## A. RFQ COVER PAGE

**BID COVER (Non CCNA)**

City of **Gainesville**

**Procurement Division**
(352) 334-5021(main)

Issue Date: 1/13/22

**REQUEST FOR QUALIFICATIONS: #CAUD-220035-MS**
**Internal Audit Professional Consulting Services**

**PRE-PROPOSAL MEETING:** ☒ **Non-Mandatory** ☐ **Mandatory** ☐ **N/A** ☐ **Includes Site Visit**
**DATE: January 26, 2022** **TIME: 9:00 AM**
**LOCATION**: Zoom information below

**QUESTION SUBMITTAL DUE DATE**: February 3, 2022 @ 3:00 PM

***All meetings and submittal deadlines are Eastern Time (ET).***

**DUE DATE FOR UPLOADING PROPOSAL**: February 14, 2022 @ 3:00PM

**SUMMARY OF SCOPE OF WORK:** The City of Gainesville is requesting the submission of Request for Qualifications (RFQs) from several experienced, well qualified and independent Internal Audit Consulting Firms to perform internal audit consulting services on an as-needed basis. The Firms selected will be expected to provide professional consulting services at the staff, senior and/or manager level, as needed based on the City's internal resource and subject matter expertise needed for the engagement.

For questions relating to this solicitation, contact: Melanie Sowers or Diane Holder
sowersma@cityofgainesville.org or holderds@cityofgainesville.org

Bidder is not in arrears to City upon any debt, fee, tax or contract: ☒ Bidder is NOT in arrears ☐ Bidder IS in arrears
Bidder is not a defaulter, as surety or otherwise, upon any obligation to City: ☒ Bidder is NOT in default ☐ Bidder IS in default

Bidders who receive this bid 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) # 1, 2 & 3

Legal Name of Bidder: UHY Advisors Mid-Atlantic MD, Inc.

DBA: UHY Advisors Mid-Atlantic MD, Inc.

Authorized Representative Name/Title: Jack Reagan, Managing Director

E-mail Address: jreagan@uhy-us.com FEIN: 20-2072957

Street Address: 8601 Robert Fulton Drive, Suite 210, Columbia, MD 21046

Mailing Address (if different): _____

Telephone: ( 410 ) 423 4832 Fax: ( 410 ) 381 5538

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,

☒ Proposal is in full compliance with the Specifications.

☐ Proposal is in full compliance with the Specifications except as specifically stated and attached hereto.

**SIGNATURE OF AUTHORIZED REPRESENTATIVE:** Jack Reagan

**SIGNER'S PRINTED NAME:** Jack Reagan **DATE:** February 9, 2022

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

# PROPOSAL TO PROVIDE PROFESSIONAL SERVICES

REQUEST FOR QUALIFICATIONS: #CAUD-220035-MS
INTERNAL AUDIT PROFESSIONAL CONSULTING SERVICES

**CITY OF GAINESVILLE**

FEBRUARY 21, 2022

Submitted by:

**JACK REAGAN, CPA**
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UHY ADVISORS, INC.
777 BRICKELL AVENUE, SUITE 1210
MIAMI, FL 33131

UHY Advisors
Tax & Business Consultants

## TRANSMITTAL LETTER

8601 Robert Fulton Drive, Suite 210
Columbia, MD 2104
www.uhy-us.com

February 21, 2022

Dear Ms. Sowers and Ms. Holder:

Thank you for the opportunity to present our statement of qualifications to provide Internal Audit Professional Consulting Services to the City of Gainesville (the City). With our extensive experience providing internal controls and professional services to governmental businesses and our dedication to client service, we are confident that UHY will meet your needs and exceed your expectations. In fact, UHY meets or exceeds all of your minimum requirements.

As nationally recognized leaders in governmental operations, we provide professional audit and advisory services to a variety of governmental agencies, which include federal, state and local municipalities. We offer internal audit and consulting services that encompass all areas of internal audit operations including the annual and fraud risk assessments, professional practices support and guidance, quality reviews, financial, operational and IT audits, as well as policy reviews, advisory reviews and studies, and consultative projects. Our management team has a work ethic of proactive communication and involvement so we can assist with emerging risks and impact assessment such as the current impact of COVID-19 on control environments.

All audits and projects are conducted in accordance with appropriate professional auditing and review standards by the Institute of Internal Auditors (IIA), Generally Accepted Auditing Standards (GAAS) in the United States of America, Government Accountability Office's Government Auditing Standards (GAGAS), and Government Auditing Standards issued by the Comptroller General of the United States. Our audit and advisory staff are accustomed to making presentations for Audit and Risk Committees and various government bodies to share findings and results that are written for the audience and may include data visualization to communicate the information. As such, we recognize the importance of producing high quality, comprehensive reports and supporting workpapers. In addition, members of the proposed team have served on Audit Committees and understand the risks that organizations face on a daily basis.

Our agility allows us to quickly and effectively respond to the changing environment and the new reality that this pandemic has created. 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 differentiate ourselves by the way we conduct business in maintaining our integrity, objectivity, and independence while being sensitive to our clients' ecosystems and dynamics. We strongly believe in frequent and continuous communications with all stakeholders to receive feedback. This approach will ensure that our assessments are validated, findings are factual, reports are actionable and recommendations are feasible.

Again, thank you for the opportunity to work with the City. We are confident we have the right people and the resources to provide you with high quality service that is responsive to your present and future needs. We place a great emphasis and value on the relationships we have developed with our clients and look forward to continuing the same prosperous relationship with the City. If you have any questions, please feel free to contact us.

Sincerely,

Jack Reagan
Managing Director – UHY Advisors
T 410 423 4842 | E jreagan@uhy-us.com

Carrie Schrader
Principal – UHY Advisors
T 586 254 1040 | E cschrader@uhy-us.com

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## B. MINIMUM QUALIFICATIONS

- *The firm must demonstrate staff have achieved the relevant level of education, experience, and certifications necessary to perform the work.*

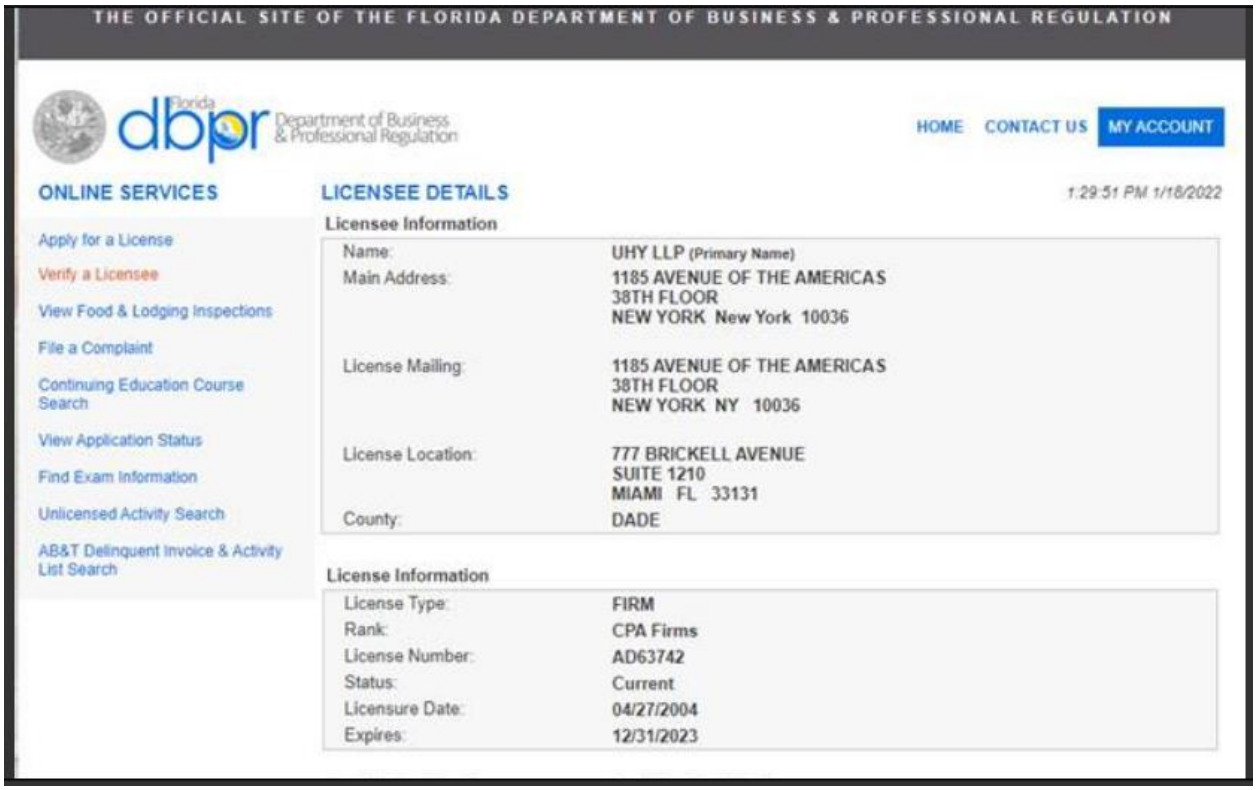
As you will see in section **C. Statement of qualifications – Proposed Project Staff**, our staff have achieved the relevant level of education, experience and certifications necessary to perform the work as requested under this RFQ.

- *The firm must be willing to provide internal audit services or consulting over the next five years.*

UHY is a licensed national Certified Public Accounting firm that has been providing a full range of accounting and business consulting services to domestic and international companies in both the public and private sector for over 50 years. We are and will continue to provide internal audit and consulting services over the next five years and beyond.

- *The firm shall demonstrate that it complies with all applicable state and federal professional licensing laws.*

As a licensed national Certified Public Accounting firm, UHY complies with all applicable state and federal professional licensing laws. Below please find our firm's Florida Business license from the Florida Department of Business and Professional Regulation:



THE OFFICIAL SITE OF THE FLORIDA DEPARTMENT OF BUSINESS & PROFESSIONAL REGULATION

Florida dbpr Department of Business & Professional Regulation

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- AB&T Delinquent Invoice & Activity List Search

LICENSEE DETAILS

1:29:51 PM 1/18/2022

Licensee Information

| | |
|---|---|
| Name: | UHY LLP (Primary Name) |
| Main Address: | 1185 AVENUE OF THE AMERICAS<br>38TH FLOOR<br>NEW YORK New York 10036 |
| License Mailing: | 1185 AVENUE OF THE AMERICAS<br>38TH FLOOR<br>NEW YORK NY 10036 |
| License Location: | 777 BRICKELL AVENUE<br>SUITE 1210<br>MIAMI FL 33131 |
| County: | DADE |

License Information

| | |
|---|---|
| License Type: | FIRM |
| Rank: | CPA Firms |
| License Number: | AD63742 |
| Status: | Current |
| Licensure Date: | 04/27/2004 |
| Expires: | 12/31/2023 |

- *By submitting the statement of qualifications, the consultant's firm certifies that it has fully read and understands the RFQ and has full knowledge of general scope, nature, and quality of the work to be performed, the general requirements of the services to be provided, and the conditions under which the services are to be performed.*

UHY certifies that it has fully read, understands the RFQ, and has full knowledge of the general scope, nature and quality of the work to be performed, the general requirements of the services to be provided, and the conditions under which the services are to be performed.

- *Bidder shall demonstrate that it has experience in successfully engaged in providing substantially similar services during the past 5 years.*

As you will see in section **C. Statement of Qualifications – UHY's Experience and Qualifications and section K.**, UHY brings past experience in successfully providing similar services during the past five years and beyond.

# C. STATEMENT OF ALL QUALIFICATIONS

## 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.*

### UNDERSTANDING OF THE CITY'S OBJECTIVES & SCOPE OF SERVICES

The City is requesting the submission of Request for Qualifications (RFQs) from several experienced, well qualified and independent Internal Audit Consulting Firms to perform internal audit consulting services on an as-needed basis. The Firms selected will be expected to provide professional consulting services at the staff, senior and/or manager level, as needed based on the City's internal resource and subject matter expertise needed for the engagement.

We understand that the qualified firm is to conduct performance auditing or internal audit consulting services in one or more of the following areas: local government and utility operations; local government and utility financial reporting; enterprise risk; compliance reviews; construction contracts; forensic accounting and investigations; information technology; and cybersecurity assessments.

The scope of service entails:

- **Audit Consulting:** Assist with a statement of work with the City Auditor to provide consulting services during critical points in a specific audit engagement or project.
- **Forensic / Investigative Consulting:** Assist with a statement of work with the City Auditor to provide consulting services for a specific matter or in response to a specific incident.
- **Internal Audit Services:** Assist with a statement of work with the City Auditor to provide co-sourced our outsourced information technology or cybersecurity internal audit services for a specific engagement, in compliance with internal auditing professional standards.

We also understand that Internal Audit Services and consulting may be provided virtually or in person as agreed upon by the firm and the City Auditor, and as appropriate for the nature of the engagement.

UHY can meet all of the services described in the scope of work and is well versed in the needed standards/regulations the City outlines in their Request for Qualifications.

### UHY'S EXPERIENCE AND QUALIFICATIONS

UHY has developed significant internal audit expertise to help organizations successfully navigate the complexities of developing and maintaining an effective control environment. UHY has been able to continually enhance the onboarding of clients based upon lessons learned from our extensive experience, including:

- Involving senior management in the project from the start
- Developing an in-depth knowledge of the City's requirements and making enhancements to be compliant with applicable standards
- Developing the project scope using both qualitative and quantitative factors
- Conducting walkthroughs to validate the documentation in place
- Coordinating work with the external parties from the onset to determine any potential for reliance

- Maintaining a close relationship with the leadership throughout the engagement
- Finding operational and strategic improvements to improve operating efficiency and effectiveness

## RESPONSE TO THE SCOPE OF WORK

We understand the management may have a need for the following focus areas:

### LOCAL GOVERNMENT AND UTILITY OPERATIONS

UHY has deep experience in serving local governments, including their utilities, which are included in virtually every audit and consulting engagement we conduct with our government clients. We have conducted audits and consulting engagements with local governments for as long as our firm has been in existence. We provide professional audit and advisory services to a variety of governmental agencies, which include federal, state and local municipalities. Our firm's National Government Practice is a well-recognized group of professionals with vast experience in the unique requirements of its governmental clients. We have not only the expertise, but the resources needed to perform your required services.

### LOCAL GOVERNMENT AND UTILITY FINANCIAL REPORTING

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 also currently a leading provider of American Rescue Plan Act (ARPA) consulting services, providing administrative oversight on ARPA spending to almost a dozen localities throughout the United States. 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.

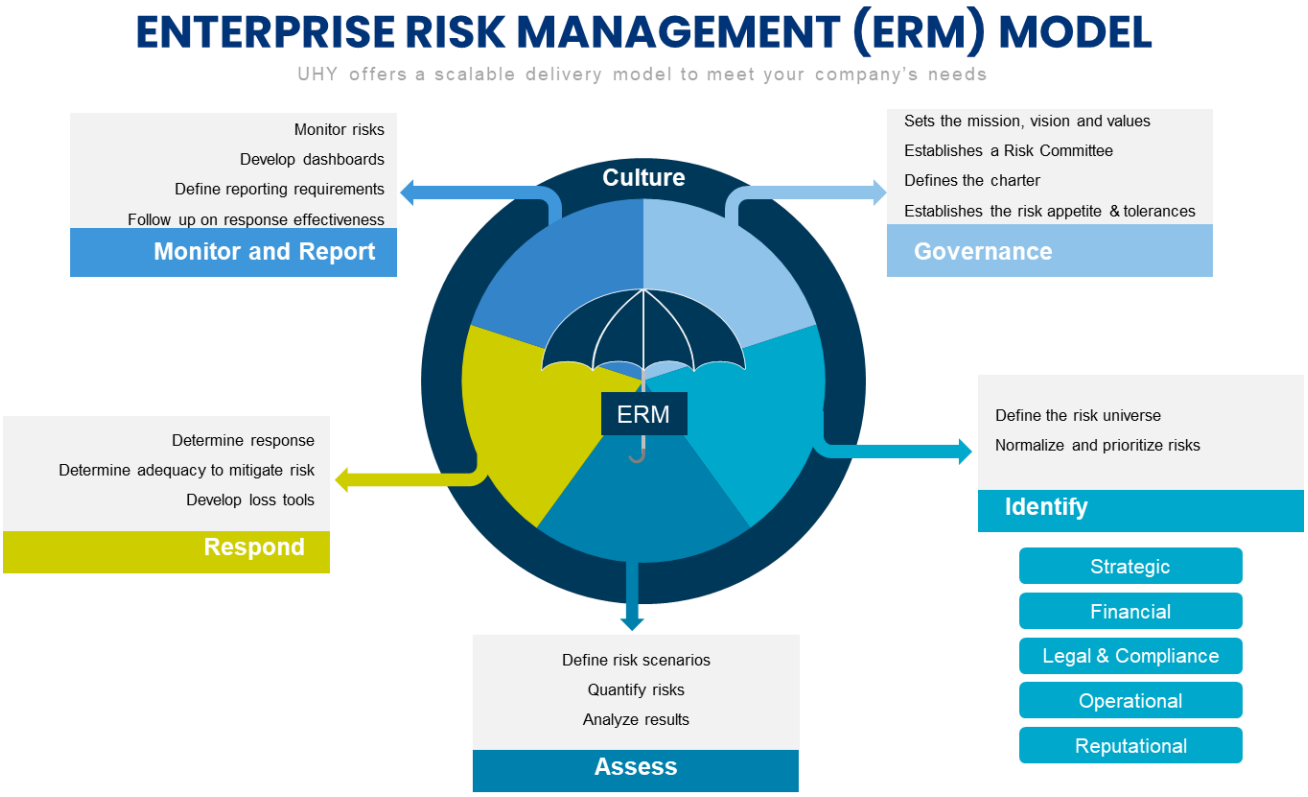
In short, UHY has deep experience with local governments, both from an operations standpoint and from a financial reporting standpoint.

### ENTERPRISE RISK MANAGEMENT (ERM)

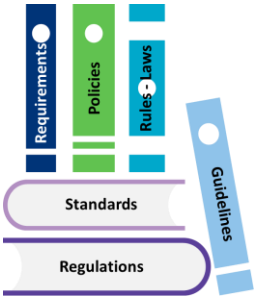
Our experts have been performing ERM globally for more than 20 years. We are skilled at helping companies assess their risks, build frameworks and establish an infrastructure to integrate risk management with limited disruption.

We've helped organizations that are new to the concept of ERM appreciate its benefit to enhance decision making and seize opportunities. Some of those benefits include:

- Broadening their opportunities
- Increasing positive outcomes
- Reducing variability in performance




## COMPLIANCE REVIEWS




UHY has performed compliance reviews for many of our clients. These reviews take a look at the current processes to find out whether the organization if following the necessary compliance requirements. UHY will execute on existing client programs to perform the review or we can create programs to measure compliance for a given area.

## CONSTRUCTION CONTRACTS

Our firm's National Construction Practice brings decades of residential, industrial, commercial, and heavy construction experience working with a wide range of key industry segments including general contractors and subcontractors; underground and underwater construction; tunnel, bridge, road and highway contractors; institutional construction; and suppliers. Our clients range in size from startups to $1 billion in annual revenue.

Our professionals are among the country's foremost authorities on tax, accounting and business issues for the construction industry. We pride ourselves on being a learning organization and strive to keep our clients and staff abreast of evolving and relevant industry topics.

Our professionals have a deep understanding of the financial complexities in the construction industry, including:

- Percentage of completion accounting, including methods for both financial and tax reporting
- Understanding the impact of estimated costs to complete
- Accounting for loss contracts

- Ramifications of various types of construction contracts including fixed fee, construction management, cost-plus and unit-based
- Expertise with incentive and penalty clauses as well as accounting for change orders
- In-depth knowledge of accounting and reporting for construction joint ventures using the following methods: full consolidation, partial or proportionate consolidation, expanded equity, equity and cost
- State and local tax issues encountered by contractors
- Identifying Section 179D and R&D tax credit opportunities

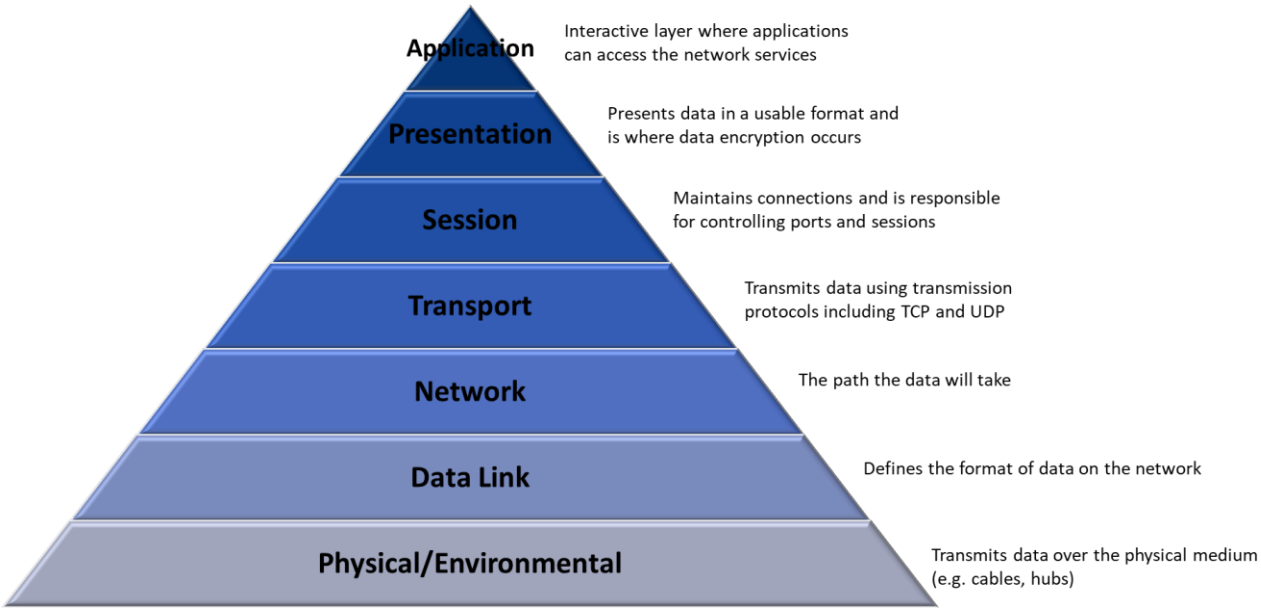
## FORENSIC ACCOUNTING AND INVESTIGATIONS

UHY has resources that can assist in investigating these sensitive matters and we understand the importance, confidentiality and urgency. Our team of experts consists of Certified Fraud Examiners who have implemented, maintained and monitored calls from an organization's hotlines, performed monitoring fraud controls and conducted investigations. These investigations may be performed within internal audit or independently.

UHY's Forensic Accounting and Fraud Investigations Services that the following "Phased" approach represents is comprised of discreet tasks, timelines, and estimated budgets.

## INFORMATION TECHNOLOGY

IT reviews can take many shapes and forms. UHY is able to review all layers of the IT infrastructure to evaluated the effectiveness of the environment.




Reviews can be performed at a single layer for the entire organization or by application and all its' supporting layers below. Common areas of review are as follows:

## CYBERSECURITY ASSESSMENTS

The adage "one size fits all" is not true with regard to cybersecurity. Cybersecurity is high on the agendas of Audit Committees and Executive Leadership because cybercrime is a serious issue that threatens companies of many internet-facing industries. Regardless of company size, security breaches result in reputational damage and material business disruption. However, not all companies have the same business risks. The permutations and complexities of industry, governance models, regulation, budgets, systems, processes, and people require tailored solutions for effective security assessment. Determining the type of security assessment that is needed can be very confusing. One size does not fit all.

Our firm's cybersecurity experts address security as an enterprise business risk. We take a facilitated approach to determine the optimal assessment type. We tailor each cybersecurity assessment engagement to the individual needs of our clients.

The next level of service

| NIST Framework (dimensions) | Immature | Partial | Risk Informed | Repeatable | Adaptive |
|---|---|---|---|---|---|
| Risk Management | No processes | Ad hoc, not formalized | Management-approved processes | Organization-wide policy | Continuous improvements |
| Risk Culture | No integration | Limited organizational awareness | Cybersecurity information shared informally | Consistent organization-wide methods in place | Cybersecurity risk management part of culture |
| Risk Influence | No collaboration | Little collaboration | Informal external info sharing | Shared partner risk info fuels better responses | Proactively shares risk info with partners |

The cornerstone of our methodology is to translate information technology risks into business risks and provide meaningful insight to our stakeholders – from the boardroom to the security engineer. We provide a value-added level of service that assesses and improves the security posture of our clients.

## CYBERSECURITY SERVICE OFFERINGS

- VULNERABILITY ASSESSMENT AND PENETRATION TESTING
- TARGETED PHISHING CAMPAIGN
- CYBERSECURITY TRAINING AND AWARENESS
- RESPONSE MANAGEMENT
- CYBERSECURITY RISK AND MATURITY ASSESSMENT

UHY's approach provides context to how your business views cybersecurity risk, the processes in place to manage it, and the degree to which your risk management practices exhibit the characteristics that are defined within the NIST Cybersecurity Framework Implementation Tiers.

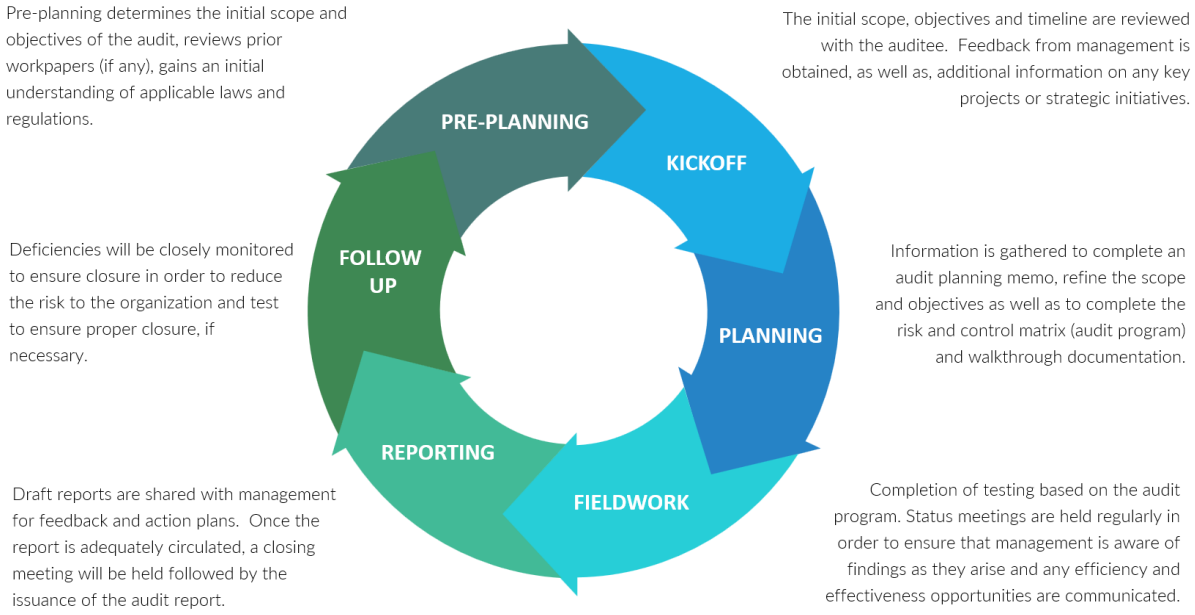
UHY's cybersecurity experts address the issue as a strategic business risk. We tailor each cybersecurity engagement to the individual needs of our clients. The cornerstone of our methodology is to translate IT risks into business risks and provide meaningful insight to our stakeholders. We provide a value-added level of service that assesses and improves the security posture of our clients. A final report containing findings and recommendations will be provided at the conclusion of the subject audit.

## UHY INTERNAL AUDIT APPROACH

We have developed audit methodologies to help execute this type of work as illustrated further in this section of the statement of qualifications but are certainly open and flexible to an approach the City's internal audit department may be using as well.

We have included our approach to performing audits below, should there be a need to utilize UHY's methodology. Advisory and consulting engagements are dependent on the organization's approach and

could use some of the same phases of the audit process above or may vary based on project methodology such as agile or waterfall approaches.




Our audit process below complies with the Institute of Internal Auditors (IIA) standards and COSO – Internal Controls Framework.

## PRE-PLANNING

During this phase, the team will review any prior documentation of the entity level controls to obtain an understanding of the environment. Leveraging any existing documentation on the process and controls can help to prepare the team for the audit ahead.

## KICKOFF

During the kickoff process, we provide management an overview of the scope and objectives of the audit; be able to set expectations, timing and interviews; and answer any questions management may have.

## PLANNING

During this process, we will work collaboratively with management to understand the existing entity level control within the environment. In order to perform a complete planning process, we will perform the following:

- Review, understand and evaluate any current work program
- Conduct interviews of those responsible for oversight and monitoring of Account Management and Performance Reporting
- Perform walkthroughs to understand the processes, risks and controls either in place or identify potential gaps
- Develop process flowcharts to evaluate the design of controls, monitoring and management oversight

The deliverables from this phase will include:

- Audit Memo
- Process Flowchart – **Exhibit I**
- Audit Program / Risk and Control Matrix (RCM) - **Exhibit II**

To eliminate any surprises and to ensure alignment with management Audit, the process flowcharts, planning memo and audit plan will be reviewed with the City prior to engaging in fieldwork.

### FIELDWORK

We will execute the testing agreed within the Audit Program / RCM. This will include:

- Analysis of documentation for a substantive review to determine the adequacy of the design and effectiveness of the internal controls, monitoring and management oversight
- Determine the impact of any errors (deficiency, significant deficiency or material weakness)
- Performing additional work associated with any errors assessing the effectiveness of mitigating controls

The deliverables from this phase will include:

- Audit testing workpapers

### REPORTING

UHY will provide continuous status communications with key stakeholders of findings and observations. This approach lends to a draft report with no surprises. Transparency strengthens the value that management receives from internal audit and UHY as your provider.

At the conclusion of our audit fieldwork, we will prepare a draft report utilizing the results from our Audit Program / RCM testing and all observations. The report will include an executive summary, audit findings and recommendations along with ratings in accordance with the Finding Significance Rating Scale. We will also provide industry leading practices identified throughout the review.

The deliverables from this phase will include:

- Internal Audit Report – **Exhibit III**

Internal Audit feedback will be incorporated and then released to the auditee(s). Upon receipt of the auditee(s) response and action plans, UHY will finalize the report and deliver the report to Internal Audit.

### FOLLOW-UP

We commit to following-up with remediation processes at the request of the City to validate that the recommended corrective actions address our original findings and recommendations, as applicable.

## UHY TOOLS AND ENABLERS

### DATA ANALYTICS AND VISUALIZATION

Data analytics embedded into the internal audit function can provide tremendous value to the department and the company as a whole. Data analytics provides:

- Full population testing
- Long-term continuous monitoring
- The ability to create fraud detection routines

UHY utilizes IDEA as it's data analytics software; however, if the City has another tool, we are happy to utilize that software. Many of our resources have backgrounds in ACL, Arbutus, IDEA, Tableau and Power BI to name a few. Additionally, our teams use a suite of visualization tools to prepare meaningful reporting for project management, management reporting and executive reporting.

### SURALINK WORKFLOW SOFTWARE

Our firm strives to provide the 'Next Level of Service' throughout every aspect of every engagement. To ensure efficiency and security for all of our clients, we use Suralink to manage document requests and securely transfer files. Suralink's dynamic request list and secure document exchange makes for seamless document-request coordination. Suralink encourages collaboration, increases visibility and accountability, and allows for real-time status reports on each engagement. Providing an efficient and seamless platform for our team and clients to communicate is critical to meeting deadlines and keeping projects on schedule.

### TEAMMATE

Our team is very familiar with TeamMate, and for those who require training, we will arrange to provide this training timely prior to working on the engagement. Our team has been both users of TeamMate and has implemented the software. We have found that TeamMate provides real-time workpaper review, an ability to leverage controls through TeamStore, reviews notes, provides timely feedback to the auditor and expedites the review process.

### TRANSITION SERVICES

When undergoing a change in internal audit services partners, we find several common challenges companies are hoping to resolve by undertaking the selection process. These include deep industry knowledge, more attentive service, improved responsiveness, greater engagement team continuity, faster resolution of issues and decision making, and recognizable value-added services. We are confident that we can remove these obstacles and deliver first-class service at a very reasonable price.

UHY would recommend the following approach during the transition.

- Meet with senior leadership to understand what worked well with the incumbent provider and where there are opportunities for improvement
- Meet regularly with management to obtain feedback on resources and process to ensure quality service
- Review prior audit reports to gain an understanding of the current state of the City's control environment
- Make available UHY's governmental leaders to knowledge share and understand best practices.

### COMMITMENT TO QUALITY

Our firm has invested significant resources to ensure that our clients receive the highest quality service. Results are the focus of our service. We approach each assignment with dedication and resolve to maintain quality in everything we do.

We are registered with the Public Company Accounting Oversight Board (PCAOB) as required for accounting firms that serve public companies and are subject to their stringent quality control standards. The PCAOB recently completed an inspection of our public practice, in which we received the highest compliment

resulting from the inspection; no findings on any of the engagements inspected. We are proud of this result. A copy of the firm's latest PCAOB Inspections Report is available upon request.

We've also established an Internal Inspections Committee as part of our quality control system, comprised of qualified senior professionals (peer reviewers) from national offices to perform internal inspections of our actual engagements in the same manner as AICPA external peer reviews. This ensures that our quality of work is maintained at the highest level for every engagement, and from year-to-year.

There have been no sanctions or enforcement actions by the SEC, PCAOB, DOL or other regulatory agencies against our firm.

Quality is one of our main values – because it is so very important to us, we strive to achieve this in everything we do. All UHY member firms have signed a Quality Charter committing to the adoption and achievement of performance and service objectives considered essential to delivering this quality promise to clients.

We focus on quality through:

- Leadership
- Client acceptance procedures
- Compliance with ethical obligations set out by the International Federation of Accountants in its global standard, Code of Ethics for Professional Accountants, Code of Conduct of the Institute of Internal Auditors (IIA)
- Human resources policies and procedures, such as education and training
- And, of course, quality control procedures in accordance with internationally recognized standards

For each assignment, your client service team will provide a level of quality assurance and oversight of the work necessary to ensure it meets regulatory standards.

> *"We have experienced a high level of professionalism and quality work during the audit project – in addition, UHY's personal approach has made them an ideal choice."*

## INTERNAL AUDIT STANDARDS

UHY shall perform all audit work in compliance with the IIA Standards for the Professional Practices of Internal Auditing, the Code of Ethics and the International Professional Practices Framework (IPPF). These standards help to ensure the integrity, competence and due professional care in the work that we execute.

## CAPACITY TO SERVE

With our internal capabilities and years of experience, we have the capacity to serve municipalities 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 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 the needs of the City on a timely basis. In addition, should additional needs arise, UHY can quickly call upon professionals throughout our 25 offices nationwide to meet your needs.

Our proposed UHY project team consists of professionals with relevant technology and industry experience that have successfully performed similar efforts. UHY will provide the requisite resources as necessary to complete all interviews, review, and reporting requirements. Where possible, UHY will work with all available resources to ensure consistency in City procedures and reporting requirements as well as provide the ability for UHY to pass along knowledge of the overall risk assessment and maturity evaluation process.

The UHY consulting team believes that a successful engagement requires a project team who can work with your executives, department heads, and managers as peers and advisors, not simply consultants. To achieve this, we staff our engagements with an emphasis on deep expertise in each functional area. Many consulting firms have high-cost structures and are therefore compelled to staff their projects with junior, less expensive resources. UHY's low-cost structure, including the fact we are not a public company, allows us to field an experienced team on all our projects.

We are committed to staffing a project team with department-specific Subject Matter Experts (SMEs) and senior performance improvement professionals, as needed. Our consultants have the skills, experience, and credibility to achieve the scope described in this proposal.

Upon release of the City's task order, we can quickly provide a response within the task order's outlined timeline or if there is no set timeline indicated, we could at a minimum respond within seven (7) business days.

## 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.*

### TEAM MEMBER INFORMATION

We have assembled an engagement team with specific internal control expertise as well as fraud investigations, forensic accounting and investigations experience, and IT experts to ensure we have the right mix of expertise to properly execute our responsibilities and provide the highest level of professional service to the City. Your senior service team members will be heavily involved at every stage of the engagement from planning to fieldwork to completion.

We pride ourselves on maintaining continuous communication with management throughout the engagement. We believe this approach has proven to be effective in ensuring the timely execution of our work while also ensuring that the scope of our work is efficient and effective in meeting the auditing standards of the AICPA.

## JACK REAGAN

LEAD CLIENT SERVICES, MANAGING DIRECTOR

410 423 4832 | JREAGAN@UHY-US.COM

Jack Reagan will serve as the Quality Control Managing Director and will ensure that quality, timing, integrity, and client satisfaction are always maintained. Jack is a leader in the Audit and Assurance Department and the leader of the firm's National Government Practice where he plays a key role in developing practices and procedures to improve the delivery of professional services to governmental entities.

Jack has spent almost 30 years of his professional career serving large local governments, both locally and nationally. Jack has served many of the largest governments in the area, including Baltimore, Montgomery County, Anne Arundel County, the District of Columbia, Fairfax County, Loudoun County and the City of Alexandria. As a nationally recognized leader in auditing state and local governments and not-for-profit entities, Jack has audited and conducted consulting engagements with most of the government entities in the metro DC area, including Loudoun County, Fairfax County, and the City of Alexandria in Virginia, and, most recently, the District of Columbia. He has also recently completed the audit of the Howard County Maryland Economic Development Authority. Jack has served numerous other local governments throughout Virginia, including the cities of Hopewell and Colonial Heights, New Kent County, and Roanoke County. He is licensed to practice in the State of Virginia and Maryland.

Jack is also 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. Jack is a licensed CPA in the State of Maryland. He is a member of the American Institute of Certified Public Accountants, the Association of Government Accountants, the Association of School Business Officials, and the Government Finance Officers Association. In addition, he serves on the University of Richmond Accounting Department Advisory Board and the University of Richmond Robins School of Business Dean's Advisory Board.

## CARRIE SCHRADER

LEAD ENGAGEMENT PRINCIPAL

586 843 2558 | CSCHRADER@UHY-US.COM

Carrie Schrader is a Principal in the Risk Advisory Services group at UHY. She is an internal audit, internal controls, and risk management executive with over 25 years' experience executing global audit, consulting and risk strategies, and providing advice to business partners on best practices to mitigate risk. Ms. Schrader has an ability to help organizations detect fraud by performing investigations and developing processes and policies to detect such activities. She is known for her consultative approach to focus organizations on lean processes leading to greater efficiency and enhanced business intelligence. Her expertise lies in the financial services, insurance, automotive, manufacturing, healthcare, and energy industries with the ability to provide expertise in optimizing processes, utilization of technology solutions, and structuring functions for effective collaboration. Her proven leadership ability allows her to cultivate a remote high-performing team through learning and development, coaching and volunteer programs. Ms. Schrader is a Certified Information Systems Auditor, a Certified Fraud Examiner, and is Certified in the Governance of Enterprise IT and in Risk & Information System Control. She has a Lean Six Sigma Green Belt.

## JOHN GALLO

MANAGING DIRECTOR

John Gallo is an active member of the Tax Department and leading member of the firm's National Construction Practice. He has extensive knowledge of tax compliance issues, federal tax planning, state and local taxation, business forecasts and projections, strategic planning, and business plan preparation for start-up and distressed companies. John specializes in Internal Revenue Code Section 460 guidance and construction revenue recognition methods such as percentage of completion, completed contract, and accrual less retainage. Additionally, he develops internal programs to train professional staff in regard to various accounting and taxation matters in the construction industry. Prior to joining the firm, John was with CenTra, Inc., where he handled numerous tax compliance issues, including filing state returns in over forty states. He also performed various tax research studies addressing his employer's concerns in order to increase their profit while minimizing taxes. John is Host and Chairperson of the UHY LLP Annual Construction Outlook, and Executive Editor and Contributor of the UHY LLP Construction Insider quarterly newsletter. He is also a frequent presenter and speaker.

## NORMAN COMSTOCK

MANAGING DIRECTOR

Mr. Comstock will serve as the subject matter expert and provide technology risk coordination and guidance. He is a leading professional in the firm with over 25 years of experience in strategic consulting services. He has an extensive information technology background. Mr. Comstock advises clients on enterprise risk management, information technology governance, technology assurance, program management, and cybersecurity. He holds Certified Internal Auditor, Certified in Control Self-Assessment, Certified Risk Management Assurance, Certified Information Systems Auditor, Certified Information Systems Security Professional, Certified in the Governance of Enterprise IT and Payment Card Industry – Qualitied Security Assessor.

## CHRIS PETERSON

PRINCIPAL

Mr. Peterson is a Principal of UHY LLP and leads the Fraud and Forensic Accounting Group in the Michigan offices. He specializes in providing fraud investigation, forensic accounting and expert services in both the private and government sector. Mr. Peterson also has extensive experience with audits and other attest engagements. He is a Certified Internal Auditor and Certified Fraud Examiner.

## HEIDI BOWER

SENIOR MANAGER

Ms. Bower is a senior manager in the Risk Advisory Services group at UHY. She is an internal audit, internal controls, risk management, governance and analytics leader with over 20 years of experience executing global integrated risk management, global audit, consulting and risk strategies in automotive, manufacturing, financial services, healthcare, government and not for profit. Heidi has experience in compliance, operational, internal control performance audits as well as contract auditing, fraud investigations, cost proposal analysis and development of new internal audit functions. In addition, she has led several remediation programs resolving Consent Orders and turned around underperforming departments. Heidi has successfully led remote teams nationally and globally for over 10 years. She is a Certified Internal Auditor and holds a Certification in Risk Management Assurance. She has a proven track record of providing great customer service to all of her clients.

## KEVIN SULLIVAN

SENIOR AUDITOR

Mr. Sullivan brings more than 14 years of audit, internal controls, and anti-money laundering experience to the practice. He has conducted audit, regulatory, compliance, SOX/internal controls reviews. He has supported the regulators in their review of anti-money laundering reviews and looking for fraud related controls. He has experience in financial services and manufacturing.

## ANGEL OTERO

IT SENIOR ACCOUNTANT

Mr. Otero brings more than 20 years of IT and business audit experience as well as academic instruction of IT audit to the practice. He has conducted internal audits, SOX/internal controls reviews and financial audit statement reviews. Angel has managed integrated and non-integrated audit engagement focusing on IT, operational, and compliance reviews in support of the financial statement audits. He has experience in banking and financial services, government, consumer goods, education, insurance, manufacturing, public sector, pharmaceuticals, retail and wholesale distribution and telecommunications.

Full team resumes can be found in the **Appendix**.

### SUBJECT MATTER EXPERTISE

With each of our clients, our focus is on delivering a specialized team that operates with professionalism, objectivity, responsiveness and accuracy. As a result, we have assembled team members that include Certified Internal Auditors, Certified Information Systems Auditors, Chartered Financial Analysts, Certified Public Accountants, Certified Fraud Examiners, Certified Forensic Accountants and other professionals with advanced degrees in finance, economics and business. Additionally, our subcontractor, On Point Strategy LLC brings Certified Fraud Examiners (CFE), Master Analyst in Financial Forensics (MAFF), Certified Valuator Analysts (CVA), Certified Insolvency and Restructuring Advisors (CIRA), Chartered Global Management Accountants (CGMA), and Certified Exit Planning Advisors (CEPA).

### THE NEXT LEVEL OF SERVICE

UHY prides itself on providing exceptional client service, with dedicated staff who is empowered to put the client first. We recommend that service levels for the City be measured with the following criteria:

- Ability to identify areas of opportunities for improvement and provide recommendations that not only solve the root cause but provide additional value to the organization
- The ability to deliver audits on time and within or under budget
- The ability to deliver quality deliverables such as workpapers, audit reports and other key deliverables

The next level of service

- Keeping abreast of changes to IIA Standards and Guidance
- Evaluating compliance with GAGAS and AICPA
- Evaluating compliance of information systems and assurance standards issued by ISACA and with FISCAM, NIST and PCI Security

UHY has the required experience with audit, advisory and consulting services within the internal audit space. **Carrie Schrader**, your lead engagement principal, has led and managed many internal audit functions.

## TRAINING

UHY places a high priority on training for all professional staff. Further, your engagement team attends training conferences sponsored the American Institute of Certified Public Accountants (AICPA) and the Association of Certified Fraud Examiners (ACFE). Conferences attended by the personnel assigned to the City's engagement include the following:

- AICPA Employee Benefit Plans Conference
- AICPA Not-for-Profit Conference
- AICPA Governmental Accounting and Auditing Update Conference
- AICPA Governmental and Not-for-Profit Training Program
- ACFE Global Fraud Conference

In addition to conferences, UHY provides in-house training for all staff on a frequent basis. UHY personnel attend at least 24 hours of professional development delivered in house at our UHY national headquarters in Michigan. This training is level specific and is attended by UHY personnel from around the nation. UHY training classes attended by the personnel assigned to this engagement include the following:

- GASB Updates
- Governmental accounting updates
- Single Audit Basics, Updates and Review
- Fraud Interviewing
- Fraudster Techniques
- Governmental Auditing Techniques
- Auditing and Accounting Update

Recently, Jack Reagan, developed and led a series of 12 one-hour webinars delivered internally to our UHY government and not-for-profit audit teams. Topics ranged from a GASB update to the impact of the COVID-19 related government office shutdown on our audit approach to a series of grant audit updates touching on unique COVID-19 related programs such as the FEMA Disaster Assistance Program. Jack has also led a series of webinars for the Michigan Minority Supplier Development Council to engage in outreach efforts around CARES Act monies available to that community and how to access those funds. Jack has also led over two dozen training sessions with Thompson Grants, the nationally recognized leader in providing grants management information services, on a wide range of grants management topics. He has provided annual GASB and grants management workshops to Thompson Grants clients including the State of Arkansas and the State of Minnesota.

Through our mix of in-house training and attendance at professional development conferences, we believe we will be able to provide the City with technically qualified staff throughout the term of the engagement. Each member of the UHY service team that will be assigned to the City's engagement meets or exceeds the Yellow Book Continuing Professional Education Requirements as outlined by the Government Accountability Office's *Government Auditing Standards* within the preceding three years.

## 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.*

### UHY ADVISORS 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.

UHY was established in 1968. Today, we are a top 35 U.S. accounting firm with revenues in excess of $190 million and over 1,200 employees. Over 20% of our professionals are consultants, and over 30% of our employees are auditors. Internationally, we are a top 20 accounting firm with revenues in excess of $500 million and over 5,000 employees. Even though our practice is structured differently from some other CPA firms, you will find that we provide all our services seamlessly. 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.

**DISTINGUISHING CHARACTERISTICS**

- National Municipal Audit and Advisory Practice
- 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

UHY's (UHY) 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.

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

The next level of service

seminars for clients. These resources are available to clients and their support teams so they are able to run their organizations at peak performance.

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 have a designated group of over 50 professionals who dedicate most of their time to government and not-for-profit accounting, auditing and consulting services. In addition, should a need arise, UHY can call upon professionals throughout our 25 offices to assist the City.

## 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. This new client delivery model has allowed us to re-imagine our sustainability efforts.

## THE RIGHT SIZE

We deliver solutions and bring unparalleled industry experience in all geographic markets.

**United States.** Our national practice is one of the top professional services firms in the country.

**Worldwide.** Urbach Hacker Young International Limited ("UHY International" or "UHYI") is the 17th largest international accounting and consultancy network, with nearly 8,500 professionals in over 270 business centers across more than 100 countries.

## NATIONAL GOVERNMENT PRACTICE

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 the needs of the City on a timely basis.

Our firm's public sector division is a well-recognized group of professionals with vast experience in servicing 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 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 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.

## INSURANCE

Upon award, we will furnish a certificate of insurance to the City. Please note, however, that our professional liability insurance cannot name the City as additional insured, as this is not standard practice for this type of insurance.

## D. PRICING PROPOSAL

*Fee Structure*
*The firm must provide a blended fee structure for services provided at the staff, senior or manager level. Pre-approved travel expense may be reimbursed according to the City's travel policy.*

In UHY's experience providing internal controls services, we find that the most successful projects are those with a highly developed, cohesive work team such as those from UHY. Based on the information that City has provided, we have developed the below rate schedule by technical areas needed.

| Level | Internal Audit Rate/Hr | Information Technology Audit Rate/Hr | Cybersecurity Rate/Hr | Forensic Accounting and Investigations Rate/Hr |
|---|---|---|---|---|
| Partner | $325 | $400 | $450 | $375 |
| Principal | $280 | $325 | $375 | $300 |
| Manager | $185 | $275 | $325 | $250 |
| Senior | $145 | $200 | $250 | $200 |

We do not charge for routine discussions relating to our ongoing services or out-of-pocket costs.

If our rates are not in line with your expectations, we would like to discuss further and assess the balance between scope, cost and value. We have taken measures to be price sensitive on all of our engagements and encourage a candid dialogue regarding our proposed rates.

***We don't charge our clients for routine calls and questions during the year.***

***Our policy at UHY is to return all client messages within 24 hours.***

## E. DRUG-FREE WORKPLACE FORM

### DRUG-FREE WORKPLACE FORM

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

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

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 bidder complies fully with the above requirements.

Jack Reagan
Bidder's Signature

February 9, 2022
Date

***In the event of a tie bid, bidders with a Drug Free Workplace Program will be given preference. To be considered for the preference, this document must be completed and uploaded to DemandStar.com with your Submittal.***



The next level of service

## F. BIDDER VERIFICATION FORM

### BIDDER 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 Bidder 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.
Bidder's Name

Jack Reagan, Managing Director
Printed Name/Title of Authorized Representative

Jack Reagan \ February 9, 2022
Signature of Authorized Representative Date

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

## 2021 LIMITED LIABILITY PARTNERSHIP ANNUAL REPORT

FEE IS $25.00! REPORT DUE BY MAY 1, 2021

SECRETARY OF STATE — FLORIDA DEPARTMENT OF STATE, DIVISION OF CORPORATIONS

REGISTRATION # LLP040000618

LLP # LLP210001726-2
04/30/21--01001--016 **25.00

CR2E029 (2/10)

1. Name and Mailing Address

UHY LLP

1185 AVENUE OF THE AMERICAS,38TH FL
NEW YORK, NY 10036

If above mailing address is incorrect in any way, line through incorrect information and enter correction in Block 2.

2. New Mailing Address, if Applicable:

Suite, Apt#, etc.

City State Zip Code

3. Principal Place of Business Address

1185 AVENUE OF THE AMERICAS,38TH FL
NEW YORK, NY 11036

4. New Principal Office Address, if Applicable:

Suite, Apt#, etc.

City State Zip Code

5. Federal Employee Identification Number

20-0694403

☐ Applied For
☐ Not Applicable

6. Certificate of Status Desired:

☐ $8.75 Additional Fee Required

7. Name and Address of Registered Agent

NRAI SERVICES, INC
2731 EXECUTIVE PARK DRIVE
SUITE #4
WESTON, FL 33331

8. New Name and/or Address of Registered Agent:

Name

Street Address (P.O. Box Number is Not Acceptable)

FL

City Zip Code

9. New Registered Agent's Signature, If Changed

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.

SIGNATURE: _____
SIGNATURE, TYPED OR PRINTED NAME OF REGISTERED AGENT AND TITLE IF APPLICABLE. Date

10. General Partner's Signature (REQUIRED)

The execution of this report as a partner constitutes an affirmation under the penalties of perjury that the facts stated herein are true.

SIGNATURE: Cynthia A. Scheuer Cynthia A. Scheuer 4-29-21 518-694-5813
SIGNATURE AND TYPED OR PRINTED NAME OF SIGNING PARTNER. Date Daytime Phone #

E-mail Address: _____
(To be used for future annual report notifications)

The next level of service

## G. BIDDER'S W-9

Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

**Request for Taxpayer Identification Number and Certification**

▶ Go to *www.irs.gov/FormW9* for instructions and the latest information.

**Give Form to the requester. Do not send to the IRS.**

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 NY, 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.

☐ Individual/sole proprietor or single-member LLC ☑ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶

**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.

☐ Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) 4

Exemption from FATCA reporting code (if any)

*(Applies to accounts maintained outside the U.S.)*

5 Address (number, street, and apt. or suite no.) See instructions.
4 Tower Place, Executive Park, 7th Fl

Requester's name and address (optional)

6 City, state, and ZIP code
Albany, NY 12203

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 *How to get a TIN,* later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

**Social security number**
☐☐☐ – ☐☐ – ☐☐☐☐

**or**

**Employer identification number**
1 4 – 1 5 5 5 4 2 9

**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 ▶** *Lori Kerch* **Date ▶** 01/18/2021

## 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.

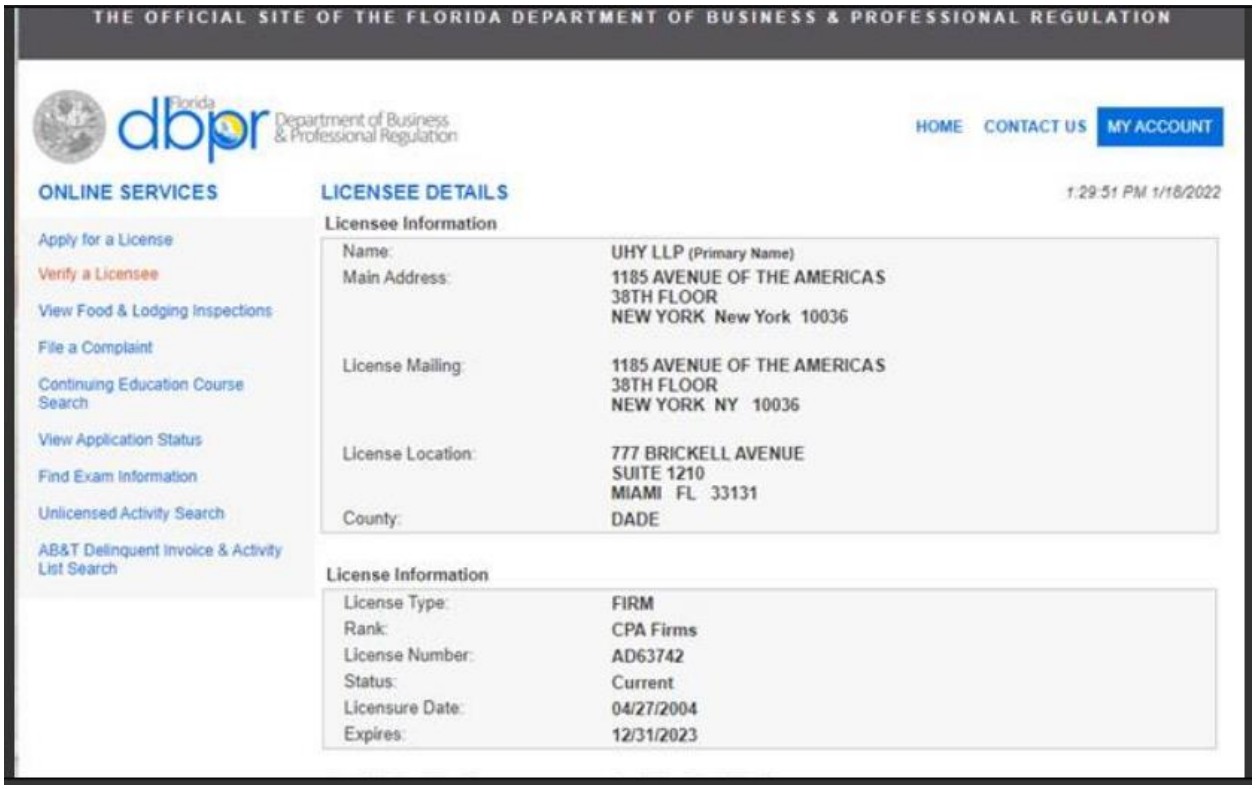
- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds 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.*

## H. COPY OF ANY APPLICABLE, CURRENT LICENSES AND/OR CERTIFICATIONS REQUIRED BY CITY/COUNTY/STATE

As a licensed national Certified Public Accounting firm, UHY complies with all applicable state and federal professional licensing laws. Below please find our firm's Florida Business license from the Florida Department of Business and Professional Regulation:



THE OFFICIAL SITE OF THE FLORIDA DEPARTMENT OF BUSINESS & PROFESSIONAL REGULATION

Florida dbpr Department of Business & Professional Regulation

HOME CONTACT US MY ACCOUNT

ONLINE SERVICES

- Apply for a License
- Verify a Licensee
- View Food & Lodging Inspections
- File a Complaint
- Continuing Education Course Search
- View Application Status
- Find Exam Information
- Unlicensed Activity Search
- AB&T Delinquent Invoice & Activity List Search

LICENSEE DETAILS

1:29:51 PM 1/18/2022

Licensee Information

| | |
|---|---|
| Name: | UHY LLP (Primary Name) |
| Main Address: | 1185 AVENUE OF THE AMERICAS<br>38TH FLOOR<br>NEW YORK New York 10036 |
| License Mailing: | 1185 AVENUE OF THE AMERICAS<br>38TH FLOOR<br>NEW YORK NY 10036 |
| License Location: | 777 BRICKELL AVENUE<br>SUITE 1210<br>MIAMI FL 33131 |
| County: | DADE |

License Information

| | |
|---|---|
| License Type: | FIRM |
| Rank: | CPA Firms |
| License Number: | AD63742 |
| Status: | Current |
| Licensure Date: | 04/27/2004 |
| Expires: | 12/31/2023 |

## I. EXCEPTIONS TO THE RFQ

UHY takes no exceptions to the RFQ terms or conditions.

## J. INVESTIGATION OF ALLEGED WRONGDOINGS, LITIGATION/SETTLEMENTS/ FINES/PENALTIES

With regard to litigation: it is generally disposed of in the normal course of business and under any applicable professional indemnity insurance policy.

Like any business, we occasionally lose clients due to a variety of factors, such as: auditor rotational requirements – driven by regulation or board directive; acquisition by larger companies; and changes in top management. It is important to note that we have not lost any clients due to an unresolved auditing or accounting matter nor through the process of attempting to resolve the issue.

## K. MUST BE ABLE TO DEMONSTRATE THAT THE FIRM HAS BEEN SUCCESSFULLY ENGAGED IN PROVIDING SUBSTANTIALLY SIMILAR SERVICES DURING THE PAST 5 YEARS SPECIFICIALLY, THE PERFORMANCE OF INTERNAL AUDITING SERVICES OR CONSULTING. DESCRIBE THE QUALIFICATIONS.

Below is a listing of past and ongoing clients for whom we have provided similar services in the past five years. From this list, we highlighted in more detail, a few client projects:

| Company | Description of Services |
|---|---|
| Trion | Internal Controls |
| GlobalFoundries | Internal Audit Services |
| Plastipak | Internal Audit Services, SOX support and third-party risk management |
| Magna International | Internal Audit Services |
| International Automotive Supplier (Client Confidential) | Employee Corruption – Division managers with undisclosed ownership in sorting companies and ghost employees relating to temporary labor |
| Original Equipment Manufacturer (Client Confidential) | Fraudulent Sales & Employee Dishonesty – Manager of corporate owned dealership involved with illegal export sales and discounted sales to another dealership with an undisclosed ownership interest |
| City of Detroit Michigan | Financial restructuring consulting, business process outsourcing, requirements definition planning |
| Maryland Racing Commission | Agreed-upon procedures over reimbursement requests made by racing corporations |
| City of Detroit Retirement System | Accounting and advisory services to the General Retirement System of the City of Detroit and the Police and Fire Retirement System of the City of Detroit |
| Calvert County Maryland | Agreed-upon procedures over financial activity of 10 volunteer fire departments. Agreed-upon procedures over internal controls of cash receipts and disbursements, examining expenditure and cancelled check supporting documentation, and reconciliation of the cash activity for the nine selected companies for the year ended 6/30/2019 |
| City of West Haven Connecticut | Development of a 5-year projection to submit to Municipal Assistance Recovery Board in order to secure emergency funding |
| City of Albany, New York | Financial statement audit and single audit |
| St. Clair County, Michigan | Annual audit of CAFR and single audit |
| Maryland University of Integrative Health | Financial statement audit, Uniform Guidance, Form 990 |

Below are the three projects selected:

**Project 1**

| | |
|---|---|
| **Name of the contracting state or local agency and the applicable office or program issuing the contract** | Maryland State Retirement and Pension System, Maryland |
| **Contract name and number** | Internal Audit Quality Assurance Review |
| **Starting and ending dates** | April – July 2021 |
| **Total contract amount** | $18,000 |
| **A brief description of the purpose of the contract and the types of services provided under the contract** | UHY performed a review of the internal audit processes and their conformity to the International Professional Practices Framework |
| **Name and contact information of the Contract Manager** | David Rongione, Chief Internal Auditor<br>410 625 5586 \| drongione@sra.state.md.us |

**Project 2**

| | |
|---|---|
| **Name of the contracting state or local agency and the applicable office or program issuing the contract** | Metropolitan St. Louis Sewer District |
| **Contract name and number** | Entity Level Controls Audit |
| **Starting and ending dates** | February, 2022 – April, 2022 |
| **Total contract amount** | $50,000 |
| **A brief description of the purpose of the contract and the types of services provided under the contract** | UHY will perform a review of the entity level controls to evaluate their effectiveness within the organization |
| **Name and contact information of the Contract Manager** | Todd Loretta, Internal Audit Administrator<br>314 768 6281 \| tloretta@stlmsd.com |

## Project 3

| | |
|---|---|
| **Name of the contracting state or local agency and the applicable office or program issuing the contract** | Calvert County Volunteer Fire Department |
| **Contract name and number** | Agreed-upon procedures over internal controls |
| **Starting and ending dates** | July 2018 - Sept 2020 |
| **Total contract amount** | $29,700 |
| **A brief description of the purpose of the contract and the types of services provided under the contract** | Agreed-upon procedures over internal controls of cash receipts and disbursements, examining expenditure and cancelled check supporting documentation, and reconciliation of the cash activity for the nine selected companies for the year ended 6/30/2019 |
| **Name and contact information of the Contract Manager** | Jim Richardson, Division Chief<br>410 535 1600 ext. 2406 \| James.Richardson@calvertcountymd.gov |

## L. THE FIRM CAN DEMONSTRATE THAT STAFF HAVE ACHIEVED THE RELEVANT LEVEL OF EDUCATION, EXPERIENCE, AND CERTIFICATIONS NECESSARY TO PERFORM THE WORK.

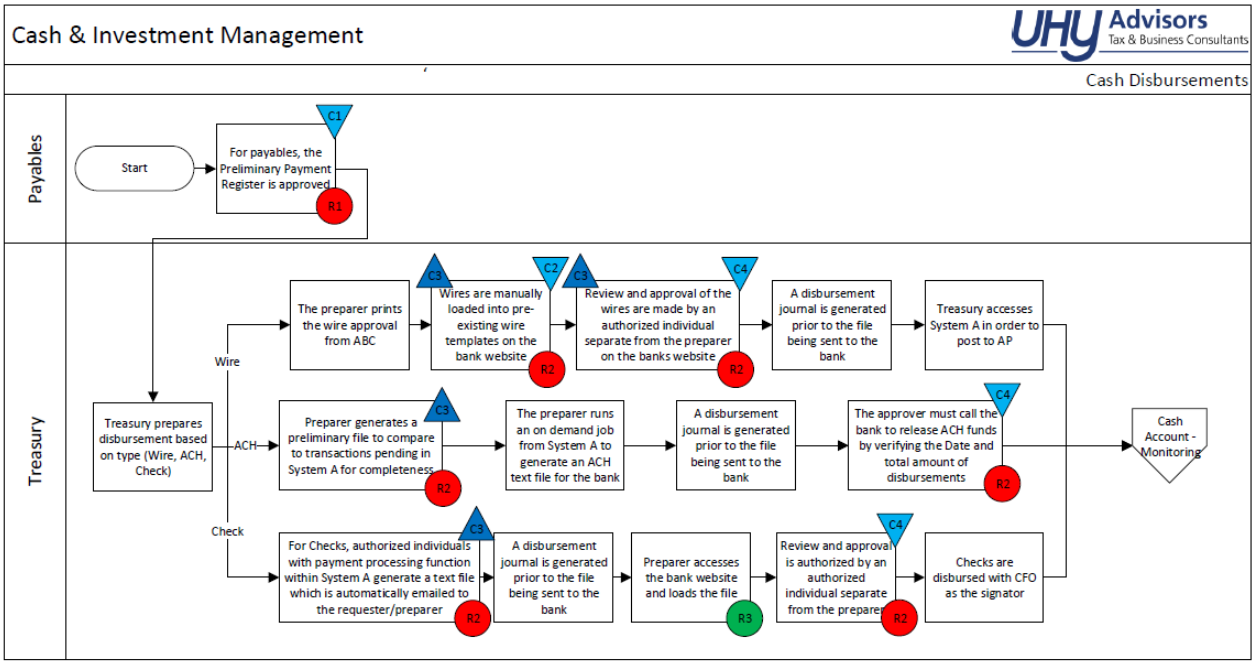
Please see the qualifications of the staff in section **C. Statement of Qualifications – Proposed Project Staff** (Team Member Information) and the **Appendix** for full resumes. These sections demonstrate the education, experience and any certifications that are held by our staff.

## M. THE FIRM MUST BE WILLING TO PROVIDE INTERNAL AUDIT SERVICES OR CONSULTING OVER THE NEXT 5 YEARS

UHY is a licensed national Certified Public Accounting firm that has been providing a full range of accounting and business consulting services to domestic and international companies in both the public and private sector for over 50 years. We are and will continue to provide internal audit and consulting services over the next five years and beyond.

# EXHIBITS

# EXHIBIT I: PROCESS FLOWCHART SAMPLE




| | | |
|---|---|---|
| R1 Disbursements to vendors are not appropriately authorized. | C1 ABC VP of Purchasing or CFO review and approve the Preliminary Payment Register prior to payments being made. | = High Risk |
| R2 Disbursements are improperly entered or unauthorized. | C2 Preapproved wire templates are used for transfers in order to reduce the risk of manual entry errors.<br>C3 Only authorized individuals have access to enter disbursements using bank tokens.<br>C4 Independent review of disbursements is performed prior to releasing the payment. | = Medium Risk<br>= Low Risk<br>= Manual Control<br>= Automated Control |
| R3 Unencrypted files may be altered or incepted during transfer. | | |

# EXHIBIT II: SAMPLE RISK AND CONTROL MATRIX

| | |
|---|---|
| **Audit Name:** | ABC Audit |
| **Audit Number:** | XXX |

UHY Consulting

| Business Process | Risk | Risk Category | Control Objective | Expected Control or Control Process | Control Ref | Control Frequency | Control Category | Objectives A01 | A02 | A03 | Audit Procedures | Test Conclusion |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Financial Management | Inaccurate project forecasting (costs & benefits) lead to portfolio inefficiencies and/or financial loss. | Financial Risk | Financial control is evident throughout the portfolio life cycle and a balanced view of financial risk taking underpins program governance. | Finance and Business Units review and approve the reasonableness of estimated (forecasted) budgets and benefits realization calculations included within the project Business Cases to demonstrate SME involvement, completeness of financial facts, reasonableness of estimates and timeliness of review. | C1 | Ad Hoc | Key | X | X | X | TOD:<br>1) Inquire about the process in place to review and approve business cases<br>2) Obtain the policy / procedure document ensuring both Finance and the BU is involved in the review and approval of project business cases (cost and benefit forecasts / projections) that are transferred to the overall project portfolio.<br><br>TOE:<br>For a random sample of 30 projects, gain assurance that the process is working as intended:<br><br>The business case must clearly identify variables such as:<br>1) Why the project was selected/prepared over others<br>2) What is the project's ROI or NPV?<br>3) Forecasted spend<br>4) Projected revenues and Project pay-back timelines and<br>5) the cost modeling technique to be used<br>6) Determine if the Business Case was complete<br>7) Determine if milestones and deliverables were clear, timely and measurable<br>8) FinCompany XYZ, ensure that the business case was signed off by Finance with the approval of the respective Business Unit<br>9) Obtain evidence showing that meeting took place and the relevant attendees were present | |
| Financial Management | Lack of a standardized approach to preparing project business cases may not provide a reasonable comparison between prepared projects and thus lead to erroneous decisions by Management which could cause portfolio inefficiencies and/or financial loss. | Financial Risk | Financial control is evident throughout the portfolio life cycle and a balanced view of financial risk taking underpins program governance. | A standard project evaluation criteria (business case requirements) is thoughtfully defined and approved by PMO Management to ensure that all prepared projects are providing useful financial information and are compared using a standardized approach, which evaluates the same criteria between projects to provide a reasonable comparison to Management. | C2 | Ad Hoc | Non-key | X | X | X | TOD:<br>1) Inquire about how the business case template was formed, the methodology used and stakeholders involved in its establishment<br>2) Obtain the policy/procedure document on preparing a project business cases and review for adequacy and soundness of methodology on financial calculations. This may include, but is not limited to: cost forecasting methodology & benefit realization calculations (ROI, NPV, etc).<br>3) Determine if the policy / procedure document or the establishment of the business case template is signed by Management<br><br>TOE:<br>From reviewing the policy/procedure documents and a sample business case, determine if:<br>1) A standard process is defined for measuring/evaluating projects using a standard set of variables/criteria<br>2) Determine if the cost forecasting methodology is defined<br>3) Determine if the benefits realization methodology is defined<br>4) Determine if adequate support to calculations is required | |
| Financial Management | Financial loss to the organization from budget to actual variances and revised forecasts (both spend and benefit realization) not being tightly monitored and corrective action not promptly enforced. | Financial Risk | Financial control is evident throughout the portfolio life cycle and a balanced view of financial risk taking underpins program governance. | Budget to actual variances and revised forecasts (including both spend and benefits realization) are reviewed, approved and routed to the PMO by Finance throughout the project life cycle to ensure visibility. | C3 | Monthly | Key | X | X | X | TOD:<br>1) Inquire whether IT Finance is involved in ongoing monitoring of the variances (budget to actual review) - Understand the extent of involvement<br>2) Obtain the strategy (policy document) for ensuring Finance is involved in the review ongoing monitoring / flagging of project cost to budget variances and the revised forecasts resulting from it.<br><br>TOE:<br>1) From a random sample of 30 projects at different stages of the process, verify Finance involvement in the identification and monitoring of budget to cost variances and project forecasts (both spend and benefits realization) including evidence of review by a supervisor.<br>2) Ensure that project costs (spend) are compared to earned value to understand the true status of the project<br>3) Ensure that reports are relayed to Management for review. | |

The next level of service

# EXHIBIT III: INTERNAL AUDIT REPORT SAMPLE

# Internal Audit Services

## ABC Audit

**Date**

**Report No. 21-00X**

**For the Audit Period: Month 2022 – Month 2022**

**This audit has been conducted in accordance with the International Standards for the Professional Practice of Internal Auditing and provides a conclusion based on information reviewed for the audit period above. Any changes to the risk profile outside of the audit period may affect the overall conclusions drawn.**

# Executive Summary

## BACKGROUND

{Provide an overview of the area audited and key metrics and data}

## AUDIT SCOPE AND OBJECTIVES

{Provide background on areas in and out of scope as well as detailed audit objectives.}

**In Scope**

**Out of Scope**

**Objectives**

## CONCLUSION

{Provide a balanced conclusion that summarizes the results of the audit finding. Include areas where management has implemented best practices or efficiency processes.}

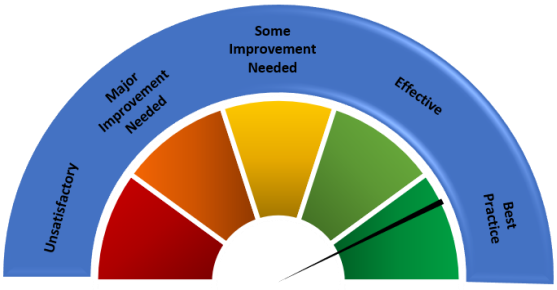
**Summary of Key Findings**

{High level overall of High or themed findings}

| # of Findings by Risk and Issue Level | High | Medium | Low | Total |
|---|---|---|---|---|
| Financial Risk | 1 | | 1 | 2 |
| Human Capital Risk | | | | |
| Market Risk | | | | |
| Laws/Regulation Risk | | 1 | | 1 |
| Strategic/Reputational Risk | | | | |
| Transactional Risk | | 2 | 3 | 5 |
| Governance Risk | | | 1 | 1 |

**Overall Audit Rating**

{Provide an understanding for the overall rating}



## Detailed Findings

| Finding #1 | Finding Rating | Material Weakness |
|---|---|---|
| {Detail of the finding and control deficiencies. Include any key data analytics.} | Risk Area | Governance Risk |
| | Management Response | |
| | {Obtain Management's Response} | |
| Recommendation | | |
| {Provide a recommendation for management} | | |

| Finding #2 | Finding Rating | Significant Deficiency |
|---|---|---|
| {Detail of the finding and control deficiencies. Include any key data analytics.} | Risk Area | Financial Risk |
| | Management Response | |
| | {Obtain Management's Response} | |
| Recommendation | | |
| {Provide a recommendation for management} | | |

| Finding #3 | Finding Rating | Deficiency |
|---|---|---|
| {Detail of the finding and control deficiencies. Include any key data analytics.} | Risk Area | Financial Risk |
| | Management Response | |
| | {Obtain Management's Response} | |
| Recommendation | | |
| {Provide a recommendation for management} | | |

## Efficiency and Effectiveness Opportunities

| Opportunity #1 |
|---|
| |
| **Opportunity #2** |
| |

# EXHIBIT IV: RESUMES OF UHY PERSONNEL

# 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. Jack has almost 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 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

# CARRIE SCHRADER

**PRINCIPAL, UHY ADVISORS, INC.**

Email: cschrader@uhy-us.com
Direct: (586) 843-2558

**INDUSTRY EXPERTISE:**

- Financial Services
- Healthcare
- Manufacturing
- Insurance
- Energy
- Automotive Suppliers
- Government

**ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:**

- Information Systems Audit and Control Association (ISACA) – Board Member and Past President of the Detroit Chapter
- Institute of Internal Auditors (IIA)
- Association of Certified Fraud Examiners (ACFE)
- American Heart Association Committee Member
- St. John's Providence Health System Audit Committee Member

**ACTIVE & PRIOR CIVIC MEMBERSHIPS:**

- American Diabetes Association
- The Children's Center
- American Heart Association
- Cass Community Services
- Ronald McDonald House

Carrie is a leader in the Risk Advisory Services practice where she provides internal audit, internal controls, compliance and risk management services. She has over 25 years of experience in internal audit, IT audit/consulting, fraud investigations and risk solutions.

**PROFESSIONAL EXPERIENCE:**

- Establish internal audit functions domestically and internationally including developing the strategy and methodology, hiring and training staff, and developing management reporting
- Extensive knowledge regarding internal controls and reporting requirements of Sarbanes-Oxley Section 404
- Built and optimized the Audit and Consulting Services function to safeguard Company assets and identity
- Implemented and managed ethics hotline and led special investigations team to review Company concerns and unethical behavior
- Established data analytics teams for the use on internal projects and to better support business functions in identifying trends and anomalies
- Transformed historic perceptions of department and develop strong business partnerships at all levels of the Company
- Developed and coached individuals within the Company to create a high performing team and future Company leaders
- Developed and launched consulting services to reduce risk, lean processes and continuous improvement in order to meet the Company's strategic needs

**BACKGROUND:**

- Certified Information Systems Auditor
- Certified in the Governance of Enterprise IT
- Certified Fraud Examiner
- Certified in Risk & Information System Control
- Lean Six Sigma Green Belt
- B.S. in Accounting, Oakland University

# NORMAN COMSTOCK

**MANAGING DIRECTOR & INFORMATION TECHNOLOGY EXPERT, UHY CONSULTING**

Email: ncomstock@uhy-us.com
Direct: (713) 325-8680

**INDUSTRY EXPERTISE:**

- Cybersecurity
- Enterprise Risk Management
- Information Technology Governance
- Technology Assurance

**ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:**

- Lecturer– University of Houston's C.T. Bauer School of Business
- Information Systems Audit and Control Association (ISACA)
- Institute of Internal Auditors (IIA)
- Information Systems Security Association (ISSA)

Norman is a leading professional in the firm with over 25 years of experience in strategic consulting services. He has an extensive information technology background. Norman Comstock advises clients on enterprise risk management, information technology governance, technology assurance, program management, and cybersecurity.

**PROFESSIONAL EXPERIENCE:**

- Experience leading complex, high-profile projects and initiatives for investment due diligence, integration, divestitures, and program management for high-risk, multiyear, multi-vendor projects
- Advised clients across diverse industries and geographies including construction, energy, financial services, healthcare, higher education, high -tech, and manufacturing, as well as state, local, and federal governments.
- Global cross-industry experience

**BACKGROUND:**

- Certified Internal Auditor (CIA)
- Certified in Control Self-Assessment (CCSA)
- Certified in Risk Management Assurance (CRMA)
- Certified Information Systems Auditor (CISA)
- Certified Information Systems Security Professional (CISSP)
- Certified in the Governance of Enterprise IT (CGEIT)
- Payment Card Industry - Qualified Security Assessor (PCI QSA)
- B.B.A., University of Houston
- M.B.A., University of St. Thomas
- Masters of International Business, University of St. Thomas

**THOUGHT LEADERSHIP:**

- GRC Assessment Tools "Burgundy Book" – Tools for Evaluating Principled Performance based on "Red Book" 2.0, Open Compliance and Ethics Group, June 2009, review committee.
- GRC Capability Model "Red Book" 2.0, Open Compliance and Ethics Group, April 2009, review committee.
- CFO Magazine – "Watching where you Misstep" – April 2009
- Sarbanes-Oxley Body of Knowledge (SOXBoK) series, "The Sarbanes-Oxley Act: An Introduction" (Van Haren Publishing, November 2008, review committee.
- Sarbanes-Oxley: Even small cap companies must now fill big SOX.
- Data Warehousing: What's Next? Part 7: Advance Your Analytic Power.

# CHRIS PETERSON

**PRINCIPAL, UHY ADVISORS**

Email: cpeterson@uhy-us.com
Direct: (248) 204-9304

**INDUSTRY EXPERTISE:**

- Manufacturing and Distribution
- Professional Services
- Government
- Not-for-Profit

**ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:**

- Past Chair – Fraud Task Force, Michigan Association of Certified Public Accountants (2016-2018)
- Member – Institute of Internal Auditors
- Member – Association of Certified Fraud Examiners
- Member – American Institute of Certified Public Accountants
- Treasurer, Board member - Oxford Kids Foundation
- Past Treasurer – Calvary Evangelical Lutheran Church (6 years)

Chris is a Principal of UHY Advisors and leads the Fraud and Forensic Accounting Group in the Michigan offices. He specializes in providing fraud investigation, forensic accounting and expert services in both the private and government sector. Chris also has extensive experience with audits and other attest engagements.

**PROFESSIONAL EXPERIENCE:**

- Forensic accounting and expert witness services for litigation, alternate dispute resolution matters, and utility rate cases
- Court-appointed forensic accountant
- Fraud examinations for asset misappropriations and fraudulent financial reporting
- Internal investigations involving corruption and governance concerns
- Hidden asset discovery; recovery and damage mitigation for victims of fraud
- Assessment of financial internal controls and fraud prevention
- Defense of professional malpractice claims for auditors and accountants
- Defense of taxpayers in criminal investigations by the Internal Revenue Service

**BACKGROUND:**

- Joined the firm in 1998
- Licensed CPA in the state of Michigan
- Certified Fraud Examiner (CFE)
- Certified Internal Auditor (CIA)
- BA in Accounting, Grand Valley State University, cum laude

**THOUGHT LEADERSHIP:**

- "Michigan Specific Ethics (for CPA's)", MICPA Anti-Fraud Issues, Litigation & Business Valuation Conference, May 2019
- "The Truth about Fraud", Michigan Blue Cross and Blue Shield Seminar, November 2018
- "Profiles of 'Best in Class' Fraudsters", National Association of Professional Employer Organizations CFO/COO Seminar, July 2017
- "Key Fraud Examination Tool: Tax Returns", MICPA Anti-Fraud Issues Annual Conference, May 2016
- "Concealment: Spotting Camouflaged Fraud", MICPA Anti-Fraud Issues Annual Conference, May 2015
- "Accounting Malpractice – Emerging Trends and How Not to Become One", ALFA International EPLI and Professional Liability Seminar, June 2014
- "Put Fraud in a Box", Detroit Treasury Management Association, May 2014
- "Critical Controls to Defer Fraud in Your Business", UHY LLP Accounting and Regulatory Update, December 2013
- "The New Age of Fraud – How to Detect Fraud in the 21st Century", Risk Management Association, SE MI Chapter, May 2010
- "Off-Book Corporate Corruption", Annual Chapter Meeting, Certified Information System Auditors and Certified Fraud Examiners, April 2008
- "Organizing the Internal Investigation: Document Collection and Analysis" Corporate Internal Investigations Seminar, Institute of Continuing Legal Education - Georgia, March 2007

# HEIDI BOWER

**SENIOR MANAGER**
**UHY ADVISORS MI, INC.**

Email: hbower@uhy-us.com
Direct: +1 734-474-3621

**INDUSTRY EXPERTISE:**

- Financial Services
- Manufacturing
- Healthcare
- Automotive Suppliers

**ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:**

- Institute of Internal Auditors (IIA)

**ACTIVE & PRIOR CIVIC MEMBERSHIPS:**

- ChadTough – Gala Executive Committee Member, Sponsor Administrator

Heidi is a senior manager in the Risk Advisory Services practice where she focuses on internal audit, internal controls, risk, governance and analytics. She has over 20 years of experience in automotive, financial services, healthcare and manufacturing. She has a proven track record of providing great customer service with global organizations in multiple industries.

**PROFESSIONAL EXPERIENCE:**

- Managed global internal audit engagements including annual risk assessment, annual audit plan development, and execution of internal audits
- Increased AML organizational efficiency of 3 Payment Services business lines by 30% by leading resource and process redesign training employees and improving workflows through data remediation, risk assessments, gap analysis and testing.
- Led strategy and implementation of multiple business process redesigns of leading bank with over $22 billion in revenue by increasing accountability, managing operational risk, training subject matter experts (SMEs) and initiating data analytics.
- Developed and implemented change management strategy, methodologies and organizational structure integrating multiple internal business units (mortgage, fraud) for top-ranked bank
- Led SAP Role Redesign for leading financial services company to decrease roles by over 70% focused on industry trends, strategy and implementation planning to assign roles and segregate duties to reduce internal fraud risk
- Developed Corporate Internal Audit department for spin-off and conducted strategic risk assessment with executive leadership aligning audit plan with priority risks impeding accomplishment of corporate objectives
- Directed Sarbanes-Oxley (SOX) implementations and testing at global corporations

**BACKGROUND:**

- Certified Internal Auditor
- Certified Risk Management Assurance
- Prince 2
- B.S. in Marketing, Pennsylvania State University

## ANGEL OTERO

**SENIOR AUDITOR, UHY ADVISORS MI INC**

**INDUSTRY EXPERTISE:**
- Banking and Financial Services
- Government
- Consumer goods
- Education
- Insurance
- Manufacturing
- Public Sector
- Pharmaceuticals
- Retail and Wholesale Distribution
- Telecommunications

**ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:**
- Institute of Internal Auditors (IIA)
- Association American Institute of Certified Public Accountants (AICPA)
- Florida Institute of Certified Public Accountants (FICPA)
- ISACA The Institute for Internal Controls (IIC)

Angel brings more than 20 years of IT and business audit experience as well as academic instruction of IT audit to the practice. He has conducted internal audits, SOX/internal controls reviews and financial audit statement reviews. Angel has managed integrated and non-integrated audit engagement focusing on IT, operational, and compliance reviews in support of the financial statement audits. He has experience in banking and financial services, government, consumer goods, education, insurance, manufacturing, public sector, pharmaceuticals, retail and wholesale distribution and telecommunications.

**PROFESSIONAL EXPERIENCE:**

- Managed audits following a risk-based approach. This includes evaluating the design, implementation, and operating effectiveness of business-related controls, as well as Information Technology General Controls (ITGC) or controls related to the operations, access security, and systems change general IT areas that have an impact over financial data (i.e., financial statements).
- Managed engagement tasks including planning, assessing risk, defining scope, scheduling, budgeting, staffing, reviewing, and reporting. Led kick-off and exit meetings with Management and Board of Directors.
- Concluded on the impact of IT deficiencies in relation to financial audits, as well as identified relevant controls that mitigate or compensate these deficiencies.
- Supervised operational and compliance audits against applicable laws and regulations, corporate policies, procedures, standards, and/or best-practices.
- Performed quality assurance reviews for a local financial institution's internal audit department.
- Managed and performed internal audits for various local, non-attest financial institutions.
- Facilitated numerous trainings, seminars, and talks internally and to client personnel regarding information systems controls surrounding accounting and financial systems.
- Supported the businesses through consulting or special projects.

**BACKGROUND:**

- Certified Public Accountant (CPA)
- Certified Information Systems Auditor (CISA)
- Certified Information Technology Professional (CITP)
- Certified Internal Controls Auditor (CICA)
- Certified in Risk and Information Systems Control (CRISC)
- B.A. in Accounting, Pennsylvania State University
- M.S in Information Systems, Florida Institute of Technology
- M.B.A in Accounting, Nathan M. Bisk College of Business
- Ph.D. in Information Systems, Nova Southeastern University

# JOHN J. GALLO

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

Email: jgallo@uhy-us.com
Direct: 248 204 9339

**INDUSTRY EXPERTISE:**

- Construction
- Transportation
- Manufacturing and Distribution
- Real Estate

**ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:**

- Member – Michigan Infrastructure and Transportation Association
- Member – Associated General Contractors
- Committee Member – AGC Michigan Tax and Fiscal Affairs Committee
- Member – American Institute of Certified Public Accountants
- Member – Michigan Association of Certified Public Accountants

**ACTIVE & PRIOR CIVIC MEMBERSHIPS:**

- Member – Salvation Army of Southeastern Michigan Advisory Board

John is an active member of the tax department and leading member of the firm's national construction practice.

**PROFESSIONAL EXPERIENCE:**

- Extensive knowledge of tax compliance issues, federal tax planning, state and local taxation, business forecasts and projections, strategic planning, and business plan preparation for startup and distressed companies
- Specializes in Internal Revenue Code Section 460 guidance and construction revenue recognition methods such as percentage of completion, completed contract and accrual less retainage
- Develops internal programs to train professional staff in regards to various accounting and taxation matters in the construction industry

**BACKGROUND:**

- Licensed CPA in the state of Michigan
- Prior to joining the firm, John was with CenTra, Inc. where he handled numerous tax compliance issues including filing state returns in over 40 states and performed various tax research studies addressing his employer's concerns in order to increase their profit while minimizing taxes
- B.B.A. in Accounting, Walsh College
- Master of Science in Taxation, Walsh College

**THOUGHT LEADERSHIP:**

- Host and chairperson, UHY LLP Annual Construction Outlook
- Executive Editor and Contributor, UHY LLP Construction Insider quarterly newsletter
- "Accounting Technology Solutions for Construction Companies to Adapt to Changing Market Conditions", MITA Winter Webinar Series, 2021
- "Tax Update", UHY LLP Annual Construction Outlook, 2012-2018
- "Positioning your Company's Balance Sheet for Higher Profitability and a Stronger Bonding Position", MITA Annual Conference, 2015
- Presenter, Michigan Infrastructure Transportation Association (MITA) Annual Conference, 2012
- Presenter, Associated General Contractors (AGC)
- Presenter, Construction Financial Management Association (CFMA)
- Presenter, Construction Association of Michigan (CAM)

## KEVIN SULLIVAN

**SENIOR AUDITOR, UHY ADVISORS MI INC**

**INDUSTRY EXPERTISE:**
- Manufacturing
- Financial Services

**ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:**
- Institute of Internal Auditors (IIA)
- Association of Certified Anti-Money Laundering Specialists (ACAMS)

Kevin brings more that 14 years of audit, internal controls, and anti-money laundering experience to the practice. He has conducted audit, regulatory, compliance, SOX/internal controls reviews. Kevin has supported the regulators in their review of anti-money laundering reviews and looking for fraud related controls. He has experience in financial services and manufacturing.

**PROFESSIONAL EXPERIENCE:**

- Managed, executed, and supported all phases of the internal audit activity audit planning, risk assessment process, engagement execution and reporting
- Evaluate internal audit controls/SOX, plans, or workpapers prepared by staff
- Assessed SOX control deficiencies for potential material weaknesses or significant deficiencies and non-SOX control deficiencies for potential regulatory or policy violations
- Maintain in-depth knowledge and application of relevant standards and regulations
- Apply technical expertise and interpret laws, regulations, and standards to formulate client-related recommendations
- Serves as a trusted client advisor and proactively communicate solutions to the client
- Supported the businesses through consulting or special projects

**BACKGROUND:**

- Certified Anti-Money Laundering Specialist
- B.A. in Business Administration, Walsh College
- Masters of Science, Walsh College

# EXHIBIT V: SIGNED ADDENDA

**ADDENDUM NO. 1**

Date: February 3, 2022

Bid Date: February 14, 2022
at 3:00 P.M. (Local Time)

Bid Name: Internal Audit Professional Consulting Services

Bid No.: CAUD-220035-MS

NOTE: This Addendum has been issued only to the holders of record of the specifications and to the attendees of the pre-bid conference held on January 26, 2022.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), ~~February 3, 2022~~**.** The questions deadline has been extended to February 8, 2022 at 3:00 PM. Questions may be submitted as follows:

   Email: sowersma@cityofgainesville.org
   or
   Faxed (352) 334-3163
   Attention: Melanie Sowers

2. Please find attached:

   a) Copy of the black-out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid meeting.

3. Melanie Sowers, Purchasing Division, discussed bid requirements.

   a. Bids are to be received by the Purchasing office submitted via Demandstar no later than 3:00 p.m. on February 14, 2022. Any bids received after 3:00 p.m. on that date will not be accepted. Bids will only be received electronically through Demandstar.
   b. Send questions in writing to Melanie Sowers/Diane Holder via email.
      i. All communication through Melanie/Diane only. Do not communicate with other City staff.
   c. Discussed bid due date, time and delivery through Demandstar.
      i. Sign, date and return all Addenda.

d. Pay close attention to language in bid document regarding living wage, must or shall language.

4. City Auditor Virginia Bigbie discussed the scope details: We are looking for a pool of qualified vendors who can provide any number of internal audit services and we would keep your solicitations on file and make sure we have a contract with you so we can easily implement these services, as needed. We are short staffed, and we perform internal audits, operational audits, financial audits, compliance audits, construction audits, Information Technology auditing and cybersecurity. We often need subject matter expertise. In addition, we have a more complex utility than other municipal utilities as we generate and supply our own electricity so we have about 2,400 employees with a resident base of about 141,000 people in the city.

   We periodically need support for investigations; there is some amount of research needed. We don't have many forensic tools given our limited budget so if we need special forensic analysis we would reach out to you if you have that expertise in your shop.

   It would be helpful if any firms have expertise in working with utility operations as I'm sure you are aware of external threats on water facilities and other utilities. We are also interested in firms having expertise in investigating occupational fraud. Emails are public record so we typically set up a shared folder for confidential information sharing. Award of contract does not guarantee request for actual services; work will be assigned on an as-needed basis.

5. Below are the questions/answers as discussed in the meeting.

1. Question: Do you have an idea of the volume you will issue?
   Answer: Not high volume; per project it could be 40 hours per project to 300-400 hours if there is a heavy lift on a project. There could be more than 1 project per year.

2. Question: Do you have a target number of vendors in the pool?
   Answer: We are looking for a number of qualified vendors with a various areas of expertise.

3. Question: Would you direct specific purchase orders or contracts to specific vendors or will it have to be competed again?
   Answer: No, it would not be competed again. We would contact you individually and agree to a statement of work. The statement of work is non-binding but it helps us to agree on what the scope is as to how you will assist for the engagement and in limited cases you may run the entire engagement. Often we just need a senior or manager to assist on an engagement depending on where we need the assistance. The statement of work would help clarify that, estimate the number of hours needed, and we would agree on the rate.

4. Question: In most cases, this would be to provide staffing resources rather than owning an entire engagement?

Answer: Yes, in most cases. An exception might be a construction contract audit that we don't do very often. It may be more efficient to let the vendor do the whole engagement.

5. Question: Do you use automated tools to document your audit process?
   Answer: We use Teammate and other analytic tools. We follow the IIA Standards, GAGAS, along with other professional standards framework. They will participate in developing the RCM's, testing program, and field work. Administration, Planning, Field Work, Reporting and Wrap-up sections, and make sure we cover all the expectations for federal requirements within those work papers. Usually we have a vendor participate in planning discussions and walk-throughs. We will be responsible for work paper review.

6. Can we include some rates based on technical expertise verses blended rates?
   Answer: Pricing by position would be better as different levels of staff would be needed for different types of tasks. We find most often we rely on senior or management levels. We ask for rates but we will not lock in the rates until specific projects are assigned. Pricing will not be an evaluating factor.

Questions received since the pre-bid meeting:

7. Question: How large (# of personnel) is the current internal audit department of the City?
   Answer: Including the City Auditor, 7; with two of those 7 being vacant at the moment.

8. Question: Section 3.1 Fee Structure states the City is requesting a "blended fee structure". Could you please clarify "blended"? The hourly cost of audit personnel differs based on level of experience (e.g. staff, senior, manager) and specialty (e.g. cyber security specialist, forensic auditor, etc.).
   Answer: See above clarification within question #6

9. Question: Section 4.1 states each team should have "project team of engineers and surveyors". Is this correct? Are engineers and surveyors a requirement for this RFQ?
   Answer: Section 4.1 of the RFQ is now replaced in its entirety:

**4.1 STATEMENT OF QUALIFICATIONS FORMAT**

- 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.

- 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.

- 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.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: UHY Advisors Mid-Atlantic MD, Inc.

BY: Jack Reagan

DATE: February 9, 2022

**41-424 Prohibition of lobbying in procurement matters**

Except as expressly set forth in Resolution 060732, Section 10, during the black-out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.

# ADDENDUM NO. 2

Date: February 4, 2022

Bid Date: February 14, 2022 at 3:00 P.M. (Local Time)

Bid Name: Internal Audit Professional Consulting Services

Bid No.: CAUD-220035-MS

NOTE: This Addendum has been issued only to the holders of record of the specifications and to the attendees of the pre-bid conference held on January 26, 2022.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), ~~February 3, 2022.~~ The questions deadline has been extended to February 8, 2022 at 3:00 PM. Questions may be submitted as follows:
   Email: sowersma@cityofgainesville.org
   or
   Faxed (352) 334-3163
   Attention: Melanie Sowers

2. Please find attached:

   a) Copy of the black-out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid meeting.

3. Questions received since the pre-bid meeting:

4. Question: Which are the incumbent firms for the requested services, if any?
   Answer: None
5. Question: What is the City's annual budget for the requested services?
   Answer: $20,000 + salary savings for budgeted but vacant FTEs.
6. Question: Must contractors include all three categories (Audit Consulting, Forensic/Investigative Consulting, and Internal Audit Services) of requested services in proposals, or may one or two categories be proposed?
   Answer: The Contractor may specialize in one or more categories.

7. Question: What safeguards will the City Auditor have in place regarding the safeguarding of personally identifiable information? For example, will contractors be expected to access City Auditor network databases directly (e.g., using Teammate or accessing shared drives.) or will the City accept safeguards proposed by contractors such as using secure encryption software applications to exchange information during projects?
   Answer: The City has its own security measures in place and will provide instructions as appropriate. The Contractor will not need specialized software.
8. Question: Under which professional standards must contractors perform Audit Consulting services (e.g., IIA Standards, GAS, AICPA Standards for Consultancy) or will this vary by Task Assignment?
   Answer: This will vary by task assignment. The Office follows IIA IPPF, and GAGAS where applicable. IIA IPPF, and ISACA frameworks govern our IT Audits. AICPA and COSO standards and frameworks are levered for attest engagements, financial statements audits and financial reporting internal control reviews.
9. Question: The Qualification of Firm paragraph states, "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." If the contract will be awarded to one or more contractors for "as-needed" services, will the City please clarify its expectations for contractors to "describe the workload during the project period" and how to indicate available professional and technical time? Is there a standard project type, example or template to use for this analysis?
   Answer: When a resource is needed, we will contact you with anticipated scope, timing and resource needs to determine if you would have resources available to assist with the engagement. If you do not have available resources, we will try another firm but keep you in the pool for the next project. While we don't have a minimum number of project hours to assign, at this time we have no pool of vendors and our procurement process can be very time consuming so we hope we have vendors who will be fine with participating in our pool.
10. Question: Will the City accept separate hourly rates by position, fixed fees, or alternative fee structures, or will only pricing based on blended rates be acceptable?
    Answer: We will accept pricing by level, staff auditor through manager. Most internal audit resources we expect to need will require senior or manager level experience. We will not pay the partner rates unless there is an unusual circumstance where the Consultant performs our entire project (perhaps requiring specific subject matter expertise) which would likely require your senior / partner review.
11. Question: Must contractors submit pricing separate from main proposals?
    Answer: No.
12. Will contractors be required to use the rates submitted in their response to this proposal for all future Task Assignments, or would the rates be negotiated when developing the statement of work?
    Answer: The rates may be negotiated once the project and objectives are known.
13. Question: On page 7 of the RFQ, is the information listed in 4.1 and 4.2 the specific order the City would like the proposals to appear:
    Project Understanding and Approach
    Proposed Project Staff
    Qualifications of Firm
    Required Documents (information requested in letters a-m)
    Answer: The order of the proposal does not matter.

14. Question: On average, how many audits are performed annually?
    Answer: Approximately 12 operational audits annually based on current staffing (4-6 auditors). We added an FTE this year for a total of 7 auditors, including the City Auditor (CAE), but have 2 vacancies. We are getting more management requests, special projects and investigations this year.
    Our audit reports are located here:
    https://www.cityofgainesville.org/CityAuditor/AuditorsReports/AuditReports.aspx .
15. Question: What is the breakdown of that plan in terms of financial, operational, construction, IT and compliance audits?
    Answer: The audit plan is based on risk. Most audits are operational and first time audits, with integrated IT planning in each engagement. Please see the most recent City Auditor Quarterly Update which tracks the audit plan
    (*https://gainesville.legistar.com/LegislationDetail.aspx?ID=5211922&GUID=5B2D2414-FB25-485B-8F73-0C78FB77A196&Options=ID|Text|&Search=210655* ).
    A few engagements will be added to the audit plan at the March 7, 2022 Audit Committee, and we expect to conduct a more robust biennial enterprise risk assessment late in 2022.
16. Question: Can you provide any key systems that you may have?
    Answer: We have two ERP systems and several additional systems to support specialized services. We feel it is a security risk to publicly list our systems.
17. Question: Is your IT environment in-sourced or out-sourced?
    Answer: in-sourced
18. Do you require participation from an MBE?
    Answer: No.
19. Question: Will you require data analytics capabilities for audits?
    Answer: Data analytic skillsets are highly valued in our operational audits. All in-house auditors have access to Arbutus and some staff have experience with Tableau. Data analysis is important for supporting occupational fraud investigations.
20. Question: What is the City's current approach/ plan for in-person work? Is all work performed in connection with the contract expected to be conducted "on site"? Or, is all work expected to be performed remotely? Or, is a mix of on site and remote work deemed acceptable to the organization?
    Answer: Hybrid is preferred as it is difficult to conduct quality process understanding walkthroughs remotely. In some cases the in-house audit lead may be able to assign work that will accommodate all remote assistance.
21. Question: Are there any restrictions from using off-shore resources in the support of internal audit services?
    Answer: We would need to discuss. In most cases, given strong security, communications, and accessibility, it should not be a problem. We typically would communicate frequently with the assigned staff so 12 hour time difference, for example, would be difficult to manage. We understand most firms are experiencing staffing challenges.
22. Question: Is the IA service provider required to support the external auditor in any capacity?
    Answer: IA does not perform work for the external auditors. The current external auditors are Purvis Gray for General Government and the Annual Consolidated Financial Report, and Baker Tilly for the utility financial statements.
    Question: Does the external auditor leverage any of the work performed by IA?
    Answer: The external auditors review the internal audit plan, audit reports, and audit issues. IA does not perform regular financial reporting internal control testing. The General Government has created an Internal Control function, but their testing is not up and running yet. IA did recently perform an audit of

financial reporting internal controls for the General Government, reported to the Audit Committee on 1/11/2022.

23. Question: Are there any unremediated/ open findings from previous internal audit reports? Are you able to share or at least quantify how many there are?
    Answer: Please see #15. Open audit issues are tracked in the City Auditor Quarterly Update, all available online. Our office began a robust follow up program 2 years ago and all new issues must have a management action plan that must be completed in a year or less in most cases. We also encourage auditors to write fewer but more impactful issues in a given engagement. Sometimes the same management teams are impacted by multiple audit engagements and do not have the capacity to remediate a large number of issues in a short period of time. The issues must be risk-based and prioritized.
24. Question: Are there any restrictions on when internal audits can be performed (e.g. not during annual close or external audit, etc.)?
    Answer: Not formally but we try to line up our engagements with input from management to ensure mutually acceptable timing where possible.
25. Question: What is the strength of your internal audit program? Are processes well-established, or do you require guidance on key areas, number of audits, etc.?
    Answer: IA has a strong program in place that is yellow book and red book compliant. Processes are well established but resources are limited. We could use assistance on enterprise risk assessment processes and resources to help support audits, especially when additional subject matter expertise could improve outcomes in a more efficient manner.
26. Question: In Part 4 – How to Submit a Proposal, does the City expect to see responses to sections 4.1 and 4.2 in that order, or should responses in 4.1 be incorporated into the responses for 4.2?
    Answer: The order of the proposal does not matter.
27. Question: Should the signed bid cover be submitted as its own file or should it be incorporated into our proposal? If so, where?
    Answer: It should be turned in with the proposal. Placement does not matter.
28. Question: Does your department use an internal audit tool (such as audit board)?
    Answer: IA uses TeamMate. We expect to have at least one license available per assignment. We also have a process to document testing in Word and Excel, with review and sign offs that can be loaded to the audit tool when additional licenses may not be available.
29. Question: Can you share your internal audit playbook? We are interested in understanding the engagement protocols from planning through reporting and follow up.
    Answer: Planning includes background and process understanding workpapers, fraud risk assessment, equity assessment, integrated audit needs, and other considerations that culminate in a risk and control matrix that determines the highest risks to be in scope for the engagement and related controls to be tested. The Scope Memo is distributed. Auditors send a request list and begin fieldwork. We conduct status updates with management on a weekly basis ensuring any potential findings are immediately brought to their attention. In the final week of fieldwork, the final status update serves as an exit conference and all identified issues are verbally vetted. Draft issues are reviewed internally then provided to management for their final review and to obtain their management action plans. Once issues are finalized, the draft audit report is distributed to management, allowing for comments. The final report is presented to Audit Committee and published for the public. In the case of security issues, parts of the report or audit issues may be redacted for the public posting. The auditor-in-charge then has two weeks to complete admin steps and archive the audit project.

30. Question: Does your department use data analytics during the audit execution?
    Answer: IA includes analytic considerations in audit planning, and strives to incorporate analytics where feasible.
31. Question: Is the provider expected to participate during the audit committee meetings?
    Answer: Participating in Audit Committee is not a requirement.
32. Question: In reference to section 1.6 Determination of Responsibility of Bidders - "Bidder possess all required licenses". What licenses are required for this work?
    Answer: This refers to whether the assigned staff has earned the expected certification for the role- seniors should have CIA or CPA, IT Auditors may have CISA or CISSP, and investigators the CFE as minimum certifications.
33. Question: In reference to section 8.4 Living Wage Requirements – what is "covered" as it relates to these requirements?
    Answer: Please see attached link to Living Wage Ordinance: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/viewer.html?pdfurl=https%3A%2F%2Fwww.cityofgainesville.org%2FPortals%2F0%2Fbf%2FDoingBusiness%2FLivingWageOrdinance.pdf&clen=1080329&chunk=true

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 2 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 2 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: UHY Advisors Mid-Atlantic MD, Inc.

BY: Jack Reagan

DATE: February 9, 2022

**41-424 Prohibition of lobbying in procurement matters**

Except as expressly set forth in Resolution 060732, Section 10, during the black-out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.

# ADDENDUM NO. 3

Date: February 9, 2022

Bid Date: ~~February 14, 2022~~
**February 21, 2022**
at 3:00 P.M. (Local Time)

Bid Name: Internal Audit Professional Consulting Services

Bid No.: CAUD-220035-MS

NOTE: This Addendum has been issued only to the holders of record of the specifications and to the attendees of the pre-bid conference held on January 26, 2022.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), ~~February 3, 2022.~~ The questions deadline has been extended to February 8, 2022 at 3:00 PM. Questions may be submitted as follows:
   Email: sowersma@cityofgainesville.org
   or
   Faxed (352) 334-3163
   Attention: Melanie Sowers

2. Please find attached:

   a) Copy of the black-out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid meeting.

**3. The Bid Date deadline has been extended to February 21, 2022.**

4. Questions received since the pre-bid meeting:

   1. Question: In reference to the Order of Precedence – which is the correct order? It is noted the Contract takes precedence and then later noted the Task Order takes precedence.
      Answer: The Contract takes precedence. The Task Order should not alter the terms of the Contract.

2. Question: How many personnel are in the IT department?
   Answer: General Government: 17 Positions
   Gainesville Regional Utilities: 79 Positions

The following are requested exceptions (in black and red) and the City's response (in blue):

Exceptions:

~~a.~~ Part 4 How to submit a proposal; 4.4 Disclosure and Confidentiality; (i) Identifying Trade Secret:

~~i. d. Bidder hereby indemnifies and holds CITY, its officers and employees harmless from any and all liabilities, damages, losses, and costs of any kind and nature, including but not limited to attorney's fees, that arise from or are in any way connected with bidder's claim that any information it provided to CITY is Trade Secret or otherwise confidential and exempt from public disclosure under Florida's Public Records Law.~~

The City will allow this exception.

b. Part 8 – General Information; 8.8 Records/Audit: RECORDS/AUDIT

~~i.~~ Contractor shall maintain timekeeping and expense records sufficient to document their completion of the scope of services established by this Contract. These records shall be subject at all reasonable time to review, inspect, copy and audit by ~~persons duly authorized by~~ the City.~~-~~These records shall be kept for a minimum of three (3) years after completion of the Contract. Timekeeping and expense ~~R~~records which relate to any litigation, appeals or settlements of claims arising from performance under this Order shall be made available until a final disposition has been made of such litigation, appeals, or claims.

The City rejects this exception.

~~c.~~ Part 9 – Sample Contract; 3. Task Assignments:

~~i. e. Time is of the essence.~~ CONTRACTOR shall complete all assigned projects in accordance with the time of performance specified in the Task Assignment or change thereto.

The City will allow this exception.

d. Part 9 – Sample Contract; 8. INSURANCE:

A. During the term of this Contract, Contractor shall maintain insurance as follows:
Workers' Compensation insurance providing coverage in compliance with Florida Statutes
Professional Liability insurance $1,000,000 per claim ~~occurrence combined single limit for bodily injury and property damage~~
~~Public~~ General Liability insurance (other than automobile) consisting of broad form comprehensive general liability insurance including contractual coverage $1,000,000. per occurrence combined single limit for bodily injury and property damage

Automobile Liability insurance $500,000 per occurrence combined single limit for bodily injury and property damage
Property Damage insurance N/A included above per occurrence combined single limit for bodily injury and property damage
The City will allow this exception.
B. Prior to the effective date of this Contract, CONTRACTOR shall provide to CITY a certificate of insurance certifying such insurance and naming CITY as additional insured on the General Liability policy, ~~and that~~ CITY will be notified in writing by Contractor at least thirty (30) days before any such insurance is canceled ~~or materially changed.~~
The City will allow this exception.
C. Insurance must be written by a company licensed or authorized to do business in the State of Florida and satisfactory to CITY.
The City will allow this exception.

e. Part 9 – Sample Contract; 11. Termination:
   i. A. If the CONTRACTOR fails to observe or perform in accordance with the Contract Document (a "Default"), then the CITY, after providing at least thirty ~~ten~~ (30 ~~10~~) days written notice to the CONTRACTOR of the Default and the CITY's intent to terminate if such Default continues unremedied during the thirty ~~ten~~ (30 ~~10~~) day period, may terminate this Contract without prejudice to any other rights or remedies the CITY may have under this Contract and Florida law.
   The City will allow this exception.

f. Part 9 – Sample Contract; 14. Intellectual Property and Work Product
   i. A. Ownership and Publication of Materials. All tangible reports, ~~information, data~~, and other materials prepared by the CONTRACTOR pursuant to the Contract Documents ~~and which are identified as Deliverables in a Task Assignment~~, except those separately identified in the Scope of Services or in other written agreements between the Parties, upon final payment of the Task Assignment shall be ~~are~~ owned by the CITY. The CITY has the exclusive and unrestricted authority to release, publish or otherwise use, in whole or in part, information contained therein and relating thereto. ~~No material produced in whole or in part under the Contract Documents may be copyrighted or patented in the United States or in any other country without prior written approval of the CITY.~~ The CITY grants to CONTRACTOR a royalty-free, irrevocable, fully paid up, non-exclusive, perpetual license to use, copy, make derivative works of, distribute, display, and sublicense the Deliverables. CONTRACTOR shall retain all right, title and interest in and to any intellectual property, technology, know-how, methodologies, works of authorship, and other materials pre-existing the Contract, created, acquired, or licensed separately from the Contract, or created in performance of the Contract but not identified by the Contract as Deliverables, including any modifications, enhancements, improvements, or derivative works thereof ("CONTRACTOR Property"). To the extent that CONTRACTOR Property is contained in any of the Deliverables, upon full and final payment, CONTRACTOR grants the CITY, under CONTRACTOR's intellectual property rights in such CONTRACTOR Property, a royalty-free, non-exclusive, non-transferable, perpetual license to use such CONTRACTOR Property solely in connection with the CITY's use of the Deliverables. Moreover, the CITY agrees that nothing in this Contract shall prevent CONTRACTOR from using any generalized knowledge, experience, know-how, or any of the ideas, concepts, methodologies, tools, or techniques

derived from or discovered during the provision of services and that are not unique to the CITY (collectively, "Residual Knowledge") to perform similar services and develop similar work product, results, or technology as that performed or developed under the Contract. CONTRACTOR reserves the right to use, disclose, reproduce, sublicense, modify, prepare derivative works from, perform, and display its Residual Knowledge, subject to the obligations of confidentiality set forth in this Contract. CONTRACTOR acknowledges that it shall obtain no ownership right in Confidential Information of CITY. In addition, the CITY acknowledges and agrees that CONTRACTOR shall have the right to retain for its files copies of each of the Deliverables and all information necessary to comply with its contractual obligations and applicable professional standards.

The City will allow this exception.

g. Part 9 – Sample Contract; 14. Intellectual Property and Work Product

i. B. Intellectual Property. CONTRACTOR warrants that it owns or has rights to use all intellectual property used for the scope of each project, including patent rights, copyrights, or other intellectual property rights, except with respect to designs, processes or products of a particular manufacturer expressly required by the CITY ~~[or process or product is an infringement of a patent, copyright or other intellectual property, the CONTRACTOR shall promptly give CITY [and Professional if applicable] written notice of the infringement.~~

The City will allow this exception.

h. Part 9 – Sample Contract; 15. Records and Right-to-Audit

i. 15. RECORDS AND RIGHT-TO-AUDIT.

CONTRACTOR shall maintain timekeeping and expense records sufficient to document completion of the scope of services established by the Contract Documents. These records shall be subject at all reasonable time to review, inspect, copy and audit by ~~persons duly authorized by~~ the CITY. These records shall be kept for a minimum of three (3) years after termination of the Contract. Timekeeping and expense ~~R~~records that relate to any litigation, appeals or settlements of claims arising from performance under this Contract shall be made available until a final disposition has been made of such litigation, appeals, or claims.

The City rejects this exception.

i. Part 9 – Sample Contract; 16. Contractor's Assurances

i. CONTRACTOR warrants that the goods and services supplied to the CITY pursuant to this Contract shall at all times fully conform to the specifications set forth in the Invitation to Bid and be in accordance with applicable professional standards ~~of the highest quality.~~ In the event the CITY, in the CITY's sole discretion, determines than any product or services supplied pursuant to this Contract is defective or does not conform to the specifications set forth in the Invitation to Bid, the CITY shall return the nonconforming product or service, and CONTRACT shall repair or replace the product or reperform the service without cost so that it conforms to the specificationsreserves the right unilaterally to cancel an order or cancel this Contract upon written notice [and an opportunity to cure if applicable] to the CONTRACTOR, and reduce commensurately any amount of money due the Contractor.

The City will allow this exception.

j. Part 9 – Sample Contract; 19. Dispute Resolution

i. Except as otherwise provided in this Contract, any dispute concerning a question of fact or of interpretation of a requirement of the Contract which is not disposed of by mutual consent between the parties shall be decided by the City Manager or designee, who shall reduce the decision to writing and furnish a copy thereof to the parties. In connection with any dispute proceeding under this clause each party shall be afforded an opportunity to be heard and to offer evidence in support of its version of the facts and interpretation of the Contract. The City Manager or designee shall make such explanation as may be necessary to complete, explain or make definite the provisions of this Contract ~~and the~~ Any such findings and conclusions of the City Manager shall be subject to review through non-binding mediation as a prerequisite to litigation. Mediation may take place at a location to be designated by the parties using the Mediation Procedures of the International Institute for Conflict Prevention and Resolution, with the exception of paragraph 2 (Selecting the Mediator). If, after good faith efforts, the parties are unable to resolve their dispute through mediation within ninety (90) days after the issuance by one of the parties of a request for mediation, then the parties are free to pursue all other legal and equitable remedies available to them. Nothing herein shall preclude CONTRACTOR from filing a timely formal claim in accordance with applicable Florida law provided, however, that CONTRACTOR shall, if permitted, seek a stay of said claim during the pendency of any mediation. Either party may seek to enforce any written agreement reached by the parties during mediation in any court of competent jurisdiction. ~~final and binding on both parties.~~ Pending the final decisions of a dispute hereunder, Contractor shall proceed diligently with its performance of the Contract in accordance with the preliminary directions of the City Manager or designee.

The City will allow this exception.

k. Part 9 – Sample Contract; 24. Notices

i. with a copy to: KPMG LLP Office of General Counsel 345 Park Avenue, New York, New York 10154, Attention General Counsel

The City will allow this exception.

l. Task Assignment; ORDER OF PRECEDENCE:

i. In the event that there is any conflict between the terms and conditions contained in this Task Assignment; The for Internal Audit Professional Consulting Services Agreement; the Request for Statement of Qualifications (RFSQ); or the Consultants proposal referenced in this Task Assignment the order of precedence shall be ~~the Contract, as amended or modified, interpreted as a whole, as applicable, and then~~ as follows:

a. Task Assignment

b. Amendment to the for Internal Audit Professional Consulting Services Agreement

c. ~~for~~ Internal Audit Professional Consulting Services Agreement

d. Request for Statement of Qualifications

e. Consultant's Statement of Qualifications

f. Consultant's Proposal referenced in this Task Assignment

The City rejects this exception. The paragraph has been amended as follows:
In the event that there is any conflict between the terms and conditions contained in this Task Assignment; the order of precedence shall be as follows:

a. Amendment to the for Internal Audit Professional Consulting Services Agreement Task Assignment
b. Internal Audit Professional Consulting Services Agreement
c. Task Assignment
d. Consultant's Proposal referenced in this Task Assignment

**Additional terms:**

A. Limitation of Liability. Notwithstanding anything else in this contract to the contrary, including all attachments, the liability of the CONTRACTOR on account of any actions, damages, claims, liabilities, costs, expenses or losses in any way arising out of or relating to a Task Assignment or Purchase Order issued pursuant to this Contract or the services performed under such a Task Assignment or Purchase Order shall be limited to the amount of fees paid or owing to the CONTRACTOR under that Task Assignment or Purchase Order. In no event shall the CONTRACTOR be liable for consequential, special, indirect, incidental, punitive or exemplary damages, costs, expenses, or losses (including, without limitation, lost profits and opportunity costs). The provisions of this paragraph shall apply regardless of the form of action, damage, claim, liability, cost, expense, or loss asserted, whether in contract, statute, rule, regulation or tort (including but not limited to negligence) or otherwise, and shall survive contract termination or expiration.
The city will allow this exception with the addition of the underlined language below: The provisions of this paragraph shall apply regardless of the form of action, damage, claim, liability, cost, expense, or loss asserted, whether in contract, statute, rule, regulation or tort (including but not limited to negligence) or otherwise, and shall survive contract termination or expiration; except that this paragraph shall not apply to claims of personal injury or property damage."

ii. B. Management Decisions. The CITY acknowledges and agrees that the CONTRACTOR's services may include advice and recommendations; but all decisions in connection with the implementation of such advice and recommendations shall be the responsibility of, and made by, the CITY. CONTRACTOR will not perform management functions or make management decisions for the CITY.
The City will allow this exception.

iii. C. Third Party Usage. The CITY acknowledges and agrees that any advice, recommendations, information, Deliverables or other work product ("Advice") provided by the CONTRACTOR in connection with the services under the Contract is intended for Client's sole benefit and the CONTRACTOR does not authorize any party other than Client to benefit from or rely upon such Advice, or make any claims against the CONTRACTOR relating thereto. Any such benefit or reliance by another party shall be at such party's sole risk. CONTRACTOR may, in its sole discretion mark such Advice to reflect the foregoing. Except for disclosures that are required by law or that

are expressly permitted by this Contract, the CITY will not disclose, or permit access to such Advice to any third party without CONTRACTOR's prior written consent.

The City will allow this exception.

iv. H. Force Majeure. Neither party shall be liable for failure to fulfill its obligations under this Agreement if that failure is caused, directly or indirectly, by flood, communications failure, extreme weather, fire, mud slide, earthquake, or other natural calamity or act of God, interruption in water, electricity, heating or air conditioning (depending on the season), acts of terrorism, riots, civil disorders, rebellions or revolutions, acts of governmental agencies, epidemics, quarantines, embargoes, malicious acts of third parties, labor disputes affecting vendors or subcontractors and for which the party claiming force majeure is not responsible, or any other similar cause beyond the reasonable control of that party.

The City will allow this exception.

v. D. California Accountancy Act. For engagements where services will be provided by the CONTRACTOR through offices located in California, the CITY acknowledges that certain of CONTRACTOR's personnel who may be considered "owners" under the California Accountancy Act and implementing regulations (California Business and Professions Code section 5079(a); 16 Cal. Code Regs. sections 51 and 51.1) and who may provide services in connection with this engagement, may not be licensed as certified public accountants under the laws of any of the various states.

The City will allow this exception.

vi. E. A. Use of Member Firms. CONTRACTOR, KPMG LLP, is a Delaware registered limited liability partnership ("KPMG") and the United States member firm of the KPMG network of independent firms (the "KPMG Network"). The CITY acknowledges and agrees that in connection with the performance of services under the Contract, CONTRACTOR may at its discretion utilize the other member firms of the KPMG Network, and firms and entities affiliated with, controlled by, or under common control with, KPMG or such member firm(s) (collectively, the "Member Firms"). The Member Firms are separate legal entities formed under the laws of jurisdictions outside the United States. With the understanding that CONTRACTOR will remain responsible to the CITY for the performance of any Member Firms utilized to perform services hereunder, the CITY acknowledges and agrees that the Member Firms will not be subject to flow-down terms set forth in the Contract.

The City rejects this exception.

vii. F. Use of Vendors. The CITY acknowledges and agrees that CONTRACTOR-controlled parties, member Firms of KPMG International, and other third party service providers (collectively, "Vendors") may have access to Confidential Information from offshore locations, and that the CONTRACTOR uses Vendors within and outside of the United States to provide at CONTRACTOR's direction administrative or clerical services to CONTRACTOR. These Vendors may in the performance of such services have access to the CITY's Confidential Information. CONTRACTOR represents to the CITY that with respect to each Vendor, CONTRACTOR has technical, legal and/or other safeguards, measures and controls in place to protect Confidential Information of the CITY from unauthorized disclosure or use. CONTRACTOR shall be responsible to the CITY for CONTRACTOR-controlled, member Firms or Vendor's failure to comply.

The City will allow this exception.

viii. G. Volume Rebates. Where CONTRACTOR is reimbursed for expenses, CONTRACTOR's policy is to bill clients the amount incurred at the time the good or service is purchased. If CONTRACTOR subsequently receives a volume rebate or other incentive payment from a vendor relating to such expenses, CONTRACTOR does not credit such payment to its clients. Instead, CONTRACTOR applies such payments to reduce its overhead costs, which costs are taken into account in determining CONTRACTOR's standard billing rates and certain transaction charges that may be charged to clients.

The City rejects this exception.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 3 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 3 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: UHY Advisors Mid-Atlantic MD, Inc.

BY: Jack Reagan

DATE: February 14, 2022

**41-424 Prohibition of lobbying in procurement matters**

Except as expressly set forth in Resolution 060732, Section 10, during the black-out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.

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