

JEFFERSON PARISH, LA

REQUEST FOR PROPOSALS:
GRANT CONSULTING SERVICES IN CONNECTION WITH
AMERICAN RESCUE PLAN ACT OF 2021 AND OTHER
LOCAL, STATE, FEDERAL AND PRIVATE GRANT
OPPORTUNITIES
RFP # 0447

TECHNICAL PROPOSAL

OCTOBER 14, 2022

Submitted by:

JACK REAGAN, MANAGING DIRECTOR

EMAIL: JREAGAN@UHY-US.COM

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





TURN YOUR ARPA CHALLENGES INTO STRATEGIC OPPORTUNITIES

Take advantage of this historic funding opportunity to meet the needs of your community while also meeting ARPA's unique compliance requirements.

Why UHY?

- Successfully assisting many municipalities across the nation
- Adept at customizing our approach to meet the specific needs of each municipality
- Strong experience with public engagement and communication strategies to make the process as transparent as possible for all parties
- Experienced multi-lingual ARPA team at the ready
- Actively monitoring and sharing emerging guidance so you don't have to
- Experienced with transforming governments

Hear what our ARPA clients have to say:



UHY is a great solution for any local government looking for clarity on how to handle the latest Federal funding in the era of Covid-19. Their knowledge, professionalism, and responsiveness have been essential to spending our funding quickly and constructively, without running afoul of the Federal regulations.

Anne Arundel County, Maryland



The City of Wilmington has engaged UHY Advisors to assist with the financial administration of over \$55 million in American Rescue Plan Act funds and help ensure full compliance with U.S. Treasury regulations. The experience and expertise that UHY have provided so far has been invaluable in helping us develop internal controls around an unprecedented award of federal funds.

City of Wilmington, Delaware



A. COVER LETTER

October 14, 2022

Jefferson Parish
Department of Purchasing
200 Derbigny Street, Suite 4400
Gretna, LA 70053

UHY Advisors, Inc.
8601 Robert Fulton Drive, Suite 210
Columbia, MD 21046
PHONE 410 423 4832 | FAX 410 381 5538

RE: RFP Solicitation Number 0447

Dear Purchasing Department:

UHY Advisors (UHY) is pleased to present our qualifications to serve Jefferson Parish (the Parish). We understand that the Parish is seeking qualified firms to provide assistance with grant planning, development, reporting, and management for various state, local and federal grant opportunities, including the Coronavirus Local Fiscal Recovery Fund established by the American Rescue Plan Act, Infrastructure Investment and Jobs Act, and various other grant funding needs. The ARPA funding that the Parish will expend has the potential to transform it, if managed effectively and efficiently.

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

Why UHY?

1. UHY brings over 40 years of experience advising municipalities on strategy, obtaining, and managing federal grants generally. In fact, many municipalities across the nation have entrusted UHY with the management of their ARPA program.
2. UHY understands the importance of delivering quality services at a fair price while supporting the Parish's operations.

As a Managing Director of the firm, I am authorized as an individual to contractually bind UHY Advisors and negotiate the contract on its behalf. A copy of our Corporate Resolution is included in the **Appendix**. I confirm that UHY is willing to perform the services outlined in the scope of work and that I am in a position to negotiate a contract with the Parish. We look forward to the opportunity to be of service to the Parish on this engagement. Please contact me with any comments, questions or proposal clarification needs at 410 423 4832 or jreagan@uhy-us.com.



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

EXISTING ARPA CLIENTS

- Cass County, MO
- Franklin County, MO
- City of Chattanooga, TN
- City of Murfreesboro, TN
- Woodbury County, IA
- Anne Arundel County, MD
- Sarpy County, NE
- Eau Claire County, WI
- City of Tucson, AZ
- City of Chelsea, MA
- Upper Darby Township, PA
- Town of Wallingford, CT
- Town of Colchester, CT
- City of Chester, PA
- City of Williamsport, PA
- City of Bristol, CT
- City of Meriden, CT
- City of West Haven, CT
- City of Middletown, CT
- State of Delaware
- City of Wilmington, DE

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C. TECHNICAL PROPOSAL

Illustrating and describing compliance with the RFP requirements defined in the Scope of Work/Services (Part II) and Proposer Qualifications

Each proposer shall submit their experience in working with applicants to pursue grant funding opportunities. Proposer shall include the amount of firm experience performing the noted scope of work/services, including comprehensive explanation of grant writing, scoping, formulation, and reporting and unique methods used in the process of obtaining successful awards. Technical approach shall detail the following:

Plans and/or schedule of assessments to implement pursuit of funding opportunities.

Plans for advisory and management services for the American Rescue Plan Act funding, including reporting, guidance, technical advisory, and eligibility determinations.

Plans for needs analysis reporting to assess funding opportunities for parish infrastructure projects.

Proposer shall submit an affirmative statement that the proposer has reviewed the scope of work, understands the nature thereof and is willing and capable of providing the services thereof.

The UHY staff brings hands-on experience with providing oversight, subrecipient monitoring, compliance, grants administration and writing, reporting in relation to ARPA funding. Further, UHY has developed a proven methodology, described in the following section, to help its ARPA clients successfully navigate this uncharted territory. We believe that our overall organizational strength, as demonstrated by the capabilities of our proposed team, coupled with our standard methodology will position us strongly to successfully execute the services outlined in the scope of work.

UNDERSTANDING OF YOUR NEEDS

We understand that the Parish has received \$84 million in federal funding which will be allocated to transformational projects all throughout the Parish, and is seeking proposals from qualified consulting firms to assist with grant planning, development, reporting, and management for various state, local and federal grant opportunities, including the CLFRF established by the ARPA, IJJA, and various other grant funding needs. The selected firm is required to perform all duties outlined in PART II of the RFP, Scope of Work/Services.

In order to get a better understanding of the current state of your ARPA plan, we have reviewed ARPA Task Force meeting minutes, posted on your website (<https://www.jeffparish.net/government/boards-and-commissions/american-rescue-plan-task-force>), and studied your Recovery Plan Performance Report, described in the *Jefferson-Parish_2021-Recovery-Plan_SLT-0726* document. Further we understand that an ARPA Task Force, comprised of leaders from local government, civic groups and business associations, has been established to advise the Council on best use of ARPA funds. In addition, the Task Force issued a report to the Council recommending the use of fund for the following potential expenditure categories:

1. Public Health
2. Water and Sewer Infrastructure
3. Revenue Replacement

We understand that these recommendations may or may not have been finalized or approved by the Council. Should we be selected as your consultant, our team will assess the current state of your ARPA plan and will coordinate with your incumbent who assists the Parish with grant pursuits. Depending on work that may be at different stages of implementation (in progress, not yet commenced), we will apply our methodology to perform necessary tasks, to meet your ARPA requirements. Our

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standard methodology, described in the next section, provides an effective checklist of all activities that need to be performed in each phase to meet APRA requirements.

In addition, if the Parish desires, we will review your revenue loss calculation and provide advice to optimize the allowance while minimizing the administrative requirements. Recipients that select the standard allowance may use that amount – in many cases their full award – for government services, with streamlined reporting requirements. If the actual revenue loss calculation is less than \$10M, we encourage the Parish to take the maximum amount allowable as revenue loss in order to reduce the administrative requirements associated with the ARPA funds and to provide it with maximum spending flexibility. We understand that the Parish plans to utilize more than \$20 million of the award to replace lost revenues from FYE 2020.

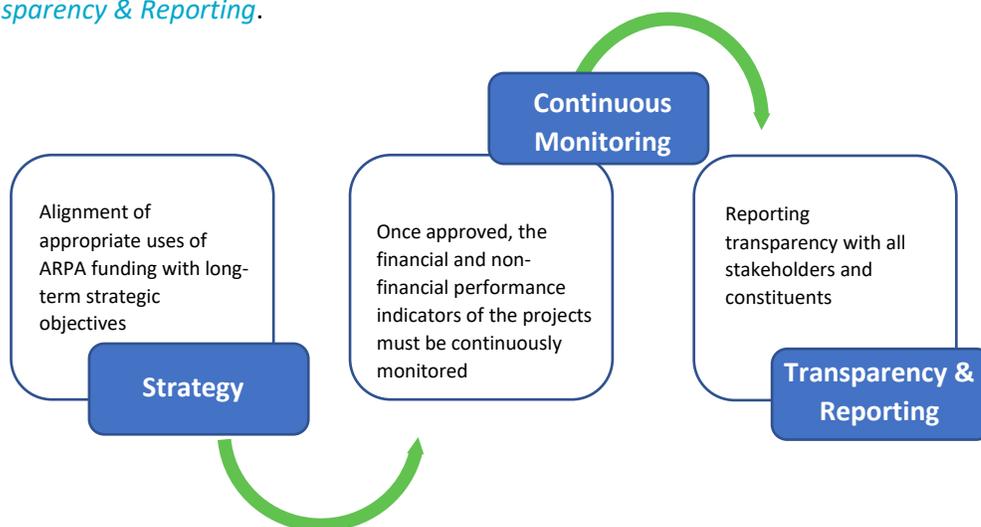
Our overarching goal is to:

- Perform your required tasks while keeping the big picture strategic goals in mind
- Bring our innovative community outreach platform from Civil Space by Zensity (Civil Space), if need be
- Creatively leverage your existing accounting systems’ capabilities
- Streamline the compliance and reporting process to ensure that the Parish is well-positioned to seamlessly provide post-award grants administration
- Leave you well-positioned for continued effective and efficient grants administration and compliance

In serving our existing ARPA clients, we have utilized the following consistent approach to provide guidance, strategic planning advice, oversight and compliance, monitoring, training, and reporting.

OVERARCHING APPROACH

Our methodology is structured in three main phases: *1. Strategy*, *2. Continuous Monitoring*, and *3. Transparency & Reporting*.



Phase 1 will ensure alignment of appropriate uses of ARPA funding with long-term strategic objectives. During this phase, we will assess your current state, perform community engagement, assist you to define guiding principles, establish a portal to receive applications, hold ARPA training and webinar for all stakeholders/applicants, prepare grant applications, prepare bid solicitation documents including scoring matrix, evaluate applications for allowability, recommend eligible projects/programs for award and adjudication, and assist with the procurement contracting process.

Phase 2 will capture and continuously monitor the financial and non-financial performance indicators of the projects. This phase emphasizes on monitoring and compliance including internal control assessment, risk assessment, general ledger transaction review, monitoring of grantees, business incentive recipients, and subrecipients and capturing financial & non-financial metrics in preparation for reporting.

Phase 3 entails establishing a streamlined process for all required reporting & transparency with all stakeholders and constituents. During this phase, we will provide tailored reports to Parish Council, Administration, and assist with the preparation and submission of quarterly and annual reports to the U.S. Treasury.

We will tailor our proven methodology to your needs and to our preliminary assessment of the current state of your plan and establish a cadence of meetings to regularly provide status reports and updates on all pertinent elements of project priorities and funding level. Throughout the engagement, we will work closely with the Parish to ensure accuracy of all deliverables, and provide technical assistance, as needed. Our goal is to ensure that the Parish maximizes the use of its fund resulting in equitable outcomes.

Our standard methodology serves as the foundation in our response to each of your RFP requirements, as outlined in PART II.

Conduct a needs analysis by working collaboratively with the Department of Public Safety Grants & Administration and assigned parish departments to assess priority projects and funding needs.

From the outset, we will review your existing plan, and take your strategic priorities and future vision for the Parish into consideration, ensuring alignment with the Parish's strategic goals. During the strategy phase, we will interview (on-site or virtual) with the Department of Public Safety Grants & Administration and assigned Parish departments to determine their needs and obtain an in-depth understanding of priorities. We will conduct our need analysis and assess whether these needs are aligned with the requirements of the funding authority. We will then produce Needs Assessment and Strategic Grants Plan documents for your review and validation. The information captured in these two documents will create a solid basis for specific and in-depth research to secure grant funding for the highest prioritized projects.

During the need analysis, we will continuously keep all departments informed and collaboratively refine identified projects and funding needs. We will then incorporate all feedback received from departments and consolidate all information. Upon conclusion of our need analysis, we will document all allowable prioritized projects and organize them in alignment with the Parish's strategic goals.

Perform grant funding research, as directed, to identify grant opportunities including, but not limited to federal, state, foundation, agencies, and organizations that support the Parish's priority projects and funding needs.

We will work with the Parish to review priority projects (if already identified) and funding needs. Based on the nature of each project, we will conduct comprehensive research of all available funding sources and grant opportunities. We will then determine the source of the funding and document eligibility criteria from each funding authority, e.g., federal, state, foundation, agencies, and organizations that support the Parish's goals.

As the Parish begins to assess its ARPA funding plans, we recommend that it requests a regional meeting to identify whether there is any desire to jointly fund regional projects that have previously been considered. Many localities throughout the United States are considering these regional projects, especially for water, sewer and broadband, now that funding is available.

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If the priority projects specific to ARPA funding have not been fully identified, we will engage stakeholders to understand community priorities. Similar to what we have done with other clients, we work with the Parish to develop community surveys that will be posted on the Parish’s website. The purpose of the surveys is to solicit constituent recommendations for projects on which to spend the ARPA funds. As an example, we design surveys that prompt respondents to gauge how they would spend a hypothetical \$1,000 on various ARPA initiatives. Here’s how it works. The participant is given a list of 10 to 12 initiatives on which they can spend a total of \$1,000. The money can be allocated to one initiative or spread among several. The initiatives listed are based on those outlined in the ARPA legislation, as well as stated strategic objectives expressed by Parish officials. We then tabulate constituent priorities and communicate them to the Parish. A link to such a survey is included in an article below:

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



We can also create an outreach plan to assist all applicants with developing viable projects/programs and then submitting application packages for funding.

If the Parish desires, we can use our innovative community outreach approach to further identify eligible projects. This approach effectively facilitates community outreach focused on equitable outcomes. Our teaming partner, [Civil Space](#), is already engaged on several of our ARPA engagements providing a digital engagement platform that we believe will benefit the Parish. Civil Space is aligned with the spectrum of participation defined by the International Association of Public Participation (IAP2). The platform is accessible on mobile devices, laptops, and desktop computers, all with the same functionality. Using this platform streamlines the process of identifying and prioritizing projects and goals.

Possess experience to write and develop grant applications through the processes of planning, preparation, writing, and submission of pre-proposal and grant applications, including obtaining letters of support, certifications, other documentation in support of the application.

Your proposed ARPA team has hands-on experience with the entire life cycle of ARPA which includes planning, preparation, writing, and submission of pre-proposal and grant applications. In addition, the team possesses experience with drafting of grant solicitations, creation of grading matrixes, and analyzing solicitation responses. In developing sample bid templates following federal funding guidelines, we will ensure that our scoring matrix not only complies with federal, state and the Parish’s Purchasing Law, but is also equitable and transparent.

We will obtain all required supporting documentation from grant applicants and make sure that all grant applications specifically outline required data elements and that all grant solicitations contain these required data elements including Key Performance Indicators (KPI). This will ensure that the downstream continuous monitoring and transparency processes are streamlined for meeting all reporting requirements in accordance with the U.S. Treasury department’s guiding principles.

Once a project is being funded, we can assist you with all aspects of the procurement contracting for that project. We will review all contracts and purchasing documentation to ensure cost recovery and compliance of expenditures using federal funds. We will also review and confirm the Parish’s allowability approach before we begin the evaluation of the projects, submitted through the solicitation process. This review will ensure that accurate procedures for verification of eligibility for award and expenditures are established for compliance with all other ARPA guidelines.

UHY has worked with many municipalities’ accountants, attorneys, and procurement officers to ensure compliance with the requirements and applicable laws when drafting grant applications and bid solicitations, creating scoring matrixes, evaluating bid responses, contracting, and awarding.

Provide the Parish with routine updates of potential funding opportunities related to priority areas, including names of agencies, due dates for applications, eligibility, program summary, and level of funding available.

We will design and prepare reports that will include names of agencies, due dates for applications, eligibility, program summary, and award status. For awarded projects, we will include the following update by each priority area:

- Total funding awarded,
- Expenditures charged to date,
- Planned spending in the future, and
- Funding remaining after actual and planned spending is accounted for.

A meaningful analysis of planned future spending is key. We will work closely with Parish programmatic and budget/accounting personnel to leverage existing processes. We will meet with those responsible for developing future spending plans to ensure they are based on existing documentation, such as a contract, purchase orders, etc. The goal is to avoid the risk that these plans become merely a “plug” to demonstrate that all funding will be used, without any specific provision on how it will be spent in the future. If ARPA funding is still available in the program, we will work with program managers to identify: (1) any prior spending which may have been charged to other sources but should be charged to ARPA funding and (2) any potential future spending which could be accelerated by charging to ARPA.

Prior spending may also be identified through the use of data analysis tools which will help to identify expenditures that should be considered for ARPA funding. We will provide written recommendations if any such changes to spending plans or prior spending amounts need to be made.

Assist in developing grant policies and procedures to comply with specific grant agreements including uniform guidance and existing Parish policies.

Throughout the engagement, we will provide the Parish with programmatic and grant policy advice on ARPA programs; and, if needed, position papers interpreting government guidance and its everyday impact on the Parish’s internal control over financial reporting and compliance. We will make recommendations on how to implement the federal policy and procedure changes.

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We have an in-depth understanding of all federally required compliance and are highly qualified to serve the Parish by deploying a competent team that has current experience with administration, compliance monitoring, and reporting of ARPA funding to undertake the services described in the RFP.

We will assist the Parish in navigating federal government procurement rules, and regulations when using its ARPA funds and create a plan that does not “leave money on the table”. Further, by establishing effective and efficient grants administration and compliance procedures for the Parish, we will minimize the risk of “claw back” by the federal government.

We maintain a current library of guidance that is up-to-date on all legislation and any additional guidance such as FAQs related to ARPA spending initiatives.

Develop and implement strategies designated to maximize various federal and state funding sources (e.g., ARPA, state broadband funds from ARPA, future infrastructure bills).

Unlike CARES Act funding, which substantially was provided to recipients through existing multiple grant channels, ARPA funding is coming through a new single Treasury grant program (CFDA 21.207). We also understand that there will be significant new funds available under the “Infrastructure Act”. These two programs will need to be monitored closely to ensure that the Parish maximizes its flexibility in spending these funds.

We will review the allocation of the fund(s) and monitor closely to ensure that the Parish maximizes its flexibility in spending these funds. Further, there will likely be some overlap between projects authorized to be spent using ARPA funds and existing grant programs. One of the recommended guiding principles of ARPA funding should be that it be used for “one-time” expenditures. This will ensure that operating expenditures will be funded using existing grant programs. We will work with the Parish to coordinate these efforts to ensure maximum grant spending and create a funding strategy plan.

Assist with American Rescue Plan Act (ARPA) grant duties including, but not limited to:

o Provide technical advisory services related to allowed uses of ARPA funds and respond to questions from the Parish Council and Administration and provide formal opinions regarding the eligibility of specific expenses to be covered by ARPA funds available from federal, state and other sources.

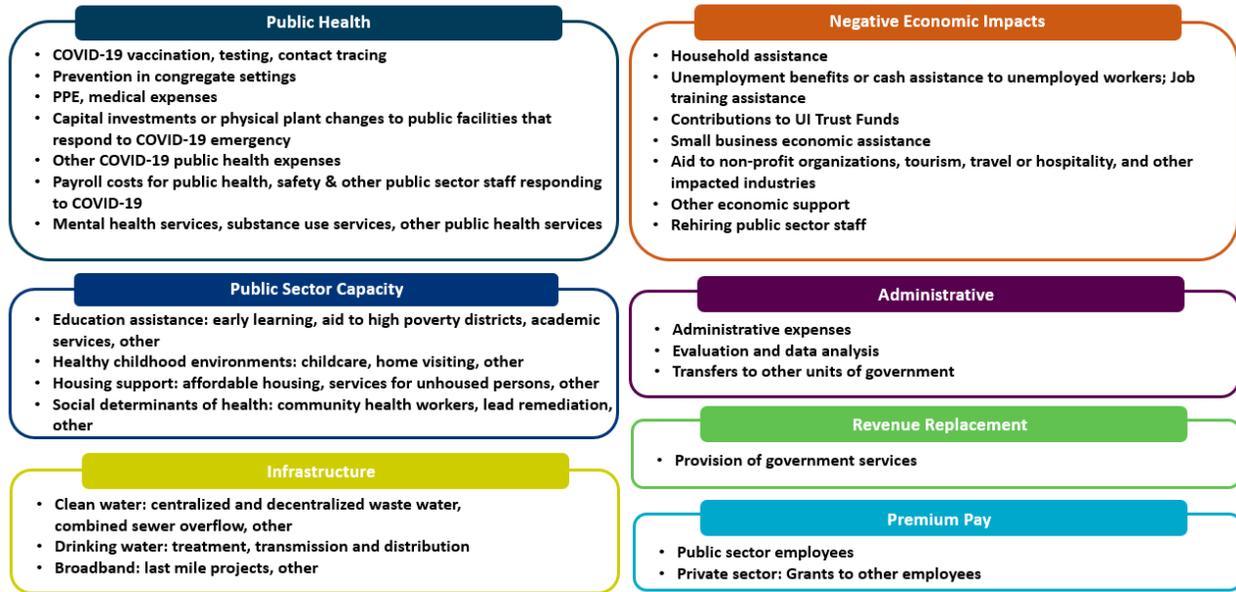
We stand ready to respond to questions from the Parish Council and Administration and provide formal opinions regarding the eligibility of specific expenses. In addition, we are prepared to represent the Parish and attend meetings with U.S. Treasury, external auditors, community partners or other agencies as may be necessary. It is our best practice to document our audit findings regularly and provide recommendations for potential improvements followed by proposed options for implementation strategy.

In addition to providing advisory services related to allowed uses of ARPA funds, we can assist you with the allowability assessment and prepare a list of allowable projects for your consideration to award. We will make certain you don’t spend time evaluating projects that are not allowed under ARPA.

While we begin assessing projects submitted for ARPA allowability, we recommend that the Parish not adjudicate any of the projects submitted until all projects are submitted. This approach allows the Parish to focus on projects that it knows are allowable rather than having to vet undesirable projects.

We will support the Parish in the development of a scoring rubric against which to evaluate the submitted applications. The scoring criteria should be disclosed to all prospective program applicants prior to the application submission.

Our review will emphasize whether the project applications and all related project files indicate that the required data – equitable outcome measures, output measures, outcome measures, financial data, etc. – are being gathered and reported. We will also analyze the evaluation criteria the Parish is using to ensure alignment with the fund structure and guiding principles previously discussed as well as the ARPA programmatic areas established by Treasury.



We will provide regular status reports to the Parish as we conduct our evaluation of projects. The following link demonstrates how we work with our clients to provide information about ARPA project allowability [Public Transparency Webinars](#).

We will present a list of allowable projects to the Parish for approval. Once approved projects have been identified, goals, expected outcomes, and recovery impact need to be defined, documented, and presented for prioritization. Once prioritized, based on the Parish’s guiding principles, the projects will be included in the strategic plan for implementation. It is crucial to continually track remaining funding available. We will keep a running total of the approved project total compared to the total ARPA funding available.

We encourage the Parish to develop, as part of its guiding principles, a timeline for spending ARPA funds. Since there are a number of years available in which to fund worthy projects, we recommend the Parish be prudent in its project approvals. If the Parish chooses to spend its funding rapidly, worthy late comer projects, especially those arising from the earlier projects that have been funded, can’t be funded.

This two-step process, an assessment of the allowability followed by formal Parish approval of the projects, allows the Parish to focus its resources on approval rather than having to vet the projects for allowability. For each project, we will assist the Parish to gather the financial and non-financial performance indicators and record them, as appropriate. As part of educational webinars for the proposers/applicants, we guide applicants to capture project financial and non-financial performance indicators that must be continuously monitored.

For disbursement of the award to the awardees, we will work with the Parish to ensure that the contracts/grant agreements are prepared to ensure that (1) the

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vendor/grantee is contractually required to provide the relevant data necessary for the Parish to submit to the U.S. Treasury and (2) the allowable amount is properly disbursed to the recipients.

o Develop appropriate documentation to demonstrate compliance with ARPA guidance.

As a consulting firm with a national state and local government professional services practice, we regularly monitor U.S. Congressional legislation and any implementation guidance produced by the various federal agencies and maintain this information in a library of guidance.

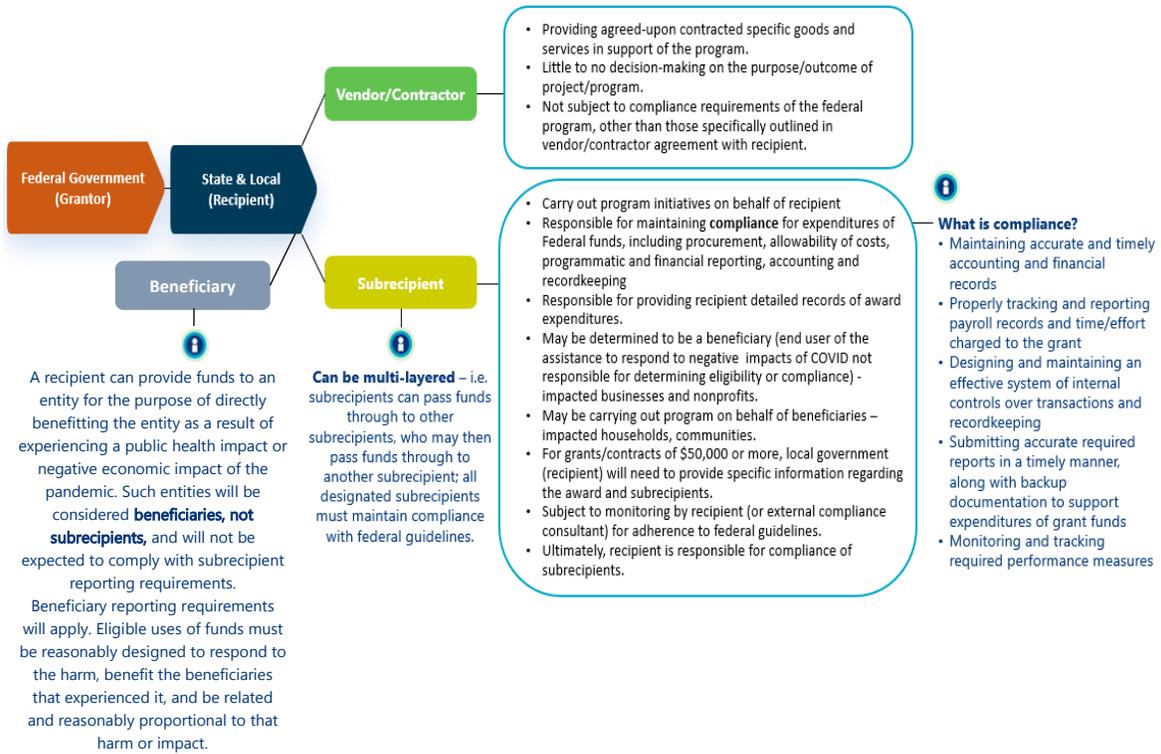
We produce a document detailing legislation and any additional guidance such as FAQs for each of the approved ARPA spending initiatives. The Parish can rely on this document to determine the allowability of costs charged to that program. The U.S. Treasury has issued substantial enabling guidance under the CARES Act, but other federal agencies, such as Health and Human Services, Homeland Security, and the Department of Education, also issued substantial guidance in the form of FAQs.

We will provide a thorough document to the Parish detailing the impact of the FAQs on Parish-approved spending initiatives and update the spending initiatives controlling document. We will continue to monitor not only the FAQ guidance issued by the Treasury, but also guidance issued by other federal agencies overseeing ARPA. This library will enable us to continuously share guidance documentation and interpretations of such guidance as it becomes available from ARPA funding entities. We will continuously provide documentations to demonstrate compliance in alignment with the updated information from our library of guidance. All such documents will be maintained on the Parish's ARPA website that is readily accessible.

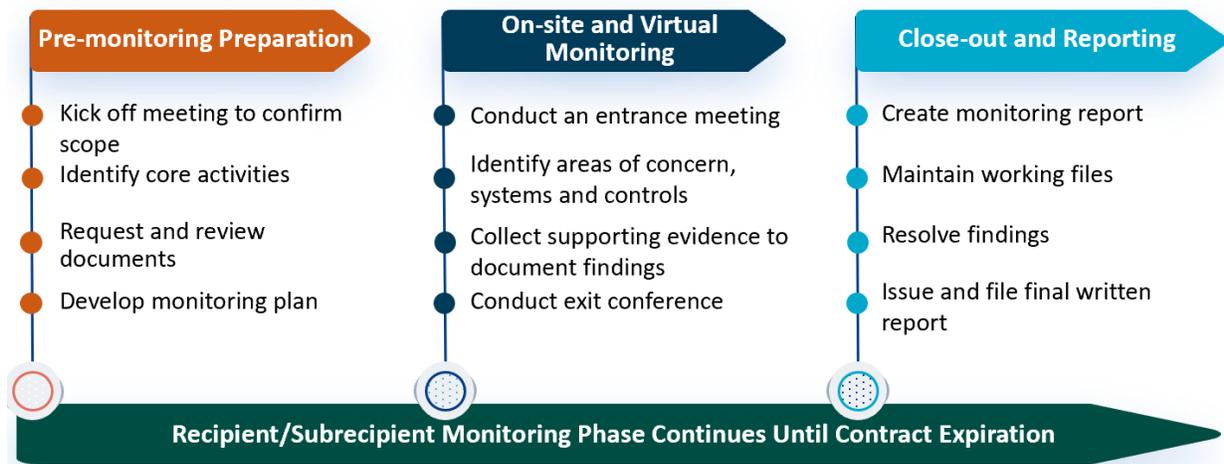
o Develop processes and documentation requirements around sub-recipient risk assessment, monitoring and management, including training of subrecipients on funding requirements.

We will carry out compliance reviews and monitoring to ensure subrecipients are in compliance with the Federal Government's guidance. Monitoring recipients/subrecipients depends on the structure of the project. We will assist the Parish with its review of any eligibility documentation. If recipients/subrecipients must certify certain aspects of their performance as a condition of using the funds – for instance, hiring a certain number of employees back to work – we will monitor whether they have complied with these requirements. Monitoring **both financial and non-financial performance** indicators is critical to data integrity.

As depicted in the following illustration, there are critical steps that need to be taken to stay compliant with the federal government requirements throughout the life cycle of ARPA management:



The following workplan illustrates our process to assist the Parish with the compliance monitoring of grant recipients with the Federal regulations and Uniform Guidance in addition to meeting its programmatic and financial requirements.



We stand ready to provide all necessary training to all stakeholders and subrecipients on funding requirements and will be available to answer questions throughout the process.

Pre-monitoring Preparation

During pre-monitoring preparation, we will assess the extent to which the Parish is working to establish a positive relationship with grant recipients and discussing

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expectations. We will identify core activities and request documentation to review. Examples of documents to review include organization charts, policies and procedures, meeting minutes, most recent single audit, evidence of unallowable costs charged to the grant, list of subrecipients, grant and subgrant agreements. In the planning for on-site review, the objectives, tools to use, list of interviewees, and tentative date to develop the monitoring plan need to be clearly stated and agreed upon.

On-site and Virtual Monitoring

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

Perform Risk Assessment. We will monitor recipient/subrecipients in accordance with the Uniform Grant Guidance requirements (2 CFR 200). Using that guidance, we will perform a risk assessment of recipients/subrecipients. If a subrecipient is high-risk, we will conduct virtual or in person audits. The focus of these audits will be whether the data supplied by the grantee is properly supported by the books and records and whether the grantee has internal control processes in place so that the Parish can rely on the data provided. For moderate-risk grantees, we will perform a “desk audit” which consists primarily of analytical procedures. A limited review consisting of reasonableness tests will be conducted for low-risk grantees.

We have developed a risk assessment tool to document subrecipients' understanding of federal compliance guidelines, experience receiving such funds, and the general financial and operational conditions of the subrecipient. It contains questions that intend to gauge the level of monitoring necessary to ensure compliance with federal guidelines by both the recipient and subrecipient. Based on the answers to the questions, risks will be scored as high, medium, and low.

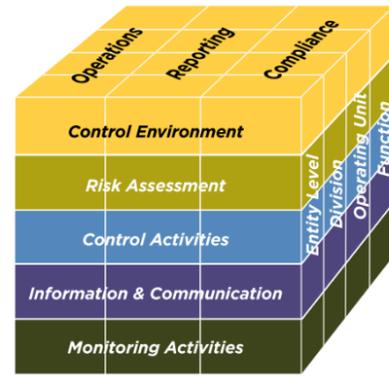
Risk Assessment Instructions

Note: please complete the scoring form using the questions as outlined below. Examples of H/M/L risk are outlined below.

The purpose of conducting risk assessment is to document subrecipients' understanding of federal compliance guidelines, experience receiving such funds, and the general financial and operational conditions of the subrecipient. These questionnaires are intended to gauge the level of monitoring necessary to ensure compliance with federal guidelines by both the subrecipient agency and

Risk Assessment Column	General Question	High	Medium	Low
New Relationship?	Does the agency have an existing grantee and/or vendor relationship with the recipient?	Never been funded by NEU	Some experience as vendor/sub for NEU	Annual funding/consistently worked with NEU
New Personnel?	Does the personnel administering the grant and related accounting have requisite experience with federal/grant funding? Has there been any major turnover in that area?	Personnel has no experience with grant funding	Some experience with grant funding	Annual funding/generally subject to single audit
Timeliness of Draws?	If the agency has experience receiving federal/grant funding, have they ever had any findings or issues related to the timeliness of drawdowns of funds?	No experience	1-2 findings/issues	No issues with timeliness of draws
Timeliness of Reports?	If the agency has experience receiving federal/grant funding, have they ever had any findings or issues related to the timeliness, accuracy and completeness of its reporting requirements?	No experience	1-2 findings/issues	No issues with submitting reports on time
Prior Monitor Findings?	Has the agency ever had any other single audit/compliance/grant-related findings in the past?	No experience	1-2 findings/issues	No findings/minor issues
Complexity of Program?	N/A	Low for ARPA	Low for ARPA	Low for ARPA
Results of Audits?	Please provide the agency's three most recent audited financial statements, single audit reports (if applicable), review and/or compilation reports. Has the agency every had a modified opinion or significant financial statement and compliance findings?	No audit /review /compilation; minimal external oversight; significant findings and/or modified opinion if audited /reviewed	Annual Review/Compilation (unmodified)	Annual audit/single audit (unmodified)
Other Considerations?	Other specific risk factors based on discussion.	Major risk factors	Default if no major risk factors	Consistently audited, no findings, very little turnover

Assess internal control. We will work with ARPA grant fund recipients/subrecipients to ensure they designed and implemented sound internal controls, which are needed to address federal eligibility requirements. Upon the conclusion of our internal control monitoring visit, we will document our findings and identify expenditures that do not meet the federal eligibility requirements. Finally, we will recommend remediation actions to be taken by the fund recipients, if applicable. This will ensure that subrecipients provide procurement and expenditure reports that are in compliance with ARPA.



It is imperative that sound internal control over financial reporting is maintained to ensure that the ARPA funds are administered effectively and efficiently. We will perform a “walk-through” of the internal control over financial reporting related to grants to ensure that we have a deep understanding of the internal control environment. We will utilize the Committee of Sponsoring Organizations (COSO) framework of (5) components and (17) principles to assess the adequacy of design of the internal control over financial reporting of the grants management process. Considerations of specific internal controls during a post-COVID environment are as follows:

- Allowable costs – payroll and non-payroll
- Cash management
- Eligibility
- Procurement
- Reporting
- Subrecipient monitoring

If we identify a deficiency in the design or operating effectiveness of a control, we will notify the following:

- The condition relating to the control deficiency identified
- The criteria we are using to determine that the control is deficient
- The cause of the control deficiency
- The effect, or impact, of the control deficiency on the internal control over financial reporting
- Our recommendation on how to remediate the control deficiency

Upon the identification of the control deficiency and our recommendation for remediation, we will assist in implementing and monitoring the remediated control to determine whether it is operating effectively.

Close-out and Reporting

Once we have performed the on-site review, we will brief management as needed, and perform an in-depth root cause analysis of identified issues prior to finalizing the monitoring report. This evidence-based monitoring report will contain observations identified during the monitoring steps and address all compliance findings and areas of concern. This report needs to be communicated to the grant recipients and offer technical assistance, as necessary, in the areas that need to be remediated. The final report needs to be issued in a timely manner to all appropriate parties and include recommended resolution activities for recorded findings. As part of our standard close-out process, we will establish and maintain documentation for auditing and grant close-out purposes. Our close-out process entails the following:

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- If a grantee project requires a close-out audit, we will inquire, observe, and inspect each grantee to determine whether they maintained project-specific level expenditures in the general ledger.
- We will select a sample of expenditures to inspect in order to confirm whether such expenditures have been made in accordance with applicable laws and regulations.

We will assist the recipients/subrecipients to capture all required data elements for the reports that the Parish will be required to submit to the U.S. Treasury. Recipients/subrecipients must provide all necessary information to the Parish in time to meet the deadline for quarterly and annual reporting to the federal government.

This will conclude all monitoring activities. UHY is well-versed in Federal, State, and local laws, requirements, and policies in terms of the grant management and monitoring lifecycle. We are strongly positioned to 1) assist with each step of the monitoring process, 2) advise on internal controls and best practices that need to be established, and 3) provide recommendations on current practices that may fall short of the ARPA requirements.

o Provide guidance on a technology solution for tracking American Rescue Plan Act funding distribution strategy to sub-recipients.

The key to a successful technology solution is data quality and integrity. Since the tracking fund distribution to sub-recipients relies on extracting data from the general ledger, all transactions, using ARPA funding, should be recorded in a specific ARPA cost center in the general ledger. We will review the cost center taxonomy to ensure that it is properly aligned with the reporting requirements that have been previously outlined. It is important to ensure that such ARPA funding is properly controlled as well as compliant with ARPA regulations.

Further, we will review the Parish's policies that have been established over the initiation, processing, and recording of ARPA funding transactions to identify any concerns over the design of internal control. Once we review and understand the ARPA funding internal controls, we will obtain the listing of all the ARPA cost centers sorted in dollar descending order. For each cost center, we will obtain the supporting documentation for each transaction charged to the cost center to ensure that the transaction has been properly processed in accordance with established policies and procedures and is allowable under ARPA regulations. This is in essence a "pre-audit" of the ARPA programs that will be subject to the Uniform Grant Guidance audits provided by your independent auditor.

Subsequent to our review of your general ledger data and cost center structure, we will explore technology solution options for tracking the distribution of the fund, leveraging your accounting system's capabilities. Many accounting systems have data analytics functions that can be configured to serve the tracking purpose.

Lastly, we will use the cost center data prepared and pre-audited to assist the Parish in preparing monthly reports for each of the ARPA projects approved by the Parish. Each of these reports will be reconciled to the general ledger, which will also be made available for the independent auditors should the program be selected for the Uniform Grant Guidance audit. The reports will also identify the agency which initiated, processed and recorded the transaction in order to facilitate the completion of the required reports. All reports will be provided to the appropriate Parish official for approval prior to submitting reports as required by the federal funding agency. We will also be available to meet with Parish officials to address any questions they might have about the monthly report.

o Resolve any requests for information, justification, audit findings, and eligibility appeals.

We have sufficient experience in the preparation of any appeals and can guide you through the process. As full-time government advisors, we understand that governmental entities do not operate independently, but in an increasingly complex web of local, state, and federal relationships. We will assist the Parish to coordinate between federal, state, and local agencies and stand ready to support you with the resolution of any requests for information, justification, audit findings, and eligibility appeals.

We regularly monitor legislation passed by Congress and the related implementation guidance produced by the various federal agencies implementing the programs established by the legislation. As previously mentioned, we maintain a current library of guidance containing all applicable legislation, regulations, policies, and rules related to federal recovery funds. We will continuously inform you of emerging information as needed, and will work with the Parish to resolve any potential disputes with ARPA funding or other agencies. Further, we will respond to any questions with a formal position paper documenting the Parish’s position and can represent the Parish in meetings with various agencies, if need be.

Further, should an applicant request reconsideration of our allowability assessment, we will meet with the applicant to provide the relevant federal guidance upon which we are relying for our allowability assessment. Ultimately, should the applicant still express concerns over the allowability assessment, we will provide the entire package of documentation to the Parish for the final allowability determination. We routinely assist our clients in the determination of grant requirements and compliance requirements of various federal, state and local laws.

o Review and assist with processing payment requests, determining allowable costs.

We review all payment request to make sure that it aligns with the associated ARPA categories and contractual agreements. This review will determine if this is an allowable cost for the Parish to incur. If it is allowable, we will assist you with the payment request. If not, we will inquire and potentially investigate the root cause of the discrepancy, and will communicate promptly with the Parish.

o Assist with preparation of project files and responses to any findings and/or concerns identified during monitoring visits and/or audits by any requesting entity.

We will assist the Parish to establish project files to devise a systematic tracking mechanism of all ARPA projects. This can include an electronic workbook that contains required data elements, such as recovery spending, performance, and outcome.



The master workbook would consolidate all individual project workbooks into one master file. Our current clients have found the master electronic workbook and our project assessment template effective in understanding the status of all their strategic ARPA programs and associated activities.

While projects are being evaluated for allowability, we update our master electronic workbook on a daily basis to reflect the status of the projects. We will document all responses to any findings and/or concerns identified during monitoring visits and/or audits by any requesting entity and regularly report back to the Parish.

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o Provide Parish with grant funding close-out services to ensure funding is retained.

Please refer to **Close-out and Reporting**, described above in response to the developing processes and documentation requirements around sub-recipient risk assessment, monitoring and management, including training of subrecipients on funding requirements.

o Prepare and review documentation and reports for completeness to ensure eligible work and costs are captured for audit.

As part of Transparency & Reporting approach, we have developed a checklist for completeness of all reporting requirements. This checklist ensures that eligible work and costs are captured for any potential future audit. We will continuously review all documentations to ensure that the Parish stays in compliance with ARPA requirements.

We will provide Parish Council and Administration with customised report based on their specific needs to stay informed and be aware of all grant activities. There will be a high degree of scrutiny on performance, both financial and non-financial, of all authorized projects. Similar data provided to the Parish Council and Administration will also be published on Parish’s website to demonstrate to its constituents that spending is prudent and for the intended purpose.

As of the date of this proposal, U.S. Treasury requires recipients the size of the Parish receiving more than \$10 million in funding to submit quarterly and annual reports. We will continue to monitor the Treasury’s guidelines related to reporting requirements to determine whether this guidance changes.

Quarterly Treasury Reporting. The quarterly reports must be submitted to Treasury within 30 calendar days after the end of each calendar quarter as follows:

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

These quarterly reports will be the aggregation of individual project level data.

Each project will need to report the following:

Expenditures: The recipient must be able to report on the project’s obligations and expenditures. Recipients will be asked to report on the adopted budget for projects greater than \$50,000:

- Current period obligation
- Cumulative obligation
- Current period expenditure
- Cumulative expenditure
- Original project budget

Project Status: The recipient must report on project status for each reporting period, in four categories:

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

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

Our workplan leverages your already established internal controls. We assume, unless otherwise demonstrated, that the Parish’s internal control over financial reporting is effective and efficient. We will work with all appropriate Parish departments to continuously prepare and coordinate to meet the deadlines for all reporting.

Monthly, subsequent to disbursement, we will select a relevant sample of transactions to “pre-audit” for compliance and reconciliation. This will be accomplished one month in arrears. For example, July transactions will be pre-audited by the end of August. Finally, we will prepare the required management, constituents, and federal and state/local government reports by the end of the following month. In short, our milestones will be incorporated into your already functioning internal control processes.

Annual Recovery Plan Performance Report. The Recovery Plan will cover a 12-month period and recipients will be required to submit the report to Treasury within 30 days after the end of the 12-month period (by July 31), with the exception of the last period. The table below summarizes the report timelines:

<u>Period Covered</u>	<u>Due Date</u>
July 1, 2022 to June 30, 2023	July 31, 2023
July 1, 2023 to June 30, 2024	July 31, 2024
July 1, 2024 to June 30, 2025	July 31, 2025
July 1, 2025 to June 30, 2026	July 31, 2026
July 1, 2026 to December 31, 2026	March 31, 2027

We have experience in assisting our existing ARPA clients, such as Anne Arundel County, MD and City of Tucson, AZ, with the submission of their annual performance report.

The Recovery Plan includes the following elements (we will monitor any new requirements that may be issued at some point in the future):

EXECUTIVE SUMMARY

The Executive Summary must provide a high-level overview of the Parish’s intended and actual uses of funding including, but not limited to: the Parish’s plan for use of funds to promote

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a response to the pandemic and economic recovery, key outcome goals, progress to date on those outcomes, and any noteworthy challenges or opportunities identified during the reporting period.

USE OF FUNDS

This section must describe in further detail the Parish's intended and actual uses of the funds, such as how the Parish's approach would help support a strong and equitable recovery from the COVID-19 pandemic and economic downturn. It should describe any strategies employed to maximize programmatic impact and effective, efficient, and equitable outcomes. Given the broad eligible uses of funds and the specific needs of the Parish, it should also explain how the funds would support the communities, populations, or individuals in the Parish.

This section should address how the Parish is attributing the funds in each of the seven ARPA programmatic categories, to the extent they apply. Where appropriate, recipients should also include information on the Parish's use (or planned use) of other federal recovery funds including other programs under ARPA, such as the Emergency Rental Assistance, Housing Assistance, and so forth, to provide broader context on the overall approach for pandemic recovery.

PROMOTING EQUITABLE OUTCOMES

This section should describe efforts to promote equitable outcomes, including how programs were designed with equity in mind. This section should include a description of how the Parish will consider and measure equity at the various stages of the program, including those four areas previously outlined.

The Treasury encourages uses of funds that promote strong, equitable growth, including racial equity. This section should describe how the Parish's planned or current use of funds prioritizes economic and racial equity as a goal, names specific targets intended to produce meaningful equity results at scale, and articulates the strategies to achieve those targets. In addition, this section should explain how the Parish's overall equity strategy translates into the specific services or programs offered by your jurisdiction in the following Expenditure Categories:

- a) **Negative Economic Impacts:** assistance to households, small businesses, and non-profits to address impacts of the pandemic, which have been most severe among low-income populations. This includes assistance with food, housing, and other needs; employment programs for people with barriers to employment who faced negative economic impacts from the pandemic (such as residents of low-income neighborhoods, minorities, disconnected youth, the unemployed, formerly incarcerated people, veterans, and people with disabilities); and other strategies that provide disadvantaged groups with access to education, jobs, and opportunity.
- b) **Services to Disproportionately Impacted Communities:** services to address health disparities and the social determinants of health, build stronger neighborhoods and communities (e.g., affordable housing), address educational disparities (e.g., evidence-based tutoring, community schools, and academic, social-emotional, and mental health support for high poverty schools), and promote healthy childhood environments (e.g., home visiting, child care).

The initial report must describe efforts to date and intended outcomes to promote equity. Each annual report thereafter must provide an update, using qualitative and quantitative data, on how the recipients' approach achieved or promoted equitable outcomes or progressed against equity goals during the performance period. It should also describe any constraints or challenges that impacted project success in

terms of increasing equity. In particular, this section must describe the geographic and demographic distribution of funding, including whether it is targeted toward traditionally marginalized communities.

COMMUNITY ENGAGEMENT

This section should describe how the Parish’s planned or current use of funds incorporates written, oral, and other forms of input that capture diverse feedback from constituents, community-based organizations, and the communities themselves. Where relevant, this description must include how funds will build the capacity of community organizations to serve people with significant barriers to services, including people of color, people with low incomes, limited English proficient populations, and other traditionally underserved groups.

LABOR PRACTICES

This section should describe the workforce practices on any infrastructure projects being pursued, including how projects are using strong labor standards to promote effective and efficient delivery of high-quality infrastructure projects while also supporting the economic recovery through strong employment opportunities for workers. For example, this section should report whether any of the following practices are being utilized: project labor agreements, community benefits agreements, prevailing wage requirements, and/or local hiring.

USE OF EVIDENCE

The Recovery Plan should identify whether ARPA funds are being used for evidence-based interventions and/or if projects are being evaluated through rigorous program evaluations that are designed to build evidence. The Parish must briefly describe the goals of the project, and the evidence base for the interventions funded by the project. The Parish must specifically identify the dollar amount of the total project spending that is allocated towards evidence-based interventions for each project in the Public Health, Negative Economic Impacts, and Services to Disproportionately Impacted Communities Expenditure Categories.

TABLE OF EXPENSES BY EXPENDITURE CATEGORY

The Recovery Plan must include a table listing amount of funds used in each Expenditure Category previously discussed.

PROJECT INVENTORY

This section must list the name and provide a brief description of all ARPA funded projects. For each project, the Parish must include:

- Project name
- Funding amount
- Identification number (created by the recipient and used thereafter in the quarterly Program and Expenditure Report)
- Project Expenditure Category (described above)
- A description of the project which includes:
 - An overview of the main activities of the project
 - The approximate timeline
 - Primary delivery mechanisms and partners (if applicable)
 - Intended outcomes

- A link to the website of the project (if available)

For infrastructure investment projects, project-level reporting will be more detailed, as described for the Project and Expenditure Report above. Projects in this area may be grouped by Expenditure Category if needed, with further detail (such as the specific project name and identification number) provided in the Project and Expenditure Report. For infrastructure projects, descriptions should note how the project contributes to addressing climate change.

PERFORMANCE REPORT INVENTORY

The Recovery Plan must include key performance indicators for the major ARPA funded projects undertaken by the recipient. The Parish has flexibility in terms of how this information is presented in the Recovery Plan, and may report key performance indicators for each project, or may group projects with substantially similar goals and the same outcome measures. Performance indicators should include both output and outcome measures.

REQUIRED PERFORMANCE INDICATORS AND PROGRAMMATIC DATA INVENTORY

While the Parish has discretion on the full suite of performance indicators to include, a number of mandatory performance indicators and programmatic data must be included. These are necessary to allow the Treasury to conduct oversight as well as understand and aggregate program outcomes across recipients. This section provides an overview of the mandatory performance indicators and programmatic data. This information may be included in the Parish's Recovery Plan as they determine what is most appropriate, including combining with the section above, but this data will also need to be entered directly into the Treasury reporting portal.

Below is a list of required data for each Expenditure Category:

Household Assistance and Housing Support:

- Number of people or households receiving eviction prevention services (including legal representation)
- Number of affordable housing units preserved or developed

Negative Economic Impacts:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs

Education Assistance:

- Number of students participating in evidence-based tutoring programs

Healthy Childhood Environments:

- Number of children served by childcare and early learning (pre-school/pre-K/ages 3-5)
- Number of families served by home visiting

The initial report should include the key indicators above. Each annual report thereafter should include updated data for the performance period as well as prior period data, and a brief narrative adding any additional context to help the reader interpret the results and understand any changes in performance indicators over time. To the extent possible, the Treasury also encourages recipients to provide data disaggregated by race, ethnicity, gender, income, and other relevant factors.

Should any supplemental information be needed to clarify the filings with the U.S. Treasury or other funding agency, we will assist the Parish in preparing that information. The reporting package, and spending data maintained to support the reporting package, prepared in accordance with the above, will be the initial basis for preparing the supplemental inquiry. Should any additional information not already maintained in the reporting package support be needed, we will identify the owner of such information and will coordinate getting that information. Any supplemental report to be submitted will be reviewed and approved by appropriate Parish personnel.

All expenditure information prepared will be used to assist in the preparation of the amounts of ARPA funding to be included on the Parish’s Schedule of Expenditures of Federal Awards. Further, once the information from the annual audit is filed with the Federal Audit Clearinghouse (FAC), it may trigger an audit by one of the federal or state awarding agencies. We will assist the Parish in responding to any such audit requests. Your proposed engagement team is very familiar with the procedures to be performed by federal and state auditors.

As independent auditors, we are subject to quality control procedures performed by federal auditors and have an exemplary record when we have had such quality control audits. We will use this knowledge to prepare reporting packages which will minimize the risk of federal audit oversight.

As you can see, the data reporting requirements, both overall and at a project-level, are significant. The Parish must ensure that all projects, which are approved during the strategic phase, include a requirement to provide all of these data elements. If such data is not gathered and reported, the Parish is at risk of non-compliance with the ARPA requirements.

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



UHY will maintain feedback tools implemented in the early stage of the community engagement solicitation and feedback through the Parish website and continue producing data and analytics reporting on the feedback received.

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PROPOSED DELIVERABLES

The deliverables listed in this section are the minimum desired from the successful proposer. Every proposer must describe what deliverables will be provided per their proposal, and how the proposed deliverables will be provided.

In addition to upfront and ongoing strategic advice and technical assistance in accordance with your requirements, we have identified the following main deliverables:

Deliverable	How it will be provided
Documented advice regarding all applicable legislation, regulations, policies, and rules related to federal recovery funds	MS Word document
Recommendations for appropriate policies and procedures for use of ARPA funds to maximize ARPA funding in conjunction with other funds	MS PowerPoint document
Documentation and interpretations of guidance from ARPA funding entities	MS PowerPoint document
Assistance in crafting and drafting bid and proposal solicitations and subsequent contracts	Virtual/in-person training and review
Development of scoring matrix for reviewing proposals	MS Excel
Presentations and communications materials for all constituents and the public	MS PowerPoint document
Description of scope and eligibility of each funding source before stakeholder engagement	MS PowerPoint document
Documentation to demonstrate compliance with ARPA guidance and federal reporting requirements	MS Word document
Project inventory containing all required ARPA data elements	MS Excel workbook
Master electronic workbook that consolidates all individual project workbooks	MS Excel
Guidance on grants administration lifecycle from pre-monitoring, onsite monitoring, and reporting	Virtual/in-person training
Findings related to waste, fraud, and abuse, if any	MS Word document
Risk assessment of sub-recipients to evaluate non-compliance	MS Excel tool
Final Close-Out Report to the Parish and to the U.S. Treasury	Mandatory reporting template
Instruction for appeal request and all notice and public hearing requirements, if need be	Verbal advice and /or MS PowerPoint document
All required quarterly U.S. Treasury reporting and other reports based on the Parish's needs	Mandatory reporting template
Regular status report	MS Word document

Upon mutual agreement, we are prepared to provide the Parish with additional deliverables as needed. For any other services, during the engagement, we will provide the Parish with our findings and potential areas for improvement in order to establish best practices.

D. PROPOSER QUALIFICATIONS & EXPERIENCE

D. Proposer Qualifications and Experience: History and background of proposer, including but not limited to status with related services to government entities existing customer satisfaction, demonstrated volume of merchants, etc. Minimum requirements include:

- o Years of Experience
- o Certifications and Training
- o Listing of Grant Applications Completed
- o Listing of Grant Award Amounts and Entity Assisted

ABOUT THE FIRM

UHY Advisors, Inc. and its subsidiaries provide tax and business consulting services. UHY LLP is a licensed CPA firm that offers audit and other attest services to public and private companies as well as governmental organizations.

Established in 1968, UHY is a licensed national Certified Public Accounting firm that has been providing a full range of accounting and business consulting services to domestic and international companies in both the public and private sector. Our firm is organized under an alternative practice structure. We provide audit and attest services through UHY LLP, a licensed independent CPA firm. UHY Advisors, Inc. and its subsidiaries provide tax and business consulting services.

Even though our practice is structured differently from some other CPA firms, you will find that we provide all our services seamlessly to our clients. We call our philosophy **“The Next Level of Service”**. Our clients tell us it’s what sets us apart. Our commitment to client service is personable, value-added and cost-effective.

Our goal is to exceed our clients' expectations on every engagement. We make our national resources available to meet your every need.

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



Distinguishing Characteristics

- National Municipal and Not-For-Profit Audit and Advisory Practices
- More than 50 years of experience providing financial and compliance auditing and consulting services for the municipal industry
- Partners, Managing Directors and senior executives serving you with an average of 20 years of experience
- A commitment to engagement team continuity
- Hands on Partner/Managing Director involvement and more attention from leadership
- In-depth technical and industry-specific expertise
- Economical fee structure

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

FIRM'S EXPERIENCE

UHY is an acknowledged industry leader in providing grants administration and monitoring services to state and local governments. UHY is currently serving twenty local governments, and one state, as their preferred provider of American Rescue Plan Act (ARPA) administration and monitoring services. This builds on our already extensive experience in providing similar services to governments and businesses that are receiving federal funds under the CARES Act (including PPP, EIDL and SVOG support to businesses) and CDBG. Your proposed team has deep experience with ARPA, CARES Act, FEMA and CDBG.

UHY'S NATIONAL GOVERNMENT PRACTICE

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

UNIFORM GUIDANCE EXPERIENCE

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

LIST OF REPRESENTATIVE PROJECTS

Below are our current ARPA clients and the value of the ARPA funds they have received:

State of Delaware	\$925M	2022 - present
City of Detroit, MI	\$825M	2021 - present
City of Tucson, AZ	\$156M	2022 - present
Anne Arundel County, MD	\$113M	2021 - present
City of Wilmington, DE	\$55M	2021 - present
Upper Darby Township, PA	\$41M	2022 - present
City of Chelsea, MA	\$40M	2021 - present
City of Chattanooga, TN	\$38M	2021 - present
Sarpy County, NE	\$36M	2022 - present
City of Chester, PA	\$30M	2021 - present
City of Bristol, CT	\$29M	2021 - present
City of West Haven, CT	\$29M	2022 - present
City of Meriden, CT	\$25M	2022 - present
Town of Williamsport, PA	\$25M	2022 - present
City of Murfreesboro, TN	\$24M	2022 - present
City of Middletown, CT	\$22M	2022 - present
Franklin County, MO	\$20M	2022 - present
Woodbury County, IA	\$20M	2022 - present
Eau Claire County, WI	\$20M	2022 - present
Cass County, MO	\$20M	2021 - present
Town of Wallingford, CT	\$13M	2021 - present
Town of Colchester, CT	\$6M	2022 - present

On the following pages, please see the detailed description of engagements that require experience and technical competencies similar to the scope of work outlined in your RFP.

Client Name:	City of Chattanooga, TN
Nature of Work:	<p>We are providing the City with the following:</p> <p>FEDERAL COMPLIANCE AND AUDIT SUPPORT</p> <ul style="list-style-type: none"> • Comprehensive administration and compliance with the U.S. Treasury Compliance and Reporting Guidance, including tracking and ensuring funded activities comply with allowable activities, costs, and cash management practices. • Generate time extension requests to the Treasury and/or other federal grants, when necessary, so that eligibility is not forfeited. • Ensure that fraud prevention and abuse practices are in place and being implemented. • Comply with defined monitoring of subrecipients. • Develop robust policies and procedures around ARP funds. • Prepare summary of allowable costs and amounts reimbursed from the fund in compliance with Federal and State Uniform Grant Management Standards for each project. • Data collection and record keeping in compliance with federal requirements. • Review, advise, and assist on the management of closeout. • Assist with any and all audit services and requirements. • If necessary, assist with the submission of appeals for the Treasury. • Prepare reporting requirements, including project and expenditure report. <p>GRANTS AND DATA MANAGEMENT</p> <ul style="list-style-type: none"> • Support individual subgrantees with reporting, document retention, and compliance requirements. • Provide ongoing guidance to subgrantees to maximize funding. • Facilitate and develop management reports on the status of the grant program. • Provide cash management reports showing the projected schedule for reimbursement request and the actual status of the drawdown. • Coordinate with the city's financial officers and staff on project-specific cost accounting and tracking. • Development of database/electronic system for tracking and management of project worksheets, claims, and grant applications and status. • Develop data analysis and project evaluation tools for recipients. • Solicit, manage, and track program outcomes. • Support the City in designing program reporting requirements.
Start and End Date:	2022 - present

Client Name:	City of Murfreesboro, TN
Nature of Work:	<p>We are providing the City with the following:</p> <ul style="list-style-type: none"> • Provide Accounting Services, including expenditure tracking, revenue tracking, and detailed financial reporting in accordance with GAAP and Federal Reporting Standards. • Provide reporting support in accordance with the funding agreements and requirements provided by the City of Murfreesboro. • Provide Financial Management support by advising concerning processes and appropriate expenditures in accordance with the agreements, GAAP, and Federal Guidelines. • Provide additional financial guidance and support as needed to execute the requirements of the agreements with the City. • Other duties include, but are not limited to: establish grant fund tracking mechanisms, monitor expenditures and make determinations on eligible/ineligible expenditures, prepare or provide assistance in the preparation and submission of necessary forms and paperwork, ensure compliance throughout the entire grant lifecycle, provide ad-hoc reporting, and respond to recipient or City inquiries in an expedient manner. • Work with the City to resolve disputes with ARPA funding or other agencies as may be necessary including, but not limited to, the preparation of appeals. • Provide the City with grant close-out services to ensure funding is retained. • Provide oversight to assure the City is not subjected to non-compliance findings or ineligible expenditures. • Provide strategic planning, establish procedures for verification of eligibility for award and expenditures, as well as review and guidance for compliance with all other ARPA guidelines.
Start and End Date:	2022 - present

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

Client Name:	Cass County Commission, MO
Nature of Work:	<p>UHY is currently providing professional services to the county to comply with all requirements of the American Rescue Plan Funds Act. The following summarizes our tasks to serve the County:</p> <ul style="list-style-type: none"> • Establish proper accounting and reporting internal control mechanisms to record, track, and disburse funds according to all federal, state, and local laws and regulations. • Establish policies and procedures for appropriate document retention and reporting with the Federal Financial Accountability and Transparency Act (FFATA) and/or Treasury Office of Inspector General. • Design and establish application procedures and confirm verification of eligibility and final disbursement. • Monitor for duplication of benefits and develop processes and documentation requirements around sub-recipient risk assessment, monitoring and management. • Coordinate between federal, state, and local agencies as needed. • Provide for fraud, waste, and/or abuse identification, reporting, and remediation. • Provide oversight and guidance to guarantee compliance with OMB Uniform Guidance, 2 CFR, Part 200, and the Single Audit Act, including performing internal control risk assessments as required. • Establish one or more appeals procedures for disputes regarding amounts awarded, including processes for evaluation of final determinations. • Provide regular and frequent status reports, including reporting on financial performance and projection modelling, the form and contents of which shall be dictated by the County. • Establish review processes for any new/future reporting requirements related and/or applicable to the Rescue Plan Funds. • Regulatory compliance expertise including identification of authorized uses of the Rescue Plan Funds. • Interpret Federal Guidance and establish and/or verify eligibility under the Rescue Plan Funds. • Establish procedures for verification of eligibility for award and expenditure of Rescue Plan Funds. • Resolve any requests for information, justification, audit findings, and eligibility appeals. • Review contracts and purchasing documentation to ensure cost recovery and compliance of expenditures using federal funds.
Start and End Date:	2021 – present

Client Name:	Eau Claire County, WI
Nature of Work:	<p>We are providing the County with the following:</p> <ul style="list-style-type: none"> • Coordinate and assist in administration of internal projects. • Provide guidance and assistance in determination of potential ARPA projects to align with the final ruling. • Assist in coordination and administration of the funds to be obligated and expended, outside of the ARPA committee funds. • Facilitate discussion and prioritization of funds. • Assist in the required periodic reporting to the Treasury department. • Assist in the cash flow projections for fund expenditures. • Assist with development and support of internal and external communications on ARPA funds, uses, projections, etc.
Start and End Date:	2022 - present

Client Name:	Sarpy County, NE
Nature of Work:	<p>We are providing the County with the following:</p> <ul style="list-style-type: none"> • Consult with the on proposed uses of the ARPA funds to ensure proposed uses are consistent with the purposes allowed by the ARPA and related guidance issued by the U.S. Treasury. Keep a record of approved spending initiatives. • Review and validate actual County spending of the ARPA funding to ensure the spending is consistent with both the purposes approved by the County and the purposes allowed by the ARPA and related guidance issued by the U. S. Treasury. • Coordinate with the County’s Finance Department to complete moves of expenditures to and from the designated ARPA cost centers to place expenditures for proper ARPA purposes in the cost centers and remove any expenditures for non-ARPA purposes from the cost centers. • Ultimately ensure validated ARPA expenditures are recorded in the designated cost centers on the County’s ledger so that the total spending of the ARPA funds shall be tracked and reported separately from other County spending. • Using the expenditures posted to the ARPA cost centers, assist the County in preparing regular reports of the ARPA expenditures in accordance with the required format specified by the U. S. Treasury. Such reports shall follow the U.S. Treasury reporting requirements until December 31, 2026. These reports will be approved by a named County official before the filing of the reports with the U.S. Treasury. • Prepare monthly reports of total ARPA expenditures by County department in a prescribed format set by the County for internal use, with the first report summarizing ARPA expenditures, and subsequent reports following each month thereafter until the U.S. Treasury ARPA funding is fully expended and reported to the U.S. Treasury. Such monthly reports will be approved by the County Chief Administrative Officer. • Prepare a complete response to any inquiry or request from the U.S. Treasury for additional information on any reporting filed in accordance with the requirement listed above. • Assist with any investigation or audit authorized by the U.S. Treasury of the reported U.S. Treasury ARPA spending at the County. Annually, advise the County of the proper amount of the U.S. Treasury ARPA spending to list on the annual Single Audit report of federal expenditures through the Single Audit report required for the County’s fiscal year 2026, ending June 30, 2026.
Start and End Date:	2022 - present

OTHER GOVERNMENT CLIENTS

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

- Albany Convention Center Authority (NY)
- Albany Port District Commission (NY)
- Algonac (MI)
- Anne Arundel County (MD)
- Baltimore County Public School System (Towson, MD)
- Bloomfield Hills Township (MI)
- Board of Education of Caroline County (MD)
- Board of Education of Dorchester County (MD)
- Board of Education of Kent County (MD)
- Board of Education of Queen Anne's County (MD)
- Board of Education of Somerset County (MD)
- Board of Education of Talbot County (MD)
- Board of Education of Wicomico County (MD)
- Board of Education of Worcester County (MD)
- Bristol County (CT)
- Calhoun County (MI)
- California State Teachers' Retirement System (CalSTRS) (CA)
- Capital District Regional OTB (NY)
- Capital District Regional Planning Commission (NY)
- Caroline County (MD)
- Cass County (MO)
- City of Albany (NY)
- City of Benton Harbor (MI)
- City of Bristol (CT)
- City of Chattanooga (TN)
- City of Chester (PA)
- City of Detroit (MI)
- City of Ecorse (MI)
- City of Hazel Park (MI)
- City of Inkster (MI)
- City of Meriden (CT)
- City of Middletown (CT)
- City of Murfreesboro (TN)
- City of River Rouge (MI)
- City of Tucson (AZ)
- City of Waterford (MI)
- City of Watervliet (NY)
- City of Wayne (MI)
- City of West Haven (CT)
- City of Williamsport (PA)
- City of Wilmington (DE)
- County of Schenectady (NY)
- Croswell (MI)
- Delaware Rural Water Association (DE)
- Dorchester County (MD)
- Durand (MI)
- Eaton County (MI)
- Eau Claire County (WI)
- Franklin County (MO)
- GM RACER Trust/U.S. Treasury (MI)
- Greater Detroit Resource Recovery Authority (MI)
- Home Purchase Assistance Program Fund (MD)
- Howard County Maryland Economic Development Authority (MI)
- Independence Township (MI)
- Ingham County (MI)
- Isabella County (MI)
- Lapeer County (MI)
- Los Angeles Unified School District (CA)
- Mackinac County (MI)
- Maryland Racing Commission (MD)
- Marysville (MI)
- Memphis (MI)
- Metro (formerly Bi-State Transit) (MO)
- New York Convention Center Operating Corporation (NY)
- New York Independent System Operator, Inc. (NY)

- New York State Archives Partnership Trust (NY)
- Plymouth (MI)
- Pontiac Housing Commission (MI)
- Pontiac School District (MI)
- Queen Anne’s County (MD)
- Royal Oak Township (MI)
- Sandusky (MI)
- Sarpy County (NE)
- South Bay Regional Public Communications Authority (MI)
- Southeastern Michigan Regional Energy Office (MI)
- St. Clair (MI)
- St. Clair County (MI)
- State of Michigan
- State of Delaware
- Somerset County (MD)
- Swartz Creek (MI)
- Talbot County (MD)
- Town of Bethany Beach (DE)
- Town of Colchester (CT)
- Town of Greensboro (MD)
- Town of Oxford (MD)
- Town of Ridgely (MD)
- Town of Wallingford (CT)
- Tuscola County (MI)
- Upper Darby Township (PA)
- Washington, D.C.
 - E911/311 Fund
 - Highway Trust Fund Home Purchase Assistance Program Fund
 - Lottery
 - Health Benefits Exchange Authority
 - Other Post Employment Benefit Fund
 - Unemployment Compensation Fund
 - University of the District of Columbia
 - Not for Profit Hospital Corporation
 - Washington Convention and Sports Authority
- Woodbury County (IA)
- Worcester County (MD)
- Yale (MI)

Detailed description of firm’s years of experience (minimum requirement of 5 years’ experience) in grant research, writing, management, reporting, and audit to successfully procure funding related to local, state, and federal infrastructure grants and American Rescue Plan Act (ARPA) funding. Resumes of all key personnel to be assigned to this RFP scope of work/services shall be submitted. Resumes of all subcontractors shall also be submitted.

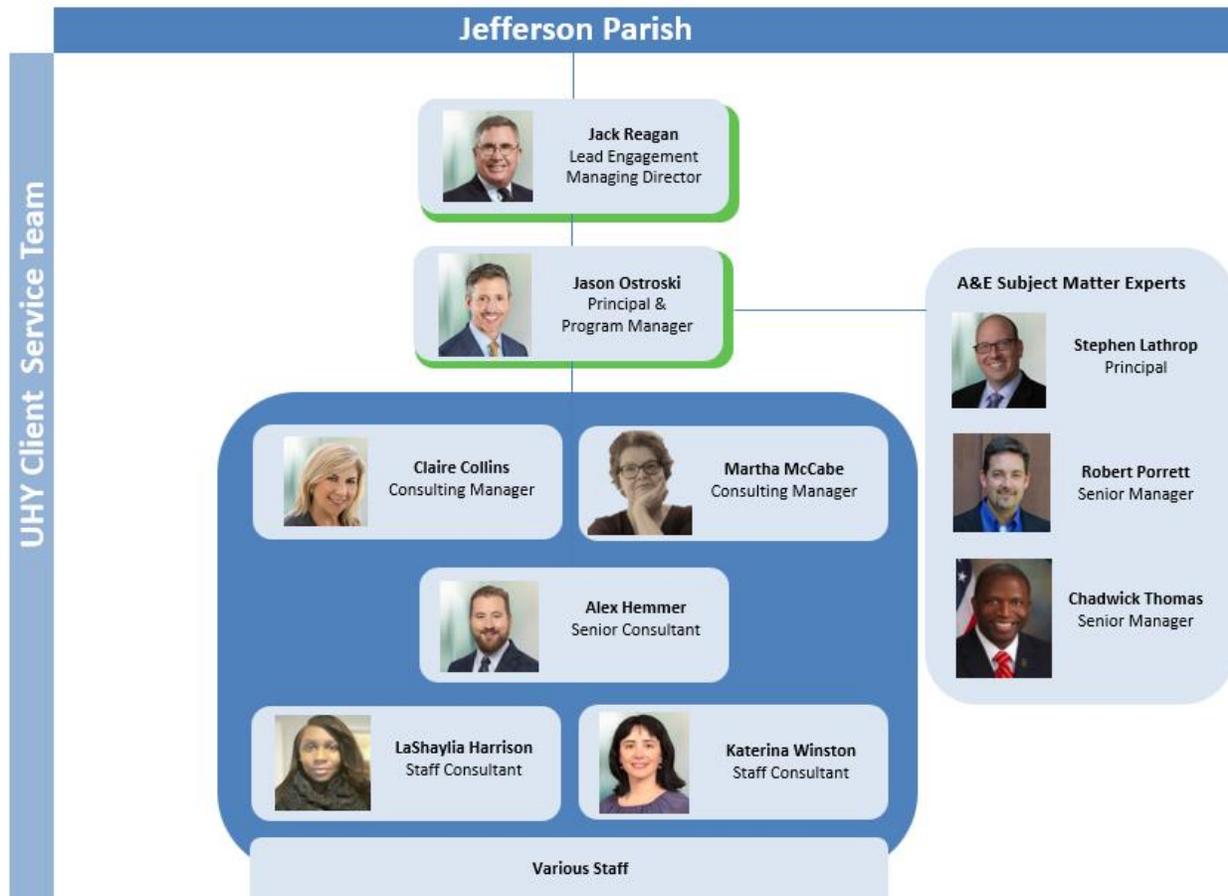
YOUR TEAM

To ensure the right mix of expertise, we have assembled a select, specialized team to serve on this engagement. Our team includes a Managing Director and senior level professionals who will ensure that our services are efficiently provided when working with the Parish. Your team will keep communication open all year long, not just during the engagement. Each member has experience working with similar entities to the Parish. This dedicated group of professionals will work closely together to ensure that our services are conducted as smoothly as possible and according to the Parish’s timetable. We have provided short biographies below and full resumes in the **Appendix** for these individuals.

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

TEAM ORGANIZATIONAL CHART

UHY has selected Jack Reagan to serve as your Engagement Managing Director, Jason Ostroski as your Project Manager and Claire Collins and Martha McCabe will serve as Project Management Subject Matter Experts. The below organizational chart outlines the team members who will be involved on the engagement:



CERTIFICATIONS

Most all key professional staff that may assigned to provide services to the Parish are CPAs in good standing who are allowed to practice across jurisdictions more readily in accordance with National Associations of State Boards of Accountancy’s (NASBA) concept of Substantial Equivalency. The National Qualification Appraisal Service (NQAS) has found several jurisdictions to have CPA licensure requirements that are substantially equivalent to those of the Uniform Accountancy Act (UAA). Most of our staff are licensed CPAs in the state of Maryland and Virginia which are considered to be substantially equivalent to Louisiana according to NQAS.

vboa VIRGINIA BOARD OF ACCOUNTANCY

Home > CPA Licensure Services > Online Services

CPA Details

Name
Name: John E Reagan, III

Address Information
City, State, ZIP code: LOVETTSVILLE VA 20180-1922
County: Loudoun
Country: United States

License Information
License #: 19805 Profession: Accountancy Type: Certified Public Accountant
Status: Active Issued: 5/3/1995 Expiration: 6/30/2023



Results for Active Licensed Certified Public Accountants: 1

The following results do not include current licensees who are on inactive status.

Name	City	State	Zip	Expiration	Category	Reg. #
JOHN EDWARD REAGAN III	LOVETTSVILLE	VA	20180	2023-03-14	ACTIVE C.P.A.	31532



Results for Active Licensed Certified Public Accountants: 1

The following results do not include current licensees who are on inactive status.

Name	City	State	Zip	Expiration	Category	Reg. #
JASON J OSTROSKI	BEL AIR	MD	21015	2023-03-09	ACTIVE C.P.A.	37424

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TEAM MEMBER ROLES & RESPONSIBILITIES

The table below shows the team member positions, roles and responsibilities.

<u>Team Member</u>	<u>Role</u>	<u>Responsibilities</u>
Jack Reagan	Principal/Engagement Managing Director & Primary Point of Contact	Provides contract administration and oversight. Overall responsibility for the execution of the engagement, primary point of contact for the Parish on any engagement issues.
Jason Ostroski	Program Manager	Provides team oversight and serves as main grant contact for project related matters. Support the execution of the engagement and supervising the staff on the engagement.
Martha McCabe Claire Collins LaShaylia Harrison	Project Analyst/Project Consultant	Provides grant research and writing services, including formulation.
Claire Collins	Financial Subject Matter Expert	Provides financial services, including contract review, reporting and costing.
Stephen Lathrop Robert Porrett Chadwick Thomas	A & E Subject Matter Expert	Provides Architectural and Engineering consulting in the areas of grant eligibility, project formulation, invoice and payment review and other tasks as they arise.
Alex Hemmer Katerina Winston	Audit Specialist	Provides audit and policy assistance, including grant closeout.
Various staff	Clerical Support	Provides assistance with clerical tasks.

SHORT BIOGRAPHIES

Below please find more information regarding the team’s qualifications and professional experience. Full resumes, along with contact information, can be found in the **Appendix**.



JACK REAGAN
MANAGING
DIRECTOR

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

ARPA Clients Served

- | | |
|--------------------------|------------------------|
| Anne Arundel County, MD | Cass County, MO |
| Eau Claire County, WI | Franklin County, MO |
| Sarpy County, NE | Woodbury County, IA |
| City of Chattanooga, TN | State of Delaware |
| City of Murfreesboro, TN | City of Chelsea, MA |
| City of Tucson, AZ | City of Wilmington, DE |
| City of Chester, PA | City of Bristol, CT |

Jack’s expertise lies in the areas of local government administration, grants management, crisis response management and recovery, FEMA, strategic planning, and policy development and implementation. He has worked closely with Thompson Grants, a leading provider of grants management information, to present webinars on a wide range of grants management topics. He currently serves on Thompson Grants’ Board of Advisors expert panel, a highly select group of seasoned grants management professionals. All Thompson Grants subscribers can submit inquiries to this expert panel to seek advice and answers.

Other Relevant Clients Served

- | | |
|-----------------------|--------------------|
| District of Columbia | Fairfax County, VA |
| Davidson County, TN | Loudoun County, VA |
| Montgomery County, VA | State of Delaware |

Jack has recently been appointed to UHY LLP’s Management Committee. Jack is an active presenter on governmental accounting and auditing issues, having presented to the Maryland Society of CPAs government day on numerous occasions as well as various state of Maryland CPA chapters. His article on [*Managing Your Risks Under the American Rescue Plan Act*](#) was recently published on *Accounting Today*. He is a Certified Public Accountant and a Certified Internal Controls Auditor.

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of service



**JASON
OSTROSKI**
PRINCIPAL

Jason focuses his practice on state and local government clients, in particular governmental retirement systems and investment practices. With more than 18 years of experience, he is well-versed in serving public pension clients. Jason serves as a subject matter resource on government retirement systems, assisting with the design and evaluation of audit procedures and by providing training internally and externally on topics ranging from auditing alternative investments to the implementation of new GASB standards including GASB 67, 68, 74 and 75. He also brings extensive COVID-19 relief fund experience, having helped the following clients:

ARPA Clients Served

- | | |
|---------------------|-------------------------|
| City of Chester, PA | City of Chattanooga, TN |
| City of Chelsea, MA | Cass County, MO |
| City of Tucson, AZ | Anne Arundel, MD |

Jason is a licensed CPA in the state of Maryland. He is a member of the Maryland Association of Certified Public Accountants, the Government Finance Officer Association, the Public Pension Financial Forum and the American Institute of Certified Public Accountants.



CLAIRE COLLINS
CONSULTING
MANAGER

Claire Collins, consulting manager in the Audit & Assurance Department, offers more than 30 years of hands-on professional experience in the private, non-profit, and public sectors. Her skills and experience include executive level program and project policy development, evaluation and analysis, implementation, and management along with quality assurance and quality control in disaster planning, response, recovery, and mitigation, grants administration, and federal, state, and local government services focused on intergovernmental affairs. She has the stamina and ability to build strong relationships with stakeholders and clients to take any policy, program, project and/or situation working collaboratively with diverse teams, resulting in positive community benefit and success above and beyond expectations. Claire brings substantial FEMA collaboration and experience developing and reporting on public assistance projects, directing advisory and assistance program services statements of work on special projects to meet requirements for monitoring, reporting, and compliance, and recommending recovery mitigation strategies and best practices for use in flooded and high wind disaster impacted areas.

ARPA Clients Served

- | | |
|--------------------------|--------------------------|
| Eau Claire County, WI | Anne Arundel County, MD |
| Sarpy County, NE | City of Chester, PA |
| Woodbury County, IA | City of Meriden, CT |
| City of Chattanooga, TN; | City of Wilmington, DE |
| City of Murfreesboro, TN | City of Williamsport, PA |

Claire received a Master of Public Administration, Executive Management and Policy Analysis from Virginia Commonwealth University, and a Bachelor of Arts, in Political Studies from North Carolina Wesleyan College.



**MARTHA
MCCABE**
CONSULTING
MANAGER

Martha McCabe is a consulting manager in the Audit & Assurance Department of the Columbia Office of UHY. She has over 30 years' experience in successful development and implementation of grants for non-profits and local governments through government and foundation funding. This includes submission of reporting and compliance to provisions of award agreements, Final Rules, Reporting Guidelines and the Federal Uniform Guidance. She brings extensive experience in the grant applications process, e.g., planning, preparation, writing, submission, required supporting documentation, etc. She works collaboratively with program officers to ensure implementation and compliance of all funded activities, and then with finance officers to ensure accurate submission of all grant expenditures, Single Audits and renewal of federal indirect rate agreements. She has participated in successful (no-findings) of numerous desk and on-site compliance reviews conducted by federal, state and local governments, along with reviews conducted by corporate and foundation funders.

ARPA Clients Served

City of Chattanooga, TN
City of Murfreesboro, TN

Upper Darby Township, PA
Woodbury County, IA

Martha received a Bachelor of Arts in Political Science from Fort Hays State University in Hays, KS; a Master of Arts in Special Studies (American Government) from George Washington University, Washington, DC; a Master of Social Work from Newman University, Wichita; an MBA Certificate from the Barton School of Business, Wichita State University, Wichita. Martha is also a Health Policy Fellow from George Washington University and the Geiger Institute of Public Health, Washington, DC and a Grant Peer Reviewer (contracted) for the U.S. Department of Health & Human Services.



ALEX HEMMER
SENIOR
CONSULTANT

Alex, a senior consultant in the Internal Audit, Risk and Compliance Department of the Columbia Office of UHY, offers hands-on professional experience in the private and nonprofit sectors. He supports the implementation and reporting of state and local government programs. In addition, Alex has created, managed, and maintained financial reporting datasets for clients to assist with decision-making and U.S. Treasury Monitoring and Reporting.

Alex received a Master's of Urban and Regional Planning from the University of Colorado Denver, a Bachelor's degree in Urban Studies, Community and Regional Planning from the University of Cincinnati and an Associate's degree in Civil Engineering Technologies from Cincinnati State Technical and Community College.



**LASHAYLIA
HARRISON**
STAFF CONSULTANT

LaShaylia Harrison is a staff consultant in the Audit & Assurance Department of the Columbia Office of UHY. She has extensive experience and a comprehensive background in developing new contract databases, participating in negotiations, and analyzing complex contracts. She recognizes, researches, and delivers operational and process solutions to drive operational efficiency for clients.

She received a Bachelor of Science (Minor in Pre-Law) from Oklahoma State University.



**KATERINA
WINSTON**
STAFF CONSULTANT

Katerina Winston is a staff consultant in the Audit & Assurance Department of the Columbia Office of UHY. She has worked in consultative sales, with multiple accounts and varying policies and procedures. Katerina is detail-oriented and grasps concepts quickly, and has demonstrated knowledge of technical skills, critical systems, and processes. In addition, she has experience building strong client relationships and working with diverse teams.

Katerina received a Master of Advanced European Studies from Europainstitut of Basel in Basel, Switzerland, and a Bachelor's Degree in Sociology from Moscow State University of M.V. Lomonossov in Moscow, Russia.

The team will be complemented by A&E subject matter experts. Please see the resumes for these professionals in the **Appendix**.

REFERENCES

References from at least three firms (governmental and/or private) for whom an equal or larger scope of work/services are either currently being provided or provided in the past two (2) years. Contact person(s), addresses and telephone numbers for each reference provided shall be included.

Reference 1

Client Name:	Anne Arundel County, MD
Contact Name/Title:	Chris Trumbauer, Budget Officer and Senior Policy Advisor – Office of the County Executive
Address:	44 Calvert Street Annapolis, Maryland 21401
Telephone Number Email:	410 222 1821 extrum99@aacounty.org
Start and End Date:	2021 - present

Reference 2

Client Name:	Cass County, MO
Contact Name/Title:	Steve Cheslik, Treasurer
Address:	102 E. Wall Street Harrisonville, Missouri 64701
Telephone Number Email:	816 380 8105 stevec@casscounty.com
Start and End Date:	2021 - present

Reference 3

Client Name:	Franklin County, MO
Contact Name/Title:	Angela Gibson, County Auditor
Address:	400 East Locust Street Union, Missouri 63084
Telephone Number Email:	636 583 6350 agibson@franklinmo.net
Start and End Date:	2022 - present

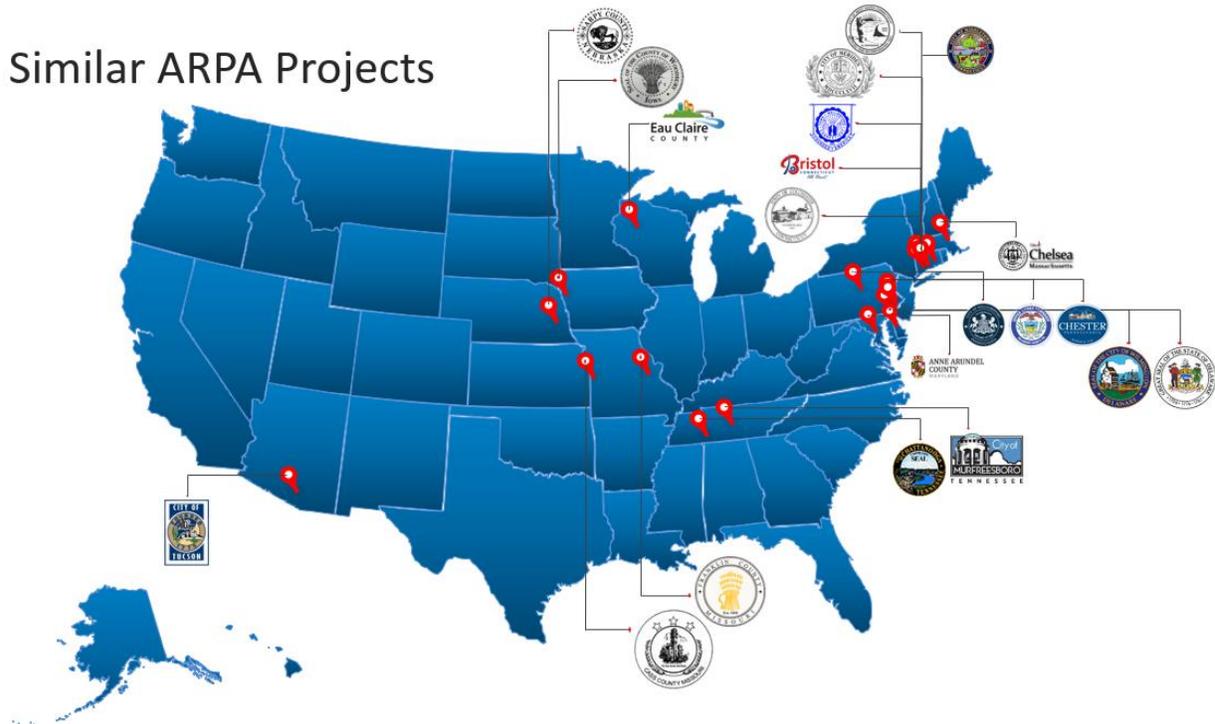
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E. INNOVATIVE CONCEPTS

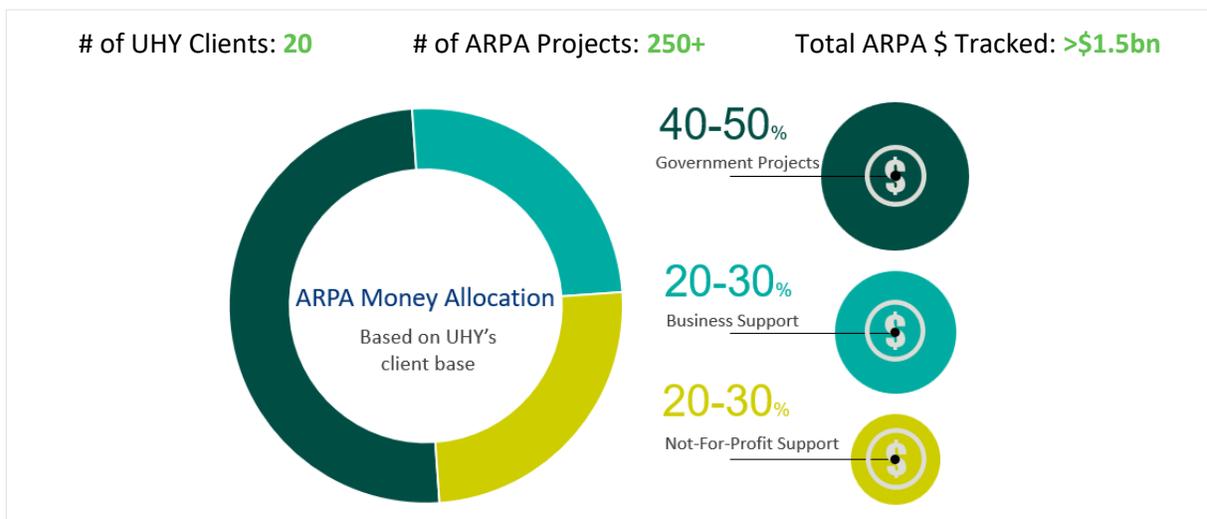
Proposer shall include innovative concepts, including any historical experience related to those concepts, that the Proposer desires the Parish to consider.

UHY KNOWS ARPA

As mentioned previously, we are currently providing ARPA management services to many municipalities across the nation covering some or all of these areas, depending on their needs:



The following highlights our observations of the allocation of ARPA funds across our client base:



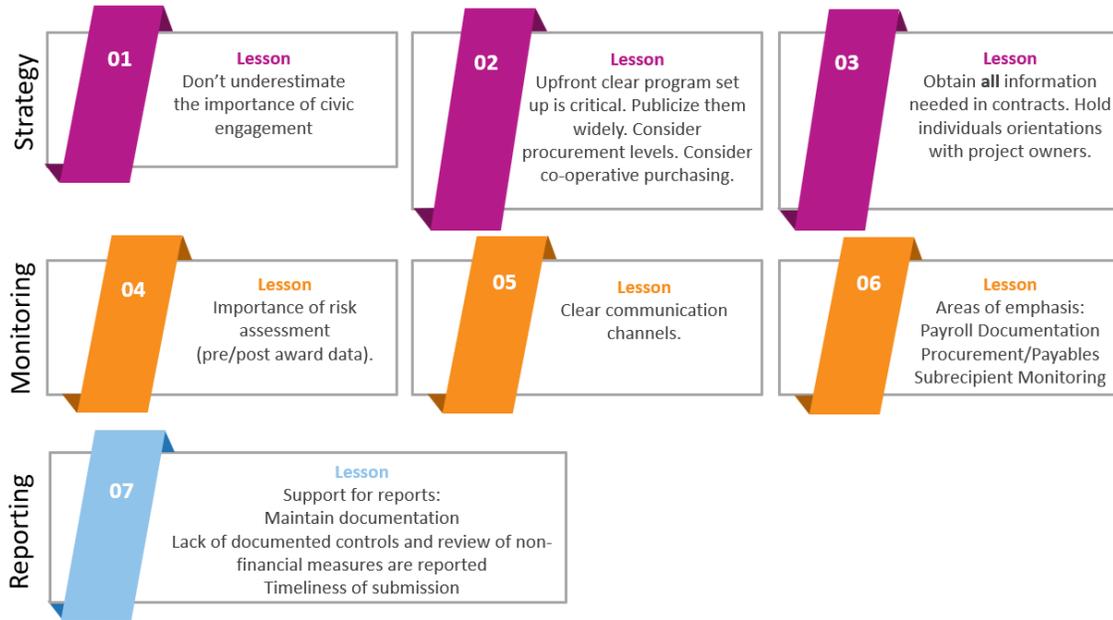
As such, we have an in-depth understanding of all federally required compliance and are highly qualified to serve the Parish by deploying a competent team that has current experience with administration,

compliance monitoring, and reporting of ARPA funding. In serving our clients, we utilize our proven consistent/standard ARPA approach to provide a benchmark/baseline with other comparable entities.

We:

- Document lessons learned and best practices from ongoing ARPA engagements to better serve present and future ARPA engagements.
- Communicate these lessons learned and best practices through quarterly webinars and meetings.
- Reach out to your peer group to share plans and understand challenges, followed by the creation of a written peer report.

Highlights of our lessons learned so far are depicted below:



INNOVATIVE CONCEPTS

We have currently implemented the following innovative concepts for some of our ARPA clients:

ARPA Public Dashboard: We can design an ARPA public dashboard that can be structured graphically to display all ARPA projects under specific expenditure categories (EC). Each project will be drilled down to provide information such as project name, amount allocated, expenditure category, project description, project website (if available), project timeline, etc. This dashboard can be posted on Parish’s website and updated regularly to ensure public transparency.

Digital Engagement Platform: Our teaming partner, [Civil Space](#), is already engaged on several of our ARPA engagements providing a digital engagement platform. Civil Space is aligned with the spectrum of participation defined by the International Association of Public Participation (IAP2), and it enables participation from the community on four different levels:

- **Inform:** The public can get information about various projects
- **Consult:** The public can provide feedback on analysis, alternatives, and decisions
- **Involve:** Work with your community to create ongoing cycles of dialog and growth to encourage participation and ensure that concerns are understood and considered

The next level of service

- **Collaborate:** The public is a partner in all aspects of a project, including developing alternatives and finding a preferred solution

The platform is accessible on mobile devices, laptops, and desktop computers, all with the same functionality. Using this platform streamlines the process of identifying and prioritizing projects and goals. Please refer to the **Appendix** for more information on Civil Space Platform.

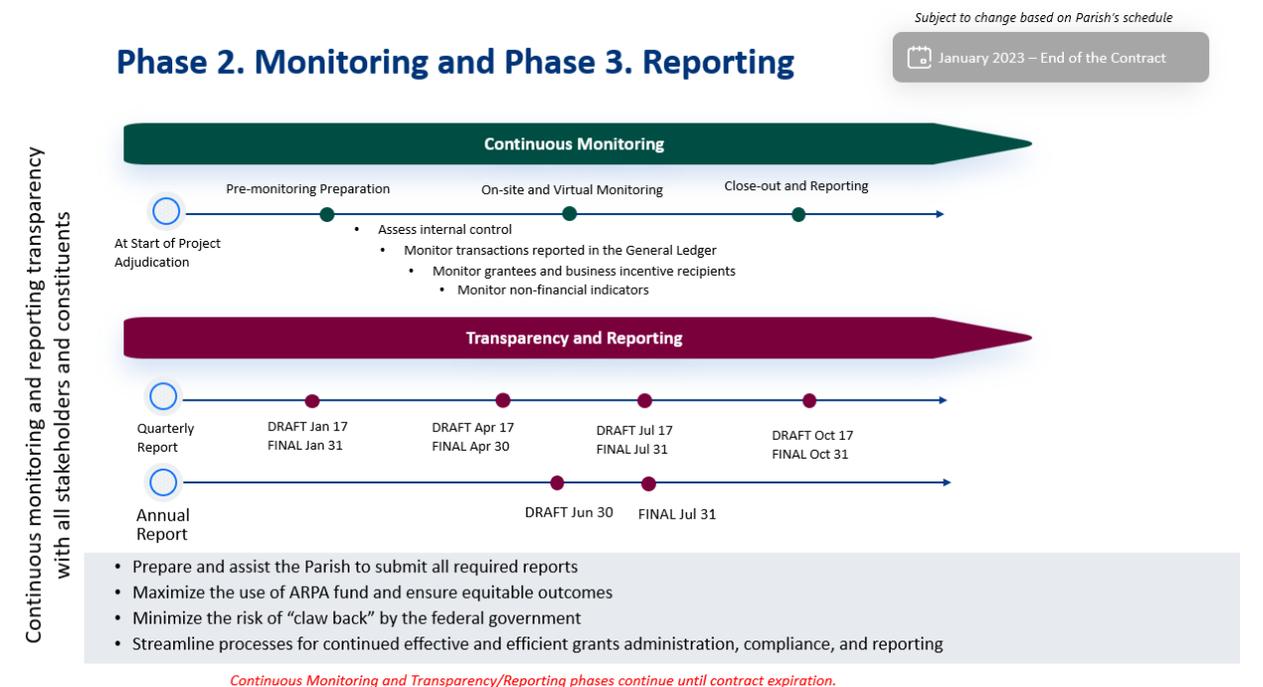
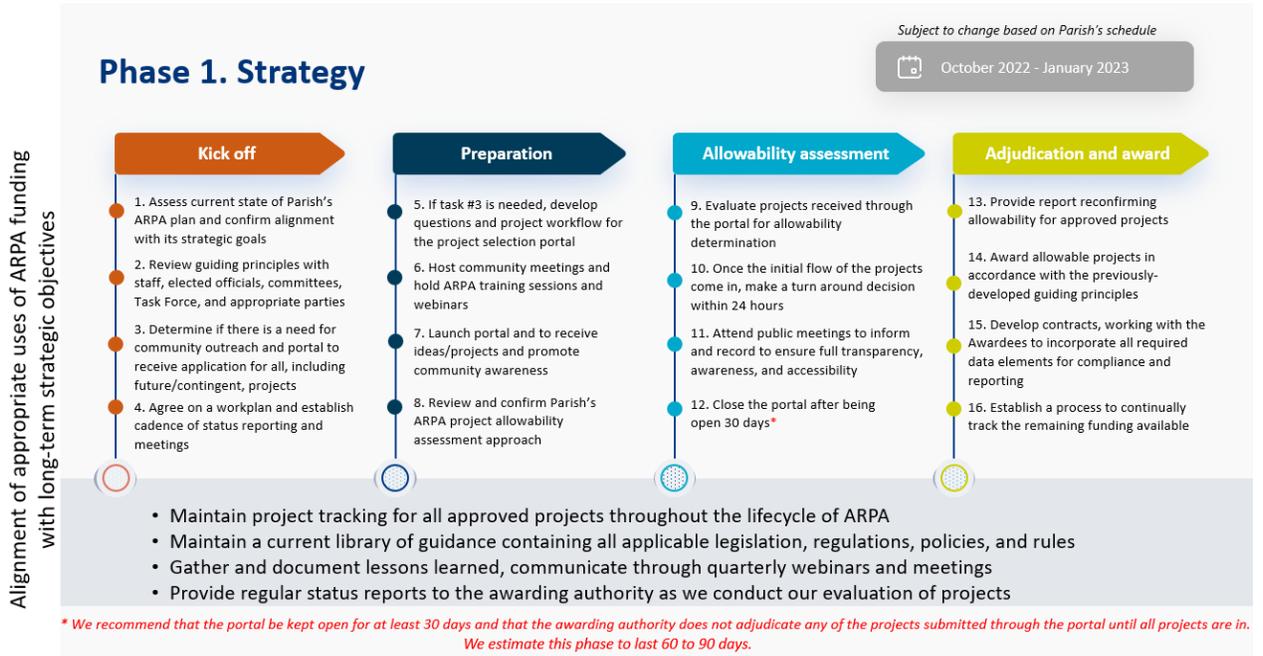
Enterprise Data Platform: In order to provide technology solution for tracking ARPA funding distribution strategy, given our existing working relationship with Tyler Technologies, we can show you how Tyler's Enterprise Data Platform and Recovery Insights as a solution has the capability to fulfil the grants and data management requirements. Their solution focuses on awareness, targeted interventions, tracking, and equity in recovery. We have leveraged their capabilities for some of our clients who use Tyler Munis accounting system. The Socrata platform can be leveraged regardless of any accounting system.

F. PROJECT SCHEDULE

Detailed schedule of implementation plan for pilot (if applicable) and full implementation. This schedule is to include implementation actions, timelines, responsible parties, etc.

SCHEDULE OF IMPLEMENTATION PLAN

The following summarizes our implementation actions and timeline, subject to modifications based on the Parish’s needs in ARPA fund implementation:



The next level of service

RESPONSIBLE PARTIES

The UHY team will perform all tasks outlined in PART II – Scope of Work/Services of this RFP, except the following which will be the Parish’s responsibility. We understand that some of the following Parish responsibilities have been already fulfilled. Regardless, we will support you by providing advice, guidance, and assistance.

Develop guiding principles. The creation of an “ARPA Committee/Task Force”, to guide the Parish’s ARPA activities, is the most critical success factor to provide a framework for the best use of ARPA funds. This committee/taskforce should be chaired by a member of the Parish’s senior management team and supported by executives in key programmatic areas such as public health, public safety, and public works. Consideration should also be given to representation from the key constituents (non-profit leaders, citizen group leaders, business leaders, etc.). Here are some priorities that may be considered based on a set of guiding principles against which to evaluate any projects to be funded by ARPA:

- Stakeholders’ perspectives
- Existing operating budget and capital budget initiatives
- Long-term strategic vision statements, equity statements, and other documents

At the end, the Committee/Task Force should provide a document which will ensure that all internal and external stakeholders understand the criteria against which project applications will be evaluated.

Award and adjudication. Once we finalize our review of applications, we will provide you with a list of allowable projects in accordance with the previously-developed guiding principles. The adjudication of the subsequent award is the Parish’s responsibility.

Release RFPs and applications. We will work with the Parish on all aspects of application and procurement, e.g., draft RFPs and bid solicitations including scoring matrixes for the review of solicitation proposal responses that are being submitted for the use of the Parish’s ARPA funds. We will review all contracts and purchasing documentation to ensure cost recovery and compliance of expenditures using federal fund. We will also review and confirm the Parish’s allowability approach before we begin the evaluation of the projects, submitted through the solicitation process. This review will ensure that accurate procedures for verification of eligibility for award and expenditures are established for compliance with all other ARPA guideline. However, the release of such documents is the Parish’s responsibility utilizing its existing procurement and contracting process.

Provide accurate information and documentation. It is imperative that the Parish provides accurate and timely information/documentation (when available) to the consultants to perform their duties meeting deadlines for deliverables. If the information is not available, we expect you to promptly communicate with us so that our team can assist you.

Facilitate access to the departments utilizing the ARPA funds. If there are departments that are currently using ARPA funds, we expect to have access to the point of contacts in these departments to assess their ARPA implementation strategy in order to identify potential impact or overlap with other ARPA projects.

Coordinate scheduling with the consultants. In order to minimize interruption to the Parish staff’s day-to-day’s activities, we expect the Parish to assign an ARPA point of contact who can assist in coordination with Parish departments and other appropriate parties.

Establish appropriate cost centers in the financial system. We assume Parish personnel are recording all ARPA transactions accordingly. It is important to ensure that such ARPA funding is properly controlled as well as compliant with ARPA regulations. We will review your internal control policies and cost center taxonomy for compliance with reporting requirements previously outlined.

G. FINANCIAL PROFILE

Proposers are requested to submit documentation from the past three (3) years demonstrating proposer's financial stability. Documentation may include audited financial statements including balance sheets, income statements, documentation regarding retained earnings, assets, liabilities, etc. Such information should be included in the technical portion of the proposal submission and MUST NOT be included with the cost proposals and/or price schedules.

As a privately held organization, we are not required to obtain audited financial statements. As a top 50 accounting firm in the United States, we have the financial strength to fulfill our obligations under this contract. UHY Advisors is of sufficient financial substance to perform the specified services. Our financial resources are further supported by appropriated borrowing capabilities at reputable financial institutions, a strong balance sheet and the equity contributions of our partners.

On the next page, we have included a letter from our Chief Financial Officer that speaks to our business health and strength.



National Office
27725 Stansbury Blvd., Suite 385
Farmington Hills, MI 48334

Telephone 248-522-3000
Fax 248-355-1084
www.uhy-us.com

October 12, 2022

Ms. Nicolle Whitney
Jefferson Parish Department of Purchasing
200 Derbigny Street
Suite 4400
Gretna, LA 70053

Dear Ms. Whitney,

RE: RFP No.: 0447

Please accept this letter of financial representation in lieu of financial statements from UHY Advisors, Inc., UHY LLP, and related entities for our response to your request for information. We do not have audited financial statements, nor do we share our financial statements as we are privately held.

As a duly authorized executive I represent and certify that the following information is true and accurate for the period identified:

Financial Information for the Twelve Months Ended December 31, 2021

<i>Years in Business:</i>		<i>50+</i>
<i>Current Assets:</i>	\$	<i>73,608,000</i>
<i>Total Assets:</i>	\$	<i>84,258,000</i>
<i>Current Liabilities:</i>	\$	<i>46,304,000</i>
<i>Retained Earnings:</i>	\$	<i>14,974,000</i>
<i>EBIT/Net Operating Income:</i>	\$	<i>4,859,000</i>

Sincerely,

Lori Kerch

Lori Kerch CPA CGMA
Chief Financial Officer
UHY Advisors, Inc.

H. PRICE PROPOSAL

Proposer's fees and other costs shall be submitted in a separate electronic envelope (named "Pricing Attachments") with proposal submission. This price proposal shall include any and all costs the proposer wishes to have considered in the proposed contractual arrangement with the Parish of Jefferson. The price proposal shall be worth twenty-five percent (25%) of the total price points assigned. The maximum cost points shall be calculated by multiplying the number of cost points assigned to price in the evaluation criterion multiplied by the number of evaluators scoring the proposal. Evaluation of price proposal shall take place after technical evaluation has been completed.

Please see our price proposal, under separate electronic envelope, per RFP requirements.

APPENDIX

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UHY RESUMES

JACK REAGAN



Jack is the head of UHY’s Audit & Assurance Department in the Mid-Atlantic region and is a member of UHY LLP’s Management Committee. Jack has over 30 years of experience serving state and local governments, local school districts, federal government entities, and not for profit organizations as both an auditor and consultant. He has served many of the largest state and local government entities throughout the country including: New York City, Boston, San Jose, Nashville and Washington, D.C., as well as the states of New York, Texas, New Jersey, Delaware and California and Fairfax County, Va., Loudoun County, Va., and Montgomery County, Md. Jack currently leads many ARPA consulting engagements for cities and counties across the nation. He also serves as an ARPA subject matter expert for the City of Detroit, Mich. Jack also served as a quality control review partner for close out audits of FEMA grant funds awarded to localities by the Texas Department of Emergency Management.

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

**PARTNER, UHY LLP
MANAGING DIRECTOR,
UHY ADVISORS MID-ATLANTIC MD, INC.**

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

INDUSTRY EXPERTISE:

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

ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:

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

ACTIVE & PRIOR CIVIC MEMBERSHIPS:

- University of Richmond Accounting Department Advisory Board
- University of Richmond Robins School of Business Dean’s Advisory Board

PROFESSIONAL EXPERIENCE:

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

BACKGROUND:

- Licensed CPA in the states of Maryland and Virginia
- BSBA in Accounting, University of Richmond

THOUGHT LEADERSHIP:

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

JASON OSTROSKI



Jason Ostroski, a principal in the Audit and Assurance Department, focuses his practice on state and local government clients, in particular governmental retirement systems and investment practices. With more than 18 years of experience, he is well-versed in serving public pension clients.

PROFESSIONAL EXPERIENCE:

- Audit principal with an emphasis on state and local agency pension plans and retirement systems
 - Planned and managed audits to assure they were completed timely, accurately and in accordance with audit and accounting standards.
 - Improved client operations and reporting by recommending specific improvements to their internal control structure by leveraging experience obtained working with a variety of organizations.
 - Reviewed various systems’ CAFRs to assure they complied with the GFOA’s requirements and that they received the Certificate of Achievement for Excellence in Financial Reporting Program
- Controller of the \$5 billion District of Columbia Retirement Board (DCRB) which provided retirement benefits to the police officers, firefighters and teachers of the District of Columbia
 - Participated in field testing the exposure drafts of the new GASB pension standards
 - Collaborate with DCRB’s investment department and consultants to Implement processes over the review and evaluation of DCRB’s alternative investments to assure they were properly valued and disclosed
 - Reorganized the accounting department and redesigned the monthly and year end closing processes to achieve more efficient and accurate accounting operation which resulted in reduced audit findings
 - Oversaw the preparation of DCRB’s annual actuarial evaluation

BACKGROUND:

- Licensed CPA in the state of Maryland
- Bachelor of Science in Accounting, Grove City College, Grove City, PA

THOUGHT LEADERSHIP:

- Jason serves as a subject matter resource on government retirement systems, assisting with the design and evaluation of audit procedures and by providing training internally and externally on topics ranging from auditing alternative investments to the implementation of new GASB standards including GASB 67, 68, 74 and 75.

PRINCIPAL, UHY LLP

Email: jostroski@uhy-us.com
Direct: 410 423 4839

INDUSTRY EXPERTISE:

- State and Local Government

ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:

- Maryland Association of Certified Public Accountants
- Pennsylvania Association of Certified Public Accountants
- Government Finance Officer Association
- Public Pension Financial Forum
- American Institute of Certified Public Accountants

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CLAIRE COLLINS



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

Email: ccollins@uhy-us.com
Direct: 410 423 4835

INDUSTRY EXPERTISE:

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

ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:

- International City/County Management Association
- National Association of Counties Rural Action Caucus
- Phi Kappa Phi National Honors Society
- Virginia Commonwealth University Alumni Association Board
- Virginia Economic Developers Association
- Virginia Local Government Management Association

ACTIVE & PRIOR CIVIC MEMBERSHIPS:

- Bath Senior Center Advisory Committee
- Bath-Highland Virginia Cooperative Extension Leadership Council
- Covington-Hot Springs Rotary Club
- Shenandoah Valley Partnership Board of Directors
- Sorenson Institute for Political Leadership Regional Board
- Total Action for Progress Board of Directors

Claire, consulting manager in the Audit & Assurance Department, offers more than 30 years of hands-on professional experience in the private, nonprofit, and public sectors. Her skills and experience include executive level program and project policy development, evaluation and analysis, implementation, and management along with quality assurance and quality control in disaster planning, response, recovery, and mitigation, grants administration, and federal, state, and local government services focused on intergovernmental affairs. She has the stamina and ability to build strong relationships with stakeholders and clients to take any policy, program, project and/or situation working collaboratively with diverse teams resulting in positive community benefit and success above and beyond expectations.

PROFESSIONAL EXPERIENCE:

- Extensive technical expertise guiding and supporting state and local government in pre-planning, implementation, monitoring and compliance of ARPA, CRF, and federal funded projects.
- Strong experience and knowledge in managing and administering local government operations, financial and human resources, and regulatory requirements for expansive use of external fiscal resources.
- Assisted state and federal government agencies to oversee disaster survivor programs and projects for recovery and mitigation from inception to closeout.
- Substantial FEMA collaboration and experience developing and reporting on public assistance projects, directing advisory and assistance program services statements of work on special projects to meet requirements for monitoring, reporting, and compliance, and recommending recovery mitigation strategies and best practices for use in flooded and high wind disaster impacted areas.

BACKGROUND:

- FEMA Badge, TS2 Clearance and Certifications: Certified Project Specialist, Certified PA Program Field Operations, Certified Project Worksheet Development, Certified Debris Management
- ICMA Credentialed Manager
- NIMS Certification
- Senior Executive Leadership Institute, University of Virginia
- Master of Public Administration, Executive Management and Policy Analysis, Virginia Commonwealth University
- Bachelor of Arts, Political Studies, North Carolina Wesleyan College (included year at University of Aberdeen, Scotland)

THOUGHT LEADERSHIP:

- Publication of article entitled, "Just What is Economic Development?"
- Numerous presentations with different audiences (APA, ICMA, NLC, NACo, SAME, VACo, VML, VLGMA, VEDA, VDEM, VPDC, and others)

MARTHA MCCABE



CONSULTING MANAGER, UHY LLP

Email: mmccabe@uhy-us.com
 Direct: 410 423 3506
 Mobile: 316 665 6186

INDUSTRY EXPERTISE:

- State & Local Government
- Not-for-Profit & Higher Education

ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:

- Kansas Grant Professional Association
- Grant Professional Association (GPA)
- Kansas Non-Profit Chamber (Wichita)

ACTIVE & PRIOR CIVIC MEMBERSHIPS:

- Women for Kansas
- Sierra Club – Kansas Chapter

Martha McCabe is a consulting manager in the Audit & Assurance Department of the Columbia Office of UHY. She has over 30 years' experience in successful development and implementation of grants for non-profits and local governments through government and foundation funding. This includes submission of reporting and compliance to provisions of award agreements, Final Rules, Reporting Guidelines and the Federal Uniform Guidance. She works collaboratively with program officers to ensure implementation and compliance of all funded activities, and then with finance officers to ensure accurate submission of all grant expenditures, Single Audits and renewal of federal indirect rate agreements. She has participated in successful (no-findings) of numerous desk and on-site compliance reviews conducted by federal, state and local governments, along with reviews conducted by corporate and foundation funders.

PROFESSIONAL EXPERIENCE:

- Developed strong relationship with the state Recovery Office and key personnel in numerous counties for a mid-western state, to provide clear understanding of eligible use of CARES Act and ARPA funding.
- Developed and implemented County Plans to respond to the COVID-19 public health emergency, which included providing daily assistance to ensure expenditures were reasonable, allowable and enabled rapid response to needs of residents, provision eligibility determination documentation and memos, submitting accurate monthly financial and close-out reports state recovery office and subsequent submission to the U.S. Treasury.
- Assisted in creating sub-grant programs to small businesses and non-profits, direct aid to school districts and municipalities, including sub-recipient monitoring plans, essential documentation (e.g. Risk Assessments, MOUs), monitoring and compliance required by the county.
- Created numerous training webinars (along with procurement and reporting forms, job aids) for use by local governments and their staff to ensure compliance to CARES Act, ARPA and Federal Uniform Guidance.
- Provided support for ARPA funding activities to Sedgwick County, Kansas beginning July 2021, with expenditures totaling almost \$103 million for COVID-19 recovery efforts under ARPA.

BACKGROUND:

- Health Policy Fellow, George Washington University; Geiger Institute of Public Health, Washington, DC
- Master of Social Work, Newman University, Wichita
- MBA Certificate, Barton School of Business, Wichita State University, Wichita
- Master of Arts, Special Studies (American Government), George Washington University, Washington, DC
- Bachelor of Arts, Political Science, Fort Hays State University, Hays, KS
- Grant Peer Reviewer (contracted) – U.S. Department of Health & Human Services

THOUGHT LEADERSHIP:

- Sedgwick County – ARPA Community Navigator Program (development of Recovery/Connect website/service) (Wichita, KS)
- Presentation - "Compliance to Federal Uniform Guidance under ARPA" – KSGFOA – June 2022
- Presentation - "Submitting successful (high-scoring) Federal Grant Applications" – KS Non-Profit Chamber – June 2022
- Workshop – Series of 8 sessions – ARPA Provisions of Federal Uniform Guidance – Kansas Housing Resources Corporation Annual Meeting – Wichita, KS – August 2022

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ALEX HEMMER



SENIOR CONSULTANT, UHY LLP

Email: ahemmer@uhy-us.com
Direct: 410 513 9897

INDUSTRY EXPERTISE:

- State & Local Government
- Not-for-Profit & Higher Education
- Land Use and Transportation

Alex, a senior consultant in the Internal Audit, Risk and Compliance Department of the Columbia Office of UHY, offers hands-on professional experience in the private and nonprofit sectors. He supports the implementation and reporting of state and local government programs. In addition, Alex has created, managed, and maintained financial reporting datasets for clients to assist with decision-making and U.S. Treasury Monitoring and Reporting.

PROFESSIONAL EXPERIENCE:

- Lead consultant on \$1B+ U.S. Treasury State CRF and SLFRF Monitoring and Reporting
- Developed housing and healthcare programs addressing COVID-19 through existing conditions, policy, and best practices research
- Created materials for CARES Act and ARP Act programs, specifically Homeowner Assistance Fund (HAF) plans, reports, and presentation materials
- Developed housing and healthcare programs addressing COVID-19 through existing conditions, policy, and best practices research

BACKGROUND:

- Master's of Urban and Regional Planning, University of Colorado Denver
- Bachelor's of Urban Studies and Community and Regional Planning, University of Cincinnati
- Associate's of Civil Engineering Technologies, Cincinnati State Technical and Community College

LASHAYLIA HARRISON



LaShaylia Harrison is a staff consultant in the Audit & Assurance Department of the Columbia Office of UHY. She has extensive experience and a comprehensive background in developing new contract databases, participating in negotiations, and analyzing complex contracts. She recognizes, researches, and delivers operational and process solutions to drive operational efficiency for clients.

PROFESSIONAL EXPERIENCE:

- As a grant/contract administrator for a large southwestern city, wrote contracts for the ARPA Federal Grant program; drafted, revised, and enhanced the training materials in proposal development and writing
- As a contract administrator for an environmental services company, managed grant proposals and reports for foundations, corporations, and government agencies
- Coordinated, negotiated, executed, and managed ongoing contract administration documents

BACKGROUND:

- Bachelor of Science, Minor in Pre-Law, Oklahoma State University

STAFF CONSULTANT, UHY LLP

Email: lharrison@uhy-us.com
Direct: 410 513 9775

INDUSTRY EXPERTISE:

- State & Local Government
- Not-for-Profit & Higher Education

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KATERINA WINSTON



Katerina Winston is a staff consultant in the Audit & Assurance Department of the Columbia Office of UHY. She has worked in consultative sales, with multiple accounts and varying policies and procedures. Katerina is detail-oriented and grasps concepts quickly, and has demonstrated knowledge of technical skills, critical systems, and processes. In addition, she has experience building strong client relationships and working with diverse teams.

PROFESSIONAL EXPERIENCE:

- Contributes to high-level strategic consultations and other development partner engagement events, including drafting communications, developing presentations, and other background materials.
- Monitors all operational processes and procedures using a compliance management system to ensure that the company complies with all legal regulations and ethical standards. .

BACKGROUND:

- Master of Advanced European Studies, Europainstitut of Basel, Basel, Switzerland
- Bachelor's Degree in Sociology, Moscow State University of M.V. Lomonossov Moscow, Russia
- Completed 40-hour Training in Mediation Services
- Completed Financial Markets course from Yale University

STAFF CONSULTANT, UHY LLP

Email: kwinston@uhy-us.com
Direct: 410 513 9994

INDUSTRY EXPERTISE:

- State & Local Government
- Not-for-Profit & Higher Education
- Family-owned Business
- Financial Services
- Wholesale Trade
- Corporate Law

STEPHEN B. LATHROP



PRINCIPAL, UHY CONSULTING, INC.

Email: slathrop@uhy-us.com
 Direct: (678) 602-4485

INDUSTRY EXPERTISE:

- Construction
- Government
- Manufacturing & Distribution
- Petroleum
- Private Equity
- Professional Employer Organizations
- Real Estate
- Staffing
- Technology

ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:

- Project Management Professional (PMP) – Project Management Institute
- Professional Engineer (PE) – National Society of Professional Engineers

Stephen Lathrop is a Principal at UHY and a leader of Organization and Operations, providing program and project management, performance management, change management, operational excellence and process automation to strengthen and transform organizations. Stephen is responsible for project performance, business planning, staff resourcing, career development of staff, and minimizing risk and project losses.

PROFESSIONAL EXPERIENCE:

- Project managed a Master Data standardization and rationalization project for a solid waste brokerage company that led to an 84% reduction in erroneous data, improved vendor management processes, and standardized data fields for reporting
- Developed and led a large, special-purpose PMO for the rapid legal entity restructure of national insurance adjusting company that included over 500 tasks across cross-functional groups including tax, operations, finance, procurement, and IT
- Coordinated the project management planning, permitting, and scheduling activities for a \$28 million relocation of a 60+ year old business and manufacturer of metallic particles and powders in Michigan for a state eminent domain project. Activities included equipment redesigns and automation at lower cost than direct replacement, plant layout reviews, quote reviews, project management and coordination with environmental and permitting agencies. Resulted in meeting move out goals and over \$6.4 million in savings to the sponsoring agency
- Engagement Manager in support of a PMO for a payroll and accounting transformation of multi-billion-dollar, international security services company that included master data management redesign of payroll data resulting in elimination of 67% of erroneous and duplicative data and consolidation into one time keeping and scheduling system from seven disparate systems
- Provided chemical and process expertise for a city led eminent domain relocation of a methanol blending facility in Colorado, including an assessment of chemical hazards and National Fire Protection Association (NFPA) regulations that resulted in over \$1.2 million in savings to the sponsoring agency
- Completed a diagnostic and full implementation for improving Collections and customer treatment for a major telecommunications company that identified over \$4.4 Million in initial A/R aging benefits, revised and standardized Customer Differentiation policies, improved customer experience, and streamlined collections procedures reducing call volumes by 44% and letter volumes by 19% while increasing collections on A/R aging and reducing Bad Debt Reserve

BACKGROUND:

- Professional Engineer (PE)
- Project Management Professional (PMP)
- Operations Manager at Jacobs Engineering
- Project Manager at Jordan, Jones & Goulding
- Georgia Institute of Technology, Master’s Degree, Geotechnical and Geoenvironmental Engineering
- Georgia Institute of Technology, Engineer’s Degree, Civil Engineering

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ROBERT J. PORRETT



Robert Porrett is a Senior Manager – Operational Excellence with UHY Consulting, providing supply chain improvements, operational excellence support, project management, change management and overall business solutions.

PROFESSIONAL EXPERIENCE:

- Led lean transformation for a Build-To-Print Aerospace company. Converted traditional batch processes to 96% one-piece flow value streams in 13 months. Resulting in over 75% reduction in internal lead-times, 50% improvement in scrap and 20% productivity improvements.
- Developed and Implemented a Future State Value Stream improving major KPI's, streamlined operations and financial metrics using proven Lean Manufacturing techniques. Tools used include value stream mapping, root-cause analysis, material replenishment system (Kanban), product rationalization and strategic sourcing.
- Operations Leader for Industry leading environmental company improving overall cost annually. Results included 5%+ reduction in gross material and indirect spend, 27% reduction in inventory and double-digit productivity improvements annually.
- Led and implemented significant productivity projects on key programs resulting in increased Operating Profits - \$1.9 Million above plan. Results were driven by continued improvement on our standard work reducing required hours / assembly by over 50% through elimination of variability in the process.
- Coordinated the project management planning, scheduling and relocation of a multi million-dollar snowplow business from the Upper Peninsula of Michigan to East Tennessee. Activities included reduction of inventory to create floor space for the product move, fully transitioning BOMs and implementation into ERP system, coordinate timing of product moves to not impact customer expectations while hiring the manufacturing team and transitioning the supply chain to support the product manufacturing.

BACKGROUND:

- Lean Six Sigma Green Belt Certified, 25 years implementing Lean Mfg.
- Vice President / General Manager at Ferco Aerospace Group
- Plant Manager at Gilbarco
- Director of Operations at Xylem
- Operations Excellence & Quality Assurance Manager at HNI Corporation
- Business Unit Manager at Danaher
- Master of Business Administration (MBA), Averett University
- Bachelor of Science Electrical Engineering (BSEE) and Mathematics minor, Western Michigan University

SENIOR MANAGER – OPERATIONAL EXCELLENCE, UHY CONSULTING, INC.

Email: rporrett@uhy-us.com
Direct: 678 602 4352

INDUSTRY EXPERTISE:

- Aerospace
- Military Support
- Manufacturing & Distribution
- Oil and Gas
- Transportation
- Environmental
- Electronics

ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:

- Lean Six Sigma Green Belt Certified – Aveta Business Institute
- Value Stream Mapping Champion – Crane Aerospace & Electronics
- Standard Work (6S) Champion – The HON Company (HNI)
- Continuous Improvement Leader – HNI Corporation

CHADWICK K. THOMAS



Senior Manager, UHY Consulting

Email: cthomas@uhy-us.com
Direct: (678) 602-4390

INDUSTRY EXPERTISE:

- Government
- Warehouse Operations
- Supply Chain Management
- Information Technology
- Unmanned Aerial Vehicles
- New Business Startup
- Business Strategy and Development
- Staffing
- Real Estate

ACTIVE & PRIOR PROFESSIONAL MEMBERSHIPS:

- Project Management Professional – Project Management Institute

ACTIVE & PRIOR CIVIC MEMBERSHIPS:

- Retired Sergeant's Major Forum
- American Legion

Chadwick Thomas is a Senior Manager with UHY Consulting, providing Operational Excellence to strengthen and transform organizations. He brings more than 15+ years of leadership experience in building cohesive, cost-efficient sales/operational cultures that generated sustainable revenue growth and achieve net income objectives. He institute competitive marketing strategies for multiple organizations ranging from small privately held startup technology/logistics organization to large businesses defense contractors with over \$400 million in annual gross revenue.

PROFESSIONAL EXPERIENCE:

- Led strategic plan by developing business development methodology for client acquisitions, new growth and targeted high-market pursuits valued at approximately \$30 million while strengthening product branding initiatives and increased revenue by 35%.
- Led the efforts to drive ongoing organizational growth by implementing highly effective business turnaround, operational excellence, and change management practices while simultaneously overseeing a business portfolio valued at more than \$35 million annually.
- Provided executive oversight over all programs and established portfolio expansions by leading capture and proposal efforts to win logistics and information technology contracts within the Department of Defense.
- Developed and implemented business strategies for corporate operations, business development, and ensure program profitability and instituted performance-based contract management; resulting in increased customer satisfaction by 25.9%.
- Led cross-functional team that focused on executing B2B collaboration throughout the opportunity capture strategy by implementing a highly competitive process, which subsequently won the company's largest prime contract valued at more than \$120 million (\$30 million annually).
- Developed, orchestrated, and implemented a new company strategic program management plan by orchestrating a professional services division designed to implement operational excellence strategies resulting in increasing company annually revenue by 28.7%.

BACKGROUND:

- Global Services Solution, LLC – President
- Solution One Industries, Inc, - Vice President of Operations
- System Technologies – Senior Program Manager
- Vision Information Technology – Senior Consultant
- Intergraded Finance and Accounting Solutions – Chief Operating Officer
- Computer Sciences Corporation – Operations Manager
- HQ, Army Sustainment Command - Deputy Director/Sergeant Major
- Master of Education, University of Phoenix
- Bachelor of Science, Business Administration/Management, Excelsior University

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CORPORATE RESOLUTION FORM

Please see attached.

CORPORATE RESOLUTION

EXCERPT FROM MINUTES OF MEETING OF THE BOARD OF DIRECTORS OF

INCORPORATED.

AT THE MEETING OF DIRECTORS OF _____
INCORPORATED, DULY NOTICED AND HELD ON _____,
A QUORUM BEING THERE PRESENT, ON MOTION DULY MADE AND SECONDED. IT WAS:

RESOLVED THAT _____, BE AND IS HEREBY APPOINTED, CONSTITUTED AND DESIGNATED AS AGENT AND ATTORNEY-IN-FACT OF THE CORPORATION WITH FULL POWER AND AUTHORITY TO ACT ON BEHALF OF THIS CORPORATION IN ALL NEGOTIATIONS, BIDDING, CONCERNS AND TRANSACTIONS WITH THE PARISH OF JEFFERSON OR ANY OF ITS AGENCIES, DEPARTMENTS, EMPLOYEES OR AGENTS, INCLUDING BUT NOT LIMITED TO, THE EXECUTION OF ALL PROPOSALS, PAPERS, DOCUMENTS, AFFIDAVITS, BONDS, SURETIES, CONTRACTS AND ACTS AND TO RECEIVE ALL PURCHASE ORDERS AND NOTICES ISSUED PURSUANT TO THE PROVISIONS OF ANY SUCH PROPOSAL OR CONTRACT, THIS CORPORATION HEREBY RATIFYING, APPROVING, CONFIRMING, AND ACCEPTING EACH AND EVERY SUCH ACT PERFORMED BY SAID AGENT AND ATTORNEY-IN-FACT.

I HEREBY CERTIFY THE FOREGOING TO BE A TRUE AND CORRECT COPY OF AN EXCERPT OF THE MINUTES OF THE ABOVE DATED MEETING OF THE BOARD OF DIRECTORS OF SAID CORPORATION, AND THE SAME HAS NOT BEEN REVOKED OR RESCINDED.

SECRETARY-TREASURER

DATE

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UNANIMOUS WRITTEN CONSENT
OF THE
SOLE SHAREHOLDER AND DIRECTORS
OF
UHY ADVISORS MID-ATLANTIC MD, INC.

The undersigned, being the sole shareholder and all of the directors of UHY Advisors Mid-Atlantic MD, Inc., a Delaware corporation (the "Corporation"), acting pursuant to the provisions of Section 228 and 141 of the Delaware General Corporation Law, hereby adopt the following resolutions for and on behalf of the Corporation:

RESOLVED, that the below-named individuals are hereby elected by the sole shareholder of the Corporation to serve as directors of the Corporation, each such individual to hold such directorship until his/her successor has been duly elected and qualified:

Michael M. Antovski
Steven P. McCarty
Harold L. Mohn, Jr.
James S. Peacock

and be it further

RESOLVED, that the below-named individuals are hereby elected by the newly elected directors of the Corporation to the offices respectively set forth next to each of their names, each such individual to hold such office or offices until his/her respective successor or successors have been duly elected and qualified:

President/Region Managing Director	Harold L. Mohn, Jr.
Executive Vice President -	James S. Peacock
Second Vice President -	Herbert J. Geary, III
Second Vice President -	Roy J. Geiser
Second Vice President -	Chris A. Hall
Second Vice President -	Ronald W. Hickman
Second Vice President -	Nancy C. Johnson
Second Vice President -	John E. Reagan, III
Second Vice President -	Marc N. Rubin
Second Vice President -	Kate Vasiliev
Second Vice President -	Mark A. Welsh
Second Vice President -	Stephen Forsyth Wolf
Chief Human Resources Officer –	Keith Berg

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Treasurer	-	Lori Kerch
Secretary	-	Vincent J. Flanagan
Assistant Secretary	-	Lisa R. King

RESOLVED, that each Second Vice President of the Company shall have such powers and shall perform such duties as the Board of Directors or the President of the Company may from time to time prescribe in writing.

IN WITNESS WHEREOF, the undersigned, being the sole shareholder and all of the directors of the Corporation, have executed this Unanimous Written Consent effective as of the 1st day of February, 2022.

SHAREHOLDER:

UHY ADVISORS, INC.

By: Steven McCarty
Name: Steven P. McCarty
Title: President/Chief Executive Officer

DIRECTORS:

DocuSigned by:
Michael Antovski
MICHAEL M. ANTOVSKI

DocuSigned by:
Steven McCarty
STEVEN P. MCCARTY

DocuSigned by:
Harold Mohn
HAROLD L. MOHN, JR.

DocuSigned by:
James Peacock
JAMES S. PEACOCK

FORMS

Request for Proposals #0447

Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and Other Local, State, Federal and Private Opportunities

SIGNATURE PAGE

The Jefferson Parish Department of Purchasing is soliciting Request for Proposals (RFP'S) from qualified proposers who are interested in providing Grant Consulting Services in Connection with the American Rescue Plan Act of 2021 and other Local, State, Federal and Private Opportunities for the Jefferson Parish Public Safety Grants and Administration Department.

Request for Proposals will be received until 3:30 p.m. Local Time on: October 14, 2022.

Acknowledge Receipt of Addenda: Number: 1
Number: 2
Number: _____
Number: _____
Number: _____
Number: _____

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

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

Phone Number: 410-423-4800 Fax Number 410-381-5538

Type Name of Person Authorized to Sign: Jack Reagan

Title of Person Authorized to Sign: Managing Director

Signature of Person Authorized to Sign: 

Email Address of Person Authorized to Sign: jreagan@uhy-us.com

Date: 10/12/22

This RFP signature page must be signed by an authorized Representative of the Company/Firm for proposal to be valid. Signing indicates you have read and comply with the Instructions and Conditions.

ATTACHMENT "C"

Anti-Lobbying Form

CERTIFICATION OF RESTRICTIONS ON LOBBYING

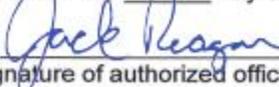
I, Jack Reagan, Managing Director, hereby certify on
(name and title of bidder's official)

behalf of UHY Advisors Mid-Atlantic MD, Inc. that:
(name of bidder)

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying, " in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Executed this 12th day of October, 2022.

By 
(signature of authorized official)

Managing Director
(title of authorized official)

ATTACHMENT "C"

Debarment/Suspension Form

DEBARMENT/SUSPENSION CERTIFICATION

Debarment:

Federal Executive Order (E.O.) 12549 "Debarment" requires that all contractors receiving individual awards, using federal funds, and all subrecipients certify that the organization and its principals are not debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency from doing business with the Federal Government. By signing this document you certify that your organization and its principals are not debarred. Failure to comply or attempts to edit this language may disqualify your bid. Information on debarment is available at the following websites: www.sam.gov and <https://acquisition.gov/far/index.html> see section 52.209-6.

Your signature certifies that neither you nor your principal is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Jack Reagan, Managing Director

(Name and Title of bidder's official)

UHY Advisors Mid-Atlantic MD, Inc.

(Name of bidder/company)

8601 Robert Fulton Drive, Suite 210

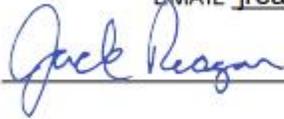
(Address)

Columbia, MD 21046

(Address)

PHONE 410-423-4800 FAX 410-381-5538

EMAIL jreagan@uhy-us.com



Signature 10/12/22 Date

Request for Proposal

AFFIDAVIT

STATE OF Maryland

PARISH/COUNTY OF Columbia

BEFORE ME, the undersigned authority, personally came and appeared: Jack Reagan
_____, (Affiant) who after being by me duly sworn, deposed and said that he/she
is the fully authorized Managing Director of UHY Advisors, Inc. (Entity), the party
who submitted a proposal in response to RFP Number 0447, to the Parish of Jefferson.

Affiant further said:

Campaign Contribution Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

Choice A _____ Attached hereto is a list of all campaign contributions, including the date and amount of each contribution, made to current or former elected officials of the Parish of Jefferson by Entity, Affiant, and/or officers, directors and owners, including employees, owning 25% or more of the Entity during the two-year period immediately preceding the date of this affidavit or the current term of the elected official, whichever is greater. Further, Entity, Affiant, and/or Entity Owners have not made any contributions to or in support of current or former members of the Jefferson Parish Council or the Jefferson Parish President through or in the name of another person or legal entity, either directly or indirectly.

Choice B X _____ there are **NO** campaign contributions made which would require disclosure under Choice A of this section.

Affiant further said:

Debt Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

Choice A _____ Attached hereto is a list of all debts owed by the affiant to any elected or appointed official of the Parish of Jefferson, and any and all debts owed by any elected or appointed official of the Parish to the Affiant.

Choice B X _____ There are **NO** debts which would require disclosure under Choice A of this section.

Affiant further said:

Solicitation of Campaign Contribution Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

Choice A _____ Attached hereto is a list of all elected officials of the Parish of Jefferson, whether still holding office at the time of the affidavit or not, where the elected official, individually, either by **telephone or by personal contact**, solicited a campaign contribution or other monetary consideration from the Entity, including the Entity's officers, directors and owners, and employees owning twenty-five percent (25%) or more of the Entity, during the two-year period immediately preceding the date the affidavit is signed. Further, to the extent known to the Affiant, the date of any such solicitation is included on the attached list.

Choice B X _____ there are **NO** solicitations for campaign contributions which would require disclosure under Choice A of this section.

Affiant further said:

That Affiant has employed no person, corporation, firm, association, or other organization, either directly or indirectly, to secure the public contract under which he received payment, other than persons regularly employed by the Affiant whose services in connection with the construction, alteration or demolition of the public building or project or in securing the public contract were in the regular course of their duties for Affiant; and

That no part of the contract price received by Affiant was paid or will be paid to any person, corporation, firm, association, or other organization for soliciting the contract, other than the payment of their normal compensation to persons regularly employed by the Affiant whose services in connection with the construction, alteration or demolition of the public building or project were in the regular course of their duties for Affiant.

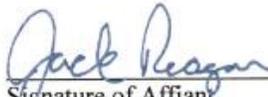
Affiant further said:

Subcontractor Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

Choice A _____ Affiant further said that attached is a listing of all subcontractors, excluding full time employees, who may assist in providing professional services for the aforementioned RFP.

Choice B X _____ There are **NO** subcontractors which would require disclosure under Choice A of this section.

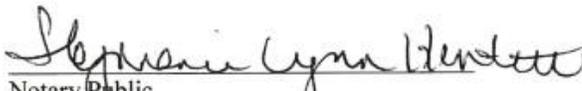


Signature of Affiant

Jack Reagan

Printed Name of Affiant

SWORN AND SUBSCRIBED TO BEFORE ME
ON THE 12th DAY OF October, 2022



Notary Public

Stephanie Lynn Hewlett

Printed Name of Notary

7959645

Notary/Bar Roll Number

My commission expires April 30, 2026

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Jack Reagan, Managing Director
(410) 423-4832
jreagan@uhy-us.com

8601 Robert Fulton Drive, Suite 210
Columbia, MD 21046

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