

City of St. Petersburg
Budget, Finance, and Taxation Committee
May 30, 2024 – 8:30 AM
City Hall, Room 100

Members: Committee Chair Copley Gerdes, Committee Vice-Chair Ed Montanari, Council Chair Deborah Figgs-Sanders, and Council Member Lisset Hanewicz

Alternate: Council Member Brandi Gabbard

Support Staff: Jayne Ohlman – Senior Legislative Aide

1) Call to Order

2) Approval of Agenda

3) Approval of May 16, 2024 Minutes

4) New Business – May 30, 2024

- a) External Audit and Assurance Services - Review RFP Proposals & Shortlist – *Sakha Reed, Senior Procurement Analyst, and Boriana Pollard, City Auditor*

Attachments

- 1) Memorandum: External Audit and Assurance Services RFP Proposals
- 2) Summary Matrix
- 3) Carr, Riggs & Ingram, LLC Fee Schedule & Proposal
- 4) Cherry Bekaert, LLP Fee Schedule & Proposal
- 5) Forvis, LLP Fee Schedule & Proposal
- 6) Marcum, LLP Fee Schedule & Proposal
- 7) Moore Stephens Lovelace, PA Fee Schedule & Proposal
- 8) RSM US, LLP Fee Schedule & Proposal

- b) A Discussion on Adding New Lights for Fields 5 and 6 at Northwest Park to the Weeki Wachee Project List – *Mike Jefferis, Community Enrichment Administrator*

Attachments

- 1) Vice-Chair Gerdes New Business Item, May 16, 2024
- 2) PowerPoint Presentation
- 3) Weeki Wachee Ordinance and Fund Procedures for Allocation and Project Selection

Upcoming Meeting Dates & Tentative Agenda Items

July 11, 2024

- a) FY 25 Utility Rate Study (Meeting #1) – *Angela Miller, Senior Public Works Manager*

July 25, 2024

- a) FY 25 Utility Rate Study (Meeting #2) – Review Proposed Rate Structure Changes – *Angela Miller, Senior Public Works Manager*

General Attachments:

Minutes of the May 16, 2024 BF&T Committee Meeting
Pending and Continuing Referral List
Weeki Wachee Project List
Agenda Item Support Material

City of St. Petersburg
Budget, Finance and Taxation Committee
May 16, 2024 Meeting Minutes
City Hall, Room 100

Present: Committee Chair Copley Gerdes, Committee Vice-Chair Ed Montanari, Council Chair Deborah Figgs-Sanders, and Council Member Lisset Hanewicz.

Absent: None

Also Present: Assistant City Administrator Tom Greene, Chief Assistant City Attorney Jeannine Williams, Assistant City Attorney Michael Dema, Community Enrichment Administrator Mike Jefferis, Real Estate Director Aaron Fisch, Budget and Management Director Liz Makofske, Chief Financial Officer Erika Langhans, City Treasurer Tom Hoffman, Finance Controller Manager David Goddu, and Deputy City Clerk Paul Traci.

Support Staff: Jayne Ohlman – Senior Legislative Aide

1. Call to Order – 10:50 AM

2. Approval of Agenda – CM Montanari motioned for approval. All voted in favor.

3. Approval of March 28, 2024 Minutes – CM Figgs-Sanders motioned for approval. All voted in favor.

4. New Business – May 16, 2024

Second Quarter Budgetary Analysis & Fund Balance Reports – *Liz Makofske, Budget & Management Director*

Budget and Management Director Liz Makofske detailed the Fiscal Year 2024 second quarter budgetary analysis, fund balance report, and stoplight report.¹ For the second quarter, 38 of the 41 selected funds are operating within an acceptable variance of plus or minus 2%. The remaining three funds are projected to have year-end fund balances of 5% or more below target.

Next, Ms. Makofske explained that based on actual revenue collected as of March 31, 2023, and projections for FY 24, the general fund would collect an estimated \$374.009 million in revenue, exceeding both the adopted and amended revenue budget. In contrast, the total estimated expenditures are \$382.681 million, of which \$6.070 million were encumbrances in FY 23 but are set to become actuals in FY 24. As a result, an estimated \$2.602 million of fund balance will be used to cover current year obligations. Ms. Makofske noted that the beginning fund balance of the general fund includes \$1,792,645 of unspent or unencumbered BP resources. As of March 31, 2023, all \$6,477,796 of the initial BP resources have been appropriated, and any unspent funds will be rolled over to FY 24.²

Ms. Makofske provided an overview of the fund balance targets established by the City's fiscal policies. The first target states that the unappropriated fund balance of the general fund will be 12% of the annual appropriation in the fund, excluding any transfer to the Economic Stability Fund.³ For FY 24,

¹ The stoplight report provides a snapshot of quarterly performance with selected operating funds' revenue and expense projections. The stoplight report separates the BP-funded investments and the revenues/expenditures associated with the CARES Act from the true operating revenue and expenses within the general fund.

² During the first quarter of FY 22, the City received \$1,063,567 in additional BP proceeds. The stoplight reports show the additional revenues received by the City but will not show in the expenditure estimate until a plan to spend the proceeds is approved.

³ Increased from 10% as part of the FY 24 Fiscal Policy changes.

the City's 12% target equals approximately \$43.178 million. Based on second-quarter estimates, the year-end projection is about \$68.729 million in unappropriated fund balance, exceeding the 12% target by \$25.551 million.

The other target that applies to the general fund group of funds is to have an unappropriated fund balance in the group of funds equal to 20% of the collective appropriation. For FY 24, the 20% target equates to \$72.305 million, and the projected year-end unappropriated fund balance is \$102.908 million, exceeding the 20% target by \$30.603 million.

Ms. Makofske continued with updates on the Water, Stormwater, and Sanitation Operating Funds. The Water Resources Operating Fund is performing better than budget expectations as of the second quarter, with an estimated increase in fund balance of \$4.053 million, and it is expected to meet or exceed its fund balance target at the end of FY 24.

The Stormwater Utility Operating Fund is performing below budget expectations, with an estimated use of fund balance of \$3.221 million; however, the fund is still expected to meet its fund balance target at the end of FY 24. The fund is estimated to be over budget in FY 24 due to measures taken to address the City's recent coastal high-water events.

The Sanitation Operating Fund is performing better than budget expectations, with an estimated increase in fund balance of \$587,000, and it is expected to meet or exceed its fund balance target at the end of FY 24.

Ms. Makofske concluded with the American Rescue Plan Act (ARPA) Fund status update. Ms. Makofske reminded the committee that the City received \$45,413,870, and as of the end of the second quarter, only \$1,250,365 remains unappropriated. Ms. Makofske stated that they expect all funds to be appropriated by the end of FY 24, with the Youth Opportunity Grants Program and the Healthy Food Action Plan Program coming to the City Council for approval in May and July, respectively.

Council Member Hanewicz asked Ms. Makofske to elaborate on the below target projects for the internal service funds for health insurance and general liabilities. Ms. Makofske explained that achieving an at-target or above-target fund balance for the health insurance fund is an ongoing priority, and they plan to address modifying the current target for that fund during the annual review of the fiscal policies. Regarding the core general fund 12% target and group of funds 20% target, CM Hanewicz asked how the City is trending compared to last fiscal year. Ms. Makofske explained that while it might appear that the FY 24-year-end projections are less than FY 23, that is mainly due to the target percentage changes that occurred during FY 23.

Second Quarter Financial & Investment Reports – Tom Hoffman, City Treasurer; David Goddu, Finance Controller Manager; and Erika Langhans, Chief Financial Officer

City Treasurer Tom Hoffman provided an overview of the City's financial results for the second quarter and the six months ending March 31, 2023. Beginning with the investment report, Mr. Hoffman stated that the current amortized book value of all holdings governed by the City's General Investment Policy is \$1.198 billion with a corresponding market value of \$1.180 billion, resulting in an unrealized loss of \$17.1 million. Included in the calculation for total unrealized loss is the market value loss of \$113,455 for the BlackRock holdings. Therefore, excluding the BlackRock holdings, the City-managed portfolio reports a \$17 million unrealized loss.⁴

Combining all sources of interest income earnings for the twelve months preceding March 31, 2023, the City's investment earnings were \$40.96 million, for an average return of 3.7%. The average

⁴ The change in market value of the City's investments fluctuates daily and the change in market value will not be realized unless the instrument is sold or impaired.

return for the second quarter was 4.16%. During the second quarter, maturities were held for the face amount of \$33.4 million. Instruments purchased during the second quarter totaled \$154.9 million, and \$13.2 million were called.

Next, Mr. Hoffman stated that the current amortized book value of the Alternative Investment Portfolios is \$32.9 million, with a corresponding market value of \$51 million and a total unrealized gain of \$18.1 million. The total amortized book value of the General and Alternative Investment Policies combined is \$1.230 billion, and the market value is \$1.231 billion, with a total unrealized gain of \$1 million.⁵

Next, Finance Controller Manager David Goddu provided an overview of the outstanding governmental and enterprise debt as of March 31, 2023. Enterprise debt includes the following funds: Water Resources, Stormwater, Sanitation, Marina, and Equipment Replacement. The total General Governmental Debt (principal and interest) as of March 31, 2023, is \$68,337,714, remaining unchanged from the first quarter. Fiscal year-to-date principal and interest payments, \$9.8 million and \$796,019 (net of interest subsidy), respectively, are excluded in the debt summary report.

CM Hanewicz asked for clarity on what the JPMorgan Non-Ad Valorem Revenue Note, Series 2020, and the PNC Taxable Non-Ad Valorem Refunding Revenue Note, Series 2021A, were used for. Chief Financial Officer Erika Langhans stated that the bonds were for the 2020 Penny for Pinellas capital projects and Tropicana Field, respectively.⁶

Council Member Montanari asked about the dramatic spike in principal and interest costs on slide 29 concerning the water fund. Ms. Langhans and Mr. Greene explained that the spike is mainly due to the recently issued Public Utility Subordinate Lien Bond Anticipation Note for \$53,000,000, which will be used to finance the acquisition, construction, and erection of additions, improvements, and extensions to the City's water, wastewater, reclaimed water and stormwater systems.⁷

Ms. Langhans continued with a summary of the City's Employee Retirement Fund, Fire Pension Fund, and Police Pension Fund ("the Plans") as of March 31, 2023. Mr. Goddu noted that during the first six months of FY 24, the Plans experienced aggregate interest and dividend income earnings of approximately \$14.9 million, with realized and unrealized investment gains of \$146.6 million. In comparison, during the first six months of FY 23, the Plans experienced aggregate interest and dividend income earnings of about \$13.1 million, with realized and unrealized investment gains of \$115.2 million.

CM Hanewicz asked Ms. Langhans to elaborate on solvency and actuarial present value. Ms. Langhans explained that the City receives two actuarial valuation reports annually. The first actuarial report fulfills the financial reporting and disclosures required by accounting standards to be included in the City's Annual Comprehensive Financial Report. Accounting standards have specific requirements for the actuarial valuation to assist in the comparability of pension liabilities across governmental entities in their annual financial reporting. The second actuarial report is utilized by the pension boards to determine funded status and recommended City contributions for the fiscal year from October 1 through September 30. The actuarial assumptions for financial reporting differ from those utilized by the pension boards in the funding-related actuarial report, resulting in a variance in the pension actuarial liability.

⁵ The deposit and investment of all city monies is governed to the extent permitted by Section 2-102 and 2-104 of City Code, as well as the Investment Policy for Municipal Funds and the Alternate Investment Policy (Preservation Reserve Fund, Weeki Wachee Fund, Environmental Preservation Fund, Water Cost Stabilization Fund). The policies were prepared in accordance with Chapter 218.415, Florida Statutes, which governs the city's investment activities.

⁶ Series 2021A: current refunding of the Professional Sports Facility Sales Tax Refunding Bonds (Tropicana Field and Parking).

⁷ The Anticipation Note has an interest rate of 4.240% and matures on November 1, 2025.

Next, Ms. Langhans provided an update on the Parks Preservation (Weeki Wachee) Fund, noting that the portfolio's second-quarter book value is \$15.48 million, with a corresponding market value of \$18.8 million and an unrealized gain of \$3.32 million. In addition, Mr. Hoffman explained that during the reporting period, the fund received interest and dividend income earnings totaling \$219,358 and an unrealized investment gain of about \$2.09 million.

Ms. Langhans concluded with a review of the budget versus actual reporting, which includes summarized financial information for each fund, fund balance reconciliation, detailed general fund group budget versus actual data, and budget versus actual statements for all operating funds.

CM Hanewicz asked for an explanation for the increased expenditures for maintenance and equipment, and Ms. Langhans said she would follow up with a breakdown of the different categories and associated increases.

A Discussion to Add the Acquisition of the Property Located at the Northwest Corner of 4th Street South and 18th Avenue South to the Weeki Wachee Project List – Aaron Fisch, Real Estate Director, and Mike Jefferis, Community Enrichment Administrator

Council Member Driscoll introduced her new business item, explaining that Salt Creek runs through the middle of the subject property, located at 4th Street South and 18th Avenue South. The property is about 2.96 acres and has been for sale since 2019. CM Driscoll noted that it is a complex property to develop due to easements, utilities, and the fact that Salt Creek bisects the property. Because of the property's proximity to Barlett Park, CM Driscoll emphasized the opportunity to expand park space in South St. Pete. In addition, there is the opportunity to preserve one of the last remnants of the Wedgewood Inn found at Salt Creek.

CM Driscoll explained that a portion of the property east of the creek is about 0.75 acres and is zoned for Corridor Commercial Traditional (CCT-1), while the west side is about 2.21 acres and zoned for Neighborhood Suburban Multi-Family (NSM-1). CM Driscoll noted that the east side of the creek is her highest priority for preserving park space. She explained that there are two options in her request to utilize Weeki Wachee funds to acquire the property. The first option is to purchase the entire property, preserve it as park space, and expand Bartlett Park. The second option is to purchase only the east side of the property and preserve that area for green space. CM Driscoll stated that the current property owner is willing to sell the whole property or only the east side portion.

Real Estate Director Aaron Fisch provided additional information concerning the property price (\$3 million), the most recent appraisal (July 2023 with an estimated market value of \$2.88 million), and the Flood Zone (AE). Community Enrichment Administrator Mike Jefferis highlighted the potential to preserve this area of Salt Creek while potentially expanding Bartlett Park. Mr. Jefferis added that if the property were purchased and preserved as park space, the goal would be to have a passive park akin to a preserve. CM Driscoll noted that some questions may be challenging to answer without first deciding which option the City would like to explore (i.e., purchasing only the east portion of the property or the entire property).

Chair Figgs-Sanders inquired if the City would request an updated appraisal before pursuing the land purchase. Mr. Fisch responded that a new appraisal would be conducted before purchasing. Chair Figgs-Sanders asked if the seller provided a purchase price for the east side portion of the property, and Mr. Fisch responded that the provided price was \$975,000.

CM Hanewicz stated that she would like more information before deciding whether to purchase the entire property or only a portion. Specifically, she would like to hear from Public Works regarding Salt Creek and the potential for water quality improvements, as well as from the Parks Department on

parking plans if this area were preserved as a passive park. Mr. Jefferis responded that the current consensus would be to not add parking.

CM Driscoll asked if the City could purchase the entire property and then "split" the parcel to allow for housing development in the area currently zoned for NSM-1. Assistant City Attorney Michael Dema responded that the City would have to reimburse the Weeki Wachee fund for that portion but could otherwise divide the property as it deemed fit.

CM Gerdes stated that he supports adding the project to the Weeki Wachee list but is significantly more interested in the portion of the property east of the creek rather than the west side portion zoned for multi-family housing. However, he is willing to add the purchase of the entire property to the Weeki Wachee project list so that the committee and the City Council can get more information on the possibilities.

Chair Figgs-Sanders asked if the City would need to change the zoning in order to have a passive park on the subject property, and Mr. Dema responded that the City would not need to rezone.

CM Driscoll stated that she is open to returning to the committee with the Project Prioritization Matrix completed with more information and cost projections for both the purchase of the whole property and the east side portion. In addition, the committee requested that Mr. Fisch request a new appraisal so the committee can review when the item returns.

A Request to Reallocate Weeki Wachee Funding for the Science Center back to the Weeki Wachee Fund – Tom Greene, Assistant City Administrator

Mr. Greene reminded the committee of the \$2.3 million transferred during FY 21 for acquiring and maintaining the St. Pete Science Center property.⁸ Mr. Greene explained that of the \$2.3 million, about \$400,000 was appropriated for a study and to cover some maintenance needs at the Science Center. Of that \$400,000, there is about \$214,000 remaining that has not been spent. About \$1.9 million was liquidated from the investment portfolio of the Weeki Wachee fund and placed into a capital preservation fund. Mr. Greene explained that the Weeki Wachee ordinance dictates the procedure for returning Weeki Wachee monies in the event the appropriated money is not used for the completion of a project or if the appropriated amount exceeds the project cost.⁹

Mr. Greene explained that there would be market fluctuation risks if the City were to return the approximately \$1.9 million currently earning interest within the City's General Investment Portfolio to the Weeki Wachee Investment Fund. Mr. Greene explained that the committee could explore amending the ordinance to allow flexibility for unused Weeki Wachee funds by allowing the monies to be redeployed to other approved Weeki Wachee projects, shielding monies from potential market risk.

After committee discussion and a consensus that the ordinance should be changed to allow more flexibility, CM Montanari made a motion requesting legal to modify the Weeki Wachee ordinance to provide flexibility in funding. The committee agreed that the amended ordinance should proceed to the full City Council and does not need to be returned to the committee.

CM Gerdes adjourned the meeting at 12:22 PM.

⁸ City Council Resolution 21-472 (September 30, 2021) approved funding for the Science Center Project from the Weeki Wachee Funds in an amount not to exceed \$2,300,000.

⁹ Sect. 21-121, Return of Monies to the WWF: *If any money from principal was appropriated for the project, any money returned to the WWF, up to an amount equal to the amount of the principal originally appropriated for the project, must first be credited to the WWF principal before any remaining money is credited to the WWF available investment income.*

Budget, Finance, & Taxation Committee Pending & Continuing Referral List						May 30, 2024	
	Topic	Return Date	Referral Date	Prior Meeting	Referred by	Staff	Notes
1	External Auditor Selection - Review RFP Proposals & Shortlist	5/30/2024	As Needed		Resolution 99-238	Sakha Reed, Boriana Pollard	
2	A Discussion on Adding New Lights for Fields 5 and 6 at Northwest Park to the Weeki Wachee Project List	5/30/2024	5/16/2024		Gerdes	Mike Jefferis	
3	FY 25 Utility Rate Program - Meeting #1	7/11/2024	Annual		City Council	Angela Miller, Andy Burnham (Stantec)	
4	FY 25 Utility Rate Program - Meeting #2 Review Proposed Rate Structure Changes	7/25/2024	Annual		City Council	Angela Miller, Andy Burnham (Stantec)	
5	2024 Quarterly Financial Reports	Q3 - 8/8/2024 Q4 - 11/7/2024	Quarterly	Q1 - 2/8/2024 Q2 - 5/16/2024	City Fiscal Policies (Resolution 2009-247)	Liz Makofske, Erika Langhans	8/18/2022 - City Council requested that quarterly financial reports include updates on American Rescue Plan Act (ARPA) funds expenditures
6	Annual Review of the City's Fiscal Policies	8/8/2024	Annual	8/10/2023	City Fiscal Policies	Liz Makofske, Erika Langhans	
7	FY 2025 Management Evaluation Discussion	10/10/2024	Annual		Resolution 2012-271	Boriana Pollard	
8	Third & Fourth Quarter Grants Report	10/24/2024 Q3 & Q4	Semiannual		City Council	Liz Makofske	10/26/2023 - Staff to provide third and fourth quarter grants reports via email in lieu of meeting. 4/25/2024 - Q1 & Q2 grants report to be provided via email.
9	FY 2024 Budget Clean-Up	11/7/2024	Annual	11/9/2023	Florida Statutes § 166.241	Liz Makofske	
10	2025 Health Insurance Renewal - Status Update on Current Year Health Plan	12/12/2024	Annual	12/7/2023	BF&T	Jason Hall, Chris Guella, Chuck Tobin (Gallagher Benefit Services)	
11	Office of Supplier Diversity Annual Update: Small Business Enterprise (SBE) Program, Minority/Women Owned Businesses (M/WBE) Program, and Apprentices/Disadvantaged Workers Participating in Major Construction Projects	12/12/2024	Annual		Ordinance 569-H	Kourey Hendryx-Bell, Stephanie Swinson	
12	Planning & Development Services Department Management Evaluation - Progress Update	January 2025	Annual	1/11/2024	BF&T	Liz Abernethy	1/11/2024 - Matrix Consulting presented the final report for the management evaluation of the Planning & Development Services Department

	Topic	Return Date	Referral Date	Prior Meeting	Referred by	Staff	Notes
13	2025 Property Insurance Renewals	March 2025	Annual	3/7/2024	City Code § 2-202, City Council	Blaise Mazzola, Chris Guella	
14	FY 2024 External Audit Presentation (Annual Comprehensive Financial Reports)	March 2025	Annual	3/28/2024	City Code § 4.05, Florida Statutes § 218.32	Erika Langhans, Lauren Strope (Cherry Bekaert)	
15	A Discussion to Add the Acquisition of the Property Located at the Northwest Corner of 4th Street South and 18th Avenue South to the Weeki Wachee Project List	TBD	2/15/2024	5/16/2024	Driscoll	Mike Jefferis, Aaron Fisch	5/16/2024 - Committee requested that the item remain on the referral list and return with more information, including an updated appraisal on the subject property.
16	2024 Management Evaluation - St. Petersburg Fire Rescue Department	TBD		8/24/2023 10/12/2023 1/25/2024	City Code § 4.05(g)	Sakha Reed, Boriana Pollard	10/12/2023 - Committee approved the scope of services for the management evaluation of SPFR & authorized the Administration to issue the RFP. 1/25/2024 - Committee shortlisted & recommended to the full City Council to authorize BFT Chair/City Admin to negotiate an agreement with Matrix Consulting. 4/4/2024 - Agreement with Matrix Consulting approved by the City Council.
17	Stormwater, Pavement, and Traffic Operations (SPTO) Management Evaluation - Progress Update	TBD	1/28/2021	1/28/2021 10/28/2021 5/26/2022 7/13/2023	BF&T	Claude Tankersley, Marshall Hampton	
18	Discussion on Co-Op Grocery and Businesses	TBD	9/24/2020 (COW)		Muhammad (Previously Gabbard)		1/26/2023 - Chair Gabbard requested that the sponsorship of this item be placed under CM Muhammad moving forward.

Upcoming 2024 BF&T Dates: 7/11, 7/25, 8/8, 8/22, 9/12, 9/26, 10/10, 10/24, 11/7, 11/21, 12/12

Revised: 5/20/2024

**BUDGET, FINANCE & TAXATION COMMITTEE
WEEKI WACHEE PROJECT LIST**

May 30, 2024

TOPIC	DATE REFERRED	REFERRED BY	RETURN DATE	STAFF RESPONSIBLE	SPECIAL NOTES
Jack Puryear Park Expansion Project	March 12, 2020	Montanari		Mike Jefferis	
Carter G. Woodson African American Museum – Outdoor Event Green Space Beautification Project	August 5, 2021	Figgs-Sanders		David Wirth Chris Ballestra	



To: Budget, Finance & Taxation Committee

From: Boriana A. Pollard, City Auditor

Date: May 23, 2024

Re: EXTERNAL AUDIT & ASSURANCE SERVICES RFP- PROPOSALS AND SUMMARY MATRIX

In FY99, City Council delegated the responsibility to evaluate and make their recommendation of potential firms for external audit services to the Budget, Finance & Taxation Committee for City Council's consideration and approval. In response to an RFP issued on April 4, 2024, the City has received proposals to provide external audit and assurance services from the following firms:

- Carr, Riggs & Ingram, LLC
- Cherry Bekaert, LLP
- Forvis, LLP
- Marcum, LLP
- Moore Stephens Lovelace, PA
- RSM US, LLP

The chosen firm will provide an annual audit of the City's financial statements and a separate audit of the St. Petersburg Community Redevelopment Agency's ("CRA") financial statements beginning with the current fiscal year, ending September 30, 2024. The RFP process typically results in an agreement for professional external audit services for a three-year period with one (two-year) renewal options.

The BF&T Committee is scheduled to discuss and short-list these proposals on Thursday, May 30, 2024. Prior to this meeting, we request that you evaluate each of the proposals. The evaluation criteria as presented in the RFP are as follows: Experience; Qualifications and technical competence; Capacity to accomplish the work; Past performance on similar contracts; Cost or price.

To assist in your review, I have attached a Summary Matrix of selected areas of each proposal. This matrix is based entirely on the Audit and Procurement departments' analysis and should not be utilized in lieu of your review of each firm's proposal. As you review the proposals, please feel free to compare pertinent information with the Summary Matrix, however, you should draw your own conclusions based on your evaluation and analysis of the proposals.

Note: Forvis, LLP has identified portions of its proposal as business and/or trade secret or confidential information exempt from disclosure in the event of a public records request and has submitted both redacted and unredacted proposals. This vendor has acknowledged that the entire proposal, including the redacted information, will be provided to the BF&T Committee members for evaluation and it may be discussed at public meetings.

Should you have any questions, please feel free to call me at extension 7510.



City of St. Petersburg
Office of the City Auditor
P.O. Box 2842
St. Petersburg, FL 33731-2842
O: 727-893-7436

cc: City Council Members
Mayor Kenneth T. Welch
Robert Gerdes, City Administrator
Tom Greene, Assistant City Administrator
Jacqueline Kovilaritch, City Attorney
Erika Langhans, Interim Chief Financial Officer
Stephanie Swinson, Director, Procurement and Supply Management Department

City of St. Petersburg
Summary Matrix
RFP 24-118: External Audit & Assurance Services
Office of the City Auditor and Procurement and Supply Management Department

Offeror Name	Carr, Riggs & Ingram, LLC	Cherry Bekaert LLP	FORVIS, LLP	Marcum LLP	MSL, P.A.	RSM US LLP
Federal ID Number	72-1396621	88-2730877	44-0160260	11-1986323	59-3070669	42-0714325
Corporate Headquarters Address	1117 Boll Weevil Cir, Enterprise, AL 36330	3800 Glenwood Ave, Ste 200 Raleigh, NC 27612	4350 Congress Street, Suite 900 Charlotte, NC 28209	730 3rd Avenue, 11th Floor, New York, NY 10017	255 S. Orange Ave., Suite 600, Orlando, FL 32801	30 South Wacker Drive, Suite 3300, Chicago, IL 60606
Company Ownership	LLC	LLP	LLP	LLP	S Corporation	LLP
Year company founded	1997	1947	1923	1951	1974	1926
Number of years in present business	27 years	77 years	101 years	73 years	50 years	98 years
Number of years operated under this name	27 years	77 years	2 years	70 years	4 years	9 years
Office Location Overseeing Services to the City	600 Cleveland Street, Ste 1000, Clearwater, FL 33755	401 E Jackson St, Ste 1200, Tampa, FL 33602	400 North Ashley Drive, Suite 2540 Tampa, FL 33602	201 E. Kennedy Blvd., Suite 1500 Tampa, FL 33602	201 E. Kennedy Blvd., Suite 650 Tampa, FL 33602	100 2nd Ave. S. #600, St. Petersburg, FL 33701
POC with signature authority (Account MGR)	John J. Brielmaier, CPA, CITP, CISA, Partner	Lauren Strobe, CPA, Partner	Daron Tarlton, CPA, Partner	Moises D. Ariza, CPA, CGMA, Partner	William Blend, CPA, CFE, Shareholder	Bo Brault, CPA, Relationship Lead, Partner Brett Friedman, CPA, Engagement Leader, Partner
Project team members assigned to project	5 Managing Partners, 2 Managers, 2 Senior Auditors, 4 Staff TBD	2 Partners, 2 Managers, 2 Senior Auditors, 3 Technical Resources, 1 Quality Reviewer	2 Partners, 2 Managers, 1 Engagement Executive	2 Partner, 2 Project Managers, 1 Senior Audit Manager, 1 Quality Control Director, Staff - TBD	1 Engagement Shareholder, 2 Engagement Managers, 1 Engagement Supervisor, 1 Engagement Senior, 1 Professional Standards Review Shareholder, 1 IT Audit & Risk Assurance Lead, 1 IT Audit and Assurance Specialist, Staff -TBD	4 Partners, 2 Principals, 1 National Public Sector Leader, 1 Florida Public Sector Leader, 1 Senior Manager, 1 Supervisor, 1 State and Local Government, Education and Gaming Technical Industry Leader, 1 Risk Consulting Director, 1 Consulting Actuary, Staff - TBD
IT Personnel assigned to project	1 IT Audit Partner	1 IT Audit Partner	None referenced	1 IT Audit Partner	1 IT Audit & Risk Assurance Lead, 1 IT Audit and Assurance Specialist	1 IT Security Risk Specialist, 1 IT Specialist
Offeror's Bank of Record	Synovus	Truist	Wells Fargo	TD Bank	Truist	US Bank
Pending Litigation/Breach of Contract	None	None	None	None	None	None
Federal or State Debarment	None	None	None	None	None	None
Offeror/Parent/Subsidiary Bankruptcy	None	None	None	None	None	None
Major Shareholder Bankruptcy	None	None	None	None	None	None
Acceptance of Terms & Conditions and Base Agreement (Exceptions)	Yes, exceptions are notated, see p. 45 of the proposal	Yes, exceptions are notated, see p. 49 of the proposal	Yes, exceptions are notated, see p. 30 of the proposal	Yes, exceptions are notated, see p. 41 of the proposal	No Exceptions	Yes, exceptions are notated, see p.47 of the proposal
Acknowledge Public Records laws	Yes	Yes	Yes	Yes	Yes	Yes
Registered with State of Florida	Yes	Yes	Yes	Yes	Yes	Yes
SBE	No	No	No	No	No	No
Resumes of key staff	Yes	Yes	Yes	Yes	Yes	Yes
Confidential/Proprietary/Trade Secrets	None	None	Yes	None	None	None
Use of Subcontractors	No	No	No	No	No	No
Number of governmental client	500	270	625	300	50	2800
Projects of Similar Size and Scope / References	Pasco County; City of Jacksonville; City of Pinellas Park; City of Clearwater; City of Largo; City of Treasure Island	City of St. Petersburg; City of Pinellas Park; Brevard County; Pinellas Suncoast Transit Authority	REDACTED	City of Hollywood; City of Boca Raton; City of Delray Beach; City of Fort Myers	City of Tampa; City of Orlando; City of Tallahassee; City of Lakeland; Pinellas County	City of Coral Springs; City of Coral Gables; City Miami; City of Miami Beach; City of Tamarac
Estimated hours annually	1420	1350	1501	1555	1690	1400
Costs Year 1	\$215,670.00	\$246,780.00	\$321,376.00	\$225,000.00	\$199,500.00	\$231,500.00
Costs Year 2	\$224,300.00	\$254,183.00	\$337,088.00	\$229,000.00	\$206,000.00	\$231,500.00
Costs Year 3	\$233,300.00	\$261,809.00	\$353,573.00	\$233,600.00	\$212,000.00	\$243,000.00
Other Costs	\$0	\$0	\$6,996	\$0	\$0	\$0
Total Costs	\$673,270	\$762,772	\$1,019,033	\$687,600	\$617,500	\$706,000

*Carr, Riggs, & Ingram,
LLC*

Appendix B Fee Summary

- Fees** - Offeror's cost must be fixed priced fee and include all Offeror's costs (e.g., time, materials, travel costs, expenses) to provide all services and deliverables for each fiscal year and a grand total for the three-year agreement. Payment should be based upon the acceptance of deliverables by the city. Indicate the overall total cost of services in Table 1 as proposed in Offeror's submittal, based on the requirements in this RFP. Cost evaluations will be based on the fees submitted on Appendix B.

Table 1: Fee Schedule	
Description	Fixed Fee
Fiscal year ending September 30, 2024 (Annual audit as specified in this RFP)	\$ 215,670
Fiscal year ending September 30, 2025 (Annual audit as specified in this RFP)	\$ 224,300
Fiscal year ending September 30, 2026 (Annual audit as specified in this RFP)	\$ 233,300
GRAND TOTAL	\$ 673,270

- Hourly Rates** - Table 2 must contain all hourly rates for Offeror's personnel used to determine fees in Table 1. Offeror must include the estimated number of hours annually for each discipline and calculated totals. Hourly rates will apply for any additional services required of Offeror during the term of Agreement not specifically listed in this RFP, subject to provisions of the Agreement related to contract adjustments. Hourly rates will be fixed for the term of the Agreement.

Table 2: Hourly Rates			
Title/Service	Hourly Rate	Est. Hours	Total
Partner	\$ 270.00	115 hrs.	\$ 31,050
Manager	\$ 180.00	129 hrs.	\$ 23,220
Senior	\$ 150.00	336 hrs.	\$ 50,400
Staff	\$ 125.00	792 hrs.	\$ 99,000
Other (specify) <u>IT Spec</u>	\$ 250.00	48 hrs.	\$ 12,000
GRAND TOTAL			\$ 215,670

- Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
City Financial and Single Audit		\$	\$ 206,760
CRA Audit			9,000
		\$	\$
		\$	\$
GRAND TOTAL			\$ 215,670

Professional Services Proposal for City of St. Petersburg

Request for Proposal #24-118

May 7, 2024

Proposer

Carr, Riggs & Ingram CPAs and Advisors
4010 W. Boy Scout Blvd, Suite 475
Tampa, FL 33607
Phone: 727-492-7831
Fax: 813-207-2996



st.petersburg
www.stpete.org

Submitted by

John Brielmaier III
Partner
jbrielmaier@cricpa.com





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A. TRANSMITTAL LETTER



Dear City of St. Petersburg, FL Auditor Selection Committee :

Carr, Riggs & Ingram, LLC (CRI) appreciates the opportunity to propose on auditing services to the City of St. Petersburg. **We understand the scope of services of the engagement and are committed to completing all required tasks in a timely manner. We hope that our commitment to customer satisfaction through a combination of continuous communication and technical expertise comes through clearly throughout our proposal.**

Outlined below are several major points which we believe demonstrate we are the most qualified group of professionals with the desire and ability to serve the City of St. Petersburg as its independent Certified Public Accountants. The advantages to you are:

- CRI has a superior team of professionals with extensive governmental and single audit experience to commit to this engagement. Our Tampa office is currently the auditor for **10 governmental entities including the City of Jacksonville, City of Clearwater, and Largo**, and performs at least 9 Federal and State Single Audits each year. **CRI currently provides services to over 200 governments in Florida including 22 counties and over 46 municipalities.**
- CRI's partners are active members of the team throughout the audit process. They will be "in the field" working and supervising other members of the team. In addition, the City of St. Petersburg's financial statements will be reviewed by two partners. A partner will also present the financial statements to the Commission and will offer to meet one on one with any Commission Member to discuss the audit plan or report.
- CRI has a significant presence in Florida, with 21 local offices staffed by over 300 professionals. Your audit will be primarily staffed by the **Clearwater office of Carr, Riggs & Ingram, LLC.**
- CRI will be a valuable resource to the City of St. Petersburg. We are always just a phone call away and can be at the City at a moment's notice.
- CRI's audit practice is heavily oriented to the public sector. **Over 40% of our audit clients throughout the Southeast are audited under Government Audit Standards issued by the Government Accountability Office (Yellow Book).** No other firm in Florida can match the government experience of CRI.
- CRI has additional service offerings that makes it unique. Because of the size of CRI, we are able to offer the City of St. Petersburg additional services, such as IT risk assessments and audits of construction contractor compliance.
- CRI's engagement team includes members from our IT assurance group. We recognize increased dependence on information technology in the preparation of the financial statements and include these specialists as part of our team. CRI's professionals are provide IT general controls training as a core competency during our annual training.

John Brielmaier is authorized to make representations for the firm. He can be reached at the address and telephone number shown below or at jbrielmaier@cricpa.com. The Firm's Federal Tax ID is: **72-1396621**

We welcome the opportunity to demonstrate to you the same teamwork, expertise and responsiveness that have made us one of the fastest growing public accounting firms in the United States. We appreciate your consideration, and we encourage you to contact us with any questions as you review our proposal.

Sincerely,

John J. Brielmaier, III, CPA, CITP, CISA
Partner
Carr, Riggs & Ingram, LLC
4010 W. Boy Scout Blvd, Suite 475
Tampa, FL 33607
727-492-7831



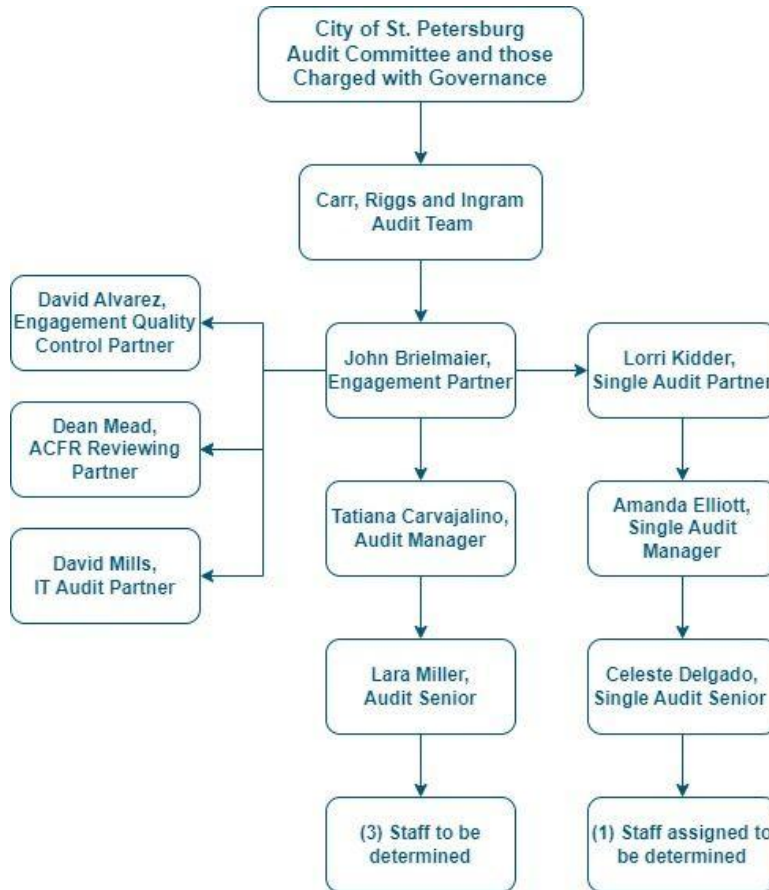
B. PROJECT TEAM

John Brielmaier, Engagement Partner will be a single point of contact for all the services CRI will provide the City of St Petersburg. John Brielmaier will overseeing all aspects of implementation, staffing assignment and supervision, servicing, reporting and issue resolution.

The City of St. Petersburg audit team will consist of three teams all under the supervision of John Brielmaier. Each team will bring a focused skillset to the audit process and will ensure a timely completion of the audit.

1. The audit team will consist of Tatiana Carvajalino, Manager; Lara Miller and 3 staff.
2. The single audit team will be lead by Lorri Kidder, Partner and Amanda Elliott, Manager who have experience auditing local, state and federal grants. The single audit team will also have 2 staff members dedicated to them as well.
3. The quality control team will be lead by David Alvarez, Partner in charge of the Tampa office with Dean Mead, formerly the Assistant Director of Research and Technical Activities at the Governmental Accounting Standards Board (GASB). David Mills will perform the information technology audit as it relates to the financial statements.

C. ORGANIZATIONAL CHART



D. OTHER FIRMS

CRI will be staffing the City of St. Petersburg audit with personnel from the Tampa, Clearwater, Bradenton and Sarasota offices. CRI will not be contracting with other firms to perform the audit.



E. KEY PERSONNEL





YOUR SOLUTION TEAM

John Brielmaier, CPA

Engagement Partner

jbrielmaier@CRLcpa.com
727.492.7831 | Mobile



Representative Clients

- District School Board of Pinellas County
- District School Board of Pasco County
- Pasco County, FL
- City of Clearwater, FL
- City of Largo, FL
- City of Treasure Island, FL
- City of Gulfport, FL
- Tampa Bay Regional Planning Council, FL
- Lee County Mosquito Control District
- Lee County Hyacinth Control District
- AMIkids, Inc.
- Operation PAR, Inc.
- Sun Print Management

Experience

John has 12 years of public accounting experience, all with Carr, Riggs, & Ingram where he focuses primarily of government and non-profit engagements. John has extensive experience and training in Yellow Book, GASB and single audit.

As an engagement partner, John is the point person for the engagement and oversees all staff and planning for the audit.

John is also on the Board of Directors of Creative Pinellas, Inc as well as the Tampa Bay Community Development Corporation.

Education, Licenses & Certifications

- BS, Accounting, University of South Florida
- Certified Public Accountant (CPA) - Florida
- Certified Information Technology Professional (CITP)
- Certified Information Systems Auditor (CISA)

Professional Affiliations

- American Institute of Certified Public Accountants (AICPA)
- Florida Institute of Certified Public Accountants (FICPA)
- Information Systems Audit and Control Association (ISACA)



Lorri Kidder, CPA

Engagement Partner - Single Audit

lkidder@CRlcpa.com
941.281.7212 | Direct



Representative Clients

- Pinellas County School Board – Single Audit Only
- Pasco County School Board – Single Audit Only
- City of Largo – Single Audit Only
- Manatee County- Single Audit Only
- Sarasota County - Single Audit Only
- MCR Health, Inc. - Single Audit
- Florida Center for Early Childhood - Single Audit
- Personal Enrichment through Mental Health Services – Single Audit Only
- Operation PAR, Inc. – Single Audit Only
- AMI Kids, Inc. - Single Audit Only

Experience

Lorri is known to her clients as a genuine people person and is well-respected for providing proactive accounting strategies that maximize profitability. She also helps young accountants to further their professional development by serving as a mentor. Lorri works closely with not-for-profit organizations to manage cash flow and improve financial performance. She also performs various types of not-for-profit audits. She has earned her Advanced Single Audit Certificate and the Not-for-profit 2 Certificate from the AICPA.

In addition to her expertise in the not-for-profit sector, Lorri has extensive experience providing forensic consulting and auditing services to several different organizations. She is a member of the firm's fraud, forensic, and valuations accounting services team and provides client education dedicated to preventing fraud and creating internal controls within their organizations.

Education, Licenses & Certifications

- University of Missouri, Kansas City - Bachelor's
- Certified Public Accountant (CPA)
- Certified Fraud Examiner (CFE)
- Chartered Global Management Accountant (CGMA)

Professional Affiliations

- American Institute of Certified Public Accountants (AICPA)
- Florida Institute of Certified Public Accountants (FICPA)
- Association of Certified Fraud Examiners (ACFE)
- Lakewood Ranch Business Alliance - Economic Development Committee
- Sisterhood For Good - Member
- The Service Club of Manatee County - Member



David Alvarez, CPA

Quality Control Review Partner

dalvarez@CRlcpa.com
727.324.1232 | Direct
813.846.3949 | Mobile



Representative Clients

- City of Largo, FL
- City of Clearwater, FL
- City of Jacksonville
- City of Treasure Island
- Pasco County, FL
- Sarasota County, FL
- Manatee County, FL
- Sumter County, FL
- Lee County Mosquito Control District
- Lee County Hyacinth Control District
- District School Board of Pinellas County
- Florida State Fair Authority

Past Clients

- Pinellas County
- Hernando County
- City of Tampa, FL

Experience

David has been in public accounting for over 20 years. His first 5 were with KPMG before joining CRI. David has experience working with some of the most complex government, non-profit, and publicly traded companies in the Bay Area.

David is an instructor for CRI's firm wide CPE week and serves on the Quality Control Committee for our government/non-profit industry line. David is a member of the CRI Nomination Committee and sits of the Public Company Acceptance Committee. He's conducted numerous speaking engagements for the FGFOA, FICPA and universities throughout Florida. David is a member of the FICPA committees for State and Local Governments, and Policies and Auditing Standards.

David sits on the Florida Holocaust Museum, Area Agency on Aging of Pasco-Pinellas, and History, Heritage and Hope Foundation boards of directors and is also a member of Leadership Tampa Bay class of 2020.

Education, Licenses & Certifications

- Masters of Accountancy, University of South Florida
- BS, Accounting, Florida State University
- Certified Public Accountant
- Certified Valuation Analyst
- Chartered Global Management Accountant

Professional Affiliations

- American Institute of Certified Public Accountants (AICPA)
- Florida Institute of Certified Public Accountants (FICPA)
- Government Finance Officers Association (GFOA)
- Florida Government Finance Officers Association (FGFOA)

YOUR SOLUTION TEAM



Dean Michael Mead

ACFR Review Partner

dmead@CRlcpa.com

914.497.3293 | Mobile



Experience

As part of the government and public sector industry line, Dean provides quality assurance concerning the interpretation and application of accounting and financial reporting standards and resolves technical issues related to state and local governmental entity service lines.

Dean is a nationally recognized speaker and author who is known for his ability to communicate complex issues to a broad audience. He has prepared educational materials, conducted training, and presented at conferences for many national, regional, state, and local professional organizations. For 24 years, Dean worked for the Governmental Accounting Standards Board (GASB), most recently as Assistant Director of Research and Technical Activities, authoring all 17 volumes of their User Guide Series. He will co-author the textbook *Governmental and Not-for-Profit Accounting*, beginning with the tenth edition, and taught governmental accounting, auditing, and financial analysis at Rutgers University and New York University. He is a recipient of the National Federation of Municipal Analysts' Award for Excellence and has twice been received the Governmental Research Association's Award for Effective Citizen Education.

Education, Licenses & Certifications

- Cornell University, Bachelor's
- Certified Public Financial Manager™ (CGFM)

Professional Affiliations

- American Institute of Certified Public Accountants (AICPA)
- American Accounting Association (AAA)
- Association of Government Accountants (AGA)
- Association of Local Government Auditors (ALGA)
- Government Finance Officers Association (GFOA)
- Governmental Research Association (GRA)
- National Federation of Municipal Analysts (NFMA)

YOUR SOLUTION TEAM



David Mills, CPA

IT Audit Partner

dmills@CRLcpa.com
334.437.8332 | Direct



David has more than 23 years of IT experience. His specialties include IT compliance/audit, IT security, risk analysis, disaster recovery, network design, installation, and implementation. David's accomplishments include IT assessments/audits for Sarbanes compliance; Health Insurance Portability and Accountability Act; Gramm Leach Bliley; Federal Financial Institutions Examinations Council; SOC 1, 2 & 3; and the Bank Secrecy Act. David served as an IT liaison for many education and government agencies.

David has designed, configured, and installed complete IT systems for large and medium size local and state government, education, financial, legal, medical, and manufacturing entities. David has served on the faculty of Troy University as an Adjunct Professor, a speaker and instructor for groups and associations such as the AICPA IT Executive Committee and Florida Tax Collectors Association. David is also a current member of the ISACA Information Systems Control Journal editorial committee.

Areas of Expertise

- IT Compliance / Audit
- IT Security

Education

- Bachelors, Physics, TROY University
- Masters, TROY University

Years of Experience

- Total: 23
- With Firm: 23

Certifications/Trainings

- Certified Information Systems Auditor (CISA)
- Certified in the Governance of Enterprise IT (CGEIT)
- Certified in Risk and Information Systems Control (CRISC)
- Certified Information Systems Security Professional (CISSP)

Representative Clients

- Mississippi Department of Employment Security
- Mississippi Department of Insurance
- Alabama Department of Revenue
- Retirement Systems of Alabama
- Florida Prepaid College Fund
- First Federal Bank
- First Federal Savings and Loan Association
- Merchants Bank
- Peoples National Bank
- PeoplesSouth Bank

Professional Affiliations

- American Institute of Certified Public Accountants (AICPA)
- Florida Society of Certified Public Accountants
- Certified in the Governance of Enterprise IT
- Certified Information Systems Auditor
- Information Systems Audit and Control Association
- Institute of Internal Auditors



YOUR SOLUTION TEAM

Tatiana Carvajalino, CPA Audit Manager

tcaravajalino@CRlcpa.com
727.324.1249 | Direct



Representative Clients

- Pasco County Board of County Commissioners
- City of Treasure Island
- City of Gulfport
- City of Largo
- Shephard’s Beach Resort
- Florida Polytechnic University Foundation Inc.
- Operation PAR, Inc.
- The Arc Tampa Bay
- Morton Plant Mease Foundation, Inc.
- Personal Enrichment Through Mental Health Services
- Florida State Fair Authority
- Starus Medical Group
- Sun City Community Association

Experience

Tatiana is in her 8th year of public accounting (all with CRI). Tatiana has been involved with several types of audit engagements for clients in industries including governmental entities, not-for-profit, for-profit clients and healthcare entities. As an audit manager, Tatiana is responsible for the planning and execution of various aspects of the audit. Tatiana will also oversee control testing and review.

Education, Licenses & Certifications

- BS, Accounting, University of South Florida
- Certified Public Accountant (CPA) - Florida

Professional Affiliations

- American Institute of Certified Public Accountants (AICPA)
- Florida Institute of Certified Public Accountants (FICPA)

YOUR SOLUTION TEAM



Amanda Elliott, CPA

Single Audit Manager

aelliott@CRIcpa.com

727.324.1248 | Direct



Representative Clients

- City of Largo, FL
- City of Clearwater, FL
- City of Gulfport, FL
- Pinellas County School Board-Single Audit
- Pasco County School Board-Single Audit
- Pasco County, Florida
- Florida State Fair Authority

Experience

Amanda is approaching her 9th year of public accounting, all with CRI. She has worked predominantly with government and non-profit clients in her career and brings great hands on experience with federal and state single audits.

As an audit manager, Amanda is responsible for the planning and execution of various aspects of the audit. Amanda is well versed in Single Audit and will work closely with Lorri Kidder on single audit execution. Amanda will also oversee control testing and review.

Education, Licenses & Certifications

- BS, Accounting and Finance, University of South Florida
- Masters of Accountancy, University of South Florida

Professional Affiliations

- Florida Institute of Certified Public Accountants (FICPA)
- American Institute of Certified Public Accountants (AICPA)

YOUR SOLUTION TEAM



We have prepared the timeline below for the fiscal year 2024's audit services. We recognize the City's commitment to issuing the financial statements the last week in February and have scheduled our team to meet that deadline. During our initial year we have scheduled additional preparation and planning time to be performed in our offices to ensure when we are onsite the team is fully prepared to execute the audit plan.

	Interim Preparation & Planning July 22nd to August 9th	Interim August 12th to 23rd	Year-End Preparation & Planning December 23rd to January 10th	Year-End January 12 to February 28
John Brielmaier, Partner	30%	30%	30%	30%
Financial Audit Team				
Tatiana Carvajalino, Audit Manager	100%	100%	100%	100%
Lara Miller, Audit Senior	100%	100%	100%	100%
3 Staff	50%	100%	50%	100%
Single Audit Team				
Lorri Kidder, Single Audit Partner	30%	70%	30%	70%
Amanda Elliott, Single Audit Manager	50%	100%	50%	100%
Celeste Delgado, Senior	40%	100%	40%	100%
1 Staff	50%	100%	50%	100%
Engagement Oversight Team				
David Mills, IT Partner	- %	20%	- %	20%
Dean Mead, ACFR Review Partner	- %	- %	- %	10%
David Alvarez, EQCR Partner	- %	10%	- %	10%

Please note while the Engagement Oversight Team is not scheduled throughout the audit they are always available to the team. The Engagement Quality Control Reviewer, David Alvarez is based in the Tampa office and works closely with all of the team members.



F. EXPERIENCE





CRI FIRM SIZE & HISTORY

Stretching from New Mexico to North Carolina, Carr, Riggs & Ingram CPAs and Advisors (CRI) is a **top 25 nationally ranked full-service accounting and advisory firm serving more than 100,000 clients in all 50 states**. CRI's industry specializations include governments, construction, banking/financial institutions, healthcare, insurance, not-for-profits, and manufacturing and distribution.

CRI offers traditional and specialized services including audit and assurance, business consulting and support, forensic accounting, IT auditing, retirement plan auditing, SEC compliance, business valuation, tax planning, tax compliance, and trusts and estates work. Additionally, CRI's portfolio companies deliver service organization control (SOC) reports, data analytics, investment banking, business consulting, retirement plan administration services, wealth management, payroll management, and trust and estate services.

CRI is governed by a seven-member executive committee. The day-to-day governance is handled by our CEO, Chad Pinson along with our corporate team.

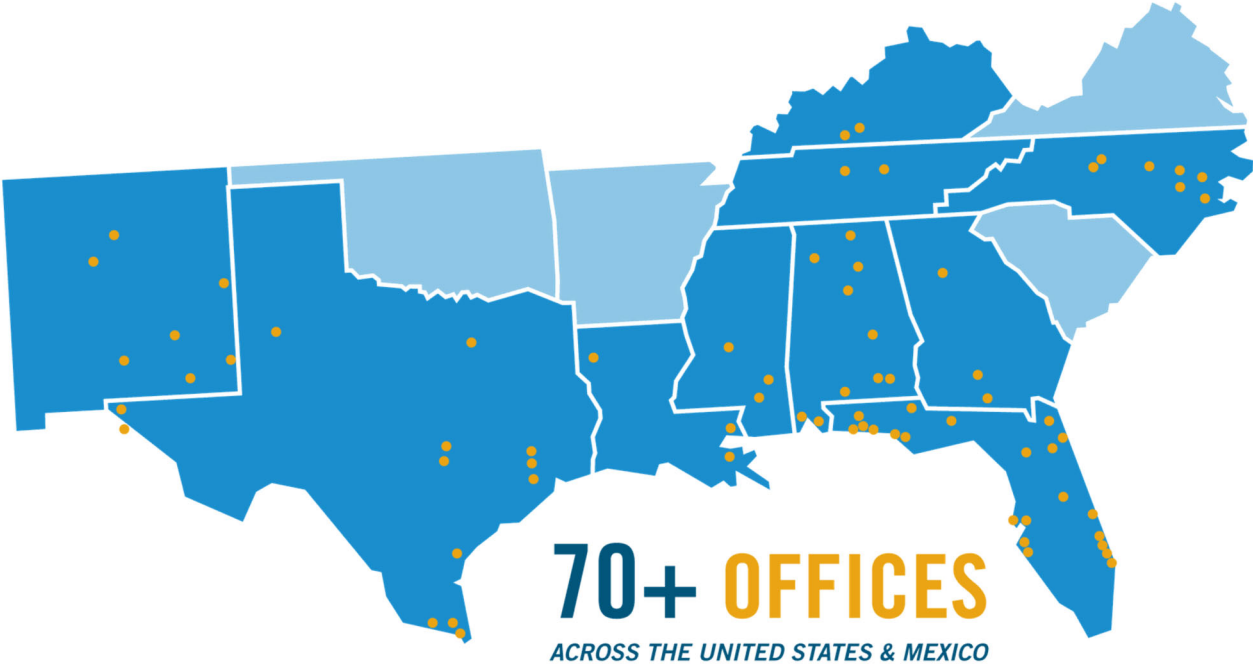
CRI is structured by industry line to allow for our professionals to focus on the industries that best fit their talents and interest.

This industry line focus and firm-wide structure has allowed for our teams to consistently exceed the expectations of clients. Founded in 1997, CRI now boasts more than 2,000 professionals and over 400 partners who pride themselves on superior client service, respect, and integrity. We invite you to learn more about CRI by visiting CRIcpa.com.

BUSINESS OPERATIONS

CRI's largest presence is in the state of Florida where we have 22 offices with over 300 government audit professionals.

The City of St Petersburg Audit will be completed by members of CRI's Clearwater, Tampa and Sarasota offices.





FOUNDED IN 1997 • **12 STATES**  • **35+ MARKETS**
across the United States & Mexico



2,000+
PROFESSIONALS



400+
PARTNERS



TOP 25 CPA FIRM

(as ranked by Accounting Today)

100,000+
CLIENTS



25+ YEARS
OF CONSISTENT GROWTH
SINCE FORMATION

CRI FIRM VALUES:
CLIENT SERVICE.
RESPECT.
INTEGRITY.











SERVICES

Accounting & Auditing
Advisory
Business Support & Transactions
Business Tax
Employee Benefit Plans
Governance, Risk & Assurance
Individual Tax & Planning
IT Audits & Assurance

INDUSTRY EXPERTISE

Captive Insurance
Commercial Real Estate
Construction
Financial Institutions
Governments
Healthcare
Insurance
Manufacturing & Distribution
Nonprofit

CRI FAMILY OF COMPANIES

-  Auditwerx
-  CRI Advanced Analytics
-  CRI Capital Advisors
-  CRI Simple Numbers
-  CRI TPA Services
-  Level Four Advisory Services
-  Paywerx
-  Preferred Legacy Trust



CRI'S GOVERNMENTAL EXPERTISE



Audit and Consulting Services for

500+ governmental entities with annual revenues totaling **\$26 Billion**



150+ single audits performed annually with federal expenditures up to **\$1+ Billion** and with total expenditures of **\$4.78 Billion**

Consulting and other agreed upon procedures engagements for **120+** government entities



Single Audit Resource Center's Award for Excellence in Knowledge, Value, and Overall Client Satisfaction



Member of AICPA's Government Audit Quality Center



Governmental Partner Designations

Including: CPA, CGFM, CITP, CFE, CMA, CISA, CGEIT, CTGA, CFF, CGMA, and CGAP

CLIENTS WITH ANNUAL REVENUES UP TO:



80+ School Districts

\$1.1 Billion



110+ Municipalities/Counties

\$4.8 Billion



115+ Agencies/Authorities

\$9.7 Billion

CRI GOVERNMENT QUALIFICATIONS



CRI has specialized in serving the government industry for many years; our proposed team delivers a depth of resources that ensure we understand your challenges and key factors associated with your audit. We will utilize our innovative solutions and tailored government tools and experience to design highly efficient and effective audit strategy.

CRI's government audit professionals have extensive experience on financial statement audit engagements conducted under Governmental Auditing Standards and implemented the full range of GASB statements on a variety of entity types. Our government team's 1,100+ years of combined experience is derived from the following:

- **500+ current governmental** entity audit and consulting clients;
- **200+ Florida governmental entity audit and consulting clients served;**
- **20+ Florida counties audited & 40+ municipalities**, plus consulting services provided to multiple other Florida cities;
- CRI has over **25 governments that have over \$1 billion of revenue/assets**
- Nearly **50 CRI clients obtained the GFOA's CAFR certificate of excellence;**
- Performance of **single audits for approximately 30% of all governmental clients, with federal funds totaling more than \$2.8 billion and state funds totaling more than \$375 million (where single audit is required)**
- We have created government-specific tools which facilitate efficient and effective audit procedures in various areas including: federal/state single audits, FRS pension testing, and compliance testing;
- We host regular in-person and online government CPE training sessions;
- We have a detailed understanding of the key matters and nuances associated with the operations of Florida cities and Florida specific compliance requirements; and
- We participate on committees for standard setting bodies, giving us **advanced notification and allowing us to help shape the upcoming standards;** we share our insights with our clients.

Our government teams are highly involved in the government accounting and auditing industry. Below is a summary of some of the outstanding accomplishments achieved by CRI and its professionals:

- Chairman and current member of the **AICPA Auditing Standards Board**
- Member of the **AICPA Government Audit Quality Center**
- Chairperson of the **AICPA Government Technical Issues Committee**
- Member of the **AICPA's Governmental Accounting and Auditing Committee**, involved in developing the State and Local Governments Audit and Accounting guide
- Member of team that answers questions for the **AICPA Center for Plain English for Government**
- Member of **GAO Advisory Board** on Government Audit Standards
- Recipient of the **Single Audit Resource Center (SARC) award for excellence**
- 10 AICPA certified **advanced single audit specialists**
- Subcontractor for AICPA to inspect Single Audit engagements performed by other CPA firms as part of the AICPA Enhanced Peer Review Process
- Chairman of **Oversight Task Force of the AICPA Peer Review Board**
- Active members of the **GFOA and FGFOA**
- Experts conducting **CAFR reviews** for GFOA's certificate of excellence program
- Contributing authors to the FICPA's "Compliance Auditing in Florida" practice team
- Member of the FICPA's **State and Local Government Committee**
- Member of the FICPA's **Government Standards Review Committee**
- Member of the FGFOA's **Technical Resources Committee**
- Regular **speakers at educational programs** on government accounting and auditing
- Expert **authors of various technical articles** which we proactively share with our clients

CRI GOVERNMENT QUALIFICATIONS



CRI delivers a depth of resources that ensures our understanding of your challenges and innovative solutions for overcoming them. Our governmental team's combined experience is derived from providing audit, consulting, and accounting outsourcing services to a client base that includes:

- **500+ governmental entity clients across the South totaling approximately \$22 billion in total revenues, and**
- **Municipality clients of up to \$1.2 billion in total revenues**

We are proud members in good standing of the following organizations:

- The American Institute of Certified Public Accountants (AICPA)
- The Governmental Audit Quality Center of the AICPA
- AICPA Private Companies Practice Section
- Employee Benefit Plan Audit Quality Center of the AICPA The Center for Audit Quality of the AICPA
- The Florida Institute of Certified Public Accountants (FICPA)
- Florida Government Finance Officers Association (FGFOA)

Members of the above voluntary organizations are select CPA firms recognized in the profession to be of the highest caliber. As a result, we are subject to stricter quality control standards than firms that choose not to take this voluntary step to improve the quality of their practices. Our team members are regular presenters at state and local chapter FICPA and FGFOA events. We are also active members in The League of Cities and support the League with their accounting services.

Below is a **breakdown of the composition of the audit teams for CRI's Government practice firm-wide.**

EMPLOYEE CLASSIFICATION	TOTAL NUMBER	NUMBER OF CPAs
Partners	183	182
Managers	126	126
Audit Supervising Seniors	85	43
Audit Seniors	132	53
Audit Staff	243	38
Total	769	442

Below is a **breakdown of audit professionals in our Tampa and Clearwater offices**

EMPLOYEE CLASSIFICATION	TOTAL NUMBER	NUMBER OF CPAs
Partners	8	8
Managers	2	2
Seniors	7	1
Staff	6	1
Total	23	12

CRI TAMPA AND CLEARWATER OFFICE



Your engagement will be led by the professionals in CRI's Tampa and Clearwater office. CRI's Clearwater location has been in existence since 1969 before merging with CRI in 2007. This office serves individuals, closely held businesses, non-profits, government, manufacturing, SAAS, and Construction companies throughout Tampa Bay.

- **8 Partners**
- **8 Senior Accountants**
- **3 Paraprofessionals**
- **Number of CPA's: 16**
- **Number of employees who will be CPA's in the next year: 2**
- **4 Managers**
- **10 Staff Accountants**

Our Clearwater location offers the following services:

- **Tax, Tax Advisory/Planning**
- **Audit & Assurance services**
- **Outsourced Accounting Services**
- **Cost Segregation Studies**
- **Business Valuations and Calculation of Value**
- **Transaction Advisory Services**
- **SOC Reports and IT Controls Audits (Cybersecurity)**

LOCAL OFFICE STAFF COMPUTER ASSISTANCE CAPABILITIES

All of our team members are used to a wide range of computerized systems in carrying out our audits. Multiple clients provide us direct auditor access to their financial reporting systems that allow us the ability to pull transactions and test through the system. Outside systems that we most typical use are Excel, Active Data, and ACL. Active Data and ACL allow us to perform data analytics on very large populations of data. Performing these types of analytics allow for testing of entire populations or being able to narrow testing to the highest risk items within populations.

CRI has long maintained the ability to conduct virtual audits. In fact, we actually have a patent on a camera product we use for our VStar process (Virtual Audit). Programs such as Zoom and Microsoft Teams have effectively diminished its viability, but it shows we've been working by way of computer online auditing for years. Additionally, all of our audit staff have completed Level 1 IT school, which is a program that mirrors the AICPA's Certified Information Technology Professional program. **Partner, John Brielmaier, is a Certified Information Technology Professional (CITP) and Certified Information Systems Auditor (CISA).** Your engagement team also includes David Mills as an IT Audit partner. Mr. Mills' team is as good as it gets when it comes to IT controls, cybersecurity, and risk assessments. Please see the bios below for additional information.

FEDERAL AND STATE SINGLE AUDIT EXPERIENCE



Our governmental team performs annual **Single Audits of Federal and State Funds** for more than 150 separate entities totaling over \$2.8 billion in federal awards and \$375 million in annual state awards (in the states that require a state single audit).

Our local single audit practice is overseen by Lorri Kidder who is assigned to your audit as a Single Audit Partner. Lorri works on multiple single audits every year including numerous single audits where she serves as the Engagement Quality Control Reviewer. She's also earned the AICPA's Advanced Single Audit Certification. Proprietary tools, including Florida state single audit risk assessment templates, were developed in collaboration with John Brielmaier (your Engagement Partner), Lorri Kidder and David Alvarez and were updated for the changes in the rules which became effective last year.

Single audits are an important part of what we do as a firm and a major area of specialization. We are proud of our 10 professionals who have earned the **AICPA's Advanced Single Audit Certification**, and are excited about the additional professionals that have earned the Intermediate Certification and are now studying for the advanced certificate.



In 2019, CRI Received the Single Audit Resource Center (SARC) Award for Excellence in knowledge, value, and overall client satisfaction. This award is to recognize audit firms that provide an outstanding service to their clients. The award is based on feedback received from over 25,000 nonprofit and government entities about the knowledge of their auditors, the value of the services rendered, and overall satisfaction with their 2018 fiscal year end audit.

GASB EXPERIENCE

CRI has a dedicated industry line to serve our state and local government clients, which is spearheaded by some of the partners who will be assigned to this engagement. This includes Ray Roberts, who oversees the industry line to ensure proper implementation of GASB standards and works with other partners across the firm to ensure best practices and implementation are brought directly to our clients nationwide. In addition, Engagement Partner John Brielmaier works directly with Ray and the entire **government industry line to conduct relevant research, complete industry line documents, and provide training** internally to our team members and externally across the region. Members of CRI's governmental team also serve on various committees working directly with GASB and providing input in order to assist with implementation understanding. These committee appointments allow us to stay abreast of new accounting standards issued by GASB and the AICPA, which gives our clients ample time to assess the impact of the new standards before the required implementation dates.

CRI's government audit professionals have extensive experience on financial statement audit engagements conducted under Governmental Auditing Standards, implementing the full range of GASB statements on a variety of entity types. Recently, we have assisted with the early implementation of GASB 84 for several entities, and are **prepared to assist in implementation** of GASB 84, 87 and 91, three new pronouncements coming into place during the coming years.

GFOA CERTIFICATE OF ACHIEVEMENT



GOVERNMENT FINANCE OFFICERS ASSOCIATION'S CERTIFICATE OF ACHIEVEMENT

Multiple partners in CRI's Florida governmental practice are reviewers for GFOA's Certificate of Achievement for Excellence in Financial Reporting, including your technical review partner, Alan Jowers. All of our clients that submit the GFOA award have been successful in obtaining the Certificate of Achievement for Excellence in Financial Reporting.

In addition, we have multiple clients that submit for and obtain the Distinguished Budget Presentation Award program through GFOA. We would be happy to assist the City in obtaining this award as well, which many cities find useful to present to the citizens.

LOCAL OFFICE FINANCE OFFICERS ASSOCIATION'S CERTIFICATE OF ACHIEVEMENT

At present, the following **LOCAL clients have been awarded the Certificate of Achievement for Excellence in Financial Reporting as clients of CRI. All Tampa Bay clients who have applied for the award, past or present, have been successful in achieving.**

- Pasco County Government
- District School Board of Pasco County
- District School Board of Pinellas County (*Pinellas County Schools first submitted for the Certificate in 2017 and was successful on the first submission, David Alvarez, John Brielmaier, and Amanda Elliott worked on the engagement in that year*)
- City of Treasure Island
- City of Gulfport
- City of Largo
- City of Clearwater
- City of Port St. Lucie





G. REFERENCE PROJECTS

SIMILAR ENGAGEMENTS WITH OTHER GOVERNMENTS



Below are municipalities currently audited by your engagement partner, John Brielmaier and the Clearwater staff. These entities are similar to that of City of St. Petersburg and we encourage you to contact them to evaluate our performance. Our Clearwater team has adequate staff and capacity to satisfy the needs of the RFP for the duration of the contract period.

RELATIONSHIP	TIMELINE	SCOPE OF WORK	ENGAGEMENT PARTNERS	CONTRACT AMOUNT
Pasco County Matt Lazar Finance Director 352-518-4092	2017to Present	<ul style="list-style-type: none"> • Audit • Single Audit • ACFR Review 	David Alvarez John Brielmaier Lorri Kidder David Mills	\$527,800
City of Jacksonville Marcia Saulo, Comptroller 904-255-5261	2015 to Present	<ul style="list-style-type: none"> • Audit • Single Audit • ACFR Review • EMS Certification • 5 CRA Audits • Landfill escrow audit 	David Alvarez April Shuping David Mills	\$368,500
City of Clearwater Monica Mitchell Finance Director 727.562.4533	2020 to Present	<ul style="list-style-type: none"> • Audit • Single Audit • ACFR Review • EMS Certification • CRA Audit 	John Brielmaier David Alvarez Lorri Kidder David Mills	\$136,000
City of Largo Rebecca Spuhler Finance Director 727.586.7443	2012 to Present	<ul style="list-style-type: none"> • Audit • Single Audit • ACFR Review • EMS Certification • CRA Audit 	John Brielmaier David Alvarez Lorri Kidder David Mills	\$69,900
City of Treasure Island Mike Munger Finance Director 727.547.4575	2011 to Present	<ul style="list-style-type: none"> • Audit • Single Audit • ACFR Preparation • EMS Certification 	John Brielmaier Lorri Kidder David Alvarez	\$46,000

The Clearwater, Tampa and Sarasota offices of CRI has not been dismissed; had a contract terminated or had a governmental entity refuse to exercise the right to renew the firm's contract.

Carr, Riggs & Ingram has not been previously contracted by the City of St Petersburg.

FLORIDA MUNICIPAL CLIENTS



CRI'S GOVERNMENTAL CLIENTS IN THE STATE OF FLORIDA						
Client Name	Total Number of Funds	Total Revenue	Annual Audit	Single Audit	ACFR Award	Various Consulting Services
Municipal Government Clients						
City of Blountstown, Florida	7	\$8.5M	X	X		
City of Callaway, Florida	6	\$13M	X	X	X	
City of Chiefland, Florida	4	\$4M	X	X		
City of Cocoa, Florida	19	\$89M	X	X		
City of Cocoa Beach, Florida	6	\$34M				X
City of Cross City, Florida	2	\$2M	X	X		
City of Daytona Beach, Florida	67	\$93M	X	X	X	
City of Daytona Beach Shores, Florida	6	\$17M	X			
City of Destin, Florida	6	\$13M	X	X	X	
City of Fanning Springs, Florida	2	\$4M	X	X		
City of Fellsmere, Florida	18	\$5M	X	X		
City of Fort Lauderdale, Florida	35	\$688M				X
City of Gainesville, Florida	86	\$130M	X	X	X	
City of Green Cove Springs, Florida	6	\$130M	X	X	X	
City of Groveland, Florida	4	\$26M	X			
City of Gulfport, Florida	14	\$17M	X		X	
City of Jacksonville, Florida	51	\$1.8B	X	X	X	
City of Maitland, Florida	16	\$40M	X		X	
City of Marianna, Florida	6	\$29M	X	X		
City of Melbourne, Florida	24	\$159M	X	X	X	
City of Mount Dora, Florida	17	\$17M				X
City of New Port Richey, Florida	10	\$40M	X	X	X	
City of New Smyrna Beach, Florida	25	\$80M	X	X	X	
City of Okeechobee, Florida	6	\$6M	X			
City of Palatka, Florida	10	\$18M	X	X	X	

FLORIDA MUNICIPAL CLIENTS



CRI'S GOVERNMENTAL CLIENTS IN THE STATE OF FLORIDA						
Client Name	Total Number of Funds	Total Revenue	Annual Audit	Single Audit	ACFR Award	Various Consulting Services
Municipal Government Clients (continued)						
City of Palm Bay, Florida	53	\$113M	X	X	X	
City of Panama City Beach, Florida	11	\$73M	X			
City of Port St. Lucie, Florida	43	\$350M	X	X	X	
City of Rockledge, Florida	8	\$26M	X			
City of Satellite Beach, Florida	9	\$11M	X	X	X	
City of St. Augustine Beach, Florida	4	\$13M	X	X		
City of Tallahassee, Florida	39	\$678M	X	X	X	
City of Treasure Island, Florida	9	\$15M	X		X	X
City of Webster, Florida	4	\$1M	X	X		
City of West Melbourne, Florida	7	\$20M	X		X	
City of Wildwood, Florida	5	\$10M	X	X		
City of Yankeetown, Florida	2	\$750K	X	X		
Town of Alford, Florida	2	\$516K	X	X		
Town of Altha, Florida	3	\$977K	X	X		
Town of Callahan, Florida	2	\$1M	X	X		
Town of Cross City, Florida	2	\$2M				
Town of Greenwood, Florida	2	\$555K	X	X		
Town of Hastings, Florida	2	\$1M	X	X		
Town of Howey-in-the-Hills, Florida	9	\$2M	X	X		
Town of Indialantic, Florida	6	\$3M	X			
Town of Indian River Shores, Florida	9	\$7M	X			
Town of Inglis, Florida	3	\$2M	X	X		
Town of Longboat Key, Florida	32	\$24M	X	X	X	
Town of Orchid	1	\$1M	X			X
Town of Welaka, Florida	2	\$2M	X	X		

CPA LICENSES



Firm CPA License



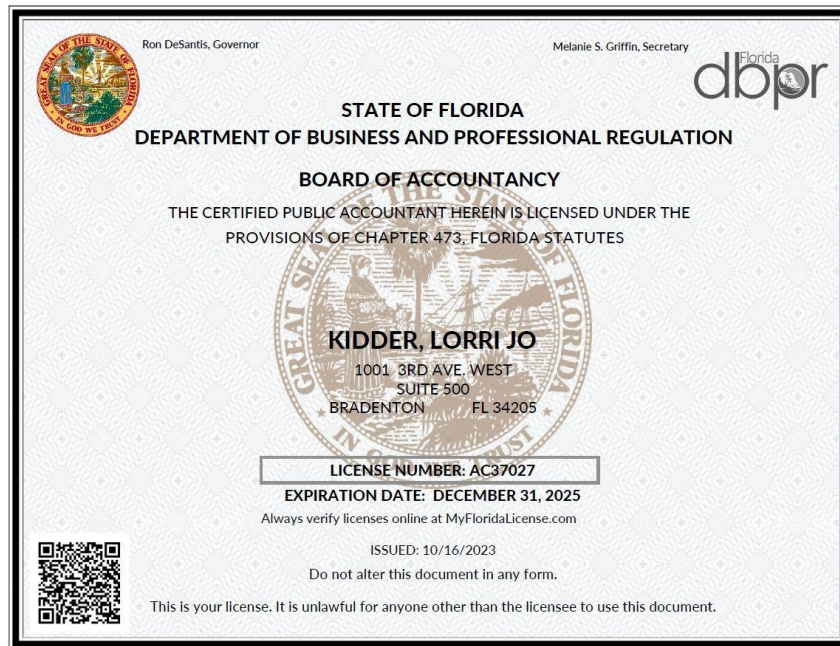
Engagement Partner John Brielmaier CPA License



CPA LICENSES



Single Audit Partner Lorri Kidder CPA License



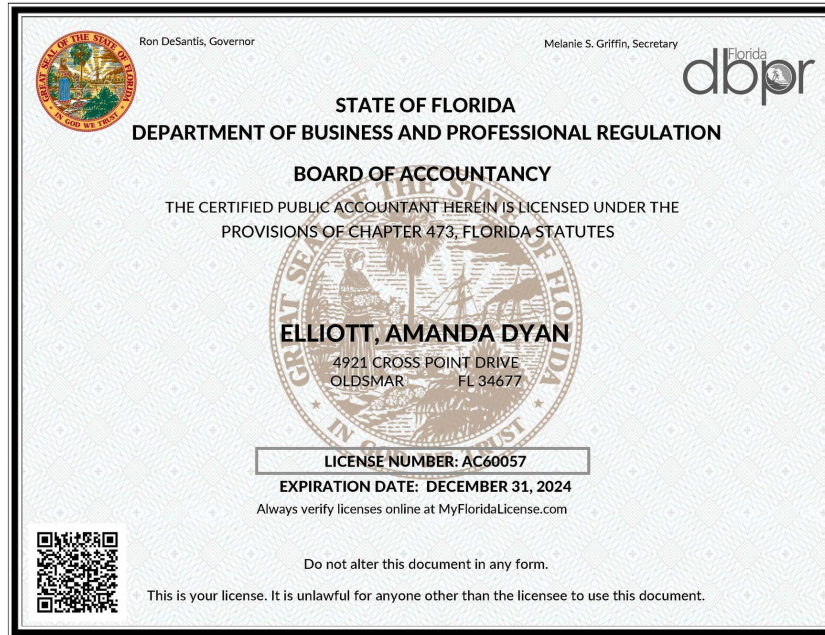
Engagement Quality Control Review Partner David Alvarez CPA License



CPA LICENSES



Single Manager Amanda Elliott CPA License



Financial Statement Audit Manager Tatiana Carvajalino CPA License





H. PROJECT APPROACH



UNDERSTANDING AND MEETING YOUR NEEDS



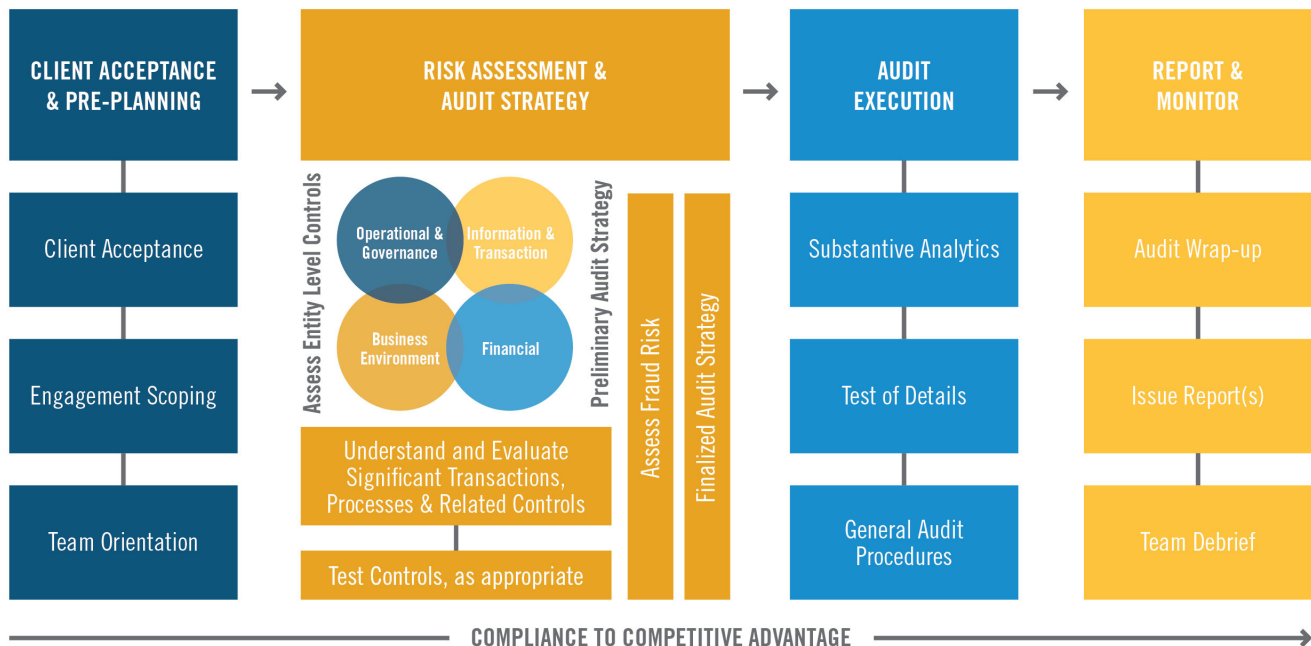
From the RFP, we understand City of St. Petersburg has the following needs. We've detailed our proposed solutions below and are happy to discuss other related projects as they arise and upon request.

	NEEDS & ISSUES	SOLUTIONS & SERVICES
TECHNICAL	Express an opinion on the City of St Petersburg's Annual Comprehensive Financial Report.	CRI has selected an expert team experienced in auditing Florida cities to perform your audit. The lead partner, John Brielmaier has experience with Pasco County, City of Clearwater, and City of Largo, to mention a few large governments he is responsible for. The team will utilize specialized audit tools created by CRI, tailored to the needs that Florida cities require.
TECHNICAL	Perform single audit in accordance with Uniform Guidance and Chapter 10.550, Rules of the Auditor General, and provide all reports and as required by Federal and Florida State single audit requirements. Complete and submit the certified Data Collection Form to the Federal Audit Clearinghouse.	Perform single audit efficiently with our highly trained single audit team which will be overseen by specialist partners with the AICPA Advanced Single Audit Certifications. Ensure that all filings required in a single audit are made by the auditor during a single audit engagement.
TECHNICAL	Express an opinion on the City of St Petersburg Community Redevelopment Agency's Annual Financial Report.	CRI has selected an expert team experienced in auditing Florida cities with redevelopment agencies to perform your audit. CRI utilizes our standard approach to auditing redevelopment agencies in an efficient and timely manor.
TECHNICAL	Perform a separate audit over the City of St Petersburg's Emergency Medical Services programs.	Utilize our highly trained staff in auditing Pinellas County entities to render this opinion that is specific to Pinellas County EMS providers
TECHNICAL	Perform a review over the City of St Petersburg's Internal Controls which include a system review and tests of compliance	Utilizing our detailed planning approach with our experienced team, prepare an audit approach that effectively and efficiently audits the required elements in a government auditing engagement
TECHNICAL	Provide all reports required by the Florida General including the management letter, investment compliance attestation report and Redevelopment Funds attestation report.	Perform specialized compliance procedures required in Florida governments using our highly trained staff and customized tools to issue all reports required for the Florida Auditor General.
TECHNICAL	Perform procedures around the management information systems to ensure IT general controls are operating appropriately to protect files and prevent processing errors.	CRI has included on its engagement team multiple IT specialists, that will perform procedures around Oracle Business Suite to ensure the system and related ancillary systems are performing correctly and are using industry best practices in its control environment.
RELATIONAL	City of St. Petersburg's management deserves open and continuous communication with their CPA firm in order to avoid surprise findings at the end of the audit.	Communicate regularly with management throughout the year to ensure City is prepared for new standards or any significant transactions. In addition, we use standard status meetings, during the audit, with management in order to hold everyone accountable in order to meet all deadlines, internal and external.

CRI AUDIT APPROACH



Our audit approach is a four stage approach, as depicted in the summary below. Our client acceptance and risk assessment procedures occur during detailed conversations and observations with your team. The results of those procedures allow us to tailor an audit program to your specific risks and needs. We then execute the audit, report the results, and evaluate continuous improvement opportunities for ongoing service and benefit to you.



In our approach, we base our testing off the risk of an account balance, as described above. Based on the risk we will determine our testing approach which would including sampling balances to test individual transactions and use analytical procedures. We try and maximize the use of analytical procedures as we can then identify unusual trends and focus sampling in areas with greatest risk.

Included in our engagement team, **David Alvarez, is the firm-wide sampling expert and has been teaching sampling courses at our internal CPE Week for many years.** Throughout the year engagement teams from other offices reach out to David with sampling related questions and difficulties.

CRI has the ability to use **both statistical and non-statistical sampling methodologies.** The selection of the two techniques depends on the format in which populations are provided. When populations are provided in an Excel or delimited file we can use statistical sampling methodologies. We primarily use Active Data to select items through this method of monetary unit sampling. For all other populations we use a non-statistical sampling approach that is based on the AICPA's Sampling Guide. In both instances our sample sizes first focus on individually significant items and then the remaining sample is based on risk in the population and materiality for the related opinion unit. Once we select items, testing is performed over each selected item.

During our audits we perform tests of compliance in relation to Florida Statutes and in accordance with Uniform Guidance and Chapter 10.550, Rules of the Auditor General. Our sample sizes are driven based on the level of assurance needed from the test, meaning the significance of the compliance requirement, as well as the size of the population. The population is the number of times there is a transaction or requirement for each compliance component.

COMMUNICATION & COORDINATION



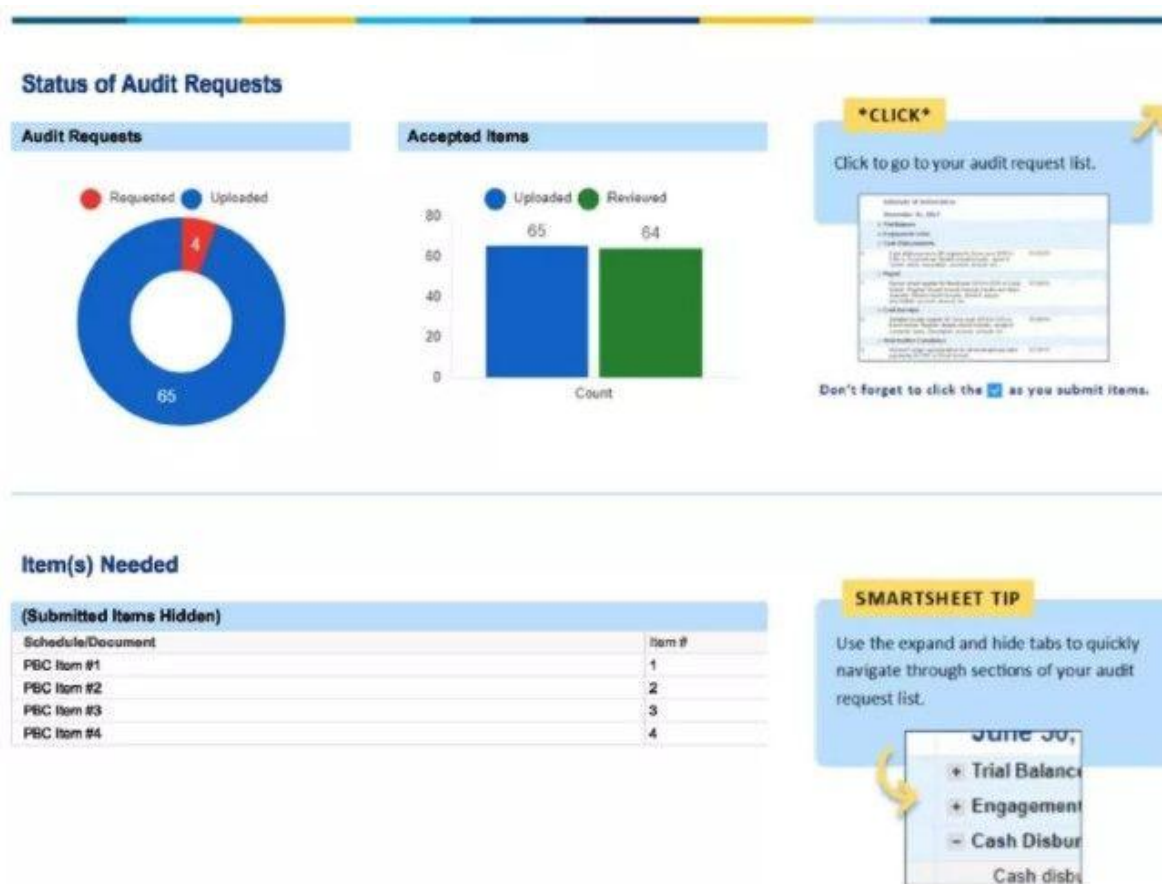
COMMUNICATION AND COORDINATION

Consistent communication is a key to the smooth and timely completion of the audit and delivery of the final reports. By ensuring consistent **communication and partner involvement**, we are in a better position to respond to your issues timely and efficiently. Below is a summary of the steps we take to ensure we maintain excellent communication:

- **Preliminary meeting with the audit team and management** of the Foundation to outline our plan for success, including discussion of the Provided by Client “PBC” listing and audit schedule.
- Status tracking of the audit is maintained in the **Smartsheet dashboard** as described below.
- **Partners will be on-site weekly** during the testing period and they will have update meetings with management to answer questions and provide information on any key matters or potential findings that may have arisen. These weekly meetings have been very successful in ensuring “no surprises” at the end of the audits for our clients.
- It’s CRI policy to be **responsive to calls and emails**. You can expect a rapid response to any inquiries.
- **Exit conference** to summarize and discuss the results of our procedures with management.
- Ongoing support includes **communication throughout the year** to address questions from the District. We aim to be proactive in communicating to you any matters which may impact the District.

DOCUMENT SHARING SYSTEM (SMARTSHEET)

We create a Smartsheet Dashboard, that is used to monitor audit progress; it is constantly updated with the status of audit requests, status, metrics and additional items viewable by both the you and us, allowing both to know the status of the audit at any given time. Below is a sample of a Smartsheet Dashboard:





MANAGEMENT LETTER

MEANINGFUL MANAGEMENT LETTER

CRI considers the management letter one of the most important aspects of an audit engagement. Every client is different, and we write our management letters to meet the specific needs of each client. Our sole goal is to make our clients aware of opportunities to improve operating efficiency and effectiveness.

Management Letter comments typically pertain to the following:

- **Findings other than those relating to internal control.**
- **Other matters that are not reportable conditions but are nonetheless worthy of mention.**

Our Management Letter comments generally fall into three categories:

- **Specific recommendations - the course of action is relatively clear.**
- **Alternative approaches - the appropriate corrective action varies.**
- **Symptoms of possible problems - an investigation to determine whether the problem exists or will occur in the future.**

The identification of potential management letter comments is the responsibility of every engagement team member. CRI feels that management letter comments add a voluntary, constructive dimension to our services and provide tangible evidence of our concern for the City's welfare. Also, when they accompany comments on significant deficiencies, management letter comments can provide the City with a more complete analysis of our observations.

Our approach to the management letter includes **evaluating cost/benefit relationships of any comment suggested**. Our efforts are focused on constructive suggestions about significant operational matters. We believe it is more effective to develop specific comments in a few areas rather than many comments of a general nature.

We will have an exit conference with management and appropriate staff to discuss any internal control or management comments we might have and to go over the financial statements and footnotes.

Our "no surprises" approach to management letter comments has led to a good working relationship between our clients and our engagement team. During fieldwork, we will verbally inform the City of any exceptions noted, in order to provide City personnel the opportunity to resolve open issues. We will also provide our comments in writing to the City prior to the scheduled exit conference. At the exit conference, we will review the comments in detail and consider management's responses about whether they believe conditions are practicable to correct, areas in which changes have already been made to correct known conditions, as well as situations that appear to be isolated instances. At this stage, certain comments may be communicated verbally to management. Once the final points have been determined, we provide management the opportunity to incorporate responses to the management letter comments. Finally, we will ensure we discuss and respond to any questions the City members have on our comments.

PROPOSED AUDIT STRATEGY



GAAP provides a conceptual framework for accounting, financial reporting, and disclosure. Your application of GAAP varies depending on your facts and circumstances—and interpretations.

Our general audit approach as described above is tailored to address the nature and inherent risk of each area. For significant areas, we will:

- **Meet with management to gain an understanding of management’s processes and controls.**
- **Assess and test such controls, as necessary.**
- **Perform substantive analytical audit procedures and tests of details, as appropriate.**

In certain complex areas, we may use functional specialists (e.g. information technology (IT), valuation of investments, and review of actuarial assumptions and calculations) to assist in the evaluation of complicated transactions and judgmental account balances. Additionally, we will review the financial statement disclosures and evaluate the overall transparency of City of St. Petersburg’s financial reporting.

Taking into account various items related to City of St. Petersburg, such as—but not limited to—industry expertise, knowledge of your organization, preliminary risk assessments, materiality, and the judgmental nature of the accounts, we have outlined below the key areas of audit focus and our proposed strategy.

Substantive Procedures						
Significant Areas	Level of Risk	Test of Controls	Analytics	Test of Details	Use of CAATs	Notes
Fraud risks	Medium	X	X	X	X	<ul style="list-style-type: none"> • Will meet AICPA requirements of fraud testing. • Fraud is considered an intentional act that results in a material misstatement of the financial statements. • We will gather information to identify risks of material misstatement due to fraud, and evaluate processes that address fraud.
Manual Journal Entries	Medium	X		X	X	<ul style="list-style-type: none"> • Manual journal entries provide high risk
Entity level controls	Medium	X	X	X	X	<ul style="list-style-type: none"> • We will gain an understanding of the control environment, risk assessment, monitoring, information and communication channels to determine the nature, timing, and extent of reliance on and tests of controls; we use all of the above to build the audit approach. • Our goal is to leverage management’s processes to the degree possible, which increases efficiency.

PROPOSED AUDIT STRATEGY



Substantive Procedures						
Significant Areas	Level of Risk	Test of Controls	Analytics	Test of Details	Use of CAATs	Notes
IT systems	High	X	X	X	X	<ul style="list-style-type: none"> Underlying financial and operational systems supporting the key business cycles play a critical role in the ability to generate and compile complete and accurate financial data. The IT security, computer operations and program change controls for financially significant applications are vital.
Unpredictable Procedures	High		X	X	X	<ul style="list-style-type: none"> In each audit we incorporate an element of unpredictability by including one or more tests which have not previously been performed. We will often focus these tests in the audit areas which carry the most risk.
Compliance Requirements	Medium	X		X		<ul style="list-style-type: none"> Compliance is significant due to the various compliance requirements of the Auditor General, federal and state statutes at the individual entity level. We have internally generated checklists we utilize to ensure compliance requirements are met.
Financial Reporting	High	X	X	X	X	<ul style="list-style-type: none"> Period-end financial reporting is critical; financial reporting compiles/reconciles detailed information from underlying processes and systems. We have reviewed the prior financial statements and concluded that the City has consistently applied GASB requirements accurately therefore the risk of financial reporting misstatements is not high.
Cash & Investments	Medium		X	X		<ul style="list-style-type: none"> Cash and investments are significant because of the large account balance and number of transactions impacting accounts. We will perform analytics over cash pooling and allocation b/w funds. Cash and investments will be confirmed and additional valuation testing using an external expert will be performed over a sample of individual investments.

PROPOSED AUDIT STRATEGY



Substantive Procedures						
Significant Areas	Level of Risk	Test of Controls	Analytics	Test of Details	Use of CAATs	Notes
A/R due from other governments	Medium		X	X		<ul style="list-style-type: none"> Accounts receivable and due from other governments is significant due to the account balance. We will perform analytics over the balance as well as review subsequent cash collections.
A/P and Expenditures	High	X	X	X	X	<ul style="list-style-type: none"> Accounts payable are significant due to the account balance and number of transactions impacting accounts payable and the related expense accounts. We will perform controls testing as well as extensive procedures tailored to provide additional comfort that the expenditures being incurred are for genuine purchases.
Payroll liabilities & expenditures	Medium	X	X	X	X	<ul style="list-style-type: none"> Payroll liability accounts and related expenditures are significant due to the account balance and payroll expenditures comprise a significant portion of the County's expenditures. Comfort over the payroll related balances will be gained through control testing and analytical procedures.
Long-term debt/debt covenants	Medium		X	X		<ul style="list-style-type: none"> Debt may be significant due to the size of account balance and covenants associated. We will perform tests of compliance through substantive analytics and confirmation of certain data with creditors.

PROPOSED AUDIT STRATEGY



Substantive Procedures						
Significant Areas	Level of Risk	Test of Controls	Analytics	Test of Details	Use of CAATs	Notes
Pension & OPEB liabilities	High		X	X	X	<ul style="list-style-type: none"> Pensions and OPEB liabilities are significant due to their size and relevance to the users of the financial statements and are also subject to complex estimates. We will evaluate the assumptions and methodology applied by the actuary and test the data they used in performing their computations and estimates.
Other estimates & contingencies	Medium	X	X	X		<ul style="list-style-type: none"> For the City there are reports related to investment compliance We will test investments in accordance with attestation standards and Florida Statutes.
Attestations & other reporting	High	X	X	X		<ul style="list-style-type: none"> Period-end financial reporting is critical; financial reporting compiles/reconciles detailed information from underlying processes and systems.
Federal & State single audit	High	X		X		<ul style="list-style-type: none"> Single Audit is significant due to requirements of Uniform Guidance and Florida Statutes. We will perform audits in accordance with those standards. We will assess the federal & state grants to determine which are in-scope for testing, therefore considered major. We will perform substantive tests and tests of controls over compliance requirements for the major grants. We will utilize our internally generated Federal and State tools to assess the risks and execute the testing procedures.
Emergency Medical Services (EMS)	High	X		X	X	<ul style="list-style-type: none"> We will perform a test of detail and allocation of expenses are in accordance with Florida Statute.

PROPOSED AUDIT TIMING



TASK	INITIAL YEAR SCHEDULE	SUBSEQUENT YEARS SECHEDULE
Appointment of the audit firm	July 11, 2024	N/A
Entrance conference with Chief Financial Officer (CFO) and City Auditor.	Week of July 15, 2024	Week of July 11, 2025
Entrance conference with all key Finance Department personnel and department heads of key offices or programs to discuss prior audit programs and the interim work to be performed. This meeting will also be used to establish an overall liaison for the audit and to make arrangements for work space and other needs of Offeror)	Week of July 22, 2024	Week of July 11, 2025
Progress conference with CFO, City Auditor, key Finance Department personnel and other department heads of key offices or programs to discuss preliminary review and to identify internal controls or other areas to be tested.	Week of July 22, 2024	July 11, 2025
Interim Work: <ul style="list-style-type: none"> Gain understanding of significant processes and key controls Perform testing key controls to reduce substantive testing Determine nature, timing and extent of substantive procedures Perform selected substantive procedures as of interim date 	Weeks of July 29th; August 5, 12 and 19, 2024	Weeks of August 18 and 25, 2025
Progress conference with CFO, City Auditor, key Finance Department personnel and other department heads of key offices or programs to discuss year-end field work to be performed.	Week of August 26, 2024	Week of August 25, 2025
Progress conference with CFO and City Auditor.	January 8, 2025	January 8, 2026
Detailed Audit Plan w/list of all schedules to be prepared by City	January 10, 2025	January 12, 2025
Trial Balance to auditors	January 10, 2025	January 12, 2026
Written reports on the progress of the audit shall be provided	Week of January 13 and 27, 2025	Weeks of January 12, and 26, 2025
Field Work	January 6, 2025 to February 28, 2025	January 5, 2026 to February 28, 2026
Draft of ACFR to auditors (auditors to return comments to City within 5 business days.	Week of February 3, 2025	Week of February 2, 2026
Final Reports (opinions)	Week of February 10, 2025	Week of February 9, 2026
Final issuance of ACFR	February 28, 2025	February 28, 2026
Presentation of Final Report and recommendations to BF&T	On or before March 20, 2025	On or before March 20, 2026
Presentation of Final Report and recommendations to City Council	On or before April 14, 2025	On or before April 14, 2026

CONTINUING PROFESSIONAL EDUCATION



CRI understands that comprehensive training is integral to help shape employee success and that the quality of a professional services firm is determined by its people and the firm's investment in them. Therefore, we have a comprehensive plan to provide quality training to our team and ensure high quality services are routinely provided to you. This plan includes:

- Technical Training during CRI's Virtual CPE Training: Firm-wide virtual trainings with more than 100 in-house sessions.
- Specialty Training: Industry specific training, including sessions specific to government auditing and accounting, single audits, and managing audit engagements.
- IT Audit Schools: We are investing in the future of audit with three progressive levels of training taught by AICPA leaders.



CRI will provide City of St. Petersburg staff who are Certified Public Accountants (CPAs) at least 8 credit hours per year for Continuing Professional Education required for maintaining their CPA certifications at no additional charge. These credit hours will be provided via recorded session prepared by Partners within CRI or via live webinars sponsored by CRI. Below are a sample of courses provided during the 2024 CPE Training that would be available to the City staff.

Course Title	Accounting Hours	Accounting-Governmental Hours	Auditing Hours	Auditing-Governmental Hours
2024 ASB Overview	-	-	2	-
2024 FASB Overview	2	-	-	-
Anti-Money Laundering-Bank Secrecy Act Overview	-	-	2	-
Common Government Reporting Errors	-	2	-	-
Construction Accounting & Taxation Overview	1	-	1	-
GASB Overview	-	2	-	-
General SSARS Overview	2	-	-	-
Government Practice Topics	-	-	-	2
Yellow Book Overview	-	-	-	2



Report on the Firm's System of Quality Control

To the Partners of
Carr, Riggs & Ingram LLC
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of Carr, Riggs & Ingram, LLC (the "firm") applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended June 30, 2022. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing and complying with a system of quality control to provide the firm with reasonable assurance of performing and reporting in conformity with the requirements of applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with the requirements of applicable professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of and compliance with the Firm's system of quality control based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under Government Auditing Standards, including compliance audits under the Single Audit Act, audits of employee benefit plans, an audit performed under FDICIA, and an examination of a service organization (SOC 2 engagement).

As part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

Your Success is Our Focus

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2022 PEER REVIEW REPORT (CONTINUED)



Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Carr, Riggs & Ingram, LLC, applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended June 30, 2022, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of pass, pass with deficiency(ies) or fail. Carr, Riggs & Ingram, LLC has received a peer review rating of *pass*.

Brown, Edwards & Company, L.L.P.

CERTIFIED PUBLIC ACCOUNTANTS

Roanoke, Virginia
September 15, 2022



J. PRICE PROPOSAL

Appendix B Fee Summary

- Fees** - Offeror's cost must be fixed priced fee and include all Offeror's costs (e.g., time, materials, travel costs, expenses) to provide all services and deliverables for each fiscal year and a grand total for the three-year agreement. Payment should be based upon the acceptance of deliverables by the city. Indicate the overall total cost of services in Table 1 as proposed in Offeror's submittal, based on the requirements in this RFP. Cost evaluations will be based on the fees submitted on Appendix B.

Table 1: Fee Schedule	
Description	Fixed Fee
Fiscal year ending September 30, 2024 (Annual audit as specified in this RFP)	\$ 215,670
Fiscal year ending September 30, 2025 (Annual audit as specified in this RFP)	\$ 224,300
Fiscal year ending September 30, 2026 (Annual audit as specified in this RFP)	\$ 233,300
GRAND TOTAL	\$ 673,270

- Hourly Rates** - Table 2 must contain all hourly rates for Offeror's personnel used to determine fees in Table 1. Offeror must include the estimated number of hours annually for each discipline and calculated totals. Hourly rates will apply for any additional services required of Offeror during the term of Agreement not specifically listed in this RFP, subject to provisions of the Agreement related to contract adjustments. Hourly rates will be fixed for the term of the Agreement.

Table 2: Hourly Rates			
Title/Service	Hourly Rate	Est. Hours	Total
Partner	\$ 270.00	115 hrs.	\$ 31,050
Manager	\$ 180.00	129 hrs.	\$ 23,220
Senior	\$ 150.00	336 hrs.	\$ 50,400
Staff	\$ 125.00	792 hrs.	\$ 99,000
Other (specify) <u>IT Spec</u>	\$ 250.00	48 hrs.	\$ 12,000
GRAND TOTAL			\$ 215,670

- Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
City Financial and Single Audit		\$	\$ 206,760
CRA Audit			9,000
		\$	\$
		\$	\$
GRAND TOTAL			\$ 215,670



K. ACCEPTANCE OF BASE AGREEMENT

CRI has reviewed the base Agreement as provided in the RFP- 24 - 118 - External Audit Assurance Services project documents. CRI would like to have each parties legal counsel discuss #5. Indemnification clause and coverage on a concept of mutual indemnification and a level of gross negligence.

JOIN OUR CONVERSATION



We know that some information that makes perfect sense to a CPA may not be as clear to our clients. Therefore, we produce original content in the form of articles, videos, white papers, webinars, and more to provide timely, down-to-earth translations of complex subjects. We publish this original content on [CRIcpa.com](https://www.cricpa.com) and across all our many social channels.

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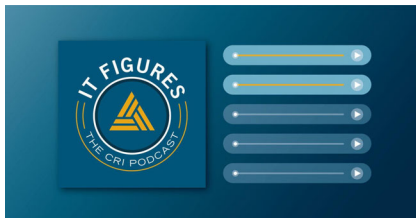
[CRICPA.COM/NEWSLETTER-SIGNUP](https://www.cricpa.com/newsletter-signup)

CRI: FROM FOUNDATION TO FUTURE

Over a quarter-century, Carr, Riggs & Ingram has not just grown, but transformed. Now standing proudly among the top 25 firms in the U.S., our trajectory is steeped in innovation, shaping us into the firm of tomorrow—today. Our growth isn't merely a timeline; it's a testament to our entrepreneurial and pioneering spirit. As we harness cutting-edge technology and lead through industry evolution, our commitment to delivering actionable insights and solutions rooted in our founding principles of tailored Client service, Respect for all, and unyielding Integrity remains unwavering. As we look to the horizon, we at CRI are poised to redefine what's possible, and we invite our clients, old and new, to join us in shaping the future.



Watch [CRI: From Foundation to Future](https://www.youtube.com/CRIcpa) on [youtube.com/CRIcpa](https://www.youtube.com/CRIcpa).



IT FIGURES: THE CRI PODCAST

Created to provide insight into the latest developments and regulations in the accounting and finance space, It Figures is an accounting and advisory focused podcast for business and organization leaders, entrepreneurs, and anyone who is looking to go beyond the status quo.

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[itfigurespodcast.com](https://www.itfigurespodcast.com)

Top 25 CPA Firm - #1 CPA Firm in the Gulf Coast Region



Cherry Bekaert, LLP

Appendix B Fee Summary

- Fees** - Offeror’s cost must be fixed priced fee and include all Offeror’s costs (e.g., time, materials, travel costs, expenses) to provide all services and deliverables for each fiscal year and a grand total for the three-year agreement. Payment should be based upon the acceptance of deliverables by the city. Indicate the overall total cost of services in Table 1 as proposed in Offeror’s submittal, based on the requirements in this RFP. Cost evaluations will be based on the fees submitted on Appendix B.

Table 1: Fee Schedule	
Description	Fixed Fee
Fiscal year ending September 30, 2024 (Annual audit as specified in this RFP)	\$ 246,780
Fiscal year ending September 30, 2025 (Annual audit as specified in this RFP)	\$ 254,183
Fiscal year ending September 30, 2026 (Annual audit as specified in this RFP)	\$ 261,809
GRAND TOTAL	\$ 762,772

- Hourly Rates** - Table 2 must contain all hourly rates for Offeror’s personnel used to determine fees in Table 1. Offeror must include the estimated number of hours annually for each discipline and calculated totals. Hourly rates will apply for any additional services required of Offeror during the term of Agreement not specifically listed in this RFP, subject to provisions of the Agreement related to contract adjustments. Hourly rates will be fixed for the term of the Agreement.

Table 2: Hourly Rates			
Title/Service	Hourly Rate	Est. Hours	Total
Partner	\$ 300	135 hrs.	\$ 40,500
Manager	\$ 250	270 hrs.	\$ 67,500
Senior	\$ 180	405 hrs.	\$ 72,900
Staff	\$ 122	540 hrs.	\$ 65,880
Other (specify) _____	\$	hrs.	\$
GRAND TOTAL			\$ 246,780

- Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
All costs included in Table 1		\$ -	\$ 0
		\$	\$
		\$	\$
GRAND TOTAL			\$ 0



Proposal for External Audit and Assurance Services

City of St. Petersburg

May 6, 2024 | RFP-24 -118

Lauren Strope, CPA

Partner, Cherry Bekaert LLP
Partner, Cherry Bekaert Advisory LLC
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A. Transmittal Letter

May 6, 2024

Sakha Reed, Senior Procurement Analyst
One 4th Street North
St. Petersburg, FL 33701

Dear Sakha:

Cherry Bekaert LLP (Cherry Bekaert or the Firm) thanks you for the opportunity to continue to serve the City of St. Petersburg (the City) by providing external audit and assurance services. Having previously served as the Authority's auditors, we have forged professional and productive relationships which we feel are important because understanding is gained through relationships, and relationships are ultimately between people. The City's management team and staff know the dedication and quality of the work that the Cherry Bekaert team delivers. From fluctuating budgets, new program and service demands, increasingly complex compliance restrictions, stadium deals, economic changes, and the evolving needs of constituents, we understand the distinct challenges that Florida local governments face. In the current environment, it's critical to have the right government accountant providing the proper technical guidance, reducing the demands on government staff and allowing organizations like the City to focus on their constituents.

It would be our pleasure to continue as the City's auditor. As one of the largest government audit firms in Florida, we bring a deep understanding of your needs through service to you and many of your peers. With Cherry Bekaert, the City will continue to benefit from:

- ▶ Expertise and operational knowledge gained by serving **50+ government entities in the state of Florida**.
- ▶ **Technology solutions** and process adaptations that facilitate collaboration, increase efficiency, and improve the precision of our substantive audit procedures.
- ▶ The scalability and capabilities of a large firm paired with an **extensive Florida presence and commitment to service**.

Depth of Local & Industry Resources You Deserve

The City will have access to all of the resources of one of the largest CPA firms in the United States, while being served by a local team based in our Tampa and Orlando offices (Central Florida practice). Our team offers the City an unmatched depth of practical knowledge in the effective application of current standards. This includes the GASB, U.S. General Accounting Office's *Government Auditing Standards*, Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), Chapter 10.550, Rules of the Auditor General and the Florida Statutes.

Our audit programs and processes are tailored specifically to your needs, streamlined through years of experience with similar organizations. Our approach is highly automated and focused on proper planning. And in addition to traditional audit and compliance services, we provide bond offerings, performance audits, agreed-upon procedures, internal control reviews, tax credit consulting work, information technology reviews, cyber security reviews and strategic management services. With extensive experience serving municipalities, authorities, utilities, and state agencies throughout the state of Florida, we offer a critical mass of government experienced auditors and advisors and our **Client Promise** to continue our mutually-beneficial relationship. We regularly help Florida public sector clients:

- ▶ **Implement new Governmental Accounting Standards Board (GASB) Statements** and maintain compliance with new/changing guidance.
- ▶ Ensure **on-time and compliant report completion** by incorporating robust pre-planning, significant interim work, technology solutions and proven government auditing procedures, making our audit process **efficient and easy-to-navigate**.
- ▶ **Assess regulatory changes through year-round discussion**, offering expertise and sharing lessons learned through compelling thought leadership and custom Continuing Professional Education (CPE) offerings, such as our Annual Government Seminar.

- ▶ **Improve efficiency** through comprehensive service plans, flexible auditing strategies, integrated IT/technology specialists and direct access/knowledge of your financial reporting and billing systems.
- ▶ **Meet Government Finance Officers Association (GFOA) certificate program award criteria** through high-quality Annual Comprehensive Financial Reports.

Commitment to the City

We are dedicated to being a trusted advisor and your “go to” for questions and concerns as they arise. Your experience in working with us demonstrate our long history of service and timeliness in meeting or exceeding client expectations. The City will continue to have access to all of the resources of one of the largest CPA firms in the United States, while being served by a local team. Our team gives the City unmatched depth of practical knowledge in the effective application of current standards. Cherry Bekaert is proud to be one of only two firms nationally to provide a professional member of our government public sector team to serve as a GASB fellow, which is a two-year assignment working with GASB on technical matters. We understand the numerous business issues that cities in Florida face, unique from any other industry, that either contribute to or prohibit long-term growth and success. Staying ahead of issues and regulatory changes takes a proactive approach, consistent communication, and a forwarding-facing view of the City. You have our word that we will continue work hard to ensure a quality audit, bring strategic operational considerations and internal controls recommendations to you, and provide expertise as it pertains to opportunities the City may have to claim federal tax credits, thinking outside the box to surface value-added opportunities for you to consider.

Throughout our years of service, we believe we have established trusted relationships with the City based on value given and received. We are fully committed to maintaining a mutually beneficial relationship with the City and will continue to invest time to understand you, deliver value added audit and attestation services, and serve as your trusted advisor for questions and concerns as they arise. We strongly believe that Cherry Bekaert continuing as your auditor provides the best of both worlds – an intricate knowledge of your operations and audit preferences, to each year’s audit through our audit planning, execution, and engagement team make-up without using additional City resources.

Our open, respectful, professional relationship with the City's management and staff, along with our familiarity of your systems, enables our team to control overall project cost while optimizing engagement efficiency. We will conduct our audit fieldwork with minimal disruption of your staff’s daily routines, while accomplishing the tasks necessary to successfully meet your expectations and audit completion deadline. After all, your time is valuable.

Conclusion

This proposal provides detail about our approach and the team committed to serve you, but more importantly, it illustrates the unique ways in which the City will benefit from working with Cherry Bekaert. With your engagement team based in our Central Florida practice to serve you, paired with the deep bench strength of dedicated industry resources, we trust you will continue to view Cherry Bekaert is your guide forward. Thank you again for this opportunity. If you have questions about this proposal or require additional information, please feel free to contact either of us directly as an authorized representative of the Firm.

Sincerely,



Lauren Strope, CPA
Partner, Cherry Bekaert LLP
Partner, Cherry Bekaert Advisory LLC
401 East Jackson Street, Suite 1200
Tampa FL 33602
P: 813.472.5749 | E: lstrope@cbh.com



Brian Liffick, CPA
Partner, Cherry Bekaert LLP
Partner, Cherry Bekaert Advisory LLC
800 North Magnolia Avenue, Suite 1300
Orlando FL 32803
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Please Note: “Cherry Bekaert” is the brand name under which Cherry Bekaert LLP and Cherry Bekaert Advisory LLC, independently owned entities, provide professional services in an alternative practice structure in accordance with applicable professional standards. Cherry Bekaert LLP is a licensed CPA firm that provides attest services, and Cherry Bekaert Advisory LLC and its subsidiary entities provide business advisory and non-attest services. For more details, visit cbh.com/disclosure.

B. Project Team

In this section the offeror must describe the composition, organization and management of the project team including (a) identifying all major sub-contractors and their responsibilities; (b) demonstrating the firm's ability to work cooperatively with multiple clients and sub-contractors; and (c) identifying key individuals who would be assigned to the project and their roles and responsibilities.

Team Qualifications

The Cherry Bekaert team responsible for the City's engagement bring specialized knowledge in the unique accounting, auditing and compliance issues you face. Each engagement team is handpicked for alignment with the special needs and considerations of clients like the City. We commit to provide timely and helpful responses to time sensitive questions; your engagement team is available to you year-round. We ensure frequent and direct access to the partners, directors and managers who maintain responsibility for the engagement, employing a high ratio of partners and senior managers to staff. This allows the Firm to staff and supervise engagements with a higher level of experienced staff than most firms. As the City has experienced in the past, the City's proposed team are available during the audit and throughout the year. Cherry Bekaert will not be subcontracting any services for this engagement.

Account Management

The City deserves responsiveness, quick turnaround time, efficient management and the benefit of our professionals' experience applied and leveraged on your behalf. We use a "relationship partner" concept to maintain continuity of service over time and a proactive understanding of your business and service needs. Having a relationship partner means that one person is ultimately responsible for all aspects of all services provided to the City. The relationship partner has the overall responsibility for coordinating all services and ensuring that the City receives timely and innovative support and that your expectations are met or exceeded. The relationship partner can make decisions on the spot and call upon the resources of the Firm to meet the special needs of each client. **Lauren Strobe** will continue to serve as relationship partner for the City. In addition to ensuring service quality and consistency, involvement of a relationship partner:

- ▶ Improves the effectiveness of the process and ensures compliance with our quality assurance system
- ▶ Integrates expertise and, through active participation and observations, allows us to identify opportunities to consult you on industry-related issues

The entire engagement team that serves the City will work together to share information, documents and what we all know about your business and service needs (goals, other relationships, delivery expectations, etc.). We will have periodic meetings with you to hear about your business and learn from them. This approach promotes stability by effectively sharing knowledge and collaboratively developing engagement solutions, including timelines, standard checklists and involving specialized resources. In addition, the wealth of experience gained by our team as they work with multiple local government clients will be shared with the City.

Engagement Team	Role
Lauren Strobe	Engagement/Relationship Partner
Brian Liffick	Quality Reviewer
Neal Beggan	IT Audit Partner
DeWanna Coleman	Audit Senior Manager
Anthony Walsh	2 nd Audit Senior Manager
Karlie Coleman	Audit Senior
Matt Carr	2 nd Audit Senior
Jeff Zeichner	Technical Resource
Scott Anderson	Technical Resource, Former GASB Fellow
Amy Dosik	Technical Resource - Tax Credits and Incentives

Please see **section C. Organization Chart** for a description of team member responsibilities.

Ability to Work with Multiple Clients

We are currently committed to perform similar engagements for approximately 25 government entities with September 30th fiscal year ends across the Southeast United States. However, the City will have a dedicated engagement team committed to your audit and meeting your timelines.

At Cherry Bekaert, we employ an industry-first approach where all associates have the opportunity to pursue industry specializations and develop technical experience as they progress in their careers. Our Firm-wide Government & Public Sector Group (GPS) has more than 200 professionals experienced and trained to understand the many facets of the public sector, affording us with ample capacity to serve the City. The GPS group coordinates and allocates all resources and talent for public sector engagements and is responsible for assuring seamless service delivery and quality control. We focus on having teams with the right skills, knowledge and expertise to serve you and who are capable of exceeding the client's expectations. In addition, your team has vast experience with the particular reporting requirements required by the State of Florida.

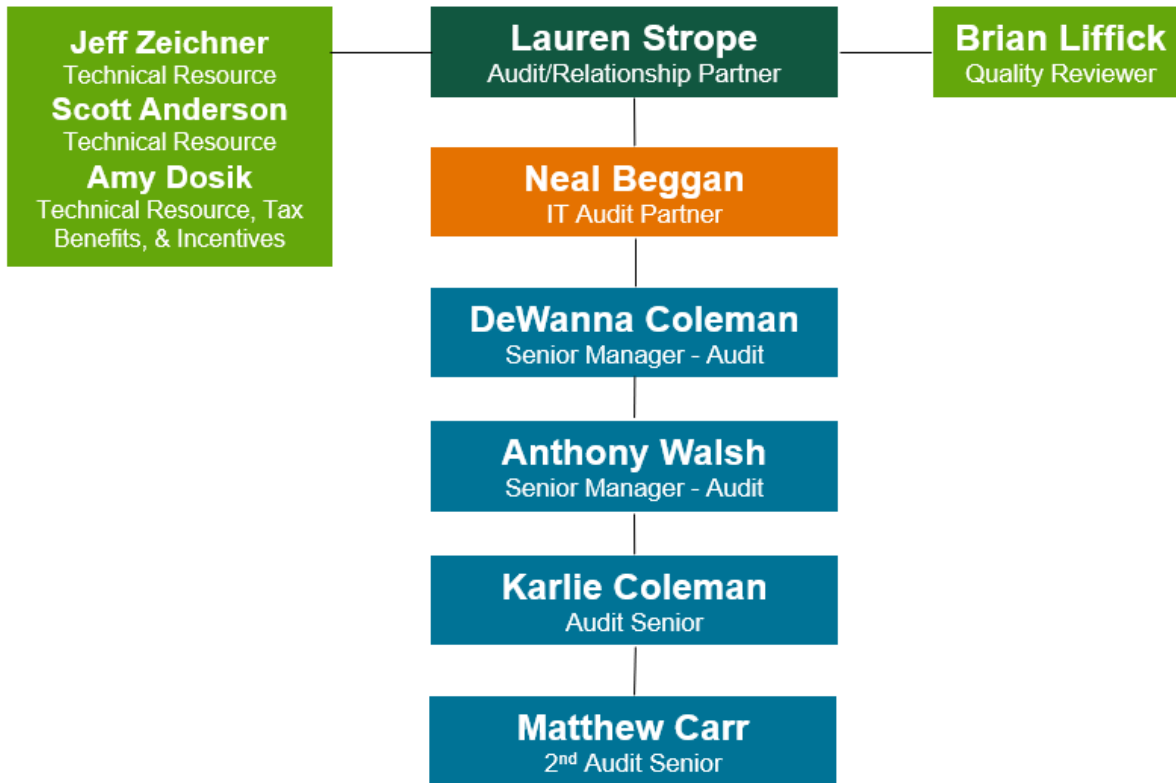
We are fully committed to working with the City during the dates agreed to with management. All members of the engagement team are available anytime during the engagement and throughout the year.

We do not anticipate utilizing any subcontractors in the performance of the services contemplated in this proposal.

C. Organization Chart

Provide organization chart showing: (a) reporting relationships and responsibilities of the offeror and any other firms (b) reporting relationships and responsibilities of all key personnel (along with their firm affiliations).

Organizational Chart



Team Member	Engagement Responsibilities
Lauren Strope - Audit Partner/Relationship Partner	As the audit and relationship partner, Lauren will have overall responsibility for ensuring the City receives timely audit services at the highest level of quality. She will serve as the primary point of contact for the City and sign all reports and opinions. Lauren will oversee the audit team, design the audit approach and be responsible for project, schedule and quality management.
Brian Liffick - Quality Reviewer	As concurring reviewer, Brian will provide technical assistance and confer with Lauren during the course of the engagement to assure that all accounting and auditing issues are carefully addressed.
Neal Beggan - IT Audit Partner	As an IT Audit Partner, Neal will be responsible for project direction and execution of the information technology segment of the audit. He will work with Lauren to ensure that all IT risks identified are addressed throughout the course of the audit.

DeWanna Coleman - Audit Senior Manager	<p>As audit senior managers, DeWanna and Anthony will be involved in all phases of financial auditing, from planning, performing, supervising, reporting and completing the engagement. Key responsibilities include:</p> <ul style="list-style-type: none"> ▶ Performing planning procedures to gain a comprehensive understanding of the City's situation, including the internal control environment
Anthony Walsh – Audit Senior Manager	<ul style="list-style-type: none"> ▶ Working closely with Lauren to develop an overall risk assessment and the respective audit procedures ▶ Project management, testing key audit areas and transaction cycles and maintaining an open line of communication ▶ Playing a key role in drafting the audit deliverables
Matthew Carr – Audit Senior	<p>As experienced auditors, Matthew and Karlie will be responsible for performing all phases of financial statement and internal control over financial reporting audit work, performing day-to-day work and supervising staff.</p>
Karlie Coleman - Audit Senior	
Jeff Zeichner - Technical Resource	<p>Jeff, Scott and Amy bring specialized knowledge and expertise in various areas of governmental accounting, GASB, compliance and tax (including benefits and incentives associated with new builds) to support unique needs of the engagement.</p>
Scott Anderson - Technical Resource	
Amy Dosik - Technical Resource, Tax Benefits and Incentives	

D. Other Firms

Identify any other firms (such as sub-contractors) included on the project team and describe the scope of work for each firm's services and responsibilities throughout the project. Describe the firms approach to the management of sub-contractors and sub-consultants.

Cherry Bekaert will not be utilizing any other firms on the project team.

E. Key Personnel

1. Identify all key personnel (and their firm affiliations) on the project team and describe their specific responsibilities throughout the project.

Please see section C. Organization Chart for a list of key personnel and their engagement responsibilities.

2. Describe the offeror's approach to managing such key personnel.

We believe knowledge, efficiency and effectiveness are optimized over time in a client relationship. Therefore, we strive to maintain continuity in partners and key professionals from year to year. In the mentoring and developing our staff, we normally experience a progression of staff responsibility during the years of service on the engagement allowing their knowledge of the client to increase the efficiency of our team. For many of our tenured clients, we have professionals that began as staff accountants and progressed to serve as managers, senior managers and partners on that engagement. We will periodically introduce new staff to our clients as bringing fresh talent and insight to the engagement team provides new ideas, while maintaining team continuity, which creates efficiency and reduces the learning curve for new team members.

However, if we lose a key person, we will replace that person from the top rather than from the bottom. For example, if the senior needs to be replaced, the manager will step in to perform their role until a replacement has been assigned and has been brought up to speed on the City's engagement. We will keep you informed of all personnel changes and, consistent with auditing principles generally accepted in the U.S., seek your agreement before any changes are made to key personnel.

To better engage with and encourage our employees in their careers, we launched our Transform Your Career (TYC) initiative in 2022. This program provides growth and development opportunities, a meaningful approach to performance, and an enhanced comprehensive total rewards package. It has had a positive impact on employee engagement and retention as we accelerated our growth journey.

3. Indicate the commitment of all key personnel in terms of an estimated percentage of time throughout the project

Cherry Bekaert has carefully selected an experienced engagement team with specialized knowledge relating to the unique accounting and auditing issues. The table below lists the approximate percentage of time spent by each member of the proposed audit team.

Team Member	Approximate Percentage of Time Spent
Lauren Strope	8%
Brian Liffick / Concurring Reviewer	2%
DeWanna Coleman / Anthony Walsh	20%
Karlle Coleman / Matt Carr	30%
Staff, IT and Administrative	40%

4. Provide resumes for all key personnel in the RFP. Limit resumes to two pages per individual and include: (a) academic and professional qualifications (b) professional registration (as applicable) (c) experience as it relates to the project and to the individual's specified role on the project.

Please see our detailed response to question 5 below.

5. Provide a detailed resume of the offeror's project manager, at least one substitute project manager, and other key individuals on the project team. The proposed project manager and the proposed substitute shall have a minimum of five (5) years of applicable experience and shall remain with the project throughout the term of the City's standard agreement. The project manager shall not be replaced or substituted without the prior approval of the City. The City may request a personal interview with the short-listed firms' proposed project managers. The key project manager or their approved substitutes shall be available for all meetings. Experience included on the resume must be limited to projects completed within the past ten (10) years.

As the audit and relationship partner, Lauren Strobe will have overall responsibility for ensuring the City receives timely audit services at the highest level of quality. She will serve as the primary point of contact for the City and sign all reports and opinions. Lauren will oversee the audit team, design the audit approach and be responsible for project, schedule and quality management. Lauren would be pleased to continue to serve as the project manager.

One attribute that truly sets Cherry Bekaert apart from our competitors is our deep bench strength. For the City, this means that if you were to need a change in project manager, you have options between several qualified professionals ready to step in and ensure that the quality of our audit and client service is not impacted. Brian Liffick would serve as our proposed substitute.

In addition, Cherry Bekaert commits to obtain the approval of the City for any change at the manager and senior manager level. Resumes, professional experience qualifications, and personal interviews are available to the City for all Cherry Bekaert team members upon request.

On the following pages, you will find the resumes for all key personnel in the RFP.



Lauren Strope, CPA

Partner, Cherry Bekaert LLP

Partner, Cherry Bekaert Advisory LLC

Assurance Services

FL-AC46145

Lauren Strope is an Assurance Partner specializing in audit services to local governments. Lauren focuses on financial reports, identification of key audit areas, compliance audits, testing design of key accounts and transaction cycles, and supervision of engagement teams. To further her expertise in financial reporting, Lauren volunteers as a GFOA Annual Report reviewer. Many of the government audits she has participated in have received the GFOA’s Certificate of Achievement for Excellence in Financial Reporting as a result of the review program.

Lauren is an instructor for Firm-sponsored trainings and has taught upper-level financial accounting courses for the University of South Florida – Sarasota Manatee Campus. She is also a past chair and board member of the Accounting Circle and a board member of the Advisory Council of the Lynn Pippenger School of Accountancy, University of South Florida. She was a member of the Tampa Connection class of 2017-2018. She is active in the FICPA and FGFOA organizations, serving on the FICPA State and Local Government Committee and Women in Leadership Committee and the FGOFA’s Member & Leadership Development Committee.

Education

B.S. and MAcc in Accounting, University of South Florida

Areas of Expertise

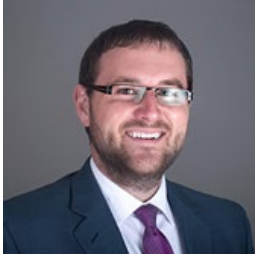
- ▶ Accounting Services
- ▶ Audit & Attestation Services
- ▶ Lease Accounting Services
- ▶ Revenue Recognition

Professional & Civic Involvement

- ▶ American Institute of Certified Public Accountants (AICPA)
- ▶ Florida Institute of Certified Public Accountants (FICPA)
- ▶ Government Finance Officers Association (GFOA)
- ▶ Florida Government Finance Officers Association (FGFOA)

Relevant Experience

- ▶ City of St. Petersburg, FL
- ▶ City of Pinellas Park, FL
- ▶ City of Vero Beach, FL
- ▶ City of Lake Buena Vista, FL
- ▶ City of Bay Lake, FL
- ▶ City of Charlotte, NC
- ▶ City of Clearwater, FL
- ▶ City of Alexandria, VA
- ▶ Orange County, FL
- ▶ Monroe County, FL
- ▶ Hillsborough County, FL
- ▶ Miami-Dade Aviation Department, FL
- ▶ Juvenile Welfare Board of Pinellas County, FL
- ▶ Pinellas Suncoast Transit Authority (PSTA), FL
- ▶ Hillsborough Area Regional Transit (HART), FL



Brian Liffick, CPA

Partner, Cherry Bekaert LLP

Partner, Cherry Bekaert Advisory LLC

Assurance Services

FL-AC51463, IN-CO11300036

A Certified Public Accountant, Brian specializes in providing services to the government and not-for-profit sectors, and has led audits for several large counties in the State of Florida, numerous Florida governmental entities and various higher education and not-for-profit institutions. He has considerable background with audits of state and federal grant compliance, not-for-profit organizations, and audit services for numerous cities, counties, school boards, and other state and local government organizations.

Brian has published industry articles on governmental, nonprofit and compliance matters and is a valued instructor and speaker for Firm-sponsored events. He is also an active participant in government and not-for-profit seminars, conventions and trainings where he has also served as a speaker.

Education

B.A., Manchester College

Professional Involvement

- ▶ American Institute of Certified Public Accountants
- ▶ Florida Institute of Certified Public Accountants
- ▶ Florida Government Finance Officers Association
- ▶ Government Finance Officers Association
- ▶ Southern Association of College and University Business Officers

Relevant Experience

- ▶ City of Lake Wales, FL
- ▶ City of Port St. Lucie, FL
- ▶ City of Stuart, FL

- ▶ City of Vero Beach, FL
- ▶ City of Bay Lake
- ▶ City of Lake Buena Vista
- ▶ Town of Eatonville, FL
- ▶ Brevard County, FL
- ▶ Charlotte County, FL
- ▶ Monroe County, FL
- ▶ Orange County, FL
- ▶ Orange County Library District
- ▶ Orange County Educational Facilities Authority, FL
- ▶ Orange County Health Facilities Authority, FL
- ▶ Central Florida Regional Transit Authority (LYNX), FL
- ▶ Collier County District School Board
- ▶ St. Johns County Public Schools
- ▶ Reedy Creek Improvement District, FL
- ▶ International Drive Master Transit and Improvement District, FL
- ▶ Enterprise Florida, Inc., FL
- ▶ Florida Development Finance Corporation, FL
- ▶ South Central Educational Risk Management Program, FL
- ▶ Collier County District School Board, FL
- ▶ Duval County District School Board, FL
- ▶ Orange County Public Schools, FL
- ▶ St. Johns County Public Schools, FL
- ▶ St. Lucie County District School Board, FL
- ▶ Volusia County District School Board, FL
- ▶ South Central Educational Risk Management Program
- ▶ Clermont Police Officers' Pension Plan and Firefighters' Retirement System

**Neal Beggan, CISA, CRISC, CRMA, CCSFP, CMMC-PA****Partner, Cherry Bekaert Advisory LLC****Risk Advisory Services**

Neal is the Firm's Risk Advisory and Information Technology Audit Group Leader. A Certified Information Systems Auditor (CISA), Certified in Risk and Information Systems Control (CRISC), Certified in Risk Management Assurance (CRMA), Certified CSF Practitioner (CCSFP) and one of the nation's first CMMC Provisional Assessors (CMMC-PA), Neal has over 20 years of audit, consulting and compliance experience, and has performed reviews in the following areas across a myriad of IT platforms: SOX 404, NIST 800-53/171, HIPPA/HITRUST, ISO 27001/2, FISCAM, GDPR, OMB A-130, and SOC 1/2/3.

Clients depend on Neal to identify key business and IT risks and recommend practical solutions to mitigate those risks, as well as to perform operational audits to identify cost savings and revenue opportunities. Neal has experience improving existing internal audit methodologies for large corporations, and leading corporate-wide training for clients and the Firm.

Prior to joining Cherry Bekaert, Neal worked at a regional accounting firm as an IT audit manager, as an IT audit senior with Ernst & Young's Technology and Security Risk Services practice, and as a consultant with KPMG's Risk Advisory practice.

Education

BBA in Finance with a concentration in Computer Information Systems (CIS), James Madison University

Areas of Expertise

- ▶ SOX 404
- ▶ Governance, Risk & Compliance
- ▶ Internal Audit
- ▶ IT Audit & Consulting
- ▶ Cybersecurity
- ▶ IT Internal Controls
- ▶ Privacy
- ▶ Risk Assessment Services

Professional & Civic Involvement

- ▶ AICPA SOC for Supply Chain Committee Member
- ▶ Information Systems Audit and Control Association (ISACA)
- ▶ Institute of Internal Auditors (IIA)
- ▶ Board Member, Autism Society of America
- ▶ Executive Committee, Leukemia & Lymphoma Society
- ▶ School of Accounting Guiding Executive (SAGE) Board, James Madison University

**DeWanna Coleman, CPA****Senior Manager, Cherry Bekaert Advisory LLC****Audit Services**

FL-AC51737

A Certified Public Accountant in Cherry Bekaert's Tampa practice, DeWanna has spent her career working with government entities, non-profit organizations, and middle market companies in all phases of financial auditing and internal control over financial reporting.

As an Audit Senior Manager, she focuses on financial reports, testing key audit areas and transaction cycles, supervision of staff and emphasis of regular communication between the client and engagement team. She assists clients with performing audits in accordance with U.S. GAAP, including statutory reporting under *Government Auditing Standards* and single audits in accordance with Uniform Grant Guidance and Florida Rules of the Auditor General.

Education

B.S. in Accountancy, University of South Florida

Master of Business Administration, University of South Florida

Professional Involvement

- ▶ American Institute of Certified Public Accountants
- ▶ Florida Institute of Certified Public Accountants

Relevant Experience

- ▶ City of St. Petersburg, FL
- ▶ City of Pinellas Park, FL
- ▶ City of Clearwater, FL
- ▶ Juvenile Welfare Board of Pinellas County, FL
- ▶ Pinellas Suncoast Transit Authority (PSTA), FL
- ▶ Miami-Dade Aviation Department, FL
- ▶ Hillsborough County, FL

**Anthony Walsh, CPA****Senior Manager, Cherry Bekaert Advisory LLC****Assurance Services****FL-AC50259**

As a Senior Manager in Cherry Bekaert's audit practice, Anthony primarily uses his accounting expertise to assist the Firm's clients in the government services industry. In this role, Anthony performs all stages of the audit process, including planning and risk assessment, supervision of audit fieldwork, research and financial statement preparation.

Additionally, Anthony proactively interacts with key client management to gather information, resolve problems and make process improvement recommendations. He specializes in the government and higher-education industries. Specifically, Anthony has worked with municipalities, counties, special districts and university-affiliated organizations on their financial, Uniform Guidance and state-single audits.

Prior to joining Cherry Bekaert, Anthony gained seven years of experience with a regional CPA firm and two years of experience in student financial services. In his past roles, Anthony has designed audit approaches, completed client annual reports and enhanced business efficiency.

Education

Master of Accountancy, Stetson University

Bachelor of Music (Outside Field of Accounting), Stetson University

Areas of Expertise

- ▶ Accounting Services
- ▶ Audit & Attestation Services
- ▶ Uniform Guidance Compliance
- ▶ Government Services
- ▶ Not-for-Profits

Professional & Civic Involvement

- ▶ Florida Government Finance Officers Association
- ▶ American Institute of Certified Public Accountants (AICPA)
- ▶ Florida Institute of Certified Public Accountants (FICPA)
- ▶ National Association of College and University Business Officers
- ▶ Southern Association of College and University Business Officers

Relevant Experience

- ▶ Miami-Dade Aviation Department (Miami International Airport), FL (MIA)
- ▶ Norfolk Airport Authority (OFR)
- ▶ Peninsula Airport Commission (PAC)
- ▶ Fort Wayne-Allen County Airport Authority (FWA)
- ▶ Daytona Beach International Airport (DAB)
- ▶ Hillsborough Area Regional Transit Authority (HART)

- ▶ Volusia Transportation Authority (VOTRAN)
- ▶ Space Coast Area Transit (SCAT)
- ▶ City of Jacksonville - Tourism Development Tax Audits
- ▶ County of Volusia - Tourism Development Tax Audits
- ▶ Flagler County Tax Collector - Tourism Development Tax Audits
- ▶ Nassau County Clerk of Courts - Tourism Development Tax Audits
- ▶ Choices in Learning
- ▶ The Chiles Academy
- ▶ Daytona State College Foundation
- ▶ Daytona State College Housing Corporation
- ▶ Foundation for Florida Gateway College
- ▶ County of Volusia, Florida
- ▶ Gilchrist County, Florida
- ▶ Levy County, Florida
- ▶ Union County, Florida
- ▶ Chiefland, Florida
- ▶ Cross City, Florida
- ▶ DeLand, Florida
- ▶ Inglis, Florida
- ▶ Lake Helen, Florida
- ▶ Madeira Beach, Florida
- ▶ Palm Coast, Florida
- ▶ Port Orange, Florida
- ▶ St. Pete Beach, Florida
- ▶ Titusville, Florida
- ▶ Orlando Sports Foundation
- ▶ Fairfax County Public Schools
- ▶ Sarasota County School Board
- ▶ Big Bend Water Authority
- ▶ Clay County Development Authority
- ▶ Clay County Utility Authority
- ▶ Florida Governmental Utility Authority
- ▶ Three Rivers Regional Library System
- ▶ Louisburg College - Uniform Guidance
- ▶ Florida 4H Club Foundation
- ▶ Florida Atlantic University Foundation
- ▶ Florida International University Athletic Finance Corporation
- ▶ Florida International University Foundation
- ▶ Florida International University Healthcare Network
- ▶ Florida International University Research Foundation
- ▶ Florida State University Research Foundation
- ▶ Museum of Contemporary Art Jacksonville
- ▶ University of Florida Research Foundation
- ▶ University of North Florida Finance Corporation
- ▶ University of North Florida Foundation
- ▶ University of North Florida Training & Services Institute

**Karlie Coleman, CPA****Senior Associate, Cherry Bekaert Advisory LLC****Audit Services**

An Assurance Senior in the Firm's audit practice, Karlie assists clients with performing audits in accordance with U.S. GAAS, including statutory reporting under Government Auditing Standards and single audits in accordance with the Uniform Guidance and Chapter 10.550 Rules of the Auditor General.

Karlie brings more than five years of experience working primarily with government and nonprofit organizations. She has also implemented all phases of financial audits for her clients commencing from the engagement planning process, performance of audit testing, supervision of other staff and report writing.

Education

B.S. in Accounting, Meredith College

Master of Accounting, North Carolina State University

Relevant Experience

- ▶ City of St. Petersburg, FL
- ▶ City of Greenville, NC
- ▶ City of Durham, NC
- ▶ City of Greensboro, NC
- ▶ Greenville Utilities Commission, NC
- ▶ Town of Morrisville, NC
- ▶ Town of Cary, NC
- ▶ Santee Cooper, SC
- ▶ Guilford County, NC
- ▶ New Hanover County Board of Education, NC
- ▶ Raleigh Durham Airport Authority, NC

Professional Involvement

- ▶ American Institute of Certified Public Accountants
- ▶ North Carolina Association of Certified Public Accountants
- ▶ Young Professionals Network
- ▶ First Quarter Foundation

**Matthew Carr****Senior, Cherry Bekaert Advisory LLC****Audit Services**

Matt has over three years of public accounting experience serving the Firm's clients. He primarily provides audit services for government and not-for-profit clients, and has experience as a senior on another workforce development board. Matt has extensive experience conducting audit procedures and works closely with individuals to perform detail testing. Matt has been an integral resource in testing and reviewing compliance in relation to Uniform Guidance for many of our single audits. He has also worked on various employee benefit plan audits. As an Audit Senior, Matt focuses on financial reports, testing key audit areas and transaction cycles, supervision of staff and emphasis of regular communication between the client and engagement team.

Matt has more than 40 hours each year of relevant continuing professional education during the last two years, including the continuing education required by *Government Auditing Standards*.

Education

B.S., Florida State University

M.S., Southern New Hampshire University

Relevant Experience

- ▶ Brevard County
- ▶ Charlotte County
- ▶ Orange County
- ▶ Reedy Creek Improvement District and Related Cities
- ▶ State of Florida
- ▶ Manatee County District School Board
- ▶ Orange County Public Schools
- ▶ St. John's County District School Board
- ▶ Volusia County District School Board
- ▶ CareerSource Broward
- ▶ Enterprise Florida
- ▶ Florida Opportunity Fund
- ▶ Florida Citrus Sports
- ▶ Goodwill Industries of Central Florida
- ▶ Lynxco, LLC
- ▶ Ringling College
- ▶ Rhodes College
- ▶ South Central Educational Risk Management

Professional & Civic Involvement

- ▶ American Institute of Certified Public Accountants

**Jeff Zeichner, CPA****Director, Cherry Bekaert Advisory LLC****Assurance Services**

FL-AC40690, GA-CPA035179

As a Director in Cherry Bekaert's Assurance practice, Jeff leverages more than two decades of audit and attest services to help public sector entities, including large municipal and county governments, school districts, higher education institutions and public transportation agencies. Jeff has extensive experience assisting clients with the adoption of new GASB pronouncements including Statements 84, 87 and 96. Jeff is primarily responsible for ensuring the overall audit quality by planning engagements, identifying areas of significant risk, supervising the engagement team, reviewing substantive and compliance testing, executing audit deliverables, determining audit accuracy and assuring the audit complies with professional standards. He also coordinates the resources utilized during the engagement, ensuring the organization is served by professionals possessing the relevant competences to conduct the audit and provide superior client service.

Prior to joining Cherry Bekaert, Jeff was a partner in a national public accounting firm, responsible for the audit quality of large and complex governmental entities. Jeff holistically serves governmental entities, providing value that goes beyond the scope of a financial statement audit.

Education

B.S. in Accounting, Richard Stockton College of New Jersey

B.A. in Management, Richard Stockton College of New Jersey

Areas of Expertise

- ▶ Assurance Services
- ▶ Audit & Attestation Services
- ▶ Lease Accounting Services

Professional & Civic Involvement

- ▶ American Institute of Certified Public Accountants (AICPA)
- ▶ Florida Institute of Certified Public Accountants (FICPA)
- ▶ Florida Government Finance Officers Association
- ▶ St. Augustine Rotary
- ▶ Stewardship Committee, Rotary District 6970
- ▶ Grant Administrator, Tarahumara Foundation

Relevant Experience

- ▶ Washington Metropolitan Area Transit Authority
- ▶ Jacksonville Transportation Authority
- ▶ Palm Tran
- ▶ Hillsborough County Aviation Authority

- ▶ Fort Lauderdale-Hollywood International Airport
- ▶ Palm Beach International Airport
- ▶ Jacksonville Aviation Authority
- ▶ Northeast Florida Regional Aviation Authority
- ▶ City of Tampa
- ▶ City of Pinellas Park
- ▶ City of Miami Beach
- ▶ University of North Carolina at Charlotte Investment Fund
- ▶ University of North Carolina at Charlotte Foundation
- ▶ University of North Carolina at Charlotte Facilities Development Corporation
- ▶ University of Georgia Research Institute
- ▶ Augusta University Research institute
- ▶ Kennesaw State Research and Service Foundation
- ▶ South Florida Water Management District
- ▶ Baker County
- ▶ Broward County
- ▶ Canaveral Port Authority
- ▶ City of Green Cove Springs
- ▶ City of Jacksonville/Duval County
- ▶ City of St. Augustine Beach
- ▶ Clay County
- ▶ Florida Turnpike System
- ▶ Hillsborough County
- ▶ Jacksonville Port Authority
- ▶ Jacksonville Transportation Authority
- ▶ Kauai Department of Water
- ▶ Martin County
- ▶ Palm Beach County
- ▶ St. Johns County
- ▶ St. Johns County School District
- ▶ Sumter County
- ▶ Town of Callahan



Scott Anderson, CPA

Director, Cherry Bekaert Advisory LLC

Government & Public Sector Advisory Services

NC-32398, FL-AC47907

A licensed Certified Public Accountant in Florida and North Carolina, Scott has served the Firm’s clients since 2005. As the Firm’s public sector Technical Director, Scott advises clients and audit teams in all phases of financial reporting. He oversees engagement planning, performance of audit tests and report writing. Clients have sought Scott’s knowledge in expertise on current technical developments in government accounting.

Scott has extensive experience with Uniform Grant Guidance and the audit requirements of the governments in the states of Virginia, North Carolina, and Florida. He served in the GASB Practice Fellow Program for previous two-year rotation and returned to Cherry Bekaert with vast experience in financial standard setting. Scott was on the forefront of evolving standards; since GASB is currently considering significant changes to financial reporting and presentation, Scott’s involvement provides us with unique insights and access to future developments.

He has also instructed at a number of external conferences and seminars, representing both the firm and the GASB, and webinars sponsored by the Firm on various technical GASB topics. Scott’s professional involvement includes several committees and panels, including the Government Finance Officers Association Special Review Committee for several years, reviewing and providing feedback on annual financial statements from local governments from all over the United States.

Education

Bachelor of Arts, Utah State University

Master of Accounting, North Carolina State University

Professional & Civic Involvement

- ▶ American Institute of Certified Public Accountants (AICPA)
- ▶ AICPA State and Local Government Expert Panel Member
- ▶ Florida Institute of Certified Public Accountants
- ▶ Florida Government Finance Officers Association
- ▶ GFOA Special Review Committee
- ▶ GASB Fellow Program
- ▶ Leadership Tampa Bay

Relevant Experience

- ▶ City of St. Petersburg, FL
- ▶ City of Pinellas Park, FL
- ▶ City of Durham, NC
- ▶ City of Fayetteville, NC
- ▶ City of Greensboro, NC
- ▶ City of Raleigh, NC
- ▶ Miami-Dade Aviation Department, FL
- ▶ Chesterfield County, VA
- ▶ Fairfax County, VA
- ▶ Hanover County, VA
- ▶ James City County, VA
- ▶ Prince William County, VA
- ▶ Durham County, NC
- ▶ Research Triangle Regional Transportation Authority, VA

**Amy S. Dosik, JD****Managing Director, Cherry Bekaert Advisory LLC****Nonprofit Tax Services**

As the leader of Cherry Bekaert's National Not-for-Profit Tax Practice, Amy brings more than 20 years of tax experience and deep industry knowledge to her role. She dedicates 100% of her time to serving tax-exempt organizations, including local governments, higher education institutions, healthcare organizations, public charities, private foundations, pension trusts, community foundations, social welfare organizations, business leagues, social clubs, federated organizations (parents/affiliates) and corporate philanthropic organizations.

Prior to joining Cherry Bekaert, Amy gained extensive not-for-profit operating experience serving as the CEO of Georgia's largest youth-serving membership organization. She also previously led the exempt organization's tax practice at a large national public accounting firm.

Amy will assist the team by looking to develop tax planning opportunities and offer pragmatic and insightful tax strategies. Our tax professionals have experience solving complex tax issues common to tax-exempt organizations. As an example, the Inflation Reduction Act gives local government entities the ability to take advantage of clean energy tax credits and incentives that were previously unavailable.

Education

J.D., Emory University School of Law

B.A., University of Pennsylvania

Areas of Expertise

- ▶ Alternative Investments
- ▶ Charitable Contribution Substantiation
- ▶ Compensation & Benefits Consulting
- ▶ Corporate Governance
- ▶ Corporate Tax Planning Strategies
- ▶ Employee Benefits
- ▶ Executive Compensation
- ▶ Financial Due Diligence
- ▶ Mergers & Affiliation Agreements
- ▶ Not-for-Profit Tax
- ▶ Tax-Exempt Status

Professional & Civic Involvement

- ▶ Georgia Bar Association
- ▶ IRS TE/GE Exempt Organizations Council
- ▶ Director, Cherry Bekaert Foundation
- ▶ Chair and Board of Directors, Hillels of Georgia
- ▶ Program Alumna and Volunteer, Leadership Atlanta

F. Experience

The proposal must describe the performance history and experience of the project team on similar projects and provide information concerning safety.

Government and public sector organizations are in an environment of accelerated change and greater expectations from the constituents they serve. From fluctuating budgets, new program demands, increasingly complex compliance restrictions, political uncertainty, economic changes, and the public need for greater access to services, we understand the distinct challenges state and local governments face and recognize economic impacts of any kind affect state and local government first.

Cherry Bekaert's Government & Public Sector (GPS) team has a deep understanding of the complex challenges state and local governments face, and we focus on the areas of highest need to enable and improve the transparency, efficiency and effectiveness government. With extensive knowledge of the methods and techniques applicable to government auditing, we are one of the largest providers in the state and local audit and accounting space, serving clients around the nation; **we provide targeted, risk-based, effective government auditing and assurance services to 270+ municipalities, counties, public authorities/boards, school districts, and state agencies, ranging in size from \$2 million to \$9 billion.** Using a digital approach with data-driven practices, we increase audit efficiency and enable government managers and leaders to better focus on their mission and delivering results to constituents. In addition, we provide a wide range of advisory services to 160+ government and public sector clients, helping them manage effectively, efficiently and responsively. The experience gained through service to such a wide breadth and depth of public sector organizations provides us with invaluable insight into the issues and stresses impacting the City.

In the current environment, it is critical to have the right government accountant providing the proper technical guidance, reducing the demands on government staff and allowing entities to focus on their constituents. Many Cherry Bekaert team members have worked in government, helping us to better understand what you are trying to achieve and the obstacles and opportunities that may exist within your organization. Our professionals have held key positions for the American Institute of Certified Public Accountants (AICPA) and state and local committees. They attend and teach at conferences hosted by the Government Finance Officer Association (GFOA), the Association for School Business Officials (ASBO), the Association of Government Accountants (AGA), the American Association of Airport Executives (AAAE) and the Airports Council International (ACI).

Additionally, [Cherry Bekaert is proud to partner with the National Academy of Public Administration \(NAPA\)](#) to promote best practices and address the critical challenges faced by today's government leaders at the local, state and federal levels. In partnership with NAPA, our professionals will provide training, consulting and research services to public sector organizations to improve their performance and strengthen the relationship between governments and citizens, focused on three critical areas: trust in government, working capital fund management and key principles of cost management. Working with NAPA, we are proud to help improve fiscal management practices in government and promote a more effective and efficient public sector.

“The Academy is dedicated to making government work, and work for all. Trust is the cornerstone of our public institutions, and through this partnership with Cherry Bekaert, we aim to increase trust in government at all levels by addressing some of the most pressing challenges faced by public agencies today. Our combined expertise will pave the way for more effective governance.” - Terry Gerton, Academy President and CEO

Addressing New Accounting, Reporting, Compliance, and Audit Requirements

Over the years, we have assisted our clients, including City, with GASB pronouncement implementation, providing research and advice to resolve many complex accounting issues, including:

- ▶ Providing assistance interpreting the fair value measurement and disclosure requirements under GASB #72 and the guidance for certain external investments pools and participants under GASB #79
- ▶ Assisting with analysis and implementation of the accounting and reporting aspects for pensions (GASB #67 and #68) and other postemployment benefits (GASB #74 and #75)
- ▶ Assisting with the analysis of fiduciary activities (GASB #84)
- ▶ Assisting with analysis of the accounting and reporting aspects of lease and SBITA accounting (GASB #87 and #96)

We typically meet with our clients during engagement planning and throughout fieldwork to discuss new pronouncements and issues surrounding implementation. We are very proactive in follow-up communication to derive appropriate solutions in the planning stages. Our knowledge of GASB requirements is complemented by our willingness to invest necessary time and resources, including appropriate consultation. Cherry Bekaert assists clients wanting to early implement standards as well. For example, Cherry Bekaert provided detailed guidance when the City elected to early implement GASB #101 for the fiscal year ended September 30, 2022.

Cherry Bekaert is also proud to be one of only two firms nationally to have provided a professional from our government team to serve on the last two-year GASB fellow program rotation, working with GASB on technical matters. As a GASB fellow, Scott Anderson, a Director from our GPS audit practice, was on the forefront of evolving standards currently contemplated. Since GASB is considering significant changes to financial reporting and presentation, Scott's involvement provides unique insights we can share with our clients. He finished his rotation and returned to the Firm in August 2022. Scott was a core team member of the City's audit for several years providing him with an in depth perspective of matters impacting the City today and in the future.

Your engagement team offers an unmatched depth of knowledge in current GASB requirements, as well as future reporting standards such as:

- ▶ GASB #97 – Component Unit Criteria and Deferred Compensation Plans
- ▶ GASB #100 – Accounting Changes and Error Corrections
- ▶ GASB #101 - Compensated Absences
- ▶ GASB #102 – Certain Risk Disclosures

New standards can have a significant impact on your organization's reporting, so we offer assistance in many areas, including:

- ▶ General diagnostic discussion with management
- ▶ Consultation and interpretive guidance, including GASB interpretations
- ▶ Checklists and other tools for compliance
- ▶ Assistance in identifying additional reports and data needed
- ▶ Review of your management's policies and practices applicable to specific pronouncements

In addition, new activities the City engages in create the need for an engagement team that is up to date on current and past GASB standards and reporting requirements. The development and partnership agreement to create a new state-of-the-art ballpark and mixed-use development, a neighborhood ballpark for the Rays, is not only a historic moment for the City, but also an accounting event. We stand ready to work with the City throughout the project. We come to you with not only timely, sound financial accounting treatment, but also cost saving ideas such as tax incentives and other benefits currently available to local governments.

Single Audits under Uniform Guidance

Since 2019, we have performed compliance audits in accordance with Uniform Guidance over more than 4,100 major programs, covering billions of dollars of Federal and State grants annually. We often communicate with federal and state agencies during our planning process to ensure we have the most recent regulatory requirements and to ensure we are familiar with any communications or monitoring that have been conducted in association with our clients that may influence the extent and nature of our procedures. We will perform the required Single Audit procedures in accordance with the Uniform Guidance and Chapter 10.550, Rules of the Auditor General. For major programs, we will test the accounting and administrative internal control systems in place over your federal and state programs. We will also test all major programs for compliance with specific and general grant requirements.

Thought Leadership

The field of governmental accounting and financial management is dynamic for both you and your external auditors. Pronouncements from the following bodies all have significant impact on this sector:

- ▶ GASB (altering internal accounting and external reporting)
- ▶ AICPA (modifying audit standards and procedures)
- ▶ OMB (creating new compliance demands associated with the expenditure of Federal funds)
- ▶ State Requirements (Chapter 10.550, Rules of the Auditor General and various State statutes)

We consider the training of our professionals to be extremely important to best meet the evolving needs of our profession and provide the highest quality of service to our clients. Furthermore, we are dedicated to the continuing education of our clients and the greater Public Sector community. We offer webinars (<http://www.cbh.com/events/>) and seminars throughout the year, including the local chapters of the GFOA. It is this commitment to education and leadership of the public sector that has set us apart from other firms. Our professionals teach for the AICPA, GFOA and various other state and local government organizations including FGFOA. CPE topics we have provided to our clients and organizations in the past include:

- ▶ GASB and/or Uniform Guidance Update
- ▶ Evolution of Internal Control
- ▶ Behavioral Ethics
- ▶ Grant Administration Controls and Fraud Risks
- ▶ Risk Assessment topics
- ▶ Current Information Technology hot topics
- ▶ What's Your Fraud I.Q.?
- ▶ Coronavirus Relief Funds - Financial and Single Audit Considerations

Additionally, Cherry Bekaert's Government Services Blog (<http://www.cbh.com/industries/government/>) helps keep our governmental clients up to date on vital business and financial information.

Continuing Professional Education

We recognize that the training of our professionals is critical in responding to the evolving needs of our profession and providing the highest quality of service to our clients. Similarly, we believe that to consistently offer our clients the most current information, continuing education of our personnel is a mission-critical objective. It is the policy of Cherry Bekaert that all professional personnel:

- ▶ Comply with the continuing professional education requirements of the AICPA, the U.S. Government Accountability Office, the U.S. Securities and Exchange Commission Practice Section (SECPS) of the AICPA Division for Firms, the appropriate state boards of accountancy, Yellow Book requirements and other regulatory agencies as applicable
- ▶ Maintain an adequate awareness and understanding of current developments in technical literature
- ▶ Assist in the training and development of staff members under their supervision

We require that all client service professionals complete at least 20 hours of qualifying CPE every year and at least 120 hours every three (3) years. In addition, all client service professionals who serve governmental entities are required to complete 80 hours of CPE every two (2) years with at least 24 hours in subjects that directly relate to government auditing and/or the government environment. CPE is obtained through various sources, including AICPA, national and state Government Finance Officers Association (GFOA) conferences, state society of Certified Public Accountant (CPA) industry conferences and webinars, other industry conferences and internally provided seminars and webinars. All of our audits are conducted with professional standards and the highest level of audit quality in mind

All proposed service team members have more than 40 hours of relevant continuing education during each of the last two years, including the continuing education required by *Government Auditing Standards*. Government-specific CPE courses that our professionals have taken over the last five years, in addition to speaking engagements to provide CPE for various organizations, include the following:

<ul style="list-style-type: none"> ▶ AICPA Clarity Standards ▶ AICPA Peer Review Update for Government ▶ AICPA GAQC Courses ▶ Yellow Book Independence & Quality Control ▶ Yellow Book Update ▶ Government ACFR Preparation ▶ Annual GASB Updates ▶ Deep Dive into GASB 77, 79, 80 and 87 ▶ GASB 72, Fair Value Accounting ▶ GASB 84, Fiduciary Activities ▶ GASB 87, Leases ▶ GASB 94, Public Private and Public-Public Partnerships and Availability Payment Arrangements ▶ GASB 96, Subscription-Based IT Arrangements ▶ Navigating GASB 101 ▶ Annual GFOA GASB Updates ▶ GASB Lease Changes ▶ GASB Other Postemployment Benefits (OPEB) ▶ SAS 135 ▶ National/State GFOA Annual Conferences ▶ GASB Conceptual Framework: Disclosures ▶ Internal Control Considerations-Focus on Non-profits and Governmental Entities ▶ LeaseCrunch: Functionality and Reporting Overview ▶ Future Technology for Governmental Accounting/Finance Department 	<ul style="list-style-type: none"> ▶ Common Frauds in Governmental Entities ▶ Government Risk Assessment ▶ Grant Administration Controls and Fraud Risks ▶ Governmental Entities and Cyber Frauds ▶ Government Benefits Fraud ▶ Audits of State and Local Governments ▶ Assets and Liabilities of State and Local Governments ▶ Cash Flows in a Government Environment ▶ Local Government Accountability Update ▶ Auditing OPEB ▶ Auditing Significant Estimates ▶ Final Pay, Reimbursements, & Other Paycheck Administration Pitfalls ▶ Intermediate Government Accounting ▶ GAQC Single Audit Roundtable ▶ Single Audit Fundamentals ▶ Uniform Guidance requirements ▶ Reporting in a Single Audit ▶ Testing Internal Controls in a Single Audit ▶ Single Audit Compliance Supplement Update ▶ Subrecipient Monitoring Under Uniform Guidance ▶ Sampling for Single Audit ▶ Coronavirus Relief Funds - Financial and Single Audit Considerations
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GFOA Certification Reporting

The GFOA Certificate of Achievement for Excellence in Financial Reporting is highly recognized as the epitome of financial accountability and quality reporting. As a firm, we have provided support in obtaining and maintaining the certification to more than 75 governments, with several of our partners/directors participating in the program as certificate reviewers. As with all of our GFOA submitting entities, we will assist you in any way necessary to help you continue to receive this award every year. Before issuance of our audit reports, we will review the City’s Annual Comprehensive Financial Report in comparison to our Firm’s standard governmental reporting checklist and the current GFOA reporting checklist to help ensure that the Annual Report is in compliance with the certificate program requirements. We will also review any comments received from the GFOA from the most recent submission to ensure all matters are addressed appropriately.

Government Auditing Clients

Cherry Bekaert takes great pride in providing industry-leading assurance services to more than 270 public sector organizations. Following is a detailed list of **our government audit clients**. Each of these clients generally require Single Audit and Annual Comprehensive Financial Reports, and cities/counties typically include component units.

Cities and Towns		
<ul style="list-style-type: none"> ▶ City of Bay Lake, FL ▶ City of Lake Buena Vista, FL ▶ City of Pinellas Park, FL ▶ City of St. Petersburg, FL ▶ City of Vero Beach, FL ▶ City of Hampton, VA ▶ City of Chesapeake, VA ▶ City of Newport News, VA ▶ City of Suffolk VA ▶ City of Virginia Beach, VA ▶ City of Bowling Green, KY ▶ City of Frankfort, KY ▶ City of Jeffersontown, KY ▶ City of Richmond, KY 	<ul style="list-style-type: none"> ▶ City of Simpsonville KY ▶ City of Charlotte, NC ▶ City of Durham, NC ▶ City of Greenville, NC ▶ City of Greensboro, NC ▶ City of High Point, NC ▶ City of Raleigh, NC ▶ City of Reidsville, NC ▶ City of Winston-Salem, NC ▶ Town of Apex, NC ▶ Town of Cary, NC ▶ Town of Fuquay-Varina, NC ▶ Town of Holly Springs, NC 	<ul style="list-style-type: none"> ▶ City of Harlem, GA ▶ City of North Augusta, SC ▶ Deerfield Township, OH ▶ Liberty Township, OH ▶ Village of Terrace Park, OH ▶ West Chester Township, PH ▶ City of Palos Heights, IL ▶ City of Palos Hills, IL ▶ Town of Lillington, NC ▶ Town of Morrisville, NC ▶ Town of Morven, NC ▶ Town of Rolesville, NC ▶ Town of Stanley, NC ▶ Town of Wake Forest, NC
Counties		
<ul style="list-style-type: none"> ▶ Orange County, FL ▶ Brevard County, FL ▶ Charlotte County, FL ▶ Monroe County, FL ▶ Hillsborough County, FL ▶ County of Hanover, VA ▶ Fairfax County, VA ▶ Henrico County, VA ▶ Loudoun County, VA ▶ Prince William County, VA ▶ York County, VA 	<ul style="list-style-type: none"> ▶ Durham County, NC ▶ Cumberland County, NC ▶ Forsyth County, NC ▶ Guilford County, NC ▶ Henderson County, NC ▶ Mecklenburg County, NC ▶ New Hanover County, NC ▶ Randolph County, NC ▶ Tyrrell County, NC ▶ Union County, NC 	<ul style="list-style-type: none"> ▶ Pickens County, SC ▶ Richland County, SC ▶ Augusta-Richmond County Consolidated Government, GA ▶ Beaufort County, GA ▶ Columbia County, GA
School Districts		
<ul style="list-style-type: none"> ▶ Collier County, FL ▶ Orange County, FL ▶ Polk County, FL ▶ Manatee County, FL ▶ Sarasota County, FL ▶ St. Johns County, FL ▶ St. Lucie County, FL ▶ Spotsylvania County, VA ▶ Charlottesville, VA ▶ Chesapeake, VA ▶ Chesterfield County, VA ▶ Hampton, VA 	<ul style="list-style-type: none"> ▶ Henrico County, VA ▶ Hopewell, VA ▶ Isle of Wright, VA ▶ Loudon County, VA ▶ Newport News, VA ▶ Poquoson, VA ▶ Prince William County, VA ▶ Richmond, VA ▶ Roanoke County, VA ▶ Suffolk, VA ▶ York County, VA ▶ Spartanburg County School District Four, SC 	<ul style="list-style-type: none"> ▶ Fulton County Schools, GA ▶ Johnston County Schools, NC ▶ Elementary School District 159, IL ▶ Steger School District 194, IL ▶ LaGrange School District 102, IL ▶ School District 146, IL ▶ Kane County Regional Office of Education, IL

Authorities, Commissions and Agencies

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> ▶ Augusta Canal Authority, GA ▶ Blue Island Fire Department, IL ▶ Bonnie Brae Forest Manor Sanitary District, IL ▶ Cleveland County Water, NC ▶ Centralina Regional Council ▶ Chattanooga Housing Authority, TN ▶ Chesapeake Bay Bridge and Tunnel District, VA ▶ Chesapeake Economic Development Authority, VA ▶ Cook Memorial Public Library District, IL ▶ Daviess County Fiscal Court, KY ▶ Eastern Virginia Regional Facility Authority ▶ Enterprise Florida, Inc. and affiliates ▶ Evansville Housing Authority, IN ▶ Fairfax County Redevelopment and Housing Authority, VA ▶ Florida Development Finance Corporation ▶ Fort Monroe Authority, VA ▶ Greenville Utilities Commission, SC ▶ Hampton Roads Sanitation District, VA ▶ Hampton Roads Criminal Justice Training Academy, VA ▶ Handy Sanitary Water Authority, NC ▶ Highview Fire Protection District, KY ▶ Hillsborough Area Rapid Transit, FL ▶ Housing Authority Of Charlestown, IN ▶ International Drive Master Transit and Improvement District, FL | <ul style="list-style-type: none"> ▶ Kentucky Association of Counties ▶ Kentucky Economic Development Finance Authority ▶ Kentucky State Fair Board ▶ Kentucky Judicial Retirement System ▶ Knoxville Community Development Corporation, TN ▶ Lexington Convention & Visitors Bureau, KY ▶ Lexington Public Library, KY ▶ Louisville Convention & Visitors Bureau, KY ▶ Marquis Community Development Authority, VA ▶ Mecklenburg Emergency Medical Services, N ▶ Metropolitan Sewage District of Buncombe County, NC ▶ Metropolitan Development and Housing Agency, TN ▶ Miami-Dade County Aviation Department ▶ New Hanover County Airport Authority, NC ▶ Newport News Industrial Development Authority, VA ▶ Newport News Redevelopment and Housing Authority, VA ▶ North Carolina Educational Lottery ▶ North Carolina Turnpike Authority ▶ Orange County Health Facilities Authority, FL ▶ Orange County Library District, FL ▶ Pamunkey Regional Library ▶ Piedmont Municipal Power Agency, SC ▶ Piedmont Triad Airport Authority, NC ▶ Piedmont Triad Regional Council, NC | <ul style="list-style-type: none"> ▶ Research Triangle Regional Public Transportation Authority, NC ▶ Central Florida Tourism Oversight District ▶ Renewable Water Resources, SC ▶ Richmond Metropolitan Transportation Authority, VA ▶ Richmond Water, Gas & Sewerage Works, KY ▶ River Ridge Development Authority, IN ▶ South Central Educational Risk Management Program, FL ▶ Southwest Regional Water District, OH ▶ Southeastern Public Service Authority, VA ▶ Spartanburg County Public Library, SC ▶ State of Florida Agency for Health Care Administration ▶ St. John's County Airport Authority, FL ▶ Tampa Bay Estuary Program, FL ▶ Tampa Bay Regional Planning Council, FL ▶ University of South Florida Foundation ▶ Virginia Beach Development Authority ▶ Virginia Passenger Rail Authority ▶ Virginia Peninsulas Public Service Authority ▶ Western Tidewater Water Authority, VA ▶ York County Economic Development Authority, VA ▶ Illinois Sports Facilities Authority ▶ LaGrange Highlands Sanitary District, IL ▶ Mill Creek Water Reclamation District, IL |
|---|--|--|

<ul style="list-style-type: none"> ▶ Intercommunity Cable Regulatory Commission, OH ▶ Jacksonville Transportation Authority, FL ▶ Juvenile Welfare Board, FL ▶ Judicial Branch of Kentucky 	<ul style="list-style-type: none"> ▶ Piedmont Triad Regional Water Authority, NC ▶ Pinellas Suncoast Transportation Authority, FL ▶ Public Library of Charlotte/Mecklenburg County, NC 	<ul style="list-style-type: none"> ▶ New Lenox Community Park District, IL ▶ Orland Fire Protection District, IL ▶ South Palos Township Sanitary District, IL
Pension and OPEB Trust Clients		
<ul style="list-style-type: none"> ▶ Arlington County Employees' Retirement System, VA ▶ ATU Local 1577 Pension Plan, FL ▶ ATU Local 1596 Pension Plan, FL ▶ Boynton Beach General Employees' Retirement Fund, FL ▶ Charlotte Fire Fighters Retirement System, NC ▶ Uniformed Retirement System of Fairfax County, VA ▶ City of Pinellas Park General Employees Retirement Plan, FL ▶ City of Pinellas Park Police Officers' Retirement Plan, FL ▶ City of Pinellas Park Firefighters' Retirement Plan, FL 	<ul style="list-style-type: none"> ▶ City of Roanoke Pension Plan ▶ City of Palos Heights Police Pension Fund, IL ▶ Educational Employees' Supplemental Retirement System of Fairfax County, VA ▶ Employee's Retirement System of Fairfax County, VA ▶ Hampton Employees Retirement System, VA ▶ Uniformed Retirement System of Fairfax County, VA ▶ Newport News Employee Retirement Fund, VA ▶ Palm Beach Gardens Police Officers' Pension Fund, FL ▶ Police Officers Retirement System of Fairfax County, VA 	<ul style="list-style-type: none"> ▶ Orland Fire Protection District Fire Pension Fund, IL ▶ Orland Fire Protection District Retiree Health Insurance Fund, IL ▶ Retirement System for the General Employees of the Utility Board of the City of Key West, FL ▶ Retirement Plan for the Firefighters of the City of Clermont, FL ▶ Retirement Plan for the Police Officers of the City of Clermont, FL ▶ Richmond Retirement System, VA ▶ Sauk Village Police Pension Fund, IL

G. Reference Projects

1. The Offeror shall submit descriptions of reference projects to demonstrate relevant experience. Each project description shall contain at least the following information: (a) name of owner; (b) owner reference and contact information; (c) role of offeror; (d) contract value; (e) year started and year completed; (f) description of the project showing relevance to this project; (g) names of firms and key personnel that participated in similar project(s) and are included in this offer, along with a clear description of the roles and responsibilities of each; and (h) provide a summary table to cross-reference the project team (firms and key personnel) with participation in the reference projects.

(a) Name of Owner	City of St. Petersburg, Florida
(b) owner reference and contact information	Erika Langhans P. 727.892.5652 E. Erika.Langhans@stpete.org
(c) Role of offeror	External Auditor
(d) contract value (fiscal year 2023 value provided)	\$224,640
(e) year started and year completed	Audit for the fiscal year ended September 30, 2019 through 2023
(f) description of the project showing relevance to this project	External Audit Services including ACFR (including pension plans), Federal and State Single Audits, Special Reports
(g) Names of firms and key personnel that participated in similar project(s) and are included in this offer, along with a clear description of the roles and responsibilities of each (all work performed by Cherry Bekaert LLP)	<ul style="list-style-type: none"> ▶ Lauren Strobe, Partner ▶ Scott Anderson, Quality Reviewer ▶ Brian Liffick, Technical Resource ▶ Neal Beggan, IT Audit Partner ▶ DeWanna Coleman, Senior Manager ▶ Karlie Coleman, Audit Senior ▶ Amy Dosik, Technical Resource - Tax

(a) Name of Owner	City of St. Petersburg, Florida CRA
(b) owner reference and contact information	Erika Langhans P. 727.892.5652 E. Erika.Langhans@stpete.org
(c) Role of offeror	External Auditor
(d) contract value (fiscal year 2023 value provided)	\$14,500
(e) year started and year completed	Audit for the fiscal year ended September 30, 2019 through 2023

(f) description of the project showing relevance to this project	External Audit Services - Audit of the CRA
(g) Names of firms and key personnel that participated in similar project(s) and are included in this offer, along with a clear description of the roles and responsibilities of each (all work performed by Cherry Bekaert LLP)	<ul style="list-style-type: none"> ▶ Lauren Strobe, Partner ▶ Scott Anderson, Quality Reviewer ▶ Brian Liffick, Technical Resource ▶ Neal Beggan, IT Audit Partner ▶ DeWanna Coleman, Senior Manager ▶ Karlie Coleman, Audit Senior ▶ Amy Dosik, Technical Resource - Tax

(a) Name of Owner	City of Pinellas Park, Florida
(b) owner reference and contact information	Kelly Schrader P: 727.369.0621 E: kschrader@pinellas-park.com
(c) Role of offeror	External Auditor
(d) contract value (fiscal year 2023 value provided)	\$82,680
(e) year started and year completed	Audit for the fiscal year ended September 30, 2022 through 2026
(f) description of the project showing relevance to this project	External Audit Services including ACFR and Federal and State Single Audits (when required)
(g) Names of firms and key personnel that participated in similar project(s) and are included in this offer, along with a clear description of the roles and responsibilities of each (all work performed by Cherry Bekaert LLP)	<ul style="list-style-type: none"> ▶ Lauren Strobe, Partner ▶ Scott Anderson, Quality Reviewer ▶ Jeff Zeichner, Technical Resource ▶ Brian Liffick, Technical Resource ▶ Neal Beggan, IT Audit Partner ▶ Anthony Walsh, Senior Manager ▶ Amy Dosik, Technical Resource - Tax

(a) Name of Owner	City of Pinellas Park, Florida CRA
(b) owner reference and contact information	Kelly Schrader P: 727.369.0621 E: kschrader@pinellas-park.com
(c) Role of offeror	External Auditor
(d) contract value (fiscal year 2023 value provided)	\$16,275

(e) year started and year completed	Audit for the fiscal year ended September 30, 2022 through 2026
(f) description of the project showing relevance to this project	External Audit Services - Audit of the CRA
(g) Names of firms and key personnel that participated in similar project(s) and are included in this offer, along with a clear description of the roles and responsibilities of each (all work performed by Cherry Bekaert LLP)	<ul style="list-style-type: none"> ▶ Lauren Strobe, Partner ▶ Scott Anderson, Quality Reviewer ▶ Jeff Zeichner, Technical Resource ▶ Brian Liffick, Technical Resource ▶ Neal Beggan, IT Audit Partner ▶ Anthony Walsh, Senior Manager ▶ Amy Dosik, Technical Resource - Tax

(a) Name of Owner	Brevard County, Florida
(b) owner reference and contact information	Kathleen Prothman P: 321.264.5228 E: Kathllen.prothman@breavardclerk.us
(c) Role of offeror	External Auditor
(d) contract value (fiscal year 2023 value provided)	\$237,400
(e) year started and year completed	Audit for the fiscal year ended September 30, 2019 through 2023
(f) description of the project showing relevance to this project	External Audit Services including ACFR, Constitutional Officer Audits, CRA Audit, CFCC, Landfill Escrow, Federal & State Single Audit
(g) Names of firms and key personnel that participated in similar project(s) and are included in this offer, along with a clear description of the roles and responsibilities of each (all work performed by Cherry Bekaert LLP)	<ul style="list-style-type: none"> ▶ Brian Liffick, Partner ▶ Lauren Strobe, Quality Reviewer ▶ Scott Anderson, Technical Resource ▶ Jeff Zeichner, Technical Resource ▶ Neal Beggan, IT Audit Partner ▶ Amy Dosik, Technical Resource - Tax

(a) Name of Owner	Brevard County, Florida CRA
(b) owner reference and contact information	Kathleen Prothman P: 321.264.5228 E: Kathllen.prothman@breavardclerk.us
(c) Role of offeror	External Auditor

(d) contract value (fiscal year 2023 value provided)	\$7,650
(e) year started and year completed	Audit for the fiscal year ended September 30, 2019 through 2023
(f) description of the project showing relevance to this project	External Audit Services - Audit of the CRA
(g) Names of firms and key personnel that participated in similar project(s) and are included in this offer, along with a clear description of the roles and responsibilities of each (all work performed by Cherry Bekaert LLP)	<ul style="list-style-type: none"> ▶ Brian Liffick, Partner ▶ Lauren Strobe, Quality Reviewer ▶ Scott Anderson, Technical Resource ▶ Jeff Zeichner, Technical Resource ▶ Neal Beggan, IT Audit Partner ▶ Amy Dosik, Technical Resource - Tax

(a) Name of Owner	Pinellas Suncoast Transit Authority
(b) owner reference and contact information	Debbie Leous P. 727.540.1825 E. dleous@psta.net
(c) Role of offeror	External Auditor
(d) contract value (fiscal year 2023 value provided)	\$71,500
(e) year started and year completed	Audit for the fiscal year ended September 30, 2020 through 2024
(f) description of the project showing relevance to this project	External Audit Services including ACFR, Federal and State Single Audits, NTD Agreed Upon Procedures
(g) Names of firms and key personnel that participated in similar project(s) and are included in this offer, along with a clear description of the roles and responsibilities of each (all work performed by Cherry Bekaert LLP)	<ul style="list-style-type: none"> ▶ Lauren Strobe, Partner; ▶ Scott Anderson, Quality Reviewer ▶ Jeff Zeichner, Technical Resource ▶ Brian Liffick, Technical Resource ▶ Neal Beggan, IT Audit Partner ▶ DeWanna Coleman, Senior Manager ▶ Amy Dosik, Technical Resource - Tax


2. Describe any alleged, significant prior or ongoing contract failures, licensing, or permit violations, claims on bonds, any civil or criminal litigation or investigation pending (including wage theft complaints filed) which involves the firm or in which the firm has been judged guilty or liable.

As a large professional services firm, Cherry Bekaert is subject to disagreements. We currently have nothing pending that will adversely affect our ability to provide the requested services. Additionally, there has been no regulatory action taken that will affect our ability to perform the requested services.

3. Licenses. [Copy of firm's or individual's current applicable Florida License.]

Cherry Bekaert is currently licensed under Section 473.3101, Florida Statutes. The Florida license number issued by the Florida Department of Business & Professional Regulation is AD0010078.

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



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LICENSEE DETAILS

Licensee Information	
Name:	CHERRY BEKAERT LLP (Primary Name)
Main Address:	3800 GLENWOOD AVENUE SUITE 200 RALEIGH North Carolina 27612
License Mailing:	3800 GLENWOOD AVENUE SUITE 200 RALEIGH NC 27612
License Location:	800 N MAGNOLIA AVE SUITE 1300 ORLANDO FL 32803
County:	ORANGE

License Information	
License Type:	FIRM
Rank:	CPA Firms
License Number:	AD0010078
Status:	Current
Licensure Date:	05/02/1978
Expires:	12/31/2025

Special Qualifications	Qualification Effective
Partnership	

Alternate Names

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4. References. A list of three (3) client contact persons for whom the firm or individual has recently provided services similar in nature to the services identified in this RFP.

City of St. Petersburg, Florida External Audit Services	Erika Langhans P: 727.892.5652 E: Erika.Langhans@stpete.org
City of St. Petersburg, Florida CRA External Audit Services	Erika Langhans P: 727.892.5652 E: Erika.Langhans@stpete.org
City of Pinellas Park, Florida External Audit Services	Kelly Schrader P: 727.369.0621 E: kschrader@pinellas-park.com
City of Pinellas Park, Florida CRA External Audit Services	Kelly Schrader P: 727.369.0621 E: kschrader@pinellas-park.com
Brevard County, Florida External Audit Services	Kathleen Prothman P: 321.264.5228 E: Kathllen.prothman@breavardclerk.us
Brevard County, Florida CRA External Audit Services	Kathleen Prothman P: 321.264.5228 E: Kathllen.prothman@breavardclerk.us
Pinellas Suncoast Transit Authority External Audit Services	Debbie Leous P: 727.540.1825 E: dleous@psta.net

5. The offeror should identify project experience similar to the ones envisioned for the services identified in this RFP. Experience included must be limited to projects completed within the past ten (10) years. At a minimum, the project description should include the following: (a) client name and description of the project/services; (b) comparison of project budget and final costs to the client; (c) comparison of the original and actual project schedule; (d) the client’s contact person, e-mail address, and telephone number

Client name and description of the project/services	Project budget	Final Costs	Original planned issuance date	Actual Issuance	Completed in client's original project schedule?	The client's contact person, e-mail address, and telephone number
City of St. Petersburg, Florida / External Audit Services	\$224,640	\$224,640	2/29/2024	2/29/2024	Yes	Provided above
City of St. Petersburg, Florida CRA / External Audit Services	\$14,500	\$14,500	3/15/2024	3/6/2024	Yes	Provided above

City of Pinellas Park, Florida / External Audit Services	\$82,680	\$82,680	3/31/2024	3/27/2024	Yes	Provided above
City of Pinellas Park, Florida CRA / External Audit Services	\$16,275	\$16,275	3/31/2024	3/27/2024	Yes	Provided above
Brevard County, Florida / External Audit Services	\$237,400	\$237,400	5/15/2024	5/1/2024	Yes	Provided above
Brevard County, Florida CRA / External Audit Services	\$7,650	\$7,650	3/31/2024	3/29/2024	Yes	Provided above
Pinellas Suncoast Transit Authority / External Audit Services	\$71,500	\$71,500	3/31/2024	3/26/2024	Yes	Provided above

6. Previous and current work for the City of St. Petersburg. List project(s) by name, date, and contract amount. Do not use attachments or references.

Cherry Bekaert has previously performed, or currently performs, the following work for the City.

Project Name	Date	Contract Amount
City of St. Petersburg Financial and Compliance Audit	Agreement Signed September 24, 2019. Covered fiscal years ending September 30, 2019 through 2021, followed by two extension years.	2019 - \$197,400 2020 - \$201,925 2021 - \$206,975 2022 - \$218,000 2023 - \$224,640
City of St. Petersburg Community Redevelopment Agency Financial Audit	When the CRA was required to have audited financials for 2020, Cherry Bekaert worked with the City to enter into the first amendment to the agreement above.	2020 - \$13,000 2021 - \$13,325 2022 - \$14,000 2023 - \$14,500

H. Project Approach

The offeror should identify the process utilized on other significant projects as well as the process envisioned for the services identified in this RFP. If major sub consultants are to be utilized, their experience and credentials should be presented and the methods by which these firms will participate in the process should be stated. The offeror should also include within the project approach the process envisioned to interface with the City through the Project Manager.

Cherry Bekaert utilizes a risk-based tailored audit approach and program. The Firm employs an efficient, effective, compliant and time-tested audit process utilizing a methodology that facilitates quality and delivers a comprehensive and timely audit. Our approach focuses on a targeted examination of your financial statements by addressing the risks related to the fair presentation of the statements in accordance with U.S. generally accepted accounting principles.

Our audit of the City and the CRA will feature CCH Engagement software, a state-of-the-art automated environment enabling our audit documentation to be virtually paperless and our engagement team members to share files via wireless technology. We tailor Thomson Reuters PPC audit and accounting guidance to specifically address the audit and risk areas associated with each local government client. These audit programs will reflect the identified areas of risk and help us ensure that such areas receive the proper degree of audit consideration.

Cherry Bekaert, like multiple accounting firms across the U.S., use PPC's Audit and Accounting guidance and audit engagement workflow tools as a starting point for our audit program sheets. PPC provides the breadth and depth for specific industry coverage and is always at the forefront of new and changing standards. Then the audit team will tailor these audit programs based on the specific risks (inherent, control and overall risk of material misstatement) that have been identified during the planning a brainstorming session by the audit team assigned to the City's audit.

The following chart shows the key procedures and audit segmentation applied during each of the defined stages of the audit engagement (of both the City and CRA):

I. Planning and Inherent Risk Assessment	
Planning Procedures	
<ul style="list-style-type: none"> ▶ Initial Meetings with Management We will schedule an entrance conference with all key personnel, discuss the planned audit scope, and verify our understanding of communication channels and working relationships. These early discussions will ensure the City's awareness and compliance with new requirements and allow a reasonable amount of time for implementation and consultation. We will discuss the following: 	
<ul style="list-style-type: none"> ▶ Anticipated audit issues ▶ New accounting principles and/or auditing updates ▶ New laws or regulations, including Florida Statutes and Uniform Guidance/Chapter 10.550, and the expected impact on the City 	<ul style="list-style-type: none"> ▶ Any staff concerns ▶ Initial audit approach and dates, as well as dates and times for periodic audit progress meetings ▶ Reporting requirements and deadlines ▶ Assistance to be provided by the City staff ▶ Review of any reports issued by regulatory agencies during the year ▶ Audit concerns or operational changes that could affect the audits
<p>Upon request of the City, we would be happy to attend the annual City Council workshop before field work begins to discuss the audit process.</p>	

2. Perform Preliminary Analytical Review Procedures

We will perform a preliminary analytical review to analyze the financial statements for unusual trends and results and to identify in advance the high audit risk areas. To strengthen audit confidence and risk assessment compliance, Cherry Bekaert uses MindBridge, an AI-enhanced auditing data analytic tool to analyze 100% of transactions using a risk-scoring mechanism based on predefined control points, including rule based, statistical and AI learned selection criteria. Using data analytics provides efficient means to spotting risks and anomalies. Having insight into riskier transactions and data anomalies enables our engagement team to better understand the risk of material misstatement and design more effective audit procedures. Extended audit procedures are then focused on the areas of unusual results or potential audit risk.

3. Determine Audit Materiality

We will calculate materiality during the preliminary planning process for the audit. However, it must be pointed out that this calculated materiality is only a starting point. Auditing standards define materiality from the viewpoint of the user of the financial statements, not the auditor. The question we have to ask is, "Would it affect the user's conclusions regarding the financial position or results of operations of the City, if the adjustment was not made or a particular fact was not disclosed?"

As a result, for certain areas, such as compliance requirements or potential fraud related to cash receipts, our materiality levels may be adjusted to take into account the user's perspective.

Assess the Risk of Fraud: The auditor's consideration of inherent, fraud, and internal control risk (including control environment, risk assessment, communication, and monitoring) affects the nature, timing, and extent of testing. During the planning phase, we will identify and document all risks and associate them with significant financial statement line items and assertions during the Risk Assessment Synthesis (RAS). For each risk identified, we will also document the nature and extent of the risk and condition(s) that gave rise to the risk. Typical procedures include:

- ▶ Hold audit team meetings to "brainstorm" ideas regarding how fraud could be perpetrated and concealed.
- ▶ Inquire of management and others significantly involved in financial reporting to: (1) identify known instances of fraud and (2) determine how someone could rationalize, perpetrate, and conceal fraud.
- ▶ Evaluate the possibility that management could override internal controls.

Inherent Risk Assessment: Inherent risk involves the degree to which a financial statement assertion is susceptible to misstatement due to the nature of the account. The objective of our inherent risk assessment is to take into consideration all that we have learned about the organization, changes that have occurred during the year, its operating environment, and about the risk of fraud and determine what our audit response, if any, should be. The risks identified and our planned responses to these risks will be summarized and documented in our working papers.

II. Internal Control Documentation, Verification and Testing

Our internal control phase will be designed to carefully assess control-risk factors corresponding with all significant financial statement assertions. We will conform to AICPA's risk-assessment standards, which include evaluating and testing internal controls to support our report on the following determinations:

- ▶ Assets are safeguarded from loss from unauthorized acquisition, use, or disposition;
- ▶ Transactions are executed in accordance with budget authority and significant provisions of applicable laws and regulations; and
- ▶ Transactions are properly recorded, processed, and summarized to permit preparation of the financial statements and to maintain accountability for assets.

Entity Level Controls: As part of our entity level control assessment, we will consider whether there are organizational-wide processes that promote strong internal controls.

Verification of these entity level controls is generally performed through the use of interviews of key staff and review of documentation maintained by those key staff.

1. *Monitoring* - Document and assess the effectiveness of the City's monitoring activities

2. *Control Environment*

- ▶ Management philosophy
- ▶ Management's attitude towards risks
- ▶ Oversight by the City board of commissioners
- ▶ Integrity and ethical values
- ▶ Promotion of ethics and appropriate conduct
- ▶ Organizational structure
- ▶ Assignment of authority and responsibility
- ▶ Workforce competence and human resource development

3. *Risk Assessment*

- ▶ Document the results of the most recent organizational-wide risk assessment.
- ▶ Determine whether a process is established for on-going risk assessments of the impact of change on key financial processes

4. *Information and Communication* - Document and assess how the City gathers, uses, and disseminates information.

Process Level Control Activities

Documentation - Obtain and review documentation of process level control activities applicable to:

- ▶ All significant fiscal processes
- ▶ Grants administration
- ▶ Accounting administration
- ▶ The general ledger
- ▶ Information systems
- ▶ Year-end close and financial reporting

Verification - We will verify that all key controls identified are in place and appear to be operating effectively. This is done by inquiry and observation, and walk-through procedures that trace process from initiation to completion.

Testing: The team will prepare sampling control test work plans. We will select the most effective and efficient testing techniques when determining the nature of the tests to apply. The nature of our testing will fall into one of the following three non-sampling control test categories:

- ▶ **Observation** involves physically observing organization personnel performing the control technique to be tested.
- ▶ **Inquiry** involves making either oral or written inquiries of organization personnel responsible for specific control techniques to determine what they do or how they perform a specific control technique.
- ▶ **Inspection** involves examining documents and records for evidence that a control technique actually occurred.

Determining the timing of control tests depends on the type of test. For example, observations should be conducted during the period under audit. Inspections, on the other hand, could be performed after year-end, as long as documents being examined are from the period under audit. The extent of testing is determined by auditor judgment to be the level necessary to assess the effectiveness of the controls.

Our use of sampling will also consider requirements of the Uniform Guidance and Chapter 10.550. If necessary, we will draw representative sample selections for each separate system of internal control over major federal programs and state financial assistance projects. We will integrate these tests, to the extent possible, with required sampling for reliance on other aspects of the City's internal control structure.

Perform Non-sampling Control Tests - We will perform and evaluate non-sampling control test results, test information system controls associated with financial reporting, and evaluate results. We also will test internal control over compliance with laws and regulations that could have a direct and material effect on the financial statements. We will test controls sufficiently to support a low assessed level of control risk or report findings where controls in operation cannot support that risk assessment.

Conduct Sampling Control Tests - Sampling control tests are conducted if sufficient evidence cannot be obtained through non-sampling procedures. A sampling control test is conducted by taking a sample of transactions and determining if the control technique being tested was in place for the sampled items during the audit period. Based on test results, we will reassess control and combined risk. Whenever possible, the team will also make use of computerized audit tools, such as Interactive Data Extraction and Analysis (IDEA) and/or Mindbridge, to improve the efficiency and effectiveness of sampling control tests.

Assess Control Risk - Based on our evaluation of the above steps, and the results of our tests of controls, we will assess control risk. Control risk is the risk that a material misstatement is not prevented or detected in a timely manner by the City's systems of internal control. We then will assess control risk in light of our assessment of inherent risk to determine combined risk. The team will then document its assessment of control risk.

Integration of Information System Controls Testing: The Cherry Bekaert team has developed an integrated financial statement audit approach to ensure that Information System (IS) controls are considered when determining the amount of reliance that can be placed upon internal controls for financial reporting and compliance with laws and regulations. Our review procedures of general controls are categorized as follows:

- ▶ **Entity-wide security program planning and management controls** provide a framework and continuing cycle of activity for managing risk, developing security policies, assigning responsibilities, and monitoring the adequacy and effectiveness of IS and security controls.
- ▶ **Access controls** limit or detect access to computer resources (data, programs, equipment, and facilities), thereby protecting these resources against unauthorized modifications, loss, and disclosure.
- ▶ **System development and program change controls** prevent implementation of unauthorized programs or modifications to existing programs that may alter financial data, modify or destroy application audit trails, or introduce processing errors.
- ▶ **System software controls** limit and monitor access to powerful programs, utilities and sensitive files that control computer hardware, secure applications supported by the system, and monitor and record activities.
- ▶ **Segregation-of-duties controls** provide policies, procedures, and an organizational structure to prevent one individual from controlling key aspects of computer-related operations and thereby conducting unauthorized actions or gain unauthorized access to assets or financial records.
- ▶ **Service continuity controls** ensure that when unexpected events occur, critical operations continue without interruption or are promptly resumed to minimize the impact of the disruption on an entity's critical mission and to protect sensitive data from destruction.

Our team has worked with many audit clients during the period of transition from one ERP system to another. We are ready to assist the City as they continue to grow and update systems.

III. Risk Assessment Synthesis

We use a risk assessment synthesis process to summarize results of our initial planning, inherent risk assessment, and documentation of entity level and process level internal controls. The risk assessment synthesis process is designed to:

- ▶ Identify significant audit areas
- ▶ Document the risks of material misstatement affecting each area (including fraud risks or other significant risks)
- ▶ Assess those risks and select an audit approach that is appropriately tailored to respond to the assessed level of risk,
- ▶ Document the linkage of the assessed risks to the audit procedures that respond to those risks

One of the byproducts of this process will be the identification of potential improvements that could be made to strengthen the internal control process, eliminate duplicative controls or improve the operating efficiency of the City's financial processes. Any observations will be shared with the City's management team at the conclusion of this phase of the audit. We will also use the lessons learned to develop our customized audit programs by significant area that reflects our risk assessment process.

IV. Compliance Testing

This engagement will include the issuance of an opinion on the annual financial statements prepared by the City, and applying procedures and reporting on the schedule of expenditures of Federal and State awards presented as supplementary information. The engagement will also include consideration, testing, and reporting on the City's internal controls and compliance, for both laws and regulations that could have a material impact on the financial statements, as well as compliance requirements material to major Federal and State programs. The aforementioned statement of work will be performed in accordance with GAAS; the standards for financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and the provisions of Uniform Guidance, Audits of States and Local Governments, the Florida Single Audit Implementation Act, and Chapter 10.550, Rules of the Auditor General.

Our compliance audit procedures will be designed to identify and test those transactions and activities that are likely to have a direct and material impact on the City's basic financial statements and to determine whether they were carried out in accordance with the provisions of laws, rules, contracts, and grantor guidelines. Our reports will note instances of noncompliance that could have a direct and material effect on the City's financial statements.

The nature and extent of our compliance tests are derived from the following:

- ▶ Results of our analysis of internal control over compliance matters
- ▶ Review of debt documents
- ▶ Correspondence with Federal and State agencies
- ▶ Review of the City's agreements
- ▶ Review of the City's internal policies and procedures
- ▶ General statutes
- ▶ Grant agreements
- ▶ AICPA Statements of Position
- ▶ AICPA Statements on Auditing Standards
- ▶ *Government Auditing Standards*
- ▶ Uniform Guidance Compliance Supplement and Chapter 10.550
- ▶ Other applicable professional standards and guidance

V. Further Audit Procedures (Substantive Testing)

We will perform substantive tests to form conclusions about whether the financial statements are free from material misstatements. These customized audit procedures come directly from our risk assessment procedures.

Conduct Substantive Tests: The objective of our substantive testing is to:

- ▶ Determine if financial statement assertions are materially misstated
- ▶ Form an opinion about whether the principal statements are presented fairly in accordance with the organization’s basis of accounting

Substantive test procedures will be applied to all significant assertions in each significant financial statement line item and account. As with the sampling control testing described above, the team makes use of computerized audit tools to improve the efficiency and effectiveness of substantive tests. The extent of substantive testing is based largely upon our assessed level of combined risk. For example, if we assess combined risk as low, then we can rely upon internal controls and perform limited testing. If, however, we assess combined risk as high, we must obtain all assurance from substantive testing to express an opinion on the financial statements. The two types of substantive tests are analytical review procedures and detail tests.

- ▶ **Analytical review procedures** involve establishing an expectation of what a significant balance or transaction total should be. If the actual amount is within a certain limit of the established expectation, then the auditor may determine that no further testing is necessary or that additional detail testing is desirable.
- ▶ **Detail tests** are procedures applied to individual items selected for testing and include confirmation, physical observation, vouching, and recalculation.

Conduct Tests Related to Fraud Risks: We will perform testing for fraud risks identified during the planning phase that are not mitigated by internal controls. Testing will be combined with substantive and compliance testing to the extent practical. In addition to testing for specifically identified fraud risk, we will perform the following procedures to identify fraud related to management override of controls:

- ▶ Examine journal entries and other significant adjustments.
- ▶ Review accounting estimates.
- ▶ Evaluate the business rationale for significant and non-recurring transactions.

Complete Overall Analytical Review Procedures: Once all the final adjustments are recorded and a final draft of the financial statements has been prepared, we will conduct analytical review procedures. Specifically, we will review the financial statements and supporting trial balances for key relationships and determine if audit evidence is consistent with variances noted during preliminary analytical procedures. Our analytic review will include trend and comparative analysis and will encompass the use of key liquidity, performance and operational metrics.

Determine Adequacy of Audit Procedures and Audit Scope: In the planning phase, we determined planning materiality based on preliminary information. Based on planning materiality, we determined design and test materiality levels, which impacted the nature and extent of testing. We now will determine a final materiality based upon audited balances. In light of the final assessment of combined risk and final materiality level, we will consider if the extent of substantive audit procedures was sufficient.

Evaluate Known and Likely Misstatements: Misstatements will be evaluated both in quantitative and qualitative terms. Based largely on these considerations and our evaluation, we will determine the type of audit opinion and internal control and compliance reports to render.

VI. Reporting

Review of ACFR for GFOA Compliance: Before issuance of our audit reports, we will review the ACFR in comparison to our Firm’s standard governmental reporting checklist and the current GFOA reporting checklist to help ensure compliance with the certificate program requirements. We will also review any comments received from the most recent submission and discuss management’s response to ensure all matters are addressed appropriately.

We will prepare the following reports in accordance with GAAS, GAS, the Uniform Guidance and Chapter 10.550 Rules of the Auditor General:

- ▶ Report of Independent Auditor on the financial statements and supplementary information. This includes the following: report on the fair presentation of the Financial Statements of the Governmental Activities, the Business Type Activities, the discretely presented component unit, each major fund and the aggregate remaining fund information, which collectively comprise the City’s basic financial statements in conformity with generally accepted accounting principles, including an opinion on the fair presentation of the combining and individual fund statements and schedules, schedule of expenditure of federal awards and state financial assistance , schedule of expenditures of other governmental agencies awards, and schedule of receipts and expenditures of funds related to the Deepwater Horizon Oil Spill “in relation to” the audited financial statements.
- ▶ Report of Independent Auditor on Internal Controls over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*
- ▶ Schedule of Findings and Questioned Costs
- ▶ An in-relation to report on the Gandy Fire District
- ▶ An in-relation to report on the St. Petersburg Health Facilities Authority
- ▶ A report on the Pinellas County Library Cooperative as defined in Florida Statutes Chapter 925.055, report on the Pinellas County Library Cooperative
- ▶ A report on the EMS “Schedule of Revenues and Expenditures of Emergency Medical Services” and the “EMS Financial Information Attestation Form” required by Pinellas County
- ▶ Reports of Independent Auditor on Compliance for Each Major Program and on Internal Control Over Compliance Required by the Uniform Guidance and Chapter 10.550, for both Federal and State programs
- ▶ A Management letter in conformance with Chapter 10.550 Rules of the Auditor General (State of Florida). Inclusive of this management letter is a statement regarding the schedule of receipts and expenditures of funds related to the Deepwater Horizon Oil Spill and Opioid Settlement.
- ▶ External Auditor’s Communication with the City Board of Commissioners
- ▶ Report of Independent Accountant on Compliance with Local Government Investment Policies in accordance with Sections 218.415, Florida Statutes

We will prepare the following reports in accordance with GAAS and GAS for the CRA:

- ▶ Report of Independent Auditor on the financial statements and supplementary information
- ▶ A Management letter in conformance with Chapter 10.550 Rules of the Auditor General (State of Florida)
- ▶ Report of Independent Accountant on Compliance with Local Government Investment Policies in accordance with Sections 218.415, Florida Statutes

We will review our auditor’s reports, management letter, and other matters with management. After meeting with management, the finalized reports will be made available to the City.

I. Proposal

In this section the offeror must describe the plan and process for performing the scope of work.

We believe that our historical performance in assisting the City to meet its reporting objectives is the best indicator of our ability to continue to provided a level of service that is unmatched by our competitors. If we are selected to continue as the City’s auditors, we will continue to conduct our audit fieldwork with minimal disruption of your staff’s daily routines, while accomplishing the tasks necessary to successfully meet your expectations and audit completion deadline.

1. Display the proposed project schedule of the task described in the Statement of Work, including planning meetings, progress reviews, implementation, and final report.

Planning and fieldwork timelines will be coordinated with the City to be as nonintrusive as possible. We recognize the audit process is a distraction from your day-to-day operations, so we will work with management to set a more detailed timeline once we confirm a date for the final trial balance and requested documents. Based upon our previous experience with the City, a suggested timeline is shown below. We can be flexible with the timeline to best meet your needs. Note that the City’s audit and the CRA audit will be completed simultaneously (including single audit and special reports).

Task	Completion Schedule
Entrance conference with Chief Financial Officer (CFO) and City Auditor.	Week following execution of the Agreement
Entrance conference with all key Finance Department personnel and department heads of key offices or programs to discuss prior audit programs and the interim work to be performed. This meeting will also be used to establish an overall liaison for the audit and to make arrangements for work space and other needs of Offeror)	Week following the entrance conference
Progress conference with CFO, City Auditor, key Finance Department personnel and other department heads of key offices or programs to discuss preliminary review and to identify internal controls or other areas to be tested.	For FY2024 – as soon as possible following the entrance conference For audits of FY2025 and after: Second Friday of July
Interim Work	For FY2024 – as soon as possible following the progress conference For audits of FY2025 and after: Third and fourth week of August
Progress conference with CFO, City Auditor, key Finance Department personnel and other department heads of key offices or programs to discuss year-end field work to be performed.	For FY2024 – as soon as possible following interim work For audits of FY2025 and after: Third and fourth week of August
Detailed Audit Plan w/list of all schedules to be prepared by City	8th Business Day in January
Trial Balance to auditors	8th Business day in January

Progress conference with CFO and City Auditor.	6th Business day in January
Written reports on the progress of the audit shall be provided	Second and fourth week of January
Field Work	First week of January
Draft of ACFR to auditors (auditors to return comments to City within 5 business days.	First week of February (Our Goal is usually January 31st)
Final Reports (opinions)	Second week of February
Final issuance of ACFR	Last day of February
Presentation of Final Report and recommendations to BF&T	Within 20 calendar days of completion of final report
Presentation of Final Report and recommendations to City Council	Within 45 calendar days of completion of final report

2. Describe the project plan and process for performing the scope of services. The project plan should include: (1) key activities, deadlines, and deliverables required to complete the scope of services, organized in a logical, easy-to- follow manner.

Cherry Bekaert’s audit of the City will be completed in compliance with the standards put forth by the generally accepted accounting principles (GAAP). We utilize traditional audit and risk advisory skills to develop a tailored audit approach, managed with the effectiveness and efficiency you expect and delivered with independence and the highest service standard we can offer. Established through an understanding of the external and internal risks facing the City and its management, our risk analysis enables us to evaluate and include tests in relation to the size and probability of identified business and audit risks. The following chart shows the key procedures applied during each of the defined stages of the financial statement audit engagement. Timing and deadlines are provided above.

Stage	Financial Statement Audit	Single Audit
Phase 1: Planning	<ul style="list-style-type: none"> ▶ Gain/Update Our Understanding of the City (Inherent Risks) <ul style="list-style-type: none"> ○ Business & Industry ○ GAAP & GAAS Issues ▶ Calculating Preliminary Materiality ▶ Conducting Planning Meeting/Entrance Conference with Board ▶ Commit to Timeline ▶ Develop a Communication Plan ▶ Discuss any new GAAS standards to be adopted ▶ Preliminary Analytic Review 	<ul style="list-style-type: none"> ▶ Planning Meeting/Entrance Conference with Management and Audit Committee <ul style="list-style-type: none"> ○ Update Preliminary Schedule of Expenditures of Federal Awards and State Financial Assistance (SEFA) ○ Identify New Programs ▶ Identifying Programs in Accordance with Uniform Grant Guidance
Phase 2: Internal Controls & Risk Assessment	<ul style="list-style-type: none"> ▶ Understanding the Design & Implementation of Controls (Control Risks) <ul style="list-style-type: none"> ○ Identifying Significant Internal Control Cycles ○ Understanding the Information Technology (IT) Environment 	<ul style="list-style-type: none"> ▶ Performing Risk Assessment to Determine Major Programs ▶ Obtaining and Reviewing Applicable Compliance Supplement to Develop Audit Plan

	<ul style="list-style-type: none"> ▶ Performing Walkthrough of Key Controls ▶ Performing Fraud Inquiries & Testing ▶ Accumulating and Assessing Risks <ul style="list-style-type: none"> ○ Identifying Significant Accounts & Audit Cycles ○ Evaluating Risks & Tailoring Audit Programs to Mitigate Identified Risks 	<ul style="list-style-type: none"> ▶ Documenting of Internal Controls related to Financial Reporting and Compliance for Major Programs ▶ Performing Walkthrough of Key Internal Controls over Major Programs
Phase 3: Interim Fieldwork	<ul style="list-style-type: none"> ▶ Selecting Sample Sizes Using Data Extraction Software ▶ Testing of Internal Controls ▶ Preparing Third Party Confirmations 	<ul style="list-style-type: none"> ▶ Performing Tests of Key Controls over Major Programs ▶ Selecting Sample Size Using Data Extraction Software ▶ Testing Selections for Conformance with Applicable Compliance Requirements
Phase 4: Final Fieldwork	<ul style="list-style-type: none"> ▶ Selecting Substantive Samples Using Data Extraction Software ▶ Completing Substantive Testing of Balances & Transactions ▶ Proposing, Adjusting and Reclassifying Entries, If Necessary ▶ Conducting Exit Conference with Management 	<ul style="list-style-type: none"> ▶ Obtaining Final Federal Schedule of Expenditures to Reassess for Any Additional Major Programs ▶ Complete Testing ▶ Discussing Findings with Management Including Obtaining Corrective Action Plans
Phase 5: Reporting & Delivery	<ul style="list-style-type: none"> ▶ Reviewing Financial Statements & Footnote Disclosures with Management ▶ Completing Audit Report ▶ Presenting Report and Management Letter to Management and Audit Committee ▶ Conducting Post-Audit Conference 	<ul style="list-style-type: none"> ▶ Preparing Compliance Reports and Schedule of Findings & Questioned Costs ▶ Presenting Report to Board/Audit Committee

Please see Section H. Project Approach for a full description of how Cherry Bekaert plans to perform the City's audit services.

3. Describe the team that will be working to complete the Scope of Services, including position titles and roles of the individuals assigned to those roles. Provide the breakdown of time on- versus off-site and the notice required to have staff available for on-site consultation.

Please see section C. Organization Chart for a list of key personnel and their engagement responsibilities. On- and off-site hours are provided below.

Team Member	On-Site Hours *	Off-Site Hours
Lauren Strobe, Engagement/Relationship Partner	20	80
Brian Liffick, Quality Reviewer	As needed	20
Neal Beggan, IT Audit Partner	As needed	25
DeWanna Coleman, Senior Manager	20	195
Anthony Walsh, Senior Manager	As needed	As needed
Karlie Coleman, Senior	20	340
Staff Accountants	As needed	480
Matt Carr, Senior	As needed	As needed
Jeff Zeichner, Technical Resource	As needed	As needed
Scott Anderson, Technical Resource, Former GASB Fellow	As needed	As needed
Amy Dosik, Technical Resource - Tax Credits and Incentives	As needed	As needed

*For the last several years, we have worked with the City to minimize disruption of City business while providing a robust audit. We have been on-site whenever requested. We understand that for certain tests (such as Housing grant compliance testing, etc.) it is more convenient for the City if we are on site. Additionally, we want to be a guide forward for the City and enjoy the in person check ins and meetings throughout the audit process and the rest of the year that allow us to both complete the audit in a timely manner and provide the type of client service the City needs. We will continue to participate in periodic progress meetings with City management and Finance Department staff during audit field work and whenever requested by the City.

We require a mere 24-hour notice to have staff available for on-site consultation. Our previous experience has proven, we are here for the City and will attend any meeting necessary to ensure that you receive the client service that the City deserves. In the vast majority of situations, we can be on-site the same day we are notified.

J. Price Proposal

Each offeror shall submit a price proposal (See Appendix B: Fee Summary). The price proposal must provide details concerning the components of the pricing that goes into each offeror's overall proposal. The price proposal requires the use of Appendix B to present a detailed cost breakdown. Determine the amount of effort it will take to complete the services and deliverables described in the Scope of Services. The estimated hours and hourly rates are for informational purposes and do not make the project a time and materials project. The total shall be the total fixed price. The fixed price includes all travel and incidental expenses -- no travel reimbursement or reimbursement of expenses is available under this RFP.

We understand and appreciate your desire for professional service providers who are not only highly qualified, but who are also cost-conscious and cost-effective about the work they perform. We are mindful that cost is always a consideration in selecting a professional services firm. Accordingly, we have structured our fee based on our strong desire to maintain a mutually rewarding, long-term relationship.

Our fees are generally based on the time required to complete the work at our established billing rates, plus clerical and computer charges and out-of-pocket expenses. Our fees are also based on other factors such as the complexity of the work, the skill required, time limits, the experience and abilities of our personnel, and the value of the services rendered.

Additional Details

- ▶ Please Note: "Cherry Bekaert" is the brand name under which Cherry Bekaert LLP and Cherry Bekaert Advisory LLC, independently owned entities, provide professional services in an alternative practice structure in accordance with applicable professional standards. Cherry Bekaert LLP is a licensed CPA firm that provides attest services, and Cherry Bekaert Advisory LLC and its subsidiary entities provide business advisory and non-attest services. For more details, visit cbh.com/disclosure.
- ▶ Future year increases beyond the fee commitment shown will be adjusted to annual cost of living increases, assuming there are no significant changes to the scope of work and engagement.
- ▶ A change in fees will apply should the scope of work change significantly. Should this occur, or there is a change in scope because of a change in your operations, we would meet with you to obtain your agreement on any increase in the fee ranges before proceeding.
- ▶ These fees represent our good faith estimate based upon our experience and current understanding of your company and scopes of work. If we have misunderstood the scope requirements or company structure in any way, we are happy to reassess fees and present an updated cost proposal.

Out-of-Scope Services

We encourage open lines of communication throughout the year as part of our services. Generally, we do not bill for routine telephone consultations, including calls received during the year regarding tax and compliance questions. However, should a matter require major research or services not included above, we will bill for these services at established hourly rates as rendered. Before beginning any additional work outside the scope of this proposal, we will discuss anticipated fees with your management to obtain understanding and approval, as well as any anticipated discount based on the timing and complexity of the service.

Appendix B - Fee Summary

RFP No. 24-118
External Audit Services

**Appendix B
Fee Summary**

- Fees** - Offeror's cost must be fixed priced fee and include all Offeror's costs (e.g., time, materials, travel costs, expenses) to provide all services and deliverables for each fiscal year and a grand total for the three-year agreement. Payment should be based upon the acceptance of deliverables by the city. Indicate the overall total cost of services in Table 1 as proposed in Offeror's submittal, based on the requirements in this RFP. Cost evaluations will be based on the fees submitted on Appendix B.

Table 1: Fee Schedule	
Description	Fixed Fee
Fiscal year ending September 30, 2024 (Annual audit as specified in this RFP)	\$ 246,780
Fiscal year ending September 30, 2025 (Annual audit as specified in this RFP)	\$ 254,183
Fiscal year ending September 30, 2026 (Annual audit as specified in this RFP)	\$ 261,809
GRAND TOTAL	\$ 762,772

- Hourly Rates** - Table 2 must contain all hourly rates for Offeror's personnel used to determine fees in Table 1. Offeror must include the estimated number of hours annually for each discipline and calculated totals. Hourly rates will apply for any additional services required of Offeror during the term of Agreement not specifically listed in this RFP, subject to provisions of the Agreement related to contract adjustments. Hourly rates will be fixed for the term of the Agreement.

Table 2: Hourly Rates			
Title/Service	Hourly Rate	Est. Hours	Total
Partner	\$ 300	135 hrs.	\$ 40,500
Manager	\$ 250	270 hrs.	\$ 67,500
Senior	\$ 180	405 hrs.	\$ 72,900
Staff	\$ 122	540 hrs.	\$ 65,880
Other (specify) _____	\$	hrs.	\$
GRAND TOTAL			\$ 246,780

- Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
All costs included in Table 1		\$ -	\$ 0
		\$	\$
		\$	\$
GRAND TOTAL			\$ 0

K. Acceptance of Base Agreement

In this section, list any exceptions taken to the attached Professional Services Agreement, specifications, or other requirements listed in this solicitation. You must reference the solicitation section where exception is taken, a description of the exception, and the proposed alternative, if any. The Professional Services Agreement and all terms, conditions, specifications and other requirements of this solicitation shall be deemed accepted by the offeror unless excepted to in accordance with this section K.

As with any contractual relationship, Cherry Bekaert’s desire to enter into a contract with the City is based on reaching a mutually positive negotiation of terms and conditions. After reviewing the RFP and Sample Contract, we would like to offer some alternative language for your consideration.

Section	Desired Exception/Revision
2. Agreement Components	Cherry Bekaert requests our annual engagement letter to be included as an agreement component.
5. Indemnification	<p>A. (i) The performance breach of this Agreement (including any amendments thereto) by Contractor, its employees, agents, representatives or subcontractors; or</p> <p>A. (v) Contractor’s failure to maintain, preserve, retain, produce, or protect records in accordance with this Agreement and applicable Laws (including but not limited to Florida laws regarding public records).</p> <p>B. The provisions of this paragraph are independent of, and will not be limited by, any insurance required to be obtained by Contractor pursuant to this Agreement or otherwise obtained by Contractor, and the provisions of this paragraph survive the expiration or earlier termination of this Agreement with respect to any claims or liability arising in connection with any event occurring prior to such expiration or termination.</p> <p>This paragraph shall survive the termination of the contract including any renewal or extension thereof; provided, however, that the maximum aggregate liability of Contractor with respect to its indemnification obligations under this Contract shall not exceed the sum of ten million dollars (\$10,000,000.00).</p>
34. Acceptance	<p>After notice from Contractor that it has performed the services required pursuant to this Agreement, the City shall issue written acceptance upon the City’s confirmation that the services and Deliverables have been provided in accordance the terms and conditions of this Agreement. Within ten (10) days of receipt of Contractor’s notice that it has performed the services and provided the Deliverables, the City will notify Contractor of any discovery by the City of a non-conformance of the services and/or Deliverables with the requirements of this Agreement (“Non-conformance”), and Contractor will have the period of time stated in the Non-Conformance notification to correct such Non-conformance, or, if no time is stated, Contractor will have a reasonable period of time based on the severity and complexity of the Non-Conformance to correct such Non-Conformance; provided, however, that in no event may a period exceeding ten (10) days from the date the City provides notice of Non-Conformance to Contractor be considered a reasonable period of time. The City’s issuance of written acceptance in no way relieves Contractor of any of its obligations pursuant to this Agreement.</p>

Forvis, LLP
*Redacted Proposal**

***Forvis, LLP has identified portions of its proposal as business and/or trade secret or confidential information exempt from disclosure in the event of a public records request and has submitted both redacted and unredacted proposals. This vendor has acknowledged that the entire proposal, including the redacted information, will be provided to the BF&T Committee members for evaluation and it may be discussed at public meetings.**

Appendix B Fee Summary

1. **Fees** - Offeror’s cost must be fixed priced fee and include all Offeror’s costs (e.g., time, materials, travel costs, expenses) to provide all services and deliverables for each fiscal year and a grand total for the three-year agreement. Payment should be based upon the acceptance of deliverables by the city. Indicate the overall total cost of services in Table 1 as proposed in Offeror’s submittal, based on the requirements in this RFP. Cost evaluations will be based on the fees submitted on Appendix B.

Table 1: Fee Schedule	
Description	Fixed Fee
Fiscal year ending September 30, 2024 (Annual audit as specified in this RFP)	\$321,376
Fiscal year ending September 30, 2025 (Annual audit as specified in this RFP) ¹	\$337,088
Fiscal year ending September 30, 2026 (Annual audit as specified in this RFP) ¹	\$353,573
GRAND TOTAL	\$1,012,037

2. **Hourly Rates** - Table 2 must contain all hourly rates for Offeror’s personnel used to determine fees in Table 1. Offeror must include the estimated number of hours annually for each discipline and calculated totals. Hourly rates will apply for any additional services required of Offeror during the term of Agreement not specifically listed in this RFP, subject to provisions of the Agreement related to contract adjustments². Hourly rates will be fixed for the term of the Agreement¹.

Table 2: Hourly Rates			
Title/Service	Hourly Rate ¹	Est. Hours ³	Total
Partner /Principal/Managing Director/Director	\$424	105 hrs.	\$44,512
Senior Manager/Manager	\$307	180 hrs.	\$55,336
Senior	\$220	525 hrs.	\$115,349
Staff	\$167	571 hrs.	\$95,441
Other (specify): NEAR/Admin	\$89	120 hrs.	\$10,738
GRAND TOTAL⁴			\$321,376

3. **Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
Travel	4	\$588	\$2,350
Lodging	16	\$175	\$2,800
Meals	20	\$60	\$1,200
Mileage	920	\$0.67	\$616
GRAND TOTAL⁵			\$6,996

¹ In the current economic environment, it is difficult to provide assurances for fee increases in future years. We propose future fee increases to be based on the U.S. Consumer Price Index (CPI) plus 3% with a minimum fee increase of 5%. CPI will be determined using the 12-month inflationary increase as reported by the U.S. Bureau of Labor Statistics for Financial Services in U.S. City Average. The quoted fees for fiscal years ending September 30, 2025 and 2026 is based on a minimum fee increase of 5% for illustrative purposes.

² In the event that circumstances arise and management request additional services outside the proposed scope, any additional costs associated with those requests will be negotiated prior to commencement of the work. Due to limited information on potential additional services required, the hourly rates associated with the known scope of requested services within the RFP may not be indicative of the complexity of the work, the project's scope, the time we will spend, and the level of professional staff needed for the potential additional services. As such, we propose the below rate card for additional services requested.

Staff Level	Standard Rates ¹	Discounted Rates		
		Low	Medium	High
Partner / Managing Director / Director	\$600	\$480	\$510	\$540
Senior Manager	\$440	\$352	\$374	\$396
Manager	\$340	\$272	\$289	\$306
Senior Associate	\$290	\$232	\$247	\$261
Associate	\$215	\$172	\$183	\$194

³ Our estimated hours do not include the additional time we expect to establish our understanding of the City, get introduced with your personnel, review predecessor workpapers and set up our audit file. This effort typically amounts to 15-25% more hours in the initial audit year. We will absorb this additional time as an investment in the long-term, mutually beneficial working relationship with the City.

⁴ The above quoted fees anticipate a maximum of four major programs to be tested. An incremental major program fee of \$8,000 will be charged for each additional major program tested beyond four major programs.

⁵ FORVIS has the ability to perform services in-person, remotely, or hybrid. While we believe at least some level of in-person work is beneficial both to our clients and to our audit process. Our quoted fee includes travel related costs based on performing 25% of the audit on-site. Should the City require additional in person hours, we would be happy to provide a budget of additional travel costs.



REDACTED

Submitted by FORVIS, LLP

A proposal for:

City of St. Petersburg

RFP Title: External Audit and Assurance Services

RFP Number: 24 - 118



400 North Ashley Drive, Suite 2540 / Tampa, FL 33602

P 813.421.9299 / F 813.436.3405

forvis.com

A. Transmittal Letter

May 7, 2024

Ms. Shaka Reed
Senior Procurement Analyst
City of St. Petersburg
One 4th Street North
St. Petersburg, FL 33701

RE: RFP Title: External Audit and Assurance Services / RFP Number: 24 - 118

Dear Ms. Reed:

City of St. Petersburg (the City) is no stranger to the complex challenges that come with serving the public. Aging infrastructure, constant regulatory updates, and budgetary constraints are just a few of the issues the City has to address as you work to satisfy demand for your services and citizen needs. Navigating this environment can be difficult without a professional services firm with extensive public sector experience to provide helpful guidance and tools you require. Offering a public sector focused team, **FORVIS** is here to help.

We understand the City's request for financial statement audit services, including both the federal Single Audit and local governmental entity audit, and stand ready to proceed according to your timeline.

FORVIS can provide the City with the industry-specific insight and knowledge you deserve. At FORVIS, we have a client-centered service approach and commitment to industry specialization. Our professionals choose the industry they work in and have a passion for it. Your proposed engagement team has experience serving local governments, many of which are comparable in size to the City, so you can be confident we understand the complexities of the public sector and stay apprised of industry trends to better serve the City.

As a partner of the firm, Daron Tarlton is authorized to sign contract documents as a representative of FORVIS, and he will be the firm's signatory for contract documents executed with the City in regard to RFP 24-118. Daron can be reached by phone at 813.425.1339 and by email at daron.tarlton@forvis.com or by address as provided above. We believe our proposal will help you select our firm for efficient and objective services delivered by experienced professionals.

Respectfully Presented,

Daron Tarlton, CPA
Partner
813.425.1339
daron.tarlton@forvis.com

Gregory (Greg) S. Miller Jr., CPA
Director
804.425.2633
greg.miller@forvis.com

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Our acceptance of this engagement is subject to completion of our normal client acceptance procedures. Upon acceptance, the actual terms of our engagement will be documented in a separate letter to be signed by you and us. The information provided in this proposal is intended for informational purposes only and may not be copied, used, or modified, in whole or in part, without FORVIS' prior written approval. All information in this proposal is as of June 1, 2023, including projected statistics for FORVIS, unless otherwise noted.

RFP Response

For City of St. Petersburg's (the City) convenience, **FORVIS** has structured this proposal according to the requirements in your RFP. We believe our proposal will demonstrate our qualifications to serve the City.

INFORMATION CONTAINED IN FORVIS' RFP RESPONSE, WHICH IT ASSERTS AS CONFIDENTIAL, IS EITHER BUSINESS AND/OR PROPRIETARY TRADE SECRET INFORMATION NOT SUBJECT TO DISCLOSURE AS SET FORTH IN THE STATE OF FLORIDA PUBLIC RECORDS LAW. SUCH CONFIDENTIAL INFORMATION HAS INDEPENDENT ECONOMIC VALUE TO FORVIS, IS NOT REASONABLY ASCERTAINABLE BY THIRD PARTIES, AND IS THE SUBJECT OF REASONABLE EFFORTS BY FORVIS TO MAINTAIN ITS SECRECY AND/OR CONFIDENTIALITY. SUCH INFORMATION IS REDACTED FROM THIS DOCUMENT, PER THE RFP REQUIREMENTS.

B. Project Team

In this section the offeror must describe the composition, organization and management of the project team including (a) identifying all major sub-contractors and their responsibilities; (b) demonstrating the firm's ability to work cooperatively with multiple clients and sub-contractors; and (c) identifying key individuals who would be assigned to the project and their roles and responsibilities.

Use of Subcontractors

The project team will be comprised of public sector focused professionals employed by FORVIS. We do not anticipate employing any other firm, affiliate, or association member as a subcontractor in completing the work for the City. We believe FORVIS possesses both the depth and breadth of experience to serve the City, as demonstrated throughout this proposal.

We anticipate providing one director, one manager, one senior associate, and two associates on a full-time basis as well as one local resource/client relationship partner and one partner (concurring reviewer) on a part-time basis to complete the City's audit.

Ability to Work Cooperatively with Multiple Clients

Our firmwide client count is comparable to that of other national firms, and we're confident our staffing levels are appropriate to proceed promptly and efficiently and meet the City's proposed schedule.

Because the City's current professional service needs may look vastly different over time, having access to the right resources at the right time is a must. FORVIS offers a network of more than 6,000 CPAs, advisors, and dedicated staff in offices throughout the country. These professionals offer a wealth of knowledge and services the City may someday need, including cybersecurity, forensics, and valuation. Think of this network as a direct extension of your proposed engagement team, which already includes competent advisors ready to help you address your current audit needs. Wherever the City's future may be, you can confidently move forward knowing you can find the knowledge and experience you need within FORVIS.

Key Individuals

Your proposed local client relationship partner, Daron Tarlton, will be responsible for serving as a point of contact and overseeing the working relationship. Your proposed engagement executive, Greg Miller, will be responsible for coordinating and overseeing the engagement. Your proposed audit senior manager, Lee Sullivan, and audit manager, Erin Wilson, will be responsible for assisting with audit services and reviewing the financial statements. Your proposed concurring review partner, Angie Dunlap, will be responsible for reviewing audit documentation, including the significant accounting, auditing, financial reporting, and Single Audit matters.

C. Organization Chart

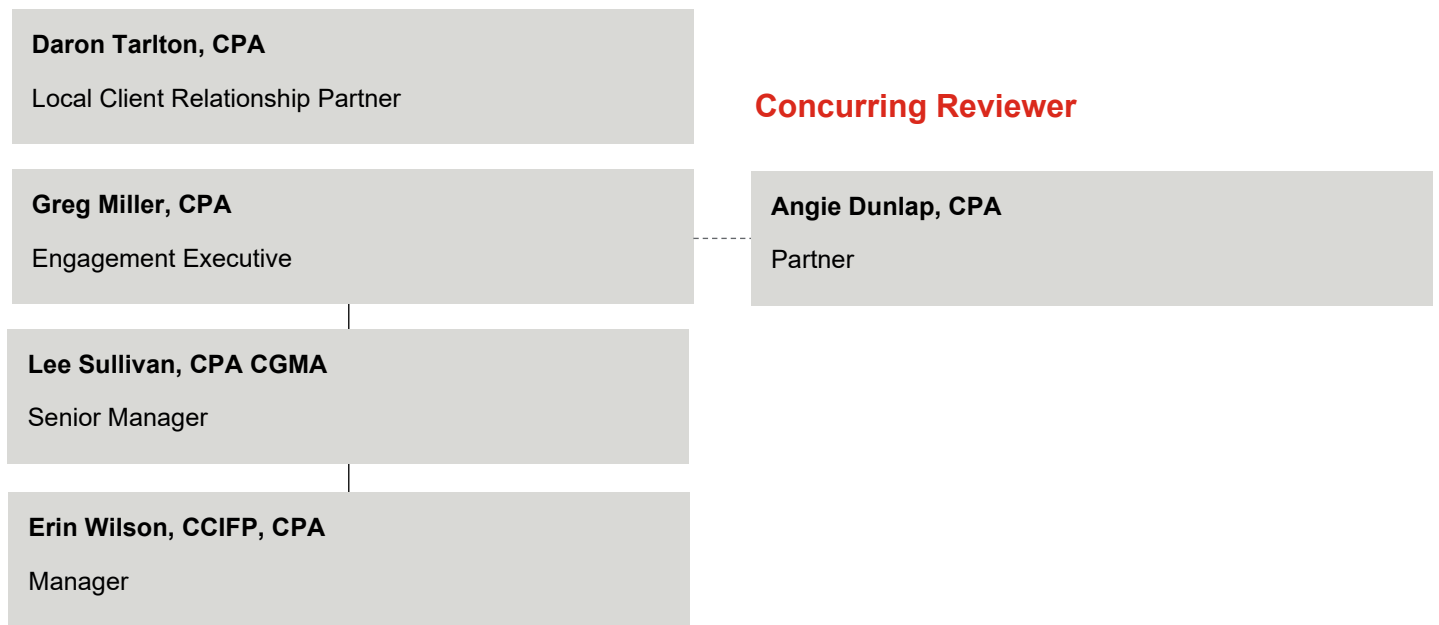
Provide organization chart showing: (a) reporting relationships and responsibilities of the offeror and any other firms (b) reporting relationships and responsibilities of all key personnel (along with their firm affiliations).

We take team selection seriously and have the appropriate team of FORVIS advisors to meet your needs. Previous experience is a primary determinant for assigning professionals to your engagement, and we have assigned individuals who are experienced in working with local governments to your engagement.

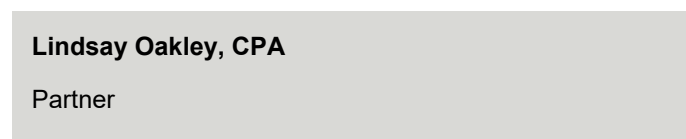
As previously mentioned, we will not be using a subcontractor for this engagement.

Team Organization

Engagement Leadership



Additional Resource



D. Other Firms

Identify any other firms (such as sub-contractors) included on the project team and describe the scope of work for each firm's services and responsibilities throughout the project. Describe the firms approach to the management of sub-contractors and sub-consultants.

As previously mentioned, we do not anticipate employing any other firm, affiliate, or association member in completing the work for the City. We believe FORVIS possesses both the depth and breadth of experience to serve the City, as demonstrated throughout this proposal.

. E. Key Personnel

1. Identify all key personnel (and their firm affiliations) on the project team and describe their specific responsibilities throughout the project.

Below, we have reiterated a list of the key FORVIS personnel as well as their engagement team roles and responsibilities. We do not plan to use a subcontractor for this work.

FORVIS Professional	Engagement Role	Engagement Responsibility
Daron Tarlton	Local Client Relationship Partner	Responsible for serving as a point of contact and overseeing the working relationship
Greg Miller	Engagement Executive	Responsible for coordinating and overseeing the engagement
Angie Dunlap	Concurring Review Partner	Responsible for reviewing audit documentation, including the significant accounting, auditing, financial reporting, and Single Audit matters
Lee Sullivan	Senior Manager	Responsible for assisting with audit services and overseeing project management of the engagement
Erin Wilson	Manager	Responsible for assisting with audit services and reviewing the financial statements

2. Describe the offeror's approach to managing such key personnel.

A Team Effort

At FORVIS, you will be supported by a team of individuals with complementary skills and experience. Whenever possible, we keep a consistent client service team working for you. This reduces the learning curve and saves you the time, frustration, and disruption of dealing with new advisors unfamiliar with your organization. You will find your FORVIS team well informed and readily accessible.

Beyond this immediate support team is a far larger network of resources you can tap into. We are confident in our professionals' ability to help address the City's needs as they evolve over time.

Location

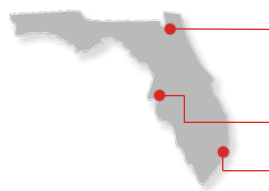
The City requested services will be provided primarily by our Tampa, Florida office.

FORVIS
400 North Ashley Drive, Suite 2540
Tampa, FL 33602

Our FL Presence

3 Office Locations:

- 1 Jacksonville, FL
- 2 Tampa Bay, FL
- 3 Boca Raton, FL



ONE FORVIS Collaborative Staffing Approach

You can count on access to an experienced client service team that is focused on your needs. We have the capacity to meet your time requirements and the resources to address issues that may arise in the engagement. We plan to staff the majority of your engagement from our Tampa, Florida, office; however, we use what we call a ONE FORVIS collaborative service approach, we will also bring in individuals from other FORVIS offices to effectively serve the City and take advantage of our deep bench of skilled professionals. The ONE FORVIS approach allows us to select the best-suited people to work with the City who have the skills, industry knowledge, and technical experience needed to help meet your needs throughout the project. We believe it is critical to associate with the right advisors who share similar values around technical competency, client service, candid and timely communication, and responsiveness.

Leadership Oversight

FORVIS encourages the personal involvement of engagement leadership in serving clients, including on-site work where possible. Being on-site with our clients results in better information and perspective, which results in more on-point recommendations for you.

Ongoing communication, even after fieldwork is completed, is a key component to FORVIS' approach to your engagement. The City can have confidence your proposed lead engagement executive, Greg Miller, is readily accessible and available to discuss the matters important to you.

3. Indicate the commitment of all key personnel in terms of an estimated percentage of time throughout the project.

The City will be an important client for FORVIS. We will closely monitor your satisfaction with our services and will provide well-trained and responsive individuals to serve your engagement. At FORVIS, **Unmatched Client Experience®** is a team effort. The City will be supported by a team of individuals with a mix of skills and experience. You will find your FORVIS team well informed and readily accessible to discuss the items, issues, and ideas that are important to you.

In addition, leaders of the firm routinely visit clients to monitor their satisfaction with our services. FORVIS also monitors client satisfaction by periodically issuing client satisfaction surveys. As part of our dedication to delivering an Unmatched Client Experience, we are happy to meet with the City to discuss concerns you may have related to our performance.

Generally, the estimated percentage of time spent by level in public sector audit engagements is 10% of time at the partner, managing director, or director level, 20% at senior manager or manager level, 30% at the senior associate level, and 40% at the associate and administrative level. We will coordinate the scheduling of your engagement to both accommodate your schedule and to allow for the efficient completion of deliverables.

4. Provide resumes for all key personnel in the RFP. Limit resumes to two pages per individual and include: (a) academic and professional qualifications (b) professional registration (as applicable) (c) experience as it relates to the project and to the individual's specified role on the project.



Daron Tarlton, CPA

Local Client Relationship Partner

813.425.1339

daron.tarlton@forvis.com

Daron is an assurance partner and market leader in FORVIS' Tampa, Florida office with more than fifteen years of experience providing assurance services to nonprofit and governmental organizations.

Daron has served on the leadership team for the firm's national nonprofit, governmental, and healthcare industry practices, and has held technical leadership roles for these industry groups, including as the lead resource for industry accounting and auditing topics during over six years in the firm's Professional Standards Groups and as a Professional Practice Partner. In these technical roles, Daron led the firm's efforts in developing industry-specific assurance methodology and quality control for nonprofit, governmental, and healthcare industry groups, and served as a consultative resource to FORVIS' assurance teams across the firm to help their clients successfully address emerging and complex accounting, assurance, and risk management matters. Daron has extensive experience performing audits in accordance with the Uniform Guidance and *Government Auditing Standards*.

Daron is actively involved with the AICPA Healthcare Expert Panel and the AICPA Government Audit Quality Center and is an appointed member of the GASB's Government Accounting Standards Advisory Council (GASAC). He is a member of the AICPA and the HFMA and serves on the FICPA Nonprofit and Healthcare Conference Task Forces. Daron routinely provides professional education and industry updates at state and national industry conferences.

Daron attended Kennesaw State University and is a graduate of Shorter University, with an M.S. in business administration. He is also a graduate of Baldwin-Wallace College, with a B.A. in music performance.



Gregory (Greg) S. Miller Jr., CPA

Director & Engagement Executive

804.425.2633

greg.miller@forvis.com

Greg is the industry leader for the Nonprofit Practice, Education Practice, and Public Sector Practice in FORVIS' Virginia market. Joining FORVIS in 2022, Greg brings 15 years of public accounting experience from a regional accounting firm. He focuses his practice on the delivery of accounting, auditing, and consulting services for public sector entities. He is a member of FORVIS' Public Sector Center of Excellence, an internal committee of thought leaders across the firm who discuss a variety of new and emerging issues impacting the public sector.

He has served multifaceted local governments. He provides an array of accounting and assurance services to his clients including financial and compliance audits under *Government Auditing Standards* and the Uniform Guidance, agreed-upon procedures, and other attest engagements. He also works on advisory projects ranging from the adoption and implementation of new GASB pronouncement implementations to complying with *American Rescue Plan Act of 2021 (ARPA)* funding requirements. He also leverages his participation as a member of the GFOA Special Review Committee, reviewing ACFRs for the GFOA's Certificate of Achievement for Excellence in Financial Reporting program.

Greg is a member of the AICPA, the Government Finance Officers Association (GFOA), and the Florida GFOA; frequently speaking at national and state industry conferences on topics relevant to public sector financial reporting and compliance.

He is a graduate of The Citadel, Charleston, South Carolina, with a B.S. degree in business administration with a concentration in accounting.



Angela (Angie) K. Dunlap, CPA

Partner & Concurring Reviewer

713.499.4600

angie.dunlap@forvis.com

Angie is a professional with FORVIS' Public Sector Practice and Education Practice. She has more than 30 years of auditing experience and is an industry leader in the Houston office. She regularly provides financial statement audit services to a variety of government, higher education, and nonprofit organizations. She has a detailed understanding of the requirements associated with NCAA agreed-upon procedures, governmental accounting, Single Audits, and retirement plans. She is responsible for overseeing the delivery of efficient and effective audits, assisting clients with audit and financial reporting issues, and assisting clients with internal control and process improvement projects.

She has been a speaker at Government Finance Officers Association of Texas (GFOAT) and AICPA annual industry conferences, as well as nonprofit and governmental accounting conferences sponsored by state CPA societies. She has led training sessions on governmental topics for clients and other organizations.

Angie's professional affiliations include membership in the GFOA, FGFOA, AICPA, and TXCPA. She is the chair of TXCPA's Governmental Accounting and Single Audit Conference Committee.

She is a graduate of Baylor University, Waco, Texas, with a B.B.A. degree in accounting, and a graduate of University of Dallas, Texas, with an M.B.A. degree.



Lee T. Sullivan, CPA CGMA
Audit Senior Manager

813.742.8276
lee.sullivan@forvis.com

Lee is a certified public accountant with more than 19 years of audit and industry experience. As an audit senior manager, Lee provides financial reporting and compliance solutions for middle market entities across various industries. Over the span of his career, he has developed a deep understanding of the accounting and regulatory issues that affect his clients and their stakeholders. He manages multiple engagements simultaneously, overseeing the planning, execution, and delivery of high-quality audit services. He leads and mentors a team of professionals, fostering a collaborative and supportive work environment.

Lee is passionate about building and maintaining strong relationships with his clients, offering tailored advice and guidance to help them achieve their operational and financial goals. He has completed national rotations within his career and served as an instructor for national trainings. He is a strong advocate of leadership development and stewardship and serves as a coach in the local community competitive travel soccer club.

He is a member of the AICPA and the Florida Institute of Certified Public Accountants (FICPA).

Lee graduated with a Bachelor of Arts in Accounting from Virginia Wesleyan College in Virginia Beach, Virginia and captained the Men's Soccer team.



Erin Wilson, CCIFP, CPA
Audit Manager

970.314.3100
erin.wilson@forvis.com

Erin has more than 14 years of accounting experience in both public accounting and in industry. Her experiences range from audits and reviews to financial controllership and consulting.

She currently serves as an assurance manager in the FORVIS Tampa office providing assurance services to a variety of industries and entities, including state and local government clients. Her experience included performing services for both financial and Single Audit areas.

She is a member of the AICPA and the FICPA.

Erin graduated from the Colorado Mesa University, Grand Junction, with a M.A. degree in business administration and a B.S. degree in accounting.

In-Charge Audit Staff

The in-charge accountant for the audit is subject to discussion between FORVIS and the City. We currently have multiple qualified in-charges who serve your industry year round. One of those individuals would be selected based on your preference, availability, and the timing of the work.

Additional Resource



Lindsey D. Oakley, CPA
Partner

Lindsey is a member of FORVIS' Nonprofit Practice, Education Practice, and Public Sector Practice and serves in FORVIS' Professional Standards Group, where she provides technical support to FORVIS auditors, implements new professional standards, and performs concurring reviews on engagements. She also serves as FORVIS' firmwide national financial reporting partner for nonprofit, education, and public sector industry.

She joined the Professional Standards Group in 2012 after working in the Springfield office, where she provided audit and consulting services for nonprofit organizations and governmental entities.

Lindsey is a member of the American Institute of CPAs (AICPA) and Missouri Society of CPAs. She is the chair of the Executive Committee of the AICPA Governmental Audit Quality Center. She also serves on the Comptroller General's Advisory Council on *Government Auditing Standards*.

5. Provide a detailed resume of the offeror's project manager, at least one substitute project manager, and other key individuals on the project team. The proposed project manager and the proposed substitute shall have a minimum of five (5) years of applicable experience and shall remain with the project throughout the term of the City's standard agreement. The project manager shall not be replaced or substituted without the prior approval of the City. The City may request a personal interview with the short-listed firms' proposed project managers. The key project manager or their approved substitutes shall be available for all meetings. Experience included on the resume must be limited to projects completed within the past ten (10) years.

We have carefully selected a proposed project manager, Lee Sullivan, and substitute, Darron Tarlton. We understand the expectation that the project manager should remain with the project throughout the term of the City's standard agreement.

In the event we are required to make a change to any key personnel assigned to your engagement, we will discuss this with you to explain the circumstances and proposed change. Your lead engagement executive, Greg Miller, will be coordinating personnel changes. We generally do not remove a project manager from an audit once it has begun, but occasionally employee turnover or other events beyond our control require such a change. If a project manager change is required, we are confident we can provide a qualified replacement to complete your audit with limited interruption.

We understand project managers can only be changed with the prior express written permission of the City, which retains the right to approve or reject replacements.

In addition, we understand that the project manager should be available for all meetings.

See [Section E. Key Personnel, 4.](#) for copies of professional biographies.

F. Experience

The proposal must describe the performance history and experience of the project team on similar projects.

Public Sector Experience

FORVIS has been providing audit services for nearly 100 years, and we currently serve approximately 625 public sector clients, many of which are similar in size to the City. Geographically spread throughout the United States, our significant client base reflects the diversity of the public sector, including local governments.

400 +
Professionals dedicated to the nonprofit, governmental, and higher education industry

FORVIS is the third largest provider of Single Audits among CPA firms according to data compiled by the OMB via the Federal Audit Clearinghouse, performing approximately 800 annually. With approximately one-third of our governmental, education, and nonprofit clients receiving federal funding, we are familiar with the requirements for allowability of both direct and indirect costs, as well as the ability for the recipient to charge an administrative cost allowance under many federal programs.

To help streamline the Single Audit process, we use audit programs and checklists designed specifically for the federal programs we audit. Our firm maintains a database of audit programs tailored to the grants and other federal programs commonly found in governmental entities. Our extensive experience providing compliance testing in accordance with OMB requirements can help us properly perform and submit the City's Single Audit on time.

Commitment to Serving the Public Sector

As part of our commitment to remaining at the forefront of the public sector, leaders across our national governmental practice meet regularly to discuss important developments, legislative updates, and challenges affecting governmental entities similar to the City.



In addition, our public sector involvement has enabled us to establish connections with numerous regulatory and auditing organizations, including:

- AICPA Governmental Audit Quality Center
 - Chris Telli, CPA, AICPA State and Local Government Expert Panel
 - Lindsey Oakley, CPA, Chair of the Government Audit Quality Executive Committee
- Government Finance Officers Association (GFOA)
 - Amy Shreck, CPA, GFOA's Committee on Accounting, Auditing, and Financial Reporting
- Governmental Accounting Standards Board (GASB)
 - Becca Kiser, CPA, GASB Practice Fellow
 - Daron Tarlton, CPA, GASB Advisory Council
- Office of Management and Budget (OMB)
- U.S. Government Accountability Office
 - Lindsey Oakley, CPA, Comptroller General's Advisory Council on *Government Auditing Standards*

We look forward to communicating best practices and forward-looking strategies to help the City thoughtfully consider the areas important to fulfilling your fiduciary responsibilities.

Training Opportunities for Clients

We continually look for opportunities to educate others and share our experience and insight. For example, we offer complimentary webinars and events, which may be eligible for CPE, for clients and friends of the firm. Information is communicated in a concise, straightforward manner by industry-trained professionals with a strong understanding of ever-changing regulations. In addition, we may offer training customized to a client's specific area of interest. This custom training also may qualify for CPE upon course approval. To learn more, please visit [FORsights™](#) or discuss a customized training program for your city with your lead engagement executive.

FORVIS agrees to provide eight hours of CPE to the City's professional accounting staff or others as deemed appropriate. As we have done in the past, we would plan the timing and topics based on the City's needs. Our approach would be to conduct training sessions in two to four hour CPE increments that would translate into four to eight sessions spread out across the fiscal year. We also will offer virtual webinars that are specific to topics relevant to the City. In addition to the traditional GASB and Single Audit technical topics, other options to consider could include risk assessments, internal control, fraud, ESG, and cryptocurrency to name a few. Attendees can benefit from our deep industry knowledge and real-world examples that can help their organizations thrive. Information is communicated in a concise, straightforward manner by industry-trained professionals to keep you informed of ever-changing regulations.

Proven Client Experience

Representative Clients

FORVIS is proud to work with governmental entities across the country. Below is a representative sample of current municipal government audit clients:

- REDACTED



FORVIS completed the first year of a five-year engagement for the City of Frisco this past February. The auditors were professional and knowledgeable of GASB standards and financial reporting. FORVIS completed our audit on time with no issues. We truly appreciated the staff's professionalism during the engagement. Frisco has many complex public and private partnerships and agreements that required review and analysis, especially this first year. The audit reports were delivered as scheduled and the City Council and city management were pleased with the firm's performance.

Ms. Anita Cothran, City of Frisco

G. Reference Projects

1. The Offeror shall submit descriptions of reference projects to demonstrate relevant experience. Each project description shall contain at least the following information: (a) name of owner; (b) owner reference and contact information; (c) role of offeror; (d) contract value; (e) year started and year completed; (f) description of the project showing relevance to this project; (g) names of firms and key personnel that participated in similar project(s) and are included in this offer, along with a clear description of the roles and responsibilities of each; and (h) provide a summary table to cross-reference the project team (firms and key personnel) with participation in the reference projects.

We have a track record of helping similar governmental clients and understand our clients are our best ambassadors. Listening to us helps, but hearing directly from your peers can be a meaningful step in your decision-making process. We encourage you to reach out to the following clients to discuss FORVIS' services and capabilities at your convenience.

Requested Information	Reference No. 1	Reference No. 2	Reference No. 3
(a) Name of Owner	REDACTED	REDACTED	REDACTED
(b) Owner Reference & Contact Information	REDACTED	REDACTED	REDACTED
(c) Role of FORVIS	REDACTED	REDACTED	REDACTED
(d) Contract Value	FORVIS considers this confidential client information	FORVIS considers this confidential client information	FORVIS considers this confidential client information
(e) Year Started & Year Completed	REDACTED	REDACTED	REDACTED
(f) Description of the Project	REDACTED	REDACTED	REDACTED
(g) Key Personnel that Participated in Similar Project(s) & Their Roles/ Responsibilities	REDACTED	REDACTED	REDACTED

2. Describe any alleged, significant prior or ongoing contract failures, licensing, or permit violations, claims on bonds, any civil or criminal litigation or investigation pending (including wage theft complaints filed) which involves the firm or in which the firm has been judged guilty or liable.

As is the case with all major accounting firms, FORVIS is occasionally asked to cooperate with informal inquiries and formal investigations by the Securities and Exchange Commission (SEC), Public Company Accounting Oversight Board (PCAOB), state boards of accountancy and other governmental agencies from time to time. Regulatory investigations are not public, and we frequently are not privy to their thoughts or focus with respect to these items. Disclosure of confidential details of such investigations would violate both professional ethics and state law regarding confidentiality of client information. There are no sanctions or restrictions on our license by any state board or regulatory body affecting our ability to serve clients.

There have been no criminal legal proceedings. To avoid litigation, FORVIS maintains an extensive risk management program addressing a multitude of issues ranging from client acceptance to final working paper and financial statement review. Yet, as with any firm our size, the firm may experience litigation from time to time. Details of litigation cannot be disclosed pursuant to confidentiality agreements; however, the results of litigation have never been material to the firm. Currently, there is no substantial litigation outstanding.

Please note that FORVIS, LLP was formed on June 1, 2022, through a merger between BKD LLP (BKD) and Dixon Hughes Goodman LLP (DHG). The foregoing response also applies to BKD and DHG.

3. Licenses. [Copy of firm's or individual's current applicable Florida License.]

Copy of Firm's Florida License

FORVIS is registered, qualified, and licensed to do business in the State of Florida. A copy of our certificate of registration is below.

Ron DeSantis, Governor

Melanie S. Griffin, Secretary

Florida
dbpr

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF ACCOUNTANCY

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

FORVIS, LLP
245 RIVERSIDE AVENUE
SUITE 410
JACKSONVILLE FL 32202

LICENSE NUMBER: AD63610

EXPIRATION DATE: DECEMBER 31, 2025

Always verify licenses online at [MyFloridaLicense.com](https://www.MyFloridaLicense.com)

ISSUED: 12/28/2023

Do not alter this document in any form.

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



**STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

240 NW 76TH DRIVE, SUITE A
GAINESVILLE FL 32607

Congratulations! With this license you become one of the nearly one million Floridians licensed by the Department of Business and Professional Regulation. Our professionals and businesses range from architects to yacht brokers, from boxers to barbeque restaurants, and they keep Florida's economy strong.

Every day we work to improve the way we do business in order to serve you better. For information about our services, please log onto www.myfloridalicense.com. There you can find more information about our divisions and the regulations that impact you, subscribe to department newsletters and learn more about the Department's initiatives.

Our mission at the Department is: License Efficiently, Regulate Fairly. We constantly strive to serve you better so that you can serve your customers. Thank you for doing business in Florida, and congratulations on your new license!

dbpr Florida STATE OF FLORIDA DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

AD63610 ISSUED: 12/28/2023
ACCOUNTANCY CORPORATION
FORVIS, LLP

Signature

LICENSED UNDER CHAPTER 473, FLORIDA STATUTES
EXPIRATION DATE: DECEMBER 31, 2025

Ron DeSantis, Governor

Melanie S. Griffin, Secretary

**STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF ACCOUNTANCY**

LICENSE NUMBER: AD63610

EXPIRATION DATE: DECEMBER 31, 2025

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

FORVIS, LLP
245 RIVERSIDE AVENUE
SUITE 410
JACKSONVILLE FL 32202



ISSUED: 12/28/2023

Always verify licenses online at MyFloridaLicense.com

Do not alter this document in any form.

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

Proof of Key Staff Licensure

All key professionals who would be assigned to your engagement are properly licensed to practice in the state of Florida or able to practice in the state under mobility laws, without the requirement to obtain an individual Florida license. We have provided proof of licensure from CPAVerify. In the event we are selected to serve the City, we would be happy to provide the individual license information for each engagement team member.

04/23/24 02:53:49

CPAVerify Individual Report Results

NAME: **DARON TARLTON**
STATE OF LICENSE: FL
LAST UPDATED: 2024-04-22

	Business	Mail
Address:	TARLTON, DARON ST. PETERSBURG, FL, US	TAMPA, FL, US
License/Permit/Certificate Number:	AC52928	
Registration Number:		
License/Permit/Certificate Status:	CURRENT, ACTIVE	
License/Certificate Status Details:	Holds a valid license to practice public accounting.	
License Type:	CERTIFIED PUBLIC ACCOUNTANT	
License Type Details:	Shall be deemed and construed to mean a person, who holds an active, inactive, delinquent, or temporary license issued under Chapter 473, F.S., or who is practicing public accounting in this state pursuant to the practice privilege granted in Section 473.3141, F.S.	
Basis for License:	RECIPROCAL	
Basis for License Details:	Reciprocal License. An Applicant having a valid unrevoked license to practice as a CPA from any jurisdiction and who is planning to relocate to Florida must apply for a Reciprocal License.	
Issue Date:	2018-06-21	
Expiration Date:	2024-12-31	
Enforcement, Non-Compliance or Disciplinary Actions:	None Reported To This Site By The Board	
Other Information:	None	

Contact the Board for official verification of information.

State Board Contact Information: FLORIDA DIVISION OF CERTIFIED PUBLIC ACCOUNTING
240 NW 76TH DRIVE, SUITE A
GAINESVILLE, FL 32607

Phone: (850) 487-1395
Website: <http://www.myfloridalicense.com/DBPR/certified-public-accounting/>
Licensee Lookup: <http://www.myfloridalicense.com/DBPR/certified-public-accounting/>

NAME: **DARON SETH TARLTON**
STATE OF LICENSE: GA
LAST UPDATED: 2024-04-22

	Business
Address:	SAINT PETERSBURG, FL, UNITED STATES
License/Permit/Certificate Number:	CPA026587
Registration Number:	
License/Permit/Certificate Status:	ACTIVE
License/Certificate Status Details:	License has all privileges of CPA licensure.
License Type:	CERTIFIED PUBLIC ACCOUNTANT
Basis for License:	EXAMINATION
Basis for License Details:	Initial Certificate. Applicants who have passed the Uniform CPA Examination and are not licensed to practice public accounting in any jurisdiction may apply for an Initial Certificate in Georgia.
Issue Date:	2008-02-27
Expiration Date:	2025-12-31
Enforcement, Non-Compliance or Disciplinary Actions:	None Reported To This Site By The Board
Other Information:	None

Contact the Board for official verification of information.

State Board Contact Information:

GEORGIA STATE BOARD OF ACCOUNTANCY
200 PIEDMONT AVENUE SE, SUITE 1604 WEST TOWER
ATLANTA, GA 30334-9010

Phone: 404-463-0365
Email: GSBA@SAO.GA.GOV
Website: <https://gsba.georgia.gov/>
Licensee Lookup: <https://gsba.georgia.gov/>

NAME: **DARON TARLTON**
STATE OF LICENSE: NC
LAST UPDATED: **2024-04-22**

Address:**License/Permit/Certificate Number:****Registration Number:****License/Permit/Certificate Status:****License/Certificate Status Details:****License Type:****License Type Details:****Basis for License:****Issue Date:****Expiration Date:****Enforcement, Non-Compliance or Disciplinary Actions:****Other Information:****Business**

TAMPA, FL, USA

40904

ACTIVE

A person who possesses a North Carolina certificate of qualification and who has not otherwise been granted Retired, Inactive, or Conditional status.

CPA LICENSE

Certified Public Accountant

2016-12-19

2024-06-30

None Reported To This Site By The Board

None

Contact the Board for official verification of information.

State Board Contact Information:

NORTH CAROLINA STATE BOARD OF CPA EXAMINERS
1101 OBERLIN ROAD SUITE 104
RALEIGH, NC 27605-1169

Phone: (919) 733-4222
Fax: 919-733-4209
Email: dnance@nccpaboard.gov
Website: <http://www.nccpaboard.gov>
Licensee Lookup: <http://www.nccpaboard.gov>

Details of Enforcement, Non-Compliance or Disciplinary Actions:

1. If "Contact State Board For Details" is displayed then the State Board has reported some type of enforcement, non-compliance or disciplinary action to this site and the State Board should be contacted for full details about the action reported.
2. If "None Reported To This Site By The Board" is displayed then the State Board provides enforcement, non-compliance and disciplinary action data to this site and none was indicated for this record.
3. If "State Does Not Provide This Type of Data At This Site" is displayed then CPAverify is not currently receiving enforcement, non-compliance or disciplinary action data for licensees in this state. Some states are limited to sharing this type of data with third party websites due to privacy laws or policies, but most State Boards offer this information on their official State Board websites.
4. Contact the State Board for official verification of all enforcement, non-compliance and disciplinary activity.

The results shown here include all data made available by participating states. Additional data about the individual or firm may exist and is not shown here for other states that are not yet participating in the CPAverify website. Please refer to the Participating States tab for more information about which states are currently sharing their licensing data for use with this website and for clarification about which states these results do not include. If the Board of interest is not participating, you may refer to the "Contact Boards" tab where a link to every Boards' website and therefore individual license lookup tool is available.

NAME: GREGORY SCOTT MILLER
STATE OF LICENSE: VA
LAST UPDATED: 2024-04-10

	Business	Mail
Address:		HENRICO, VA,
License/Permit/Certificate Number:	38155	
Registration Number:		
License/Permit/Certificate Status:	ACTIVE	
License/Certificate Status Details:	The license is current. The licensee may practice as a CPA and/or use the CPA title in Virginia.	
License Type:	CPA	
License Type Details:	Certified Public Accountant	
Basis for License:	INITIAL	
Basis for License Details:	Initial CPA Certificate/Transfer of Grades. Applicants who have passed the Uniform CPA Examination and are not licensed to practice public accounting in any jurisdiction may apply for an Initial CPA Certificate in Virginia.	
Issue Date:	2011-01-31	
Expiration Date:	2024-06-30	
Enforcement, Non-Compliance or Disciplinary Actions:	None Reported To This Site By The Board	
Other Information:	None	

Contact the Board for official verification of information.

State Board Contact Information:	VIRGINIA BOARD OF ACCOUNTANCY 9960 MAYLAND DRIVE SUITE 402 HENRICO, VA 23233 Phone: 804-367-8505 Fax: 804-527-4409 Email: BOA@BOA.VIRGINIA.GOV Website: http://www.boa.virginia.gov Licensee Lookup: http://www.boa.virginia.gov
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Details of Enforcement, Non-Compliance or Disciplinary Actions:

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4. Contact the State Board for official verification of all enforcement, non-compliance and disciplinary activity.

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CPAVerify Individual Report Results

NAME: ANGELA DUNLAP
 STATE OF LICENSE: TX
 LAST UPDATED: 2024-04-20

	Business	Mail
Address:		PEARLAND, TX, USA
License/Permit/Certificate Number:	072468	
Registration Number:		
License/Permit/Certificate Status:	ISSUED	
License/Certificate Status Details:	License is current.	
License Type:	CPA	
License Type Details:	A person who holds a license to practice public accounting pursuant to the Public Accountancy Act. A person may represent themselves to the public as an accountant or auditor or any combination of those terms or assert an expertise in accounting or auditing only if they are licensed by this agency and practice under a licensed CPA firm.	
Basis for License:	EXAM	
Basis for License Details:	Initial License. Applicants who have passed the Uniform CPA Examination and are not licensed to practice public accounting in any jurisdiction, may apply for an Initial License in Texas.	
Issue Date:	1997-08-20	
Expiration Date:	2024-09-30	
Enforcement, Non-Compliance or Disciplinary Actions:	None Reported To This Site By The Board	
Other Information:	None	

Contact the Board for official verification of information.

State Board Contact Information:	TEXAS STATE BOARD OF PUBLIC ACCOUNTANCY 505 E. Huntland Drive Suite 380 Austin, TX 78752-3757
	Phone: (512)305-7800 Fax: (512)305-7854 Email: LICENSING@TSBPA.TEXAS.GOV Website: http://www.tsbpa.texas.gov Licensee Lookup: http://www.tsbpa.texas.gov

Details of Enforcement, Non-Compliance or Disciplinary Actions:

1. If "Contact State Board For Details" is displayed then the State Board has reported some type of enforcement, non-compliance or disciplinary action to this site and the State Board should be contacted for full details about the action reported.
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4. Contact the State Board for official verification of all enforcement, non-compliance and disciplinary activity.

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CPAVerify Individual Report Results

NAME: LEE ERDMAN WILSON
 STATE OF LICENSE: FL
 LAST UPDATED: 2024-05-01

	Business	Mail
Address:	WILSON, LEE ERDMAN JACKSONVILLE, FL,	JACKSONVILLE, FL, US
License/Permit/Certificate Number:	AC0023286	
Registration Number:		
License/Permit/Certificate Status:	CURRENT, ACTIVE	
License/Certificate Status Details:	Holds a valid license to practice public accounting.	
License Type:	CERTIFIED PUBLIC ACCOUNTANT	
License Type Details:	Shall be deemed and construed to mean a person, who holds an active, inactive, delinquent, or temporary license issued under Chapter 473, F.S., or who is practicing public accounting in this state pursuant to the practice privilege granted in Section 473.3141, F.S.	
Basis for License:		
Issue Date:	1991-08-22	
Expiration Date:	2024-12-31	
Enforcement, Non-Compliance or Disciplinary Actions:	None Reported To This Site By The Board	
Other Information:	None	

Contact the Board for official verification of information.

State Board Contact Information:	FLORIDA DIVISION OF CERTIFIED PUBLIC ACCOUNTING 240 NW 76TH DRIVE, SUITE A GAINESVILLE, FL 32607
	Phone: (850) 487-1395
	Website: http://www.myfloridalicense.com/DBPR/certified-public-accounting/
	Licensee Lookup: http://www.myfloridalicense.com/DBPR/certified-public-accounting/

Details of Enforcement, Non-Compliance or Disciplinary Actions:

1. If "Contact State Board For Details" is displayed then the State Board has reported some type of enforcement, non-compliance or disciplinary action to this site and the State Board should be contacted for full details about the action reported.
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4. Contact the State Board for official verification of all enforcement, non-compliance and disciplinary activity.

The results shown here include all data made available by participating states. Additional data about the individual or firm may exist and is not shown here for other states that are not yet participating in the CPAVerify website. Please refer to the Participating States tab for more information about which states are currently sharing their licensing data for use with this website and for clarification about which states these results do not include. If the Board of interest is not participating, you may refer to the "Contact Boards" tab where a link to every Boards' website and therefore individual license lookup tool is available.

CPAVerify Individual Report Results

NAME: ERIN LINDSEY WILSON
 STATE OF LICENSE: CO
 LAST UPDATED: 2024-05-01

Address:

License/Permit/Certificate Number: 28832

Registration Number:

License/Permit/Certificate Status: ACTIVE

License/Certificate Status Details:

The status of a Licensee's Certificate, license, or Registration, or other authority allowing the Licensee to assume or use the CPA designation and to offer or perform any service for which an active certificate of CPA or active or valid registration is required pursuant to Section 12-2-120(6), C.R.S.

License Type:

CPA

License Type Details:

Certified Public Accountant

Basis for License:

EXAMINATION

Basis for License Details:

Colorado Certificate was granted based on fulfilling the Colorado Examination requirements.

Issue Date:

2010-12-03

Expiration Date:

2025-11-30

Enforcement, Non-Compliance or Disciplinary Actions:

None Reported To This Site By The Board

Other Information:

None

Contact the Board for official verification of information.

State Board Contact Information:

COLORADO STATE BOARD OF ACCOUNTANCY
 1560 BROADWAY STE 1350
 DENVER, CO 80202

Phone: 303-894-7800

Fax: 303-894-2310

Email: DORA_ACCOUNTANCYBOARD@STATE.CO.US

Website: <https://dpo.colorado.gov/Accountancy>

Licensee Lookup: <https://dpo.colorado.gov/Accountancy>

NAME: ERIN LINDSEY WILSON
 STATE OF LICENSE: FL
 LAST UPDATED: 2024-05-01

Address:**Business**

WILSON, ERIN LINDSEY
 TAMPA, FL, US

Mail

TAMPA, FL, US

License/Permit/Certificate Number:

AC58879

Registration Number:

License/Permit/Certificate Status:

CURRENT, ACTIVE

License/Certificate Status Details:

Holds a valid license to practice public accounting.

License Type:

CERTIFIED PUBLIC ACCOUNTANT

License Type Details:

Shall be deemed and construed to mean a person, who holds an active, inactive, delinquent, or temporary license issued under Chapter 473, F.S., or who is practicing public accounting in this state pursuant to the practice privilege granted in Section 473.3141, F.S.

Basis for License:

RECIPROCAL

Basis for License Details:

Reciprocal License. An Applicant having a valid unrevoked license to practice as a CPA from any jurisdiction and who is planning to relocate to Florida must apply for a Reciprocal License.

Issue Date:

2022-10-18

Expiration Date:

2025-12-31

Enforcement, Non-Compliance or Disciplinary Actions:

None Reported To This Site By The Board

Other Information:

None

Contact the Board for official verification of information.

State Board Contact Information:

FLORIDA DIVISION OF CERTIFIED PUBLIC ACCOUNTING
240 NW 76TH DRIVE, SUITE A
GAINESVILLE, FL 32607

Phone: (850) 487-1395

Website: <http://www.myfloridalicense.com/DBPR/certified-public-accounting/>

Licensee Lookup:

<http://www.myfloridalicense.com/DBPR/certified-public-accounting/>

Details of Enforcement, Non-Compliance or Disciplinary Actions:

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The results shown here include all data made available by participating states. Additional data about the individual or firm may exist and is not shown here for other states that are not yet participating in the CPAverify website. Please refer to the Participating States tab for more information about which states are currently sharing their licensing data for use with this website and for clarification about which states these results do not include. If the Board of interest is not participating, you may refer to the "Contact Boards" tab where a link to every Boards' website and therefore individual license lookup tool is available.

4. References. A list of three (3) client contact persons for whom the firm or individual has recently provided services similar in nature to the services identified in this RFP.

As previously mentioned, we have a track record of helping similar governmental clients and understand our clients are our best ambassadors. Listening to us helps, but hearing directly from your peers can be a meaningful step in your decision-making process. We encourage you to reach out to the following clients to discuss FORVIS' services and capabilities at your convenience.

REDACTED

REDACTED

REDACTED

5. The offeror should identify project experience similar to the ones envisioned for the services identified in this RFP. Experience included must be limited to projects completed within the past ten (10) years. At a minimum, the project description should include the following: (a) client name and description of the project/services; (b) comparison of project budget and final costs to the client; (c) comparison of the original and actual project schedule; (d) the client's contact person, e-mail address, and telephone number.

Requested Information	Reference No. 1	Reference No. 2	Reference No. 3
(a) Client Name & Description of the Project/ Services	REDACTED	REDACTED	REDACTED
(b) Comparison of Project Budget & Final Costs to the Client	FORVIS considers this confidential client information	FORVIS considers this confidential client information	FORVIS considers this confidential client information
(c) Comparison of the Original & Actual Project Schedule	REDACTED	REDACTED	REDACTED
(d) Client's Contact Person, Email address, and Telephone Number	REDACTED	REDACTED	REDACTED

6. Previous and current work for the City of St. Petersburg. List project(s) by name, date, and contract amount. Do not use attachments or references.

Not applicable.

H. Project Approach

The offeror should identify the process utilized on other significant projects as well as the process envisioned for the services identified in this RFP. If major sub consultants are to be utilized, their experience and credentials should be presented and the methods by which these firms will participate in the process should be stated. The offeror should also include within the project approach the process envisioned to interface with the City through the Project Manager.

Financial Statement Audit in Accordance with *Government Auditing Standards* & the Uniform Guidance

Auditing standards set the technical requirements for our process, culminating with the expression of our opinion on the presentation of your financial statements. Our audit will be performed in accordance with auditing standards generally accepted in the United States of America, the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, Uniformed Guidance and Chapter 10.550, Rules of the Auditor General – Local Governmental Entity Audits.

The FORVIS Audit Experience

While auditor selection should start with evaluating technical competence, it also should extend to your expectations for a service experience. Your audit experience includes how your engagement is managed, how you and your team are treated, the quality and timeliness of communication you receive, and your confidence in the results and guidance you receive. FORVIS' philosophy emphasizes independence, integrity, and quality, and we have a strong commitment to providing high quality service, through a knowledgeable engagement team.

Onboarding & Project Management

Your FORVIS audit experience starts as soon as you select us. Our priorities include building rapport with your team, developing a deeper understanding of your operations, and coordinating with you on the design and expectations of our service relationship. These efforts are part of our smooth transition approach. The proposal process has provided us with the basics of your organization but learning more will help us serve you better.

If not already completed, we will finish the details of client acceptance to confirm what we have learned and verify confidential information not already obtained, such as litigation history or other sensitive matters.

Executing the Audit

Once we have established our overall process and communication plans with you, the detailed work can begin. Key elements of that work include:

Risk Assessment

We will identify and assess risks of material misstatement in your financial statements, including those from potential fraud. Our work is supported by building a strong understanding of your business environment through documents you provide and by gathering information through interviews and tests for significant transaction cycles.

Assessing IT Risks

For clients with complex systems, our risk assessment also includes a more focused evaluation of your IT systems. Entities with greater IT risk often manage high-volume, automated transactions or otherwise rely heavily on how systems create and manage data that affects financial statement amounts and disclosures. In your environment, obtaining a strong understanding of your systems is important, and our feedback may help you evaluate your own risks. In addition to using our traditional auditors, we may engage professionals from our Risk Consulting practice to assist in that evaluation. These individuals can offer focused experience with specific systems or with overall IT matters such as logical security, change management, computer operations, and other areas where risk and fraud relevant to financial reporting can occur.

Audit Design

Based on risks identified, we will design an audit approach specific to your organization. This tailoring takes into consideration the uniqueness of your operations, the design of internal controls you have implemented, and the nature of financial statement amounts and disclosures. We consider whether matters are truly important (materiality), as well as obtain input about concerns from management and city council to design the tests we will perform.

Gathering Evidence

Once the plan is complete, we will execute the audit through a combination of on- and off-site work performed in accordance with the agreed-upon timeline.

Reviewing the Work

Critical to our process is a review of the team's work by our engagement executive, as well as a quality review by another executive who is independent from the detailed work. The quality review is designed to improve our deliverable by providing a fresh perspective and reinforcing quality.

Sharing Our Results

We base our audit opinion on the evidence gathered and then communicate our findings. Professional standards drive the content of our opinion and the required communication about any deficiencies and other items we may identify during the audit. Beyond these requirements, we share results formally through our letters and presentations to management and city council, as well as opportunities for improvement through conversations during the audit process.

Compliance Audit in Accordance with the Uniform Guidance

FORVIS performs hundreds of Single Audits annually, focusing on two objectives: first, an audit of your financial statements and reporting on the Schedule of Expenditures of Federal Awards (SEFA) in accordance with *Government Auditing Standards*, and second, a compliance audit for federal awards expended during the fiscal year in accordance with the Uniform Guidance.

Many of our nonprofit and governmental clients receive federal funding. Our extensive experience with compliance testing in accordance with the OMB requirements can help provide the City with a Single Audit performed properly and submitted on time.

Our Approach

During our audit procedures of federal award programs, we do not simply look for findings to report. We look for opportunities to advise you of more efficient ways to comply with federal regulations to reduce the risks of sanctions or reduced funding. FORVIS has developed contacts at federal agencies and has been able to work cooperatively with these agencies to help clients resolve or avoid issues.

Entities subject to the Uniform Guidance and *Government Auditing Standards* will benefit from FORVIS' specially designed audit programs, checklists, and database of federal audit programs.

Identification and testing of your federal programs will be performed primarily during interim fieldwork, which will typically be performed before your fiscal year-end. We have found this to be the most efficient manner in which to perform our audit services when the additional Uniform Guidance requirements are present.

Training Requirements for Single Auditors

The City can have confidence in FORVIS auditors' experience in testing federal funding subject to the Uniform Guidance. Our audit professionals are required to receive at least 120 hours of CPE every three years and, for auditors involved with audits performed under *Government Auditing Standards*, this education includes the hours required to comply with *Government Auditing Standards Yellow Book* guidance. Staff members attend a series of core audit and accounting courses over the first four years of their careers. Staff subsequently receive additional training on accounting and auditing for the nonprofit and governmental environment.

Broad Audit Risk Considerations

Some risk considerations apply across nearly all of our audits. We pay particular attention to the following items:

Significant New Accounting Standards

Every organization must assess the applicability and effects of new accounting rules. Significant standards with upcoming or recent broad applicability include:

Compensated Absences

GASB Statement No. 101, *Compensated Absences*, is effective for fiscal years beginning after December 15, 2023.

In general, a liability for compensated absences should be recognized for leave that has either been used but not yet paid or has not been used and the leave is attributable to services already rendered, the leave accumulates, and the leave is likely to be used for time off or otherwise paid in cash or settled through noncash means. Certain types of compensated absences such as parental leave, military leave, and jury duty leave should not be recognized until the leave commences while other types of compensated absences are not recognized until the leave is used.

Certain Risk Disclosures

GASB Statement No. 102, *Certain Risk Disclosures*, is effective for fiscal years beginning after June 30, 2024.

This Statement defines a concentration and a constraint, which may limit a government's ability to acquire resources or control spending. Under this new standard, governments will be required to assess whether a concentration or constraint makes the entity vulnerable to the risk of a substantial impact and whether an event associated with a concentration or constraint that could cause a substantial impact has occurred, has begun to occur, or is more than likely than not to occur within 12 months of the date the financial statements are issued.

Significant Accounting Estimates

Nearly all financial statements have significant estimates in amounts and disclosures, even when not readily apparent. Estimates may include amounts ultimately collectible from third parties, expected losses or costs occurring at a specific amount and time, etc.

We will gather information supporting management's estimates and challenge key assumptions used to develop these amounts. We also will test estimates on available data and historical trends and document our conclusions on the reasonableness of recorded amounts.

Risk of Management Override of Controls

When considering fraud, auditing standards require evaluating the risk that management could override existing controls. We will perform interviews of selected individuals, apply an element of unpredictability in our testing, and brainstorm as a team to evaluate risks and possible actions based on our observations. We also will perform journal entry testing, review estimates for bias and significant changes, and consider the business rationale for significant unusual transactions.

Procedures & Risks Specific to the Public Sector

Audit procedures can vary, but they often include traditional observation, sampling and testing combined with more advanced deployment of technology for trend analysis, summarization of documents and assessment of large data sets.

Our work with hundreds of clients in the public sector means our advisors are very familiar with entities similar to the City. While no two audits are the same, certain activities are common to governmental entities. Specific risk areas for the City are likely to include:

Investments

This is a significant audit area due to the risks associated with the proper and timely valuation of investments. We employ a variety of audit procedures in this area, including the use of third-party confirmations, obtaining an understanding of management's assessment of fair values, fair market value testing to published sources and obtaining SOC 1 reports. In addition, we evaluate the disclosure requirements and the adequacy of completeness and accuracy of the disclosures.

Accounts Receivable & Deferred Inflows of Resources & Unearned Revenue

These areas often are a significant risk due to the subjective nature of the City's estimate for the allowance for doubtful accounts and the proper recognition of revenue for funds that report using the modified accrual basis of accounting and the current financial resources measurement focus that is consistent with the City's policy. We will test the cutoff of various revenue sources, such as taxes, government grants and customer utility accounts, and review the revenue journal both before and after year end. We may confirm significant accounts receivable, as well as a sample of others to test both existence and proper classification, if considered necessary. In addition, we will test deferred inflows of resources by reviewing subsequent collections and perform various analytical procedures to test both completeness and proper classification of the balances, consistent with the City's policy of recognizing revenue on the modified accrual basis of accounting.

Capital & Lease Assets

We will audit the capital asset rollforward activity of each opinion unit, focusing on significant additions and disposals during the year. Current-year additions will be tested to appropriate supporting documentation. A review of repair and maintenance accounts will be performed to help identify whether material additions have been capitalized. New lease agreements will be reviewed to identify whether they have been accounted for properly. Depreciation expense also will be tested for reasonableness, and certain analytical procedures will be performed on the capital outlay line items for governmental funds associated with the conversion to government-wide reporting.

Long-Term Debt

We review debt documents to help gain an understanding of the flow of funds prescribed for any pledged revenues and significant debt covenants. We review the covenants and obtain evidence through inquiry and other means, including the recalculation of any financial covenants, to support the conclusion that all covenants have been met and all debt service payments have been made on time. We also will confirm the annual payment activity and ending balances of certain bonds and notes payable with trustees. In the case of any refunded debt in the year being audited, we will recalculate the accounting gain or loss by reviewing trustee statements and bond documents to test for proper classification and footnote disclosures. We also will inquire about your policy on reviewing each bond and note for applicable IRS arbitrage requirements, prepare a list of bonds and notes subject to IRS arbitrage requirements and the most recent arbitrage calculation prepared for each bond and challenge the calculation performed to test for completeness and obligations of the City.

Net Position/Fund Balances

Procedures we perform in this area include vouching (or cross-indexing to work performed in other areas) of significant increases and decreases to net position, recalculation of net investment in capital assets for enterprise funds and government-wide statements, review of documentation supporting the establishment and classifications of new accounts and testing of various nonspendable, restricted, committed and assigned fund balance accounts based on supporting documentation of donor and grantor agreements, enabling legislation, formal actions of city council, such as ordinances and resolutions and other formal policies.

Revenue Recognition

Professional standards include a rebuttable presumption that for each audit, there is a risk of material misstatement due to fraud relating to improper revenue recognition. Our approach is to gain an understanding of the revenue recognition criteria and policies and then perform a variety of inquiry, analytical and substantive audit procedures to confirm our understanding.

Uniform Guidance Testing

We will discuss with management and review the preliminary SEFA as of an interim date to identify the likely major programs for testing. We will perform the majority of our testing prior to year-end and will share our results with you prior to final fieldwork. During final fieldwork, we will assess whether there are any additional major programs that would require testing and conclude our compliance and internal control procedures related to OMB's Uniform Guidance expenditures in agreement with the conclusion of the audit of the financial statements.

Utility Receivables & Unbilled Revenues

We will use several methods to audit your receivables and the estimate of unbilled revenues, including using look-back reports, reviewing historical collection methods, and assessing of the aging and payor mix of your accounts receivable detail. We will analytically review key ratios such as days in accounts receivable and charge-off rates compared to industry averages and prior year results to help us reach our audit conclusions. We will work with your team before year end on the allowance to see that we understand your methodologies and conclusions.

Finally, we use data analysis software to test subsequent billings and receipts and the accuracy of revenue cutoff to help validate the year-end accounts receivable balance and any unbilled revenue amounts.

Pensions & Other Postemployment Benefit Liabilities

Due to the subjective nature of the estimation processes associated with determining the estimated pension and other postemployment benefit (OPEB) liabilities, we will obtain and test the specific actuarial calculations for the pensions and OPEB liabilities. First, we will evaluate the professional qualifications and reputation of the actuary. We will read the actuarial reports to obtain an understanding of the methods and assumptions employed. Select testing of the underlying data used in the calculation will be performed. We will evaluate the valuation, cost, and amortization methods for consistency. The other significant underlying assumptions such as discount rates, rates of return and medical cost trends will be compared with independent external studies of assumptions by such noted organizations as Milliman Medical Index, SEI Pension Accounting Research Series and the Towers Watson annual healthcare trend survey.

IT

We will use IT audit professionals and employ audit procedures to test whether the controls within your IT environment are sufficient to allow us to rely on the information generated by your IT platform. These tests will include identification of critical internal controls, detailed walkthroughs of transactions, testing the functionality of the key IT controls identified and review of change management protocols, access controls and overall IT security.

Proactive Communication

We believe in ongoing communication and recommend a formalized and continuous communication plan. This will help us identify technical and financial issues as well as operational and strategic issues in real time. We will establish a formal communication plan with management as follows:

- **Entrance Conference:** We will meet with management and city council members to discuss any significant changes in operations, any new accounting pronouncement effective for the year under audit, and to develop the audit timetable for the current year.
- **Interim Fieldwork Kickoff Meeting:** We will meet with management and key members of your teams to discuss changes in operations, resolution of prior year audit issues, if any, and to walk through the information requests needed to complete our risk assessment and internal control review during interim fieldwork.
- **Compliance Fieldwork Meetings:** We will have a kickoff meeting for compliance fieldwork to discuss changes in compliance requirements or federal and state funding, anticipate major programs to be tested, as well as walking through the information needed for an effective compliance audit.
- **Weekly Status Meetings:** We will hold weekly status meetings during interim, compliance, and final fieldwork phases to help put everyone on the same page during the engagement. Participants will vary on these status meetings depending on the nature and timing of the respective phase of the engagement (e.g. interim status meetings may include individuals responsible for overseeing internal controls, compliance status meetings may include individuals responsible for overseeing grant programs, etc.).
- **Interim Fieldwork Closing Meeting | Final Fieldwork Kickoff:** We will discuss with management the results of our interim fieldwork, any potential audit issues or concerns, and review the planned implementation of new accounting pronouncements. Similar to the Interim Fieldwork Kickoff, we will also reconfirm the final fieldwork schedule and walk through our information requests needed to efficiently execute our further auditing procedures during final fieldwork.
- **Exit Conference:** We will meet with key personnel to discuss the results of our audit, review our planned deliverables, openly discuss opportunities for the subsequent year, and begin discussions for anticipated new accounting pronouncements.

Such meetings will occur based upon a mutually agreeable schedule with management. During both interim and final fieldwork, we will establish communication protocols to keep management and the City abreast of audit progress, any significant matters, as well as emerging regulatory and accounting matters.

Greg Miller, lead engagement executive, or decision maker, for the audit engagement. Lee Sullivan will be project manager.

I. Proposal

1. Display the proposed project schedule of the task described in the Statement of Work, including planning meetings, progress reviews, implementation, and final report.

AUDIT ACTIVITY	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Transition & Onboarding – Upon Award									
Audit Planning									
Interim Fieldwork									
Final Fieldwork									
Financial Reporting									

Consistent Year-Round Communication

2. Describe the project plan and process for performing the scope of services. The project plan should include: (1) key activities, deadlines, and deliverables required to complete the scope of services, organized in a logical, easy-to-follow manner.

Key Activities	Deadlines	Deliverables
Entrance conference with Chief Financial Officer (CFO) and City Auditor.	Week following execution of the Agreement	Calendar Appointment and Agenda
Entrance conference with all key Finance Department personnel and department heads of key offices or programs to discuss prior audit programs and the interim work to be performed. This meeting will also be used to establish an overall liaison for the audit and to make arrangements for work space and other needs of Offeror	Week following the entrance conference	Calendar Appointment and Agenda
Progress conference with CFO, City Auditor, key Finance Department personnel and other department heads of key offices or programs to discuss preliminary review and to identify internal controls or other areas to be tested.	For FY2024 – as soon as possible following the entrance conference For audits of FY2025 and after: Second Friday of July	Calendar Appointment and Agenda
Interim Work	For FY2024 – as soon as possible following the progress conference For audits of FY2025 and after: Third and fourth week of August	Fieldwork
Progress conference with CFO, City Auditor, key Finance Department personnel and other department heads of key offices or programs to discuss year-end field work to be performed.	For FY2024 – as soon as possible following interim work For audits of FY2025 and after: Third and fourth week of August	Calendar Appointment and Agenda
Detailed Audit Plan with list of all schedules to be prepared by City	8th Business Day in January	MyFORVIS portal
Progress conference with CFO and City Auditor.	6th Business day in January	Calendar Appointment and Agenda
Written reports on the progress of the audit shall be provided	Second and fourth week of January	Calendar Appointment and Agenda
Field Work	First week of January	
Draft of ACFR to auditors (auditors to return comments to City within 5 business days.)	First week of February (Our Goal is usually January 31 st)	Draft ACFR
Final Reports (opinions)	Second week of February	Final Reports
Final issuance of ACFR	Last day of February	Issued Reports
Presentation of Final Report and recommendations to the Budget Finance & Taxation (BF&T) Committee	Within 20 calendar days of completion of final report	BF&T Presentation
Presentation of Final Report and recommendations to City Council	Within 45 calendar days of completion of final report	City Council Presentation

3. Describe the team that will be working to complete the Scope of Services, including position titles and roles of the individuals assigned to those roles. Provide the breakdown of time on- versus off-site and the notice required to have staff available for on-site consultation.

As previously mentioned, Daron Tarlton will serve as your local client relationship partner, Greg Miller will serve as your engagement executive, and Angie Dunlap will serve as your concurring review partner. Lee Sullivan and Erin Wilson will serve as your audit senior manager and manager, respectively.

During engagement planning, we will discuss with the City our approach for the audit (whether remote, on-site or hybrid). While a significant portion of the audit can be performed remotely from our offices, we believe at least some level of in-person work is beneficial both to our clients and to our audit process. Generally, most of our public sector engagements have approximately 25% of time spent on site with the remaining 75% of time spent remote. Whether in person or virtual, we will focus on providing your organization with an Unmatched Client Experience and significant engagement leadership involvement through each step of the process. We will connect with you on a regular, proactive schedule to understand your needs. We aim to be responsive, take action, and add value to you at every interaction.

J. Price Proposal

Each offeror shall submit a price proposal (See Appendix B: Fee Summary). The price proposal must provide details concerning the components of the pricing that goes into each offeror's overall proposal. The price proposal requires the use of Appendix B to present a detailed cost breakdown. Determine the amount of effort it will take to complete the services and deliverables described in the Scope of Services. The estimated hours and hourly rates are for informational purposes and do not make the project a time and materials project. The total shall be the total fixed price. The fixed price includes all travel and incidental expenses -- no travel reimbursement or reimbursement of expenses is available under this RFP.

Your decision to select FORVIS will not rest on any single factor. Rather it is the combination of all the factors you have requested that we address in our proposal that makes us uniquely qualified to serve the City. If our fee estimate is significantly different from other estimates provided, we would appreciate the opportunity to discuss the matter with you further. At the end of this process, we do not want professional fees to be the only determining factor in your selection.

Our goal is to be candid, timely, answer your questions about fees upfront, and avoid fee surprises. We determine our fees by evaluating a number of variables: the complexity of the work, the project's scope, the time we will spend, and the level of professional staff needed.

Our fees may increase if our duties or responsibilities change because of new rules, regulations, and accounting or auditing standards. We will consult with you should this happen.

These fees do not include any time that may be required to address a restatement of previously audited financial statements. Accordingly, any such work will be billed based on our hourly rates.

Please refer to separate Appendix B: Fee Summary for details.

K. Acceptance of Base Agreement

In this section, list any exceptions taken to the attached Professional Services Agreement, specifications, or other requirements listed in this solicitation. You must reference the solicitation section where exception is taken, a description of the exception, and the proposed alternative, if any. The Professional Services Agreement and all terms, conditions, specifications, and other requirements of this solicitation shall be deemed accepted by the offeror unless excepted to in accordance with this section E.

As listed in the portal questionnaire, FORVIS recognizes the RFP has terms and conditions that must be accepted in full, unless any exceptions are identified in FORVIS' proposal, per the RFP's instructions. To this end, certain terms and conditions as referenced in the RFP may require modification to comply with professional standards and/or FORVIS' policies. As FORVIS has successfully resolved similar agreements with municipalities, FORVIS is confident the parties can successfully negotiate mutually acceptable terms and conditions. FORVIS sincerely appreciates the City's consideration and understanding. FORVIS looks forward to working with the City on this engagement.

Therefore, we have identified the following exceptions:

RFP Sec. 2.4 (K). This section references the sample Professional Services Agreement that will need to be provided to FORVIS for review and discussion.

Appendix

Thinking of the Future

Helping You Unlock Additional Value

We work to develop a relationship in which you discuss new accounting issues or unusual transactions with us throughout the year. We value these interactions with you and consider many of these included in the scope of our fees. If these discussions evolve into a broader project requiring additional research, procedures, or analysis, we will proactively discuss any added scope and fees with you.

We have identified the following potential services that we believe could benefit you.



The Reporting Solution (TRS)



TRS is a SasS platform that streamlines the preparation of financial reports, including the ACFR and AFR, through collaboration and efficient reporting processes. It can also be used to create interim reports. Users create the entire report using database-driven financial statements, an online word processor, and proprietary spreadsheet technology.

Cybersecurity Risk Assessment



Our cyber consultants will work with management to identify areas of business risk arising from potential disclosure, modification, or loss of PII or ePHI. We will identify the maturity level of your current cybersecurity processes/controls and assign a high, medium, or low risk rating. Risk severity will be identified by assessing the likelihood of a breach occurring as well as the potential downstream effects. We will work with management to create a remediation road map and recommended timeline.

Outsourced Accounting Services



FORVIS offers a wide range of outsourcing services to meet accounting, tax, financial management, technology, and consulting needs. Whether we are on-site or in our offices, FORVIS can complete our services efficiently. We use our own up-to-date software licensed for this purpose and apply FORVIS' internet access and security protocols. Because we have trained staff ready to serve you directly, you can be confident FORVIS will not outsource your work to a third party.

Grants Management Services



We have helped government entities across the country successfully manage grant funds while continuing to serve their communities. We can support you at any point within the three phases of the grant life cycle: pre-award, award, and post-award. Our approach integrates project management principles into each component to help you benefit from a proven method for accomplishing your mission with transparency and accountability.

About FORVIS

FORVIS®

Assurance / Tax / Consulting

An Enhanced Professional Services Firm

What's going to happen tomorrow? You can't predict the future, but you can prepare for it. To thrive in an environment that moves faster every day, business leaders must be able to look ahead and be ready for what comes next.

That's where **FORVIS** can help. Driven by the desire to anticipate what's next in the economic landscape, our goal is to help our clients be ready when the future becomes the present. We're committed to using our exceptional vision to provide each of our clients with an **Unmatched Client Experience®** that drives business forward.

FORVIS was created by the merger of equals between BKD and DHG. We aim to carry on our respective legacies of high-touch personal service delivered with remarkable integrity, care, and innovation—all now backed by the resources of a top 10 U.S. public accounting firm.



With national coverage and international presence, we're stronger: for our clients, our people, and the market of the future.



Forward Vision Drives Our Unmatched Client Experiences

As a FORVIS client, you will benefit from a single organization with the enhanced capabilities of an expanded national platform, deepened industry experience, greater resources, and innovative consulting services. Our aim is to provide assurance, tax, and consulting services that help clients succeed today while preparing them to forge ahead into a clear future.

Our eye on the future isn't exclusively directed toward our clients. We want our people—at every level, in every office—to be motivated by engaging career paths that challenge and inspire them to grow personally and professionally. Our partners and staff are the foundation of the firm, and when they have the opportunity to flourish, the result is Unmatched Client Experiences.

We are FORVIS—driven by a commitment to anticipating what's ahead so our clients are ready to thrive when it arrives.



Tom Watson
Chief Executive Officer

Top 10

U.S. Public Accounting Firm*

500+

Partners & Principals

27

States + Canada, U.K., & Cayman Islands**

10+

Industries

6,000+

Team Members

68

Markets



FORVIS is a member of Praxity™, an international alliance of independent accounting firms that offers multinational clients access to resources around the world.
* FORVIS was ranked number eight on Inside Public Accounting's 2023 annual ranking of accounting firms by revenue.
** Services outside the United States are provided through our subsidiaries and/or affiliates supporting FORVIS.

FORVIS[®]

Marcum, LLP



TAB 8:
PRICE PROPOSAL

Appendix B Fee Summary

- Fees** - Offeror's cost must be fixed priced fee and include all Offeror's costs (e.g., time, materials, travel costs, expenses) to provide all services and deliverables for each fiscal year and a grand total for the three-year agreement. Payment should be based upon the acceptance of deliverables by the city. Indicate the overall total cost of services in Table 1 as proposed in Offeror's submittal, based on the requirements in this RFP. Cost evaluations will be based on the fees submitted on Appendix B.

Table 1: Fee Schedule	
Description	Fixed Fee
Fiscal year ending September 30, 2024 (Annual audit as specified in this RFP)	\$225,000
Fiscal year ending September 30, 2025 (Annual audit as specified in this RFP)	\$229,000
Fiscal year ending September 30, 2026 (Annual audit as specified in this RFP)	\$233,600
GRAND TOTAL	\$687,600

- Hourly Rates** - Table 2 must contain all hourly rates for Offeror's personnel used to determine fees in Table 1. Offeror must include the estimated number of hours annually for each discipline and calculated totals. Hourly rates will apply for any additional services required of Offeror during the term of Agreement not specifically listed in this RFP, subject to provisions of the Agreement related to contract adjustments. Hourly rates will be fixed for the term of the Agreement.

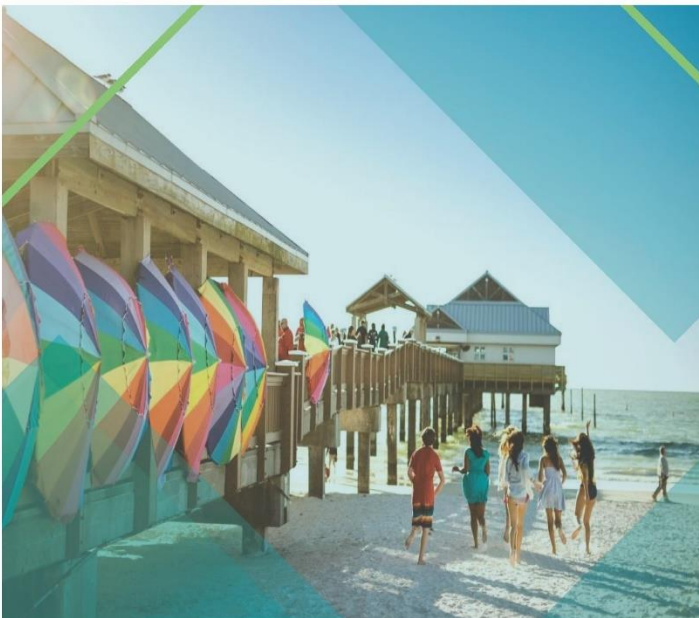
Table 2: Hourly Rates			
Title/Service	Hourly Rate	Est. Hours	Total
Partner/Director	\$395	130 hrs.	\$51,350
Manager	\$295	250 hrs.	\$73,750
Senior	\$195	425 hrs.	\$82,875
Staff	\$150	750 hrs.	\$112,500
Courtesy Discount		hrs.	\$(95,475)
GRAND TOTAL			\$225,000

- Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
N/A		\$	\$
		\$	\$
		\$	\$
GRAND TOTAL			\$

MARCUM

ACCOUNTANTS ▲ ADVISORS



THE CITY OF ST. PETERSBURG

External Audit and Assurance Services

RFP-24-118

May 7, 2024

Moises D. Ariza, CPA, CGMA, Partner
201 E Kennedy Blvd Suite 1500, Tampa, FL 33602
Phone: 813.397.4800 x39612
moises.ariza@marcumllp.com



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May 7, 2024

City of St. Petersburg
Erika Langhans, Chief Financial Officer
Finance Department, 5th Floor
One 4th St. North
St. Petersburg, FL 33701

Marcum LLP (“Marcum” or “the Firm”) is pleased to respond to the RFP to provide external audit and assurance services for the City of St. Petersburg (referred to as the “City”).

As outlined in our proposal, we will provide auditing services of financial statements for the City the fiscal years ending September 30, 2024; September 30, 2025; and September 30, 2026 and other audit related services on an as needed basis. We will also perform a separate financial audit of the St. Petersburg Community Redevelopment Agency’s (“CRA”) for the fiscal years ending September 30, 2024; September 30, 2025; and September 30, 2026. We commit to perform the work within the period defined in the request for proposal. Marcum is independent of the City as defined by generally accepted auditing standards and *Government Auditing Standards* issued by the Comptroller General of the United States. This proposal will detail our methodology and how we will work with the City to develop a strong partnership.

For 70 years, Marcum, **as a National Top 13 Firm**, has provided professional services to the public sector, including counties, local governments, government pension plans, public utilities, charter schools, community redevelopment agencies, special districts, and other government entities. **In the past year alone, the Florida region of Marcum has performed more than 45 audits of government entities. At a national level, we provide services to more than 300 government entities and 400 employee benefit plans.** Some of our key qualities that differentiate us are as follows:

▶ **SIGNIFICANT EXPERIENCE IN THE PUBLIC SECTOR**

In the past year alone, the Florida region of Marcum has performed more than 45 audits of government entities. **At a national level, we provide services to more than 300 government entities.** We have extensive experience in the Federal and Florida Single Audit Acts including the OMB Uniform Guidance.

▶ **TRANSITION EXPERIENCE**

Our team offers a great deal of experience with transitioning to new clients and our process streamlines the transition, while minimizing the disruption to you during the auditor change. As a result of having a new team with a new approach and significant public housing authority experience, we offer you a different look at your systems with no pre-disposition to those systems.

▶ **SMALL-FIRM CARE AND ATTENTION WITH LARGE-FIRM RESOURCES**

Our local firm approach provides hands-on service and timely communication, resulting in the City receiving the best of both worlds. Our Florida offices are located in **Tampa**, Miami, West Palm Beach, and Fort Lauderdale. We currently have approximately 350 employees in our Florida offices; however, the resources of all of our offices are available to us.

▶ **SPECTRUM OF SERVICES**

We provide a range of assurance, advisory, and technology services and an extensive portfolio of specialty and niche practices. We leverage our access to Marcum’s wealth of expertise and experience to provide further valuable guidance and support to our clients.

► **EXPERIENCED TEAM**

For this proposed engagement Marcum has assembled an audit team, whose skills and experience match the requirements of the City. The proposed client service and audit engagement partner, Moises D. Ariza, CPA, CGMA, has extensive experience in performing audits of Florida government entities. He will be supported by a quality control director, Beila Sherman, CPA; IT risk audit partner, Joe Layne, CISA; audit senior manager, Alex Auguste, CPA; audit senior, Elda Santoro, CPA; and other audit and IT risk audit staff. **All decisions that affect the planning, execution, and completion of the proposed audit will be made by Moises D. Ariza.**

► **AUDIT QUALITY**

The issues of audit quality and technical proficiency are important matters for consideration. We ensure that professional standards are exceeded on all of our engagements through a robust quality control system that encompasses a Partner and Manager Review Process, Professional Development, Technical Support, Internal Inspections, and the AICPA Peer Review Process.

Our technical competencies will be essential over the next several years with the implementation of new significant standards set by the Governmental Accounting Standards Board. **This assistance will be provided at no additional cost to the City.**

► **COMPLEMENTARY RESOURCES THAT ADD VALUE BEYOND THE AUDIT**

We are committed to providing our clients with educational insights and timely updates on matters relevant to their industry through complimentary webinars, newsletters, and other communications. Additionally, annually we offer a full day government CPE seminar (**Marcum's Government Symposium**) featuring both local and national speakers. This seminar is geared towards offering our clients training on key audit and accounting issues **at no cost to the City.**

► **PROACTIVE COMMUNICATION & PARTNERSHIP**

Perhaps the quality that best **describes Marcum is our ability to go beyond the routine, to provide an extra dimension in quality, effort and service to our clients.** The members of our firm are always accessible and are sensitive to your needs. We will be available to answer questions, discuss audit issues, and provide solutions throughout the year. We believe that this commitment sets Marcum apart from other firms.

We welcome the opportunity to answer any questions and to provide further information regarding our services and experience. Thank you for your consideration.

Sincerely,



Moises D. Ariza, CPA, CGMA
Partner, Government Services
Authorized to represent and contractually bind the Firm
Phone: 813.288.8826 x39612
moises.ariza@marcumllp.com

TAB 1: PROJECT TEAM & ORGANIZATION CHART

FIRM COMPOSITION

MARCUM LLP (a Limited Liability Partnership) is a **national** accounting and advisory services firm dedicated to helping clients like the City achieve their goals. **Since 1951**, clients have chosen Marcum for our deep expertise and insightful guidance in helping them forge pathways to success, whatever challenges they're facing.

Marcum offers a complete spectrum of tax, assurance, and advisory services, as well as an extensive portfolio of industry-focused practices with specialized expertise for the public sector including local government entities. As part of the Marcum Group, the Firm also provides a full complement of technology, wealth management, executive search and staffing, and strategic marketing services.

Headquartered in New York City, Marcum has 52 offices in major business markets across the U.S. and select international locations. The Florida Region of Marcum includes offices in **Tampa**, Miami, Fort Lauderdale, and West Palm Beach. The audit will be performed and staffed from our Tampa office located at **201 E Kennedy Blvd Suite 1500, Tampa, FL 33602**. All audit team members are **full-time employees**. We have a complete government service team of 46 locally based individuals and more than 4,100 associates nationwide.

As previously noted, your project lead is identified as:

Moises D. Ariza, CPA, CGMA
 813.288.8826 ext.39612
moises.ariza@marcumllp.com

The size of our Florida team is as follows:

Personnel	Total	CPA	Government Specialist
Partners	35	35	3
Directors	31	11	2
Senior Managers	33	17	2
Managers	34	16	3
Supervisors	42	14	3
Seniors	64	21	11
Staff Accountants	69	9	20
Operations	42	0	2
TOTAL	350	120	46



PROJECT TEAM

The team members proposed for the City have comprehensive industry knowledge and possess the critical regulatory, technical, and business process skills necessary to provide you with an effective and efficient audit. These professionals are well-versed in the complexities of governmental accounting, auditing, and financial reporting, including all GASB pronouncements, Federal and Florida Single Audit Acts, OMB Uniform Guidance, CRA and Pension operations, and State Laws and Rules of the Auditor General.

Moises D. Ariza, Beila Sherman, and Alex Auguste are “key” team members. We anticipate key team members to remain consistent over the term of the engagement. No personnel changes will be made without the express prior written permission of the City. **Refer to “Tab 3: Key Personnel” for the anticipated percent of audit work to be performed by each level of staff.**

Marcum will not be using the services of subcontractors for this engagement.

ENGAGEMENT TEAM STRUCTURE



CLIENT-DRIVEN

Understanding the governmental sector and helping clients identify their needs and meet their challenges and uncovering opportunities that propel them towards success is Marcum's mission. Our own success is based on our commitment to building meaningful, trusted relationships with our clients, creating positive service experiences, and delivering unexpected value wherever and whenever we can, while maintaining our professional independence and objectivity.

Our assurance professionals, most who have been focused in the government arena throughout their entire careers, have an in-depth understanding of the complex economic and political environment in which these entities operate. Their knowledge and experience allow us to provide the highest level of professional service to our government clients.

COMMITMENT TO EXCELLENCE

From the way we service clients to the training and development of our professionals, Marcum is committed to excellence in every aspect of our operation.

Our focus on client success compels us to look beyond the numbers to see the opportunities, challenges, and solutions in every engagement. Innovation, proactivity, teamwork, and open communication are the hallmarks of our approach.

IT RISK AND ASSURANCE

Our IT Risk and Assurance Services team can assess your information risk management and operational effectiveness. We can then provide you with privacy, compliance, and technology consulting solutions. Experienced professionals hold CISA, CISSP, CISM, CRISC, or CPA accreditations along with many years of experience in bringing unique solutions to your business and IT needs. This unique combination allows us to start with your business challenges and then tailor IT solutions to match your needs.

Our IT Risk and Assurance Services team helps clients achieve optimum results in their ability to manage IT risk, mitigate those risks, and improve performance with cost-effective solutions. Our goal is to deliver practical solutions to the problem of "digital insecurity", which means helping to identify the most cost-effective ways to address specific concerns regarding IT-related compliance and control issues relevant to your environment and needs. In addition, the IT Risk and Assurance Services team can design and implement ERP solutions that will integrate your operations more efficiently.

ROBOTIC PROCESS AUTOMATION

At Marcum LLP, we understand that government entities are always looking to stay at the forefront of innovation. Technological advances are transforming concepts that seemed impossible just a few years ago into today's reality. Our goal as your trusted advisor is to provide you with the most cutting-edge resources available to streamline your work processes while delivering the best possible return on your investment.

Marcum's team of consulting and technology experts offer clients Robotic Process Automation "Bot" Services. These services have the capability to change the way our clients are conducting business by automating and in many cases eliminating manual process that employees would be otherwise spending hours to complete. Utilizing Digital Workers can replace many tedious functions and tasks that are time consuming and often prone to human error, including data entry, periodic reporting, and accounts payable invoicing. They can also be used to generate and distribute reports, process inbound leads, and retrieve data from the web.



GFOA CERTIFICATE OF ACHIEVEMENT PROGRAM

Marcum assists clients who participate in the GFOA Certificate of Achievement for Excellence in Financial Reporting Program. This program is recognized as the highest award in government financial reporting. The Certificate of Achievement has been awarded on all of the financial statements for participating clients, including first time submissions. Several members of the Marcum team are special reviewers for the GFOA Certificate of Achievement Program, including Moises D. Ariza who has been a Certificate Program reviewer since 2014.



Marcum serves more than 300 government clients at a national level and 45 government clients in Florida. **One hundred (100) percent** of our clients that apply for the GFOA Certificate of Achievement for Excellence in Financial Reporting have received the certificate during our tenure as auditors.

MARCUM LABS

Marcum Labs is our firm's incubator, dedicated to enhancing and adding value to our client service. Bringing together industry leaders, technologists, and practitioners within Marcum, this initiative improves the effectiveness and efficiency of our audit approach and enhances the value of choosing Marcum. The solutions being created through Marcum Labs have had immediate impact on our approach to handling your audit. Marcum Labs is a representation of our commitment to continuously invest in improvement, differentiating our firm with a direct benefit to our clients and our audit process.



SECURE DIGITAL COLLABORATION

Marcum employs a paperless audit approach. Our audit teams utilize both proprietary and non-proprietary programs to streamline the audit process. To ensure information is stored and shared safely, we use a secure workflow data management tool for every client relationship. The user-friendly collaborative site serves as a virtual common workspace that is keyed to our data request lists and electronic audit system.

Any data we request from you can be easily uploaded to the secure site and seamlessly downloaded by our audit engagement team directly into our electronic work programs. This cloud-based tool minimizes the use of emails to transmit data, enhances the security of your information and eliminates duplicate requests for data. Our software tools and approach to our work reduce demands on client resources and saves our clients time and money.

INTERCONNECTED SERVICES

Our group provides interconnected professional services to help government entities achieve their operational, strategic and compliance goals. Our service offerings grew from government entities seeking our advice beyond audit and compliance and our drive to **do more** for these organizations like the City.

By providing a vast array of expertise and service lines to support our clients' operations, our capacity and passion to serve and strengthen every aspect of our clients' operations remains unparalleled.



TAB 2: OTHER FIRMS

Marcum will not be utilizing the services of subcontractors for this engagement.

TAB 3: KEY PERSONNEL

ROLES & RESPONSIBILITIES OF KEY PERSONNEL

Moises D. Ariza, Audit Partner, The Audit Partner leads our engagement team, bringing extensive experience and a strategic perspective to the audit process. With ultimate accountability for the audit quality and results, the Partner ensures that all services are delivered in compliance with the governing auditing standards and ethical requirements. As the principal point of contact for the client's executive and governance teams, the Partner actively engages in high-level discussions, offering valuable insights and addressing significant financial and operational matters. They provide final review and approval of the audit work, ensuring its thoroughness and accuracy, while also participating in critical issue resolution and risk management throughout the engagement. **Refer to Tab 7 for project segmentation.**

Beila Sherman, Quality Control Director: Our Quality Control Director will be responsible for reviewing the form and content of the audit workpapers and the auditor's report as well as the review of the financial statements in accordance with Firm and professional standards. The quality control director will also serve as a high-level technical resource for the engagement team as well as the City. **Refer to Tab 7 for project segmentation.**

Alex Auguste, Senior Audit Manager, (Project Manager): Our Senior Audit Manager is responsible for the operational management of the audit engagement, ensuring a seamless and efficient audit process from inception to conclusion. They oversee the planning, execution, and finalization of all audit procedures, maintaining rigorous standards of audit practice and documentation. By supervising the audit team's daily activities, the Senior Manager ensures that audit objectives are met on schedule and within budget. They mentor and evaluate the performance of audit staff and seniors, fostering an environment of continuous learning and improvement. The Senior Audit Manager also supports the Partner in client relations, risk assessment, and the communication of audit findings. **Refer to Tab 7 for project segmentation.**

Branden Lopez, Director, (Substitute Project Manager): Audit Director Branden Lopez is expected to assume the role of acting project manager, should it become necessary. In such an event, he will adopt the same duties and responsibilities associated with the project management position, mirroring those of the proposed project manager, Alex Auguste. This appointment ensures a seamless transition and continuity of leadership within the project framework.

Elda Santoro, Audit Senior: The Audit Senior will lead the execution of audit procedures and supervision of junior staff. They are instrumental in planning the audit approach for various financial areas, executing detailed audit work, and ensuring the reliability of client financial statements. The Audit Senior reviews the work of junior auditors, providing constructive feedback and ensuring compliance with auditing standards. The Audit Senior serves as a critical link between the audit staff and management, helping to ensure the delivery of a high-quality audit. **Refer to Tab 7 for project segmentation.**

PROPOSAL FOR
THE CITY OF ST. PETERSBURG

MOISES D. ARIZA, CPA, CGMA

PARTNER ▶ ASSURANCE SERVICES

▶ moises.ariza@marcumllp.com



Moises D. Ariza is a partner in the Firm's Assurance Division. He has more than fifteen years of experience in the accounting profession providing accounting, assurance, and advisory services to a wide range of clients. Much of his client base includes nonprofit organizations, local governments, employee benefit plans, manufacturing companies and retail entities.

In addition, Mr. Ariza has significant expertise in performing Federal and Florida Single Audits in accordance with OMB Uniform Guidance and the Florida Single Audit Act, as well as program-specific compliance audits.

Mr. Ariza is involved in all phases of the audit process, from planning and initial risk assessment to ensuring compliance with all State and Federal laws, and the preparation and review of financial statements. He is a qualified peer reviewer and regularly performs peer reviews under the AICPA Peer Review Program.

Within the firm, Mr. Ariza develops in-house training seminars for the Firm's professional staff as well as continuing education programs for various outside organizations. Moises is an active team leader in the Firm's Employee Benefit Plan Group, Nonprofit Sector and Government Services Group.

Professional & Civic Affiliations

- Chartered Global Management Accountant (CGMA)
- American Institute of Certified Public Accountants (AICPA)
- Florida Institute of Certified Public Accountants (FICPA)
- Government Finance Officers Association (GFOA)
- GFOA Special Review Committee, Active Member
- Association of Latin Professionals in Finance and Accounting, Member (ALPFA)
- Miami-Dade, Broward and Palm Beach County League of Cities, Associate Member
- South Florida Government Finance Officers Association, Associate Member
- Florida Government Finance Officer Association, Member (FGFOA)
- YMCA of South Florida, Finance Committee Member

Awards & Accolades

- Top 20 Professionals Under 40, Brickell Magazine, 2021
- Young Horizons Award, Florida Institute of CPAs, 2021

Articles, Seminars & Presentations

- Navigating through GASB No. 68, Published Article
- The Importance of Governmental Financials, FGFOA Conference
- GASB Statement No. 68, 2015 Marcum Governmental Symposium Government Auditing Standards and OMB Uniform Guidelines, Internal Training
- Risk Assessment and Audit Approach, Internal Training
- Related Party Transactions, Internal Training
- Employee Benefit Plans, Internal Training

CPE Hours (three years)

Government	145
Other (Accounting, Auditing, Technical and Behavioral)	60
Total	<u>205</u>

PRACTICE FOCUS

- Financial Audits
- Federal & Florida Single Audits
- Financial Reporting
- Program-Specific Compliance Audits

INDUSTRY FOCUS

- Local Governments
- Government Pension Plans
- ERISA Pension Plans
- Special Districts
- Nonprofits
- Wholesale & Retail Distributors
- Manufacturers

EDUCATION

- Bachelor of Accounting –
Florida International University
- Master of Accounting –
St. Thomas University

PROPOSAL FOR
THE CITY OF ST. PETERSBURG

MOISES D. ARIZA ► CURRENT AND FORMER GOVERNMENT CLIENTS

Government Experience	Year on Job	Pension Audit	Single Audit	CRA
Broward County	2		✓	✓
Children's Services Council of Broward County	5	✓		
City of Boca Raton	7	✓	✓	✓
City of Boynton Beach	2		✓	
City of Coconut Creek	5	✓	✓	
City of Deerfield Beach	6	✓	✓	✓
City of Delray Beach	2	✓	✓	
City of Florida City	10	✓	✓	✓
City of Fort Myers	1	✓	✓	
City of Hollywood	5	✓	✓	✓
City of Homestead	12		✓	✓
City of Miramar	2	✓	✓	
City of Palm Beach Gardens	5	✓		
City of Pompano Beach	5	✓	✓	✓
City of Sunrise	10		✓	
City of West Palm Beach	5	✓	✓	✓
East Central Regional Wastewater Treatment Facilities	2			
Housing Finance Authority of Palm Beach County	1			
Indian Creek Village	2			
Florida Keys Aqueduct Authority	5	✓	✓	
Miami-Dade Water & Sewer Department	10	✓	✓	
The Children's Service Council of Palm Beach County	2		✓	
The Children's Trust	7			
Town of Bay Harbor Islands	8	✓	✓	
Town of Jupiter	2	✓		
Town of Palm Beach	2	✓	✓	
Town of Southwest Ranches	5		✓	
Town of Surfside	5	✓	✓	
Village of Key Biscayne	10	✓	✓	
Village of Palmetto Bay	2		✓	
Village of Royal Palm Beach	1			
Village of Tequesta	3	✓		

PROPOSAL FOR
THE CITY OF ST. PETERSBURG

BEILA SHERMAN, CPA

QUALITY CONTROL DIRECTOR ► ASSURANCE SERVICES

► beila.sherman@marcumllp.com



Beila Sherman has more than 25 years of experience providing accounting, auditing and advisory services for a wide range of entities. As a Director in the Firm’s Assurance division, her primary responsibilities include on-site supervision and review of audit engagements to ensure they are prepared in accordance with professional and Firm standards.

Ms. Sherman provides guidance to clients ranging from complex accounting issues to general business and accounting developments. She has significant experience in the evaluation of internal controls.

In addition, Ms. Sherman develops in-house training seminars for the Firm’s professional staff as well as continuing education courses for various outside organizations, on current accounting and auditing matters. She is actively involved in the division’s professional development activities.

Professional & Civic Affiliations

- American Institute of Certified Public Accountants (AICPA)
- Florida Institute of Certified Public Accountants (FICPA)
- Florida Institute of Certified Public Accountants – CIRA Section
- Government Finance Officers Association (GFOA)
- Canadian Institute of Chartered Accountants (CPA)
- South Florida Government Finance Officers Association, Associate Member (SFGFOA)
- Miami-Dade, Broward, and Palm Beach Counties Leagues of Cities

Articles & Presentations

- Internal CPE Training, Instructor
- “Governmental Accounting (GASB) and Government Auditing Standards”, Internal Training
- “Federal and Florida Single Audits Acts”, Internal Training
- Florida School of Government Finance Instructor
- FGFOA Presenter
- FASD Presenter

CPE Hours (three years)

Government	168
Ethics	8
Other (Accounting, Auditing, Technical and Behavioral)	<u>40</u>
Total	<u>216</u>

PRACTICE FOCUS

- Financial Audits
- Federal Single Audits
- Florida Single Audits
- Operational & Performance Reviews
- Agreed-Upon Procedures
- Attestation Services
- Advisory Services
- Peer Reviews

INDUSTRY FOCUS

- Local Governments
- Nonprofit Organizations
- CIRA Organizations
- Wholesale & Retail Distributors
- Manufacturers
- Construction Companies
- Real Estate Companies

EDUCATION

- Bachelor of Business Administration, Mount Saint Vincent University

PROPOSAL FOR
THE CITY OF ST. PETERSBURG

BEILA SHERMAN ► CURRENT AND FORMER GOVERNMENT CLIENTS

Government Experience	Year on Job	Pension Audit	Single Audit	CRA
Bal Harbour Village	8	✓	✓	
Broward County	5		✓	✓
Children's Services Council of Broward County	5	✓		
City of Boca Raton	9	✓	✓	✓
City of Coconut Creek	5	✓	✓	
City of Deerfield Beach	3	✓	✓	✓
City of Florida City	15		✓	✓
City of Hallandale Beach	6	✓	✓	✓
City of Hollywood	3	✓	✓	✓
City of Homestead	10		✓	✓
City of Miramar	4	✓	✓	
City of North Miami	15	✓	✓	✓
City of North Miami Beach	15	✓	✓	✓
City of Oakland Park	4			
City of Palm Beach Gardens	5	✓	✓	
City of Pembroke Pines	10	✓	✓	
City of Pompano Beach	3	✓	✓	✓
City of Sunny Isles Beach	5			
City of Sunrise	8		✓	
City of West Palm Beach	5	✓	✓	✓
Florida Keys Aqueduct Authority	7		✓	
Miami-Dade Water & Sewer Department	12		✓	
The Children's Trust	6	✓		
Town of Bay Harbor Islands	15	✓	✓	
Town of Surfside	8	✓	✓	
Village of Key Biscayne	8	✓	✓	
Village of Tequesta	5	✓		

JOE LAYNE, CISA, CISM, MSCA, PCIP

PARTNER ▶ ADVISORY SERVICES

▶ joe.layne@marcumllp.com



Joe Layne is a Partner in Marcum’s Advisory Services practice. He oversees IT audits for large commercial clients, including public and private businesses. He is an experienced Information Systems Auditor with dynamic information systems risk, compliance and audit experience spanning 19 years across external Big Four Audit, Internal Audit and Information Technology.

Mr. Layne has worked in Information Technology as well as Internal and External audit developing a unique perspective having experienced the client side as well as performing client services. This allows him to better bridge the gap between broad regulations and the realistic impact or implementation of IT Risk and Controls with clients.

Mr. Layne offers ongoing education for clients around risk mitigation as well as risk assessments and consulting around prevention strategies and procedures. He assists clients develop protocols and internal controls for IT risk management.

Professional & Civic Affiliations

Information Systems Auditing and Control Association (ISACA)
 Payment Card Industry Security Standards Council

Professional Designations

Certified Information Systems Auditor (CISA), ISACA
 Certified Information Security Manager (CISM), ISACA
 Payment Card Industry Professional (PCIP), PCI Security Standards Council
 Microsoft Certified Systems Administrator (MCSA), Microsoft

CPE Hours (three years)

Government	39
Other (Accounting, Auditing, Technical and Behavioral)	<u>89</u>
Total	<u>128</u>

PRACTICE FOCUS

IT Risk Management
 IT Governance
 IT Security Assessments
 IT Audits
 Sarbanes-Oxley Act (SOX)
 SOC 1, 2, 3
 HIPAA Security Rule
 Internal Controls
 PCI Compliance

INDUSTRY FOCUS

Government Agencies
 Nonprofit Organizations
 Public and Private Companies
 Healthcare Organizations

EDUCATION

Bachelor of Science,
 Information Studies,
 Florida State University

PROPOSAL FOR
THE CITY OF ST. PETERSBURG

ALEX AUGUSTE, CPA

SENIOR MANAGER ► ASSURANCE SERVICES

► alex.auguste@marcumllp.com



Alex Auguste is a senior manager in the Assurance Services Division of Marcum. He has approximately 10 years of experience in the accounting profession providing accounting and auditing for local government entities, nonprofit organizations and private enterprises across a variety of industries, including real estate.

In addition, Mr. Auguste has significant experience in performing Federal and Florida Single Audits in accordance with OMB Uniform Guidance and the Florida Single Audit Act, as well as program-specific compliance audits.

Mr. Auguste is involved in all phases of the audit process from planning and initial risk assessment to ensuring compliance with all State and Federal laws and the preparation and review of financial statements. He is client service driven and regularly assists clients with accounting, auditing and financial reporting issues, including but not limited to the implementation of new accounting pronouncements.

Professional & Civic Affiliations

Certified public accountant, Florida and New York
American Institute of Certified Public Accountants (AICPA)
Florida Institute of Certified Public Accountants (FICPA)
Florida Government Finance Officers Association, Associate Member
2023 Florida School Finance Officials Association, Speaker

CPE Hours (three years)

Government	91
Other (Accounting, Auditing, Technical and Behavioral)	<u>209</u>
Total	<u>300</u>

PRACTICE FOCUS

Financial Audits
Federal Single Audits
Florida Single Audits
Internal Audits
Assurance Services

INDUSTRY FOCUS

Local Governments
Nonprofit Organizations
Special Districts

EDUCATION

Master of Accounting,
Florida Atlantic University

Bachelor of Science,
Accounting,
University of Florida

PROPOSAL FOR
THE CITY OF ST. PETERSBURG

ALEX AUGUSTE ► CURRENT AND FORMER GOVERNMENT CLIENTS

Government Experience	Years on Job	Pension Audit	Single Audit	CRA
Bal Harbor Village	4	✓	✓	
Broward County	3			
Broward County Aviation Department (Ft. Lauderdale International Airport)	3			
City of Coral Gables	4	✓	✓	✓
City of Coral Springs	4	✓	✓	✓
City of Deerfield Beach	1	✓	✓	✓
City of Hollywood	1	✓	✓	✓
City of Miami	8		✓	
City of Miami Beach	3		✓	✓
Hillsborough County Aviation Authority (Tampa International Airport)	3		✓	
Miami Parking Authority	9	✓		
Miami-Dade County	9		✓	✓
Nassau County, NY	2		✓	
Nassau County Interim Finance Authority	2			
Palm Beach County Department of Airports	4			
School Board of Miami-Dade County	8		✓	

BRANDEN A. LOPEZ, CPA
DIRECTOR ▶ ASSURANCE SERVICES
 ▶ branden.lopez@marcumllp.com



Branden A. Lopez is a Director in the Firm’s Assurance Division. He has more than 13 years of experience in the accounting profession providing accounting, and auditing, for local nonprofits and private enterprises across a variety of industries, both domestically and internationally. He provides services to a wide range of clients within the aforementioned industries, these include: manufacturing, nonprofit (museums, charter schools, etc.), telecommunication, and employee benefit plans. In addition, Mr. Lopez has significant expertise in performing Federal and Florida Single Audits in accordance with OMB Uniform Guidance and the Florida Single Audit Act, as well as program-specific compliance audits.

Mr. Lopez is involved in all phases of the audit process, from planning and initial risk assessment to ensuring compliance with all State and Federal laws, and the preparation and review of financial statements. He is client service driven and is always willing to assist clients with accounting, auditing and financial reporting issues, including but not limited to, implementation of new accounting pronouncements.

Professional & Civic Affiliations

American Institute of Certified Public Accountants (AICPA)
 Miami-Dade, Broward and Palm Beach County League of Cities, Associate Member
 South Florida Government Finance Officers Association, Associate Member
 Florida Government Finance Officer Association, Member (FGFOA)
 YMCA Young Professionals, Board Member

CPE Hours (three years)

Government	128
Other (Accounting, Auditing, Technical and Behavioral)	<u>30</u>
Total	<u>158</u>

PRACTICE FOCUS

Financial Audits
 Federal Single Audits
 Florida Single Audits
 Internal Audits
 Program-Specific
 Compliance Audits
 Retirement Plan Audits

INDUSTRY FOCUS

Nonprofit Organizations
 Local Governments
 Government Pension Plans
 Special Districts
 Public Utilities
 Wholesale & Retail Distributors

EDUCATION

Bachelors of Accounting, Florida State University

PROPOSAL FOR
THE CITY OF ST. PETERSBURG

BRANDEN LOPEZ ► CURRENT AND FORMER GOVERNMENT CLIENTS

Government Experience	Year on Job	Pension Audit	Single Audit	CRA
Bal Harbour Village	5	✓	✓	
Children's Services Council of Palm Beach	4	✓		
City of Boca Raton	4	✓	✓	✓
City of Coconut Creek	5	✓	✓	
City of Deerfield Beach	7	✓	✓	✓
City of Florida City	3		✓	✓
City of Homestead	9		✓	✓
City of Opa Locka	3			
City of West Palm Beach	6	✓	✓	✓
East Central Regional Wastewater Treatment Facilities	2			
Miami-Dade Water & Sewer Department	3		✓	
The Children's Trust	5	✓		
Town of Surfside	9	✓	✓	
Village of Key Biscayne	4	✓	✓	
Village of Royal Palm Beach	3			
Village of Tequesta	4	✓		

PROPOSAL FOR
THE CITY OF ST. PETERSBURG

ELDA SANTORO, CPA
SENIOR ▶ **ASSURANCE SERVICES**

▶ elda.santoro@marcumllp.com



Elda Santoro is a Senior in the Firm's Assurance Division. She has successfully obtained her license as a Certificate Public Accountant and has approximately six years of dedicated experience in the accounting profession. Elda has cultivated a deep understanding of the intricacies that come with financial management and reporting and has extensive knowledge in the field of accounting and auditing for governmental and nonprofit organizations. Elda also has extensive experience with Florida Single audits with accordance with OMB Uniform Guidance and the Florida Single Audit Act, as well as program-specific compliance audits.

Whether assisting nonprofits to ensure compliance with regulatory standards or assisting governmental entities in navigating the details of single audits, Elda's expertise and meticulous attention to detail is demonstrated in every engagement. Elda is involved in every phase of the audit process from the planning, assessing risk, to the final completion of the financial statements. With a focus on client service, Elda is consistently supporting clients with a range of accounting, auditing, and financial reporting concerns. This includes, but is not limited to, assisting with the implementation of new accounting pronouncements, showcasing her dedication to providing comprehensive and impactful assistance.

Partial Listing of Clients:

- ▶ City of Miami Firefighters and Police Officers Retirement Trust
- ▶ City of Sunny Isles
- ▶ Delray Beach Community
- ▶ Pompano Beach Police and Firefighters Pension
- ▶ Village of Palm Springs
- ▶ Village of Palmetto Bay

CPE Hours (three years)

Government	72.5
Other (Accounting, Auditing, Technical and Behavioral)	<u>13</u>
Total	85.5

PRACTICE FOCUS

Financial Audits
Federal Single Audits
Florida Single Audits
Program-Specific
Compliance Audits

INDUSTRY FOCUS

Nonprofit Organizations
Local Governments
Governmental Pension Plans

EDUCATION

Bachelor of Accounting,
La Salle University

STAFF DEVELOPMENT

Having the best-qualified professionals requires a continuous investment in training and resources that improve and maintain competencies. As the guidelines and compliance requirements of our industry change frequently, we are proactive in keeping up with the changes in the profession and providing the necessary training for our staff. Technical training for all of our staff covers accounting, auditing, federal regulations, tax, employee benefits and computer systems. In addition to the standard technical training required to maintain our certifications, we include training on mentoring, interviewing, time management, coaching and more.

Our training initiatives help our professionals maintain the highest level of technical and business competencies that our clients have come to expect. Our team encourages and requires continuing education and training at all levels, and this steadfast commitment to our own personal and professional growth benefits our clients and us.

Every year, Marcum provides a minimum of 40 hours of continuing professional education (CPE) in-house to all professional staff. These seminars include sessions in government accounting, auditing and financial reporting, including Yellow book, single audit, IT audits and information systems and other accounting and auditing issues. In addition to the in-house training, our partners and professional staff attend various outside seminars/conferences. **Marcum affirms all members of the audit team meet or exceed the CPE requirements mandated by professional auditing standards (including *Government Auditing Standards*) and all CPAs assigned meet or exceed the CPE and ethics training mandated by the Florida State Board Accountancy (including Florida State Statutes, Chapters 473.3101 and 10.550 as well as, Sections 218.391 and 218.415).**

TAB 4: FIRM EXPERIENCE

EXPERIENCE IN THE PUBLIC SECTOR

GOVERNMENT SERVICES

For over 70 years, Marcum has successfully provided professional auditing, accounting, financial reporting, and management advisory/consulting services to a broad spectrum of government entities, including preparing government financial statements, and performing Federal and Florida Single Audits. Annually we perform more than 300 government entity audits, 400 employee benefit plan audits, and 200 Single Audit engagements.



The assurance services we provide to government entities includes single audits, pension audits, compliance audits, forensic audits, IT audits, internal audits, GASB implementation, financial statement audits, aiding in obtaining the Certificate of Achievement for the ACFR, and Annual Financial Report preparation and assistance, performance or operational reviews and a wide range of consulting services for local governments.

In addition, the partner and quality control director on the proposed engagement team have been instrumental in assisting clients with the implementation of new pronouncements. Most recently, to note significant GASB pronouncements, the team assisted our clients with the implementation of GASB Statement No. 87, *Leases* and GASB Statement No. 96, *Subscription-Based Information Technology Arrangements*.

DEFINED BENEFIT PLANS

Marcum LLP performs assurance services for a wide variety of benefit plans which financial statements are prepared in conformity with generally accepted accounting principles as prescribed by the GASB. Our experience with plans of all sizes and designs has allowed us to develop a unique audit approach with tailored processes based on our strong understanding of these plans and associated risks. We understand how plans operate, the risk associated with fiduciary responsibilities, and the auditing challenges, particularly under the GASB pension.

Marcum specializes in audits of all types of Employee Benefit Plans including:

- Defined Benefit Plans
 - Government Single-Employer Plans
 - Cash Balance Plans
 - Money Purchase Plans
- Defined Contribution Plans
 - 401 (K) Plans
 - Profit-Sharing Plans
- Employee Stock Option Plans (ESOP)
- 403 (b) and 401 (a) Plans
- Health and Welfare Benefit Plans

SINGLE AUDITS

We have conducted hundreds of federal, state, and local Single Audits and are knowledgeable of all requirements under OMB Uniform Guidance and the State of Florida Single Audit Act. To stay on top of changing audit requirements, our firm participates in various AICPA trainings and our team receives annual single audit training that involves all aspects of a single audit, including internal controls, compliance, financial reporting, the Data Collection Form, Yellow Book, and audit effectiveness. A significant portion of this training also includes discussion about single audit quality and current topics discussed in the AICPA Audit Guides and Audit Risk Alerts.

We leverage our training and experiences across the Firm to benefit our clients through improved audit methodology and work programs. Furthermore, we proactively ensure all of our affected clients understand the impact of any new regulations on their organization.

Since we perform a substantial amount of single audits annually, our single audit working papers are routinely reviewed by federal and state agencies as well as peer reviewers. We have not had any findings regarding substandard work and, in fact, have had many positive comments about the excellent quality of our audit files.

With this experience, we are able to provide a robust amount of knowledge as it relates to the City and your engagement team has the necessary expertise to assist you with Federal and Florida single audits.

ACTIVE PARTICIPATION ON BOARDS AND COMMITTEES

The partners, directors, and managers of the Firm are actively involved in recognized standard-setting organizations at the national, state, and local level. These organizations include the Florida Government Finance Officers Association (FGFOA), Florida Association of Special Districts (FASD), and the Florida League of Cities (FLC).

Marcum is also a member of the AICPA Employee Benefit Plan Audit Quality Center (EBPAQC) and the AICPA's Governmental Audit Quality Center (GAQC). Our involvement in these organizations further demonstrates our commitment to the public sector and helps keep us on top of issues affecting government entities.



RESOURCES FOR OUR GOVERNMENT CLIENTS

Marcum is also committed to providing professional development programs to the entire South Florida community involved in the government sector. **For the past 29 years, Marcum has presented an annual Government Symposium, an 8-hour accounting and auditing seminar that focuses on current developments in government affairs, including accounting, legal and operational topics.** We encourage our clients and non-clients alike, to attend this technical (CPE) Symposium at no cost.



Additionally, Marcum provides more than 40 virtual courses that can be attended live or at a later date. All Marcum clients have access to this database at no cost.

FEDERAL OR STATE DESK REVIEWS OR FIELD AUDITS

There are no actions as a result of any federal or state desk reviews or field audits to Marcum or its auditors of government entities during the past three (3) years.

There has been no disciplinary action taken nor pending against Marcum or any of the professional staff during the past three (3) years with the State Board of Accountancy or the Auditor General or any other regulatory bodies

MARCUM'S CURRENT GOVERNMENT CLIENTS

1.) Broward County

- ▶ Broward County (IT Dept.)
- ▶ City of Deerfield Beach
- ▶ City of Deerfield Beach CRA
- ▶ City of Fort Lauderdale Police and Firefighters Retirement System
- ▶ City of Hollywood
- ▶ City of Hollywood CRA
- ▶ City of Hollywood GERS
- ▶ City of Pompano Beach Police and Firefighters Retirement System
- ▶ City of Sunrise

2.) Miami-Dade County

- ▶ City of Florida City
- ▶ City of Florida City CRA
- ▶ City of Hialeah
- ▶ City of Homestead
- ▶ City of Homestead CRA
- ▶ City of Miami Firefighters & Police Officers Retirement Trust
- ▶ City of Sunny Isles
- ▶ Miami-Dade County (WASD)
- ▶ Miami Police Relief and Pension Fund
- ▶ The Children's Trust of Miami-Dade County
- ▶ Town of Bay Harbor Islands
- ▶ Town of Bay Harbor Islands ERS
- ▶ Town of Surfside
- ▶ Town of Surfside Employees' Retirement Plan
- ▶ Village of Palmetto Bay

3.) Palm Beach County

- ▶ City of Boca Raton
- ▶ City of Boca Raton CRA
- ▶ City of Boca Raton ERP
- ▶ City of Boca Raton GERS
- ▶ City of Boca Raton Police and Firefighters Retirement System
- ▶ City of Boynton Beach
- ▶ City of Delray Beach
- ▶ City of Palm Beach Gardens
- ▶ East Central Regional Wastewater Treatment Facilities Operations Board
- ▶ Healthy Start Coalition of Palm Beach County
- ▶ Loxahatchee River Environmental Control District
- ▶ Northern Palm Beach County Improvement District
- ▶ Palm Beach County Housing Finance Authority
- ▶ South Central Regional WW Treatment and Disposal Board
- ▶ The Children's Services Council of Palm Beach County
- ▶ Town of Jupiter
- ▶ Town of Palm Beach
- ▶ Town of Palm Beach Retirement System
- ▶ Village of Palm Springs
- ▶ Village of Royal Palm Beach
- ▶ Village of Wellington

4.) Monroe County:

- ▶ Florida Keys Aqueduct Authority

5.) Hillsborough County

- ▶ City of Tampa Police and Firefighters' Pension Plan

6.) Lee County:

- ▶ City of Fort Myers

QUALITY CONTROL & PEER REVIEW REPORT

The quality of our professional practice is of utmost importance to the Firm, our clients, and to the users of our reports. As such, we maintain a quality control program that ensures our internal policies are met and professional standards are exceeded on all of our engagements. To ensure that the Firm's performance is in conformity with our stated standards and those issued by the AICPA, our quality control system encompasses the following:

- ▶ **Professional Development.** Marcum provides a minimum of 40 hours (five days) of CPE in-house to all professional staff. These seminars include sessions in accounting, auditing, financial reporting, and internal controls. In addition to the in-house training, our partners and professional staff attend various outside seminars.
- ▶ **Internal Inspections.** Annually the Firm selects a random sample of accounting, auditing, advisory and tax engagements and performs a review to ensure compliance with firm policies and professional standards.
- ▶ **Centralized Financial Statement Review Process.** The quality control department performs a review of our audit binders and financial statements prior to the release of the finished product. Their involvement includes participation in engagement planning to approve the audit approach, review of high risk and complex areas throughout fieldwork and a review of the financial statements and related information. Their involvement in the planning and fieldwork stages helps eliminate any last minute surprises and assures the high level of quality we demand from our professionals is maintained.
- ▶ **Peer Review.** The Firm participates in an external quality review program requiring an on-site independent examination of our Accounting and Auditing practice. The Firm has consistently received clean opinions (rating of "Pass") on the quality of the Firm's audit practice. This is the highest level of achievement and recognition in the peer review program. The review encompassed governmental engagements. **Please refer to Appendix C for a copy of our latest peer review report which includes our government engagements.**

TAB 5: REFERENCE PROJECTS

SIMILAR ENGAGEMENTS & REFERENCES

The following represents several engagements similar to the engagement described in the RFP performed in the last ten (10) years by **Moises D. Ariza, the designated audit partner.**

1. City of Hollywood, CRA and GE Pension Plan

2600 Hollywood Boulevard, Hollywood, FL 33020
David Keller, Finance Director
Dkeller@hollywoodfl.gov
954-921-3551
Services: Financial Audit, Single Audit, Pension Audit, CRA
Term: September 30, 2016 to Current
Partner: Moises Ariza
Annual Fee: \$270,750

2. City of Boca Raton, CRA, GE Pension, Police/Fire Pension, EERP Pension

201 West Palmetto Park Road, Boca Raton, FL 33432
Linda Davidson, Director of Finance,
ldavidson@ci.boca-raton.fl.us
561-393-7729
Services: Financial Audit, Single Audit, Pension Audits
Term: September 30, 2009 to Current
Partner: Moises Ariza
Annual Fee: \$226,140

3. City of Delray Beach, CRA, Police/Fire Pension

100 NW 1st Avenue, Delray Beach, FL 33444
Hugh B. Dunkley, Chief Financial Officer
DunkleyH@mydelraybeach.com
561-243-6204
Services: Financial Audit, Single Audit
Term: September 30, 2021 to Current
Partner: Moises Ariza
Annual Fee: \$225,600

4. City of Fort Myers, Florida

2200 2nd Street, Fort Myers, FL 33901
Christine Tenney, Director of Financial Services
Ctenney@cityftmyers.com
239-321-7186
Services: Financial Audit, Single Audit, CRA
Term: September 30, 2023 to Current
Partner: Moises Ariza
Annual Fee: \$120,800

INDEPENDENCE

Marcum's policy is that all professional personnel be familiar with and adhere to the independence, integrity, and objectivity rules, regulations, interpretations, and rulings of the American Institute of Certified Public Accountants (AICPA), the Florida Board of Accountancy and other state CPA societies, *Government Auditing Standards* issued by the Comptroller General of the United States, relevant statutes, and applicable regulatory agencies. In addition, all professionals – from partner to staff auditor – are required to sign affidavits annually attesting to their independence. **We affirm Marcum LLP is independent of the City, and its component units, as defined by Generally Accepted Auditing Standards and Government Auditing Standards issued by the Comptroller General of the United States.**

Marcum's quality control document contains detailed policies related to maintaining independence. These policies are the most stringent policies adopted by the AICPA and the various state boards of accountancy. Engagement team members are required to consider any possible situations where independence may be impaired during the acceptance or continuance process and if any arise during the performance of an engagement.

Marcum has not been engaged by the City in the past five (5) years. However, Marcum will provide written notice of any professional relationships entered during the contract term that may warrant the City's attention.

LICENSE TO PRACTICE IN FLORIDA

We affirm that Marcum LLP is a licensed certified public accounting firm and is in good standing with all regulatory agencies. The Firm is a member of the American Institute of Certified Public Accountants (AICPA) and the Florida Institute of Certified Public Accountants (FICPA). All professional staff, upon successful completion of the CPA exam, become members of both the AICPA and their respective state society of CPAs. The Firm is properly licensed and certified to practice in Florida and is registered annually with the Florida Department of Business and Professional Regulation – Board of Accountancy.



All key team members assigned to this engagement are licensed to practice in the State of Florida. **Refer to Appendix A for the active CPA licenses for all individual CPA's assigned to the audit and for the firm in the State of Florida from the Florida Board of Accountancy.**

GOVERNMENT / AICPA LITIGATION AND DISCIPLINARY ACTIONS

Marcum LLP affirms there has been no litigation whereby a court has ruled against the firm in any matter related to the professional government auditing services of the Firm. The firm has been providing audit services to government entities for over 70 years and has never been a party involving a government entity.

There have been no pending indictments, litigation or proceeding during the past three (3) years, whereby a court or any administrative agency has ruled against the firm in any matter related to its professional government auditing services of the Firm. There have not been any terminations, suspensions, censures, reprimands, probations or similar actions against any member of Marcum LLP by the Florida State Board of Accountancy in the last three (3) years.

Marcum LLP (“Marcum”) is a global firm with significant operations and as a result, it is a party to ordinary course litigation. No litigation, proceeding or investigation by any regulatory body will have a material impact on Marcum’s ability to operate its business and to provide the services contemplated hereunder.

PRIOR ENGAGEMENTS WITH THE CITY OF ST. PETERSBURG

Marcum has not been awarded any contracts by the City of St. Petersburg in the past. However, Marcum will provide written notice of any professional relationships entered during the contract term that may warrant the City’s attention.

TAB 6: PROJECT APPROACH

PROJECT APPROACH & PHILOSOPHY

Through the audit, we strive to understand your vision, entity operations, financial performance, accounting systems, and internal controls. While this process ultimately leads to an audit opinion on your financial statements, our goal is to provide value beyond this assurance.

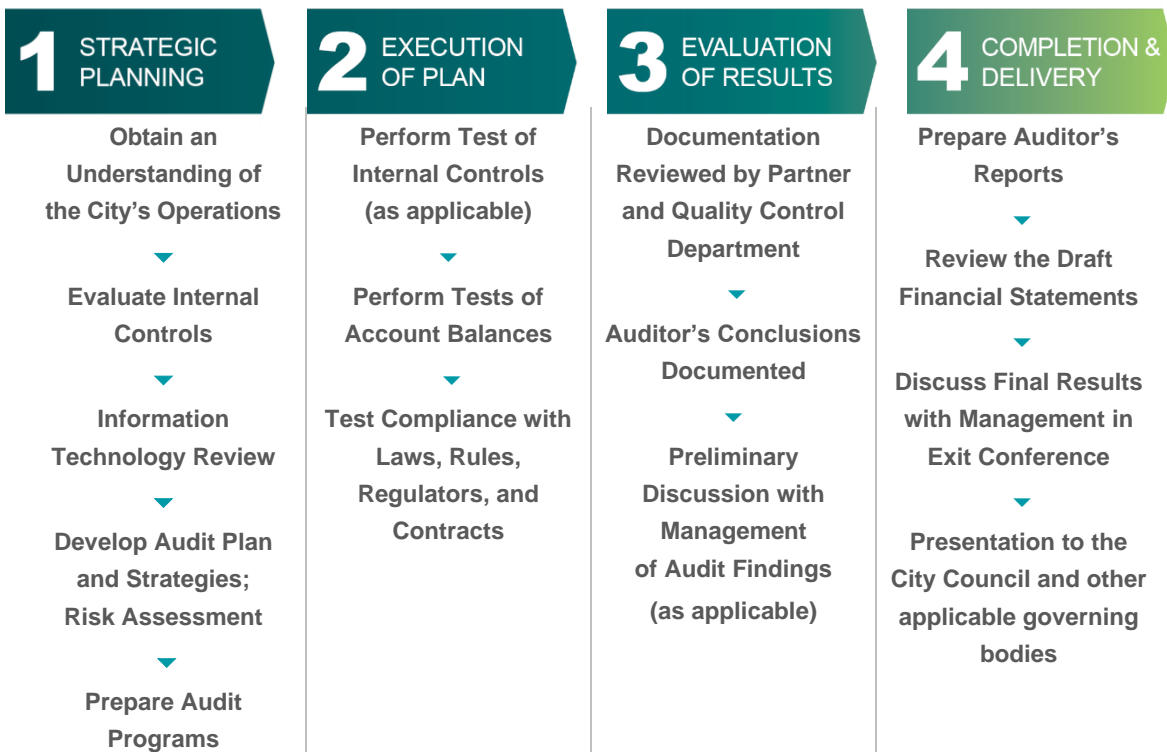
WE AIM FOR A **PARTNERSHIP** THAT EXCEEDS THE AUDIT

- ▶ Enhanced internal controls and efficiencies
- ▶ Stronger financial operations
- ▶ Valuable operating solutions and ideas
- ▶ Best practice benchmarks
- ▶ A resource that is always available to you

Our professionals will complement the City’s team with the right blend of technical, practical, and personal insight to help you successfully deliver on all of your initiatives.

AUDIT PHILOSOPHY

The audit will be conducted in four phases, as shown below. These phases are discussed in more detail on the following pages.



TAB 7: PLAN PROPOSAL

PHASE I: STRATEGIC PLANNING

PROCEDURES FOR INTERNAL CONTROL

A thorough understanding of the City, its agencies, and your operating environment is essential for developing an efficient, cost-effective audit plan. During this phase, the engagement partner and key supervisory personnel will meet with the appropriate personnel to ensure we have an understanding of your operations. You will also have the opportunity to express your expectations regarding the services that we will provide. This effort will be coordinated so that there will be minimal disruption to your staff. During this phase, we will perform the following activities:

- ▶ Review the current regulatory and statutory compliance requirements within which the City operates. This will include a review of applicable state regulations; ordinances, contracts, and other agreements; meeting minutes of the City Council and other governing bodies as applicable;
- ▶ Review major sources of information such as budgets, organization charts, procedures manuals, financial systems and management information systems;
- ▶ Determine the most practical and effective way to apply computer-aided audit tools to convert and analyze data and generate reports;
- ▶ Performance of fraud inquiries and retrospective review;
- ▶ Determination of materiality levels;
- ▶ Regarding controls that are relevant to the audit, Marcum will evaluate the design of the controls and determine whether they have been properly designed and implemented;
- ▶ Re-evaluation of City provided major fund determination worksheet;
- ▶ Documentation of current year activity expectations and performance of preliminary analytical procedures;
- ▶ Review internal control systems, including determining an audit risk assessment;
- ▶ Consider the methods used to process accounting information that influence the design of the internal control system. This includes understanding the design of relevant policies, procedures, and records and whether they have been placed in operation;
- ▶ Design audit programs to ensure that they incorporate financial statement assertions, specific audit objectives and appropriate audit procedures to achieve the specified objectives;
- ▶ Identify and resolve accounting, auditing and reporting matters; and
- ▶ Prepare detailed audit plans, including a list of schedules to be prepared by the City's personnel.

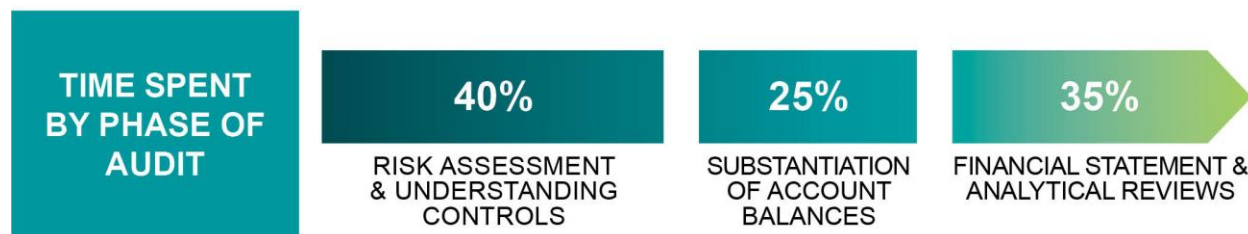
RISK-BASED AUDIT TECHNOLOGIES

The Firm employs a risk-based approach early in the audit process. This approach considers how the overall risk identified in the general risk analysis affects specific account balances. We consider, in part:

- ▶ Relative significance of the account to the financial statements as a whole;
- ▶ Volume of transactions;
- ▶ Susceptibility of the account to fraud;
- ▶ Accounts that have traditionally required significant adjustments; and
- ▶ Account with complex calculations, judgement, and accounting issues that have a high assessed level of inherent risk.

Based on these considerations, we assess the inherent risk and control risk to determine the overall audit risk. Once this assessment is completed, the audit procedures to be used are determined. By redirecting our efforts through a risk-based approach, audits are significantly enhanced, which provide greater value to our clients.

We will use several approaches to conduct the audit engagement. These approaches include traditional audit techniques and strategies, and an evaluation of the systems utilized by the City.



SPECIFIC FRAUD INVESTIGATIVE TECHNIQUES

Professional Auditing Standards imposes on auditors the additional responsibility to “plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements due to fraud.” By redirecting our efforts through a risk-based approach and additional fraud inquiry techniques, audits are significantly enhanced.

ENTERPRISE FUNDS INCLUDING UTILITIES

Marcum has a specialization in auditing business-type activities including:

- ▶ Water
- ▶ Sewer
- ▶ Stormwater
- ▶ Solid Waste
- ▶ Toll Bridges
- ▶ Electric
- ▶ Parking
- ▶ Gas
- ▶ Golf Courses
- ▶ Marinas

Suggested basic procedures for enterprise funds, subject to change based on the auditor's risk assessment:

- ▶ Compare the balance in receivables with the balance for prior years or other expectations.
- ▶ Compute the ratio of the receivables balance to related revenue for the current period and compare with the ratios for prior years or other expectations.
- ▶ Compute the number of days revenue in accounts receivable (net accounts receivable divided by average net revenue per day) and compare to the ratio for prior years or other expectations.
- ▶ Select a sample of customer billing statements and perform the following procedures:
 - Compare rates used to the authorized rate schedule and consider the reasonableness of usage.
For usage that appears unreasonable or unusual (significantly higher or lower than expected) compare usage to usage records (for example, the meter book).
 - Recompute the billing.
- ▶ Select a sample of customers from usage records (for example, meter books) and trace to billing statements.
- ▶ Trace selected months' cash collections to deposit slips and bank statements.
- ▶ Obtain and review an analysis of the allowance account. Consider the reasonableness of write-offs and recoveries.

SINGLE AUDITS

We have conducted hundreds of federal, state, and local Single Audits and are knowledgeable of all requirements under OMB Uniform Guidance and the State of Florida Single Audit Act. To stay on top of changing audit requirements, our firm participates in various AICPA trainings and our team receives annual single audit training that involves all aspects of a single audit, including internal controls, compliance, financial reporting, the Data Collection Form, Yellow Book, and audit effectiveness. A significant portion of this training also includes discussion about single audit quality and current topics discussed in the AICPA Audit Guides and Audit Risk Alerts.

We leverage our training and experiences across the Firm to benefit our clients through improved audit methodology and work programs. Furthermore, we proactively ensure all of our affected clients understand the impact of any new regulations on their organization.

Since we perform a substantial amount of single audits annually, our single audit working papers are routinely reviewed by federal and state agencies as well as peer reviewers. We have not had any findings regarding substandard work in the past three years and, in fact, have had many positive comments about the excellent quality of our audit files.

With this experience, we are able to provide a robust amount of knowledge as it relates to the City and your engagement team has the necessary expertise to assist you with Federal and Florida single audits.

In general, Single Audit procedures may include:

- ▶ Identify the City's major programs to be tested and reported on for compliance.
- ▶ Identify the compliance requirements applicable to each major program.
- ▶ Determine which of the compliance requirements identified could have a direct and material effect on each major program.
- ▶ Consider relevant portions of the City's internal control over compliance for each direct and material compliance requirement for each major program.
- ▶ Obtain sufficient appropriate audit evidence, which involves testing internal control over compliance and compliance with direct and material compliance requirements for each major program.
- ▶ Consider indications of fraud.
- ▶ Consider indications of abuse.
- ▶ Consider subsequent events.
- ▶ Form an opinion about whether the City complied with the direct and material compliance requirements.
- ▶ Perform follow-up procedures on previously identified findings.

PHASE II: EXECUTION OF AUDIT PLAN

The audit team will complete a major portion of transaction testing and audit requirements during this phase. The procedures performed during this period will enable us to identify any matters that may impact the completion of our audit work or require the attention of management. Tasks to be performed in Phase II include, but are not limited to:

- ▶ Apply analytical procedures to assist in planning the nature, timing and extent of auditing procedures used to obtain evidential matter for specific account balances or transaction classes. Analytical procedures are utilized in almost every audit area tested.
- ▶ Perform substantive account balance and transaction tests. Samples will be drawn from major transaction systems, including cash disbursements, cash receipts, accounts payable, and payroll. The size of the samples will be determined after the review of the internal control system.

SAMPLE SIZE AND EXTENT OF STATISTICAL SAMPLING

There are three types of tests that involve audit sampling (statistical and non-statistical sampling) which Marcum will use:

- ▶ **Account Balance Tests.** Substantive tests of account balances are performed on year-end balances. Certain accounts justify a 100 percent examination, such as confirming an investment and bank balance, which does not involve sampling at all.
- ▶ **Transaction and Control Tests.** Substantive transaction and control tests are often combined to use one sample to achieve more than one audit objective. We often test the controls to verify that the transactions were properly authorized in accordance with the City's procedures.
- ▶ **Compliance Tests.** Compliance tests with laws and regulations are included with the tests of transactions and controls.

Additional samples are sometimes necessary to test specific laws and regulations. Sample sizes for compliance testing are determined based on the number of transactions and the significance of the requirement.

The audit team will report on a weekly basis to management the status of any potential adjustments so that management may have adequate time to investigate, gather information and respond, if necessary.

We use a risk-based assessment of the opportunities for a material financial statement error or irregularity to occur and remain undetected.

ANALYTICAL PROCEDURES

Tasks to be performed in Phase II of Marcum LLP's Audit Process include applying analytical procedures to assist in planning the nature, timing and extent of auditing procedures used to obtain evidential matter for specific account balances or transaction classes. Analytical procedures are utilized in almost every audit area tested.

Analytical procedures will be performed at both the government-wide and fund level financial statement and will include the following, where applicable:

- ▶ Comparison of original budget (revenue sources and appropriations) to actual amounts.
- ▶ Comparison of major revenue, expenses, and expenditure amounts to:
 - Preliminary expectations based on budgets and forecasts.
 - Prior year's amounts.
- ▶ Consideration, to the extent applicable, of the certain key financial relationships in relation to preliminary expectations to determine if there are unusual or unexpected balances or unexpected relationships.
- ▶ Analytical procedures will be used in substantive testing for certain revenue and expenditure activities, when deemed efficient.

LAWS AND REGULATIONS AND COMPLIANCE TESTS

Compliance tests with laws and regulations are included with the tests of transactions and controls. Additional samples are sometimes necessary to test specific laws and regulations. Sample sizes for compliance testing are determined based on the number of transactions and the significance of the requirement.

Testing will be generated to ensure compliance with rules, laws, and regulations; not limited to Rules of the Auditor General, Florida Statutes, Federal OMB Uniform Guidance Guidelines and the Florida Single Audit Act.

COMMUNICATION AND PLANNING



Our firm believes that open and honest communication is a hallmark of strong client service, and without open and honest dialogue, the auditor/client relationship cannot properly function. During the planning phase of the audit, Marcum will schedule a “Planning Kick-Off Meeting” with your organization’s management.

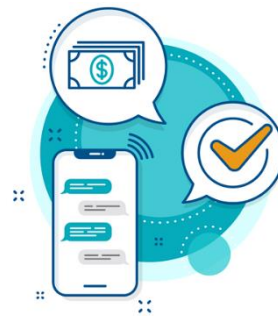
This meeting allows our team to meet in person with management and revisit audit time frames and due dates, as well as determine the level of assistance we need from your staff and management team.

INFORMATION TECHNOLOGY AUDIT TECHNIQUES

In accordance with Professional Auditing Standards, we are required to gain an understanding of the procedures, both automated and manual, by which transactions are initiated, recorded, processed and reported, from their occurrence to their inclusion in the financial statements. During the planning stage of our audit, we evaluate the effect information technology (IT) will have in performing our audit procedures. This evaluation includes obtaining an understanding (generally through observations and inquiries of IT personnel) of internal controls and identifying those controls that are automated.

Our approach includes review of IT general controls as follows:

- ▶ Security—Physical and Access Controls
- ▶ Change Management for Systems and Configurations
- ▶ Application/System Development and Customization
- ▶ IT Risk Management
- ▶ Data Backup and Recovery/Business Continuity Plans
- ▶ Electronic Banking Wire and ACH Security
- ▶ Segregation of Duties within Systems and IT function



When key internal controls are automated, we use our IT specialist to perform a detailed review of those automated controls. The assigned IT Risk Audit Partner, Joe Layne, will then communicate to the audit engagement team as to whether such controls are working as prescribed by management. With this information, the audit engagement team determines the extent of their audit procedures.

In certain situations where there is significant accounting data processed electronically, we use several state-of-the-art software programs (IDEA and Teammate Analysis) to extract and summarize computerized financial data files. These programs provides an efficient way for us to extract and test computerized accounting information, enabling us to audit through the computer, rather than around the computer. Some of the uses of this program are:

- ▶ Retrieving aged receivables information
- ▶ Extracting credit balances in accounts receivable reports
- ▶ Extracting pre-determined sample items from reports for testing
- ▶ Merging files for the purposes of extracting information that meets predetermined criteria
- ▶ Sorting information and footing report
- ▶ Searching for anomalies
- ▶ Searching for related party transactions
- ▶ Searching disbursements for selected vendors
- ▶ Journal Entries Testing

PHASE III: EVALUATION OF AUDIT RESULTS

This phase includes a review of all audit documentation by the partners to ensure that testing and documentation support the conclusions reached. This phase also includes preliminary discussions with management of the audit findings.

Marcum will accumulate misstatements identified during the audit, other than those that are clearly trivial and will determine whether the audit plan and strategy per audit area needs to be revised.

PHASE IV: REPORTING

In this phase of the audit, the engagement team will complete the tasks related to the closing of year-end balances and financial reporting. This will include final testing in areas including compliance, balance sheet accounts, revenues and expenditures.

Upon receipt of the draft Annual Comprehensive Financial Report (ACFR), we will turn around the draft with our initial comments within seven to ten days. Final reports will be issued by the agreed upon date. The audit partner and/or audit manager will be available to present the audit report in person.

EXIT CONFERENCE

Upon completion of audit work, Marcum will hold a closing or exit conference with senior members of the City's finance department. The exit conference assists Marcum in obtaining the views of responsible officials concerning the findings, conclusions, and recommendations, as well as planned corrective action, as required by *Government Auditing Standards* and *OMB Uniform Guidance*.

This conference also provides the City with an advance opportunity to discuss whether planned corrective actions adequately address the auditor's recommendations and to initiate corrective action without waiting for a final audit report. Marcum will also consider having preliminary exit meetings with directors, department heads, and other operating personnel who have direct responsibility for financial management systems and/or the administration of federal awards.

MANAGEMENT LETTER

The Firm will prepare a management letter for the City to identify systemic deficiencies observed. The letter also may offer recommendations for changes in accounting and other procedures in order to improve operations of the City. As each potential management letter point is identified in the audit process, the engagement team will document the condition, our recommendation, and the benefits of the recommended action. All potential comments will be reviewed with key staff members before issuance.

The Firm's policy is to prepare this report as a vehicle for suggesting improvements to enhance efficiency, management effectiveness, and the degree of internal control. Findings (material weaknesses and significant deficiencies and material instances of noncompliance) are required to be reported in writing and will be included in the schedule of findings and questions costs.

MANAGEMENT LETTER ADDS VALUE BEYOND THE FINANCIAL STATEMENT



- ▶ Internal Controls Suggestions
- ▶ Operational Suggestions
- ▶ Cost vs. Benefit Evaluations
- ▶ Identify Areas for Efficiencies
- ▶ Workable Solutions
- ▶ Collaborative Process



OUR COMMITMENT

We will act as a valued advisor to recommend meaningful operation solutions, leverage our Firm resources to your benefit, and make ourselves readily available to the City.

			
<ul style="list-style-type: none"> ▶ Understanding your organization ▶ Risk assessment ▶ Testing internal controls as applicable 	<ul style="list-style-type: none"> ▶ Operational and technology efficiencies ▶ Best practices 	<ul style="list-style-type: none"> ▶ Tax compliance ▶ Implementation of new accounting standards 	<ul style="list-style-type: none"> ▶ Year-round communication with management ▶ Communications with your governance

PROJECT TIMELINE

Marcum is committed to completing the audit procedure within the below timeframe or within any other reasonable schedule requested by the City. Marcum LLP is available to commence the audit as soon as notification of award has been issued. Each of the following will be completed as stipulated by the RFP:

TASK	ANNUAL TIMING
Entrance Conference	June
Detailed Audit Plan	July
Interim Work	August
Fieldwork	First week of January
Draft Reports	First week of February
Final Reports	Second week of February
Presentation to BF & T	March
Presentation to City Council	March

PROPOSED SEGMENTATION BY LEVEL OF STAFF

PHASE	Audit Partner & Quality Control Director	Manager & IT Risk Audit Partner	Audit Senior In-Charge	Staff	TOTAL
Phase 1: Strategic Planning	35	50	100	150	335
Phase 2: Execution of Audit Plan	30	75	150	350	605
Phase 3: Evaluation of Audit Results	30	75	125	250	480
Phase 4: Reporting	35	50	50	-	135
Total Hours	130	250	425	750	1555

Refer to “Tab 3: Key Personnel” for information about each individual on the project team, including position title and roles throughout the completion of the Scope of Services.

Note: In the first year of an engagement, additional hours are required to transition the audit to a new audit Firm. Our extensive experience with transitioning new clients has led to a streamlined process that is respectful of your time and resources. As a result, the City will receive the benefit of a new team with significant government experience as well as a fresh look at your systems, with minimal disruption. **The above schedule does not include the first year “transition hours” which we intend to absorb.**

Note: The Uniform Guidance states that the auditor must use a risk-based approach to determine which federal programs are major programs. This determination will affect the scope of the Uniform Guidance compliance audit and the compliance requirements to be tested. The schedule of expenditures of federal awards, prepared by the City, is the basis of the auditor’s identification of type A and type B programs and documentation of our risk-based approach. Upon determination, audit hours for testing a major program significantly range due to program size, program compliance requirements, weaknesses in internal control over federal programs, if any, prior audit findings, program longevity, program clusters, program subrecipients, etc. **As such, related Single Audit hours will vary on an annual basis.**



TAB 8:
PRICE PROPOSAL

Appendix B Fee Summary

- Fees** - Offeror's cost must be fixed priced fee and include all Offeror's costs (e.g., time, materials, travel costs, expenses) to provide all services and deliverables for each fiscal year and a grand total for the three-year agreement. Payment should be based upon the acceptance of deliverables by the city. Indicate the overall total cost of services in Table 1 as proposed in Offeror's submittal, based on the requirements in this RFP. Cost evaluations will be based on the fees submitted on Appendix B.

Table 1: Fee Schedule	
Description	Fixed Fee
Fiscal year ending September 30, 2024 (Annual audit as specified in this RFP)	\$225,000
Fiscal year ending September 30, 2025 (Annual audit as specified in this RFP)	\$229,000
Fiscal year ending September 30, 2026 (Annual audit as specified in this RFP)	\$233,600
GRAND TOTAL	\$687,600

- Hourly Rates** - Table 2 must contain all hourly rates for Offeror's personnel used to determine fees in Table 1. Offeror must include the estimated number of hours annually for each discipline and calculated totals. Hourly rates will apply for any additional services required of Offeror during the term of Agreement not specifically listed in this RFP, subject to provisions of the Agreement related to contract adjustments. Hourly rates will be fixed for the term of the Agreement.

Table 2: Hourly Rates			
Title/Service	Hourly Rate	Est. Hours	Total
Partner/Director	\$395	130 hrs.	\$51,350
Manager	\$295	250 hrs.	\$73,750
Senior	\$195	425 hrs.	\$82,875
Staff	\$150	750 hrs.	\$112,500
Courtesy Discount		hrs.	\$(95,475)
GRAND TOTAL			\$225,000

- Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
N/A		\$	\$
		\$	\$
		\$	\$
GRAND TOTAL			\$

TAB 9: ACCEPTANCE OF BASE AGREEMENT

We hereby acknowledge and accept the terms and conditions outlined in the attached Professional Services Agreement, specifications, and other requirements listed in this solicitation. We have carefully reviewed the contents and confirm that we have no exceptions to report other than the item noted below. As such, other than the item noted below, the Professional Services Agreement and all related terms, conditions, specifications, and requirements are deemed fully accepted by our firm

The RFP includes Attachment C - Agreement RFP 24-118. The example agreement is missing certain language required by U.S. GAAS, OMB Uniform Guidance, and Florida Statutes. The auditor engagement letter can be included as an exhibit to the agreement to cover such required stipulation and clauses.



APPENDIX A
LICENSES

CPAVerify Firm Report Results

NAME: **MARCUM LLP**
STATE OF LICENSE: **FL**
LAST UPDATED: **2024-02-28**

Address:	Business MARCUM LLP 201 E LAS OLAS BLVD 21ST FLOOR FORT LAUDERDALE, FL, US 33301	Mail 730 THIRD AVE. 11TH FL. LEGAL DEPT NEW YORK, NY, US 10017
License/Permit/Certificate Number:	AD63249	
Registration Number:		
License/Permit/Certificate Status:	CURRENT	
License/Certificate Status Details:	Holds a valid license to practice public accounting.	
License Type:	CPA FIRMS	
License Type Details:	Shall be deemed and construed to mean any legal entity that holds an active, delinquent, or temporary license issued under Chapter 473, F.S., or its state of domicile.	
Basis for License:		
Issue Date:	2003-02-14	
Expiration Date:	2025-12-31	
Enforcement, Non-Compliance or Disciplinary Actions:	None Reported To This Site By The Board	
Other Information:	None	

Contact the Board for official verification of information.

State Board Contact Information:	FLORIDA DIVISION OF CERTIFIED PUBLIC ACCOUNTING 240 NW 76TH DRIVE, SUITE A GAINESVILLE, FL 32607
	Phone: (850) 487-1395
	Website: http://www.myfloridalicense.com/DBPR/certified-public-accounting/
	Licensee Lookup: http://www.myfloridalicense.com/DBPR/certified-public-accounting/

Details of Enforcement, Non-Compliance or Disciplinary Actions:

1. If "Contact State Board For Details" is displayed then the State Board has reported some type of enforcement, non-compliance or disciplinary action to this site and the State Board should be contacted for full details about the action reported.
2. If "None Reported To This Site By The Board" is displayed then the State Board provides enforcement, non-compliance and disciplinary action data to this site and none was indicated for this record.
3. If "State Does Not Provide This Type of Data At This Site" is displayed then CPAVerify is not currently receiving enforcement, non-compliance or disciplinary action data for licensees in this state. Some states are limited to sharing this type of data with third party websites due to privacy laws or policies, but most State Boards offer this information on their official State Board websites.
4. Contact the State Board for official verification of all enforcement, non-compliance and disciplinary activity.

The results shown here include all data made available by participating states. Additional data about the individual or firm may exist and is not shown here for other states that are not yet participating in the CPAVerify website. Please refer to the Participating States tab for more information about which states are currently sharing their licensing data for use with this website and for clarification about which states these results do not include. If the Board of interest is not participating, you may refer to the "Contact Boards" tab where a link to every Boards' website and therefore individual license lookup tool is available.

2020 LIMITED LIABILITY PARTNERSHIP REINSTATEMENT
 \$25 REINSTATEMENT FEE + \$25 FILING FEE FOR EACH CALENDAR YEAR

SECRETARY OF STATE



FLORIDA DEPARTMENT OF STATE
 DIVISION OF CORPORATIONS

FILED

2021 JAN -4 PM 2:22

REGISTRATION # LLP090003311

1. Name and Mailing Address

MARCUM LLP

ONE S.E. THIRD AVE.
 11TH FLOOR
 MIAMI, FL 33131 US

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

LLP #

19,300 + 21

LLP2100000071-4
 01/05/21--01019--030 **75.00

CR2E029 (2/10)

2. New Mailing Address, if Applicable:

Suite, Apt #, etc.

City State Zip Code

4. New Principal Office Address, if Applicable:

Suite, Apt #, etc.

City State Zip Code

6. Certificate of Status Desired:

\$8.75 Additional Fee Required

3. Principal Place of Business Address

ONE S.E. THIRD AVE.
 11TH FLOOR
 MIAMI, FL 33131 US

5. Federal Employee Identification Number

11-1986323

<input type="checkbox"/>	Applied For
<input type="checkbox"/>	Not Applicable

7. Name and Address of Registered Agent

CORPORATION SERVICE COMPANY
 1201 HAYS STREET
 TALLAHASSEE, FL 32301

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.

B MCKINIGHT

JAN 04 2021

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: _____

Ronald Storch RONALD STORCH

12/21/20

(631) 414-4150

SIGNATURE AND TYPED OR PRINTED NAME OF SIGNING PARTNER.

Date

Daytime Phone #

E-mail Address: _____

RONALD.STORCH@MARCUMLLP.COM

(To be used for future annual report notifications)

CPAVerify Individual Report Results

NAME: **MOISES DAVID ARIZA**
 STATE OF LICENSE: **FL**
 LAST UPDATED: **2024-02-28**

	Business	Mail
Address:	ARIZA, MOISES DAVID MIAMI, FL, US	MIAMI, FL, US
License/Permit/Certificate Number:	AC45440	
Registration Number:		
License/Permit/Certificate Status:	CURRENT, ACTIVE	
License/Certificate Status Details:	Holds a valid license to practice public accounting.	
License Type:	CERTIFIED PUBLIC ACCOUNTANT	
License Type Details:	Shall be deemed and construed to mean a person, who holds an active, inactive, delinquent, or temporary license issued under Chapter 473, F.S., or who is practicing public accounting in this state pursuant to the practice privilege granted in Section 473.3141, F.S.	
Basis for License:	EXAM	
Basis for License Details:	Initial license applications are only available for applicants that have passed all sections of the Uniform CPA Examination in Florida.	
Issue Date:	2012-12-21	
Expiration Date:	2025-12-31	
Enforcement, Non-Compliance or Disciplinary Actions:	None Reported To This Site By The Board	
Other Information:	None	

Contact the Board for official verification of information.

State Board Contact Information: FLORIDA DIVISION OF CERTIFIED PUBLIC ACCOUNTING
 240 NW 76TH DRIVE, SUITE A
 GAINESVILLE, FL 32607

Phone: (850) 487-1395

Website: <http://www.myfloridalicense.com/DBPR/certified-public-accounting/>

Licensee Lookup:

<http://www.myfloridalicense.com/DBPR/certified-public-accounting/>

Details of Enforcement, Non-Compliance or Disciplinary Actions:

1. If "Contact State Board For Details" is displayed then the State Board has reported some type of enforcement, non-compliance or disciplinary action to this site and the State Board should be contacted for full details about the action reported.
2. If "None Reported To This Site By The Board" is displayed then the State Board provides enforcement, non-compliance and disciplinary action data to this site and none was indicated for this record.
3. If "State Does Not Provide This Type of Data At This Site" is displayed then CPAVerify is not currently receiving enforcement, non-compliance or disciplinary action data for licensees in this state. Some states are limited to sharing this type of data with third party websites due to privacy laws or policies, but most State Boards offer this information on their official State Board websites.
4. Contact the State Board for official verification of all enforcement, non-compliance and disciplinary activity.

The results shown here include all data made available by participating states. Additional data about the individual or firm may exist and is not shown here for other states that are not yet participating in the CPAVerify website. Please refer to the Participating States tab for more information about which states are currently sharing their licensing data for use with this website and for clarification about which states these results do not include. If the Board of interest is not participating, you may refer to the "Contact Boards" tab where a link to every Boards' website and therefore individual license lookup tool is available.

CPAVerify Individual Report Results

NAME: **BEILA SHERMAN**
 STATE OF LICENSE: **FL**
 LAST UPDATED: **2023-06-06**

	Business	Mail
Address:	SHERMAN, BEILA FL, US	FL, US
License/Permit/Certificate Number:	AC0032647	
Registration Number:		
License/Permit/Certificate Status:	CURRENT, ACTIVE	
License/Certificate Status Details:	Holds a valid license to practice public accounting.	
License Type:	CERTIFIED PUBLIC ACCOUNTANT	
License Type Details:	Shall be deemed and construed to mean a person, who holds an active, inactive, delinquent, or temporary license issued under Chapter 473, F.S., or who is practicing public accounting in this state pursuant to the practice privilege granted in Section 473.3141, F.S.	
Basis for License:		
Issue Date:	1999-12-07	
Expiration Date:	2024-12-31	
Enforcement, Non-Compliance or Disciplinary Actions:	None Reported To This Site By The Board	
Other Information:	None	

Contact the Board for official verification of information.

State Board Contact Information:	FLORIDA DIVISION OF CERTIFIED PUBLIC ACCOUNTING 240 NW 76TH DRIVE, SUITE A GAINESVILLE, FL 32607
	Phone: (850) 487-1395
	Website: http://www.myfloridalicense.com/DBPR/certified-public-accounting/
	Licensee Lookup: http://www.myfloridalicense.com/DBPR/certified-public-accounting/

Details of Enforcement, Non-Compliance or Disciplinary Actions:

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CPAVerify Individual Report Results

NAME: ALEX DONAHUE AUGUSTE
 STATE OF LICENSE: FL
 LAST UPDATED: 2024-02-29

	Business	Mail
Address:	AUGUSTE, ALEX DONAHUE HOMESTEAD, FL, US	HOMESTEAD, FL, US
License/Permit/Certificate Number:	AC50760	
Registration Number:		
License/Permit/Certificate Status:	CURRENT, ACTIVE	
License/Certificate Status Details:	Holds a valid license to practice public accounting.	
License Type:	CERTIFIED PUBLIC ACCOUNTANT	
License Type Details:	Shall be deemed and construed to mean a person, who holds an active, inactive, delinquent, or temporary license issued under Chapter 473, F.S., or who is practicing public accounting in this state pursuant to the practice privilege granted in Section 473.3141, F.S.	
Basis for License:	EXAM	
Basis for License Details:	Initial license applications are only available for applicants that have passed all sections of the Uniform CPA Examination in Florida.	
Issue Date:	2016-12-15	
Expiration Date:	2025-12-31	
Enforcement, Non-Compliance or Disciplinary Actions:	None Reported To This Site By The Board	
Other Information:	None	

Contact the Board for official verification of information.

State Board Contact Information: FLORIDA DIVISION OF CERTIFIED PUBLIC ACCOUNTING
 240 NW 76TH DRIVE, SUITE A
 GAINESVILLE, FL 32607

Phone: (850) 487-1395

Website: <http://www.myfloridalicense.com/DBPR/certified-public-accounting/>

Licensee Lookup:

<http://www.myfloridalicense.com/DBPR/certified-public-accounting/>

Details of Enforcement, Non-Compliance or Disciplinary Actions:

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CPAVerify Individual Report Results

NAME: **BRANDEN ASIS LOPEZ**
 STATE OF LICENSE: **FL**
 LAST UPDATED: **2023-11-30**

	Business	Mail
Address:	LOPEZ, BRANDEN ASIS MIAMI, FL, US	MIAMI, FL, US
License/Permit/Certificate Number:	AC60276	
Registration Number:		
License/Permit/Certificate Status:	CURRENT, ACTIVE	
License/Certificate Status Details:	Holds a valid license to practice public accounting.	
License Type:	CERTIFIED PUBLIC ACCOUNTANT	
License Type Details:	Shall be deemed and construed to mean a person, who holds an active, inactive, delinquent, or temporary license issued under Chapter 473, F.S., or who is practicing public accounting in this state pursuant to the practice privilege granted in Section 473.3141, F.S.	
Basis for License:	RECIPROCAL	
Basis for License Details:	Reciprocal License. An Applicant having a valid unrevoked license to practice as a CPA from any jurisdiction and who is planning to relocate to Florida must apply for a Reciprocal License.	
Issue Date:	2023-10-27	
Expiration Date:	2024-12-31	
Enforcement, Non-Compliance or Disciplinary Actions:	None Reported To This Site By The Board	
Other Information:	None	

Contact the Board for official verification of information.

State Board Contact Information:	FLORIDA DIVISION OF CERTIFIED PUBLIC ACCOUNTING 240 NW 76TH DRIVE, SUITE A GAINESVILLE, FL 32607
	Phone: (850) 487-1395
	Website: http://www.myfloridalicense.com/DBPR/certified-public-accounting/
	Licensee Lookup: http://www.myfloridalicense.com/DBPR/certified-public-accounting/

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CPAVerify Individual Report Results

NAME: ELDA KOKURI
 STATE OF LICENSE: PA
 LAST UPDATED: 2024-02-28

Address:
License/Permit/Certificate Number: CA068072
Registration Number:
License/Permit/Certificate Status: ACTIVE
License/Certificate Status Details: Licensee allowed to practice in PA
License Type: CPA
Basis for License: EXAMINATION
Issue Date: 2023-08-14
Expiration Date: 2025-12-31
Enforcement, Non-Compliance or Disciplinary Actions: None Reported To This Site By The Board
Other Information: None

Contact the Board for official verification of information.

State Board Contact Information: STATE BOARD OF ACCOUNTANCY
 P.O. BOX 2649
 HARRISBURG, PA 17105-2649

Phone: (833) 367-2762
 Fax: 717-705-5540
 Email: ST-Accountancy@pa.gov
 Website: <https://www.dos.pa.gov/account>
 Licensee Lookup:
<https://www.dos.pa.gov/ProfessionalLicensing/BoardsCommissions/Accountancy/Pages/default.aspx#.VO>

Details of Enforcement, Non-Compliance or Disciplinary Actions:

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APPENDIX B
INSURANCE



APPENDIX C

PEER REVIEW REPORT



Report on the Firm's System of Quality Control

To the Partners of
Marcum LLP
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of Marcum, LLP (the "firm"), applicable to engagements not subject to PCAOB permanent inspection, in effect for the year ended April 30, 2023. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a system review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported on in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing and complying with a system of quality control to provide the firm with reasonable assurance of performing and reporting in conformity with the requirements of applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported on in conformity with the requirements of applicable professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of and compliance with the firm's system of quality control based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under the Single Audit Act; audits of employee benefit plans, audits performed under FDICIA; and examinations of service organizations (SOC 1 and 2 engagements).

As part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Marcum, LLP, applicable to engagements not subject to PCAOB permanent inspection, in effect for the year ended April 30, 2023, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)*, or *fail*. Marcum, LLP has received a peer review rating of *pass*.

Brown, Edwards & Company, S. L. P.

CERTIFIED PUBLIC ACCOUNTANTS

Roanoke, Virginia
January 30, 2024

Moore Stephens Lovelace, PA

Appendix B Fee Summary

1. **Fees** - Offeror's cost must be fixed priced fee and include all Offeror's costs (e.g., time, materials, travel costs, expenses) to provide all services and deliverables for each fiscal year and a grand total for the three-year agreement. Payment should be based upon the acceptance of deliverables by the city. Indicate the overall total cost of services in Table 1 as proposed in Offeror's submittal, based on the requirements in this RFP. Cost evaluations will be based on the fees submitted on Appendix B.

Table 1: Fee Schedule	
Description	Fixed Fee
Fiscal year ending September 30, 2024 (Annual audit as specified in this RFP)	\$ 199,500
Fiscal year ending September 30, 2025 (Annual audit as specified in this RFP)	\$ 206,000
Fiscal year ending September 30, 2026 (Annual audit as specified in this RFP)	\$ 212,000
GRAND TOTAL	\$ 617,500

2. **Hourly Rates** - Table 2 must contain all hourly rates for Offeror's personnel used to determine fees in Table 1. Offeror must include the estimated number of hours annually for each discipline and calculated totals. Hourly rates will apply for any additional services required of Offeror during the term of Agreement not specifically listed in this RFP, subject to provisions of the Agreement related to contract adjustments. Hourly rates will be fixed for the term of the Agreement.

Table 2: Hourly Rates			
Title/Service	Hourly Rate	Est. Hours	Total
Partner	\$ 275	245 hrs.	\$ 67,375
Manager	\$ 185	330 hrs.	\$ 61,050
Senior	\$ 125	375 hrs.	\$ 46,875
Staff	\$ 95	640 hrs.	\$ 60,800
Other (specify) <u>IT Auditing</u>	\$ 150	100 hrs.	\$ 15,000
GRAND TOTAL			\$ 251,100

Less Investment in Relationship (Discount) \$ (51,600)

Total GMP \$ 199,500

3. **Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
N/A		\$	\$
		\$	\$
		\$	\$
GRAND TOTAL			\$



CPAs & ADVISORS

PROPOSAL FOR:

City of St. Petersburg, Florida

External Audit and Assurance Services

RFP Number 24-118

May 7, 2024 3:00 pm

PROPOSER:

MSL, P.A.

201 E. Kennedy Boulevard, Suite 650

Tampa, FL 33602

SUBMITTED BY:

William Blend, CPA, CFE

Shareholder

wblend@mslcpa.com

800.683.5401

ORIGINAL

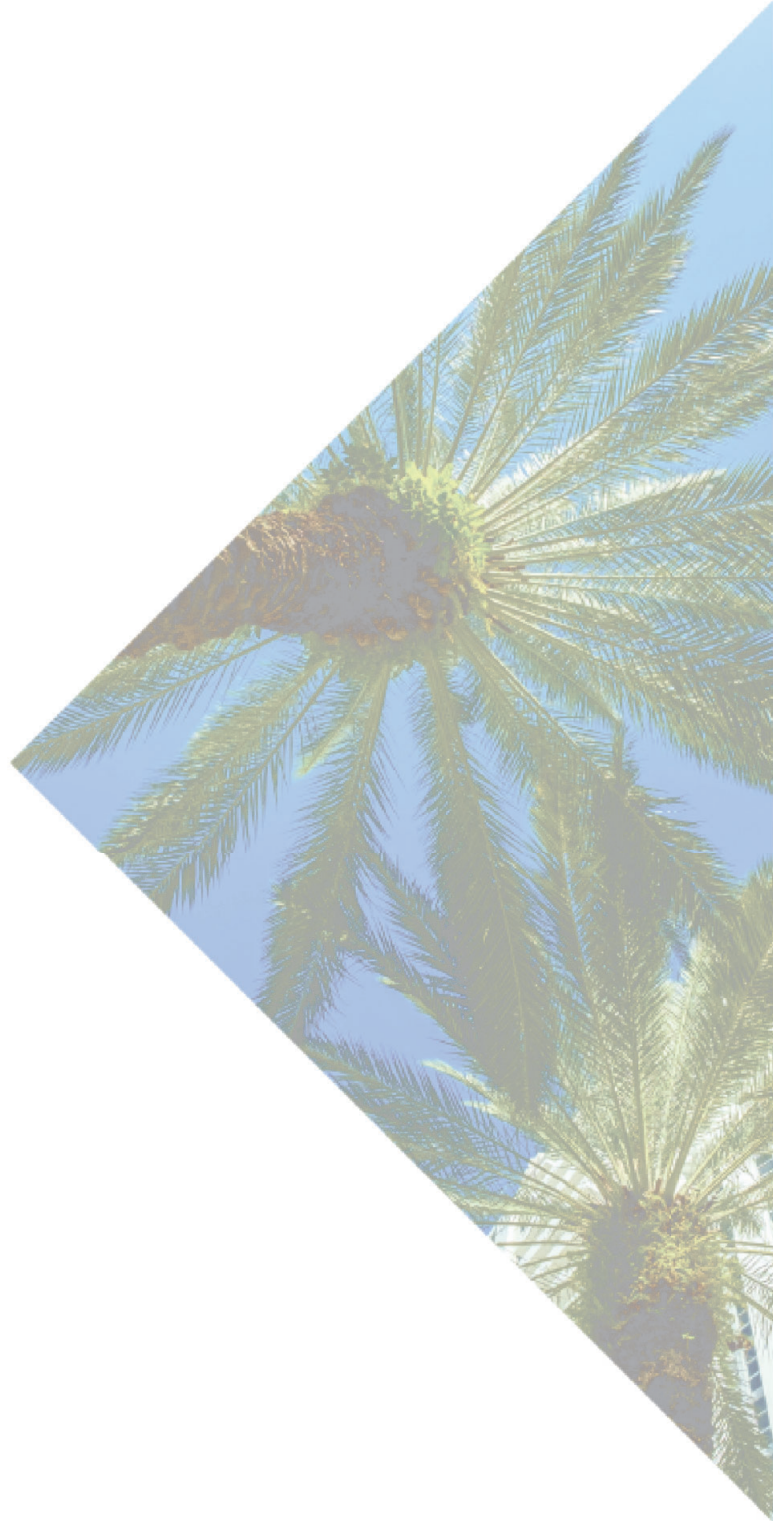


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Tab A - Letter of Transmittal





Tab A - Letter of Transmittal

May 7, 2024

Audit Selection Committee
City of St. Petersburg
One 4th Street North
St. Petersburg, FL 33701

Re: External Audit and Assurance Services #RFP-24-118

Dear Members of the Audit Selection Committee:

MSL, P.A. (MSL) would like to thank you for the opportunity to provide you with our credentials and capabilities to serve the City of St. Petersburg (the City) as your independent auditors.

Firm Profile and History

MSL is a Florida corporation that has been in business for 50 years and has grown to be one of the largest independently owned and operated firms of certified public accountants in the Southeast. We are a nationally recognized CPA firm, serving clients in more than 20 states and eight countries. We have approximately 120 employees and four office locations throughout Florida – Central Florida, South Florida, Tampa Bay, and North Florida. Many of our shareholders are nationally recognized specialists in their field of practice.

Your Florida Municipal Team

All members of your engagement team have served municipal clients in the state of Florida. This includes extensive experience in auditing municipal utilities, defined benefit plans, community redevelopment agencies, and federal and state grants. Our engagement team members have provided auditing services to the cities of Tampa, Orlando, Tallahassee, Lakeland, and Dunedin, to name just a few. All of these municipal engagements are similar in size and scope to the City. A more comprehensive list of our governmental clients is included in our response. This experience will ensure that MSL provides the City with a proficient and efficient audit of the City's ACFR.

MSL's Commitment to the City of St. Petersburg

MSL's commitment to the City is to meet all deadlines and respond to all of your inquiries and requests promptly. We will provide timely and relevant communication with City staff and governance to ensure that a smooth, "no surprises" audit occurs. This communication will include reporting financial results, audit issues, future accounting and reporting issues, and other matters that impact your financial statements and the audit process. We recognize the importance the City places on being awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting. We have assisted several clients with obtaining this certification in the past. MSL will commit technical expertise and resources to assist the City in obtaining the certificate in the future.

201 East Kennedy Boulevard, Suite 650 • Tampa, FL 33602-5819 • 813.314.2600 • mslcpa.com

Comprehensive IT Audit and Risk Services – MSL’s IT Audit and Risk team is well-equipped to provide comprehensive and hands-on IT audit services. Our team conducts thorough Technology IT Risk Assessments over systems supporting financial processes and network operations, utilizing detailed questionnaires and walkthroughs with your IT teams. We stay updated on the latest cyber laws and requirements, maintaining close connections with various Florida government cyber organizations that support and issue the state's cyber laws and regulations. Our IT Audit team comprises seasoned professionals with extensive experience in government audits, including expertise in various applications and tools used to support the government IT environment. Many of our team members have backgrounds in Big 4 firms and industry, bringing a wealth of knowledge to our engagements. Additionally, we offer specialized IT security services such as penetration testing and consulting on the latest cyber frameworks.

Our approach is characterized by a detailed and hands-on methodology, ensuring a seamless audit experience for your IT teams. Furthermore, we provide valuable feedback on areas that may fall outside our scope but present opportunities for process improvements, leveraging our comprehensive visibility into your IT landscape.

Ease of Transition to MSL and Fresh Perspective

Our dedication to the governmental sector includes professional and seasoned staff fully familiar with Florida municipalities. This makes a transition to MSL simple and efficient. All staff assigned to your engagement have experience in these transitions. We know how to obtain certain audit documentation without any City staff involvement. We utilize resources, such as the City’s website, Municode.com, and the Florida Auditor General’s website. In addition, we provide initial document requests upon engagement, providing the City’s staff ample time to accumulate the data at their convenience.

We fully recognize the significance of this opportunity to serve the City of St. Petersburg. We promise that we will be a valuable resource to your organization. As Engagement Shareholder, I am authorized to make representations for the engagement team and MSL. I can be contacted at my office at (800) 683-5401, my cell at (407) 920-2158 or email at wblend@mslcpa.com. I further declare that the proposal is, in all respects, fair and in good faith, made without collusion or fraud, and I have the authority to bind the Firm to this proposal.

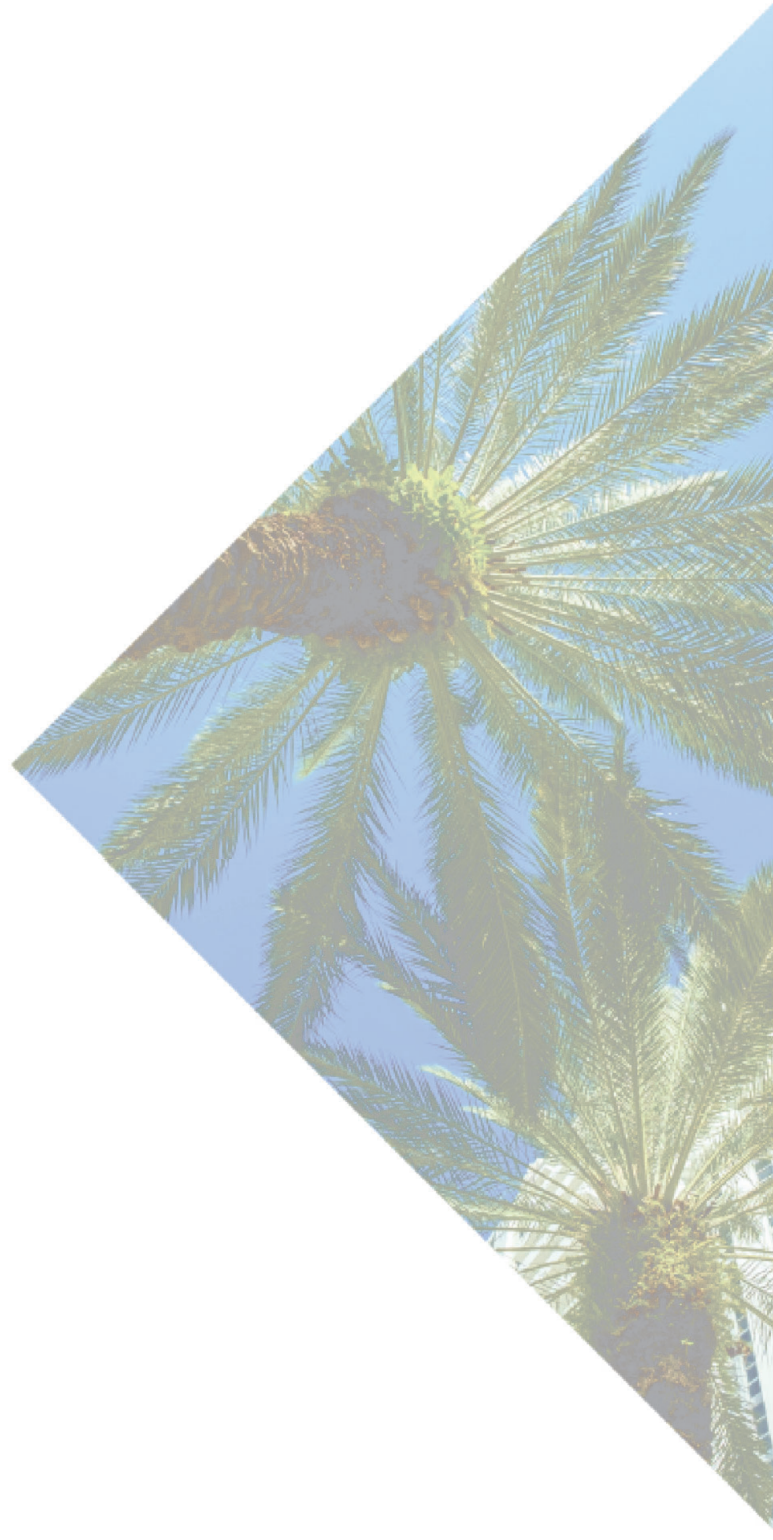
Pursuant to your Request for Proposal, we herein offer our express agreement to meet or exceed the performance specifications stated in your RFP within the specified time period. In addition, this proposal remains in effect for one hundred and twenty (120) days and may be extended at the discretion of the Firm.

Sincerely,



William Blend, CPA, CFE
Engagement Shareholder

Tab B - Project Team



Tab B – Project Team

Your governmental audit team is highly experienced in auditing Florida municipalities. **Bill Blend**, your Engagement Shareholder, has almost 30 years of governmental auditing, accounting, and consulting experience in Florida. He serves on the Technical Accounting and Auditing Committees for both the Florida Institute of Certified Public Accountants (FICPA) and the Florida Government Finance Officers Association (FGFOA). Bill is one of only a few CPAs in the state qualified by the FICPA to teach their government ethics class, and he is often sought out as a speaker around the state. **Jeff Wolf**, your Managing Shareholder, has over 18 years of public accounting experience, and extensive experience performing audits for governmental, not-for-profit, and healthcare entities. He also brings a unique perspective to the team with his experience as an Assistant Finance Director for a Florida municipality. **Joel Knopp**, your Professional Standards Review Shareholder, has over 25 years of governmental auditing, accounting, and consulting experience. Joel provides substantial internal training for our staff.

Your engagement team has almost 80 years of combined experience providing auditing, accounting, and consulting services. As a result of this collective knowledge and experience, your team is uniquely suited to provide you with the highest quality auditing services. We guarantee that all members of your team have Florida **municipality** experience. You will not need to train our staff.

All of our professional staff, including the auditor in charge of your engagement, meet the educational requirements set forth under Florida Statutes. Specific details of relevant continuing professional education and local governmental audit experience are found in each staff member's résumé. All members of your audit team, including staff, have received training in ethics, as our Firm provides this training in-house. **Bill Blend** teaches the FICPA required *Ethics for Governmental CPAs in Florida* on an annual basis.

MSL and all assigned key professional staff are properly registered and licensed to practice in the state of Florida. In addition, our Firm and all assigned key personnel are in good standing with the Florida Board of Accountancy (FBOA).

MSL does not have a formal policy requiring staff rotation on engagements. We believe, and various studies have shown, that staff continuity benefits the audit process due to the acquired knowledge of clients and their operations. However, we respect the concerns that the public has on this issue and, if requested, the size of our Governmental Practice Group (GPG) enables us to rotate an experienced governmental audit team during the course of the City's contract, should the City request it. This is another factor that separates us from our competitors that do not have a dedicated GPG.

Subcontractors

MSL will not be using any subcontractors on the City's engagement.

Current and Projected Commitments

We are dedicated to your timeline and will plan our audit so that the audit reports and management letter shall be completed each year according to your timeline. Proper planning and interim procedures will enable this to be accomplished. We gain efficiency by performing interim work.

We have evaluated our current workload and projected workload. We believe the City is a perfect fit. William Blend, as Engagement Shareholder, will monitor the engagement and ensure that an adequate number of qualified staff are assigned. He will be responsible for MSL meeting the required completion date.

Because we have a large, dedicated GPG, we have more than sufficient staff experienced in governmental auditing to meet the City's timeline. Our Firm's policy is to review our current workload and staffing prior to responding to any RFQs. The bottom line is that we would not have responded to the City's RFP if we did not have the staffing and resources to comply fully with the City's needs.

Key Personnel Assigned to Project

We are assigning to your audit the project management team listed below. All of these team members have spent the majority of their professional careers auditing and consulting Florida governments. Supporting this team is our large dedicated GPG staff pool which ensures that all team members assigned to your engagement have experience in auditing Florida governments.

Bill Blend – Engagement Shareholder (Project Manager) – is the single contact responsible for all services under the project. He is responsible for all aspects of the audit, and he will meet with City governance and management.

Jeff Wolf –Managing Shareholder (Substitute Project Manager) – is a secondary contact to your engagement. He is fully engaged in all aspects of planning, performing, and review of audit documentation. This role is to ensure that the audit meets MSL's high standards of audit quality.

Joel Knopp – Professional Standards Review Shareholder – Performs a professional standard review of the audit documentation and financial statements to ensure that the audit meets MSL's quality control system.

Bert Martinez – Engagement Manager – plans, manages, and supervises the execution of the audit; works with supervisors, seniors, and staff to address all aspects of audit work; researches and advises on accounting issues.

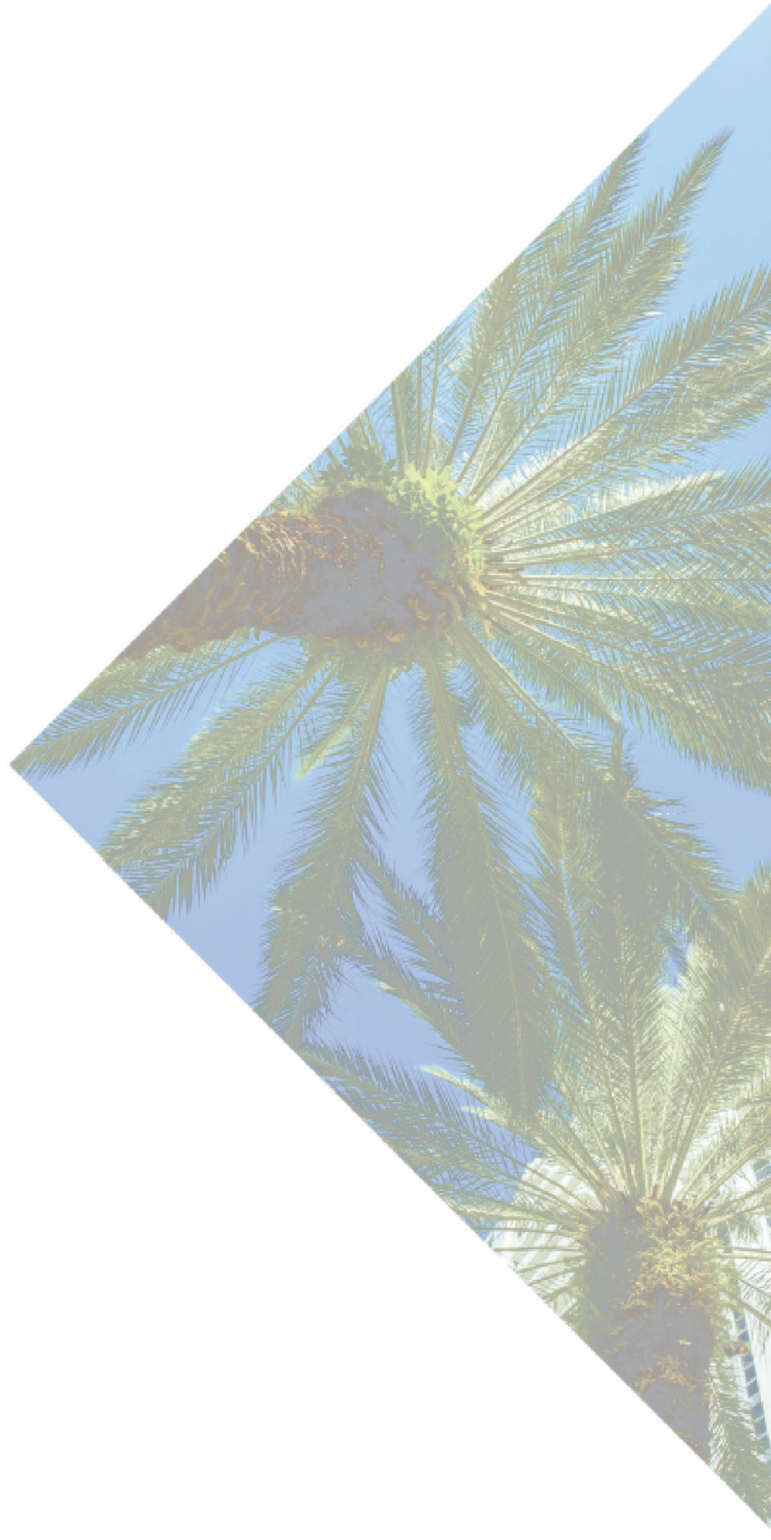
Jonathan Tapp – Engagement Supervisor – responsible for overseeing staff and ensuring audit testing is being done timely. Coordinates testing results with staff and the Manager.

Zoe Baradji – Engagement Senior – responsible for overseeing staff and ensuring audit testing is being done timely. Coordinates testing results with staff and the Manager.

Faisal Shafiullah – IT Audit & Risk Assurance Lead – executes the IT assessment plan including direct communication with appropriate City IT personnel as identified by you. This includes reviewing results of our IT and cybersecurity assessments and working with your engagement Shareholder to ensure that the related results are properly communicated.

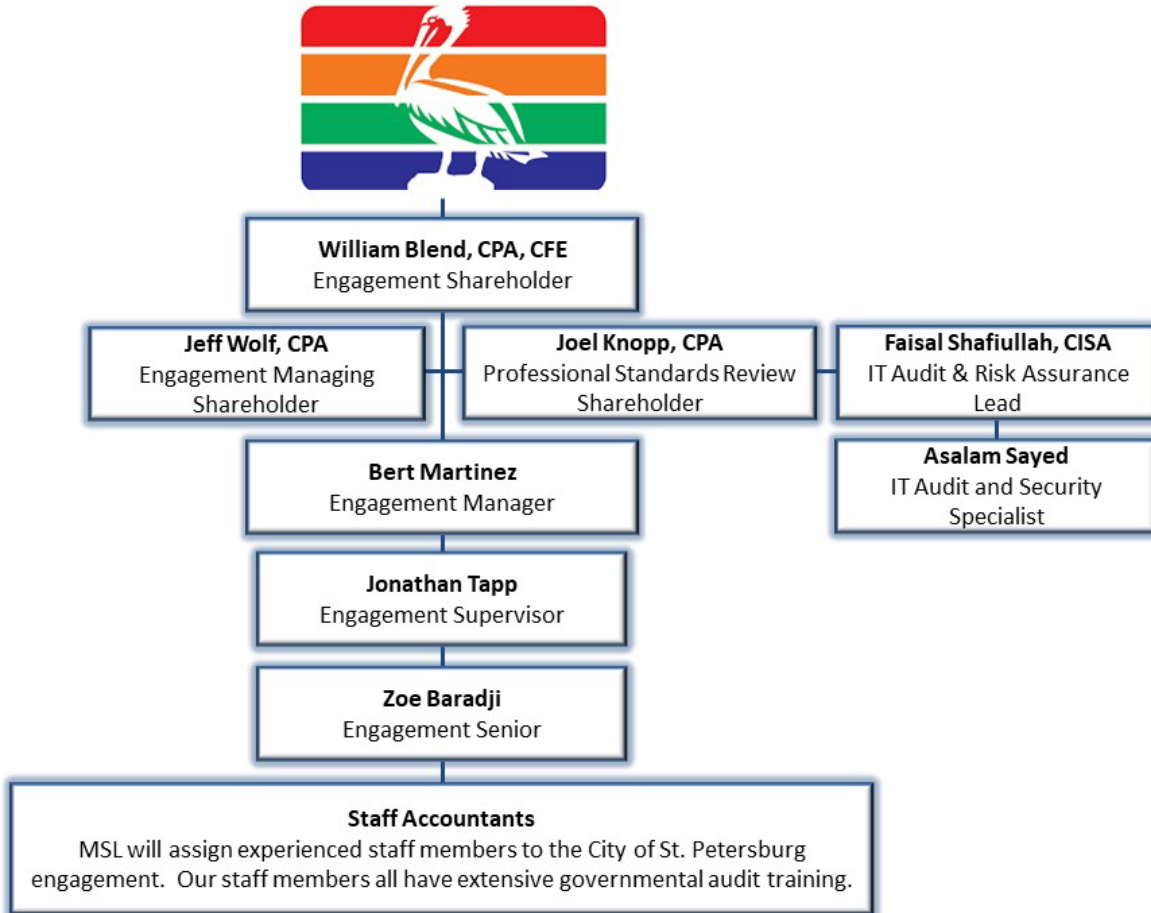
Dylan Cartwright – IT Audit Senior – plans, manages, and supervises the execution of the IT assessment. Our professional staff, including the auditor in charge of your engagement, meet the educational requirements for certified public accountants set forth under Florida Statutes (with the exception of our IT Audit Specialist, who has other specialized educational requirements and training). Specific details of governmental auditing experience, including relevant CPE and membership in professional organizations relevant to the City's audit are found in each team member's résumé.

Tab C - Organizational Chart



Tab C – Organizational Chart

All key personnel are employed by MSL and have no affiliation with another firm. The project team specific responsibilities are listed on page 4.



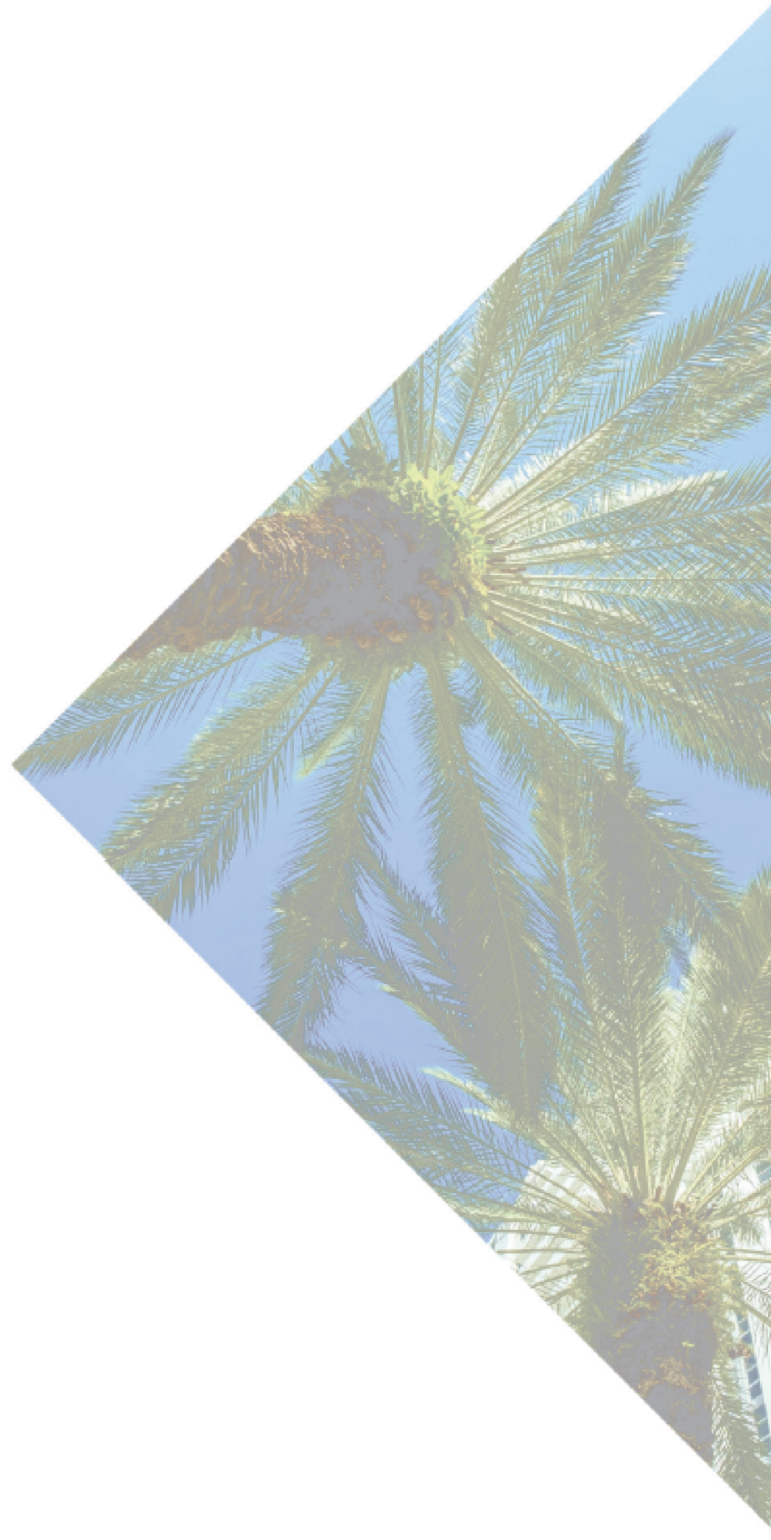
Reporting Relationships

MSL is a local Florida corporation that has been in continuous business for 50 years and has grown to be one of the largest independently owned and operated firms of certified public accountants in the Southeast. We are a nationally recognized CPA firm, serving clients in more than 20 states and eight countries. Many of our shareholders are nationally recognized specialists in their field of practice. MSL does not have any reporting relationships and/or responsibilities to any other firm.

Key Personnel Reporting Relationships and Responsibilities

The key personnel assigned to your audit do not have any reporting relationships or responsibilities to another firm. A list of all key personnel responsibilities is listed on the previous page under “Key Personnel Assigned to Project”.

Tab D - Other Firms



Tab D – Other Firms

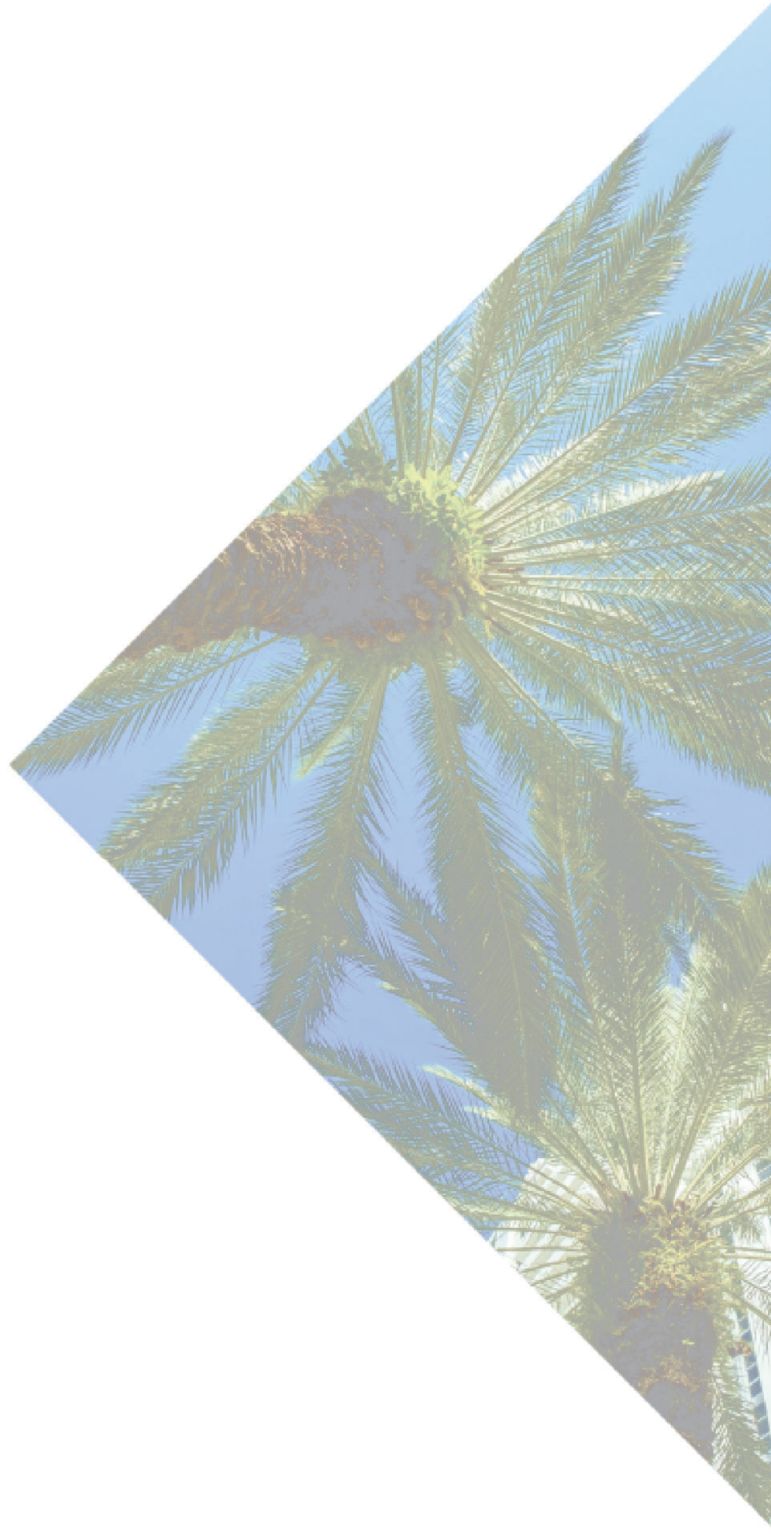
While we have a professional association with eight different small, and minority or women-owned businesses throughout Florida, MSL will not be using any other firms or subcontractors on the City's engagement.

Approach to Management of Subcontractors

Due to our vast experience in Florida and the requirement and/or options provided by many governments within the state, MSL has vast experience working with small, and minority or women-owned businesses. In fact, we appreciate the opportunity to help and partner with small businesses within our community.

Therefore, at MSL we commit to working with the professional we have chosen to partner with will be seamless; we will operate as one team. To ensure this, we chose highly competent partners that we team with and clearly defined their continuing role. Doing so ensures that everyone knows the expectations and is focused on ensuring the best results for our clients. We are responsible for ensuring that all work performed by our partner meets all professional standards and exceeds the expectations of our clients.

Tab E - Key Personnel



Tab E – Key Personnel

All key personnel on the project team and their specific responsibilities throughout the project are listed on page 4.

Managing Key Personnel

It has always been in the best interest of MSL and our clients to have staff return to an engagement. We recognize the importance of continuity to both the efficiency and effectiveness of the audit. We will strive to provide you continuity of staffing. Our turnover is significantly lower than average for firms of our size. Approximately 25% of our personnel have been with MSL for longer than ten years.

There is nothing more disruptive to clients than to have different staff assigned to an engagement from one year to the next. We will commit the same staff to your engagement from year to year. We cannot guarantee that team members will not leave the Firm, but we can tell you that our Firm has very low turnover rates. Many of our staff came to our Firm because of the strength of our governmental and not-for-profit practice. We consider our staff to be our most important resource. **MSL’s average staff tenure is 12.5 years, and 25% of our staff have been with MSL for more than ten years.**

Staffing continuity is a very important aspect of our attestation practice. We strive to keep staff turnover as low as possible, in part, by the following areas of emphasis:

- Commitment to hiring quality staff to serve our clients starts at the top. Our shareholder group is very active in our staff recruitment and retention program.
- Education of our staff. We place the highest regard on training our staff and helping them excel in their careers. The size of our Firm provides our staff the ability to move up, while not feeling lost in a big corporate environment.
- We have won the “Best Places to Work” award for over ten years.

The audit team for this engagement has decades of experience in serving governmental clients. Most of this experience has been with MSL. We recognize that staff continuity keeps disruptions to your daily operations to a minimum. In addition, it allows us to continue to provide high-quality, efficient service when the individuals who work with you directly continue to be involved with your engagement for many years.

Commitment of Key Personnel

We are dedicated to your timeline and will plan our audit so that the audit reports and management letter will be completed each year according to your timeline. Proper planning and interim procedures will enable this to be accomplished. We gain efficiency by performing interim work.

We have evaluated our current workload and projected workload. We believe the City is a perfect fit. Bill Blend, as Engagement Shareholder, will monitor the engagement and ensure that an adequate number of qualified staff are assigned. He will be responsible for MSL meeting the required completion date.

Because we have a large, dedicated Governmental Practice Group, we have more than sufficient staff experienced in governmental auditing to meet the City’s timeline. Our Firm’s policy is to review our current workload and staffing prior to responding to any RFPs. We would not have responded to the City’s RFP if we did not have the staffing and resources to comply fully with the City’s needs.

The chart below is based on working a 50-hour week from December through February:

Staff Level	Hours in December - February	Committed Hours	Projected Available Hours	Estimated Hours for Year-end Audit Work
Shareholder – Blend	550	450	100	50
Shareholder – Wolf	550	450	100	5
Shareholder – Knopp	550	450	100	15
Manager – Martinez	550	350	200	150
Supervisor - Tapp	550	350	200	150
Senior – Baradji	550	325	225	190
Staff (2)	1,100	650	450	390
IT Specialists (2)	1,100	800	300	50

Résumés

William Blend, CPA, CFE

Engagement Shareholder (Project Manager)

Education and Certifications

- B.S. Degree in Accounting, Long Island University
- C.P.A., Certified Public Accountant - Florida
- C.F.E., Certified Fraud Examiner

Professional Memberships and Affiliations

- AICPA
- FICPA
- Serves on the State of Florida Board of Accountancy
- Florida Government Finance Officers Association (FGFOA)
- FGFOA Conference Committee
- FGFOA Technical Committee
- Instructor for the FGFOA and develops and teaches Firm auditing classes
- FICPA Instructor - Ethics for Governmental CPAs in Florida
- Association of Certified Fraud Examiners (ACFE)
- FICPA State and Local Government Section
- FICPA Compliance Practice Aid Team Member
- FICPA High School Coordinator for Seminole County
- Seminole County Chamber of Commerce Government Affairs Committee

Listing of Relevant CPE Courses:

MSL Annual Governmental Updates
Federal and State Single Audit Update (Instructor)
FGFOA Annual Conferences
Ethics for CPAs: Accounting/Auditing Emphasis (Instructor)
GASB Update
COSO and Internal Control
Tax-Exempt Debt/Accounting and Auditing Issues
The External Auditor and Fraud (Instructor)

Background - Bill Blend heads up the Firm's Governmental Practice Group. Bill has almost 30 years of public accounting, governmental, and not-for-profit experience. He has provided services to numerous municipalities, counties, and other governmental entities.

Professional Experience - Bill has extensive experience in auditing the governmental financial operations of municipalities, counties, special districts, and authorities. He also provides consulting services in the areas of internal control assessments, litigation support, fraud remediation, and performance reviews.

He has authored numerous CPE courses on governmental accounting and auditing and has instructed CPE sponsored by the FGFOA and the FICPA. Bill is one of only a few CPAs in the state qualified by the FICPA to teach their government ethics class, and he is often sought out as a speaker around the state. He is a two-time recipient of the FICPA Outstanding Discussion Leader Award. Bill is a member of the Florida Board of Accountancy.

Bill is a Certified Fraud Examiner and is trained in the use of IDEA data-mining software.

Bill has obtained CPE in excess of 120 hours over the past three years and has met Yellow Book CPE requirements.

William Blend, CPA, CFE (Continued)

Engagement Shareholder (Project Manager)

Governmental, educational, and other entities served include the following:

Counties

Broward*
Citrus*
Hernando*
Indian River*
Lake*
Martin*
Pinellas*
Osceola*
Seminole*
Volusia*

Municipalities

Altamonte Springs
Apopka*
Casselberry*
Cocoa*
Cocoa Beach*
Coral Springs*
Davie
Daytona Beach*
DeBary*
Deltona*
Dunedin*
Gulfport*
Indian River Shores
Indian Rocks Beach

Municipalities (Continued)

Kissimmee*
Lakeland*
Lake Helen
Leesburg*
Maitland*
Mt. Dora*
New Smyrna Beach*
Oak Hill
Orlando*
Palm Bay*
Palm Beach Gardens*
Pembroke Pines*
Port Orange*
Sanford*
St. Cloud*
Stuart
Tallahassee*
Tampa
Tarpon Springs*
Temple Terrace
Venice*
Vero Beach*
Winter Park*

Educational

Academie DaVinci Charter School
The Reading Edge Academy
Florida A&M University*
Florida Virtual School*
School District of Broward County*
School District of Escambia County*
School District of Manatee County*
School District of Osceola County*
School District of Pasco County*
School District of Seminole County*
School District of Volusia County*

Special Districts and Authorities

Barefoot Bay Recreation District
Central Florida Expressway Authority
East Central Florida Regional Planning Council*
Florida Intergovernmental Finance Commission
Greater Orlando Aviation Authority (GOAA)*
Hobe Sound Water Management District
Memphis-Shelby County Airport Authority
MetroPlan Orlando*
Miami-Dade Expressway Authority*
Naples Airport Authority
New Smyrna Beach Utility Authority*
Sanford Airport Authority*
Toho Water Authority*
West Volusia Hospital Authority

***Indicates Single Audit included**

Jeff Wolf, CPA

Managing Shareholder (Substitute Project Manager)

Education and Certifications

- B.S. Degree in Business Administration – University of Buffalo, New York
- C.P.A., Certified Public Accountant - Florida

Professional Memberships and Affiliations

- American Institute of Certified Public Accountants (AICPA)
- Florida Institute of Certified Public Accountants (FICPA)
- Florida Government Finance Officers Association (FGFOA)

Listing of Relevant CPE Courses:

MSL Annual Governmental Updates
FGFOA Annual Conferences
Fraud, Automated Controls and Cyber Security
Local Governmental Accounting Update
GASB 87
Yellow Book and Single Audit
GASB Hot Topics
Ethics for CPAs: Accounting/Auditing Emphasis
GASB Update
Local Governmental Accounting Update
Pensions and OPEB
Internal Auditing 101
Federal Single Audit Act Update
Police and Fire Pension Law
Bonds, Arbitrage Rebate Calculation
Pensions and OPEB

Jeff has obtained CPE in excess of 150 hours over the past three years and has met Yellow Book CPE requirements.

Background - Jeff Wolf is a member of the Firm's Governmental Practice Group and has over 18 years of governmental accounting experience, 15 of which have been at MSL. He has extensive involvement in providing professional services to numerous governmental organizations.

Jeff has experience performing audits and compliance work for governmental and not-for-profit entities, performing Single Audits for governmental and not-for-profit organizations under the Single Audit Act (Uniform Guidance) and Florida Single Audit Act.

Professional Experience - Jeff has also served as the Assistant Finance Director for the City of Kissimmee. This experience gives him unique insight into governmental accounting from both sides of the aisle.

Jeff Wolf, CPA (Continued)

Managing Shareholder (Substitute Project Manager)

Governmental, educational, and other entities served include the following:

Counties

- Citrus*
- Hernando*
- Lake*
- Osceola*
- Pinellas*
- Seminole*

Municipalities

- Altamonte Springs
- Casselberry*
- Dunedin*
- Gulfport*
- Indian Rocks Beach
- Kissimmee*
- Lakeland*
- Leesburg*
- Maitland*
- Mount Dora*
- Sarasota
- St. Cloud*
- Tallahassee*
- Tampa*
- Tarpon Springs*
- Temple Terrace
- Venice*
- Winter Park*

Educational

- School District of Broward County*
- School District of Duval County*
- School District of Escambia County*
- School District of Lee County*
- School District of Manatee County*
- School District of Osceola County*
- School District of Pasco County*
- School District of Seminole County*
- School District of Volusia County*

Special Districts and Authorities

- Alexandria Renew Enterprises
- Barefoot Bay Recreation District
- Early Learning Coalition of Flagler/Volusia Counties, Inc.*
- Greater Orlando Aviation Authority (GOAA)*
- MetroPlan Orlando*
- Naples Airport Authority*
- Osceola Heritage Park
- Toho Water Authority*

***Indicates Single Audit included**

Joel Knopp, CPA

Professional Standards Review Shareholder

Education and Certifications

- B.S. Degree in Accounting - Eastern University
- C.P.A., Certified Public Accountant - Florida

Professional Memberships and Affiliations

- American Institute of Certified Public Accountants (AICPA)
- Florida Institute of Certified Public Accountants (FICPA)
- FICPA State and Local Government Committee
- Florida Government Finance Officers Association (FGFOA)
- Association of Certified Fraud Examiners (ACFE)

Listing of Relevant CPE Courses:

MSL Annual Governmental Updates
FGFOA Annual Conferences
Federal Financial Reporting
GASB Fiduciary Activities and Leases
Yellow Book and Green Book
Fraud Waste and Abuse in Government
Ethics for CPAs: Accounting/Auditing Emphasis (Instructor)
GASB Updates
AICPA GAQC Annual Update Webcast
Municipal Bankruptcies and Fiscal Sustainability
Tax-Exempt Debt/Accounting and Auditing Issues
Conducting Remote Audits in Uncertain Times

Background - Joel Knopp is a member of the Firm's Governmental Practice Group. Joel has over 25 years of experience in accounting and auditing and works primarily with governmental clients.

Professional Experience - Joel has performed audits on over 40 governmental entities. He has substantial experience in planning, performing, supervising, reviewing, and preparing financial statements related to the audits of governmental entities and not-for-profit organizations subject to *Government Auditing Standards* and federal and state Single Audit requirements.

Joel's previous experience includes work as an audit director for a CPA firm in Virginia, where he managed numerous audits of Virginia local governmental agencies and municipalities. Joel also has extensive experience providing tax consulting and preparation services at the federal and state levels for businesses, not-for-profit organizations, and individuals.

Joel has obtained CPE in excess of 120 hours over the past three years and has met Yellow Book CPE requirements.

Joel Knopp, CPA (Continued)

Professional Standards Review Shareholder

Governmental, educational, and other entities served include the following:

Counties

Broward*
Citrus*
Lake*
Hernando*
Martin*
Osceola*
Pinellas*
Seminole*
St. Johns
Volusia Clerk of Circuit Court
Northampton (VA)*

Municipalities

Altamonte Springs*
Apopka*
Casselberry*
Cocoa*
Cocoa Beach*
Dunedin*
Gulfport*
Indian Rocks Beach
Kissimmee*
Leesburg*
Orlando*
Palm Bay*
Sanford*
Sunny Isles Beach
Tallahassee*
Tampa*
Tarpon Springs*
Temple Terrace
Venice*
Winter Park*
Staunton (VA)*
Town of Iron Gate (VA)
Waynesboro (VA)*
Winchester (VA)*

Educational

School District of Brevard County*
School District of Duval County*
School District of Escambia County*
School District of Lee County*
School District of Manatee County*
School District of Martin County Internal Accounts
School District of Osceola County*
School District of Pasco County*
School District of Seminole County*
School District of Volusia County*
FAU-Treasure Coast University Schools, Inc.*
Genesis Alternative Education Program (VA)
Northampton County School Board (VA)
Staunton City School Board (VA)
Waynesboro City School Board (VA)
Winchester City School Board (VA)

Special Districts and Authorities

Barefoot Bay Recreation District
Central Florida Expressway Authority*
LYNX - Central Florida Regional Transportation Authority*
Early Learning Coalition of Flagler/Volusia Counties, Inc.*
East Central Florida Regional Planning Council*
Greater Orlando Aviation Authority*
Lake County Water Authority
Lake Soil and Water Conservation District
Lake-Sumter Metropolitan Organization*
MetroPlan Orlando*
Miami-Dade Expressway Authority*
Naples Airport Authority
Sanford Airport Authority*
Toho Water Authority
Eastern Shore Community Services Board (VA)*
Northwestern Regional Juvenile Detention Ctr. Comm. (VA)
Staunton Industrial Development Authority (VA)
Valley Community Services Board (VA)*
Waynesboro Industrial Development Authority (VA)
Winchester Industrial Development Authority (VA)

*Indicates Single Audit included

Bert Martinez, CPA

Engagement Manager

Education and Certifications

- B.S. of Business Administration in Accounting, Gonzaga University
- C.P.A., Certified Public Accountant – Florida

Professional Memberships and Affiliations

- AICPA
- FICPA
- FGFOA

Listing of Relevant CPE Courses:

GASB Standards Updates
OMB Single Audit Update
Governmental Audit Quality Center Update
Yellow Book

Governmental entities served include the following:

Counties

Bradford County*
DeSoto County*
Hernando County*
Manatee County*
Pinellas County*

Municipalities

Atlantic Beach
Bartow*
City of Bartow General Employees' Pension Trust Fund
City of Bartow Police Officers' Retirement Fund
Belen (NM)
Cape Coral Charter School Authority
Cape Coral*
Fort Meade*
Lake Wales*
Rio Rancho (NM)
Sarasota*
Town of Longboat Key
Village of Corrales (NM)
Village of Los Ranchos de Albuquerque (NM)

Educational

School District of Charlotte County*
School District of Hernando County*

Special Districts and Authorities

Bartow Municipal Airport Development Authority
Cedar Hammock Fire Authority
First Florida Governmental Financing Commission
Hendry Regional Hospital, Florida (Government Authority)
Lake Wales Airport Authority
Lehigh Acres Municipal Services Improvement District
Middle Rio Grande Conservancy Authority (NM)
Peace River Manasota Regional Water Supply Authority

Background - Bert Martinez has over 46 years of public accounting experience and has experience performing audits and compliance work for governmental and not-for-profit entities.

Professional Experience - Bert has been involved with auditing governmental entities, not-for-profit organizations, employee benefits plan audits and for-profit entities.

***Indicates Single Audit included**

Bert has obtained CPE in excess of 80 hours over the past three years and has met Yellow Book CPE requirements.

Jonathan Tapp

Engagement Supervisor

Education and Certifications

- B.S. Degree in Accounting, East Carolina University
- B.S. Degree in Finance, East Carolina University

Professional Memberships and Affiliations

- AICPA
- FICPA
- FGFOA

Summary Listing of Relevant CPE Courses:

MSL Annual Governmental Updates
Ethics for CPAs: Accounting/Auditing Emphasis
Governmental Accounting
Yellow Book
HUD Compliance
GASB and GASB Standards Updates

Background - Jonathan Tapp is a member of the Firm's Governmental Practice Group. He has over eight years of public accounting experience, five of which have been at MSL, and has experience performing audits and compliance work for governmental and not-for-profit entities.

Professional Experience - Jonathan has experience performing governmental risk-based audits and compliance work for governmental entities, HUD compliance, and healthcare.

Jonathan has obtained CPE in excess of 120 hours over the past three years and has met Yellow Book CPE requirements.

Governmental, educational, and other entities served include the following:

Counties

Osceola*
Hernando*
Pinellas County*

Municipalities

Apopka
Dunedin*
Indian Rocks Beach
Lakeland*
Leesburg*
Tarpon Springs*
Tallahassee*
Temple Terrace
Venice*
East Hartford (CT)*
Glastonbury (CT)*
New Britain (CT)*
New London (CT)*
Wallingford (CT)*

Educational

Bethune-Cookman University*
Florida Virtual School*
School District of Escambia County*
School District of Lee County*
School District of Manatee County*
Choate Rosemary Hall (CT)
Porter and Chester Institute (CT)
Springfield College (CT)*
The Williston North Hampton School (CT)

Special Districts and Authorities

Naples Airport Authority
Seminole County Sheriff's Office Community Foundation
Lake Apopka Natural Gas District

***Indicates Single Audit included**

Zoe BaradjiEngagement Senior

Education and Certifications

- B.S. Degree in Accounting, University of Central Florida

Professional Memberships and Affiliations

- AICPA
- FICPA
- Florida Government Finance Officers Association (FGFOA)

Listing of Relevant CPE Courses:

GASB Standards Updates
OMB Single Audit Update
Governmental Audit Quality Center Update
MSL Annual Governmental Updates
Ethics for CPAs: Accounting/Auditing Emphasis
Yellow Book

Zoe has obtained CPE in excess of 80 hours over the past three years and has met Yellow Book CPE requirements.

Governmental, educational, and other entities served include the following:**Counties**

Lake*
Martin*
Seminole*
St John's
Osceola

Municipalities

Altamonte Springs*
Cocoa
Leesburg*
Sanford*
Winter Park*
Tallahassee

Not-for-profit

Gulfstream Goodwill Industries

Special Districts and Authorities

Barefoot Bay Recreation District
Greater Orlando Aviation Authority (GOAA)*
Lake County Water Authority
Central Florida Expressway Authority
Sanford Airport Authority*
Toho Water Authority*
East Central Florida Regional Planning Council*

Educational

School District of Volusia County*
School District of Osceola County*

Background - Zoe Baradji is a member of the Firm's Governmental Practice Group. Zoe graduated with a Bachelor's degree in accounting from the University of Central Florida and has experience performing audits and compliance work for governmental and not-for-profit entities.

Professional Experience - Zoe began her career at MSL and has over two years of public accounting experience. She has been involved with planning and performing audits and compliance work for governmental entities, including not-for-profit organizations.

***Indicates Single Audit included**

Faisal Shafiullah, CISA

IT Audit & Risk Assurance Lead

Education and Certifications

- Certified Information Systems Auditor (CISA)
- B.B.A, Management Information Systems,
- Florida International University (Miami)

Competencies

- Internal Audit
- SOX/Internal Controls
- Third-Party Risk Management
- Cybersecurity
- Automation
- Process Improvement (i.e., Six Sigma)

Systems and Frameworks Experience

- Frameworks and Standards
 - COBIT
 - COSO
 - GLBA
 - FFIEC
 - NIST
 - ISO
 - PCAOB AS-5

Professional Memberships and Affiliations

- Information Systems Audit and Control Association, Orlando, FL

Background - Faisal is a CISA professional with 18+ years of relative IT and business experience with a focus in internal audit, IT audit/compliance, enterprise risk management, cybersecurity operations, Sarbanes-Oxley, process improvement, and data analytics across various industries including both public and private entities.

Faisal leads the IT Audit and Risk Assurance services for MSL's clients and has prior experience with the Big 4 and other top consulting firms as a trusted advisor for IT audit and risk assurance services.

In his previous experience he was also responsible for directing the activities of the Internal Audit department to ensure the execution and completion of the annual audit plan, including developing the internal audit scope, audit programs, performing internal audit procedures, and publishing internal audit reports reflecting the results of the work performed.

Faisal has a proven track record of building in-house IT Audit and Risk programs, transforming strategy into quantifiably successful programs, optimizing processes for efficiencies and cost reductions, and takes pride in owning client relationships.

Asalam Sayed

IT Audit and Security Specialist

Education and Certifications

- Bachelor of Computer Science

Certifications:

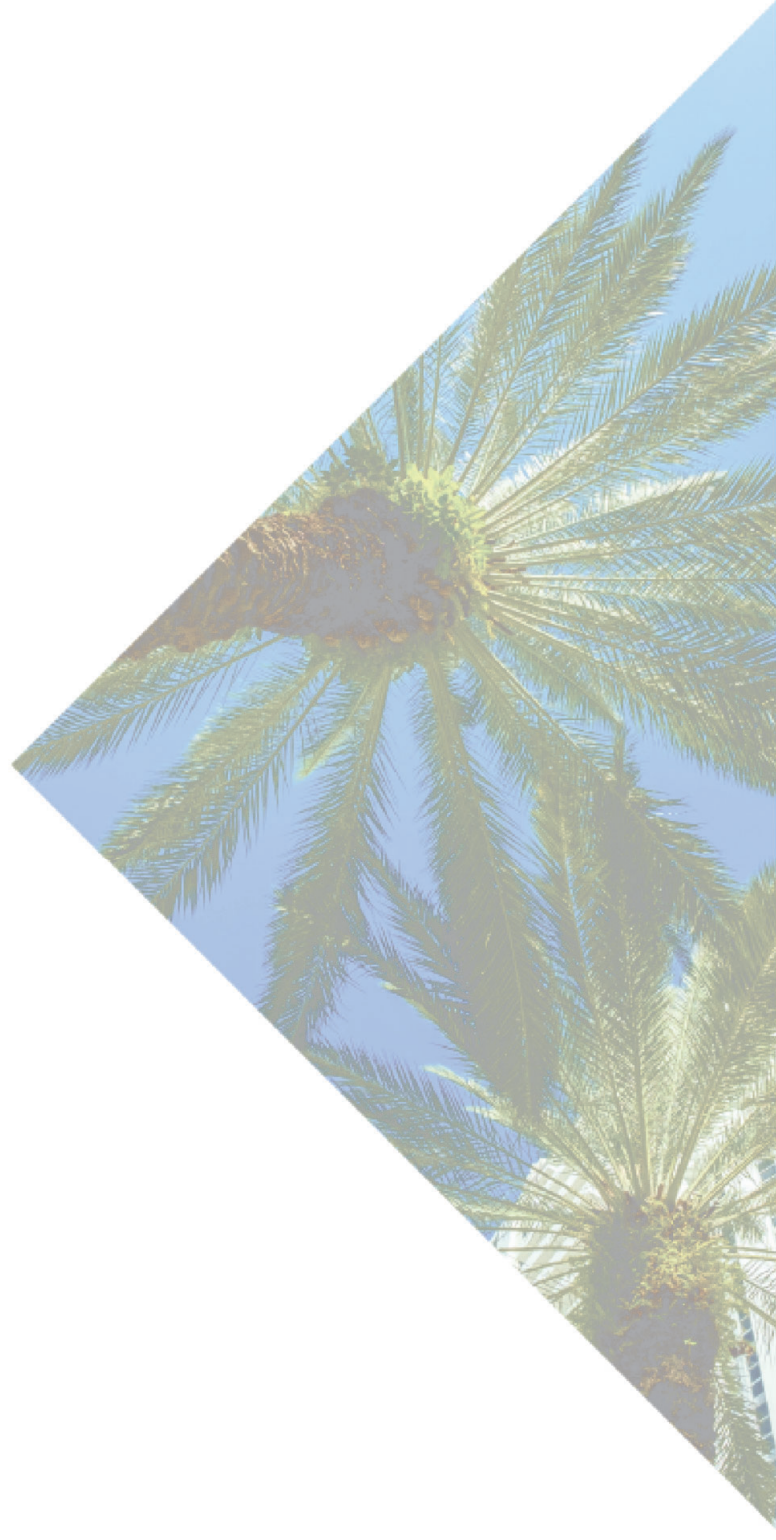
- ISO 27001: 2022, ISO 22301:2019, ISO 9001: 2015
- Certified on Risk Management, Quality Certificate Decision Maker Competence
- Certified Data Protection Officer
- Certified Ethical Hacker (CEH), Microsoft Certified System Administrator, Microsoft Certified Trainer
- Cisco Certified (CCIE Written, CCNP, CCNA, CCENT), Red Hat Certified Engineer

Competencies

- **IT Security Audit Management:** Proficient in leading and conducting audits for a range of standards including ISO 27001, ISO 22301, ISO 9001, and others, tailored to the accreditation standards and certification processes globally.
- **Compliance Management:** Expert in GDPR, HIPAA, SOC2, PCI DSS, and other compliance frameworks, ensuring stringent adherence and integration into corporate practices.
- **Risk Management:** Skilled in the strategic implementation of risk management programs aligned with ISO 27005, ISO 31000, and NIST standards.
- **Data Privacy:** Focus on ensuring data privacy across various regulations, including the extensive experience with EU GDPR compliance initiatives.
- **Training and Development:** Extensive experience in providing both in-house and open-house training on compliance, risk management, and technical subjects.

Background - Asalam Ali S. Saiyed is a seasoned IT lead auditor and consultant, specializing in data privacy, risk and compliance management, and IT security audit management. With a robust portfolio of technical and management certifications, including multiple ISO Lead Auditor certifications and advanced technical training, Asalam has amassed over a decade of experience in auditing and consulting across diverse industries such as IT and telecommunications, banking and finance, healthcare, oil and energy, logistics and supply chain, manufacturing, public sectors, and government entities campaigns developing security areas.

Tab F - Experience



Tab F – Experience

Local Governmental Audit Experience

MSL is committed to the governmental sector. Our governmental practice accounts for a significant portion of our Firm’s revenues. Governmental work is not filler work at MSL. **Members of this group dedicate 90% of their time working with governmental clients.** MSL’s GPG has experienced significant growth locally and statewide. **Currently, MSL provides auditing services to approximately 50 governmental clients.**

We currently provide auditing services to the following entities:

- 24 Florida municipalities
- 9 Florida counties
- 17 Special districts and authorities
- 10 Florida school districts

We have also provided a variety of services to governmental entities related to risk assessment for internal controls, fraud litigation, efficiency and cost studies, and policy reviews and monitoring.

Governmental Audit Experience

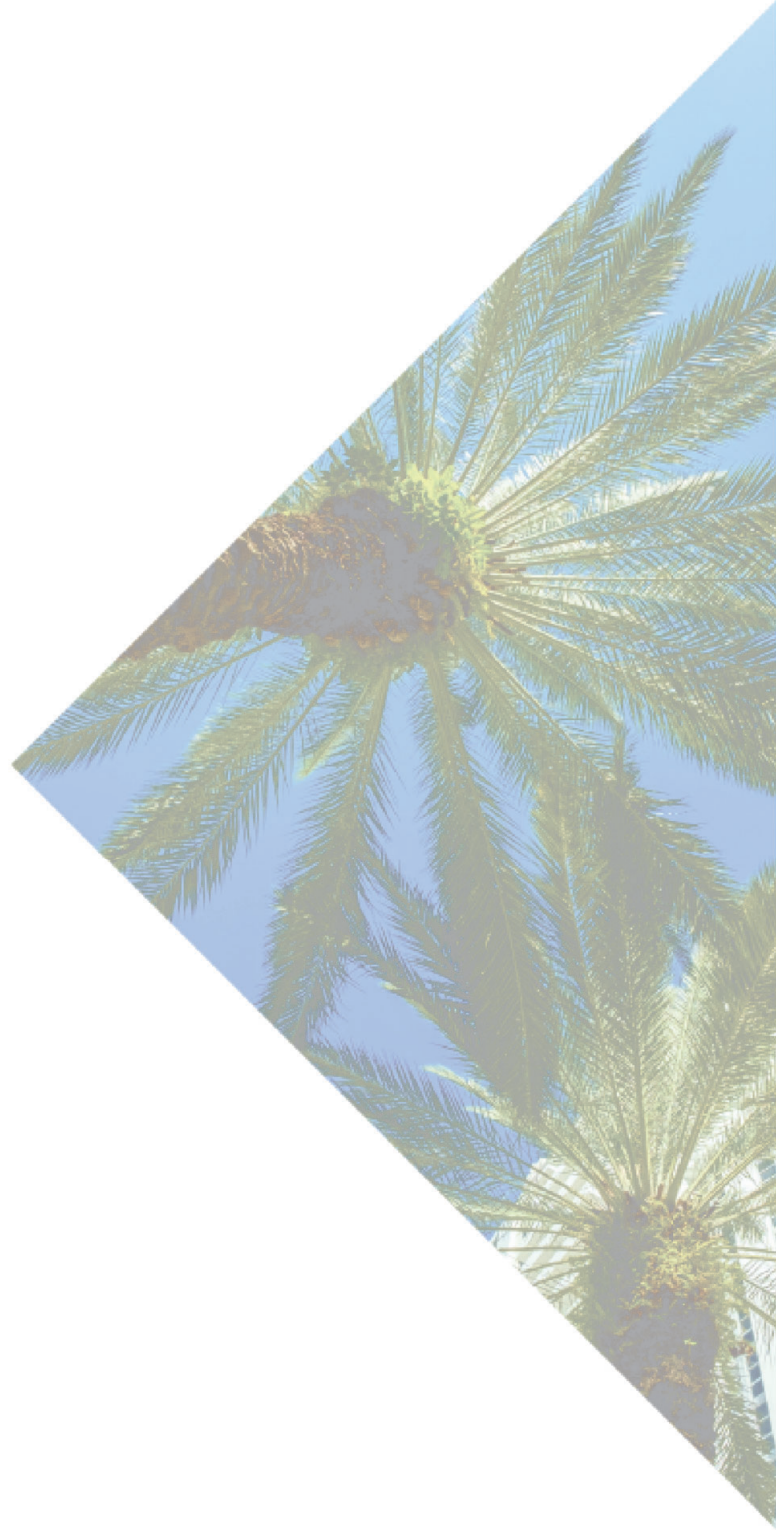
Below is a list of our governmental clients for whom your engagement team members have provided auditing services during the last five years. We performed all engagements on time and within budget.

Client Name	Services Performed	Years of Audit
<i>Municipalities</i>		
City of Altamonte Springs	Audit	2005 - Current
City of Apopka	Audit	2014 - 2019
City of Casselberry	Audit	2006 - Current
City of Cocoa	Audit	2018 - Current
City of Cocoa Beach	Audit	2005 - 2020
City of Cooper City	Commission Auditor	2021 - Current
City of Dunedin	Audit	2013 - Current
City of Indian Rocks Beach	Audit	2006 - Current
City of Lakeland	Audit	2023 - Current
City of Leesburg	Audit	2010 - Current
City of Mount Dora	Audit	2022 - Current
City of Orlando	Audit	2013 - Current
City of Palm Bay	Audit	2010 - 2013; 2018 - 2021
City of Pembroke Pines	Commission Auditor	2010 - Current
City of Sanford	Audit	2008 - Current
City of Sarasota	Audit	2021 - Current

Client Name	Services Performed	Years of Audit
<i>Municipalities (Continued)</i>		
City of St. Lucie	Audit	2023 - Current
City of Stuart	Audit	2016 - Current
City of Sunny Isles Beach	Audit	2016 - 2021
City of Tallahassee	Audit	2019 - Current
City of Tampa	Audit	2021 - Current
City of Tarpon Springs	Audit	2015 - 2019
City of Temple Terrace	Audit	2015 - Current
City of Venice	Audit	2011 - Current
City of Winter Park	Audit	2013 - Current
<i>Counties</i>		
Citrus County	Audit	2010 - Current
Hernando County	Audit	2020 - Current
Lake County	Audit	2006 - Current
Martin County	Audit	2018 - Current
Osceola County	Audit	2008 - Current
Pinellas County	Audit	2023 - Current
Seminole County	Audit	2000 - Current
St. Johns County	Audit	2021 - Current
Volusia County - Clerk of the Circuit Court	Audit	2005 - 2020
<i>Special Districts and Authorities</i>		
Barefoot Bay Recreation District	Audit	2006 - Current
Central Florida Expressway Authority	Audit	2012 - Current
Central Florida Regional Transportation Authority d/b/a LYNX	Audit	2020 - Current
East Central Florida Regional Planning Council	Audit	2005 - Current
Early Learning Coalition of Flagler & Volusia Counties	Audit	2010 - 2017
Early Learning Coalition of Hillsborough County	Audit	2014 - Current
Greater Orlando Aviation Authority	Audit; Quarterly Reviews; Hotel Audit	2015 - Current
Lake Apopka Natural Gas District	Audit	2016 - Current
Lake County Water Authority	Audit	2020 - Current
Lake-Sumter Metropolitan Planning Organization	Audit	2013 - Current
MetroPlan Orlando	Audit	2005 - Current

Client Name	Services Performed	Years of Audit
<i>Special Districts and Authorities (Continued)</i>		
Miami-Dade Expressway Authority	Audit	2011 - Current
Naples Airport Authority	Audit	2017 - Current
North Brevard Hospital District/Parrish Medical	Audit	2008 - Current
Osceola Heritage Park	Audit	2006 - Current
Sanford Airport Authority	Audit	2014 - Current
Toho Water Authority	Audit	2005 - Current
Brevard County	Audit	2014 - Current
<i>School Districts</i>		
Broward County	Audit	2007 - 2011; 2017 - Current
Duval County	Audit	2020 - Current
Escambia County	Audit	2012 - Current
Hillsborough County	Audit	2022 - Current
Lee County	Audit	2016 - Current
Manatee County	Audit/Internal Accounts Audit	2014 - 2019
Osceola County	Audit	2012 - Current
Seminole County	Audit	2010 - Current
Florida Virtual School	Audit	2014 - Current

Tab G - Reference Projects



Tab G - Reference Projects

Relevant Experience

Below is a list of our similar governmental clients for whom your engagement team members have provided auditing services during the last five years. We performed all engagements on time and within budget. See table on page 20 through 22 for a full list of relevant experience.

Client Name Number of Hours	Services Performed	Years of Audit	Contract Value	Contact Name Title Email	Engagement Office and Shareholders
Municipalities					
City of Orlando 1,930 hours	Audit	2013 - Current	\$214,500 per year	Jose Fernandez, Controller Jose.fernandez@cityoforlando.gov	Central Florida Dan O'Keefe Bill Blend Joel Knopp
City of Tampa 1900 hours	Audit	2021 - Current	\$195,500 per year	Lee Huffstutler Chief Accountant Lee.Huffstutler@tampagov.net	Tampa Bay Bill Blend Jeff Wolf Joel Knopp
City of Tallahassee 1,700 hours	Audit	2019 - Current	\$178,000 per year	Patrick Twyman, Director of Financial Services Patrick.twyman@talgov.com	Tampa Bay Bill Blend Joel Knopp Jeff Wolf
City of Sarasota* 800 hours	Audit	2021 - Current	\$78,000 per year	Kelly Strickland Director of Financial Administration Kelly.Strickland@sarasotafl.gov	Tampa Bay Jeff Wolf Bill Blend
City of Venice 610 hours	Audit	2011 - Current	\$70,000 per year	Linda Senne Finance Director LSenne@venicegov.com	Tampa Bay Jeff Wolf Bill Blend
City of Dunedin 550 hours	Audit	2013 - Current	\$58,000 per year	Les Tyler Finance Director lt Tyler@dunedinfl.net	Tampa Bay Bill Blend Joel Knopp
City of Lakeland 1800 hours	Audit	2023 – Current	\$195,000 per year	Michael Brossart Finance Director michael.brossart@lakelandgov.net	Tampa Bay Jeff Wolf Bill Blend
Counties					
Pinellas County	Audit	2023 – Current	\$330,000 per year	Jeanette Phillips Chief Deputy Director jphillips@mypinellasclerk.org	Tampa Bay Jeff Wolf Bill Blend Joel Knopp

* The City of Sarasota went through a major ERP conversion in FY23.

Litigation

Our Firm has no action, lawsuit, proceeding, inquiry, investigation, at law or equity before or by a court, governmental agency, public board, or body, pending or, to the best of our knowledge, threatened, which would in any way prohibit, restrain or enjoin the execution or delivery of our obligations or diminish our obligation or diminish our financial ability to perform the terms of the proposed contract.

References

Client Name Number of Hours	Description of Work	Total Dollar Value of Contract	Years of Audit	Contact Name Title Email	Phone Number
City of Orlando	Audit	\$214,500	2013 - Current	Jose Fernandez, Controller Jose.fernandez@cityoforlando.gov	P: (407) 246-2165
City of Tampa	Audit	\$195,500	2021 - Current	Lee Huffstutler Chief Accountant Lee.Huffstutler@tampagov.net	P: (813) 274-7171
City of Tallahassee	Audit	\$178,000	2019 - Current	Patrick Twyman, Director of Financial Services Patrick.twyman@talgov.com	P: (850) 891-8868

Similar Projects to the City

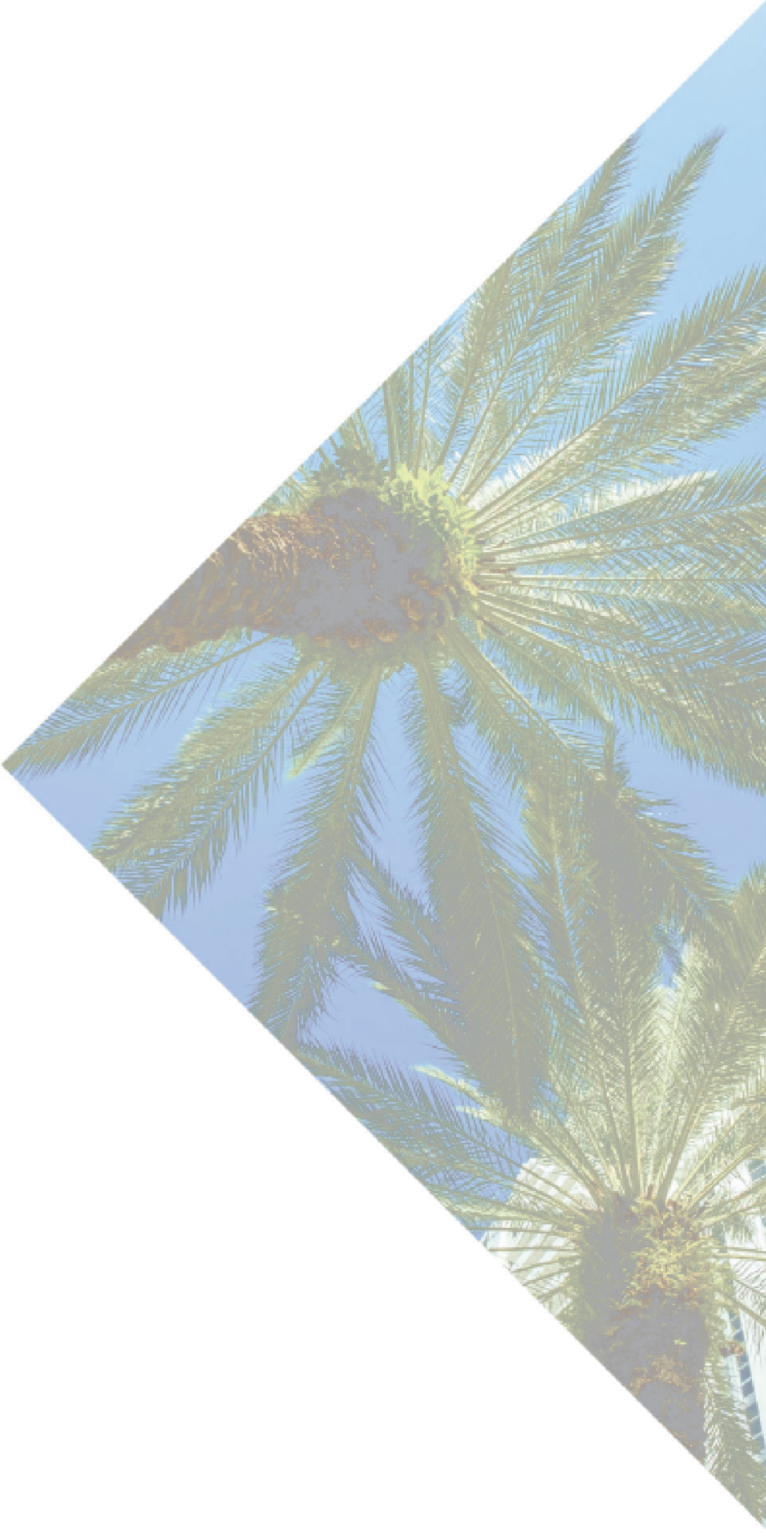
Below is a list of our clients that are similar in size and scope to the City for whom your engagement team members have provided auditing services during the last ten years. We performed all engagements on time and within budget.

Client Name Total Hours	Scope of Work Dates of Contract	Project Budget	Engagement Partners	Contact Information
City of Tampa 1,700 hours	Annual Audit 2021 - 2025	\$195,500	Jeff Wolf William Blend Joel Knopp	Lee Huffstutler Chief Accountant (813) 274-7171 lee.huffstutler@tampagov.net
City of Orlando 1,500 hours	Annual Audit 2013 - 2026	\$214,500	William Blend Joel Knopp	Jose Fernandez Controller (407) 246-2165 Jose.fernandez@cityoforlando.gov
City of Tallahassee 1,500 hours	Annual Audit 2019 - 2025	\$178,000	Jeff Wolf William Blend Joel Knopp	Patrick Twyman Director, Financial Services (850) 891-8868 Patrick.twyman@talgov.com
City of Lakeland 1,900 hours	Annual Audit 2023 - 2026	\$195,000	Jeff Wolf William Blend Jeff Wolf	Michael Brossart Finance Director (863) 834-6224 michael.brossart@lakelandgov.net
Pinellas County 3,300 Hours	Annual Audit 2023 – 2026	\$330,000	Jeff Wolf William Blend	Jeanette Phillips Chief Deputy Director (727) 464-8333 jphillips@mypinellasclerk.org

Independence

As part of our quality control procedures, we ensure the independence of our Firm and the assigned audit team under AICPA and *Government Auditing Standards* for every client for whom we perform attest engagements. This verification process is performed and documented at the start of every audit we perform. **MSL is independent of the City of St. Petersburg and its component units, as defined by the generally accepted auditing standards and *Government Auditing Standards* issued by the Comptroller General of the United States.** MSL has had no professional relationships involving the City of St. Petersburg for the past five (5) years. If selected as the City's auditors, MSL will give the City written notice of any professional relationships entered into during the period of our engagement.

Tab H - Project Approach



Tab H – Project Approach

Audit Approach

We have reviewed the City’s RFP, including the Scope of Work, in preparing our proposed audit plan. As part of our preparation, we have reviewed source documents, such as: the City’s budget and related materials, organizational charts, manuals and programs, and financial and other management information systems.

We believe that our audit approach is a positive approach which maximizes the efficiency and effectiveness of the audit. Our audit programs are “tailor-made” for each engagement to enhance our ability to provide quality professional services and to produce results that are qualitative in nature. Our specific audit procedures are principally oriented toward determining the efficacy of the intended internal controls, ascertaining whether they are actually functioning as planned, and testing the final accounting results to determine that they are, in fact, sufficiently reliable and accurate to support the expression of a favorable audit opinion.

We are dedicated to your timeline and will plan our audit so that the audit reports and management letter will meet the timeline in your RFP. We will accomplish this by properly planning and performing interim procedures that will ensure the most efficient and effective audit plan. Our extensive Florida governmental audit experience allows us to gain efficiencies by performing various procedures during interim work. These procedures include testing of controls, compliance testing, and other areas to ensure that all work is not being performed at year-end.

Analytical Procedures to be Used in the Engagement

Analytical procedures are utilized in the planning, substantive testing, and wrap-up phases of all audits. The extent to which they are utilized is dependent on our assessment of where the significant audit risks are. In the planning stage, analytical testing is used as one of many methods to determine “what has happened” during the audit period. Generally, we will utilize comparisons to prior-year activities. In addition, to make the information useful in the planning stages, we implement this process on the financial statement level to give us an overall assessment of changes that have occurred. During the substantive testing phase of the engagement, we generally utilize analytical procedures on revenue and expenditure/expense accounts, including, when appropriate, comparisons to prior year, as well as to budget. We utilize analytical procedures, when reasonable, to compare to operational information. For example, comparing water production to related revenues and expenses with direct or inverse relationships. In the wrap-up phase of the audit, analytical testing is used to support the testing performed throughout the audit, as well as to determine that no significant changes occurred outside of our expectations. The full extent to which analytical procedures are utilized is based on the auditor’s professional judgment and the overall risk assessment results.

Substantive procedures include records examination (inspection), confirmation, observation, verification, inquiry, and analytical procedures, all of which have been previously presented. The extent to which any procedure is utilized is determined based on the auditor’s evaluation of the account balance or transaction being evaluated. The best method utilized is dependent on the auditor’s risk assessment of the specific accounting or reporting issue at hand. Which procedures are utilized is carefully evaluated throughout the audit process and often more than one of these procedures is implemented. In all cases, the audit team discusses the approach to be taken and evaluates this decision during the audit process to ensure that the testing performed will provide a reasonable basis for the auditor’s conclusions.

Approach to GASB Implementation

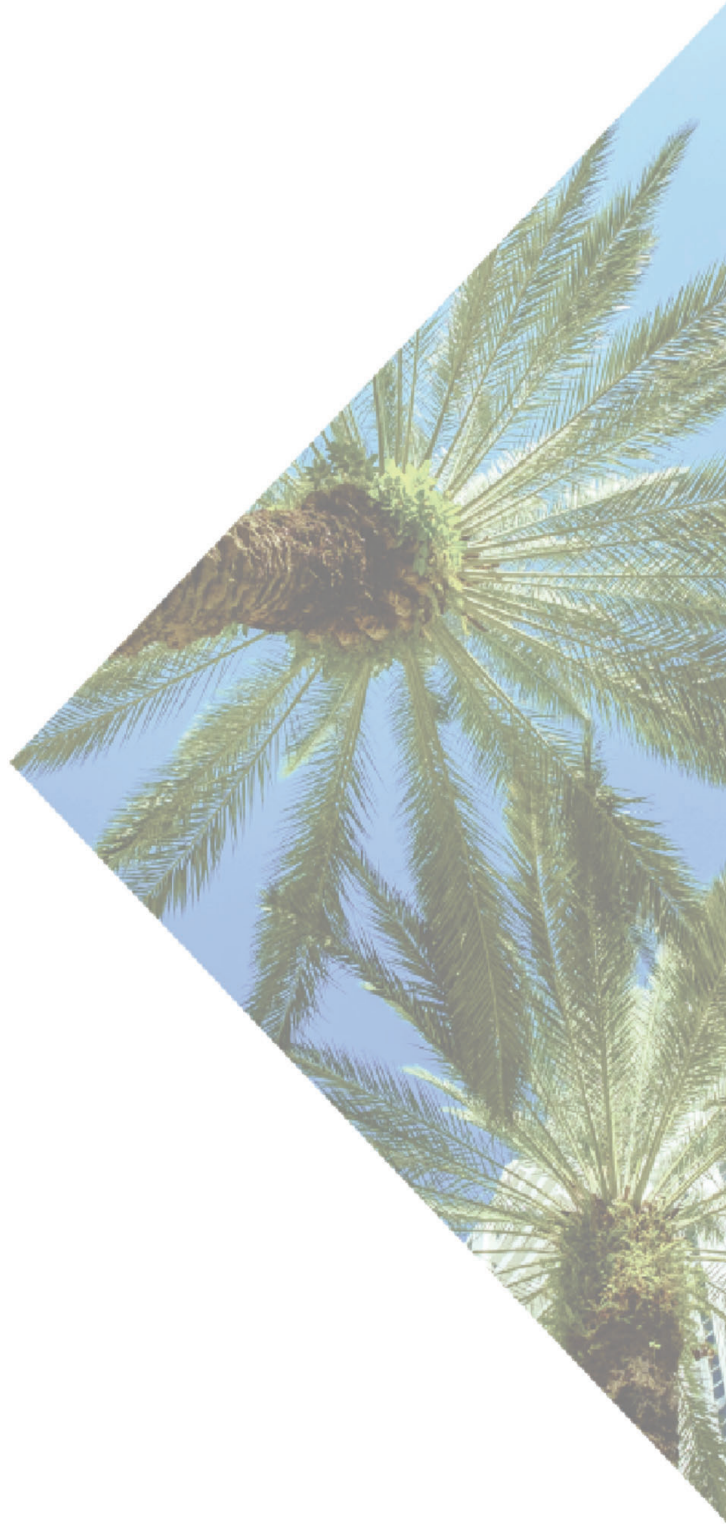
At MSL, we pride ourselves at being highly involved in our profession. As you saw in reading through engagement team member's résumés, we are actively involved in local and national professional organizations. Beyond our commitment to give back to our profession, this involvement enables all of our staff to be aware of all the issues that face our governmental clients. We encourage our clients, whenever possible, to early implement accounting standards. Our goal is to work with our clients to ensure that the implementation process goes smoothly, and that the implementation is in accordance with the applicable standards. We provide support and information to our clients. One way this is accomplished is at our free, annual governmental training session held in the spring/summer where all of our clients can come and discuss the accounting issues that we all face.

Below is a listing of new GASB pronouncements that we anticipate having the most significant impact on the financial accounting and reporting of the City:

- GASB Statement No. 101 – *Compensated Absences* (effective for FY24)

As GASB continues to publish authoritative GAAP, MSL stands ready to provide leadership and guidance in interpreting and implementing new standards as they are issued and become effective.

Tab I - Proposal



Tab I – Proposal

Overview

Our audit approach is presented utilizing three elements. While not specifically identified, we fully understand that the key to any successful audit is communication with the client. This communication will include audit requests and the timing of audit procedures with the responsible parties prior to initiation. Our goal is to ensure that everyone involved in the audit fully understands their role, as well as any deadlines. In addition, we realize that an audit is often subject to scheduling changes based on the activities or events that take place during the audit process. We are fully capable and flexible to work through these types of events and still ensure that the most complete and timely audit services are provided to the City.

The first element is our general audit approach. In this section, we outline the professional standards, regulations, and principles we operate under to ensure our engagement is in accordance with all of the applicable professional standards. These standards include *Government Auditing Standards*, generally accepted auditing standards, the Uniform Guidance, the *Florida Single Audit Act*, and *Rules of the Auditor General*. These standards dictate how we must conduct our audit and are applicable to every audit, regardless of size or complexity of an entity or any of its components.

The second element discusses the four phases of the audit process and common procedures performed during the audits of all components of the City. The four phases identified in the second element are 1) audit planning process, 2) develop audit plan, 3) perform audit plan, and 4) report and monitor. Included in each phase are general procedures we perform to accomplish the goal of each phase.

The third element identifies specific procedures we believe will be utilized during our audit of the City. These procedures were developed from our review of the City’s Annual Comprehensive Financial Report (ACFR). We understand that no two governmental entities are the same and to approach an audit with that mindset would be a disservice to our clients. We also understand that from year to year we must re-evaluate our audit procedures based on the specific circumstances for that year.

Following the three elements will be additional information on specific audit methods to be incorporated into our audit plan, such as sampling, analytical procedures, use of Computer Assisted Audit Techniques (CAATs), etc.

Element One – Audit Approach – General

The purpose of our audit is to provide us with a basis for expressing an opinion on whether the financial statements are fairly presented, in all material respects, in conformity with generally accepted accounting principles (GAAP) and to report on the fairness of any additional information, as applicable, when considered in relation to the financial statements taken as a whole.

Overall, we will follow a risk-based audit approach, which is mandated under United States Auditing Standards Clarified (AU-C) Section 300. In our planning process, we will identify the risks of significant accounts and transactions related to the financial statements and plan our audit procedures to properly address those risks at the financial statement assertion level. In addition, we will incorporate AU-C Section 600, which relates to the audit approach and related documentation requirements for group audits. Under this section, we are required to evaluate the City, as well as its business activities, to determine what aspects of the City’s activities are significant and need to be evaluated separately from a financial accounting and reporting perspective.

To enable us to reach our conclusion on the fairness of the City’s financial statements, we must gather competent evidential matter that corroborates the assertions made by management in the financial statements.

The principal techniques used to acquire evidence on which the expression of our opinion is based are as follows:

- **Examination** (*Inspection*) - One of our principal objectives is to substantiate the authenticity of various recorded figures and entries. Evidence of such authenticity is typically gathered through examination of documents pertaining to the transaction that occurred.
- **Confirmation** - The process of confirmation is closely related to that of inspection, but is used to obtain supporting evidence by direct request from third parties, rather than by reference to items of evidence readily available from management and staff.
- **Observation** - Observation is commonly used to ascertain compliance with certain prescribed procedures; we frequently use this technique to document and observe your financial operations.
- **Verification** - Generally, all of our activities related to the formulation of an opinion on your financial statements are referred to as verification procedures. However, specific tasks are performed to support specific financial statement assertions regarding the following:
 - accuracy of recorded balances and related account classifications;
 - valuations of account balances based on GAAP; and
 - cut-off procedures employed by management to consistently record all transactions in the appropriate accounting period(s).
- **Inquiry** - Substantial information is gathered by direct inquiry of your personnel. Through inquiry, we can ascertain the duties performed by given individuals or, through carefully phrased questions, we are able to ascertain if those individuals are properly carrying out their assigned responsibilities. We can also determine specific information about selected accounting items or transactions to support decisions made by management personnel when other corroborating evidence is not readily available.
- **Analytical Review** - By performing an intensive study through analytical procedures, we can gain insight into the manner in which your accounting system does or does not develop reliable financial information. Our auditors perform analytical review procedures to ascertain that the recorded figures “make sense,” by being consistent with each other and with known external changes that are taking place. Changes from the previous year, budget-to-actual results, or comparison to other comparable cities (benchmarking) are analyzed to make certain that the financial information produced through the City’s accounting and reporting system(s) are logical and reflect changes in operations or financial position that are known to have occurred.

Element Two – Common Procedures

Our general audit approach can be summarized in four main phases as follows:

1. Audit planning and preliminary risk assessment
2. Develop audit plan by assessing risks and evaluating internal controls
3. Perform the audit plan, including tests of controls and substantive procedures
4. Report and monitor results

Following is a diagram illustrating the relationship of these four phases to your audit plan:



Sample Schedule for Timing of Each Segment

Below is a detailed implementation plan, including a timeline.

August 2024	Begin interim fieldwork; hold entrance conferences; develop systems documentation to complete all interim work by September 30
November 2024	Deliver detailed year end audit work plan and schedule of client assistance forms
December 2024	Start and complete substantive fieldwork phase of audit
January 2025	Provide audit adjustments and draft findings
February 2025	Draft of ACFR available for final review
February 2025	Provide draft of audit reports and management letter (if required); hold exit conference with management
February 2025	Issue final audit reports
March 2025	Presentation of the ACFR to City Council

Proposed Segmentation of the Engagement

Element Three – Specific Procedures

The following section gives an overview of the major audit segments (Planning, Substantive Testing and Wrap Up), as well as procedures we anticipate will be implemented in these areas. This section is not intended to provide you with all of the details of our audit steps. It indicates our understanding of the City, its environment, and the related internal controls anticipated to be in place.

The overall objective of our audit segmentation and related procedures is to ensure that our audit opinions are supported by the procedures performed. Procedures are evaluated throughout the audit process based on the auditee’s environment, internal controls, and economic condition. In addition, our audit plan is evaluated throughout the audit and procedures are performed to address any significant issues identified during the audit process.

Planning – Internal Controls – Compliance

Engagement Administration and Planning

- Communication with those charged with governance to discuss goals, audit timetable, audit work plan, and particular areas of specialized concentration.
- Make preliminary assessments of the City, its environment, and its internal controls.
- Update systems documentation and permanent file information.
- Review status of the prior-year audit recommendations or findings, if any, and ascertain whether they were appropriately resolved.
- Identify all federal and state financial awards programs.
- Document our understanding of all financially significant laws and regulations and identify any new laws or regulations that require audit testing.
- Identify new or modifications to the existing inter-local agreements.
- Discuss with management the implementation of recent GASB pronouncements and determine applicability of pending matters.

Evaluation of the City, its Environment, and Internal Controls

- Obtain and document our understanding of the City, its environment, its internal controls, organizational structure, components, and operating characteristics.
- Evaluate organization, personnel, and financial practices.
- Document existing IT controls, and evaluate adequacy of physical security environment, including business continuity (disaster recovery) planning.
- Perform an IT risk assessment.
- Evaluate financial reporting systems and administrative monitoring capabilities. Design preliminary tests on controls for compliance with prescribed systems.
- Identify specific compliance requirements related to bond resolutions, ordinances, and Florida Statutes.
- Perform testing of controls over areas deemed to have financial significance. These generally include testing of cash disbursements, cash receipts, utility billings, journal entries, payroll, contracts, etc.

Minutes, Contracts, and Resolutions

- Review minutes of meetings of the City Council and prepare an abstract of information relevant to the audit of the financial statements.
- Design tests of controls for compliance with applicable laws and regulations and the Rules of the Auditor General of the State of Florida.

Planning – Internal Controls – Compliance (Continued)

- Obtain data concerning outstanding contractual commitments, if any, for financial statement disclosure adequacy.
- Develop a compliance work program and incorporate it into the overall audit plan.

Budgets

- Document budgetary process and confirm compliance with applicable local ordinances, procedures and regulations.
- Review authorization and impact of interim budget amendments, if any.

Substantive Testing

Cash, Cash Equivalents, and Investments, including Restricted Funds

- Ascertain that cash in the balance sheet is on hand, in transit, or on deposit with third parties (trustees) in the name of the City.
- Ascertain that all cash funds of the City are included in the balance sheet.
- Ascertain that depositories are legally acceptable, that adequate collateral has been pledged for the City's deposits, and that separate depository accounts are maintained for each fund for which required.
- Ascertain that the cash balances reflect a proper cutoff of receipts and disbursements and are stated at the correct amount.
- Ascertain that cash balances are properly presented in accordance with related restrictions and disclosures are adequate.
- Ascertain that investment balances are evidenced by securities or other appropriate legal documents, either physically on hand or held in safekeeping by others, and include all the City's investments.
- Ascertain that investments are the types authorized by law, contract, and the investment policy of the City.
- Ascertain that investment values, incomes, gains or losses are correctly stated and properly allocated to accounts.
- Ascertain that investments are properly described and classified by fund type in the combined balance sheet and related disclosures.
- Perform similar procedures for the City's Pension Plan investments.

Receivables, Revenue and Cash Receipts

- Ascertain that only earned revenues, if any, in the fiscal year have been recorded, and amounts uncollected at year-end presented as receivables are valid. Ascertain that the City has satisfied the relevant legal requirements to receive all revenues recorded.
- Ascertain that the revenues were billed or charged and recorded at the correct amount and receivables are stated at the net realizable amount.
- Ascertain that amounts billed for services rendered are valid and have been billed to customers at authorized rates.
- Ascertain that unbilled service revenues are appropriately reflected in the proper accounting period.
- Ascertain that receivables for revenues that are not considered available in governmental funds are correctly reported as deferred inflows of resources.
- Ascertain that resources that have been received but not yet earned are correctly recorded as unearned revenue.
- Ascertain that an adequate allowance for doubtful accounts has been established and that the related amounts and disclosures are properly presented in the financial statements.
- Ascertain that receivables are properly classified in the financial statements and that related disclosures are adequate.

Substantive Testing (Continued)

Prepays, Deposits, and Inventories

- Ascertain that prepaid expenses have been correctly recorded as to unamortized balance and expensed to the correct period.
- Ascertain that inventories recorded represent a complete listing of materials and supplies held by the City, and that such assets are physically on hand.
- Ascertain that inventory listings are accurately valued, and the totals are properly recorded in accounts.
- Ascertain that inventory is properly classified and disclosure is made of the equity reserve, if appropriate.

Capital Assets and Capital Expenditures

- Ascertain that property and equipment represent a complete and valid listing of the capitalizable cost of assets purchased, constructed, or leased, and are physically on hand.
- Ascertain that capital expenditures represent a complete and valid listing of the capitalizable cost of the property and equipment acquired during the period, and capitalizable costs are excluded from repairs and maintenance and similar expenditure accounts.
- Ascertain that capitalized costs and related depreciation associated with all sold, abandoned, damaged, or obsolete fixed assets have been removed from the accounts.
- Ascertain that depreciation charges on all depreciable assets have been computed on an acceptable and consistent basis and that the related allowance accounts are reasonable.
- Ascertain that capital expenditures and fixed assets are properly classified and related disclosures are adequate.

Accounts Payable, Cash Disbursements, and Expenses

- Ascertain that recorded expenses and cash disbursements are for goods and services authorized and received.
- Ascertain that expenses incurred for goods and services and related accounts payable have all been identified, including any contingent or contractual liabilities.
- Ascertain that expenses for goods and services are authorized in accordance with the budget and other regulations or requirements.
- Ascertain that expenses and related disbursements and liabilities have been correctly recorded as to account, budget category, period, and amount.
- Ascertain that expenses and related liabilities are properly classified by budget category and related disclosures are adequate.

Payroll and Related Liabilities

- Ascertain that payroll disbursements are made only for work authorized and performed by authorized personnel.
- Ascertain that payroll is computed using rates and other factors in accordance with contracts and relevant laws and regulations.
- Ascertain that payroll and related liabilities are correctly recorded as to amount and period and properly distributed by account and budget category, and disclosures are adequate.
- Ascertain the status of employee compensatory benefits for accruals and disclosure.

Substantive Testing *(Continued)*

Long-Term Debt and Debt Service Expenditures

- Ascertain that debt is authorized and properly recorded.
- Ascertain that all indebtedness of the City is identified, recorded, and disclosed.
- Ascertain that the City has complied with provisions of indentures and agreements related to debt, including provisions on use of proceeds.
- Ascertain that debt service expenditures (principal and interest payable) are properly recorded, classified, and disclosed.
- Ascertain that debt and related restrictions, guarantees, and commitments are properly presented and related disclosures are adequate.
- Review arbitrage calculations for reasonableness.

Net Pension and Net OPEB Liabilities

- For each defined benefit plan, ascertain that the methods and assumptions used in determining total pension liability and total OPEB liability are in accordance with GASB 68 and 75, respectively (GAAP).
- Ascertain that the census data used by the actuary reconciles with the plan census data.
- Determine that the actuarial valuation date used by the actuary and the measurement date elected by the City are in accordance with GAAP.
- Ascertain that the net pension liability and net OPEB liability are calculated correctly and properly consider fiduciary net position, deferred outflows of resources, and deferred inflows of resources.

Risk Management

- Document and evaluate controls over the City's risk management processes.
- Ascertain that cost allocation plans are in place for the proper allocation of insurance costs. Ensure that costs are allocated during the year and recorded correctly as to account, amount, and period, in accordance with the City's plan, as well as applicable policies and procedures.
- Review insurance coverage in place to ensure it is active and applicable for the City's risk.
- Ensure proper disclosures related to the City's risk management activities.

Net Position and Fund Balance

- Ascertain that all classifications of net position and fund balance are recorded and properly authorized in accordance with GASB 54 and 63.
- Ascertain that components of net position and fund balance are determined in accordance with applicable regulations and requirements.
- Ascertain that components of net position and fund balance, including changes in net position, are properly computed and are described, classified, and appropriately disclosed.

Revenues

- Perform analytical procedures related to charges for services.
- Design and perform a revenue test to determine that proper rates are charged.
- Compare revenue data for the current period and historically to customer demographics.
- Determine that impact fees are properly restricted and accounted for.
- Perform testing of various tax and inter-governmental revenues.
- Examine supporting documentation for contributions of dedicated lines for developers.

Substantive Testing (Continued)

Expenditures and Expenses

- Perform analytical procedures related to expenses.
- Through testing and observation, determine that expenses are appropriate and properly classified.
- Determine that expenses are properly classified for budgetary purposes.

Single Audit

- Verify that the City's Schedule of Expenditures of Federal Awards and State Financial Assistance reconciles to the City's underlying accounting records (i.e., general ledger details). Ascertain status and resolution of prior-year findings and questioned costs.
- Test grant revenue through confirmation with grantor agency and ascertain appropriateness of classification.
- Ascertain that grant revenues and expenditures charged to grant programs are valid and complete and, if applicable, indirect costs are properly allocated.
- Determine threshold for Type A and Type B programs based on grant expenditures.
- Identify major federal programs and major state projects using risk-based approach.
- Ascertain that grant-related amounts are properly presented and related Schedule of Expenditures of Federal Awards and State Financial Assistance disclosures are adequate.
- Evaluate and test controls over direct and material compliance requirements for major grants.

Wrap-Up and Reporting

- Review draft of the ACFR.
- Complete all financial disclosure checklists.
- Review status of prior-year audit recommendations and ascertain whether they were appropriately resolved.
- Provide current-year audit findings and recommendations for improvement related to the financial statements, internal control, accounting, accounting systems, and compliance with policies and procedures.
- Prepare preliminary drafts of audit reports and management letter, and meet with management to review drafts prior to issuance.
- Schedule and attend final meeting with management to finalize all financial reporting matters.
- Present financial statements to management and the City Council.

Sample Size and the Extent to Which Statistical Sampling is to be Used in the Engagement

We will follow the guidance of AU-C Section 530, *Audit Sampling*, in using a non-statistical approach. MSL uses this guidance, along with our professional judgment, to develop a logical process that includes assessing inherent risk, control risk, and combined audit risk, to determine where sampling is deemed appropriate and effective, as well as in the determination of sample sizes.

Sample sizes will vary, depending on the nature of the testing (compliance versus substantive) and the size of the population being sampled. Our utilization of sampling generally centers on compliance and controls testing, rather than substantive testing of account balances. Sample sizes for compliance and controls testing are based on professional guidance.

Audit sampling is the application of an audit procedure to less than 100% of the items within an account

balance or class of transactions for the purpose of evaluating some characteristic of the balance or class. Our auditors use extensive sampling procedures to obtain satisfactory audit evidence.

Sampling procedures routinely include statistical and non-statistical sampling based on the following:

- the overall objective of the test
- the sample size
- the anticipated outcome of the sample results
- the nature of the sample population
- the nature of the item(s) being examined
- the significance of the results

Ordinarily, the significant portions of the sampling expected to be performed are identified at the onset of the engagement and are coordinated with the remaining auditing procedures to produce timely and efficient results.

We currently expect to perform the following types of sampling:

Attribute Sampling - To test the rate of deviation from a prescribed internal control procedure to determine whether planned reliance on that control is appropriate. In addition to tests of compliance with prescribed control procedures, attribute sampling will be used for certain substantive procedures to test for possible unrecorded transactions and for testing existing account balances.

Variable Sampling - To reach a conclusion about the adequacy or reasonableness of an account balance.

Examples of areas where we will apply sampling strategies include the following:

- The selection of cash receipts postings to test for determination of compliance with related statutory requirements and utility rate schedules
- The selection of cash disbursements and payroll transactions for compliance testing
- Journal entries
- The selection of debt payment transactions to test for timeliness and completeness of payments to paying agents for debt costs and fiscal agent fees
- The selection of other transactions to determine compliance with laws and regulations

Extent of Use of Electronic Data Processing (EDP) Software in the Engagement

To the extent possible, it is our policy to incorporate the use of CAATs in all phases of our audit. Our Firm understands the efficiencies and effectiveness derived with the proper use of these audit techniques. We have committed significant Firm resources to provide your audit team with the tools and training to use these techniques. Our Firm uses IDEA data-mining software. This software enables us to take virtually any output file format from your financial reporting package and convert it into a usable data format for our staff to perform CAATs, such as the following:

- Comparison of employee and vendor addresses to identify employees who are also vendors
- Analyzing numerical sequences from large populations to identify missing or duplicate checks or invoices
- Sorting payments to identify transactions that fall just under financial control or contract limits
- Identifying unexpected trends in the number, or amounts of, payments to vendors
- Searching for false employees by comparing the human resources database with the payroll system database

As part of our audit, we routinely perform analyses of our clients' computer-based financial management systems. To the extent possible, it is our policy to design our audit procedures to maximize the application of computer-assisted audit procedures for compliance and substantive testing of your system. We also utilize the capabilities of our own in-house computer systems to assist us in achieving efficiency in examining your financial accounting and reporting systems.

Our auditors utilize several EDP software systems in conjunction with performing audits. All software systems utilized are used exclusively on our own computer hardware brought on site during the audit. We do not, and will not, install or use any of our proprietary software systems on client hardware systems in violation of our software licensing agreements.

We also have the inherent capability to download certain financial data into our own data processing systems. This procedure is typically limited to specific applications where it is feasible to do so. Quite often, our clients' systems do not provide the ability to download all historical data that we find essential to perform our analytical procedures and account comparisons. When that occurs, alternative procedures are employed to build the appropriate database to perform these necessary tasks.

As a routine part of your audit, we will request electronic copies of your financial system's database files to allow us access to information in your financial accounting systems. Our Firm uses financial data extraction and analysis software to assist us in performing your audit.

As a primary audit tool, we utilize this software to read, display, analyze, manipulate, sample, or extract data files from almost any source within your financial management systems - mainframe to PC, including reports printed to a file.

Approach to Gain and Document an Understanding of the City's Internal Control Structure

Audit standards require us to gain an understanding of the City, its environment, and its internal controls in order for us to properly plan our audit to address audit risk at the financial statement assertion level.

While the requirement to gain an understanding of the client, its environment, and its internal controls is the same on every engagement, the factors affecting this information and the procedures performed to gain this understanding are not the same for all engagements.

The objective in gaining this understanding is to identify types of potential misstatements, consider factors that affect the risk of material misstatement, and design tests of controls, when applicable, as well as substantive procedures. We anticipate evaluation of controls over the following significant areas:

- Cash and investments
- Accounts and grants receivable
- Capital assets
- Payables and accrued liabilities
- Monitoring and risk assessment on an entity-wide level
- Other areas will be evaluated, as deemed necessary
- Debt
- Financial reporting
- Grants
- Pensions and OPEB
- Cash receipts
- Cash disbursements
- Payroll

Procedures performed in our initial assessment will include examination of the applicable documentation (including policies and procedures), contracts, debt agreements, and other documentation necessary to gain an understanding of the significant accounting and reporting controls in place, as well as our expectations of what controls should be in place. Once an understanding has been gained, we will perform walkthroughs of the controls documented and make inquiries of staff.

The scope of testing performed on controls will be determined based on our evaluation of both inherent and control risk, along with our consideration of materiality (qualitative and quantitative) at both the financial statement and account balance level. This evaluation will be completed during the planning phase of the audit. The results of our assessment will determine the extent to which we will test controls, as well as the nature, timing, and extent of substantive audit procedures to be performed.

This evaluation will be completed during the planning phase of the audit. The results of our assessment will determine the extent to which we will test controls, as well as the nature, timing, and extent of substantive audit procedures to be performed.

Approach to Determining Laws and Regulations that will be Subject to Audit Test Work

A key component in auditing any governmental entity is to determine those laws, regulations, and contracts that have a significant impact on the financial statements. Our audit approach in this area involves the following:

- Review of enabling legislation
- Review of prior financial statements
- Inquiry of management and staff
- Review of federal and state laws
- Review of grant agreements
- Review of contracts and other agreements

Once significant laws and regulations that affect the City have been identified, we will develop compliance testing to ensure that we address these issues.

Areas currently identified as significant compliance areas are as follows:

- Debt covenants
- City's investment policy
- Pension plan requirements
- Other significant agreements
- Federal and state grants
- Federal tax and wage reporting

Approach to be Taken in Drawing Audit Samples for Purposes of Tests of Compliance

We will follow the guidance of AU-C Section 530, *Audit Sampling*, in using a non-statistical approach. MSL uses this guidance, along with our professional judgment, to develop a logical process that includes assessing inherent risk, control risk, and combined audit risk, to determine where sampling is deemed appropriate and effective, as well as in the determination of sample sizes.

Sample sizes will vary, depending on the nature of the testing (compliance versus substantive) and the size of the population being sampled. Our utilization of sampling generally centers on compliance and controls testing, rather than substantive testing of account balances. Sample sizes for compliance and controls testing are based on professional guidance.

Audit sampling is the application of an audit procedure to less than 100% of the items within an account balance or class of transactions for the purpose of evaluating some characteristic of the balance or class. Our auditors use extensive sampling procedures to obtain satisfactory audit evidence.

Sampling procedures routinely include statistical and non-statistical sampling based on the following:

- the overall objective of the test
- the sample size
- the anticipated outcome of the sample results
- the nature of the sample population
- the nature of the item(s) being examined
- the significance of the results

Ordinarily, the significant portions of the sampling expected to be performed are identified at the onset of the engagement and are coordinated with the remaining auditing procedures to produce timely and efficient results.

Approach to the Single Audit

We will use the following sources as guidance in identifying appropriate tests of and document compliance with laws and regulations that will be applicable to federal and state awards:

- Uniform Guidance,
- 49 U.S.C. Chapters 31 and 471, and
- The Florida Single Audit Act.

In addition, depending upon which grant(s) are determined to be major federal programs or state projects, the applicable compliance supplements for those grants as well as other applicable state and federal compliance supplements will be used.

The first and most important step in ensuring a proper Single Audit is performed, is meeting with management, and staff to ensure that the Schedule of Expenditures of Federal Awards and State Financial Assistance (SEFA) includes all the applicable federal programs and state awards for the year being audited. Once that determination is made, we will be able to properly determine the threshold to identify Type A and Type B programs. We will also be able to properly identify major program(s) and projects/grants.

Various factors go into the determination of which grants are selected for auditing in any year, such as:

- Maturity of a grant;
- If the City qualifies as a low risk auditee dollar thresholds;
- If weakness in controls is identified;
- Grantor monitoring;
- Extent to which computer processing is used; and
- Requests of the grantor agencies to test the program as high risk.

We will use a risk assessment process as required by both Uniform Guidance and the Florida Single Audit Act.

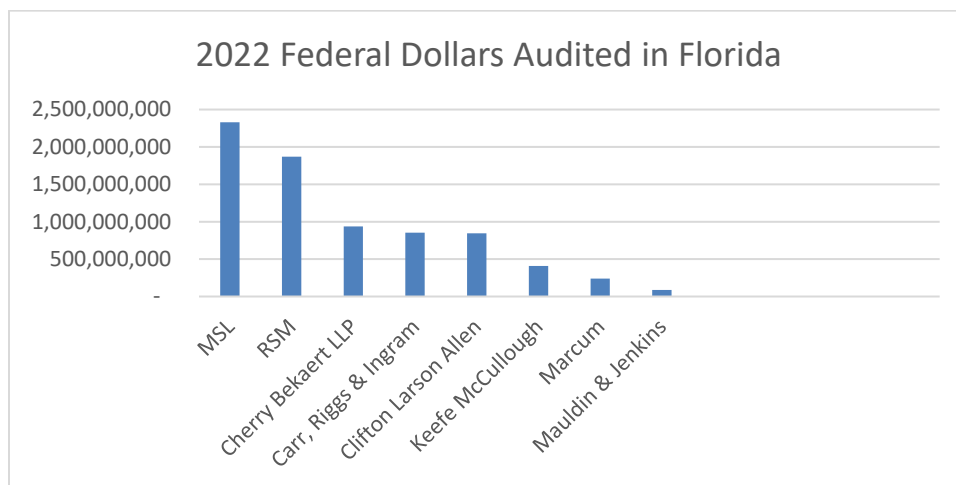
Once the determination of major grants has been made, we will meet with the appropriate staff to discuss the programs, review the related internal controls, and go over the compliance requirements for the grants. The number of transactions tested for each major grant is generally determined based upon the number of transactions and auditor judgment. In all cases, we will follow the guidance in SAS No. 39 *Audit Sampling* to make our selections. Where possible, we will perform a dual test of the transaction for allowable cost as well as the applicable compliance requirement(s). Some grants may require additional compliance testing outside of transactional testing, and, in those cases, we will work with staff to ensure the proper performance of these tests.

The American Rescue Plan Act of 2021 continues to be an important factor when evaluating grants risk even during the winding down phase of these programs.

Single Audit Experience

In the current environment of increased oversight, it is more important than ever to find qualified auditors who have significant experience with federal and state grants specific to the City and can enhance the quality of the City's Single Audit. Therefore, the Single Audit will be performed by a team of individuals who are managed by personnel who specialize in single audits in accordance with OMB's UG and the Florida Single Audit Act and who will offer both knowledge and quality for the City.

As outlined in the following table, **MSL has audited the most Florida federal dollars in the state**. We audited more than **\$2 billion dollars in Florida federal funds** in 2022 alone. The table below illustrates MSL's experience in serving organizations that receive federal funds and demonstrates our Firm's dedication to serving governmental organizations:



**The information for the firms above was pulled from the Federal Audit Clearinghouse for audits with fiscal year-ends between January 1, 2022 – December 31, 2022.*

In addition to our dedication to quality control, we have taken the additional voluntary step of participating in the Single Audit Resource Center Award program discussed below.

Single Audit Resource Center (SARC) Award

MSL is eligible to receive the Single Audit Resource Center's (SARC) *Award for Excellence in Knowledge, Value, and Overall Client Satisfaction* for the 2022 fiscal year-end. This award is based on client feedback SARC received through independent surveys.



SARC's *Award for Excellence in Knowledge, Value, and Overall Client Satisfaction* is awarded to recognize audit firms that provide an outstanding service to their clients. **The award is based on feedback received from 25,537 non-profit and government entities about the knowledge of their auditors, the value of the services rendered, and overall satisfaction with their 2022 fiscal year-end audit.**

This award signifies MSL's commitment to provide our clients the high-quality audit services they have come to expect from us. It also demonstrates our continued commitment to exceed the standards required to perform audits in the governmental sector.

The City needs an audit firm experienced in performing Single Audits and who is familiar with the specific programs in which you are involved. You will benefit from MSL's experience in this area!

Evaluating IT Environment

As part of our audit procedures, we are required to gain an understanding of the IT environment that supports the financial reporting process. Our assessment includes the following:

- Identifying key information systems and EUC (End-User Computing) applications, such as user-developed spreadsheets, that are relevant to financial reporting
- Evaluating procedures by which transactions are initiated, authorized, recorded, processed, and reported in such systems

While not specifically required to be evaluated, during our audit planning phase, we have our IT Risk Assurance team incorporate a tailored approach to your overall IT environment which includes a review of the following IT environment areas:

- **General IT Controls**

These controls impact the achievement of the financial statement assertions by supporting an environment that provides for the integrity, security, and availability of financial data. Our audit approach includes a review of General IT controls, such as the following:

- IT Governance - including risk management, strategic planning, and vendor management
- IT Operations - including data backup and recovery, interfaces between systems, and incident management
- Physical Security and Access to Programs and Data - including appropriate segregation of duties
- Change Management and Software Acquisition and Development

- **Application Controls**

These controls relate to programmed procedures within an information system that are designed to help ensure the completeness and accuracy of information processing, such as completeness and validity checks, authentication, authorization, or input controls.

- **Cyber Hygiene Practices**

Cybersecurity continues to be one of the key risks for the majority of our clients. We understand those risks and as part of our procedures, we benchmark the practices and controls employed by our clients against the key cybersecurity frameworks, such as CIS Controls or the five-step NIST Cybersecurity Framework. We also provide a high-level vulnerability assessment at no cost to our clients.

Audit Team

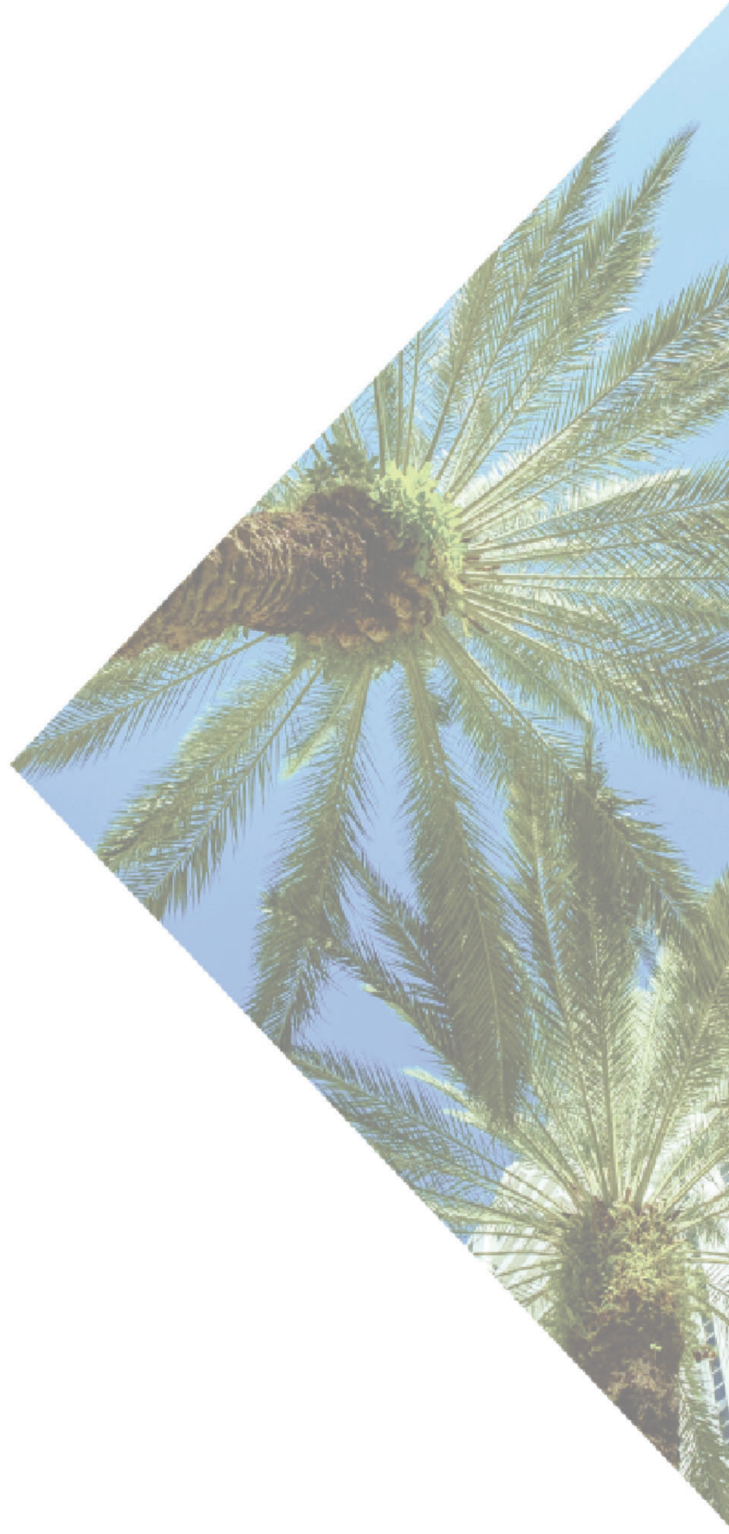
A list of the audit team and their position titles and roles are listed on page 4 under, “Key Personnel Assigned to Project”.

We fully understand that the key to any successful audit is communication with the client. It is our desire for this engagement to be a partnership. Thus, we would be available to meet with you in person or via telephone to discuss financial and/or strategic issues at your convenience. We are always available to discuss issues that come up during the year before small problems become larger accounting or financial reporting issues. **This service will always be part of our audit procedures and is included in our fee.**

On-Site vs. Off-Site Communication

We will tailor our communication to fit the needs and level of detail requested by management. Additionally, at a minimum, upon beginning year-end fieldwork we will schedule weekly communications to keep City management apprised of the status of the City audit. These communications can be done through conference calls, emails, face-to-face meetings, etc., as preferred by the City’s staff, and will include providing an update on the audits of each audit entity.

Tab J - Price Proposal



Tab J – Price Proposal

RFP No. 24-118
External Audit Services

Appendix B Fee Summary

- Fees** - Offeror's cost must be fixed priced fee and include all Offeror's costs (e.g., time, materials, travel costs, expenses) to provide all services and deliverables for each fiscal year and a grand total for the three-year agreement. Payment should be based upon the acceptance of deliverables by the city. Indicate the overall total cost of services in Table 1 as proposed in Offeror's submittal, based on the requirements in this RFP. Cost evaluations will be based on the fees submitted on Appendix B.

Table 1: Fee Schedule	
Description	Fixed Fee
Fiscal year ending September 30, 2024 (Annual audit as specified in this RFP)	\$ 199,500
Fiscal year ending September 30, 2025 (Annual audit as specified in this RFP)	\$ 206,000
Fiscal year ending September 30, 2026 (Annual audit as specified in this RFP)	\$ 212,000
GRAND TOTAL	\$ 617,500

- Hourly Rates** - Table 2 must contain all hourly rates for Offeror's personnel used to determine fees in Table 1. Offeror must include the estimated number of hours annually for each discipline and calculated totals. Hourly rates will apply for any additional services required of Offeror during the term of Agreement not specifically listed in this RFP, subject to provisions of the Agreement related to contract adjustments. Hourly rates will be fixed for the term of the Agreement.

Table 2: Hourly Rates			
Title/Service	Hourly Rate	Est. Hours	Total
Partner	\$ 275	245 hrs.	\$ 67,375
Manager	\$ 185	330 hrs.	\$ 61,050
Senior	\$ 125	375 hrs.	\$ 46,875
Staff	\$ 95	640 hrs.	\$ 60,800
Other (specify) IT Auditor	\$ 150	100 hrs.	\$ 15,000
GRAND TOTAL			\$ 251,100

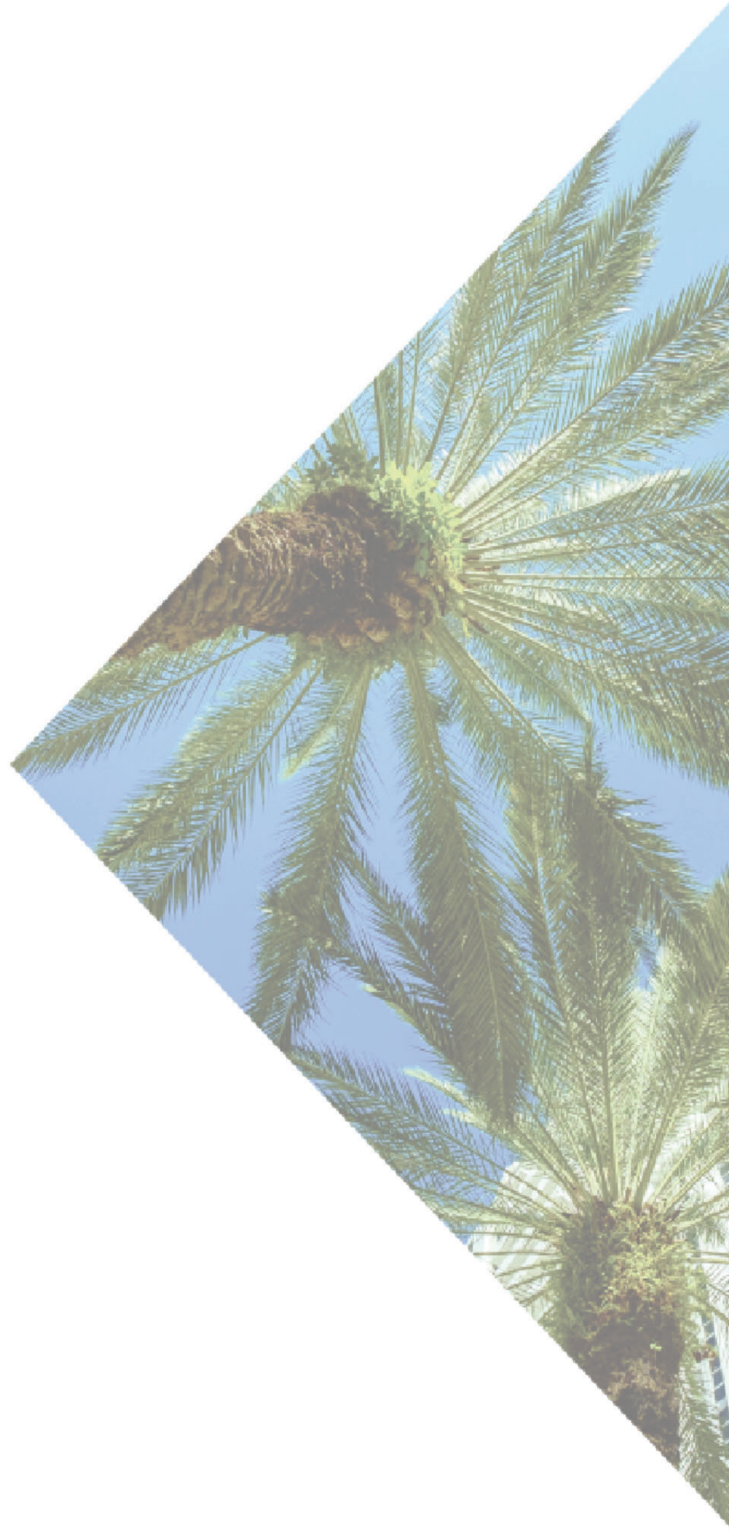
Less Investment in Relationship (Discount) \$ (51,600)

Total GMP \$ 199,500

- Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
N/A		\$	\$
		\$	\$
		\$	\$
GRAND TOTAL			\$

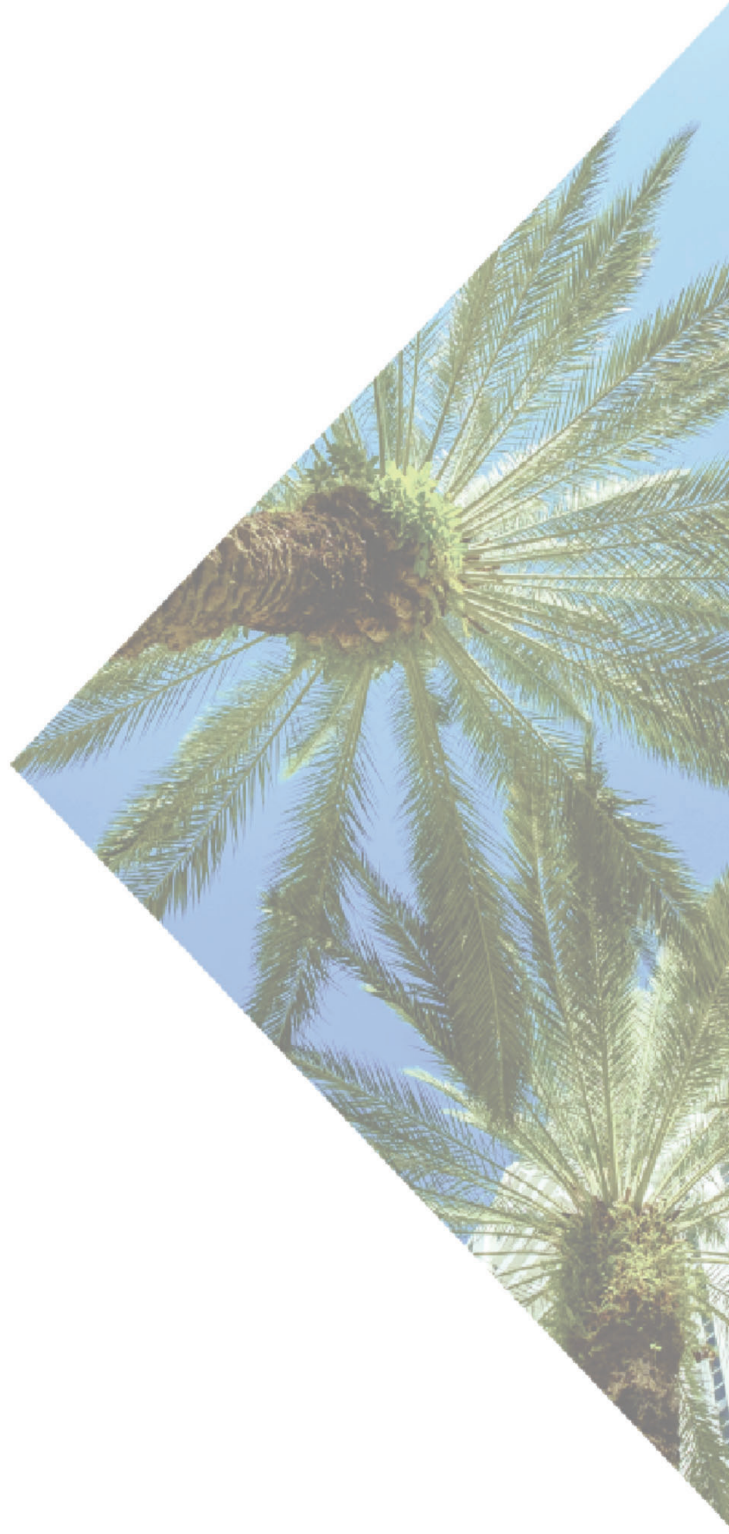
Tab K - Acceptance of Base Agreement



Tab K – Acceptance of Base Agreement

MSL does not have any exceptions to the City’s Professional Services Agreement. We accept all specifications, terms, conditions, and other requirements listed in the solicitation.

Appendix - Vendor Questionnaire



Appendix

Vendor Questionnaire

#RFP- 24 - 118
Title: External Audit and Assurance Services

4. Vendor Questionnaire

4.1. General Information

4.1.1. *Is the Vendor registered with the Florida Department of State, Division of Corporations (Sunbiz) in accordance with Florida Statute §607.1501?**

- Yes
 No

*Response required

4.1.2. *Is the Vendor a City of St. Petersburg certified SBE? **

- Yes
 No

*Response required

4.1.3. *Is the Vendor a City of St. Petersburg certified MWBE? **

- Yes
 No

*Response required

4.1.4. *Address for Headquarters location.**

*Response required 255 S. Orange Ave., Suite 600, Orlando, FL 32801

4.1.5. *Address of office providing service, if different than above.*

4.1.6. *Contact Information for Contact Person.** 201 E. Kennedy Blvd., Suite 650, Tampa, FL 33602

This person must be capable of committing the company to an agreement with the City.

- Name William Blend
- Title Shareholder
- Phone (800) 683-5401
- Email wblend@mslcpa.com

*Response required

4.1.7. *Description of nature of company's business.** Auditing & Accounting Services

*Response required

4.1.8. *Year the Company was Founded.** 1974

*Response required

4.1.9. *Number of years company has operated under the current name.** 4 years

*Response required

4.1.10. *Number of years company has been in the present business.** 50 years

*Response required

4.1.11. *Company's bank of record.** Truist

10

*Response required

4.1.12. *Describe any litigation that the vendor has been a party to in the last five years where it was alleged that the offeror breached a contract for similar services with a client/customer and describe any contracts for similar services that the vendor failed to complete for similar services. Describe the facts and status of any such litigation or contract. **

Type N/A if not applicable. N/A

*Response required

4.1.13. *Identify any government entity that has debarred or otherwise prohibited the vendor from responding to its competitive solicitations within the last five years. Describe the circumstances surrounding such debarment or other prohibition. **

Type N/A if not applicable. N/A

*Response required

4.1.14. *The vendor acknowledges that it has read, understands and will comply with Florida Statute §448.095 pertaining to required use of the U.S. Department of Homeland Security E-Verify system. Should the City terminate the contract with the vendor for violation of §448.095, vendor may not be awarded a contract with the City for at least one year. **

Please confirm

*Response required

4.1.15. *The vendor acknowledges that its solicitation response is subject to Public Records laws (Chapter 119, Florida Statutes). **

Please confirm

*Response required

4.1.16. *Will vendor allow other agencies to piggyback the contract if awarded? **

Yes

No

*Response required

4.1.17. *The vendor hereby makes all certifications required by Florida Statute §287.135 related to scrutinized companies. **

Yes

No

*Response required

4.1.18. *Is vendor required to provide any disclosures to the City regarding a foreign country of concern pursuant to Florida Statutes §286.101 (3)(a)? **

Yes

No

*Response required

4.1.19. *If YES, please provide the disclosure(s) in accordance with the requirements of Florida Statute §286.101 (3)(a).*

4.1.20. *The vendor certifies that it takes no exceptions to the terms and conditions of the solicitation.**

Yes

No

*Response required

4.1.21. *If exceptions are taken, specify in space below.*

4.1.22. *Has the vendor identified any trade secrets or confidential information in its solicitation response?**

Yes

No

*Response required

4.1.23. *If yes to the above question, please upload your redacted proposal here.*

4.1.24. *Appendix B: Fee Summary**

Please upload Appendix B, Fee Summary

*Response required **Appendix B is included under "Tab J - Price Proposal"**

4.1.25. *Proposal Requirements – Submittal Response**

Per Section 2.4, Submittal Requirements, please upload your pdf response here

*Response required

4.2. [Service Contracts Over \\$200,000](#)

4.2.1. *Does vendor employ more than 50 full time employees?**

Yes

No

*Response required

4.2.2. *a. If YES, does the vendor agree to comply with the living wage requirements set forth in the St. Petersburg City Code? **

Yes

No

*Response required

RSM US, LLP

Appendix B Fee Summary

- Fees** - Offeror's cost must be fixed priced fee and include all Offeror's costs (e.g., time, materials, travel costs, expenses) to provide all services and deliverables for each fiscal year and a grand total for the three-year agreement. Payment should be based upon the acceptance of deliverables by the city. Indicate the overall total cost of services in Table 1 as proposed in Offeror's submittal, based on the requirements in this RFP. Cost evaluations will be based on the fees submitted on Appendix B.

Table 1: Fee Schedule	
Description	Fixed Fee
Fiscal year ending September 30, 2024 (Annual audit as specified in this RFP)	\$ 231,500
Fiscal year ending September 30, 2025 (Annual audit as specified in this RFP)	\$ 231,500
Fiscal year ending September 30, 2026 (Annual audit as specified in this RFP)	\$ 243,000
GRAND TOTAL	\$ 706,000

- Hourly Rates** - Table 2 must contain all hourly rates for Offeror's personnel used to determine fees in Table 1. Offeror must include the estimated number of hours annually for each discipline and calculated totals. Hourly rates will apply for any additional services required of Offeror during the term of Agreement not specifically listed in this RFP, subject to provisions of the Agreement related to contract adjustments. Hourly rates will be fixed for the term of the Agreement.

Table 2: Hourly Rates			
Title/Service	Hourly Rate	Est. Hours	Total
Partner	\$ 400	80 hrs.	\$ 32,000
Manager	\$ 300	160 hrs.	\$ 48,000
Senior	\$ 155	450 hrs.	\$ 69,750
Staff	\$ 115	700 hrs.	\$ 80,500
Other (specify) <small>Document Processing</small>	\$ 125	10 hrs.	\$ 1,250
GRAND TOTAL			\$ 231,500

- Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
None Noted		\$	\$
		\$	\$
		\$	\$
GRAND TOTAL			\$

Proposal to provide audit and assurance services

City of St. Petersburg
RFP-24-118 External audit and assurance services

May 7, 2024

Submitted by:

Bo Brault, Partner
RSM US LLP
100 2nd Avenue S., Suite 600
St. Petersburg, FL 33701

P 727 821 6161



May 7, 2024

Ms. Sakha Reed, Senior Procurement Analyst
City of St. Petersburg
One 4th Street North
St. Petersburg, FL 33701

RSM US LLP

100 2nd Avenue S. #600
St. Petersburg, FL 33701, USA

T+1 727 821 6161

www.rsmus.com

Sent via: <https://procurement.opengov.com/portal/stpete>

RE: RFP-24-118 External audit and assurance services

Dear Ms. Reed:

RSM US LLP (RSM) is excited and appreciates the opportunity to provide professional audit and assurance services to the City of St. Petersburg (the City) for fiscal years ending September 30, 2024 through 2026. We understand the work to be done and are committed to completing the engagement in the time-period specified. Upon review of the enclosed proposal, the City will find our firm will offer a fresh perspective through our unique combination of highly experienced and technical personnel and our holistic audit approach.

RSM's **PUBLIC SECTOR** Practice by the numbers

2,800
Clients Nationally

800+ Governments SERVED

Single Audits CONDUCTED **600+**

1,000+
Government Auditing Standards Audits

140+ Partners and Principals

150+ Directors

500+
Other Professionals

DEDICATED TO
Public Sector Clients

UNPARALLELED EXPERIENCE SERVING GOVERNMENTS

Our national public sector practice has more than 800 professionals serving more than 2,800 clients. We have been providing audit services to governmental entities in conformance with Governmental Accounting Standards Board (GASB) pronouncements and have been performing Federal and Florida single audits to a sizable number of Florida governmental entities. We currently serve as the external auditor for some of the largest governmental entities in the country and, specifically, Florida. Our Florida offices have provided assurance and consulting services to many local governmental entities similar to the City, including but not limited to, the following:

Cities

- Coral Gables
- Coral Springs
- Fort Lauderdale
- Hallandale Beach

- Hollywood
- Jacksonville
- Lake Worth Beach
- Miami

- Miami Beach
- Miramar
- North Miami

Counties

- Pompano Beach
- Tamarac
- Tampa
- West Palm Beach
- Broward
- Hillsborough
- Miami-Dade
- Palm Beach

What this means is that we understand the complexity of your operations and the issues you face and are ready to help you tackle challenges that lie ahead. This will become increasingly important during this next procurement cycle as the GASB has proposed a new reporting model with new revenue and expense concepts. This proposed statement will dramatically change how the City reports its activities and, as a firm with both local and national experts, we bring the depth and expertise to help the City navigate this type of change. Recent standards on leases and subscription-based information technology arrangements were challenging, but the change in reporting model will be a huge undertaking that has not occurred since GASB 34 was introduced in 2003. We believe we are positioned to provide more technical support than any local or regional firm can.

THE POWER OF BEING UNDERSTOOD
ASSURANCE | TAX | CONSULTING

RSM US LLP is the U.S. member firm of RSM International, a global network of independent assurance, tax, and consulting firms. Visit [rsmus.com/aboutus](https://www.rsmus.com/aboutus) for more information regarding RSM US LLP and RSM International.



Ms. Sakha Reed, Senior Procurement Analyst
City of St. Petersburg
May 7, 2024
Page 3

LOCAL LEADERSHIP AND NATIONAL EXPERTISE



RSM's national government industry leader, Bob Feldmann, and national government assurance leader, Brett Friedman, both live and work throughout Florida. These individuals are part of the core service team assigned to the City's audit. In addition, we have a reserved audit team from manager to associate that will be located directly in Tampa Bay and will be headed by our Tampa Bay public sector partner, Bo Brault. Bo has worked in St. Petersburg and the Tampa Bay area for her entire career and is right in downtown St. Petersburg. With nine offices in Florida, including offices in St. Petersburg, Tampa, and Orlando, we can call upon the vast local and national resources of RSM's government practice to address emerging issues and intricate regulatory topics.

HOLISTIC APPROACH TO SERVING YOU

While our primary objective is to perform an audit and render an opinion on the City's financial statements and various other City reports, a distinguishing difference between RSM and our competitors is our holistic approach we can provide to the City. Our deep understanding of governments allows us to bring insights beyond the numbers in your financial reports. We have deliberately included in the City's engagement team government construction cost specialists, actuaries, and specialists in information technology and cyber security—the use of specialists comes from our firsthand knowledge based on our work with similar sized governments experiencing potential vulnerabilities in these areas. Our goal, simply put, is to minimize any exposure the City may have. Each of the specialists will play an active role in the audit process and in meeting that goal.

FRESH PERSPECTIVE, LOCAL TALENT AND SMOOTH TRANSITION



In recent years, the accounting profession has embraced and recognized the benefit of periodically changing auditors. As a result of having a new audit team with a new approach, we offer you a different look at your systems with no predispositions of those systems. Since you will be served by experienced professionals, the transition process will be smooth and effective. You will not need to train our personnel, as they currently serve other governments within the Tampa Bay area, which means minimal disruption to your organization. We are accustomed to succeeding other firms.

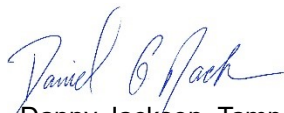
READY TO MEET THE NEEDS OF THE CITY OF ST. PETERSBURG

While we believe we have provided you with a competitive price, there will surely be lower-cost providers you can select. However, when you combine our experience, depth of expertise, quality and commitment to a holistic approach, you will not find another firm that will bring equal value to the City. While it is easy to self-promote, our strongest statement about what differentiates RSM from other firms comes directly from the clients we serve. We look forward to building our relationship with you as your new external auditors and are committed to meeting and exceeding your proposal requirements. Brett Friedman is authorized to make representations on behalf of the firm and this proposal is a firm and irrevocable offer for a minimum of 120 days.

Sincerely,



Bo Brault, Relationship Lead
bo.brault@rsmus.com
727 944 1647



Danny Jackson, Tampa Bay Leader
danny.jackson@rsumus.com
813 316 2227



Brett Friedman, Engagement Leader
brett.friedman@rsmus.com
954 356 5721

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B. Project team

- 1. In this section the offeror must describe the composition, organization and management of the project team including (a) identifying all major sub-contractors and their responsibilities; (b) demonstrating the firm's ability to work cooperatively with multiple clients and sub-contractors; and (c) identifying key individuals who would be assigned to the project and their roles and responsibilities.*

The audit engagement will be completed by personnel from RSM all of whom are employed on a full-time basis by the firm. For more details on the individuals assigned, their roles and experience please refer to the organizational chart included in [Section C](#) which outlines all the key team members and brief overviews of their roles on the engagement and complete biographies in [Section E](#) of the response.

C. Organization chart

1. Provide organization chart showing: (a) reporting relationships and responsibilities of the offeror and any other firms (b) reporting relationships and responsibilities of all key personnel (along with their firm affiliations).

Engagement team members

The following professionals have the qualifications and experience to handle your needs for this engagement and are committed to exceeding your expectations.



D. Other firms

- 1. Identify any other firms (such as sub-contractors) included on the project team and describe the scope of work for each firm's services and responsibilities throughout the project. Describe the firms approach to the management of sub-contractors and sub-consultants.*

We do not plan to utilize other firms (such as subcontractors) as part of the project team given we believe we have full capacity to schedule the work internally. However, we support many diversity initiatives within the firm through our culture diversity and inclusion strategy and often through our government engagements where the governments have initiatives supporting minority and women owned business enterprises. In those situations, we operate as one unified team and treat their employees the same as ours making it seamless while providing them with opportunities for training and development. We did not see any use of minority businesses in prior contracts or any desired goals for the City in the request for proposal and as such have not proposed to use any; however, we have extensive experience doing so and great relationships we can leverage if desired by the City. Otherwise, as one of the largest firms in the State of Florida with a dedicated public sector team, we have extensive resources we can utilize to provide the services requested in this request for proposal.

E. Key personnel

1. Identify all key personnel (and their firm affiliations) on the project team and describe their specific responsibilities throughout the project.

Engagement team members

The following RSM professionals have the qualifications and experience to handle your needs for this engagement and are committed to exceeding your expectations.

Team member, engagement role	Qualifications to serve the City
<p>Bo S. Brault Partner, Assurance Services</p> <p><i>Relationship Leader.</i> Bo will be responsible for your complete satisfaction with the services we provide. Located in St. Petersburg less than a mile away from your offices, she can provide you with immediate, in-person assistance as requested.</p>	<ul style="list-style-type: none"> • Bo has 20 years of assurance and accounting experience, focusing on the public sector. • Bo leads the Florida nonprofit assurance practice and has extensive experience serving large nonprofit organizations. • She also conducts and oversees compliance audits in accordance with the provisions of the Uniform Guidance and Florida Single Audit Act and engagements in accordance with Yellow Book requirements.
<p>Danny Jackson Principal, Client Services</p> <p><i>Tampa Bay Leader.</i> Similar to Bo, Danny will be responsible for your complete satisfaction with the services we provide. Danny is located in Tampa and is a resource for connecting the City to any additional tax or consulting services you might need.</p>	<ul style="list-style-type: none"> • Danny has over 27 years of experience and has worked with all industries, including many key accounts in technology, real estate, and health care. • His commitment and presence in the market has built a reputation as a strong leader and trusted strategic advisor to his clients. • Danny’s primary objective is to deliver personalized consultation to businesses to understand their key initiatives, help identify their needs, and delegate appropriate firm resources to provide quality service and an exceptional client experience.
<p>Bob Feldmann National Public Sector Industry Leader</p> <p><i>National public sector industry leader.</i> Bob has access to all our resources firmwide and is available to help ensure the engagement team and the City receive the resources they need to address any current or future needs and make sure you always receive outstanding high quality service from our experienced state and local government industry professionals.</p>	<ul style="list-style-type: none"> • Bob has over 33 years of assurance experience, serving as partner on various nonprofit and governmental clients. • His experience includes performing audits in accordance with <i>Government Auditing Standards</i>, OMB Uniform Guidance, Federal Single Audit Act, Florida Single Audit Act, and the Rules of the Auditor General of the State of Florida. • Notable engagements: Broward County, Palm Beach County, City of Miami, City of Coral Gables, City of Coral Springs, City of Miami Beach.

Team member, engagement role	Qualifications to serve the City
<p>Brett Friedman Florida Public Sector Leader Partner, Assurance Services</p> <p><i>Assurance partner.</i> Brett will have responsibility for the overall quality of the audit and for ascertaining that professional and regulatory standards have been complied with throughout the engagement.</p>	<ul style="list-style-type: none"> • Brett is the Florida public sector leader and has more than 30 years of experience providing assurance and consulting services to governmental and nonprofit clients. • His experience includes leading large governmental audits and performing audits in accordance with <i>Government Auditing Standards</i>, the Uniform Guidance, Federal Single Audit Act, Florida Single Audit Act and the Rules of the Auditor General of the State of Florida. • Notable engagements: Cities of Boca Raton, Cape Coral, Coral Gables, Coral Springs, Deerfield Beach, Fort Lauderdale, Jacksonville, Hollywood, Miami, Miami Beach, Miramar, North Miami, North Miami Beach, Pembroke Pines, Pompano Beach, Tamarac, Tampa and West Palm Beach. Counties of Broward, Hillsborough, Miami-Dade, Martin, Monroe, and Palm Beach.
<p>Anil Harris Partner, Assurance Services</p> <p><i>Engagement quality reviewer.</i> Anil will be responsible for reviewing the audit plan and other relevant planning documentation, including the audit team’s assessment of and response to significant risks. He will provide a cold independent review of all reports and deliverables.</p>	<ul style="list-style-type: none"> • Anil has over 19 years of assurance and accounting experience, serving on various local government clients. • His experience includes performing audits in accordance with <i>Government Auditing Standards</i>, OMB Uniformed Guidance, Federal Single Audit Act, Florida Single Audit Act, and the Rules of the Auditor General of the State of Florida. • Notable engagements: Cities of Coral Gables, Coral Springs, Hollywood, Miami, Miramar, North Miami, Pompano Beach, and Tamarac. Counties of Broward, Miami-Dade, and Palm Beach.
<p>Justin Marquis Senior Manager, Assurance Services</p> <p><i>Assurance senior manager.</i> Justin will have responsibility for the quality of the audit and for ascertaining that professional and regulatory standards have been complied with throughout the engagement. He will serve as your primary contact on day-to-day matters, keep you informed about our progress, and promptly address your questions and concerns.</p>	<ul style="list-style-type: none"> • Justin has over 11 years of audit, accounting and consulting experience. • His experience includes performing audits in accordance with <i>Generally Accepted Auditing Standards</i>, <i>Government Auditing Standards</i>, Uniform Guidance, Florida Single Audit Act, and the Rules of the Auditor General of the State of Florida. • He has managed and led the audits of numerous public sector, nonprofit and higher education organizations throughout Florida. • Notable engagements: City of Tampa, Hillsborough County Aviation Authority, Hillsborough County,

Team member, engagement role	Qualifications to serve the City
	<p>Broward County Airport, Broward County Port Everglades, Broward County Water and Wastewater Services, Canaveral Port Authority, Jacksonville Port Authority, University of South Florida Foundation.</p>
<p>Kathleen Nolan Supervisor, Assurance Services</p> <p><i>Engagement in-charge.</i> Kat will oversee the day-to-day functions of the audit and the professional staff members assigned to the engagement. She will participate in planning and developing the overall audit approach and will monitor all phases of the work to help ensure timely completion.</p>	<ul style="list-style-type: none"> • Kathleen has over 12 years of public accounting experience providing financial and compliance audit and consultation services to a variety of governmental entities. • She focuses primarily on cities, counties, school districts and nonprofit organizations. • Her experience includes performing audits in accordance with <i>Government Auditing Standards</i>, Single Audit Reports in Accordance with the Uniform Guidance and Rules of the Auditor General of the State of Florida.
<p>Michelle Horaney State and Local Government, Education and Gaming Technical Industry Leader</p> <p><i>National technical industry leader.</i> Michelle will use her highly technical knowledge of governments to bring valuable resources to the City. She will serve as a national technical resource for the engagement team and the City during the audit and year-round to help address technical issues as they arise. She will use her unique national role and perspective and involvement on the AICPA State and Local Government Expert Panel to bring insights into assisting with resolving technical accounting issues as needed.</p>	<ul style="list-style-type: none"> • Michelle is the state and local government, education and gaming technical industry leader for RSM. • She has responsibility for audit, accounting and risk containment matters across the firm’s state and local government, education and gaming practices. • She serves on the AICPA State & Local Government Experts Panel and has served on several GASB new standard committees. She coordinates the RSM comment letters issued in response to proposed new GASB standards. • She will be a key resource as the City looks to implement the changes to the reporting model and the new revenue and expense concepts.
<p>Alexandra Lorié Director, Risk Consulting</p> <p><i>IT specialist.</i> Alexandra focuses on complex integrated IT system reviews and is experienced at issuing confidential reports under Florida Statute exemptions. She will oversee the audit review of the City’s IT systems that are relied upon as part of the audit.</p>	<ul style="list-style-type: none"> • Alexandra has a diverse background in technology governance, risk and compliance, coupled with an upbringing in development, system integration and implementation. • In her 23-year career in professional services, she specializes in assessing and developing IT processes and internal control programs, and conducting IT risk assessments to support regulatory requirements and operational process improvement needs.

Team member, engagement role	Qualifications to serve the City
	<ul style="list-style-type: none"> As RSM's Florida technology risk lead, Alexandra helps clients reduce compliance risk by identifying, assessing and providing solutions to address critical and emerging technology risks. Before joining RSM, Alexandra worked in Big Four and global technology consulting firms.
<p>Steven LaPlant Consulting Actuary, Actuarial Services Risk & Regulatory Consulting</p> <p><i>Actuarial specialist.</i> Steve will assist the team with the review of actuarial reports as a subject matter expert. He and his team will perform independent reviews of the City's actuarial reports as part of our audit approach, focus on the methodologies and significant assumptions applied. Steve will support the audit team and bring value-added observations and recommendations where appropriate to the City.</p>	<ul style="list-style-type: none"> Steve has over 31 years of experience providing actuarial services to include-valuation plan design, experience studies, liability and cost projections and design of benefit calculation systems. Steve provides actuarial retirement and employee benefit services for defined benefit pension plans and Other Post Employment Benefit (OPEB) plans on behalf of corporations, and state and local governments. He provides subject matter expertise on defined benefit pension and OPEB plans for corporate and governmental entities with a focus on accounting issues and selection of assumptions.
<p>Andrew Weidenhamer Principal, Risk Consulting</p> <p><i>IT security risk specialist.</i> Andrew will evaluate the City's IT systems and related security. He will help identify IT security risks and to implement solutions. He has a unique combination of technical and business-related skills. The bulk of his security/privacy experience comprises working with organizations performing technical assessments, which include internal network, external network and web application penetration assessments.</p>	<ul style="list-style-type: none"> Andrew focuses on developing and implementing programs to add business value and effectively minimize cybersecurity and data privacy risk. He has over 16 years of experience serving organizations across the United States, Asia and Europe, and customers in the public sector, financial services, consumer and industrial products and technology industries. His experience includes managing deployments of digital transformation, cyber risk and data privacy solutions of identity and access management, digital experience, privacy management, risk and compliance management, application security, business continuity and vulnerability management across cloud and on-premises environments.

Team member, engagement role	Qualifications to serve the City
<p>David Luker Partner, Risk Consulting <i>Construction specialist.</i> David will help evaluate if there are any audit risks associated with major construction endeavors undertaken by the City. His experience includes planning and managing construction closeout audits, facilities and construction internal audits, and contract compliance engagements. He is responsible for project management, risks and controls, business process analysis, contract compliance services, risk management and forensic investigations.</p>	<ul style="list-style-type: none"> • David has over 18 years of experience in public accounting including, GAAP financial statement audit of construction contractors, construction contract compliance for large construction manager at risk and design build contracts, internal audit and process improvement for government agencies, construction change order and claim analysis, construction litigation support, design and construction process engineering, and various other risk advisory services. • David serves as RSM's facilities and construction subject matter expert for the Southeast Region and is 100% dedicated to serving the construction industry.

2. Describe the offeror's approach to managing such key personnel.

Management of key personnel comes in the form of project management and reviews.

Project management begins at the top, i.e., the engagement leader. The engagement leader will have responsibility for the overall quality of the audit and for ascertaining that professional and regulatory standards have been complied with throughout the engagement. The engagement leader will ensure that all internal and external milestones are met throughout the process. This will be done through completion of collaborative milestone trackers and regular internal meetings and meetings with the City.

The engagement manager is responsible for executing the audit plan. The manager will manage the remainder of the engagement team to ensure that audit work is being performed timely, efficiently, and effectively. The engagement manager is responsible for communicating any delays, issues, or other communication matters both to the City and to the engagement leader in a timely fashion to allow for course correction and minimal delays.

Management also comes in the form of timely quality reviews. Below please find our audit review structure by each level of the engagement team.

Review	Nature of review
Engagement performance and administration review, done by in-charge/supervisor	Work of all assistants in detail, including workpapers, financial statements, audit report, compliance reports and management letter
Fairness review, done by engagement manager	All workpaper files, financial statements, audit report, compliance reports and management letter

Review	Nature of review
Partner review, done by engagement partner	Financial statements, audit reports, compliance reports, management letter, workpaper files for significant and critical areas, concurrence with conclusions of engagement team
Concurring review, done by engagement quality review partner	Financial statements, audit report, compliance reports and management letter. Workpaper files for significant and critical areas, concurrence with conclusions of engagement team.

3. Indicate the commitment of all key personnel in terms of an estimated percentage of time throughout the project.

Team member	Time %	Team member	Time %
Bo Brault	As Needed	Bob Feldmann	As Needed
Danny Jackson	As Needed	Michelle Horaney	As Needed
Brett Friedman	4%	Andrew Weidenhamer	As Needed
Scott Bassett	1%	David Luker	As Needed
Justin Marquis	10%	Alexandra Lorie	1%
Kathleen Nolen	32%	Steven LaPlant	1%
Associates	50%	Other	1%

4. Provide resumes for all key personnel in the RFP. Limit resumes to two pages per individual and include: (a) academic and professional qualifications (b) professional registration (as applicable) (c) experience as it relates to the project and to the individual's specified role on the project.

Resumes are on the following pages.



Bo S. Brault

Partner, Assurance Services
RSM US LLP
St. Petersburg, Florida
bo.bault@rsmus.com
+1 727 944 1647

Summary of experience

Bo has nearly 20 years of auditing and accounting experience, focusing on the nonprofit sector. Bo leads the Florida nonprofit assurance practice and has extensive experience serving large nonprofit organizations. She also conducts and oversees compliance audits in accordance with the provisions of the Uniform Guidance and Florida Single Audit Act and engagements in accordance with Yellow Book requirements.

Bo's nonprofit experience includes working with a wide variety of large nonprofit organizations including private foundations, social services, education, museums and cultural organizations, membership and trade associations, and HUD projects. Serving as engagement partner, she is responsible for supervising audit engagement team members, resolving audit and accounting issues, maintaining client relations, and resolving financial reporting matters.

Professional affiliations and credentials

- Certified public accountant, Florida
- American Institute of Certified Public Accountants
- Florida Institute of CPAs
- Pinellas Community Foundation, Board of Trustee
- Goodwill Industries-Suncoast, Inc., ambassador representative
- Leadership St. Pete, St. Petersburg Area Chamber of Commerce, 2015 graduate
- University of South Florida, Accounting Advisory Board
- University of Tampa Accounting Advisory Board

Education

- Master of Science, business administration, University of Tampa
- Bachelor of Science, accounting, outstanding graduate, University of Tampa



Danny Jackson

Principal, Client Services
RSM US LLP
Tampa, Florida
danny.jackson@rsmus.com
+1 813 316 2227

Summary of experience

Danny has over 27 years of experience and has worked with all industries, including many key accounts in technology, real estate, and health care. His commitment and presence in the market has built a reputation as a strong leader and trusted strategic advisor to his clients.

In his current role, Danny's primary objective is to deliver personalized consultation to businesses to understand their key initiatives, help identify their needs, and delegate appropriate firm resources to provide quality service and an exceptional client experience.

Professional affiliations and credentials

- Association for Corporate Growth
- CEO Council
- Information Systems Audit and Control Association
- Institute of Internal Auditors
- Make-A-Wish, board member
- Make-A-Wish, Night of the Iguana chair
- Tampa General Hospital Foundation, board of directors

Education

- Bachelor of Arts, business/corporate communications, Wake Forest University



Bob Feldmann

National Public Sector Industry Leader
RSM US LLP
Fort Lauderdale, Florida
bob.feldmann@rsmus.com

Summary of experience

Bob joined RSM in 1990, he has over 33 years of audit and accounting experience, serving as partner on various nonprofit and governmental clients. His experience includes performing audits in accordance with *Government Auditing Standards, OMB Uniformed Guidance, Federal Single Audit Act, Florida Single Audit Act, and the Rules of the Auditor General of the State of Florida.*

A representative list of government audit clients include:

- Bal Harbour Village
- City of Coral Gables
- City of Coral Springs
- City of Miami
- City of Miramar
- City of North Miami
- City of Tamarac
- City of Tampa
- City of West Palm Beach
- Miami Parking Authority
- Broward County
- Palm Beach County
- Broward County School Board
- Miami-Dade County School Board
- School District of Palm Beach County
- South Florida Water Management District
- Poarch Creek Indian Gaming Authority
- Seminole Tribe of Florida

Professional affiliations and credentials

- Certified public accountant, Florida
- American Institute of Certified Public Accountants
- Florida Institute of CPAs
- Broward County Salvation Army Adult Rehabilitation Center, advisory council chair
- FIU President's Council
- FIU School of Accounting Advisory Board
- Florida Government Finance Officers Association
- Florida Healthcare Association
- Government Finance Officers Association
- Greater Miami Chamber of Commerce, trustee
- Healthcare Financial Management Association

Education

- CFO Program, University of Minnesota Graduate School of Business
- Master of Science, taxation, University of Miami
- Bachelor of Science, accounting, University of Florida



Brett Friedman

Florida Public Sector Leader
 Partner, Assurance Services
 RSM US LLP
 Fort Lauderdale, Florida
 brett.friedman@rsmus.com

Summary of experience

Brett joined RSM in 2005, he is the Florida public sector leader and has more than 30 years of experience providing audit and consulting services to governmental and nonprofit clients. His experience includes leading large governmental audits and performing audits in accordance with *Government Auditing Standards*, the Uniform Guidance, Federal Single Audit Act, Florida Single Audit Act and the Rules of the Auditor General of the State of Florida. Brett is also highly active in our CDI efforts and currently serves as the National Leader for our HOLA Employee Network Group. Representative list of government audit clients served include:

Cities

- Boca Raton
- Cape Coral
- Coral Gables
- Coral Springs
- Deerfield Beach
- Fort Lauderdale
- Hollywood
- Miami
- Miami Beach
- Miramar
- North Miami
- Pembroke Pines
- Pompano Beach
- Tamarac
- Tampa
- West Palm Beach

Counties

- Broward
- Hillsborough
- Miami-Dade
- Monroe
- Palm Beach
- School Board of Miami-Dade County
- Broward County School Board
- School District of Palm Beach County

Authorities

- Canaveral Port Authority
- Hillsborough County Aviation Authority
- Jacksonville Aviation & Port Authorities
- South Florida Water Management District
- Washington Metropolitan Area Transit Authority

Professional affiliations and credentials

- Certified public accountant, Florida
- American Institute of Certified Public Accountants
- Florida Institute of CPAs (FICPA)
- FICPA State and Local Government Section
- Florida Government Finance Officers Association, associate member
- Florida International University School of Accounting Corporate Advisory Board
- Government Finance Officers Association Special Review Committee
- University of Miami School of Accounting Corporate Advisory Council, Chair

Education

- Master of Business Administration, University of Miami
- Bachelor of Science, accounting and economics, State University of New York at Albany



Anil Harris

Partner, Assurance Services
RSM US LLP
Fort Lauderdale, Florida
anil.harris@rsmus.com

Summary of experience

Anil has over 19 years of audit, accounting and consulting experience. His experience includes performing audits in accordance with *Generally Accepted Auditing Standards, Government Auditing Standards, Uniform Guidance, Florida Single Audit Act, and the Rules of the Auditor General of the State of Florida*. He has managed and led the audits of numerous public sector, nonprofit and higher education organizations throughout Florida.

Representative list of government audit clients include:

- Bal Harbour Village
- City of Coral Gables
- City of Coral Springs
- City of Miami
- City of Miramar
- City of North Miami
- City of Tamarac
- Broward Alliance
- Broward County
- Broward County Aviation Department (Ft. Lauderdale International Airport)
- Broward County Port Everglades Department
- Memorial Healthcare System
- Miami-Dade County
- Miami-Dade Seaport Department
- Miami-Dade Solid Waste Department
- Palm Beach County
- Palm Beach County Health Care District
- Poarch Creek Indian Gaming Authority
- School Board of Miami-Dade County
- School District of Palm Beach County

Professional affiliations and credentials

- Certified public accountant, Florida
- American Institute of Certified Public Accountants
- Florida Institute of CPAs
- Florida Government Finance Officers Association
- Broward League of Cities
- Greater Miami Visitors and Convention Bureau

Education

- Master of Accountancy, University of Florida
- Bachelor of Science, accounting, University of Florida



Justin Marquis

Senior Manager, Assurance Services
RSM US LLP
Tampa, Florida
justin.marquis@rsmus.com

Summary of experience

Justin joined RSM in 2014, he has over 11 years of experience in public accounting. He provides audit services primarily to government, nonprofit and higher education group clients. Justin has dedicated his career to serving the public sector including counties, cities, special purpose entities such as airport and port authorities, foundations, health and human service organizations and higher education organizations.

Justin's experience serving government, nonprofit and higher education clients include engagements performed in compliance with the Uniform Guidance and State of Florida Chapter 10.650, Rules of the Auditor General.

Representative clients include:

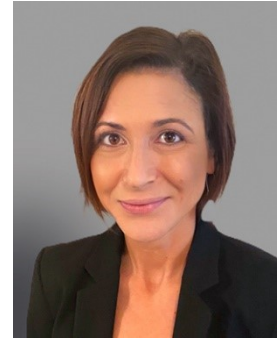
- City of Tampa
- Broward County Airport
- Broward County Port Everglades
- Broward County Water & Wastewater Services
- Canaveral Port Authority
- Jacksonville Port Authority
- Hillsborough County
- Hillsborough County Aviation Authority
- International Fund for Animal Welfare
- Lutheran Services Florida
- Pathfinder International
- Prime Coalition
- Assumption University
- Laboure College
- San Jose State University Research Foundation
- St. Petersburg College Collegiate High School
- St. Petersburg College Foundation
- Stetson University
- University of South Florida Foundation

Professional affiliations and credentials

- Certified public accountant, Massachusetts and Florida
- American Institute of Certified Public Accountants

Education

- Master of Accountancy, University of Vermont
- Bachelor of Arts, Business Administration, University of Vermont



Kathleen Nolan

Supervisor, Assurance services
RSM US LLP
Saint Petersburg, Florida
kat.nolan@rsmus.com
+1 727 944 1679

Summary of experience

Kat joined RSM in September 2021, with over 12 years of experience in public accounting, providing audit services primarily to nonprofit and governmental clients. She currently serves public sector entities, including municipalities, counties, and school boards. Kat's experience serving nonprofit and governmental clients includes engagements performed in accordance with *Government Auditing Standards*, Uniform Guidance, and Federal Single Audit Act.

A representative list of clients previously served at a prior local CPA firm include:

Municipal government

- Hillsborough County
- Township of Hillside
- Township of Long Beach
- Township of Middletown
- Township of Ocean
- Township of Union
- City of Westfield

Libraries and special districts

- Beach Haven Municipal Utility Authority
- City of Long Branch Library
- Freehold Soil Conservation District
- Little Egg Harbor Municipal Utility Authority

School districts

- Colts Neck
- Freehold Regional
- Hamilton
- Jackson
- Matawan-Aberdeen

Prior to joining RSM, Kat was with a local CPA firm in New Jersey for over ten years focused on government and nonprofit clients.

Education

- Master of Accounting, Rutgers, The State University of New Jersey
- Bachelor of Science, accounting, Thomas Edison State University



Michelle Horaney

State and Local Government, Education and Gaming
Technical Industry Leader
RSM US LLP
Davenport, Iowa
michelle.horaney@rsmus.com

Summary of experience

Michelle joined RSM in 1993, she is the state and local government, education and gaming technical industry leader. She has responsibility for audit, accounting and risk containment matters across the firm's state and local government, education and gaming practices.

Michelle serves as the firm's liaison with the Government Accounting Standards Board, serves on the AICPA State and Local Government Expert Panel and participates in the AICPA's Enhanced Oversight review program.

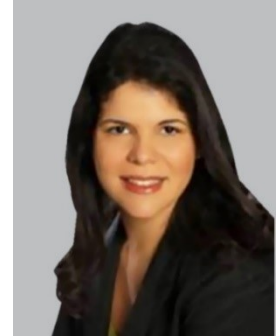
Prior to joining RSM's national professional standards group, Michelle served as a public sector specialist and assurance partner. She has worked with a variety of public sector organizations including cities, counties, school districts, Native American tribes, higher education institutions, defined benefit pension and OPEB plans and special purpose governments. Michelle also has extensive experience with compliance audits performed under the Single Audit Act and assists in the development of the firm's single audit tools.

Professional affiliations and credentials

- Certified public accountant, Illinois and Iowa
- American Institute of Certified Public Accountants
- Central Association of College and University Business Officers
- Government Finance Officers Association
- Iowa Society of Certified Public Accountants
- National Association of College and University Business Officers
- Native American Finance Officers Association

Education

- Master of Business Administration, St. Ambrose University
- Bachelor of Science, accounting, Illinois State University



Alexandra Lorie

Director, Technology Risk Services
RSM US LLP
Miami, Florida
alexandra.lorie@rsmus.com

Summary of experience

Alexandra joined RSM in 2011, she has 24 years of experience with a diverse background in technology governance, risk and compliance, coupled with experience in development, system integration and implementation. She focuses on assessing and developing IT processes and internal control programs and conducting IT risk assessments to support regulatory requirements and operational process improvement needs. As RSM's South Florida technology risk lead, Alexandra helps clients reduce compliance risk by identifying, assessing and providing solutions to address critical and emerging technology risks. Alexandra's representative experience includes:

- Executing internal and external audit reviews including scoping, control risk assessment, control design assessment, tests of operating effectiveness and management reporting
- Reviewing technology and operational processes to assess business risk, internal controls, and the overall effectiveness and efficiency of processes
- Conducting IT, GLBA and red flag identity theft risk assessments to identify inherent and residual risks
- Evaluating and developing IT policies and procedures

Representative list of government audit clients served include:

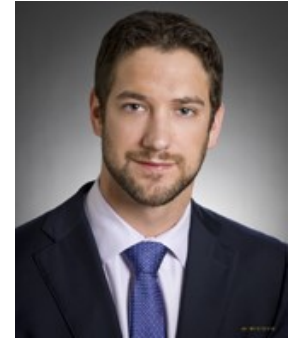
- Bal Harbour Village
- City of Coral Gables
- City of Coral Springs
- City of Miami
- City of Miramar
- City of North Miami
- City of Tamarac
- Broward County
- Miami-Dade County
- Palm Beach County
- Broward County Port
- Everglades Department
- Miami-Dade Solid Waste Department
- Palm Beach County Health Care District
- School Board of Miami-Dade County
- School District of Palm Beach County
- Memorial Healthcare System

Professional affiliations and credentials

- Information Systems Audit and Control Association
- Institute of Internal Auditors

Education

- Master of Science, management information systems, Florida International University
- Bachelor of Business Administration, international finance and marketing, University of Miami



Andrew Weidenhamer

Principal, Risk Consulting
RSM US LLP
McLean, Virginia
andrew.weidenhamer@rsmus.com

Summary of experience

Andrew joined RSM in 2013, he has over 16 years of experience working in consulting in the information security and data governance field. He has a unique combination of technical and business-related skills that allow him to perform in multiple roles. The bulk of his security/privacy experience, however, comprises working with organizations performing technical assessments, which include internal network, external network and Web application penetration assessments. Andrew has had the privilege of speaking at national security and hacking conferences, such as DEF CON, OWASP AppSec and Rochester Security Summit to name a few. Finally, he has development credits on a well-known penetration testing tool called Backtrack.

His representative experience includes:

- Conducted large-scale enterprise internal and external penetration assessments for organizations across every industry and sector.
- A practice lead role for a small information security boutique; he focused on business and product development, which included the implementation of enterprise vulnerability and privacy management programs for his clients.
- Participated in the development and implementation of an enterprise information security program for a fortune 100 financial institution; and led an enterprise PCI network segmentation project.
- Participated in an International Organization for Standardization (ISO) 27001 readiness assessment reviewing the policies and technical controls for a global manufacturing organization (The company is now certified as ISO 27001 compliant).

Professional affiliations and certifications

- Certified information privacy practitioner U.S.
- Certified information systems auditor
- Certified information systems security professional
- ISO 27001 provisional auditor
- Offensive security certified professional
- Payment application qualified security assessor
- Qualified security assessor
- Information Systems Audit and Control Association
- International Information Systems Security Certification Consortium (ISC)2

Education

- Bachelor of Science, computer engineering, Ohio University



David Luker

Partner, Consulting Services
RSM US LLP
Atlanta, Georgia
david.luker@rsmus.com

Summary of experience

David joined RSM in 2011, he has 20 years of experience in public accounting. David serves as RSM's facilities and construction subject matter expert for the Southeast region and is dedicated to serving the construction industry.

His experience includes, GAAP financial statement audit of construction contractors, construction contract compliance for large construction manager at risk and design build contracts, internal audit and process improvement for government agencies, construction change order and claim analysis, construction litigation support, design and construction process engineering, and various other risk advisory services.

Representative client list include:

- City of Orlando
- Arlington County, Virginia
- Brevard County
- Broward County School District
- Jacksonville Aviation Authority
- Seminole Tribe of Florida
- Boca West Country Club
- Frenchman's Creek Club
- Mizner Country Club
- Monterrey Peninsula Club
- Polo Club of Boca Raton
- Florida State University
- University of Central Florida
- Brasfield and Gorrie
- C&C Contracting
- Capital One Services
- Carter & Carter
- Kaufmann Lynn Construction
- Prestwick Companies
- Rabren General Contractors
- Stellar
- Swire Properties

Professional affiliations and credentials

- Certified public accountant, Alabama
- American Institute of Certified Public Accountants
- Alabama Institute of Certified Public Accountants

Education

- Master of Accountancy, Auburn University



Steven LaPlant

Manager, Actuarial Services
RSM US LLP
Baltimore, Maryland
steve.laplant@riskreg.com

Summary of experience

Steve joined RSM in 2017, he has over 31 years of experience providing actuarial services to include-valuation plan design, experience studies, liability and cost projections and design of benefit calculation systems. Steve provides actuarial retirement and employee benefit services for defined benefit pension plans and Other Post Employment Benefit (OPEB) plans on behalf of corporations, and state and local governments. He provides subject matter expertise on defined benefit pension and OPEB plans for corporate and governmental entities with a focus on accounting issues and selection of assumptions.

Representative list of government audit clients served include:

- Bal Harbour Village
- City of Coral Gables
- City of Coral Springs
- City of Fort Lauderdale
- City of Miramar
- City of Miami
- City of North Miami
- City of Tamarac
- Broward County
- Miami-Dade County
- Palm Beach County
- School Board of Miami-Dade County
- School District of Palm Beach County

Prior to joining RSM, he was an associate partner at Aon Hewitt where he maintained and grew relationships with clients; consulted in all areas of retirement benefits, including qualified and nonqualified pensions and OPEBs under ASC, IAS and GASB standards. He was also a senior manager at a Big Four firm where in addition to consulting with pension and OPEB clients, he was the national operations leader in all areas of audit support, including development and maintenance of assumption guidelines, testing procedures and reasonable ranges for assumptions.

Professional affiliations and credentials

- Enrolled actuary
- Society of Actuaries
- American Academy of Actuaries

Education

- Bachelor of Arts, mathematical science, Rice University

5. *Provide a detailed resume of the offeror's project manager, at least one substitute project manager, and other key individuals on the project team. The proposed project manager and the proposed substitute shall have a minimum of five (5) years of applicable experience and shall remain with the project throughout the term of the City's standard agreement. The project manager shall not be replaced or substituted without the prior approval of the City. The City may request a personal interview with the short-listed firms' proposed project managers. The key project manager or their approved substitutes shall be available for all meetings. Experience included on the resume must be limited to projects completed within the past ten (10) years.*

Due to having an extensive government practice locally and nationally, we have the ability to substitute project managers if requested by the City. Currently Brett Friedman, Partner, is planned to serve as project manager for this opportunity. Brett's detailed resume can be found earlier in this proposal. If Brett could no longer serve as project manager on the engagement, we would substitute Anil Harris, currently proposed engagement quality reviewer, in Brett's place. Please see Anil's detailed resume earlier in this proposal as well. In addition, Justin Marquis as Senior Manager will play a critical role in running the day to day activities of the engagement and will support Brett throughout. His resume was provided in the prior section as well.

At RSM, we have a wide bench of potential project managers at your disposal from a local and national perspective. As a national government industry, we have the ability to call upon other resources throughout Florida and throughout the country to aid in the engagement, including additional associates, in-charges, and managers. **This is an area that separates us from local or regional firms. Loss of one main government partner at a local or regional firm would likely cause significant disruption as the firm would have great difficulty replacing them. At RSM, we have a greater depth of resources, and you are not at risk of the loss of a single, key individual. We are one of the largest firms with a dedicated practice serving local governments in Florida and we have the largest local government practice in the State of Florida. This gives us a depth of resources locally in Florida that is unmatched by any firm.**

F. Experience

1. *The proposal must describe the performance history and experience of the project team on similar projects.*

Our local practice

Our Florida offices employ over 960 professionals and 66 partners/principals and have served the Florida marketplace for over 45 years, making us the largest non-Big Four provider of assurance, tax and consulting services in the state. Our Florida practice has extensive experience serving organizations like yours. You have our word that we will work hard to ensure quality services, by deploying the right resources who understand your organization. You can be confident we can provide the services to meet your needs now and into the future. Our Florida offices have provided assurance and consulting services to many local governmental and nonprofit entities like the City, including but not limited to those listed below:



Counties	Cities	School districts and higher ed	Transportation authorities	All other
Alachua Baker Brevard Broward Clay Hillsborough Glades Jacksonville/Duval Martin Miami-Dade Palm Beach Pinellas St. Johns St. Lucie Sumter	Aventura Bal Harbour Village Coral Gables Coral Springs Deerfield Beach Hallandale Beach Hollywood Homestead Jacksonville Miami Miami Beach Miramar North Lauderdale North Miami Orlando Tamarac Tampa West Palm Beach	School Districts: Baker Brevard Broward Collier Lee Liberty Miami-Dade Monroe Osceola Palm Beach Sarasota St. Johns Higher Ed: FSU UF UM UCF FL School for the Deaf & Blind	Broward County Aviation Hillsborough County Aviation Jacksonville: • Aviation • Port • Transportation Miami Parking Palm Beach County Department of Airport Port Canaveral Port Everglades Port of Miami	Florida Turnpike System Orange County Clerk of Courts Orange County Comptroller Orlando Utilities Commission Northeast Florida Regional Authority Seminole Tribe of Florida South Florida Water Management District State of Florida: • Department of Economic Opportunity • Department of Management Services • Department of Children & Families • State Board of Administration

G. Reference projects

1. *The Offeror shall submit descriptions of reference projects to demonstrate relevant experience. Each project description shall contain at least the following information: (a) name of owner; (b) owner reference and contact information; (c) role of offeror; (d) contract value; (e) year started and year completed; (f) description of the project showing relevance to this project; (g) names of firms and key personnel that participated in similar project(s) and are included in this offer, along with a clear description of the roles and responsibilities of each; and (h) provide a summary table to cross-reference the project team (firms and key personnel) with participation in the reference projects.*

All of the following services were performed by RSM professionals.

Client/contact	Services provided/ Dates	Contract value	Team members
City of Coral Springs, FL Kim Moskowitz Director of Finance +1 954 244 1092 GFOA Certificate: Yes	Annual financial statement audit, federal and state single audits, pension plans and CRA FS audits Fiscal years: 2006–2025	\$2,914,500	Brett Friedman Anil Harris Jean Borno
City of Coral Gables, FL Diana Gomez Finance Director +1 305 460 5257 GFOA Certificate: Yes	Annual financial statement audit, federal and state single audits Fiscal years: 2004–2023	\$2,859,033	Bob Feldmann Brett Friedman Anil Harris Sardou Mertilus
City of Miami, FL Erica Pascal Finance Director +1 305 416 1328 GFOA Certificate: Yes	Annual financial statement audit, federal and state single audits, various special reports Fiscal years: 2007–2010, 2014–2026	\$7,029,690	Bob Feldmann Anil Harris Sardou Mertilus
City of Miami Beach, FL Vyomie C. Greene Asst. Finance Director +1 305 673 7000 x 6280 GFOA Certificate: Yes	Annual financial statement audit, Redevelopment Authority, Parking Fund, CRA, federal and state single audits, various special reports Fiscal years: 2007–2010, 2014–2026	\$5,752,320	Bob Feldmann Brett Friedman Valerie Colimon
City of Tamarac, FL Christine Cajuste Finance Director +1 954 597 3553 GFOA Certificate: Yes	Annual financial statement audit, federal and state single audits, pension plans and CRA FS audits 2016–2022	\$1,360,000	Brett Friedman Anil Harris Ashli McIntyre

2. Describe any alleged, significant prior or ongoing contract failures, licensing, or permit violations, claims on bonds, any civil or criminal litigation or investigation pending (including wage theft complaints filed) which involves the firm or in which the firm has been judged guilty or liable.

Pending litigation that could have materially adverse effect on firm

RSM is a national provider of assurance, tax and consulting services. Like other professional services firms, we engage in matters with legal and regulatory implications as a part of doing business. At any given time, most public accounting firms have ongoing legal activity.

As is customary in the accounting profession and other professional practices, RSM does not disclose information pertaining to legal proceedings. Settlements and regulatory activity often involve matters that are subject to confidentiality agreements and orders that prohibit comment. However, there are no pending or actual claims that could reasonably be expected to impact our ability to serve our clients generally, or to provide the services contemplated by this proposal, specifically. **In fact, we have never been a defendant in any litigation or regulatory action arising out of professional services performed for the state or any city, county, school district, municipality or special district in Florida.**

3. Licenses. [Copy of firm's or individual's current applicable Florida License.]

Licenses the firm holds to be in compliance with state and federal regulations

RSM and its individually licensed certified public accountants are regulated by a number of state and federal requirements, we are licensed to practice in the State of Florida. All partners in the firm are CPAs. Our risk and regulatory compliance practice ensures that our firm and its individual employees are in compliance with the licensing requirements in the jurisdictions where active firm and individual licenses are held.



The screenshot shows the Florida Department of Business & Professional Regulation (dbpr) website. The page title is "LICENSEE DETAILS" and the timestamp is "9:32:21 AM 1/23/2024". The page is divided into two main sections: "Licensee Information" and "License Information".

Licensee Information

Name:	RSM US LLP (Primary Name)
Main Address:	30 SOUTH WACKER DRIVE SUITE 3300 CHICAGO Illinois 60606
County:	OUT OF STATE
License Mailing:	801 NICOLLET MALL SUITE 1200 MINNEAPOLIS MN 55402
County:	OUT OF STATE

License Information

License Type:	FIRM
Rank:	CPA Firms
License Number:	ADP004384
Status:	Current
Licensure Date:	03/05/1984
Expires:	12/31/2025

Special Qualifications

Special Qualifications	Qualification Effective
Partnership	10/01/2013

On the left side of the page, there is a sidebar with "ONLINE SERVICES" including: 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, and AB&T Delinquent Invoice & Activity List Search. At the top right, there are navigation links for HOME, CONTACT US, and MY ACCOUNT.

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LICENSEE DETAILS

12:44:44 PM 4/10/2024

Licensee Information

Name:	BRAULT, BO STITH (Primary Name)
Main Address:	100 2ND AVE SOUTH SUITE 600 ST. PETERSBURG Florida 33607
County:	PINELLAS
License Location:	202 166TH ST BRADENTON FL 34212
County:	MANATEE

License Information

License Type:	Certified Public Accountant
Rank:	CPA
License Number:	AC43831
Status:	Current,Active
Licensure Date:	08/11/2011
Expires:	12/31/2024

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LICENSEE DETAILS

1:34:21 PM 11/6/2023

Licensee Information

Name:	FRIEDMAN, BRETT (Primary Name)
Main Address:	340 ALEXANDRA CIRCLE WESTON Florida 33326
County:	BROWARD
License Location:	340 ALEXANDRA CIRCLE WESTON FL 33326
County:	BROWARD

License Information

License Type:	Certified Public Accountant
Rank:	CPA
License Number:	AC0027326
Status:	Current,Active
Licensure Date:	11/30/1994
Expires:	12/31/2025



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LICENSEE DETAILS

1:37:26 PM 11/6/2023

Licensee Information

Name:	HARRIS, ANIL (Primary Name)
Main Address:	669 NW 105TH DRIVE CORAL SPRINGS Florida 33071
County:	BROWARD
License Mailing:	669 NW 105TH DRIVE CORAL SPRINGS FL 33071
County:	BROWARD

License Information

License Type:	Certified Public Accountant
Rank:	CPA
License Number:	AC38125
Status:	Current,Active
Licensure Date:	10/31/2005
Expires:	12/31/2024



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LICENSEE DETAILS

3:16:32 PM 11/28/2023

Licensee Information

Name:	MARQUIS, JUSTIN TYLER (Primary Name)
Main Address:	10214 DAYBREAK GLN PARRISH Florida 34219
County:	MANATEE

License Information

License Type:	Certified Public Accountant
Rank:	CPA
License Number:	AC55831
Status:	Current,Active
Licensure Date:	08/20/2020
Expires:	12/31/2025



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LICENSEE DETAILS

10:11:15 AM 5/6/2024

Licensee Information

Name:	NOLAN, KATHLEEN (Primary Name)
Main Address:	6904 Manatee APT 77D BRADENTON Florida 34209
County:	MANATEE

License Information

License Type:	Certified Public Accountant
Rank:	
License Number:	
Status:	Application in Progress
Licensure Date:	
Expires:	

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- [Unlicensed Activity Search](#)
- [AB&T Delinquent Invoice & Activity List Search](#)

LICENSEE DETAILS

9:42:42 AM 1/23/2024

Licensee Information

Name:	FELDMANN, ROBERT RAYMOND (Primary Name)
Main Address:	2734 OAKBROOK DRIVE WESTON Florida 33332
County:	BROWARD
License Location:	2734 OAKBROOK DR WESTON FL 33332
County:	BROWARD

License Information

License Type:	Certified Public Accountant
Rank:	CPA
License Number:	AC0023373
Status:	Current,Active
Licensure Date:	09/17/1991
Expires:	12/31/2025

4. *References. A list of three (3) client contact persons for whom the firm or individual has recently provided services similar in nature to the services identified in this RFP.*

Client references

We encourage you to contact our references to learn more about us, our team and our process, in addition to their first-hand knowledge of our proposed services to the City.

Name of organization	Contact information	Work performed
City of Coral Springs, FL	Kim Moskowitz Director of Finance 954 244 1092 kmoskowitz@coralsprings.gov	Annual financial statement audit, federal and state single audits, pension plans and CRA FS audits
City of Coral Gables, FL	Diana Gomez Finance Director 305 460 5257 dgomez@coralgables.com	Annual financial statement audit, federal and state single audits
City of Miami, FL	Erica Pascal Finance Director 305 416 1328 epascal@miamigov.com	Annual financial statement audit, federal and state single audits, various special reports

5. The offeror should identify project experience similar to the ones envisioned for the services identified in this RFP. Experience included must be limited to projects completed within the past ten (10) years. At a minimum, the project description should include the following: (a) client name and description of the project/services; (b) comparison of project budget and final costs to the client; (c) comparison of the original and actual project schedule; (d) the client's contact person, e-mail address, and telephone number.

Client/Contact	Services provided/Dates	Budget/ Actual cost	Team member
City of Coral Springs, FL Kim Moskowitz Director of Finance +1 954 244 1092 GFOA Certificate: Yes	Annual financial statement audit, federal and state single audits, pension plans and CRA FS audits Fiscal years: 2006–2025	\$2,914,500	Brett Friedman Anil Harris Jean Borno
City of Coral Gables, FL Diana Gomez Finance Director +1 305 460 5257 GFOA Certificate: Yes	Annual financial statement audit, federal and state single audits Fiscal years: 2004–2023	\$2,859,033	Bob Feldmann Brett Friedman Anil Harris Sardou Mertilus
City of Miami, FL Erica Pascal Finance Director +1 305 416 1328 GFOA Certificate: Yes	Annual financial statement audit, federal and state single audits, various special reports Fiscal years: 2007–2010, 2014–2026	\$7,029,690	Bob Feldmann Anil Harris Sardou Mertilus
City of Miami Beach, FL Vyomie C. Greene Asst. Finance Director +1 305 673 7000 x 6280 GFOA Certificate: Yes	Annual financial statement audit, Redevelopment Authority, Parking Fund, CRA, federal and state single audits, various special reports Fiscal years: 2007–2010, 2014–2026	\$5,752,320	Bob Feldmann Brett Friedman Valerie Colimon
City of Tamarac, FL Christine Cajuste Finance Director +1 954 597 3553 GFOA Certificate: Yes	Annual financial statement audit, federal and state single audits, pension plans and CRA FS audits 2016–2022	\$1,360,000	Brett Friedman Anil Harris Ashli McIntyre

6. Previous and current work for the City of St. Petersburg. List project(s) by name, date, and contract amount. Do not use attachments or references.

None.

H. Project approach

1. The offeror should identify the process utilized on other significant projects as well as the process envisioned for the services identified in this RFP. If major sub consultants are to be utilized, their experience and credentials should be presented and the methods by which these firms will participate in the process should be stated. The offeror should also include within the project approach the process envisioned to interface with the City through the Project Manager.

Assurance services

Designed for organizations like the City, the RSM audit methodology allows your engagement team to use professional judgment in planning an overall audit strategy.

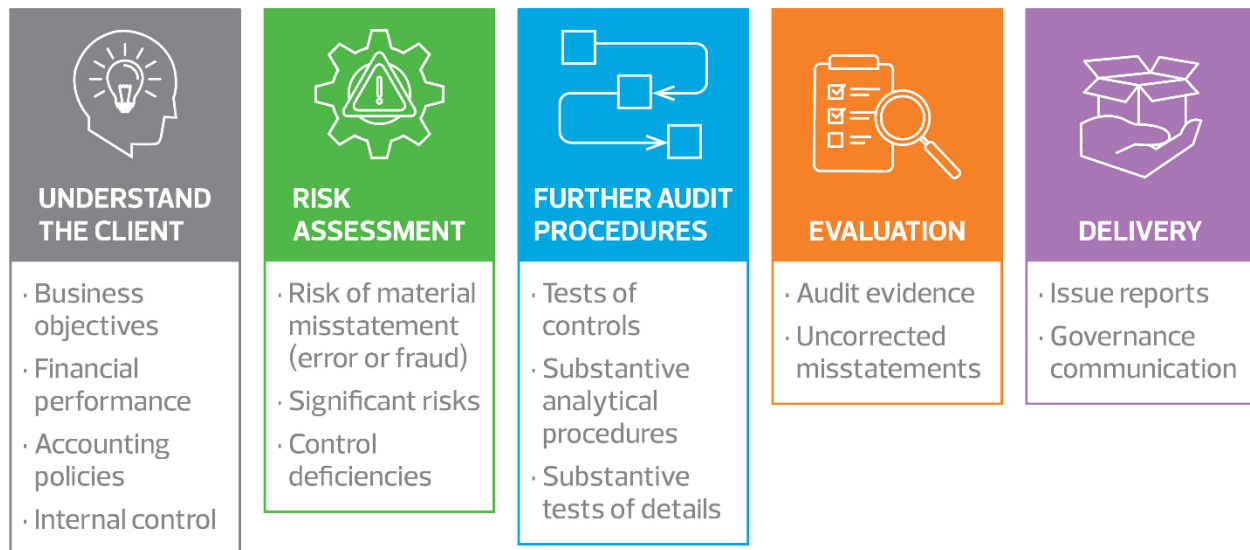
No surprises

When serving the City, we will communicate with you frequently throughout the audit process and throughout the year to address and resolve issues, new accounting standards and changes in your organization.

Smooth transition to working with us

The City wants the transition from your prior firm to be smooth and orderly resulting in as little distraction as possible. Any change of this nature will result in some disruption; however, with our experience in succeeding other accounting firms, the disruption is minimized. Our process for transitioning clients from their prior auditors to our services emphasizes early planning, with a high degree of partner and manager involvement.

Key steps in the RSM audit process



- **Understand the client.** We learn as much as possible about your business up front to properly understand the account balances, classes of transactions and disclosures relevant to your activities.
- **Risk assessment.** We assess the risk that errors or fraud may cause a material misstatement of financial statements. We decide whether the identified risks relate to specific relevant assertions related to significant account balances, classes of transactions or disclosures, or whether they relate to the financial statements taken as a whole and potentially affect many relevant assertions. We present which of the

identified risks of material misstatement are significant risks that require special audit consideration. We identify internal control deficiencies as part of our risk assessment process.

- **Further audit procedures.** We present the nature, timing and extent of tests of controls and substantive procedures necessary to address the risks identified. We present transactions for testing using various approaches, which may include specific identification of transactions or may involve sampling. When evidence obtained from the audit procedures results in identification of previously unidentified risks of material misstatement or contradicts planned risk assessment procedures, we revise the assessment and plan and perform additional audit procedures to reduce risk of material misstatement related to those assertions to an acceptably low level.
- **Evaluation.** At the conclusion of the audit, we evaluate the sufficiency and appropriateness of the audit evidence obtained and whether the assessments of the risks of material misstatement at the relevant assertion level remain appropriate. We may redesign planned audit procedures based on our evaluation. We evaluate the effects, individually and in the aggregate, of factual, judgmental, and projected misstatements that are not corrected by the organization. We communicate all misstatements identified during the audit, other than those we believe to be trivial, to management and the audit committee on a timely basis.
- **Delivery.** Our audit culminates with the issuance of a report on the financial statements, report on internal control over financial reporting, report to the audit committee and, if applicable, communications of material weaknesses and significant deficiencies.



Transparency and communication

We see the quality of an audit relationship as more than a piece of paper that verified the accuracy of financial statements. We see it as an active communication between you, your financial partners and your business advisors. Our audit will continue to offer the City more than just a report on financials—it will serve as a valuable guide for your strategic imperatives. Our audit process allows us to issue an opinion on the City's basic financial statements. The City will receive a management letter which is intended to identify ideas and recommendations for improvement in various areas of your organization. These insightful recommendations are designed to help you achieve your objective, and to improve the true value of the organization. We start by confirming we have a clear understanding of the condition for which we are making a recommendation before formally drafting and presenting any recommendations.

We will communicate any internal control deficiencies found during the audit. Significant deficiencies and material weaknesses will be identified in the report on internal controls. Deficiencies discovered will be reported in the management letter. We will make a written report of any irregularities or illegal acts of which we might be made aware and will report such findings immediately to the City management and those charged with governance. Any nonreportable conditions which may be discovered will be reported in a separate letter to management and will be referred to in the report on compliance and internal controls.

Proactive resolution of accounting issues

We find that year-round communication and a proactive approach to accounting issues help clients avoid surprises at the end of the audit process. For this reason, we encourage clients to call us to discuss new transactions as they arise.

RSM's audit innovation

RSM auditors deliver human insights powered by technology

At RSM, we are continually transforming our audit capabilities to deliver human insights powered by technology.

RSM's audit is a dynamic, disciplined approach based on our auditors' deep understanding of our clients' industries, businesses and challenges. RSM's expanding ecosystem of technology relationships and advanced digital tools enables us to deliver audits with relevant insights tailored to meet our clients' specific circumstances.

This approach to innovation and technology is focused on three pillars—intelligent automation, data analytics and digital audit experience—that increase efficiency, minimize disruption and surface new information. Our technically astute and digitally savvy auditors deliver effective and efficient audit solutions and tailored insights that provide broader business value to our clients.

When you work with RSM, you will interact with our experienced auditors who leverage industry knowledge and our innovative ecosystem of technology relationships and advanced digital tools to deliver:

- An insightful, data-driven audit adapted to your industry and specific business circumstances
- Agility and digital velocity to streamline processes, respond to questions quickly and move with you in both speed and direction
- Clear, critical industry-driven insights—based on our understanding of your business and industry and our ability to analyze complex data—that allow you to make informed business decisions

Audit innovation, quality and insights

In today's dynamic and digital world, enterprises are seeking service providers who understand the changing technology and business landscape. As a leading provider of audit, tax and consulting services to growing, dynamic companies, our perspective enables us to provide a tailored experience that is efficient, effective and relevant to your business. A focal point of our audit practice is the drive for constant innovation. Through innovation, we are committed to bringing efficiency to audit processes that both limits disruption and unlocks deeper insights that help our clients move forward with confidence.

RSM's audit innovation strategy begins with our audit professionals, who leverage our audit methodology, together with our evolving ecosystem of technology relationships and advanced digital tools, to design a tailored audit based on professional standards and our understanding of our clients, their industry and their circumstances. We continually invest in audit innovation because audit quality is paramount to what we do, and we want to perform audits in the most productive and effective manner possible. Our ecosystem of technology relationships provides our people with advanced digital tools to improve the delivery of your audit, including streamlining our methodology, improving audit quality and uncovering new information.



Digital audit experience

RSM creates an audit experience that is grounded in delivering The Power of Being Understood®. This objective drives our experienced first-choice advisors to focus on understanding our clients' industries, enterprise structures and challenges as we leverage an ever-evolving technology ecosystem that streamlines our client interactions and provides valuable insights. For example, we have enhanced ways for clients to stay connected to their engagement team and organize documents related to the audit. Through our new collaboration platform, clients and engagement teams use our secure, cloud-based platform to organize and track document requests and status updates. A real-time dashboard allows for full transparency and accountability throughout the request-and-share process. Other features include:

- Intuitive and user-friendly interface to setup and track audit requests
- Assignment of responsible person(s) and due dates to each audit request
- Real-time dashboard to track status of every audit request
- Automated system notifications of request updates
- Secure data access and storage with a leading cloud services provider (Microsoft Azure)

Intelligent automation

We are constantly testing and evaluating new automation technology tools.

RSM has a strategic partnership with Automation Anywhere® that enables our auditors to leverage robotic process automation (RPA) to build bots to automate repetitive tasks. RSM's Automation Acceleration Center brings together subject matter experts and practitioners across all industries and lines of business to develop proprietary automation solutions powered by Automation Anywhere.

In addition to RPA solutions, we incorporate optical character recognition (OCR), artificial intelligence (AI) and machine learning (ML) capabilities into our audit. A good example of our approach is combining RPA with OCR solutions, enabling teams to automate the matching of source documents to the underlying transactions and identify inconsistencies. By integrating these technologies, we can analyze, summarize and extract key information out of lengthy contracts such as lease, sales or debt agreements in a highly efficient way that enhances audit quality.

Technology automates certain audit procedures and the flow of audit documentation. This automation, in turn, enables our auditors to focus on what really matters—the design and results of audit procedures related to the areas with the highest risk. At its core, our use of automation allows our teams to mechanize the routine, non-value-added processes and focus more time and energy on leveraging data to generate high-value insights. As we continue to develop and deploy more automation across our audit methodology, our professionals are trained to identify and create automated solutions that can be customized for clients' needs, no matter the client's size or industry.

Data analytics



1 0
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1 1 1 1 1
0 0 1

RSM is continually developing advanced data analytics solutions to transform our audits. Alteryx®, a business intelligence and analytics platform, enables audit teams to perform and automate advanced analytic procedures. We use Alteryx to augment audit procedures, such as journal-entry testing, general-ledger data structuring and transformation, and account reconciliations. Use of these leading-edge solutions enables our teams to efficiently analyze exponentially larger volumes of data and deliver insightful, data-driven audit. By performing more effective risk assessment procedures we can then enhance our testing on the items with highest risk.

We also use IDEA® as our data mining and extraction tool to analyze big data and gain audit insights from that underlying data. IDEA improves audit efficiency and quality across functions, such as: (a) sampling, including selection and evaluation for systematic, random, stratified random, monetary unit and attribute sampling; (b) field manipulation that allows fields to be appended for calculations and recomputations, facilitates account reconciliations and analyzes the population for major or unusual transactions; and (c) field statistics that display and print statistics about transactions and populations.

Our Audit Data Analytics Center of Excellence (COE) is the conduit for RSM to shift our data analytics strategies rapidly and efficiently from testing to deployment. The COE collaborates directly with client engagement teams to transform the execution of our audits through use of our many data analytics solutions. Audit teams may work with the COE to develop a customized data analytics plan based on a specific client's business, industry, systems and sources of data. COE team members also work with audit teams to provide additional guidance and technical assistance, as necessary.

RSM Orb, our optimal risk-based audit methodology

Deployed across more than 100 countries worldwide, RSM Orb is designed with a focus on the middle market and scales with client complexity to provide a robust, quality audit. Our technology platform and proprietary methodology enables our auditors to focus on your risks and design procedures tailored to your specific circumstances and environment. RSM Orb enables us to develop a deeper understanding of your business, providing you with critical insights now and for the future.

An RSM audit delivers:

- **Consistency.** A consistent approach across any number of operations and jurisdictions, tailored to your specific risks and circumstances
- **Innovation.** Optimizing our use of technology in how we plan and conduct our work to enhance your audit experience
- **Critical insights.** Pinpointing those areas that require closer scrutiny and enhanced judgment, enabling us to be more effective in addressing risk areas and adding intellectual value and critical insights
- **Confidence.** Through robust and considered planning, an efficient technology platform and a highly qualified, experienced team



Suralink connects teams and simplifies workflow

Suralink is a cloud-based application that significantly optimizes engagement management and enhances our ability to collaborate with you by replacing a simple file-sharing solution with an easy-to-use, dynamic request list. This application simplifies the document exchange process while improving your experience. The City can leverage Suralink to stay in touch with your engagement team from any location, enabling us to securely collect, organize and track your documents. By using this application, we can maximize the impact of our work, while minimizing administrative time and cost.

The City and RSM will benefit through an efficient exchange of files and a reduced risk of unauthorized access to data. Suralink helps drive efficiency and enhances productivity via visual dashboards, clearly

defined timelines and responsibilities and highly customizable notifications. Collaborating with our team through this tool will bring many benefits to our audit engagements, including:

- Intuitive and lightweight interface allows teams to exchange documents quickly and easily
- Visualizations and dashboards that quickly enable teams to see the status of their engagements
- Enhanced transparency to timelines, including notifications when requests are approaching or past established deadlines
- Help with prioritizing outstanding requests, clearly defined due dates, statuses and responsible parties
- More effective and efficient communication and collaboration between the City and RSM's audit professionals
- Greater agility and ability to adjust plan and response timing

This key application and other tools in our firm's expanding ecosystem of technology relationships and advanced digital tools, enable our engagement team to deliver an audit tailored for your specific circumstances.

Use of analytical procedures

Our audit approach requires the use of analytical procedures to assist in planning the nature, timing and extent of other auditing procedures.

The primary focus of analytical procedures employed at the planning stage is the identification of specific risks or errors in the financial statements or of compliance violations. By considering unusual or unexpected balances or relationships, analytical procedures help to direct our attention to areas with the highest potential for material misstatement. Preliminary analytical procedures may also identify unfavorable trends or other matters. We also apply analytical procedures during final fieldwork to evaluate the following balances:

- Depreciation expenses
- Payroll expense
- Accrued payroll liabilities
- Compensated absences
- Enterprise fund revenues

Determining laws and regulations subject to test work

Local governmental entities are subject to various laws and regulations that could impact the nature, timing and extent of audit procedures performed. Our audit approach encompasses an understanding of these laws and regulations, how they impact the financial statements, and devises appropriate audit procedures to (a) assess whether there have been events of noncompliance that may have a direct and material effect on the financial statements or (b) provide a basis of reporting on the City's compliance with such laws and regulations.

Single audit experience

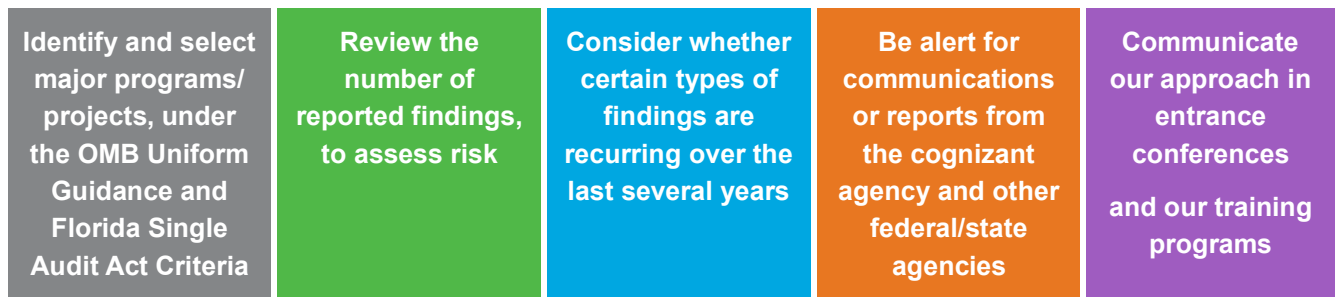
A substantial number of our nonprofit and public sector clients receive federal, state funds, and require a single audit in accordance with the Florida Single Audit Act and the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (Uniform Guidance)*. Our team of professionals possesses comprehensive knowledge of accounting requirements, federal procurement regulations and cost-accounting standards and their impact on nonprofit and public sector organizations. As a firm, RSM has performed hundreds of single audits annually. Our auditors who perform single audits receive specialized training on the compliance requirements of Uniform Guidance and the use of the related compliance supplements.

The engagement team brings in-depth knowledge of the Florida Single Audit Act, Uniform Guidance and the Florida Single Audit Act, federal acquisition regulations, as applicable, and as interpreted by government auditors, positioning them to assist you in areas such as the following:

- Advise on allowable costs
- Interface and mediate with pertinent agencies in each step of an award process
- Defend your organization from allegations by audit agencies regarding compensation, allowable costs and allocation, and timekeeping policies
- Review allocation of fringe expenses
- Review allocation of expenses among fringe, G&A, and overhead expense pools and the propriety of the bases over which they are allocated
- Compare proposed rates with actual rates and analyze variances
- Recommend the best presentation and timing of indirect rate structure revisions
- Perform proactive government audit risk assessments including evaluation of compensation, uncompensated overtime, timekeeping practices, capitalization and expense policies, and other issues, as necessary.
- Provide recommendations on best practices to improve your internal controls over grant management

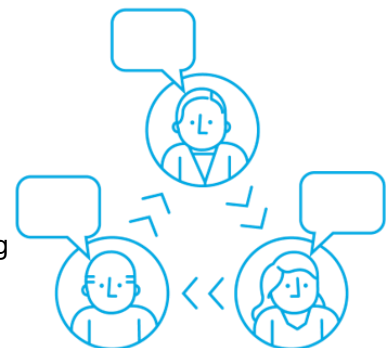
Major program/project determination

Our testing will be sufficient and specific enough to allow opinions on each of the City's major federal programs and state projects. We will undertake the following:



Each major program/project requires a separate opinion on compliance with federal and state laws, regulations and provisions of applicable agreements. Exceptions may include anomalies in federal and state funding that may arise from time to time. We will develop procedures and:

- Hold a pre-audit conference with the respective accounting managers and grant administrators
- Review the population of grants, the effectiveness of controls and the availability of records
- Obtain copies of the grant agreements under which federal or state financial assistance is provided
- Document program requirements, laws and regulations, and any program-specific compliance requirements contained in the contract agreements
- Review reports completed to meet the federal or state financial reporting requirements



- Test the schedule of expenditures of federal awards and schedule of expenditures of state financial assistance
- Examine any external audit reports for findings or questioned costs

We will deliver more than just an interpretation of the rules and regulations as they exist. Our professionals will give the City insight into how the federal and state government operates, removing the burden of having to train staff in the intricacies of government grant accounting and federal/state regulations.

I. Proposal

In this section the offeror must describe the plan and process for performing the scope of work.

- Display the proposed project schedule of the task described in the Statement of Work, including planning meetings, progress reviews, implementation, and final report.*

Milestones and timing

Based on your needs for this project, we have developed the following timeline in connection with the services. Note that the timing for FY2024 may differ slightly (as indicated in your proposal) based on the execution timing of the procurement.

Milestones	Timing
Audit services	
New client acceptance procedures	As soon as engaged
Review of predecessor auditor's workpapers	As soon as engaged
Entrance conference – CFO and City Auditor	Week following execution of the agreement
Entrance conference – Key finance department personnel	Week following CFO and City Auditor entrance conference
Preliminary audit meeting with key personnel	As soon as requested following entrance conferences; July
Preliminary fieldwork and interim work	August
Progress conferences – interim	August
Progress conferences – pre-fieldwork	January
Detailed audit plan	January
Year-end fieldwork	Begins January
Bi-weekly written progress reports	Begins January
Opinions to management	Second week of February
Issuance of final report and report to the audit committee or board of directors	Last day of February
Discussion of financial statements and report with BF&T	Within 20 calendar days of completion of final report
Discussion of financial statements and report with City Council	Within 45 calendar days of completion of final report

- 2. Describe the project plan and process for performing the scope of services. The project plan should include: (1) key activities, deadlines, and deliverables required to complete the scope of services, organized in a logical, easy-to-follow manner.*

Pre-planning phase

Logistical collaboration

Upon acceptance of the engagement and at the beginning of each subsequent year, we will meet with the City to draft a milestone calendar with all City deliverables. We start with the issuance dates and work backwards, working with management to identify various internal milestones along the way for RSM and the City to meet, to ensure the deadline is met. This includes when reviews are scheduled to occur, when it's expected to provide documents, and the frequency and timing of status meetings. Thorough communication is key at RSM, and we prefer to communicate frequently and timely throughout the process. By setting these initial expectations and having it agreed upon by all parties, it allows us to track progress along the way and course correct as necessary without losing sight of the ending deadline.

Planning phase

Audit plan

Once logistics have been established and client acceptance has finalized, RSM will adhere to management's timetable to start the process of completing our detailed audit plan and initial risk assessment. As indicated in the proposal, this assessment will be summarized for presentation to management and the City.

Fieldwork phase

Interim fieldwork

Interim fieldwork will be focused on updating our understanding of the City's significant transaction cycles. Our efforts will primarily focus on the capital assets, treasury, revenue, expenditure and payroll cycles for each of the City's major governmental funds. We will also examine the business cycles of the self-insurance/ risk management activities, leases, pension and other-post employment benefits. During this phase of the audit, we will request the City's assistance with updating our internal control documentation over the major transaction cycles. We will need access to personnel who initiate, authorize, process and record transactions in each of these cycles to perform our walkthrough procedures.

Prior to initiation of year-end fieldwork, we will schedule evaluations of the City's electronic data processing (EDP) systems. This phase of the audit will be conducted by our IT risk advisory services practice (RAS). Evaluations of the City's EDP systems will focus primarily on documenting the IT environment, identifying risks to the integrity of system data, and the testing of information technology general controls (ITGC). We will have the RAS group conduct application level testing to provide substantive audit evidence over the specified transaction cycle. We will conduct application level testing over payroll, and place reliance on the payroll module which reduces our reliance on substantive testing.

At this point we will pull statistical and non-statistical samples of transactions for testing of controls and tests of details. These tests will be done at interim to validate our reliance on your internal controls and complete detail testing on the first nine months of the City operations to reduce the extent of work needed at year-end. We often perform interim single audit sampling if the Schedule of Expenditures of Federal Awards and State Financial Assistance is prepared throughout the year and the City would like for us to go forward with the testing. Given the fluctuations in numbers, we typically only subject to testing those programs/projects that we know will be major programs at year end (i.e., we wait on programs that are close to testing thresholds).

Final fieldwork

Year-end fieldwork will consist of substantive testing of account balances in addition to the completion of control testing that was started at interim. The following is a summary of our anticipated audit approach by audit area. However, one of the core principals of auditing is unpredictability. Accordingly, the below list is not intended to be a comprehensive list of the procedures we will perform as the City's auditors.

- **Cash and cash equivalents.** Confirmation procedures will be performed to test the existence of cash. City bank reconciliations will be tested for accuracy, and cutoff procedures will be performed at the balance sheet date. Additionally, we will use IDEA software to test the sequential integrity of the City's payment registers.
- **Investments.** Investment balances will be confirmed. Independent valuation testing will be performed using our internal valuation specialists. This testing includes both the City's and the pension plans investments.
- **Receivables.** Receivable balances will be confirmed on a sample basis. A statistical sampling model will be used to select accounts for confirmation. For certain receivables, confirmations are not effective (i.e., water and sewer receivables, etc.). For these types of receivables, alternative procedures will be performed.
- **Capital assets.** Capital asset additions will be tested for existence. Valuation will be tested primarily through substantive test of details. Disposals of capital assets will be tested for proper authorization. If impairment of existing capital assets is indicated, we will examine management's calculation of the impairment loss.
- **Vouchers and accounts payable/due to other government agencies.** The completeness of vouchers and accounts payable will be tested through the examination of cash disbursement registers after the City's year end. If risk assessment procedures indicate a risk that recorded balances are incorrect, we will design substantive audit procedures to test the existence of those balances. This is often accomplished by using our IDEA software to match subsequent cash disbursements to the accounts payable detail, as the most efficient approach.
- **Accrued salaries/accrued compensated absences.** Accrued salaries and accrued compensated absences will be tested using substantive analytic procedures designed for a high level of precision. Control testing will be performed over the entire payroll cycle.
- **Bonds and notes payable.** Bonds and notes payable will be subject to confirmation procedures. RSM will test compliance with debt covenants that are material to the financial statements. For example, RSM will test minimum debt service coverage ratios as well as minimum debt reserve requirements.
- **Leases and subscription-based information technology arrangements (SBITAs).** Balances will be subject to confirmation procedures. We will test that balances are properly determined and accounted for in accordance with GASB 87, Leases and GASB 96, SBITA.
- **Pension, self-insurance, and other post-employment benefits (OPEB) liabilities.** The recorded values for pension, self-insurance, and OPEB liabilities are dependent on actuarial valuations. Our approach to auditing these valuations is threefold. The first step is to provide the valuation reports to our internal subject matter experts. RSM actuaries will evaluate the methods used in calculating the liability as well as the assumptions used in developing the models. Members of the audit team will then test the inputs given to the City's actuaries to determine that the City's actuarial models were based on complete and accurate data. Lastly, we will evaluate the professional credentials of the City's actuaries and confirm their independence from the City.
 - **Claims and judgments.** Our analysis will include the estimate of incurred but not reported claims. We will perform a retrospective review of prior estimates to assess whether there appears to be bias

in the development of these estimates. An RSM consulting actuary will assist the engagement team in assessing the qualifications of actuaries used by the City, actuarial assumptions used, and the reasonableness of valuation methodologies.

- **Pension and other post-employment benefits.** RSM has actuaries in the firm who assist the engagement team with reviewing the reputation and qualifications of actuaries used by the plans, actuarial assumptions used and the overall valuations. Additionally, we will test the information provided to the various actuaries to assess whether it reflects current and complete data.
- **Net position/fund balance.** Equity balances will be rolled forward from the prior year and recalculated by the auditors. Restricted balances will be traced to external restrictions or enabling legislation. Committed and assigned balances will be traced to ordinances and resolutions of the City Council, as applicable.
- **Revenues.** Revenues are subject to a mixture of procedures. Depending on the nature of the revenue we will perform control testing, substantive analytics and substantive tests of details. Typically, revenue cycles that are comprised of large numbers of transactions and follow a predictable pattern (water and wastewater, sanitation, building permits, etc.) are more efficiently tested through substantive analytics and tests of control. Revenue cycles that are comprised of few transactions with large values per transaction (property tax, grant revenue, sales tax, and shared revenues) are effectively tested through substantive tests of details.
- **Grant accounting.** The City receives grants from the state and/or federal government. Accounting for the various types of grants can be complex, since the City has multiple programs administered in a decentralized environment. We will select a sample of grant awards for the year, read the grant agreement and assess whether the receivables, revenues and resulting net assets are recorded in accordance with GASB Statement No. 33; Accounting and Financial Reporting for Nonexchange Transactions and GASB Statement No. 36; Recipient Reporting for Certain Shared Nonexchange Revenues.
- **Expenditures/expenses.** Our approach to testing expenditures/expenses is to segregate transactions by cycle. Our typical cycles include; payroll and related expenses, expenditures/expenses for goods and services, capital outlay, and debt service. Due to the volume of these transactions, we generally employ dual purpose testing (control testing combined with substantive tests of details) utilizing a statistical or non-statistical sampling model. Tests are designed to provide evidence over completeness, occurrence, accuracy, and classification. Any identified errors are evaluated by projecting across the population. Expenditure testing, where possible, will also incorporate compliance testing selections to increase efficiency.

Single audit

As a firm, we have performed hundreds of single audits annually and have received extensive training in governmental accounting, auditing and financial reporting. In addition, our professionals receive specialized training on the compliance requirements of OMB Circular A-133, OMB Uniform Guidance, Florida Single Audit Act, and the use of the related compliance supplements, as applicable.

The engagement team brings in-depth knowledge of OMB Uniform Guidance, federal acquisition regulations, as applicable, as interpreted by government auditors, positioning them to assist you in areas such as the following:

- Advise on allowable costs
- Interface and mediate with pertinent agencies in each step of an award process
- Defend your organization from allegations by audit agencies regarding compensation, allowable costs and allocation, and timekeeping policies

- Review allocation of fringe expenses
- Review allocation of expenses among fringe, G&A, and overhead expense pools and the propriety of the bases over which they are allocated
- Compare proposed rates with actual rates and analyze variances
- Recommend the best presentation and timing of indirect rate structure revisions
- Prepare impact analysis of rate changes based on existing and projected contract revenue
- Perform proactive government audit risk assessments, including evaluation of compensation, uncompensated overtime, timekeeping practices, capitalization and expense policies, and other issues as necessary
- Provide recommendations on best practices to improve your internal controls over grant management

We will deliver more than just an interpretation of the rules and regulations as they exist. Our professionals will give the City insight into how the federal government operates, removing the burden of having to train staff in the intricacies of government grant accounting and federal regulations.

Reporting phase

The final segment of our audit plan consists of resolving any open testing, review of the audit work papers and financial statements, and the issuance of our opinions. A key aspect of our audit approach is the wrap up and review process. Our approach to completing the audit requires our senior team members to be in the field early and often. This means that you will see the engagement partner during the audit in your offices. We do not perform reviews remotely or in the office. Rather, we conduct them in real-time in your offices. This helps ensure that you will not have any late surprises that are identified by the partner reviews. This provides for increased efficiency in the audit and makes our senior professionals available to City staff throughout the audit. We schedule the engagement to complete all reviews through partner in the field.

Our approach to the audit will include, at a minimum, the following reviews of the financial statements, audit reports and workpaper files:

Review	Nature of review
Engagement performance and administration review, done by in-charge/ supervisor	Work of all assistants in detail, including workpapers, financial statements, audit report, compliance reports and management letter
Fairness review, done by engagement manager	All workpaper files, financial statements, audit report, compliance reports and management letter
Partner review, done by engagement partner	Financial statements, audit reports, compliance reports, management letter, workpaper files for significant and critical areas, concurrence with conclusions of engagement team
Concurring review, done by engagement quality review partner	Financial statements, audit report, compliance reports and management letter. Workpaper files for significant and critical areas, concurrence with conclusions of engagement team.

3. Describe the team that will be working to complete the Scope of Services, including position titles and roles of the individuals assigned to those roles. Provide the breakdown of time on- versus off-site and the notice required to have staff available for on-site consultation.

Team member	Engagement role	Time on- versus off-site
<p>Bo S. Brault Partner, Assurance Services</p>	<p><i>Relationship lead.</i> Bo will be responsible for your complete satisfaction with the services we provide. She will serve as your primary contact on day-to-day matters, keep you informed about our progress, and promptly address your questions and concerns.</p>	<p>No chargeable time is scheduled for Bo. She is a resource that will be available for meetings at no charge to the City.</p> <p>Located in St. Petersburg, she will be available on and off-site as requested with minimal lead time.</p>
<p>Danny Jackson Principal, Client Services</p>	<p><i>Tampa Bay Leader.</i> Similar to Bo, Danny will be responsible for your complete satisfaction with the services we provide. Danny is located in Tampa and is a resource for connecting the City to various other organizations, clients of RSM, and initiatives.</p>	<p>No chargeable time is scheduled for Danny. He is a resource that will be available for meetings at no charge to the City.</p> <p>Located in Tampa, he will be available on and off-site as requested with minimal lead time.</p>
<p>Bob Feldmann National Public Sector Industry Leader</p>	<p><i>National public sector industry leader.</i> Bob has access to all our resources firmwide and is available to help ensure the engagement team and the City receive the resources they need to address any current or future needs and make sure you always receive outstanding high-quality service from our experienced state and local government industry professionals.</p>	<p>No chargeable time is scheduled for Bob. He is a resource that will be available for meetings at no charge to the City.</p> <p>He will be available on and off-site as requested. Lead time for on-site consultation may be necessary given not located in Tampa Bay area.</p>
<p>Brett Friedman Florida Public Sector Leader Partner, Assurance Services</p>	<p><i>Assurance partner.</i> Brett will have responsibility for the overall quality of the audit and for ascertaining that professional and regulatory standards have been complied with throughout the engagement.</p>	<p>Chargeable time is anticipated to be hybrid on versus off-site. The split will be determined by City and audit team need.</p> <p>Lead time for on-site consultation may be necessary given not located in Tampa Bay area.</p>

Team member	Engagement role	Time on- versus off-site
<p>Anil Harris Partner, Assurance Services</p>	<p><i>Engagement quality reviewer.</i> Anil will be responsible for reviewing the audit plan and other relevant planning documentation, including the audit team’s assessment of and response to significant risks.</p>	<p>Chargeable time is anticipated fully offsite, though can be on-site as needed.</p> <p>Lead time for on-site consultation may be necessary given not located in Tampa Bay area.</p>
<p>Justin Marquis Senior Manager, Assurance Services</p>	<p><i>Assurance senior manager.</i> Justin will have responsibility for the quality of the audit and for ascertaining that professional and regulatory standards have been complied with throughout the engagement.</p>	<p>To be determined by City management. Given location in Tampa Bay, Justin can be available on-site as often as requested by the City.</p>
<p>Kathleen Nolan Supervisor, Assurance Services</p>	<p><i>Engagement in-charge.</i> Kathleen will oversee the day-to-day functions of the audit and the professional staff members assigned to the engagement. She will participate in planning and developing the overall audit approach and will monitor all phases of the work to help ensure timely completion.</p>	<p>To be determined by City management. Given location in Tampa Bay, Kathleen can be available on-site as often as requested by the City.</p>
<p>Michelle Horaney State and Local Government, Education and Gaming Technical Industry Leader</p>	<p><i>National technical industry leader.</i> Michelle will use her highly technical knowledge of governments to bring valuable resources to the City. She will serve as a national technical resource for the engagement team and the City during the audit and year-round to help address technical issues as they arise. She will use her unique national role and perspective and involvement on the AICPA State and Local Government Expert Panel to bring insights into assisting with resolving technical accounting issues as needed.</p>	<p>No chargeable time is scheduled for Michelle. She is a resource that will be available for meetings at no charge to the City (either remotely or in-person).</p> <p>Lead time for on-site consultation may be necessary given not located in Tampa Bay area.</p>
<p>Alexandra Lorié Director, Risk Consulting</p>	<p><i>IT specialist.</i> Alexandra focuses on complex integrated IT system reviews and is experienced at issuing confidential reports under Florida Statute exemptions. She will oversee the audit</p>	<p>Chargeable time is anticipated fully offsite, though can be on-site as needed.</p>

Team member	Engagement role	Time on- versus off-site
	review of the City's IT systems that are relied upon as part of the audit.	Lead time for on-site consultation may be necessary given not located in Tampa Bay area.
Steven LaPlant Manager, Actuarial Services Risk & Regulatory Consulting	<i>Actuarial specialist.</i> Steve will assist the team with the review of actuarial reports as a subject matter expert. He and his team will perform independent reviews of the City's actuarial reports as part of our audit approach, focus on the methodologies and significant assumptions applied. Steve will support the audit team and bring value-added observations and recommendations where appropriate to the City.	Chargeable time is anticipated fully offsite, though can be on-site as needed. Lead time for on-site consultation may be necessary given not located in Tampa Bay area.
Andrew Weidenhamer Principal, Risk Consulting	<i>IT security risk specialist.</i> Andrew will evaluate the City's IT systems and related security. He will help identify IT security risks and to implement solutions. He has a unique combination of technical and business-related skills. The bulk of his security/privacy experience comprises working with organizations performing technical assessments, which include internal network, external network and web application penetration assessments.	No chargeable time is scheduled for Andrew. He is a resource that will be available for meetings at no charge to the City (either remotely or in-person). Lead time for on-site consultation may be necessary given not located in Tampa Bay area.
David Luker Partner, Risk Consulting	<i>Construction specialist.</i> David will help evaluate if there are any audit risks associated with major construction endeavors undertaken by the City. His experience includes planning and managing construction closeout audits, facilities and construction internal audits, and contract compliance engagements. He is responsible for project management, risks and controls, business process analysis, contract compliance services, risk management and forensic investigations.	No chargeable time is scheduled for David. He is a resource that will be available for meetings at no charge to the City (either remotely or in-person). Lead time for on-site consultation may be necessary given not located in Tampa Bay area.

J. Price proposal

- 1. Each offeror shall submit a price proposal (See Appendix B: Fee Summary). The price proposal must provide details concerning the components of the pricing that goes into each offeror's overall proposal. The price proposal requires the use of Appendix B to present a detailed cost breakdown. Determine the amount of effort it will take to complete the services and deliverables described in the Scope of Services. The estimated hours and hourly rates are for informational purposes and do not make the project a time and materials project. The total shall be the total fixed price. The fixed price includes all travel and incidental expenses -- no travel reimbursement or reimbursement of expenses is available under this RFP.*

Please see Appendix B: Fee Summary. Our fees are based on the following:

Significant changes in your business

Significant changes in the nature and scope of your business will result in annual professional fee increases. Significant changes may include the addition of new locations, businesses or lines of business; unpreparedness on the part of the City; material changes in financial reporting; an unusual number of adjustments to the financial statements; and changes in the scope of work due to regulations, audit or accounting standards, or income tax laws. In all situations any changes will be discussed with City management before any additional time is incurred.

Administrative expense

Our fees for the services described above are based upon the value of the services performed and the time required by the individuals assigned to the engagement plus directly billed expenses, including report processing, travel, meals and fees for services from other professionals, as well as a charge of 5% of fees for all other expenses, including indirect administrative expenses such as technology, research and library databases, communications, photocopying, postage and clerical assistance.

Fee assumptions

Any proposed fees are based on the following assumptions:

- Assistance will be supplied by the City personnel, including preparation of requested schedules and analyses of accounts before we commence fieldwork.
- There will be no significant changes in the nature and scope of the audit. Significant changes in the nature and scope of the audit could include, among other matters, identification of control deficiencies or audit adjustments that change our initial risk assessment.

Should it be necessary to extend the scope of our services due to unpreparedness on the part of the City, significant accounting revisions requiring multiple adjusting journal entries, or other significant changes in the nature and scope of the engagement, we will bill for these additional services based on our standard hourly rates. We will contact you to discuss these items before proceeding with the out-of-scope work. In no situation will additional work be performed without consultation with City management first.

Our acceptance of this engagement is subject to completion of our industry standard client acceptance procedures.

K. Acceptance of base agreement

- 1. In this section, list any exceptions taken to the attached Professional Services Agreement, specifications, or other requirements listed in this solicitation. You must reference the solicitation section where exception is taken, a description of the exception, and the proposed alternative, if any. The Professional Services Agreement and all terms, conditions, specifications and other requirements of this solicitation shall be deemed accepted by the offeror unless excepted to in accordance with this section E.*

City of St. Petersburg Request for Proposal for RFP-24-118 External Audit and Assurance Services Exceptions and Clarifications

RSM US LLP (“Contractor,” “we”, “us” or “our”) has reviewed the City of St. Petersburg’s (the “City”) Request for Proposal (“RFP”) for External Audit and Assurance Services, including the Agreement, which contain the general terms and conditions (“Terms and Conditions”) expected to be incorporated into a negotiated contract (“Agreement”).

Except as indicated below, we are prepared to accept such Terms and Conditions. If the City selects us based upon our response to the RFP, we would seek to negotiate in good faith modifications, additions, or clarifications of the Terms and Conditions of the Agreement in the areas discussed below and other potential areas, provided that such revisions are consistent with the exceptions noted herein and are in accordance with standard industry practices. Given our extensive experience in contracting with the City, we are confident that we can reach an agreement with you on these issues. Notwithstanding anything to the contrary contained in the RFP or this response thereto, our obligation to perform any services shall follow the execution by both parties of a mutually agreed upon definitive Agreement.

RFP

5.6. **Other Service Requirements.** We would seek modification to this provision stating in accordance with applicable audit and professional standards.

5.7. **Document Retention.** To preserve our audit effectiveness and compliance with applicable professional standards, we would request language limiting the City’s access to our working papers to a representative of a regulator of the City (including applicable municipal and government agencies). We agree to respond to reasonable inquiries of successor auditors and allow successor auditors to review working papers relating to the services under the definitive Agreement between Contractor and the City, provided the successor auditor signs a reasonable access and release agreement.

6.22. **Background Checks.** We have formal policies with respect to background checks. If selected, we would request a conversation with the appropriate representative to describe our policies and mutually agree as to the need for any additional background check procedures.

8. **Insurance.** We maintain insurance policies for all coverage identified in commercially reasonable amounts and assume we will be able to satisfy all reasonable insurance coverage requirements delineated in this section. However, if awarded the work, we will request routine clarifications and modifications to the insurance terms that are typical for larger professional services firms with sophisticated risk management programs, such as limits, notice requirements for cancellation or material change, additional insured

endorsements and waiver of subrogation endorsements. Our insurers maintain an A.M. Best rating of at least A-/VII. If selected, we would request that the City be provided additional insured status on applicable policies via a blanket endorsement.

Agreement

2. **Agreement Components.** We would request that our standard Audit Engagement Letter be specifically incorporated into the terms of the final Agreement between the parties and given an order of precedence no lower than the Agreement.
5. **Indemnification.** We would request modification to this provision to limit our indemnification obligations to claims brought by third parties that arise from our grossly negligent or willful acts or omissions during the performance of our services. Further, we would request the addition of language providing that our total liability, except for our indemnification obligations, be limited to an amount equal to the fees we receive under the Agreement, and exclude indirect, consequential, exemplary or similar such damages.
6. **Insurance.** See the above exception to Section 8 of the RFP (“Insurance”).
10. **Assignment / 15. Compliance with Laws.** We request these provisions be made mutually applicable.
11. **Termination.** We would also request the addition of language stating that we may terminate the Agreement upon reasonable written notice to the City where continued performance would be contrary to applicable law, rule, regulation, or applicable professional standard.
23. **Books and Records.** We would request modification to this provision clarifying that any access or inspection rights for the City provided hereunder be limited solely to our time, billing and reimbursable expense records for services performed under the Agreement and that such access will be provided off-site.
33. **Deliverables.** For clarity, our audit workpapers in accordance with our professional standards shall at all times remain our sole property. We would request additional language clarifying that this provision is not intended to impact our ownership rights of our audit workpapers, administrative records, pre-existing intellectual property or any intellectual property developed outside of the scope of our services.
34. **Acceptance.** We would request modification to this provision stating that any acceptance terms will be subject to applicable independence rules and regulations.
37. **Public Records.** If awarded the work under this RFP, RSM will comply with the Florida’s Public Records law. We would request language clarifying that we will also comply with applicable professional standards and our record retention policy regarding the retention of documents under the Agreement.

4. Vendor questionnaire

4.1. General Information

**Response required*

4.1.1. *Is the Vendor registered with the Florida Department of State, Division of Corporations (Sunbiz) in accordance with Florida Statute §607.1501?**

Yes; No

4.1.2. *Is the Vendor a City of St. Petersburg certified SBE? **

Yes; No

4.1.3. *Is the Vendor a City of St. Petersburg certified MWBE? **

Yes; No

4.1.4. *Address for Headquarters location.**

RSM US LLP Headquarters is located at 30 South Wacker Drive, Suite 3300, Chicago, IL 60606;
P:+1 312 634 3400, F+1 312 634 3410

4.1.5. *Address of office providing service, if different than above.*

The City will be served by our St. Petersburg office located at 100 2nd Ave. S. #600, St. Petersburg, FL 33701; P 727 821 6161, and supplemented by other offices as necessary.

4.1.6. *Contact Information for Contact Person.**

This person must be capable of committing the company to an agreement with the City.

- *Name*
- *Title*
- *Phone*
- *Email*

The following individuals are authorized to commit to this engagement.

Bo Brault, Relationship Lead
Partner, Assurance Services
bo.brault@rsmus.com
+1 727 944 1647

Brett Friedman, Engagement Leader
Partner, Assurance Services
brett.friedman@rsmus.com
+1 954 356 5721

4.1.7. *Description of nature of company's business.**

RSM US LLP is a licensed certified public accounting firm.

*4.1.8. Year the Company was Founded.**

History of the firm

Our founder Ira B. McGladrey had a vision to build a great accounting firm with a solid foundation of client service. RSM US LLP traces its history to 1926 when the I.B. McGladrey Company was established through the purchase of a seven-person office in Cedar Rapids, Iowa, and a one-man practice in Davenport, Iowa.

Over the years, McGladrey grew his firm organically and by acquiring firms like his own—with down-to-earth attitudes and roots in the community. We continued this trend of joining forces with like-minded firms to become the fifth largest provider of assurance, tax and consulting services in the U.S. and the leading firm focused on the middle market. The principles on which McGladrey founded his firm are the foundation of RSM's past success and our future strategy.

*4.1.9. Number of years company has operated under the current name.**

Nine years. In 2015 McGladrey went through a re-branding to unite under RSM International as RSM US LLP.

*4.1.10. Number of years company has been in the present business.**

RSM has always been a certified public accounting firm, providing assurance, tax and consulting services for 98 years.

*4.1.11. Company's bank of record.**

A bank reference:

- US Bank
Linda J. Perlick, Private Banking Associate
800 Nicollet Mall, Minneapolis, MN 55402
P: +1 612 303 3191, Email: Linda.Perlick@usbank.com

*4.1.12. Describe any litigation that the vendor has been a party to in the last five years where it was alleged that the offeror breached a contract for similar services with a client/customer and describe any contracts for similar services that the vendor failed to complete for similar services. Describe the facts and status of any such litigation or contract. **

N/A.

*4.1.13. Identify any government entity that has debarred or otherwise prohibited the vendor from responding to its competitive solicitations within the last five years. Describe the circumstances surrounding such debarment or other prohibition. **

N/A.

4.1.14. *The vendor acknowledges that it has read, understands and will comply with Florida Statute §448.095 pertaining to required use of the U.S. Department of Homeland Security E-Verify system. Should the City terminate the contract with the vendor for violation of §448.095, vendor may not be awarded a contract with the City for at least one year.**

Please confirm

4.1.15. *The vendor acknowledges that its solicitation response is subject to Public Records laws (Chapter 119, Florida Statutes).**

Please confirm

4.1.16. *Will vendor allow other agencies to piggyback the contract if awarded?**

Yes, No

4.1.17. *The vendor hereby makes all certifications required by Florida Statute §287.135 related to scrutinized companies.**

Yes, No

4.1.18. *Is vendor required to provide any disclosures to the City regarding a foreign country of concern pursuant to Florida Statutes §286.101 (3)(a)?*

Yes, No

4.1.19. *If YES, please provide the disclosure(s) in accordance with the requirements of Florida Statute §286.101 (3)(a).*

N/A.

4.1.20. *The vendor certifies that it takes no exceptions to the terms and conditions of the solicitation.**

Yes, No

4.1.21. *If exceptions are taken, specify in space below.*

City of St. Petersburg Request for Proposal for RFP-24-118 External Audit and Assurance Services Exceptions and Clarifications

RSM US LLP (“Contractor,” “we”, “us” or “our”) has reviewed the City of St. Petersburg’s (the “City”) Request for Proposal (“RFP”) for External Audit and Assurance Services, including the Agreement, which contain the general terms and conditions (“Terms and Conditions”) expected to be incorporated into a negotiated contract (“Agreement”).

Except as indicated below, we are prepared to accept such Terms and Conditions. If the City selects us based upon our response to the RFP, we would seek to negotiate in good faith modifications, additions, or clarifications of the Terms and Conditions of the Agreement in the areas discussed below and other potential areas, provided that such revisions are consistent with the exceptions noted herein and are in accordance

with standard industry practices. Given our extensive experience in contracting with the City, we are confident that we can reach an agreement with you on these issues. Notwithstanding anything to the contrary contained in the RFP or this response thereto, our obligation to perform any services shall follow the execution by both parties of a mutually agreed upon definitive Agreement.

RFP

5.6. **Other Service Requirements.** We would seek modification to this provision stating in accordance with applicable audit and professional standards.

5.7. **Document Retention.** To preserve our audit effectiveness and compliance with applicable professional standards, we would request language limiting the City's access to our working papers to a representative of a regulator of the City (including applicable municipal and government agencies). We agree to respond to reasonable inquiries of successor auditors and allow successor auditors to review working papers relating to the services under the definitive Agreement between Contractor and the City, provided the successor auditor signs a reasonable access and release agreement.

6.22. **Background Checks.** We have formal policies with respect to background checks. If selected, we would request a conversation with the appropriate representative to describe our policies and mutually agree as to the need for any additional background check procedures.

8. **Insurance.** We maintain insurance policies for all coverage identified in commercially reasonable amounts and assume we will be able to satisfy all reasonable insurance coverage requirements delineated in this section. However, if awarded the work, we will request routine clarifications and modifications to the insurance terms that are typical for larger professional services firms with sophisticated risk management programs, such as limits, notice requirements for cancellation or material change, additional insured endorsements and waiver of subrogation endorsements. Our insurers maintain an A.M. Best rating of at least A-/VII. If selected, we would request that the City be provided additional insured status on applicable policies via a blanket endorsement.

Agreement

2. **Agreement Components.** We would request that our standard Audit Engagement Letter be specifically incorporated into the terms of the final Agreement between the parties and given an order of precedence no lower than the Agreement.

5. **Indemnification.** We would request modification to this provision to limit our indemnification obligations to claims brought by third parties that arise from our grossly negligent or willful acts or omissions during the performance of our services. Further, we would request the addition of language providing that our total liability, except for our indemnification obligations, be limited to an amount equal to the fees we receive under the Agreement, and exclude indirect, consequential, exemplary or similar such damages.

6. **Insurance.** See the above exception to Section 8 of the RFP ("Insurance").

10. **Assignment / 15. Compliance with Laws.** We request these provisions be made mutually applicable.

11. **Termination.** We would also request the addition of language stating that we may terminate the Agreement upon reasonable written notice to the City where continued performance would be contrary to applicable law, rule, regulation, or applicable professional standard.

23. **Books and Records.** We would request modification to this provision clarifying that any access or inspection rights for the City provided hereunder be limited solely to our time, billing and reimbursable expense records for services performed under the Agreement and that such access will be provided off-site.

33. **Deliverables.** For clarity, our audit workpapers in accordance with our professional standards shall at all times remain our sole property. We would request additional language clarifying that this provision is not intended to impact our ownership rights of our audit workpapers, administrative records, pre-existing intellectual property or any intellectual property developed outside of the scope of our services.

34. **Acceptance.** We would request modification to this provision stating that any acceptance terms will be subject to applicable independence rules and regulations.

37. **Public Records.** If awarded the work under this RFP, RSM will comply with the Florida's Public Records law. We would request language clarifying that we will also comply with applicable professional standards and our record retention policy regarding the retention of documents under the Agreement.

*4.1.22. Has the vendor identified any trade secrets or confidential information in its solicitation response?**

Yes, No

4.1.23. If yes to the above question, please upload your redacted proposal here.

N/A.

*4.1.24. Appendix B: Fee Summary**

Please see uploaded fee summary.

4.2. Service Contracts Over \$200,000

*4.2.1. Does vendor employ more than 50 full time employees?**

Yes, No

*4.2.2. a. If YES, does the vendor agree to comply with the living wage requirements set forth in the St. Petersburg City Code? **

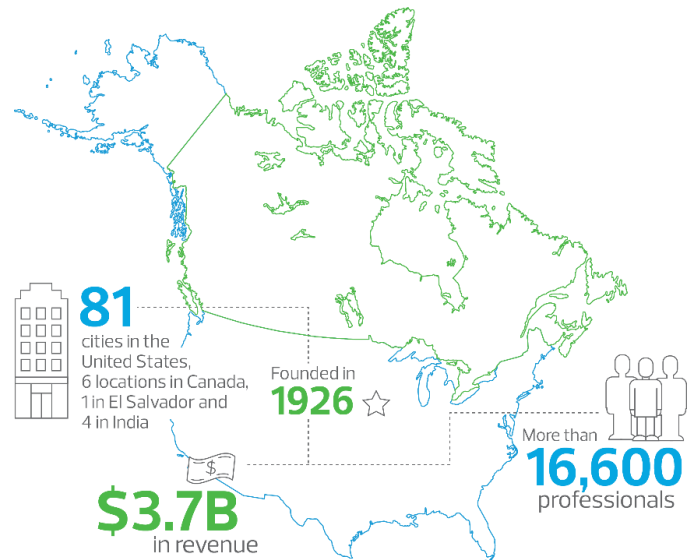
Yes, No

Appendix A—About RSM

RSM's purpose is to deliver the power of being understood to our clients, colleagues and communities through world-class assurance, tax and consulting services focused on middle market businesses. The clients we serve are the engine of global commerce and economic growth, and we are focused on developing leading professionals and services to meet their evolving needs in today's ever-changing business environment.

RSM is the leading provider of assurance, tax and consulting services focused on the middle market, with more than 16,600 professionals in 81 U.S. cities, six locations in Canada, one in El Salvador and four in India. It is a licensed CPA firm and the

U.S. member of RSM International, a global network of independent assurance, tax and consulting firms with 64,000 people in 120 countries. RSM uses its deep understanding of the needs and aspirations of clients to help them succeed.



Culture, diversity and inclusion at RSM

RSM is a thought leader in the profession concerning the imperatives of culture, diversity and inclusion. At RSM, culture, diversity and inclusion (CDI) is how we thrive. It is not only part of our values, but also how we foster an inclusive workforce, help the middle market address an ever-changing world and generate better business results for our firm and our clients. Internally, RSM invests over \$2 million annually, with 10 full-time resources and over professionals serving in volunteer roles executing our Culture, Diversity and Inclusion (CDI) programming. The CDI focus at RSM spans four strategic pillars:

People



The recruitment, advancement and retention of underrepresented women and minorities and the inclusive talent experience for all professionals is a key goal. RSM funds 12 employee network groups (ENGs) to address the needs of our diverse talent population and, by extension, to increase cultural competency in our client service.

Firm



Our enterprise-wide Inclusion Council, which comprises our CEO and other executive leaders, ensures CDI is a funded and strategic priority. RSM further provides that CDI has an impact and drives inclusion into our policies and the fabric of our business. CDI collaborates with our human resources, recruiting and professional development teams as well as the assurance, tax and consulting practices.

Markets



RSM supports diverse suppliers and organizations across the profession, including the National Association of Black Accountants (NABA), Association of Latino Professionals For America (ALPFA), Ascend (a Pan-Asian organization for business professionals), Student Veterans of America (SVA) and AICPA Women’s Leadership, among others.

Community



RSM’s CDI program supports nonprofit efforts and organizations in the communities where we do business. CDI corporate social responsibility includes scholarships, sponsorships and volunteerism with hundreds of entities annually.

Other milestones and highlights of the RSM CDI program include:

- RSM’s CDI founder, Richard Caturano, is a former Chairman of the AICPA and founder of the National Commission on Diversity and Inclusion (NCDI) at the AICPA. He is a recipient of their highest honor, the Gold Medal award, for his visionary leadership on diversity and inclusion. RSM’s permanent NCDI membership role provides the firm access to best practices in diversity and inclusion from across the profession.
- The CDI team includes dedicated full-time professionals certified in diversity, inclusion and organizational behavior from Cornell, Harvard, and Bentley Universities, among others. RSM diversity leaders have received numerous recognitions, including most recently:
 - Tracey Walker, National Leader of Culture, Diversity and Inclusion was recognized with the AICPA and CPA Practice Advisor’s 2022 Most Powerful Women in Accounting Award.
 - Darcy Wilson-Jones, Los Angeles Assurance Practice Leader and member of the Board of Directors of RSM US LLP was recognized as one of the ALPFA’s 2022 Most Powerful Latinas—her second consecutive year on the list.
- Over 54% of RSM’s 16,600+ person workforce are members of one or more of the firm’s 12 employee network groups (ENGs).
- In July 2017, our then Managing Partner and CEO Joe Adams joined a coalition of what is now more than 2,000 CEOs of the world’s leading companies and organizations in signing the [CEO Action for Diversity & Inclusion™](#) pledge to advance diversity and inclusion in the workplace. By signing this pledge, these leaders agreed to take action to foster environments where diverse experiences and perspectives are welcome and where people feel comfortable and empowered to discuss diversity and inclusion. Our current CEO Brian Becker continues this pledge to advance diversity and inclusion in the workplace.
- RSM has developed training programs addressing cultural and leadership dexterity, delivered annually firmwide and across all lines of business.
- RSM was named one of America’s “Best Workplaces for Women” for 2023 by Fortune and Great Place to Work® and has received honors from Working Mother Magazine as a Best Place to Work.
- RSM was named one of America’s “Best Workplaces in Consulting & Professional Services” for 2023 by Fortune and Great Place to Work®.
- RSM was named one of America’s “100 Best Large Workplaces for Millennials” by Fortune and Great Place to Work®.

- RSM continues to invest in developing a supplier and business diversity program that will facilitate broader inclusion of diverse vendors in our procurement, contracting and go-to-market relationships.
- RSM offers support, based on client demand, with diversity and inclusion assessments, frameworks, compliance and programming as an extension of advisory services.

Recruitment

Our hiring process integrates designated teams in HR, recruiting, marketing and communications, as well as employee network groups (ENGs), to connect with diverse communities (e.g., strategic colleges, universities and organizations) that can allow RSM to leverage diversity to better serve clients. Expanding the pool of high-performing, diverse candidates enhance the firm's ability to draw from diverse perspectives and deliver innovative solutions. As we hire professionals from varied backgrounds, genders, ethnicities and experiences, it enriches the experience for our talent. These diverse points of view and perspectives contribute to high performance and more effective solutions for RSM clients.

Our recruiters identify candidates of diverse backgrounds and skill sets. Candidates identified are strategically positioned for interviews and consideration. RSM employee network groups, campus recruiting, and experienced-hire talent acquisition professionals work to create collaborative, innovative professional teams across our organization nationwide.

Training and professional development

RSM's office of learning and professional development (LPD) executes national training and professional development programs for varied staff levels and leaders in the audit, tax and consulting lines of business. RSM has incorporated diversity and inclusiveness training into annual training sessions to raise awareness and enhance success by helping everyone understand the importance of cultural dexterity and diversity and to adopt inclusive behaviors.

In addition to national training, the CDI program has designed specific training so that our workforce is skilled and equipped to drive our culture of inclusion. This training includes the education, the experiences, exposure and environments that contribute to an inclusive culture. We support clients with this training as they seek leading practices in equity and inclusive behavior. RSM employee network groups also host diversity education and professional development events at the regional and local levels, some of which are built into the performance goals of leadership personnel. Our CEO and other C-level executives host and support attendance at our learning events.

Employee network groups (ENGs)

While diversity and inclusion have long been a part of RSM's culture, the firm began formalizing ENGs in 2014. These groups provide opportunities for volunteering, professional development, mentorship and networking at all levels across the firm. RSM leaders look to our ENGs for innovative insights to help enrich experiences for our clients and our people. ENGs are open to all employees, with over half of our 16,600+ workforce, including 80% of our owners, now belonging to ENGs. The groups are:

- **African American and Canadian Excellence (AACE).** Provides an environment for success for RSM's African American and Black Canadian professionals.
- **Abilities.** Supports and raises awareness for RSM employees, partners and principals who are differently abled.
- **Alumni.** Fosters connections between current and former employees to help one another succeed in their careers and the market.

- **Family First.** Celebrates and supports all variations of working families at RSM.
- **Generations.** Promotes all dimensions of diversity by fostering a culture of respect and understanding among multiple generations that coexist within the firm.
- **¡HOLA!** Provides support and guidance for RSM's Hispanic/Latino professionals.
- **Interfaith.** Celebrates and enriches the understanding of faith within the workplace.
- **InspirAsian.** Provides support and guidance for RSM's Asian professionals.
- **Multicultural.** Connects people from all cultures across RSM and fosters cultural understanding and dexterity.
- **Pride.** Focuses on making RSM the employer of choice for LGBT+ professionals and their straight allies.
- **STAR (Stewardship, Teamwork, Advancement and Retention).** Recognizes and supports women of RSM.
- **Veterans and Allies Leading OutReach (VALOR).** Encourages the success of our veterans, military service member community and their families.

Support for diverse professional organizations (DPOs)

RSM works with key DPOs, societies and associations to support inclusion and professional development in key demographics and audiences, as well as to enrich our workforce and provide us access to high-performing candidates in accounting, tax and consulting. Nationally, RSM has made substantial investments in the National Association of Black Accountants (NABA), the Association of Latino Professionals For America (ALPFA), Ascend (a Pan-Asian organization for business professionals), Out & Equal, the Global Leadership Summit (faith-based leadership training), the AICPA Women's Global Leadership Summit, as well as accounting-focused colleges, universities and students. RSM also executes partnership actions focused on veterans. We further invest in the membership and participation of our workforce in these organizations.

Supplier and vendor diversity programs

RSM embraces small, disadvantaged business (SDB) initiatives and the use of SDB partners and diverse vendors. We have processes and tools in place to execute our commitment to supplier diversity and small business programs. Our small business plan helps us to meet or exceed socioeconomic targets as a percent of total contract value for each engagement.

RSM partners with small businesses as needed to support client needs and requirements, as well as to supplement our own capabilities. This partnership includes high-performing service providers (CPA, technology and other consultancies) with technical competencies to complement our professional offerings, as well as vendors who support our operations nationwide. Our process identifies teaming requirements and suitable teaming partners. As a result, we can identify small and disadvantaged business opportunities, establish subcontracting goals and select the most qualified candidates to support the requirements.

From a vendor perspective, RSM is committed to supporting small and diverse businesses. These include women-, veteran- and minority-owned entities, as well as those in certified disadvantaged categories by the U.S. Small Business Administration such as 8(a), HUB-zoned and others. RSM has begun tracking vendor spending among women business enterprises (WBE) and minority business enterprises (MBE) communities and is building a national supplier diversity program to encourage product and service purchasing from small and diverse businesses.

Certification of suppliers

We encourage our teaming partners to be certified by federal, state and/or local government agencies, as appropriate. A certification by the U.S. Small Business Administration, such as the 8(a) Business Development Program or the Small Disadvantaged Business (SDB) certification, provides additional opportunities within the federal government.

We validate all certifications provided by federal agencies by verifying companies' Central Contractor Registration (CCR) profiles. For all other agencies, we require copies of certification.

Managing RSM's supplier diversity program

RSM is continuing to develop a supplier diversity program to leverage our strategic sourcing to quantify and increase spend with vendors and businesses in all disadvantaged categories.

RSM uses a capacity-to-capability matrix to track the depth and breadth of each potential teaming partner. This matrix also helps us connect the relationship management within our engagement to identify meaningful opportunities for small business partners and their contributions during the performance of contracts. This process allows engagement leaders to initiate contact soon after receiving engagements to request inclusion, assistance and participation of our teaming partners. In those cases where teaming partners have additional past performances with the contracting office, subcontractors are offered their preferred roles.

CEO Action for Racial Equity

RSM has been a member of CEO Action for Diversity and Inclusion (CEO Action) since 2017 and is committed to its coalition of companies working together to achieve objectives for diversity and inclusion.

CEO Action for Diversity and Inclusion is driven by the belief that businesses can harness lasting change when working collectively to drive progress. Since 2017, this coalition of CEOs has worked to prevent bias and discrimination in the workplace and empower inclusion through training, knowledge sharing and courageous conversation.

In 2020, CEO Action launched the CEO Action for Racial Equity fellowship program, a one- to two-year fellowship that provides the opportunity for all CEO Action signatories to work together to advance racial equity. The fellowship aims to identify, develop and promote scalable and sustainable policies and corporate best practices to improve societal well-being and equity. RSM had six participating fellows in this fellowship program, fully sponsored and salaried to work on issues spanning a range of topical and relevant societal issues (education, health care, economic empowerment, public safety and more). Those fellows have concluded their terms with three of them now serving the firm in CDI roles. RSM currently has four fellows in its second cohort and has made this investment to drive change and positive outcomes within these crucial disciplines, as a responsible corporate citizen and in service to the communities in which we do business.

How do we define Diversity, Equity, and Inclusion?

Diversity is expressed, represented and valued in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socioeconomic status, language, culture, national origin, religious commitments, age, (dis)ability status, thought, and perspective. **Equity** is the outcome sought in our policy of equal access, opportunity and fairness in outcomes for all persons, meeting each at their unique places of need and working actively to challenge and eliminate bias and discrimination. **Inclusion** is deliberate action and enterprise efforts to ensure a workplace where differences are welcomed, perspectives are respectfully heard, and every individual feels a sense of belonging to effectively leverage the resources of diversity and

inclusive environments. RSM's commitment is to a culture of equity and belonging that values diversity and practices inclusion to ensure a fair and fruitful talent experience for all.

U.S. Demographic Data

	Male	Female	Non-minority	Minority
All Employees	55%	45%	76%	24%
Partners/Principals	79%	21%	91%	9%
Board of Directors	67%	33%	75%	25%

www.rsmus.com

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CITY COUNCIL AGENDA NEW BUSINESS ITEM

TO: Members of City Council

DATE: May 1, 2024

COUNCIL DATE: May 16, 2024

RE: Referral to the Budget, Finance, and Taxation Committee for a Discussion on Adding New Lights for Fields 5 and 6 at Northwest Park to the Weeki Wachee Project List

ACTION DESIRED:

Respectfully requesting a referral to the Budget, Finance & Taxation Committee for a discussion on adding new lights for fields 5 and 6 at Northwest Park to the Weeki Wachee Project List.

Copley Gerdes
Council Vice-Chair, District 1

NORTHWEST PARK YOUTH BASEBALL LIGHTING PROJECT

OBJECTIVE – ENHANCE FIELDS #5 & #6 BY ADDING ENERGY EFFICIENT LED
SPORTS LIGHTING

FIELDS #5 & #6



NORTH FIELD 150' RADIUS
SOUTH FIELD 138'/150'/150'

● POSSIBLE POLE LOCATIONS



MUSCO PROJECT SCOPE

Field Description: Lighting 2 x 150' Radius T-Ball Fields

Light Structure™ LED System delivered to your site in Five Easy Pieces™

- 3 x Pre-stress concrete base
- 3 x 70'mh galvanized steel pole
- UL Listed remote electrical component enclosure & pole length wire harness
- Factory-aimed and assembled LED luminaires

Also Includes:

- 25-year warranty and maintenance program that includes all materials, labor
- Lighting Contactor Cabinet sized for 480 Volts
- 80% less spill and glare light than Open Faced LED Fixtures
- Installation included
- Does not include site reparations
- Reasonable access to pole location to be provided.

Light-Structure System™—A Complete Outdoor Solution

Our Light-Structure System™ revolutionized outdoor lighting, making it easier than ever for venues of all sizes to benefit from the quality and reliability for which Musco is known.

Using an LED source, the system's 5 Easy Pieces™ incorporate lighting, structural, and electrical components, and features improved luminaire efficiency, our innovative Smart Lamp™ operating system, increased durability, and a level of light control that cannot be matched.

5 Easy Pieces™

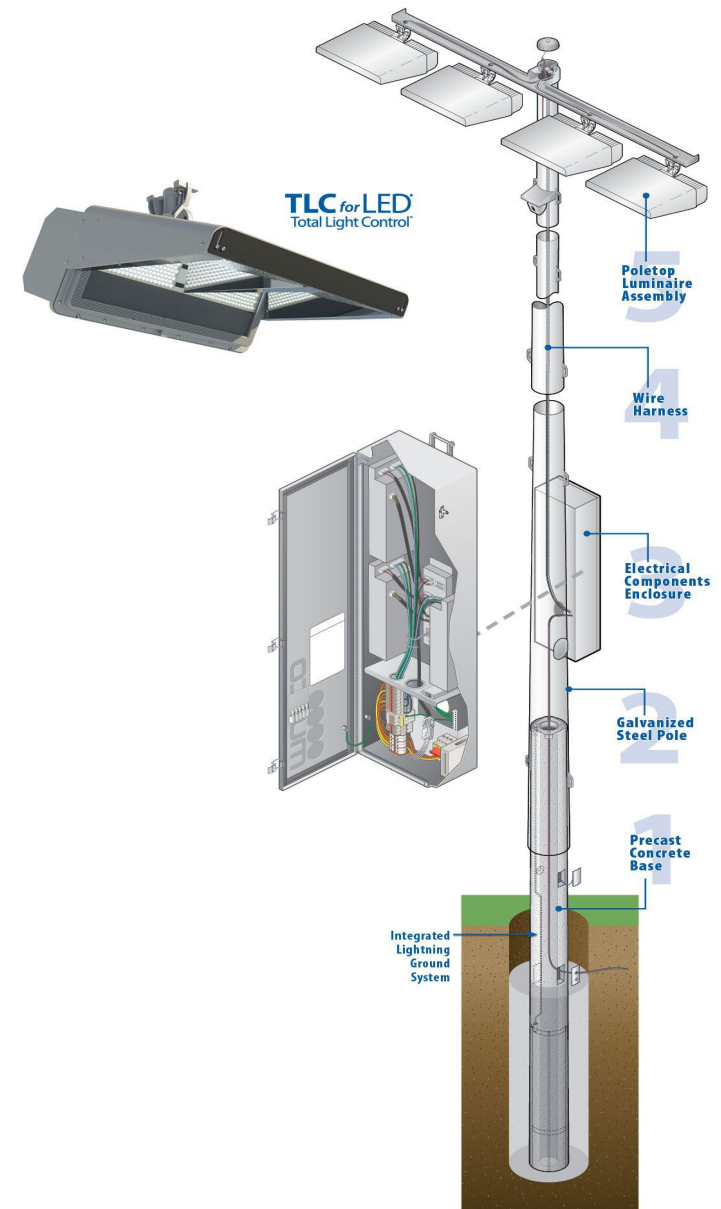
With 5 Easy Pieces™—a solution complete from foundation to pole top—you'll benefit from streamlined installation, trouble-free operation, a comprehensive corrosion package, and the highest level of performance from a system designed and engineered to work together.™

For Your Budget

Light-Structure System™ comes factory wired, aimed, tested, and ready to deliver guaranteed light levels and precise control at your facility, which will result in a significant reduction in energy consumption and, ultimately, your operating costs.

For the Environment

The system will dramatically reduce your carbon footprint, cutting your energy consumption by up to 80 percent. And with the virtual elimination of glare and wasteful light spill into the surrounding area, your neighbors will enjoy a welcomed curtain of darkness.



MUSCO PROJECT BUDGET

Estimated budget to light 2 x 150' Radius T-Ball Fields is \$300,000

- Does not include permitting
- Based on standard soil conditions
- Based on 480V/3 phase power being available within 100' of the fields
- Pricing is valid for 90 days

Timeline once PO is issued, approximately 6 months

ORDINANCE NO. 95-H

AN ORDINANCE OF THE CITY OF ST PETERSBURG, FLORIDA, PROVIDING FOR AN AMENDMENT OF ARTICLE IV OF CHAPTER 21 OF THE ST. PETERSBURG CITY CODE THE SUBJECT OF WHICH ARTICLE IS THE WEEKI WACHEE FUND; PROVIDING FOR THE CLARIFICATION AND THE ADDITION OF CERTAIN DEFINITIONS; PROVIDING FOR AN AMENDED METHOD OF ESTABLISHING A LIST OF PROPOSED PROJECTS TO BE FUNDED FROM THE WEEKI WACHEE FUND; PROVIDING FOR AN AMENDMENT TO THE CRITERIA FOR ELIGIBLE PROJECTS; PROVIDING FOR AN AMENDED METHOD FOR APPROVAL OF WEEKI WACHEE PROJECTS; PROVIDING FOR NEW SECTIONS TO BE ADDED TO THE ARTICLE TO PROVIDE FOR, AMONG OTHER THINGS, A METHOD TO TEMPORARILY SET ASIDE FUNDS FOR A PROPOSED PROJECT AND A METHOD TO OVERRIDE THE RECOMMENDATION OF THE COMMITTEE OF THE WHOLE; PROVIDING FOR GENERAL CLARIFICATIONS THROUGHOUT THE ARTICLE; AND PROVIDING FOR AN EFFECTIVE DATE.

THE CITY OF ST. PETERSBURG DOES ORDAIN:

Section One. Article IV of Chapter 21 of the St. Petersburg City Code is hereby amended to read as follows:

Sec. 21-118. Definitions.

The below listed words shall have the following definitions ascribed to them when used in this Article except where the context of their use clearly indicates a different meaning.

Available investment income means the current value of the WWF (as that term is later defined herein) less the principal (as that term is hereinafter defined).

Estimated total cost means the estimated total cost of the project including the OMTY (as that term is hereinafter defined).

Investment income means the net of any and all monies earned through the investment of the monies in the WWF (as that term is hereinafter defined).

OMTY means the estimated cost of ten years worth of operation and maintenance for a given project reduced to present value.

OMTY fund means the fund into which the OMTY is deposited together with any income earned by investment of the funds in the OMTY. At the option of the Mayor, the OMTY fund need not be a separate fund but may be a designation within the WWF. If this option is elected, the money designated as being in the OMTY shall not be considered as part of the WWF for interpreting the other portions of this Article.

Penny for Pinellas program means the program funded by the City's share of the one cent of sales tax (i.e., infrastructure surtax) in Pinellas County imposed pursuant to section 212.055 of the State statutes (F.S. § 212.055).

Principal, at any given time, means the proceeds (as that term is hereinafter defined) minus any amount of money spent from the WWF specifically designated as being spent from the principal, plus any money returned to the WWF specifically designated as being credited to the principal, plus any money donated or added to the principal from other sources, and any money added to the principal from the available investment income existing within the WWF (as that term is hereinafter defined). Money added to the principal from the available investment income existing within the WWF shall be done by resolution in accordance with this Article.

Proceeds means the money received from the sale of the City's Weeki Wachee properties in the year 2001 in the amount of \$14,440,646.50.

Project list means the official list of proposed projects not yet approved for commencement pursuant to this Article.

Referendum means the March 1999 referendum wherein the voters of the City approved the sale of that portion of the Weeki Wachee property owned by the City west of U.S. 19.

Referendum categories means those purposes listed in the referendum for which the money received from the sale of the property west of U.S. 19 would be used, which are: parks, recreation, beautification and preservation.

WWF means the Weeki Wachee Fund which is the fund, consisting of the principal; and the available investment income less any monies in the OMTY, and less any monies appropriated from the WWF pursuant to this Article and not returned to the WWF.

Sec. 21-119. Criteria for the use of monies in the Weeki Wachee Fund.

- (a) Monies in the WWF shall only be used for the purposes which fall within the referendum categories.
- (b) Monies in the WWF shall only be used to fund capital projects and the OMTY associated therewith.
- (c) Monies in the WWF shall only be used for new projects or project enhancements and shall not be used to supplant other approved sources of funding.
- (d) When monies in the WWF are used for a project identified in the Penny for Pinellas program, such monies shall only be used for expansion of the scope of the project beyond the level anticipated at the time of the Penny for Pinellas renewal referendum.
- (e) Only available investment income shall be budgeted and expended unless the procedure in subsection (f) of this section is followed.
- (f) No portion of the principal shall be expended from the WWF unless City Council approves a resolution authorizing such expenditure by an affirmative vote of at least six members of City Council following a public hearing on the matter which has been advertised at least ten days in advance in a newspaper of general circulation in the City.
- (g) Monies in the WWF shall only be used for City-owned projects constructed on land owned or controlled by the City. This provision shall not prohibit the use of monies in the WWF from being used as part of a project that includes both public and private participation provided that the project otherwise meets the criteria of this Article and provided that such project is approved by a resolution receiving an affirmative vote of at least six members of City Council.
- (h) When monies in the WWF are used for a project that requires ongoing operating and maintenance costs, the OMTY shall be included in the cost of the project and shall be funded from the WWF.
- (i) No monies from the WWF shall be used for private developer environmental mitigation or private developer environmental preservation projects.
- (j) No monies from the WWF shall be used for environmental mitigation or preservation projects on City-owned or controlled property unless such property was purchased with monies from the WWF.

- (k) The requirements contained in subsections (i) and (j) of this section may be waived upon approval of a resolution receiving an affirmative vote of at least six members of City Council. There must be a clear public purpose defined and approved by City Council before subsection (i) can be waived.
- (l) It is the intent of the City Council in establishing the WWF that the principal is never to be used except in case of emergency or extreme circumstances and then only if there is a guaranteed short term payback of the money expended from the principal and City Council approval pursuant to subsection(f) of this section.

Sec. 21-120. Weeki Wachee Fund Allocation and project selection process.

- (a) A proposed project, in order to be considered, must be formally recommended in writing to City Council by a City Council member or the Mayor, who shall refer it to Budget, Finance and Taxation Committee for a recommendation regarding inclusion on the project list. A recommendation for non-inclusion of the project on the project list by the Budget, Finance and Taxation Committee may be overridden by a vote of City Council receiving five affirmative votes to refer the matter to a committee of the whole meeting. Removal of projects from the project list shall be processed through the Budget, Finance and Taxation Committee in the same manner as projects are added to the project list.
- (b) All proposed projects should include the estimated total cost which shall include all related capital costs together with the OMTY. If no estimated total cost is available at the time a project is placed on the project list, an estimated total cost shall be prepared by administration if Council so requests.
- (c) The project list shall be kept and maintained by the Budget, Finance and Taxation Committee. Unless and until an amendment to the project list or a new project list is approved by City Council, the last previously approved project list shall remain in effect. The numerical order of the projects on the project list shall have no relevance as to their priority. City Council may, at any time, by resolution, designate a different Council Committee to perform the duties assigned by this Article to the Budget, Finance and Taxation Committee.
- (d) The project selection from the project list and the fund appropriation process shall be first considered by City Council sitting as a committee of the whole which shall make a recommendation to City Council for Council consideration. The scheduling of a committee of the whole meeting to consider a particular project must be approved by a vote of City Council receiving at least five affirmative votes.

Failure to receive sufficient votes to schedule a committee of the whole meeting on a project shall not automatically remove the project from the project list. Failure of the City Council to approve a project by five affirmative votes that has been recommended by the committee of the whole shall not automatically remove the project from the project list.

- (e) City Council shall consider and take formal action on a project recommendation by the committee of the whole within thirty days of the date of the committee of the whole meeting. If a project is approved by City Council and the appropriation is made by City Council to fund the project in accordance with the provisions of this Article a specific determination shall be made by City Council with respect to which of the four referendum categories the project qualifies. City Council may, at the time of the approval, also approve the set aside of funds in an investment with little risk of principal reduction in the amount necessary to fund the project. The vote for the approval of the project, the appropriation to fund it and any vote to set aside funds must receive at least five affirmative votes to take effect. Once a project is approved it shall be automatically removed from the project list.
- (f) In the project selection and fund allocation process, City Council's goal shall be to achieve over time an equitable distribution of monies.
- (g) The placing of a project on the project list shall not be considered an approval of an appropriation for the project and no money may be spent from the WWF unless and until the project is approved and money appropriated therefore by City Council pursuant to this Article.
- (h) Projects may be approved based on expected future available investment income only if the expected future available investment income is projected to be received during a period not exceeding two years from the date of such approval. However, all approved projects must be fully funded by an appropriation before a construction contract is entered into or the construction contract must have a phasing schedule which allows for termination at the end of any phase without a penalty if the appropriated money is not sufficient to cover the total cost of the contract, and further provided that no phase shall be permitted to begin until there is sufficient monies appropriated from the WWF to pay for that phase.
- (i) Any appropriation of money from the WWF shall be approved by a vote of City Council receiving at least five affirmative votes. Any such appropriation shall only be for projects approved in accordance with this Article. The total appropriation for an approved project from the WWF shall not exceed the estimated total cost approved by City Council in accordance with this Article without the increased total cost being first approved by a committee of the whole.

- (j) No appropriation may be approved to begin a WWF funded project until the OMTY has been appropriated for all completed WWF funded projects.
- (k) The project selection process in this section may be used to approve a phased project. For example, the first phase of a project may involve a study, an appraisal or a projected cost analysis with any subsequent phase(s), if approved, leading to the completion of the project. The referral to the committee of the whole and the City Council approval process, including the voting requirements, of a complete project (identified in the foregoing subsections), shall be used in considering the approval of each phase of a phased project. Any approval of the initial phase or subsequent phases shall not require or be construed to require City Council to approve any other phase or to complete the project.

Sec. 21-121. Return of monies to the WWF.

- (a) If the money appropriated from the WWF exceeds the project cost, any money remaining at the completion of the project, except for the OMTY fund, shall be returned to the WWF. If any money from principal was appropriated for the project, any money returned to the WWF, up to an amount equal to the amount of the principal originally appropriated for the project, must first be credited to the WWF principal before any remaining money is credited to the WWF available investment income.
- (b) In the event that any real or personal property which has been purchased or constructed with money from the WWF is disposed of by the City, such disposition must be approved by a resolution receiving an affirmative vote of at least six members of City Council and all funds received from such sale shall be returned to the WWF along with any money remaining in the OMTY fund for that part of the project that was disposed of. Any such disposition must be for fair market value. If any money from principal was appropriated for the project, any money returned to the WWF, up to an amount equal to the amount of the principal originally appropriated for the project, must first be credited to the WWF principal before any remaining money is credited to the WWF available investment income. If the disposition involves a land swap as part of the fair market value return, the property received must either be used for purposes consistent with the referendum categories or sold and the proceeds credited to the WWF as heretofore provided for in this subsection. If the property is retained to be used for purposes consistent with the referendum categories and is later sold, the proceeds must be credited to the WWF as if the property was originally purchased with monies from the WWF.

Sec. 21-122. Project identification and reports.

- (a) Each project constructed with monies from the WWF shall include signs that ensure the public is aware that the project was funded by the WWF.
- (b) The Mayor shall prepare and transmit to City Council an annual report detailing the financial status of the WWF, the amount of money expended from the WWF in each of the referendum categories, the progress of projects funded by the WWF and for all completed projects the status of the OMTY fund for each such project. In ascertaining the status of each OMTY fund for this annual report, the actual earnings within the OMTY fund and the actual operation and maintenance cost experienced by the project shall be factored into the projection of any surplus or deficiency in the OMTY fund.

Sec. 21-123. OMTY fund shortfalls or overages.

- (a) In the event the annual report required by this Article indicates that the OMTY fund for any project does not have sufficient funds to provide the required ten years' worth of operation and maintenance for that project, the monies required to make up the insufficiency shall be of the highest priority in future appropriations from the WWF.
- (b) In the event the annual report required by this Article indicates that the OMTY fund for a particular project contains more money than is needed to provide the required ten years' worth of operation and maintenance for that project, the surplus funds may be returned to the WWF fund, be appropriated to a project OMTY fund that has been determined to have insufficient funds or may remain in the project OMTY fund that has the surplus to pay for operation and maintenance for that project beyond the required ten year period. Such determination shall be by a vote of City Council receiving at least five affirmative votes. If a vote of City Council does not receive at least five affirmative votes for either option, then the surplus shall remain in the OMTY fund. If any such funds are returned to the WWF, they shall be credited in the same manner as is required by section 21-121(a).

Sec. 21-124. Adding funds to the principal from available investment income in the WWF.

- (a) Notwithstanding any other provision of this Article, in the event a City Council member or the Mayor wishes to add funds to the principal at any time from available investment income in the WWF such a recommendation can be approved pursuant to the provisions of this section.

- (b) In the event the City Council member or the Mayor wishes to add funds to the principal from available investment income in the WWF, such person shall make that recommendation in writing to City Council.
- (c) If City Council desires to further evaluate the recommendation, it shall refer the matter to a committee of the whole meeting. The scheduling of the committee of the whole meeting to consider such a recommendation must be approved by vote of City Council receiving at least five affirmative votes.
- (d) The committee of the whole, shall forward a recommendation to City Council for consideration.
- (e) Approval by City Council, of the recommendation of approval by the committee of the whole, shall require approval of a resolution receiving an affirmative vote of at least five members of City Council.
- (f) Once approved, the resolution cannot be rescinded and the principal shall remain increased by the amount approved in accordance with this section. This subsection shall not be interpreted to and does not nullify or supersede the authorized uses of the principal as provided for in other sections of this Article.

Sec. 21-125. Temporarily placing a portion of WWF in an available investment with little risk of principal reduction for a project not yet approved, but which is under consideration.

- (a) When a project is under consideration by the committee of the whole, but no decision has been made for approval or non-approval, City Council may consider a temporary set aside of money by placing a portion of WWF in an investment with little risk of principal reduction.
- (b) Such a request can be made by any City Council member or the Mayor. If the request is to be considered, it must be reviewed and recommended by the committee of the whole meeting at a meeting set by City Council on a motion receiving an affirmative vote of at least five City Council Members.
- (c) If the committee of the whole recommends the temporary set aside of money for the project, the recommendation will be forwarded to City Council.
- (d) If the temporary set aside is approved by City Council, the appropriate transfer shall be made. City Council shall at the time of the temporary set aside establish an expiration date for the temporary set aside.

Nothing shall prevent City Council, by a vote receiving five affirmative votes, from shortening or extending the expiration date. The temporary set aside shall not be construed as an approval of the project or an appropriation of funds for the project.

- (e) The project approval process required by this Article must be completed prior to the expiration date of the temporary set aside or the money shall automatically revert to the normal investment protocol for WWF monies.

Section Two. In the event this ordinance is not vetoed by the Mayor in accordance with the City Charter, it shall become effective upon the expiration of the fifth business day after adoption unless the Mayor notifies the City Council through written notice filed with the City Clerk that the Mayor will not veto the ordinance, in which case the ordinance shall become effective immediately upon filing such written notice with the City Clerk. In the event this ordinance is vetoed by the Mayor in accordance with the City Charter, it shall not become effective unless and until the City Council overrides the veto in accordance with the City Charter, in which case it shall become effective immediately upon a successful vote to override the veto.

Section Three. City Council shall create and approve a project list at Council's first meeting following the effective date of this ordinance. In approving the first project list, City Council shall consider the proposed project list now kept by the Budget, Finance and Taxation Committee. This section shall not be codified in the City Code of Ordinances.

First reading conducted on the 7th day of November, 2013.

Adopted by St. Petersburg City Council on second and final reading on the 25th day of November, 2013.


Karl Nurse Chair-Councilmember
Presiding Officer of the City Council

ATTEST:


Amelia Preston, Deputy City Clerk



Title Published: Times 1-t 11/10/2013

Not vetoed. Effective date Thursday, December 5, 2013 at 5:00 p.m.

WEEKI WACHEE FUND PROCEDURES ALLOCATION & PROJECT SELECTION

(Article IV of Chapter 21 of the St. Petersburg City Code)

(In any conflict between this and the City Code, the City Code shall govern)

ADDING PROJECTS TO WWF PROJECT LIST

1. A Council Member (CM) or the Mayor makes a request in writing to City Council (CC) that a project be added to the project list and referred to BFT for inclusion on the list [Sec. 21-120(a)].
2. CC shall refer the request to BFT for a recommendation. [Sec. 21-120(a)].
3. CM shall present the Project Prioritization Matrix at the BFT committee meeting that the project is being considered. The Project Prioritization Matrix is designed to aid in the analysis of projects and to assist CC in determining whether a project is ready for further development and implementation.
4. BFT makes a recommendation to CC to add or not add to the list. CC either approves or rejects placement on the project list. If BFT recommends against putting the project on the list, the decision may be overridden by a vote of CC receiving five affirmative votes to refer the matter to a COW for discussion and recommendation [Sec. 21-120(a)].
5. Proposed projects should include the estimated total cost which shall include all related capital costs together with OMTY. If no estimated total cost is available at the time a project is placed on the project list by CC, an estimated total cost shall be prepared by administration if CC so requests [Sec. 21-120(b)].
6. Removal of projects from the project list shall be processed through BFT in the same manner as projects are added to the project list (written recommendation, referral to BFT, etc.) [Sec. 21-120(a)].
7. The project list shall be kept and maintained by BFT. Unless and until an amendment to the project list or a new project list is approved by CC, the last previously approved project list shall remain in effect. [Sec. 21-120(c)].
8. The numerical order of the projects on the project list shall have no relevance as to their priority [Sec. 21-120(c)].
9. When CM is ready to move forward with a project that is currently on the Weeki Wachee project list, CM shall request a New Business Item be added to the agenda for referral to a COW.
10. The scheduling of a COW meeting to consider a particular project must be approved by a vote of CC receiving at least five affirmative votes [Sec. 21-120(d)].
11. Project selection from the project list, and the fund appropriation process, shall first be considered at a COW which shall make a recommendation to CC for their consideration [Sec. 21-120(d)].
12. CC shall consider and take formal action on a project recommendation by the COW within thirty (30) days of the date of the COW meeting. Approval of the project, the appropriation to fund it, and any vote to set aside funds must receive at least five affirmative votes to take effect. Once a project is approved is shall be automatically removed from the project list [Sec. 21-120(e)].

(Based on the City Code as of 12/14)