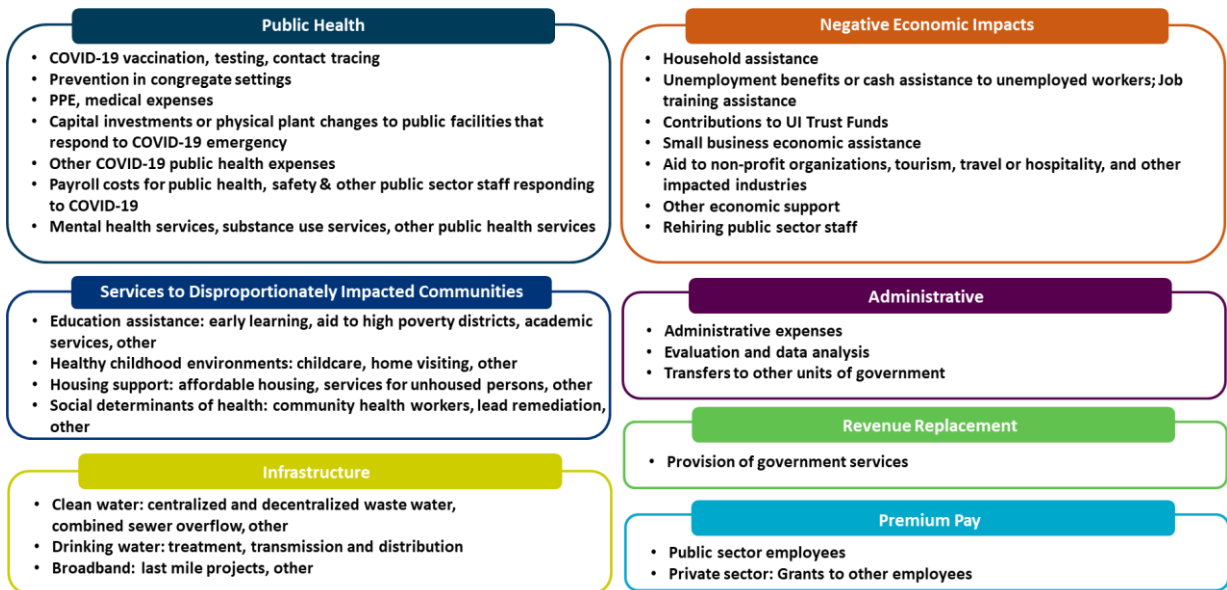
The platform is accessible on mobile devices, laptops, and desktop computers, all with the same functionality. Using this platform streamlined the process of identifying goals that need to be prioritized based on the seven federally required programmatic categories. Once approved projects have been identified, the goals, expected outcome, and recovery impact need to be defined, documented and presented to the appropriate parties including the elected bodies for prioritization.

Once prioritized, based on the guiding principles, they will be included in the ARPA plan for implementation. More information about Civil Space is provided in the **Appendix**.

- 2) *Development of guiding principles* – Once the City has identified its stakeholder priorities for the ARPA projects, those priorities must be aligned with existing priorities. A critical component of this alignment is the creation of a “steering committee” to guide the City’s ARPA activities. This steering committee should be chaired by a member of the City’s senior management team and supported by executives in your key programmatic areas. Consideration should also be given to representation from the key constituents (non-profit leaders, citizen group leaders, business leaders, etc.).

Once the steering committee has been established, the committee should develop a set of guiding principles against which to evaluate any projects to be funded by ARPA. Stakeholder priorities are a key component of the guiding principles. Existing operating budget and capital budget priorities should also be incorporated into these guiding principles. Other priorities, such as long-term strategic vision statements, equity statements, and other documents outlining management or elected official priorities, should be considered as well. At the end, the committee should provide a document which will ensure that all internal and external stakeholders understand the criteria against which project applications will be evaluated. We will assist the City to ensure that the work of the steering committee conforms with the Sunshine Laws requirements.

- 3) *Review of project applications* – We will support the City in its review and evaluation of the project applications. We contemplate a two-step process. The first step is for UHY to assess the projects submitted across the Civil Space web portal described above for allowability under ARPA. Further, our review will also emphasize whether the project applications and all related project files indicate that the required data – equitable outcome measures, output measures, outcome measures, financial data, etc. – are being gathered and reported. We will also analyze the evaluation criteria that the City is using to ensure that such criteria align with the fund structure and the guiding principles previously discussed as well as the ARPA programmatic areas established by Treasury as follows:



The next level of service

The second step will be the approval of the project by the steering committee. We will keep a running total of the approved project funding and compare that to the total ARPA funding available to provide the steering committee with information on how much funding remains available. We believe that the steering committee must be prudent in its project approvals. ARPA funding must be committed by December 31, 2024 and expended by December 31, 2026, so there are a number of years available in which to fund worthy projects. If the City chooses to spend its funding rapidly, worthy ideas that surface in later years, especially those arising from the earlier projects that have been funded, won't be available to be funded. Therefore, it is imperative to continually track the remaining funding available. We encourage the City to develop, as part of its guiding principles discussed above, guidelines on how rapidly it plans to spend ARPA funds.

We will provide regular status reports to the City as we conduct our evaluation of projects. This two-step process, an assessment of the allowability followed by formal City approval of the projects, allows the City to focus its resources on approval rather than having to vet the projects for allowability.

Once the project is approved, we will work with the City to ensure that the contracts/grant agreements are prepared to ensure that (1) the vendor/grantee is contractually required to provide the relevant data necessary for the City to submit to the U.S. Treasury and (2) the allowable amount is properly disbursed to the recipient.

- 4) *Maintain a current library of guidance* – As mentioned previously, we regularly monitor legislation passed by Congress and the related implementation guidance produced by the various federal agencies implementing the programs established by the legislation. For each of the approved spending initiatives utilizing ARPA funding, we will maintain a controlling document which details the legislation, and any additional guidance, such as FAQs, upon which the City is relying to determine the allowability of costs charged to that program. While the U.S. Treasury has issued substantial enabling guidance under the CARES Act, other federal agencies, such as Health and Human Services, Homeland Security, and the Department of Education, also issued substantial guidance in the form of FAQs. We will continue to monitor not only the FAQ guidance issued by the Treasury, but also the guidance issued by other federal agencies for ARPA implementation. We will provide a thorough document to the City detailing the impact of the FAQs on the various City-approved spending initiatives and update the spending initiative controlling document. All such documents will be maintained on a City website that is readily accessible to City personnel.
- 5) *Tracking project files* – In order to assist the City with the preparation of project files, we will put in place a systematic tracking mechanism of all ARPA projects. We will create an electronic workbook that will contain required data elements, such as recovery spending, performance, and outcome. The master workbook would consolidate all individual project workbooks into one master file.

The framework for the buildout of the workbook is as follows:



Our current clients have found the master electronic workbook and our project assessment template effective in understanding the status of all their strategic ARPA programs and associated activities.

Sample Project Workbook

Project Name		City of K Project Y		Funding Amount			Use of Funds	Reporting Requirements
Identification Number		N/A		2nd Amendment, no date			Please provide a description of the intended use of funds, strategies designed to ensure maximum program's impact and how it explains how the program objectives benefits the City on each of the following areas (select those that apply):	The Recovery Plan must include key performance indicators for the major SLFRF funded projects undertaken by the recipient. The City has flexibility in terms of how this information is presented in the Recovery Plan, and may report key performance indicators for each project, or may group projects with substantially similar goals and the same outcome measures.
Description	Expenditure Category	Eligible Use Category	4/1/2020	9/2/2020			As relevant, describe how funds are being used to respond to COVID-19 and the broader health impacts of COVID-19 and the City's Mitigate Coronavirus Relief Funds to expand its emergency food assistance efforts throughout the City. Funds will be utilized for and support food pantries and food assistance efforts through the City, with priority given to developing consistent food assistance programs. Most of the funds were used to purchase food (dry, canned and produce) to supplement donated and government funds to support needs.	The initial report should include the key indicators above. Each annual report thereafter should include updated data for the performance period as well as prior period data, and a brief narrative adding any additional context to help the reader interpret the results and understand the any changes in performance indicators over time. To the extent possible, Treasury also encourages recipients to provide data disaggregated by race, ethnicity, gender, income, and other relevant factors.
Staff Costs & Fringe	EC 2.1	Public Health/Negative Economic Impacts	\$ 0.00	\$ 0.00	\$ 0.00		As relevant, describe how funds are being used to respond to negative economic impacts of the COVID-19 public health emergency. Since COVID-19 began, we have seen food insecurity in our community increase and food donations decrease dramatically. Our 1,000 households per month, now we see approximately 22,500 households show up each month for food at our emergency food who have worked in the gig economy and do not receive unemployment benefits (from Final Report to ACD).	Required Performance Indicators and Programmatic Data: While the City has discretion on the full suite of performance indicators to include, a number of mandatory performance indicators and programmatic data must be included. These are necessary to allow Treasury to conduct oversight as well as understand and aggregate program outcomes across recipients. This section provides an overview of the mandatory performance indicators and programmatic data. This information may be included in the City's Recovery Plan as they determine most appropriate, including combining with the section above, but this data will also need to be entered directly into the Treasury reporting portal. Below is a list of required data for each Expenditure Category:
Equipment	EC 2.1	Public Health/Negative Economic Impacts	\$ 0.00	\$ 0.00	\$ 0.00		As relevant, describe how funds are being used to provide services to communities disproportionately impacted by the COVID-19.	Household Assistance (EC 2.2 & 2.5) and Housing Support (EC 3.10-3.12): • Number of people or households receiving eviction prevention services (including legal representation) _____ • Number of affordable housing units preserved or developed _____ Negative Economic Impacts (EC 2): • Number of workers enrolled in sectoral job training programs _____
Food Procurement	EC 2.1	Public Health/Negative Economic Impacts	\$ 0.00	\$ 0.00	\$ 0.00			No mention of housing assistance efforts to prevent eviction nor how many housing units preserved/developed. No mention of job sectoral job trainings provided nor
Administration	EC 3.1	Public Health/Negative Economic Impacts	\$ 0.00	\$ 0.00	\$ 0.00			

Please see the sample project workbook and project assessment template in the Appendix.

To support non-profit organizations in building administrative capacity and strengthen existing infrastructure, we will work with those identified as ARPA grant fund recipients, in conjunction with City personnel. We will ensure that the City has designed and implemented sound internal controls to gather all necessary documentation to assess that the expenditure meets the federal eligibility requirements. We will document our findings for any internal control processes that are not designed or implemented effectively, and we will also identify expenditures that do not meet the federal eligibility requirements. Finally, we will recommend remediation actions to be taken by the fund recipients, if applicable.

Transparency & Reporting

We will continuously keep the community apprised and aware throughout the engagement. There will be a high degree of scrutiny on the performance, both financial and non-financial, of all authorized projects. In our view, there are (4) important parties that require reporting transparency: *City Management, the City Council, your Constituents, and the Federal Government.*

The next level of service

An overview of our plan for this phase is illustrated in the following depiction:

Subject to change based on City's schedule



The following describes **detailed activities** to perform your funds distribution program **task 6 and 7**:

We highly recommend the following process:

- Work with the City to develop an “outreach” plan to the non-profit community as previously discussed
- Launch the project application portal to accept submissions
- Keep the project application portal open for a minimum of 30 to 60 days to ensure an equitable opportunity for all not for profits to access these funds
- Evaluate the allowability of the project submissions while the portal is open
- Steering committee begins process of evaluating the projects and ranking them using the previously established guiding principles. However, the committee should not approve any projects until after the portal closes again to ensure that all projects are equitably treated
- Upon portal closure, the committee should approve projects and begin the process of funding the projects

This suggests a project funding timeline of 90 to 120 days to ensure that there is sufficient awareness of the program within the non-profit community, project submissions are evaluated equitably, and committee decisions are made transparently.

The final step in the process is to ensure that project information is properly reported. Our approach leverages the already established internal controls that you have established over your financial reporting. We believe that, generally, the City’s internal control over financial reporting is an effective and efficient process to allow for the timely closing of its books, defined as 30 days after month-end. In compiling all required reports, we will work with all appropriate City departments to prepare and coordinate continuously to meet the deadlines for all reporting.

For each month for the duration of the project, we will select a relevant sample of transactions to “pre-audit” to ensure compliance. Those pre-audit procedures will be completed by the end of the month

subsequent to the disbursement. So, for example, July transactions will be pre-audited by the end of August. Similarly, the reconciliations will be done by the end of the following month. Again, July reconciliations will be prepared and available for review by the end of August. Finally, we will prepare the required management, City Council, constituents, and federal and state/local government reports by the end of the following month. In short, our milestones will be incorporated into your already functioning internal control processes.

There are several key users of reported ARPA information.

- 1) *City Management* – It is critical for the City to ensure that it is maximizing its ARPA funding and not “leaving money on the table”. In order to maximize the ARPA funding usage, we will prepare and design a report that will identify the following, by ARPA program: the total ARPA funding awarded, the expenditures charged to date to the program, the planned spending in the future on the program, and any funding that is remaining after actual and planned spending is accounted for. The key is to have a meaningful analysis of the planned future spending. We will work closely with City programmatic and budget/accounting personnel to leverage existing processes that departments must follow to demonstrate future spending plans. We will obtain these future spending plans and arrange for a follow-up meeting with those responsible for developing those plans to ensure that they are based on actual future spending plans, such as future contract spend, purchase orders already issued, etc. The risk to the City is that these plans are merely a “plug” to demonstrate that all funding will be used, without any specific provision on how it will be spent in the future.

If, at the end of the review of those future spending plans, it appears that there will still be ARPA funding available in the program, we will work with those same program managers who developed the plan to identify: (1) any prior spending which may have been charged to other sources which would be charged to ARPA funding (which will only be recommended if it results in additional local funds being available) and (2) any potential future spending, which could be accelerated, to be charged to the ARPA funding. Prior spending may also be identified through the use of data analysis tools to identify potential expenditures to be charged to ARPA funding. We will provide the oversight group with written recommendations if any such changes to spending plans or prior spending amounts need to be made.

- 2) *City Council* – Leveraging the reports that have been prepared on the status of funds for City Council, we will assist the City in developing periodic reports (likely monthly) that will be provided to City Council so that they can exercise their oversight responsibilities. We believe that these reports should present aggregated data, by project, demonstrating the progress, both financially and non-financially, that is occurring in the approved projects. Recommendations for changes to project funding (both increases and decreases) should accompany this report to City Council.
- 3) *Constituents* – Similar data provided to City Council should also be published on the City’s website to demonstrate to its constituents that it is spending the money prudently and with the intended effect. We have several options for producing reports and will work with the City to identify a meaningful method of providing such information transparently to the public.

The initial quarterly Project and Expenditure Report will cover three calendar quarters from the date of award to December 31, 2021 and must be submitted to Treasury by

*The next level
of service*

January 31, 2022. The subsequent quarterly reports will cover one calendar quarter and must be submitted to Treasury within 30 calendar days after the end of each calendar quarter.

The table below summarizes the quarterly report timelines:

<u>Report #</u>	<u>Year</u>	<u>Quarter(s)</u>	<u>Period Covered</u>	<u>Due Date</u>
1	2021	2, 3 and 4	Award Date – December 31	1/31/2022
2	2022	1	January 1 to March 31	4/30/2022
3	2022	2	April 1 to June 30	7/31/2022
4	2022	3	July 1 to September 30	10/31/2022
5	2022	4	October 1 to December 31	1/31/2023
6	2023	1	January 1 to March 31	4/30/2023
7	2023	2	April 1 to June 30	7/31/2023
8	2023	3	July 1 to September 30	10/31/2023
9	2023	4	October 1 to December 31	1/31/2024
10	2024	1	January 1 to March 31	4/30/2024
11	2024	2	April 1 to June 30	7/31/2024
12	2024	3	July 1 to September 30	10/31/2024
13	2024	4	October 1 to December 31	1/31/2025
14	2025	1	January 1 to March 31	4/30/2025
15	2025	2	April 1 to June 30	7/31/2025
16	2025	3	July 1 to September 30	10/31/2025
17	2025	4	October 1 to December 31	1/31/2026
18	2026	1	January 1 to March 31	4/30/2026
19	2026	2	April 1 to June 30	7/31/2026
20	2026	3	July 1 to September 30	10/31/2026
21	2026	4	October 1 to December 31	3/31/2027

These quarterly reports will be the aggregation of individual project level data. Each project will need to report the following:

Expenditures: Once a project is entered, the recipient will be able to report on the project’s obligations and expenditures:

- Current period obligation
- Cumulative obligation
- Current period expenditure
- Cumulative expenditure

Project Status: Once a project is entered, the recipient will be asked to report on project status for each reporting period, in four categories:

- Not started
- Completed less than 50 percent
- Completed 50 percent or more
- Completed

The aggregated project level data will be presented in the seven federally required programmatic categories.

As of the date of this proposal, U.S. Treasury has not required recipients the size of the City to submit an annual report, a Performance Plan (as defined in the Treasury Guidance) or another form of annual reporting. We will continue to see if this lack of annual reporting is maintained.

In conclusion, the following illustration provides a holistic view of our process throughout the life cycle of ARPA fund management.



Throughout the engagement, we will provide the City with programmatic and policy advice on ARPA programs and a position paper describing the guidance and its practical impact on the City’s internal control over financial reporting and on compliance, if needed. We will make recommendations on policy and procedure changes that will need to be implemented (if any) and assist in the implementation of any changes resulting from: 1) Treasury’s Compliance and Reporting Responsibilities guidance on the State and Local Fiscal Recovery Funds, 2) All revisions of Treasury’s Frequently Asked Questions (FAQ), and 3) OMB’s guidance through its annual compliance supplement update.

As full-time government advisors, we understand that governmental entities do not operate independently, but in an increasingly complex web of local, state, and federal relationships. We know how these relationships work, what they mean at the local level, and how every public organization’s focus on resource management is critical to success. We will assist the City to coordinate between federal, state, and local agencies. We regularly monitor legislation passed by Congress and the related implementation guidance produced by the various federal agencies implementing the programs established by the legislation. We will continuously inform you of emerging information as needed, and stand ready to work with the City to resolve any potential disputes with ARPA funding or other agencies. We have sufficient experience in the preparation of any appeals and can guide you through the process, should the need arise.

PROPOSED DELIVERABLES

We have identified the following main deliverables:

- Staffing plans and regular status report
- Documented evidence that funds are distributed equitably within the City legal boundaries
- Decision making protocol

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of service*

- Applicant documentation requirements
- Standardized applicant vetting process
- On-line application portal
- Documented advice regarding all applicable legislation, regulations, policies, and rules related to federal recovery funds
- Guidelines for the support of non-profit organizations in building administrative capacity and strengthening existing infrastructure
- Presentations and communications materials for City officials, community stakeholders and the public
- Project inventory containing all required ARPA data elements
- Master electronic workbook that consolidates all individual project workbooks
- All required quarterly U.S. Treasury reporting and other reports based on the City’s needs

We stand prepared to provide the City with additional deliverables as needed and will refine the above list of proposed deliverables upon mutual agreement.

ENGAGEMENT PROJECT MANAGEMENT

The Next Level of Service

In executing all our engagements, we have developed a project management program that can be customized to meet the needs of the City. Our project management plan is created in adherence with the industry best practices, outlined in The Project Management Body of Knowledge (PMBOK). The Project Management Body of Knowledge is published by the Project Management Institute (PMI), and presents a set of standard guidelines for project management.

It provides a disciplined approach to effectively manage a project on time and within budget, achieving project objectives and intended benefits.

Throughout the project, in addition to establishing project governance and stakeholder communication, the scope, budget, schedule, cost, resource, quality, risks, and issues, are managed, measured, communicated, and reported on.

Part of this project management plan involves:

Assembling a team that has a combination of the appropriate knowledge and experience relevant to the City’s needs.

Resources entering time spent working the previous day, by engagement to track against the budget and estimate time to completion.



Managing agreed-upon scope of work to effectively deliver results on time and within budget to meet the City’s requirements.

Developing a budget for each engagement to guide the activities executed by the assigned personnel to finish on time & on budget.

Our project management process provides personal attention and direct involvement from partner to staff in all stages of the engagement to ensure the prompt resolution of potential risks and issues. It allows us to serve our clients effectively by maintaining a strong and firm commitment to implement quality in every engagement.

The pandemic has demonstrated that professional services such as those contemplated by the City can be effectively and efficiently delivered in a virtual environment. Much of the work associated with grants management oversight, and specifically ARPA administration, can be delivered virtually. However, if the City requires us to be physically on-site to conduct a meeting, we have the ability to conduct such a meeting in person.

ENGAGEMENT COMMUNICATION PROCESS

Depending on the restriction in force, your team may not be allowed to have the traditional “face to face” interaction. In such case, we will use technology and virtual platforms such as Zoom, GoToMeeting, or similar video conferencing technology, to hold such meetings. We will conduct our kick-off session, status meetings, and other meetings virtually unless restrictions are lifted. We believe that these meetings are critical to the appropriate execution of the scope of this work, and we will continue to hold them, just in a different manner. We also plan to use a software product called Suralink to facilitate document transfer. Suralink operates using a secure file transfer protocol so we can upload all documents safely. Only invited users will be able to upload and download documents. We will automatically track uploaded documents and report out the status of all items to both the City and UHY. This will also allow us to manage who can access the data submitted for the review and thereby ensure that it is transmitted and maintained securely. We will also monitor the status of outstanding requests to keep the project on time and on budget. In any event, we will follow the City’s protocols during the entirety of the engagement.

2. Proposed Project Staff: Identify the key personnel who will be directly assigned to this project. State the qualifications and related experience of each member of the proposed project team. Provide a resume for each team member for the project.

3.2 PROPOSED PROJECT STAFF

UHY has a strong commitment to maintaining continuity among client engagements. We believe that understanding your organization and continuity of key personnel is essential to delivering the highest level of service. As a firm, we are committed to low engagement team turnover for all of our clients. The strong growth of UHY has provided opportunity for professional growth for our staff, and we have enjoyed a low staff turnover in comparison to the industry average. This has allowed us to provide consistent staffing over time. Core members of our practice have been with the firm for many years, which allows us a unique advantage.

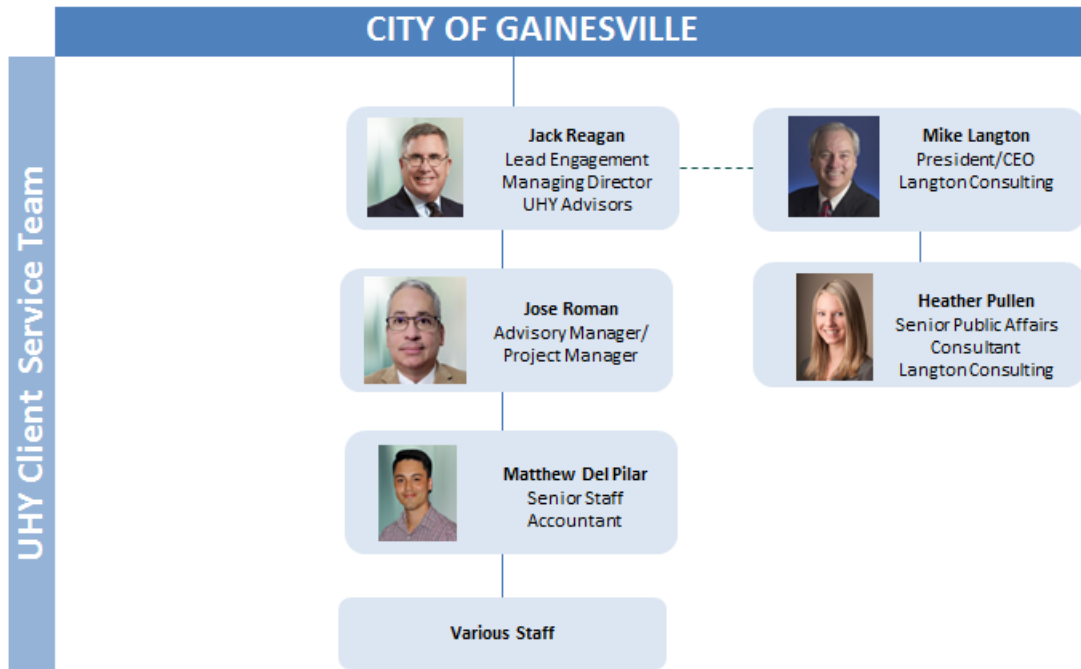
All of our professionals are required by the firm to complete all the requirements of Government Auditing Standards continuing professional education regulations. In addition, an in-house series of programs on current developments in the auditing, accounting, and tax areas serve to keep all staff members up to date on the latest available professional literature.

To ensure the right mix of expertise, we have assembled a select, specialized team to serve on this engagement. Our team includes a Managing Director and senior level professionals who will ensure that our services are efficiently provided

*The next level
of service*

when working with the City. Our Florida based grants management subcontractor, Langton Consulting will also complement the UHY team. Your team will keep communication open all year long, not just during the engagement. Each member has experience working with similar entities to the City. This dedicated group of professionals will work closely together to ensure that our services are conducted as smoothly as possible and according to the City’s timetable. We have provided short biographies on the next few pages and full resumes in the **Appendix** for these individuals.

ORGANIZATIONAL CHART



KEY PERSONNEL & RESUMES

UHY has selected Jack Reagan to serve as your Engagement Managing Director and Single Point of Contact. Mike Langton will serve as a local liaison to the City and will work in close collaboration with Jack Reagan. Below the City will find more information regarding Jack’s qualifications and professional experience.



JACK REAGAN
MANAGING
DIRECTOR / SINGLE
POINT OF CONTACT

Jack Reagan, CPA, will serve as the Engagement Managing Director and Single Point of Contact.

Jack is a leader in the Audit and Assurance Department and the leader of the firm’s National Government Practice with an impressive professional career of over 30 years serving some of the largest local governments, both locally and nationally. He has extensive COVID-19 relief fund experience and developed a robust approach for his clients that together with community engagement teaming partnerships have helped his clients successfully manage their ARPA funds.

ARPA Clients Served

Anne Arundel County	City of Detroit, MI
Cass County, MO	City of Bristol, CT
City of Wilmington, DE	City of Chelsea, MA
Township of Wallingford, CT	City of Chester, PA

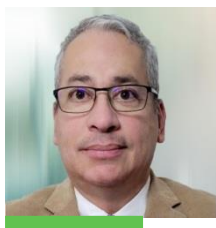
Jack’s expertise lies in the areas of local government administration, grants management, crisis response management and recovery, FEMA, strategic planning, and policy development and implementation. He has worked closely with Thompson Grants, a leading provider of grants management information, to present webinars on a wide range of grants management topics.

Other Relevant Clients Served

District of Columbia	Fairfax County
City of Alexandria	Loudoun County
Montgomery County	Maryland Racing Commission

Jack has recently been appointed to UHY LLP’s Management Committee. Jack is an active presenter on governmental accounting and auditing issues, having presented to the Maryland Society of CPAs government day on numerous occasions as well as various state of Maryland CPA chapters. He is a Certified Public Accountant and a Certified Internal Controls Auditor.

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JOSE ROMAN
ADVISORY
MANAGER

Jose Roman will support Jack in executing the engagement and supervising the staff on the engagement.

Jose is an Advisory Manager who brings over 20 years of experience as a consultant. He brings extensive international working experience in Latin America and Canada as an Internal Auditor, compliance, risk and SOX Manager. Jose brings COVID-19 relief fund experience working alongside Jack Reagan on similar ARPA fund management engagements.

ARPA Clients Served

- | | |
|------------------------|-----------------------------|
| Anne Arundel County | City of Bristol, CT |
| City of Wilmington, DE | City of Chelsea, MA |
| Cass County, MO | Township of Wallingford, CT |

In this role, he assists in executing the client's ARPA strategy, continuously monitoring ARPA funded project expenditures, and transparently reporting the results of the ARPA spending to all relevant constituents, including the federal government. Jose is in the process of pursuing CPE credit to reactivate his CPA license. Jose received a Bachelor of Science in Accounting from InterAmerican University of Puerto Rico. He is fluent in Spanish.



**MATTHEW
DEL PILAR**
SENIOR STAFF
ACCOUNTANT

Matthew Del Pilar will perform detailed procedures as described in our approach and will provide direct supervision of staff accountants.

Matthew is a Senior Staff Accountant and a member of the Audit and Assurance Department. He brings several years of auditing experience in Single Audit, employee benefit plans and agreed-upon procedures. He conducts financial audits and Single Audits as defined by Compliance Supplement, audit client's engagement history, and planned audit approach.

Relevant Clients Served

- District of Columbia

Matthew received a Bachelor of Science in Accounting from Towson University.

LANGTON CONSULTING RESUMES



MICHAEL LANGTON, GPC
PRESIDENT

For over forty years, Michael Langton has built his career around grants. Michael’s introduction to grant funding began with the City of Jacksonville’s Community Development Block Grant program in 1974. He later moved to healthcare, running the grants and lobbying department at Shands Jacksonville Hospital. He became familiar with the funding side of grants in his service as a member of the Florida House of Representatives. He was Co-Sponsor of the William Sadowski Act, which enacted the SHIP Program. He is Grant Professional Certified from Grant Professionals Certification Institute.



HEATHER PULLEN
SR. PUBLIC AFFAIRS CONSULTANT

In 2006, Heather started her career in grants at the Florida Department of Community Affairs as an Operations Consultant for the Florida Small Cities and Disaster Recovery CDBG Programs. In 2009, she joined the Langton team and administered over \$15 million in Neighborhood Stabilization funding for Florida local governments. In the last five years, Heather has administered over \$35 million in Federal funding, including FASTLANE, RESTORE, and CARES Act programs for Florida local governments. Her daily tasks and activities involve Program Design and Program Implementation including financial management, policies & procedures, reporting, recordkeeping, monitoring, Single Audits, and closeout. She holds HUD Environmental Review Certification.

The following table shows the team member roles and responsibilities.

TEAM MEMBER ROLES & RESPONSIBILITIES

<u>Team Member Phone</u>	<u>Role</u>	<u>Years of Experience</u>	<u>Roles and Responsibilities</u>	<u>Relevant Experience</u>
Jack Reagan T 410 423 4832	Engagement Managing Director & Point of Contact	30	Overall responsibility for the execution of the engagement, primary point of contact for the City on any engagement issues.	City of Detroit, MI; Anne Arundel County, MD; City of Bristol, CT; Cass County, MO; Township of Wallingford, CT; City of Wilmington, DE; City of Chester, PA; City of Chelsea, MA

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of service*

Jose Roman T 520 440 1029	Project Manager	20	Support the Engagement Managing Director in executing the engagement and supervising the staff on the engagement.	Anne Arundel County, MD; City of Bristol, CT; Township of Wallingford, CT; Cass County, MO
Matt Del Pilar T 410 423 4822	Seniors	5	Perform detailed procedures as described in our approach. Staff accountants will work under direct supervision of senior accountants	Washington, DC
Various	Staff	1-4	Support the Seniors with all tasks	N/A
SUBCONTRACTOR LANGTON CONSULTING				
Mike Langton T 904 614 9861	President/CEO	45	Local liaison to the City and will work collaboratively with the Lead Engagement Managing Director while also playing a supervisory role with Langton staff	Key West and many other Florida-based local governments
Heather Pullen	Sr. Public Affairs Consultant	16	Grant management and federal reporting expertise	FASTLANE, RESTORE, and CARES Act programs for Florida local governments

3. Qualifications of Firm: Provide pertinent information about the firm and related experience with similar projects. In addition, the firm should identify its total number of technical and professional personnel by discipline and training and further describe the total workload during the project period. Indicate what resources (professional and technical time) the firm would have available to allocate to the project.

3.3 QUALIFICATIONS OF FIRM

ARPA MANAGEMENT & DISTRIBUTION EXPERIENCE

As a demonstration of our qualifications for conducting consulting and compliance engagements with local governments, we have recently won the following engagements to assist localities in administering their American Rescue Plan Act (ARPA) funding:

Client	ARPA Value	Length of Engagement
City of Detroit, MI	\$825M	2021 - present
Anne Arundel County, MD	\$113M	2021 - present
City of Wilmington, DE	\$55M	2021 - present
City of Chester, PA	\$30M	2021 - present
City of Bristol, CT	\$29M	2021 - present
Cass County, MO	\$20M	2021 - present
City of Chelsea, MA	\$15M	2021 - present

Township of Wallingford, CT	\$13M	2021 - present
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On the next page we provide a detailed description of engagements that require experience and technical competencies similar to the scope of work outlined in your RFP.

*The next level
of service*

Client Name:	Anne Arundel County
Nature of Work:	<p>We are currently working with a large county in Maryland, Anne Arundel County, to assist them in the management and monitoring of their approximate \$113 million ARPA funds. The scope of our work on this engagement, which commenced in June 2021, is as follows:</p> <ol style="list-style-type: none"> 1. Consult with the County oversight group on proposed uses of the ARPA funds to ensure proposed uses are consistent with the purposes allowed by the ARPA and related guidance issued by the U.S. Treasury. Keep a record of approved spending initiatives. 2. Review and validate actual County spending of the ARPA funding to ensure the spending is consistent with both the purposes approved by the County oversight group and the purposes allowed by the ARPA and related guidance issued by the U.S. Treasury. 3. Coordinate with two (2) accountants in the County's Office of Finance to complete moves of expenditures to and from the designated ARPA cost centers to place expenditures for proper ARPA purposes in the cost centers and remove any expenditures for non-ARPA purposes from the cost centers. 4. Ultimately ensure validated ARPA expenditures are recorded in the designated cost centers on the County's ledger so that the total spending of the ARPA funds shall be tracked and reported separately from other County spending. 5. Using the expenditures posted to the ARPA costs centers, prepare regular reports of the ARPA expenditures in accordance with the required format specified by the U.S. Treasury. Such reports shall follow the U.S. Treasury reporting requirements until December 31, 2024, and will be approved by a named County official before the filing of the reports with the U.S. Treasury. 6. Prepare monthly reports of total ARPA expenditures by County agency in a prescribed format set by the County for internal use, with the first report summarizing ARPA expenditures through July 31, 2021, and subsequent reports following each month thereafter until the U.S. Treasury ARPA funding is fully expended and reported to the U.S. Treasury. Such monthly reports will be approved by the County Controller. 7. Prepare a complete response to any inquiry or request from the U.S. Treasury for additional information on any reporting filed in accordance with the requirement of #5 above. 8. Assist with any investigation or audit authorized by the U.S. Treasury of the reported U.S. Treasury ARPA spending at the County. Annually, advise the County of the proper amount of the U.S. Treasury ARPA spending to list on the annual Single Audit report of federal expenditures through the Single Audit report required for the County's fiscal year 2025, ending June 30, 2025.
Current Status of Project:	Ongoing
Start and End Date:	2021 - present

Client Name:	City of Bristol, Connecticut
Nature of Work:	<p>We are providing the City with programming assistance. We assist with the following:</p> <ul style="list-style-type: none"> • Support the task force and its subcommittees pertinent to the development of a funding distribution plan, including grant distributions and/or incentives • Support task force with development of use and administration guidelines for projects, eligible programs and incentives • Create an overall schedule that includes implementation of individual project/program components • Relevant to programs and incentives, assist in developing guidelines for distribution of funding • Develop compliance procedures inclusive of compliance testing of grantees • Create a marketing and communications outreach plan to assist non-profit and business applicants with development of eligible projects/programs and submission of ARPA eligible funding applications • Provide appropriate reports, support City staff and attend meetings as required to provide information required by city boards, departments and task force as applicable • Provide budget management and reporting of American Rescue Plan funds coordinating with the City Comptroller’s Office and financial reporting system. Reconcile with the City’s general ledger system (Tyler Munis) on not less than a monthly basis, to ensure that all costs are being accounted for, tracked and reported accurately. Assist with and provide information required for Treasury interim and quarterly reporting. • Prepare and issue a final close-out report to the City and to the Treasury Department, including a financial reconciliation
Current Status of Project:	Ongoing
Start and End Date:	2021 - present

Client Name:	City of Detroit, MI
Nature of Work:	ARPA management and monitoring of their approximate \$825 million ARPA funds.
Current Status of Project:	Ongoing
Start and End Date:	2021 - present

Client Name:	Cass County, MO
Nature of Work:	ARPA management and monitoring of their approximate \$20 million ARPA funds.
Current Status of Project:	Ongoing
Start and End Date:	2021 - present

*The next level
of service*

FEMA & STAFFORD ACT EXPERIENCE

As we previously discussed, UHY possesses in depth knowledge of governmental financial operations, including the Code of Federal Regulations and various forms of federal financial assistance, including knowledge of the Stafford Act. At a prior firm, your proposed engagement managing director led the following engagements where Stafford Act knowledge was critical.

Passaic Valley Sewerage Commission (“PVSC”) from 2014 to 2018

When Superstorm Sandy hit the New York/New Jersey metropolitan area, it inflicted over \$30 billion in damage in New Jersey, and it was estimated the State needed an additional \$7 billion to harden its infrastructure against future storms. Understanding the risk of fraud in such large infrastructure investments, and wanting to minimize the risk of disallowed costs under federal reimbursement programs, the State passed regulations to appoint an “integrity monitor” on all contracts over \$5 million which were expected to be reimbursed by the federal government. This integrity monitor would be required to report to the State Department of the Treasury on a quarterly basis regarding the progress made under the contract for the conduct of emergency operations, loss reimbursement, repairs, rebuilding, restorations, reconstruction, removal of debris, temporary housing, household assistance, relief, hazard mitigation improvements, construction, and other activities deemed to be a recovery and rebuilding project.

The Passaic Valley Sewerage Commission received FEMA funding of over \$400 million through 47 different Project Worksheets (PW). The scope of the work was limited to 12 specific projects where the anticipated contract values would exceed \$5 million. As the integrity monitor for PVSC, Mr. Reagan led a team of auditors and consultants in conducting the following:

- Monitoring the development of requests for proposals and award of contracts to be reimbursed by FEMA to ensure compliance with federal and state procurement regulations
- Attend regular status meetings between PVSC and the contracted vendors to apprise progress made under all contracts and to ensure contracts were being executed on time and within budget
- Review all purchase orders submitted by PVSC to the vendors to ensure that purchase orders aligned with contractual requirements
- Review all invoices presented by vendors to PVSC to ensure that invoiced costs aligned with contractual requirements and progress made by the vendor on executing the contract
- Provide management with assurance that the invoices were appropriate to pay, including reviewing the allowability of such costs to be reimbursed by FEMA
- Assist in preparing the draw down requests to be submitted to FEMA
- If questions arose about the draw down requests, prepared documentation to support PVSC’s position on allowability of costs to support the draw down requests
- Report quarterly to the State Department of the Treasury on the contract status of all contracts awarded greater than \$5 million

Throughout Mr. Reagan’s time on the contract as integrity monitor, PVSC did not have any costs disallowed by the State or by FEMA.

PSEG Long Island (“PSEG LI”) from 2014 to 2018

When Superstorm Sandy hit the New York/New Jersey metropolitan area, the Long Island power delivery infrastructure was significantly impacted. Power remained out for parts of the island for weeks after the storm had passed. Governor Cuomo fired the private company responsible for managing the power grid, and he appointed PSEG, a New Jersey based utility, to run the power grid. Recognizing that they had no experience working with federal grants, and recognizing that any disallowed costs would come out of PSEG profits, PSEG sought out a vendor to perform essentially the same function that the integrity monitor plays on state of New Jersey contracts. Mr. Reagan and his team were asked by PSEG to conduct the same role on the contracts awarded to PSEG-LI as he played at PVSC.

PSEG-LI received FEMA funding of over \$600 million and over \$50 million in Community Development Block Grant Disaster Recovery. Mr. Reagan led a team of auditors and consultants in conducting the following:

- Working with PSEG-LI management on an acquisition strategy to repair and harden the electrical grid infrastructure throughout Long island.
- Developing the scope of work for each of the projects identified in the strategy
- Coordinate efforts between the programs, finance, and legal in developing and issuing the requests for proposal
- Developing an independent price estimate derived from the scope of work to evaluate the bids received for price reasonableness
- Conduct the pre-bid conferences to identify questions vendors need answered to clarify items in the RFPs
- Develop the addenda to the RFP; coordinate the evaluation of the RFP responses
- Assist in the negotiation of terms and conditions
- Ensure all legal documents were properly executed at time of contract award
- Attend regular status meetings between PSEG-LI and the contracted vendors to apprise progress being made under all contracts to ensure contracts were being executed on time and within budget
- Review all purchase orders submitted by PSEG-LI to the vendors to ensure that they aligned with contractual requirements
- Review all invoices presented by the vendors to PSEG-LI to ensure that invoiced costs aligned with contractual requirements and progress made by the vendors on executing the contract
- Provide management with assurance that the invoices were appropriate to pay, including reviewing the allowability of such costs to be reimbursed by FEMA
- Assist in preparing the draw down requests to be submitted to FEMA
- If questions arose about the draw down requests, prepared documentation to support PSEG LI’s position on allowability of costs to support the draw down requests
- Report monthly to the PSEG CFO on the status of the grant awards, including costs incurred to date and amounts drawn down

Throughout Mr. Reagan’s time on the contract, PSEG-LI did not have any costs disallowed by the State or FEMA.

New Jersey Office of Emergency Management (OEM) from 2014 to 2017

For small projects, there is an alternate payment and closeout process. OEM generally pays the Federal share of eligible costs (90%) before the project is delivered, based on a FEMA approved and verified cost estimate. When the State-level disaster contract is closed out, the State certifies the small projects were properly completed and that the non-federal cost-sharing has been paid. There is no requirement to revisit the accuracy of the initial cost estimate. If the applicant experiences a serious overrun, an appeal process is available to obtain more funds, but this should be rare. We conducted the following related to pre-Superstorm Sandy FEMA small projects:

Process Review and Improvement

We reviewed the current grant sub-recipient process for projects which fall under FEMA's small-project threshold and performed the following:

- Verified that the process complied with all federal, state and local laws, regulations, and ordinances
- Adhered to all grant/assistance program guidelines as they are applicable to the program
- Developed a workflow document for the process so that the process could be incorporated into the tracking system for reporting purposes

The ultimate deliverable was the issuance of a new Standard Operating Procedure for the administration of FEMA small projects.

Small Project Quality Assurance/Quality Control Reviews

We provided ongoing quality assurance/quality control reviews and assessment by taking an appropriate sample of the payments and determined if each payment was disbursed in a manner consistent with applicable FEMA "small project validation" directives. We conducted site visits, as necessary, and provided the applicant with a data call for any additional documents that we needed to obtain, focusing on areas such as force labor account, force account equipment/materials, purchases, rentals, contracts, direct administrative costs, and debris removal. We then provided a report to both the applicant and OEM as to the result of our work. Finally, we used the information gathered from the tasks performed above to assist NJ OEM in managing its small projects associated with Superstorm Sandy.

The result from this project was the reimbursement of millions of dollars in FEMA monies due to the final closeout of the majority of pre-Superstorm Sandy small projects. This benefited both the applicants and the State.

4. PRICING PROPOSAL

4. Pricing Proposal in a separate document (Part 3)

Please see our pricing proposal submitted in a separate document from this technical proposal.

The next level
of service

5. DRUG-FREE WORKPLACE FORM (EXHIBIT A)

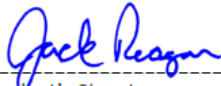
EXHIBIT A DRUG-FREE WORKPLACE FORM

The undersigned respondent in accordance with Florida Statute 287.087 hereby certifies that

(Name of Proposer) UHY Advisors Mid-Atlantic MD, Inc. does:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for the drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this respondent complies fully with the above requirements.



Respondent's Signature

December 20, 2021

Date

This page must be completed and uploaded to DemandStar.com with your Submittal.

6. BIDDER VERIFICATION FORM (EXHIBIT B)

EXHIBIT B RESPONDENT VERIFICATION FORM

LOCAL PREFERENCE (Check one)

Local Preference requested: YES NO

A copy of the following documents must be included in your submission if you are requesting Local Preference:

- ~~Business Tax Receipt~~
- ~~Zoning Compliance Permit~~

Qualified Small Business and/or Service Disabled veteran Business Status (Check one)

Is your business qualified, in accordance with the City of Gainesville’s Small Business Procurement Program, as a local Small Business? YES NO

Is your business qualified, in accordance with the City of Gainesville’s Small Business Procurement Program, as a local Service-Disabled Veteran Business? YES NO

REGISTERED TO DO BUSINESS IN THE STATE OF FLORIDA

Is Respondent registered with Florida Department of State’s, Division of Corporations, to do business in the State of Florida? YES NO (refer to Part 1, 1.6, last paragraph)

If the answer is "YES", provide a copy of SunBiz registration or SunBiz Document Number (# _____) Attached is a copy of the 2021 annual report filed with the FL SOS earlier in the year.
If the answer is "NO", please state reason why:

DIVERSITY AND INCLUSION (Applies to solicitations above \$50,000)

Does your company have a policy on diversity and inclusion? YES NO

If yes, please attach a copy of the policy to your submittal.

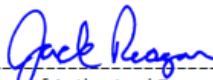
Note: Possessing a diversity and inclusion policy will have no effect on the City’s consideration of your submittal, but is simply being requested for information gathering purposes.

UHY Advisors Mid-Atlantic MD, Inc.

Respondent’s Name

Jack Reagan

Printed Name/Title of Authorized Representative


 December 20, 2021

Signature of Authorized Representative Date

Items that are ~~struck out~~ are not relevant to this solicitation.

*The next level
of service*

2021 LIMITED LIABILITY PARTNERSHIP ANNUAL REPORT
FEE IS \$25.00! REPORT DUE BY MAY 1, 2021

<p>SECRETARY OF STATE</p>  <p>FLORIDA DEPARTMENT OF STATE DIVISION OF CORPORATIONS</p>			
<p>REGISTRATION # LLP040000618</p> <p>1. Name and Mailing Address</p> <p>UHY LLP</p> <p>1185 AVENUE OF THE AMERICAS, 38TH FL NEW YORK, NY 10036</p> <p><small>If above mailing address is incorrect in any way, line through incorrect information and enter correction in Block 2.</small></p>	<p>LLP # LLP210001726-2 04/30/21--01001--016 **25.00</p> <p style="text-align: center;">CR2E029 (2/10)</p>		
<p>3. Principal Place of Business Address</p> <p>1185 AVENUE OF THE AMERICAS, 38TH FL NEW YORK, NY 11036</p>	<p>2. New Mailing Address, if Applicable:</p> <p>Suite, Apt#, etc.</p> <p>City State Zip Code</p>		
<p>5. Federal Employee Identification Number</p> <p>20-0694403</p> <table border="1" style="float: right;"> <tr><td>Applied For</td></tr> <tr><td>Not Applicable</td></tr> </table>	Applied For	Not Applicable	<p>4. New Principal Office Address, if Applicable:</p> <p>Suite, Apt#, etc.</p> <p>City State Zip Code</p>
Applied For			
Not Applicable			
<p>7. Name and Address of Registered Agent</p> <p>NRAI SERVICES, INC 2731 EXECUTIVE PARK DRIVE SUITE #4 WESTON, FL 33331</p>	<p>6. Certificate of Status Desired:</p> <p><input type="checkbox"/> \$6.75 Additional Fee Required</p>		
<p>9. New Registered Agent's Signature, if Changed</p> <p>The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.</p> <p>SIGNATURE: _____</p> <p style="text-align: center;"><small>SIGNATURE, TYPED OR PRINTED NAME OF REGISTERED AGENT AND TITLE IF APPLICABLE.</small></p> <p style="text-align: right;"><small>Date</small></p>	<p>8. New Name and/or Address of Registered Agent:</p> <p>Name</p> <p>Street Address (P.O. Box Number is Not Acceptable)</p> <p style="text-align: center;">FL</p> <p>City Zip Code</p>		
<p>10. General Partner's Signature (REQUIRED)</p> <p>The execution of this report as a partner constitutes an affirmation under the penalties of perjury that the facts stated herein are true.</p> <p>SIGNATURE: <u>Cynthia A. Scherer</u> <u>Cynthia A. Scherer</u> <u>4-29-21</u> <u>518-694-5813</u></p> <p style="text-align: center;"><small>SIGNATURE AND TYPED OR PRINTED NAME OF SIGNING PARTNER.</small> <small>Date</small> <small>Daytime Phone #</small></p> <p>E-mail Address: _____</p> <p style="text-align: center;"><small>(To be used for future annual report notifications)</small></p>			

7. REFERENCE FORM (EXHIBIT C)

EXHIBIT C REFERENCE FORM

Name of Respondent: UHY ADVISORS MID-ATLANTIC MD.

Provide information for three references of similar scope performed within the past three years. You may include photos or other pertinent information.

#1 Year(s) services were provided (i.e. 1/2015 to 12/2018):..... 2021- present
 Company Name: Anne Arundel County, MD
 Address: 44 Calvert Street
 City, State Zip: Annapolis MD, 21401
 Contact Name: M. Michael Beard, Financial Reporting Manager, Office of
 Phone Number: 410 222 2366 Fax Number: _____
 Email Address: fnbear00@aacounty.org

#2 Year(s) services were provided (i.e. 1/2015 to 12/2018):..... 2021- present
 Company Name: City of Detroit, MI
 Address: 2 Woodward Ave., Suite 1126
 City, State Zip: Detroit, MI 48226
 Contact Name: John Naglick, Chief Deputy CFO/Finance
 Phone Number: 313 224 4153 Fax Number: _____
 Email Address (if available): naglickj@detroit.mi.gov

#3 Year(s) services were provided (i.e. 1/2015 to 12/2018):..... 2021- present
 Company Name: City of Bristol, CT
 Address: 111 N Main St., 3rd floor
 City, State Zip: Bristol, CT 06010
 Contact Name: Jeff Caggiano, Mavor
 Phone Number: 860 584 6250 Fax Number: _____
 Email Address (if available): mayorsoffice@bristolct.gov

This page must be completed and uploaded to DemandStar.com with your Submittal.

Consultant for Distribution of Non-Profit ARPA Funds | 220032 | Page 19 of 21

*The next level
of service*

8. UHY W-9 FORM

Form W-9 (Rev. October 2018) Department of the Treasury Internal Revenue Service	<h2 style="margin:0;">Request for Taxpayer Identification Number and Certification</h2> <p style="margin:0;">▶ Go to www.irs.gov/FormW9 for instructions and the latest information.</p>	Give Form to the requester. Do not send to the IRS.
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Print or type. See Specific Instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. UHY Advisors, Inc.	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ <small>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small> <input type="checkbox"/> Other (see instructions) ▶ _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) <u>4</u> Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>
	5 Address (number, street, and apt. or suite no.) See instructions. 27725 Stansbury Blvd., Suite 385	Requester's name and address (optional)
	6 City, state, and ZIP code Farmington Hills, MI 48334	
	7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)											
Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> , later. <small>Note: If the account is in more than one name, see the instructions for line 1. Also see <i>What Name and Number To Give the Requester</i> for guidelines on whose number to enter.</small>	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="2" style="text-align: center;">Social security number</td> </tr> <tr> <td style="text-align: center;">[] [] [] - [] [] - [] [] [] []</td> <td></td> </tr> <tr> <td colspan="2" style="text-align: center;">or</td> </tr> <tr> <td colspan="2" style="text-align: center;">Employer identification number</td> </tr> <tr> <td style="text-align: center;">3 6 - 4 2 7 2 8 5 2</td> <td></td> </tr> </table>	Social security number		[] [] [] - [] [] - [] [] [] []		or		Employer identification number		3 6 - 4 2 7 2 8 5 2	
Social security number											
[] [] [] - [] [] - [] [] [] []											
or											
Employer identification number											
3 6 - 4 2 7 2 8 5 2											

Part II Certification	
Under penalties of perjury, I certify that:	
1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and 2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and 3. I am a U.S. citizen or other U.S. person (defined below); and 4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.	
Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.	

Sign Here	Signature of U.S. person ▶ <i>Lori Kerch</i>	Date ▶ 01/18/2021
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)
 Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.
If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

9. LICENSES/CERTIFICATIONS



Ron DeSantis, Governor


Halsey Beshears, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

BOARD OF ACCOUNTANCY

THE ACCOUNTANCY PARTNERSHIP HEREIN IS LICENSED UNDER THE
PROVISIONS OF CHAPTER 473, FLORIDA STATUTES




UHY LLP
777 BRICKELL AVENUE
SUITE 1210
MIAMI FL 33131

LICENSE NUMBER: AD63742

EXPIRATION DATE: DECEMBER 31, 2021

Always verify licenses online at MyFloridaLicense.com



Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

*The next level
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10. EXCEPTIONS TO THE RFQ

UHY takes no exceptions to the RFQ and its requirements.

APPENDIX

*The next level
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EXPANDED SERVICE AREAS

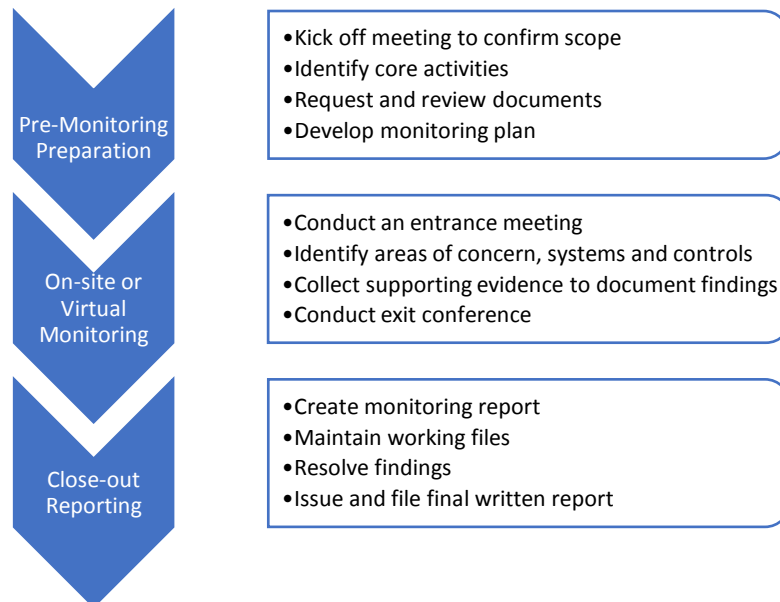
Monitoring

Monitoring

Once approved projects are in place and contracts with subrecipients have been established, the project financial and non-financial performance indicators must be continuously monitored. For each project, the City must gather the financial and non-financial performance indicators and record them, as appropriate, in the (7) categories: *Public Health, Negative Economic Impacts, Services to Disproportionately Impacted Communities, Premium Pay, Infrastructure, Revenue Replacement, and Administrative.*

For each project, we will assist the City with programmatic and policy advice, allowed uses of ARPA funds, eligibility of specific expenses to be covered by ARPA, and monitoring of subrecipients, including risk assessments and review of internal controls. As mentioned previously, through our library of guidance, we will continuously monitor and ensure compliance with all upcoming regulatory and accounting guidance.

The following summarizes our recommended high-level approach for the City to assess the compliance of grant recipients with the Federal regulations and Uniform Guidance in addition to meeting its programmatic and financial requirements. We will use this process as the benchmark for assessing the adequacy of the monitoring process established by the City.



During pre-monitoring and preparation, we will assess the extent to which the City is working to establish a positive relationship with grant recipients and discussing the expectations. The City needs to identify core activities and request documentation to review. Examples of documents to review include organization charts, policies and procedures, board meeting minutes, most recent Single Audit, evidence of unallowable costs charged to the grant, list of subrecipients, grant and sub-grant agreements. In the planning for on-site review, the objectives, tools to use, list of interviewees, and tentative date to develop the monitoring plan need to be clearly stated and agreed-upon.

On-site monitoring gives an opportunity to engage with the grant recipients and provide context to the information gathered and documentation received in the prior step. At the entrance conference, the City needs to share the agenda, re-iterate the objectives and expectations, and further elaborate and explain the monitoring review process. This will allow the City to discuss potential areas of concern, and issues that were identified during the pre-monitoring step. Depending on the identified issues, the City needs to collect additional evidence to be able to document findings. This step will be concluded by an exit conference which provides an opportunity to clarify any issues that were noted during the on-site review, and to correct any misunderstanding and false conclusion.

After the City has performed the on-site review, the City needs to brief management as needed, and perform an in-depth root cause analysis of identified issues prior to finalizing the monitoring report. This evidence-based monitoring report will contain observations identified during the monitoring steps and address all compliance findings and areas of concern. This report needs to be communicated to the grant recipients and offer technical assistance, as necessary, in the areas that need to be remediated. The final report needs to be issued in a timely manner to all appropriate parties and include recommended resolution activities for recorded findings.

UHY is well-versed in Federal, State, and local laws, requirements, and policies in terms of the grant management and monitoring lifecycle. We are strongly positioned to 1) assess the adequacy of the City's monitoring process and 2) advise on internal controls and best practices that the City should establish, and 3) provide recommendations on the City's current practices that may fall short of the requirements of the ARPA.

To effectively manage the subrecipient monitoring plan, we will perform the following detailed activities:

- 1) *Monitor transactions reported in the City's General Ledger* – We assume that the City is requiring City personnel to record all transactions using ARPA funding in specific ARPA cost centers. We will review the cost center taxonomy to ensure that it is properly aligned with the reporting requirements that have been previously outlined. It is important to ensure that such ARPA funding is properly controlled as well as compliant with ARPA regulations. We will review the City policies that have been established over the initiation, processing, and recording of ARPA funding transactions to identify any concerns over the design of internal controls. Once we review and understand the ARPA funding internal controls, we will obtain the listing of all the ARPA cost centers sorted in dollar descending order. For each cost center, we will obtain the supporting documentation for each transaction charged to the cost center to ensure that the transaction has been properly processed in accordance with established policies and procedures and is allowable under ARPA regulations.

This is in essence a “pre-audit” of the ARPA programs that will be subject to the Uniform Grant Guidance audits provided by your independent auditor. Performing this pre-audit will prevent potential issues ahead of time to avoid future audit risks.

We will use the cost center data prepared and pre-audited to assist the City in preparing monthly reports for each of the ARPA projects approved by the City. Each of these reports will be reconciled to the General Ledger, which will also be made available for the independent auditors should the program be selected for the Uniform

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Grant Guidance audit. The reports will also identify the agency which initiated, processed and recorded the transaction in order to facilitate the completion of the required reports. All reports will be provided to the appropriate City official for approval prior to submission as required by the federal funding agency. We will also be available to meet with City officials to address any questions they might have about the monthly report.

- 2) *Monitoring non-financial indicators* – As we have previously mentioned, the volume of non-financial key performance indicators (KPIs) that must be gathered is significant. We will ensure that the KPIs, which are required as part of the project agreements, are provided to the City as required. We will also obtain the relevant support for those KPIs that have been reported to ensure that there is documentation supporting the KPIs and that such information is reliable. For non-financial performance measures, no programmatic data will be required to be submitted until at least April 2022, as recently revised in the U.S. Treasury’s November 5th updated compliance and reporting Guidance.
- 3) *Monitoring grantees and business incentive recipients* – For those projects where monies have been passed through to outside parties, we will conduct monitoring of those recipients. For grantees, that will take the form of subrecipient monitoring in accordance with the Uniform Grant Guidance requirements (2 CFR 200). Under that guidance, we will assist the City in performing a risk assessment of its subrecipients. We will review the City’s risk assessment and classification of grantees as high, medium or low risk grantees. For those grantees that are high risk, we will assist the City in conducting those grantee audits, whether conducted virtually or in person. The focus of these audits will be whether the data supplied by the grantee to the City is properly supported by the books and records and whether the grantee has internal control processes in place so that the City can rely on the data provided. For moderate risk grantees, we will assist the City in performing “desk audits” of the grantee, which consists primarily of conducting analytical procedures over the data provided by the grantee to the City (comparison of draw down requests to budgets submitted or to annual or interim financial statements provided to the City). Limited review, consisting of reasonableness tests, will be conducted of low risk grantees. We will support the City to quickly identify poor-performing subrecipients and assist them with risk mitigation plans.

The nature of monitoring your business incentive recipients will depend on the structure of the project. For projects where the business must submit documentation to demonstrate its eligibility to participate in the program, we will assist the City with its review of the eligibility documentation. If the business must certify certain aspects of its performance as a condition of using the funds – for instance, hiring a certain number of employees back to work – we will assist the City in monitoring whether the business has complied with these requirements.

The monitoring of both financial and non-financial performance indicators is critical to establishing that the data, which will be reported to various parties, is reliable.

As discussed, we plan to utilize Civil Space’s IAP2 platform to facilitate the solicitation of the projects. Once the projects are approved, the City will need to establish the appropriate cost centers in the City’s accounting system.

RESUMES

JACK REAGAN



**PARTNER, UHY LLP
MANAGING DIRECTOR, UHY ADVISORS,
INC.**

Email: jreagan@uhy-us.com
Direct: (410) 423-4832

INDUSTRY EXPERTISE:

- State and Local Government
- Federal Government
- Not-for Profit

ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:

- American Institute of Certified Public Accountants (AICPA)
- Association of Government Accountants (AGA)
- Association of School Business Officials (ASBO)
- Government Finance Officers Association (GFOA)

ACTIVE & PRIOR CIVIC MEMBERSHIPS:

- University of Richmond Accounting Department Advisory Board
- University of Richmond Robins School of Business Dean's Advisory Board
- DC Scores

Jack is a member of UHY's audit practice out of Columbia, MD and has recently been appointed to UHY LLP's Management Committee. Jack has over 30 years of experience serving state and local governments, local school districts, federal government entities, and not for profit organizations as both an auditor and consultant. He has served many of the largest state and local government entities throughout the country including: New York City, Boston, San Jose, Nashville and Washington, D.C., as well as the states of New York, Texas, New Jersey, Delaware and California and Fairfax County (Va.), Loudoun County (Va.) and Montgomery County (Md.). Jack currently leads many ARPA consulting engagements for cities and counties across the nation. He also serves as an ARPA subject matter expert for the City of Detroit, MI.

Jack has successfully assisted numerous localities obtain and maintain their GFOA and ASB Certificates of Excellence in Financial Reporting. He is a widely sought after speaker on emerging issues facing these entities, from technical accounting matters to grants management to other financial management issues. Jack recently was the first recipient of the University of Richmond Accounting Department Alumni of the Year for his contributions to students at his alma mater.

PROFESSIONAL EXPERIENCE:

- Deep experience assisting state and local governments improve their internal control over financial reporting
- Extensive knowledge of budget development process and assisting clients in maximizing revenues and minimizing expenditures
- Strong experience working with investment bankers and other professionals in developing offering documents for bond offerings
- Assisted several federal government entities to obtain their first "clean" audit opinion

BACKGROUND:

- Licensed CPA in the states of Maryland and Virginia
- Certified Internal Controls Auditor
- BSBA in Accounting, University of Richmond, May 1989

THOUGHT LEADERSHIP:

- Association of Government Accountants National Professional Development Training Conference Co-Chair – February 2017
- Michigan Society of Certified Public Accountants Government Day Speaker
- Maryland Society of Certified Public Accountants Government Day Speaker
- New York State Association of Government Accountants Government Day Speaker
- National Association of Counties Annual Legislative Update Speaker on Emerging Governmental Accounting Issues
- Virginia Municipal League Annual Conference Speaker on Emerging Governmental Accounting Issues
- Columbia Webinar Speaker on governmental accounting and grants management issues
- Government Finance Officers Association Special Review Committee Member
- Association of School Business Officials Special Review Committee Member

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JOSE ROMAN



Jose has over 20 years of experience working in manufacturing with companies like Coca Cola, Texaco, Clorox and United Technologies (now Raytheon Technologies), also working with Defense contractors. He has extensive working experience in Latin America and Canada as an Internal auditor, compliance, risk and SOX manager. He is currently working on several ARPA fund management engagements for Anne Arundel County, MD and City of Bristol, CT, assisting in executing the client's ARPA strategy, continuously monitoring ARPA funded project expenditures, and transparently reporting the results of the ARPA spending to all relevant constituents, including the federal government.

PROFESSIONAL EXPERIENCE:

- Deliver management of financial, operational, and compliance audits with extensive knowledge of global markets, including Mexico, Chile, Honduras, Guatemala, Panama, Argentina, and Canada.
- Analyze risk, evaluate findings, and document key processes using narratives and flowcharts.
- Oversee adherence with policies and procedures and assist leadership in achievement of compliance with Sarbanes Sections 302 and 404 requirements.

BACKGROUND:

- Certified Public Accountant
- B.S. in Accounting, InterAmerican University of Puerto Rico, San Juan Campus

CONSULTING MANAGER, UHY ADVISORS MID-ATLANTIC MARYLAND, INC.

Email: jroman@uhy-us.com

Direct: 520 440 1029

INDUSTRY EXPERTISE:

- State and Local Government
- Manufacturing
- Consumer household products

ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:

- Puerto Rico's State Society of CPA's

MATTHEW DEL PILAR



SENIOR STAFF ACCOUNTANT, UHY LLP

Email: mdelpilar@uhy-us.com

Direct: 410 423 4822

INDUSTRY EXPERTISE:

- Not For Profit
- Employee Benefit Plans
- Single Audits
- State and Local Government

Matthew Del Pilar is senior staff accountant with two-years of auditing experience in Single Audit, employee benefit plans and agreed-upon procedures. He conducts financial audits and Single Audits as defined by Compliance Supplement, audit client's engagement history, and planned audit approach.

PROFESSIONAL EXPERIENCE:

- Successfully completed an agreed-upon procedures project with a state education agency by coordinating with 14 higher education institutions
- Planned and executed the audit and led staff auditors for Employee Benefits Plan audits

BACKGROUND:

- Bachelor of Science, Accounting, Towson University
- Associate of Business Administration, Harford Community College

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Michael Langton, GPC

President

Grant Professional Certified (GPC)



A former member of the Florida House of Representative (1985-1992), Mike Langton has had an extensive career in Florida State and local government. While serving as a member of the Florida House he had tours of duty as Chair and Vice Chair of the Advisory Council on Intergovernmental Relations, Chair of the Oversight Committee, Chair of the Committee on Children and Youth and Deputy Majority Leader. He was recognized for his service by numerous statewide organizations including the Florida League of Cities, the Florida Chamber of Commerce and Florida Taxwatch.

His grantsmanship career began over 40 years ago as a mayor's aide in which he assisted in writing the grant and administering the City of Jacksonville's first CDBG Entitlement Program. He also served as a Special Consultant to U.S. HUD, National Science Foundation and Stanford Research Institute, Palo Alto, CA on national housing trends and non-service approaches. He has successfully obtained over \$175 million in grant funds for Langton Associates local government clients since 1981. He holds a B.A. in Political Science from Florida Atlantic University.

Langton is an innovator in devising funding schemes for non-profit agencies. In 1997, Langton capped a two-year campaign to include a provision for \$10 million capital demonstration grants in the federal welfare reform legislation. He then successfully procured the entire \$10 million for Goodwill Manasota and Goodwill Arcadiana. He has procured three \$5 million Welfare to Work grants for Goodwill North Florida, Goodwill Middle Georgia, and Goodwill San Antonio. Langton currently consults with the Florida Goodwill Association and three individual Goodwills in Florida. In total he has consulted with 23 Goodwill agencies around the United States.

Langton has had extensive hands-on experience in the area of affordable housing and has worked directly in programs such as the HOME program, the Community Development Block Grant program (Entitlement and Small Cities), Homeless Continuum of Care, Hope 6, and the State Housing Initiatives Partnership Program. Langton assisted Pasco County in the development of its first Comprehensive Housing Affordability Strategy, (CHAS), and wrote the program description for Volusia County's HOME program. Langton provided technical assistance to two County governments, Bay and Baker, during the implementation of their SHIP programs, including preparation of the SHIP plans, Incentive plans and organization of their local partnerships. Langton has a thorough understanding of the HOME Investment Partnerships Program and was the project manager for the Florida Housing Finance Agency contract to provide on-site technical assistance for

HOME grant recipients and has provided HOME technical assistance statewide through the Florida Catalyst Program for DCA. More recently, he led the team charged with providing Technical Assistance to the State of Florida's Neighborhood Stabilization Program (NSP) recipients under the direction of the Department of Community Affairs. Michael also led the team developing Florida's 2011-2016 Consolidated Plan for submission to HUD by the Department of Community Affairs.

Langton coordinated the City of Jacksonville's application for federal Empowerment Zone designation. This effort involved recruiting, organizing and facilitating a 200-person partnership for preparation of a Strategic Plan. Community redevelopment activities include: preparing a paper on "Establishing a CRA in Florida" and an Action Plan for External Funds Procurement for Delray Beach CRA.

Langton's organizing skills were called upon during the first cycle of the US Department of Transportation's Job Access and Reverse Committee Grants, when he successfully facilitated Community Stakeholders (over 50 in each) in Broward County, Palm Beach County, and the City of Jacksonville resulting in the only grants awarded in the State of Florida, totaling nearly \$3 million. The following year Langton assisted Orange County/City of Orlando's transit agency Lynx in submitting their application.

Langton's contacts in state, federal and local government are vast. Langton has been a featured speaker to the Florida Association of Counties, the Florida League of Cities and Florida Redevelopment Association and has served on the steering committees of statewide campaigns for U.S. Senate, Governor and Cabinet officers. President Clinton appointed Langton to the Rules Committee of the Democratic National Convention in July of 1992 and was appointed again by Vice President Al Gore at the 2000 convention. Langton also served as a campaign coordinator for Northeast Florida for the Clinton/Gore campaign of 1992 and 1996. He has served as Vice President of the Florida Democratic Leadership Council and as an advisor to the Field Office of the National DLC. In the year 2000 Langton served as the Gore/Lieberman Chairman for Northeast Florida. In 2008 Langton served as the Northeast Florida Finance Chair for Hillary Clinton for President and went on to Chair the Northeast Florida Infrastructure Committee for President-elect Barack Obama.

Langton founded Langton Associates, a Public Affairs Consulting Firm, in 1981 and has served as company President since that time. In 1999 he founded LB Jax Development, a Housing Development Company, focusing on the urban housing market in Florida cities. The company has produced nearly \$100 million in development projects.

In 2012, Mike Langton received his certification from The national Grant Professionals Association and is involved in organizing workshop style presentations for grant writing and consulting services for people interested in becoming grant professionals.

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As President of Langton Consulting, Michael has played a pivotal role in securing over \$400 million dollars in grant funding from Federal, State and private foundation funding sources over the last 38 years. He manages the day-to-day operations, leads a staff of five (5) full-time grant professionals and acts as the firm's lead marketing consultant and point-of-contact for many of our local government clients. Aside from his managerial role at Langton, Michael has written over \$30 million in successful grants in the last five years in areas such as public works and infrastructure, economic development, and capital project funding.

Education

Bachelor of Arts, Political Science, Florida Atlantic University

Certifications

Grant Professional Certified, Grant Professionals Certification Institute

Member Affiliations

Grant Professionals Association

Heather Pullen

Senior Public Affairs Consultant

In 2006, Heather started her career in the public sector at the Florida Department of Community Affairs. As a former Florida Disaster Recovery & Small Cities CDBG Program staffer, Heather worked in the CDBG Operations Unit where she managed the FloridaPapers request for funds system for over 250 CDBG grantees, completed quarterly Federal reporting for all Small Cities and Disaster Recovery grantees, and assisted grant managers with monitoring financial progress of all current Disaster Recovery & Small Cities CDBG grantees.



In 2009, Heather joined the Langton Consulting team to lead grant administration services for six (6) Florida Neighborhood Stabilization Program (NSP1) grantees. She provided program design and implementation technical assistance to our NSP1 clients including conducting intake/eligibility services, single-family purchase/rehabilitation program design, multi-family purchase/rehabilitation program design, HUD Environmental Review process, reporting and financial management. Heather also provided rapid response technical assistance for eight (8) at-risk Florida NSP1 grantees, through a contract with the Florida Department of Community Affairs, which led to 100% obligation of funds for all eight (8) grantees within a four-month period.

In 2010, Heather began writing grants with a special focus on parks & recreation, coastal management, economic development, and rural infrastructure. To date, Heather's grant writing efforts have secured more than \$15 million in grant funding for Florida local governments.

In 2014, Heather shifted her focus back to grant administration and training in order to assist our local government clients with the transition to the 2 CFR part 200 Uniform Guidance. In an effort to ensure that our local government clients remained in compliance with the new Federal regulations, Heather developed a series of workshop style presentations on topics such as Benefit Cost Analysis, Cost Principles, Procurement Policies, Records Access and Retention, Reporting, Monitoring and Close-out. Due to the successful feedback from our clients, we expanded the training program to include helpful tips for a variety of grant writing and grant administration topics. To date, Heather has conducted over twenty-five (25) presentations for our clients and will continue to expand the program as regulations change.

In 2016, Heather became the Grant Manager of a \$4.6 million planning assistance grant for the development of the Florida State Expenditure for the Florida Gulf Consortium. Heather provides full-service grant administration including Multi-Year Implementation Plan development, financial management, recordkeeping, reporting, monitoring, and

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closeout, as well as specialized technical assistance in updating current internal policies and procedures to remain in compliance with Federal regulations and RESTORE Act Standard Terms and Conditions.

In 2018, Heather is continuing her professional development by being an active member of the National Grants Management Association (NGMA) where she will be a first-time presenter at the association's national conference and plans to receive her certification as a Certified Grants Management Specialist.

Education

Bachelor's Degree in Elementary Education, Flagler College

Certifications

HUD Environmental Review Certification

Member Affiliation

Grant Professionals Association

National Grants Management Association

SAMPLE ELECTRONIC PROJECT WORKBOOK

Project Name City of X Project Y

Identification Number N/A

Description of the Project:

Agreement with the ABC, Inc., a nonprofit organization, to manage and administer the City's Coronavirus Relief Fund allocation for the purpose of distributing CARES Act funds to local community service providers.

Description	Expenditure Category	Eligible Use Category	Funding Amount				Comments
			6/1/2020	9/2/2020	2nd Amendment, no date	Total Funds Awarded	
Staff Costs & Fringe	EC 2.1	Public Health/Negative Economic Impacts	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	6/1/20 Comments inserted by date
Equipment	EC 2.1	Public Health/Negative Economic Impacts	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	6/1/20 Comments inserted by date
Food Procurement	EC 2.1	Public Health/Negative Economic Impacts	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	6/1/20 Comments inserted by date
Administration	EC 7.1	Public Health/Negative Economic Impacts	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	6/1/20 Comments inserted by date
			\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	

Use of Funds
Please provide a description of the intended use of funds, strategies designed to ensure maximum program's impact and how it connects with the City's intended use of the funds. Please explain how the program objectives benefits the City on each of the following areas (select those that apply):

Public Health (EC 1):
As relevant, describe how funds are being used to respond to COVID-19 and the broader health impacts of COVID-19 and the COVID-19 public health emergency.
Utilize Coronavirus Relief Funds to expand its emergency food assistance efforts throughout the City. Funds will be utilized for staff costs, small equipment purchases and food procurement to support food pantries and food assistance efforts throughout the City, with priority given to developing consistent food assistance efforts in high needs areas identified in partnership w/the Corporation.
Most of the funds were used to purchase food (dry, canned and produce) to supplement donated and government foods to support emergency feeding organizations (from Final Report to ACDS).

Negative Economic Impacts (EC 2):
As relevant, describe how funds are being used to respond to negative economic impacts of the COVID-19 public health emergency, including to households and small businesses.
Since COVID-19 began, we have seen food insecurity in our community increase and food donations decrease dramatically. During this time of year the AACFB used to serve approximately 5,000 households per month, now we see approximately 22,500 households show up each month for food at our emergency feeding pantries. This need is particularly acute among people who have worked in the gig economy and do not receive unemployment benefits (from Final Report to ACDS).

Services to Disproportionately Impacted Communities (EC 3):
As relevant, describe how funds are being used to provide services to communities disproportionately impacted by the COVID-19 public health emergency.
Unique household or individual data are unavailable at Pantry on the GO or Fresh Food Fridays food distributions due to limited intake at pantries due to COVID. (All numbers are approximate as we have not yet received all of the monthly reports for December 2020).

Premium Pay (EC 4):
As relevant, describe the approach, goals, and sectors or occupations served in any premium pay program. Describe how your approach prioritizes low-income workers.
No mention of any premium pay provided to essential workers.

Water, sewer, and broadband infrastructure (EC 5):
Describe the approach, goals, and types of projects being pursued, if pursuing.
No mention of any water, sewer and broadband infrastructure projects being pursued.

Revenue Replacement (EC 6):
Describe the loss in revenue due to the COVID-19 public health emergency and how funds have been used to provide government services.
Funds were also used to purchase computers and telephones necessary to track and ensure systems stay up and running during Covid. Funds were also used to increase staff to keep up with the increasing demand by hiring temporary workers to replace the Detention Center workers who no longer able to leave the prison due to Covid (from Final Report to ACDS).

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<p>Promoting Equitable Outcomes Describe efforts to to promote equitable outcomes, including how programs were designed with equity in mind. This section should include a description of how the City will consider and measure equity at the various stages of the program, provide your responses in the sections below:</p>
<p>A) Goals: Are there particular historically underserved, marginalized, or adversely affected groups that you intend to serve within the City? <i>No mention of any efforts made to benefit underserved, marginalized, or adversely affected groups.</i></p>
<p>B) Awareness: How equal and practical is the ability for residents or businesses to become aware of the services funded by the SLFRF? <i>No mention of any efforts to made to increase City residents or business awareness of services funded by the SLFRF.</i></p>
<p>C) Access and Distribution: Are there differences in levels of access to benefits and services across groups? Are there administrative requirements that result in disparities in ability to complete applications or meet eligibility criteria? <i>No mention of any data on the levels of access to benefits and services available.</i></p>
<p>D) Outcomes: Are intended outcomes focused on closing gaps, reaching universal levels of service, or disaggregating progress by race, ethnicity, and other equity dimensions where relevant for the policy objective? <i>No mention of intended outcomes from the project.</i></p>
<p>Additional Information - Selected Expenditure Categories This section should describe how the City's planned or current use of funds prioritizes economic and racial equity as a goal, names specific targets intended to produce meaningful equity results at scale, and articulates the strategies to achieve those targets. The initial report must describe efforts to date and intended outcomes to promote equity. Each annual report thereafter must provide an update, using qualitative and quantitative data, on how the recipients' approach achieved or promoted equitable outcomes or progressed against equity goals during the performance period. Please also describe any constraints or challenges that impacted project success in terms of increasing equity. In particular, this section must describe the geographic and demographic distribution of funding, including whether it is targeted toward traditionally marginalized communities. In addition, this section should explain how the City's overall equity strategy translates into the specific services or programs offered by your jurisdiction for the following expenditure categories:</p>
<p>Negative Economic Impacts (EC 2): This includes assistance with food, housing, and other needs; employment programs for people with barriers to employment who faced negative economic impacts from the pandemic (such as residents of low-income neighborhoods, minorities, disconnected youth, the unemployed, formerly incarcerated people, veterans, and people with disabilities); and other strategies that provide disadvantaged groups with access to education, jobs, and opportunity.</p> <p>Approximately 150,000 households or 400,000 individuals were assisted through Cares funding with emergency food by AACFB Emergency Food Partners. This includes 91,000 HH or 165,000 individuals at Pantry on the Go in partnership with Youth and Family Partnerships: 13,000 HH through Fresh Food Fridays in partnership with the Depart. Of Aging and Disabilities and 43,000 unique HH or 233,000 individuals at Emergency Pantries throughout AA City. There was a significant increase since COVID-19. Prior to COVID-19, the AACFB served approximately 25,000 individuals or 5,000 families a month. During COVID-19, we have served over 55,000 individuals or 22,000 families a month. We collect the data using forms as the clients are coming in to receive food/goods then we enter that info into an Excel database system or reports are submitted to Youth and Family Partnerships who in turn report data to the AACFB. In the beginning it was challenging to obtain a regular source of food to purchase the volume of food needed for each event, but since that time we have been able create new accounts with various vendors to purchase food with CRF funds to fill in gaps. These funds also provided warehouse labor to process the necessary food to meet the increased need of our City residents. Our pantries continue to report an increase in need. Financial hardship takes time to recover, we expect the need to continue for six to twelve months after we get through the COVID pandemic. We are extremely grateful to receive \$1.375 million to continue efforts through AA City for the next six months. Additional funds may be needed over the next six months which we are actively working to secure. Since COVID began the AACFB has distributed over 4 million pounds of food to those in need. In FY20 the AACFB distributed 2.6 million pounds of food. The need has grown exponentially and with the supportive funding through ACDS and AA City the AACFB has been able to meet these needs and ensure food was available (from Final Report to ACDS).</p>
<p>Services to Disproportionately Impacted Communities (EC 3): This includes services to address health disparities and the social determinants of health, build stronger neighborhoods and communities (e.g., affordable housing), address educational disparities (e.g., evidence-based tutoring, community schools, and academic, social-emotional, and mental health supports for high poverty schools), and promote healthy childhood environments (e.g., home visiting, child care). <i>No mention of intended outcomes from the project.</i></p>

<p>Other Information Required</p> <p>Community Engagement : This section should describe how the City’s planned or current use of funds incorporates written, oral, and other forms of input that capture diverse feedback from constituents, community-based organizations, and the communities themselves (EC 3). Where relevant, this description must include how funds will build the capacity of community organizations to serve people with significant barriers to services, including people of color, people with low incomes, limited English proficient populations, and other traditionally underserved groups.</p> <p>No mention of community engagement efforts made.</p>	
<p>Labor Practices : This section should describe the workforce practices on any infrastructure projects being pursued (EC 5), including how are projects using strong labor standards to promote effective and efficient delivery of high-quality infrastructure projects while also supporting the economic recovery through strong employment opportunities for workers. For example, this section should report whether any of the following practices are being utilized: project labor agreements, community benefits agreements, prevailing wage requirements, and local hiring.</p> <p>Hiring of resources was performed to address increase in providing food and services, however, there's no data on labor standards and/or other metrics to ensure it was effective and efficient.</p>	
<p>Use of Evidence : The Recovery Plan should identify whether SLFRF funds are being used for evidence-based interventions and/or if projects are being evaluated through rigorous program evaluations that are designed to build evidence. The City must briefly describe the goals of the project, and the evidence base for the interventions funded by the project. The City must specifically identify the dollar amount of the total project spending that is allocated towards evidence-based interventions for each project in the Public Health (EC 1), Negative Economic Impacts (EC 2), and Services to Disproportionately Impacted Communities (EC 3) Expenditure Categories.</p> <p>There's no data on evidence-based interventions and/or evaluations made of programs available.</p>	
<p>Reporting Requirements</p> <p>The Recovery Plan must include key performance indicators for the major SLFRF funded projects undertaken by the recipient. The City has flexibility in terms of how this information is presented in the Recovery Plan, and may report key performance indicators for each project, or may group projects with substantially similar goals and the same outcome measures.</p> <p>The initial report should include the key indicators above. Each annual report thereafter should include updated data for the performance period as well as prior period data, and a brief narrative adding any additional context to help the reader interpret the results and understand the any changes in performance indicators over time. To the extent possible, Treasury also encourages recipients to provide data disaggregated by race, ethnicity, gender, income, and other relevant factors.</p>	
<p>Required Performance Indicators and Programmatic Data: While the City has discretion on the full suite of performance indicators to include, a number of mandatory performance indicators and programmatic data must be included. These are necessary to allow Treasury to conduct oversight as well as understand and aggregate program outcomes across recipients. This section provides an overview of the mandatory performance indicators and programmatic data. This information may be included in the City’s Recovery Plan as they determine most appropriate, including combining with the section above, but this data will also need to be entered directly into the Treasury reporting portal. Below is a list of required data for each Expenditure Category:</p>	
<p>Household Assistance (EC 2.2 & 2.5) and Housing Support (EC 3.10-3.12):</p> <ul style="list-style-type: none"> •Number of people or households receiving eviction prevention services (including legal representation) _____ •Number of affordable housing units preserved or developed _____ 	<p>No mention of housing assistance efforts to prevent eviction nor how many housing units preserved/developed.</p>
<p>Negative Economic Impacts (EC 2):</p> <ul style="list-style-type: none"> •Number of workers enrolled in sectoral job training programs _____ •Number of workers completing sectoral job training programs _____ •Number of people participating in summer youth employment programs _____ 	<p>No mention of job sectoral job trainings provided nor summer youth employment programs provided.</p>
<p>Education Assistance (EC 3.1-3.5):</p> <ul style="list-style-type: none"> •Number of students participating in evidence-based tutoring programs _____ 	<p>No mention of evidence-based tutorial programs being offered.</p>
<p>Healthy Childhood Environments (EC 3.6-3.9):</p> <ul style="list-style-type: none"> •Number of people or households receiving eviction prevention services (including legal representation) _____ •Number of affordable housing units preserved or developed _____ 	<p>No mention of eviction prevention services being offered.</p>

The next level of service

CIVIL SPACE

Civil Space is an accessible hub for engagement and collaboration—built by strategists, designers, and developers who believe that responsibly-designed technology can empower meaningful change.

True digital engagement is so much more than broadcasting and collecting feedback. With Civil Space, engagement is the town hall reimaged. A robust, nimble, accessibility-compliant suite of digital engagement tools designed for sharing community-driven ideas, Civil Space is built to educate and provide context, raise engagement levels, and harness the feedback that matters.

Launched by Domain7 for clients across Canada, the United States, and the United Kingdom, Civil Space is built upon decades of Domain7's experience researching, designing, and developing digital solutions for civic and public sector clients.

*The next level
of service*



Collaboration is Creation

You get better ideas when working together, not apart. Civil Space provides a trusted, welcoming digital home in which to meet and collaborate.

Engagement is Iterative

Establish ongoing cycles of informed dialogue and timely reporting, and build trust with your community.

Context is Critical

Civil Space integrates with and comes alongside your in-person engagement efforts, providing audiences with a full spectrum of robust outreach activities.

Trust Starts With Data

Safeguard your participants' data, and reassure them with Civil Space's robust privacy measures.

Empathy Builds Consensus

Build empathy and consensus through visibility, dialogue, and context-sharing.

Design Thinking Adapted

Our toolset is informed by the proven tenets of effective design thinking: ensuring that context, definition, and ideation lead to consensus.

Inform

Effortlessly build project hubs that give your community a home base for their content and context

Consult

Collect meaningful, actionable feedback from your participants

Involve

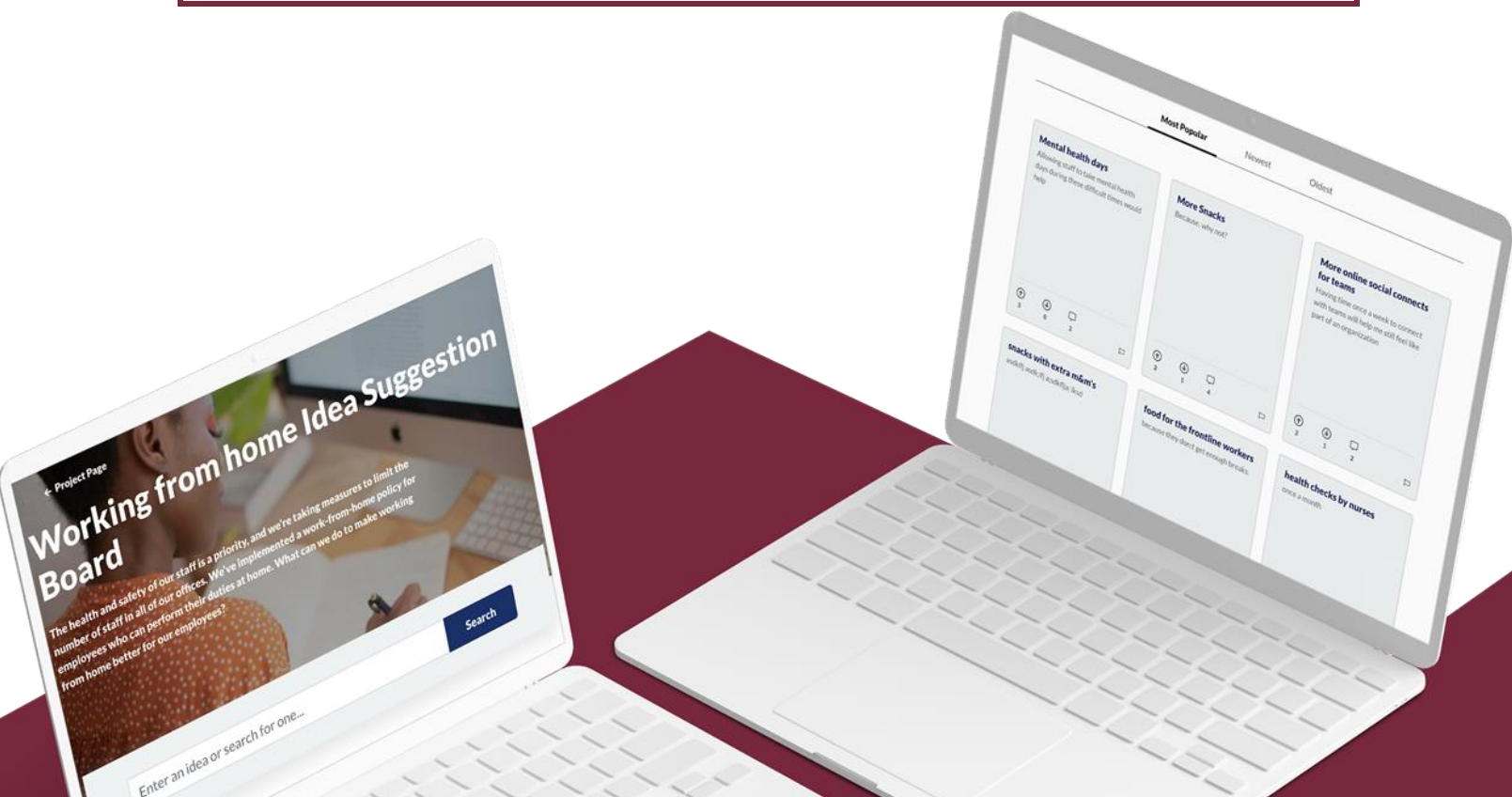
Step up your engagement practice by bringing community members opportunities to educate, gather feedback, and collaborate throughout the process.

Collaborate

Bring citizens together to start conversations, identify tensions, and build bridges

Report

Build trust and accountability with your communities by uncovering actionable insights, then close the loop by sharing what you've learned and what's going to be done.





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