

Proposal to Provide Internal Auditing Services

July 14, 2016

RFP No. 2016-06VF

Submitted to:

Ms. Vanessa Flores, Procurement Specialist
City of Coral Gables
Procurement Division
2800 S.W. 72nd Avenue
Miami, Florida 33155

Submitted by:

Mr. John C. Weber, Partner
Crowe Horwath LLP
1395 Brickell Avenue, Suite 1150
Miami, Florida 33131-3311
Direct 813.209.2586
Mobile 630.254.6567
Tel 786.534.0250
Fax 786.534.0251
john.weber@crowehorwath.com

Copy

(a) **Title Page** Show the following information: 1

1. RFP number and subject
2. Company Name
3. Mailing Address
4. Primary Representative Contact Information
 - i. Name
 - ii. Title
 - iii. Mailing Address
 - iv. Direct Phone Number
 - v. Cell Number
 - vi. Email Address

(b) **Table of Contents** Outline in sequential order the sections of the proposal. All pages of the proposal, including any enclosures, must be clearly and consecutively numbered and correspond to the Table of Contents. 2

(c) **Proposer Acknowledgment Form** This form must be completed and submitted with the proposal. 3

(d) **Letter of interest or transmittal**

(e) **Qualifications, Experience and Past Performance**

I. The Proposer 6

1. Provide a response regarding the Proposer's qualifications, as listed in Section 2.4, and including but not limited to the following:

- a. Describe the firm and its history, including the number of years in business
- b. Provide a description of the organization's qualifications to provide the scope of services requested in this RFP, and a detailed description of how your firm has added value in similar engagements such as in designing, implementing and reviewing internal controls
- c. Include the size of the firm, and the size of the firm's governmental audit staff.
- d. Identify the location of the office from which the work on this engagement is to be performed and the number and nature of the professional staff to be employed in this engagement on a full-time basis and on a part-time basis.
- e. Indicate relevant (within the last five years) details about the government auditing experience of firm, and specifically internal audit work performed.
- f. For the firm's office that will be assigned responsibility for the audit, list the most significant engagements (maximum of 7) performed in the last five (5) years that are most similar to the engagement described in this request for proposals. Indicate the scope of work, fees charged, date, engagement partners, and the name, telephone number and e-mail address of the principal client contact.

2. Submit a copy of the report on its most recent AICPA Peer Review quality control review, with a statement whether that quality control review included a review of specific government engagements. In addition, the firm shall provide information on the circumstances and status of any disciplinary action taken or pending against the firm during the past three (3) years with state regulatory bodies or professional organizations.

3. If the firm will be subcontracting any portion of the audit to another individual or firm, the proposal must include a list of all subcontractors to be used. No substitutions of subcontractors may be made without prior written consent of the City.

4. Note any annual training provided to professional governmental accountants or other methods of providing ongoing current information and assistance to governmental clients.

5. Additional information (other pertinent data not otherwise requested in the proposal).

II. Principal Staff 17

1. Provide brief biographies of the principal supervisory and management staff, including engagement partners, managers, other supervisors and specialists who would be assigned to the engagement. Indicate whether each such person is licensed to practice as a certified public accountant in Florida, information on the government auditing experience of each person, including compliance with continuing professional education requirements set forth in GAS for the past three (3) years and membership in professional organizations relevant to the performance of this audit. Include relevant continuing professional education, of the specific staff to be assigned to this engagement. Indicate how the quality and continuity of staff will be assured over the term of the agreement.

2. The auditor must designate one (1) "key" member of the audit team. The City shall reserve the right to approve any substitutions or changes in the staff designated as "key". The audit firm contract must provide that the audit "key" member of the audit team working for the CPA firm must be returned to the City audit each year that they continue to work for the firm, unless the City requests that they not be assigned to the City's engagement.

III. Client References 18

1. Please provide a listing of three (3) recent (within last three (3) years) full-service client references that are similar in size to the City. Two (2) of the three (3) must be clients managed by the account manager who would be assigned to the City account. Proposers MUST NOT include City of Coral Gables work or employees as references.

(f) Project Understanding, Proposed Approach, and Proposed Plan 20

1. The proposal should indicate that the proposer understands the Scope of Services as indicated in Section 2.0, Scope of Services I, II, and III.

2. The proposal should also indicate the proposer's understanding and experience in performing internal audit functions for the City departments noted in Section 2.0, Scope of Services I-Internal Audit Basic Services & Performance (Operational) Audits and II- Risk Assessments & Internal Control Review.

3. Describe in detail, your approach to perform the scope of services described within this RFP. Include detailed information, as applicable, which addresses, but need not be limited to: understanding of the scope and requirements, implementation plan, project timeline, transition plan, the City and operations and administration support. Proposal should set forth a sample work plan, including suggested segmentation of the project, level of staff and number of hours to be assigned to each proposed segment of the engagement, as per Section 2.0, Scope of Services, type and extent of analytical procedures to be used, and approach to be taken to gain an understanding of the City's internal control structure.

(g) Proposal Pricing 29

1. The Price Proposal, as outlined within Section 6, shall be submitted per the directions in that section. Be sure to include your signature as it appears on Section 6.

2. This section should contain all fee information relative to performing the engagement as described in this Request for Proposals. The total all-inclusive price to be bid is to contain all direct and indirect costs including all out-of-pocket expenses.

3. The fees should be provided by departments as indicated in Section 2.0, Scope of Services I, and based on the frequency indicated.

(h) Required Procurement Forms – Contractor's Affidavit including Schedules A through I. Proposer shall complete and submit as part of its Response one (1) original of the following forms and/or documents: 31

- Contractor's Affidavit
- Certificate of Proposer
- Non-Collusion Affidavit
- Drug-Free Statement
- Proposer's Qualification Statement
- Statement of No Response
- Code of Ethics, Code of Conflict of Interest, and Code of Silence
- American's with Disabilities Act
- Public Entity Crimes
- Acknowledgment of Addenda

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Procurement Division
2800 S.W. 72nd Avenue
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Submitted by:

Mr. John C. Weber, Partner
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CITY OF CORAL GABLES, FL

2800 SW 72nd Avenue, Miami, FL 33155
 Finance Department / Procurement Division
 Tel: 305-460-5102 / Fax: 305-261-1601

PROPOSER ACKNOWLEDGMENT

RFP Title: Internal Auditing Services	Proposals must be received prior to 2:00 p.m. Thursday, July 14, 2016 , and may not be withdrawn for a period of up to 120 calendar days after opening. Proposals received by the date and time specified will be opened in the Procurement Office located at 2800 SW 72 nd Avenue, Miami, FL 33155. All Proposals received after the specified date and time will be returned unopened.
RFP No. 2016.06VF A cone of silence is in effect with respect to this RFP. The Cone of Silence prohibits certain communication between potential vendors and the City. For further information, please refer to the City Code Section 2-1059 of the City of Coral Gables Procurement Code.	Contact: Vanessa Flores, CPSM, C.P.M. Title: Procurement Specialist Telephone: 305-460-5104 Facsimile: 305-261-1601 Email: vflores@coralgables.com / contracts@coralgables.com

THIS FORM MUST BE COMPLETED AND SUBMITTED ALONG WITH THE COMPLETED PROPOSAL FORMS PRIOR TO THE DATE AND THE TIME OF PROPOSAL OPENING.

Proposer Name: Crowe Horwath LLP	FEIN or SS Number: 35-0921680
Complete Mailing Address: 1395 Brickell Avenue, Suite 1150 Miami, Florida 33131-3311	Telephone No.: 813.209.2585 Cellular No.: 630.254.6567
Indicate type of organization below: Corporation: ___ Partnership: <input checked="" type="checkbox"/> Individual: ___ Other: ___	Fax No.: 786.534.0251
Bid Bond / Security Bond (if applicable) <u>NA</u> %	Email: john.weber@crowehorwath.com

ATTENTION: FAILURE TO SIGN (PREFERABLY IN BLUE INK) OR COMPLETE ALL RFP SUBMITTAL FORMS, INSURANCE, ADDENDUM(S) ACKNOWLEDGEMENT AND ALL PAGES OF THE RFP DOCUMENT MAY RENDER YOUR RFP NON-RESPONSIVE.

THE PROPOSER CERTIFIES THAT THIS SUBMITTAL IS BASED UPON ALL CONDITIONS AS LISTED IN THE RFP DOCUMENTS AND THAT THE PROPOSER HAS MADE NO CHANGES IN THE RFP DOCUMENT AS RECEIVED. THE PROPOSER FURTHER AGREES IF THE RFP IS ACCEPTED, THE PROPOSER WILL EXECUTE AN APPROPRIATE AGREEMENT FOR THE PURPOSE OF ESTABLISHING A FORMAL CONTRACTUAL RELATIONSHIP BETWEEN THE PROPOSER AND THE CITY OF CORAL GABLES FOR THE PERFORMANCE OF ALL REQUIREMENTS TO WHICH THIS RFP PERTAINS. FURTHER, BY CHECKING THE AGREE BOX LISTED BELOW AND BY SIGNING BELOW PREFERABLY IN BLUE INK ALL RFP PAGES ARE ACKNOWLEDGED AND ACCEPTED AS WELL AS ANY SPECIAL INSTRUCTION SHEET(S) IF APPLICABLE. I AM AUTHORIZED TO BIND PERFORMANCE OF THIS RFP FOR THE ABOVE PROPOSER.

Agree (Please check box to acknowledge this solicitation)

John C. Weber
Partner
July 14, 2016
Authorized Name and
Title
Date



Crowe Horwath LLP
Independent Member Crowe Horwath International
1395 Brickell Avenue, Suite 1150
Miami, Florida 33131-3311
Tel 786.534.0250
Fax 786.534.0251
www.crowehorwath.com

(d) Transmittal Letter

July 14, 2016

Ms. Vanessa Flores, Procurement Specialist
City of Coral Gables
Procurement Division
2800 S.W. 72nd Avenue
Miami, Florida 33155

Dear Ms. Flores:

Crowe Horwath LLP (Crowe) appreciates the opportunity to present our firm to the City of Coral Gables (City) to provide internal auditing services for the fiscal years ending 2016 through 2019 with the option to renew for an additional six (6) one-year periods.

This proposal illustrates our understanding of the scope of work, our commitment to the timely performance of the work, and why Crowe is uniquely qualified to serve the City. It also demonstrates how we differentiate our services from other firms. Our "Deep Specialization" provides focus for industry and discipline-based specialties. This focused approach allows us to be recognized as a leading provider of services and solutions to local governments. The leadership that can only come from direct Partner involvement in every client relationship provides a higher level of expertise and commitment to responsive services that is not always found in other firms.

Crowe is one of the largest public accounting, consulting, and technology firms in the United States. Connecting deep industry and specialized knowledge with innovative technology, our dedicated professionals create value for our clients with integrity and objectivity. We accomplish this by listening to our clients – about their business, trends in their industry, and the challenges they face. We forge each relationship with the intention of delivering exceptional client service while upholding our core values and our industry's strong professional standards. Crowe invests in tomorrow because we know smart decisions build lasting value for our clients, people, and profession.

We offer the following reasons to choose our team:

- **We are dedicated to working with governments.** Our Government Group works with municipalities, counties, state and federal governmental entities, special purpose districts, school districts, and colleges and universities. Crowe's Public Sector Services Group is comprised of more than 200 individuals and serves more than 600 governmental organizations nationwide.
- **Leading internal audit \ risk consulting provider.** Crowe has over 700 dedicated risk and technology professionals. Our services leverage highly trained specialists, practical technologies and innovative processes. We will bring an experienced team with a background in internal audit, business processes, information technology, and forensic accounting.
- **Strong, collaborative project management approach.** We will work closely with management and the governing body to align your goals with our work plan to meet your objectives and manage the project effectively. Regular communication and status monitoring are critical to project success and our project management approach fosters such interaction.

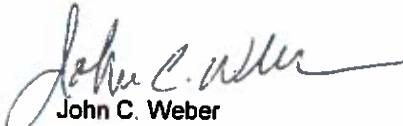
Ms. Vanessa Flores, Procurement Specialist
City of Coral Gables
Page 5

- **Use of technology in internal audit needs.** A differentiator for Crowe is how we will use technology. Our CiRT® technology will streamline document request communication, collecting, tracking and sharing regardless of office location. Also, our Data Analytics team has advanced technologies to assist in the completion of sampling and issue identification to allow a smarter more efficient internal audit.
- **We are unique among firms** in the sense that we have industry team professionals dedicated to and focused on government auditing services.

Crowe is fully qualified to provide superior services to the City. Equally important, we have a strong desire to assist you and believe that we can add value to you by completing the audit in a timely manner and by actively seeking ways to assist you in improving your operations.

Our proposal is valid for a period of one hundred twenty (120) days from the date of submittal. Again, we appreciate this opportunity to present our firm for your consideration, and if selected, will continue to give the City our closest attention. Should you have any questions or require additional information, please do not hesitate to contact me.

Sincerely,



John C. Weber
Partner

Authorized Representative

This proposal is being submitted by John C. Weber, Partner, who is authorized to represent the firm, empowered to submit the proposal, and authorized to negotiate and execute a contract with the City.

Mr. John C. Weber, Partner
Crowe Horwath LLP
1395 Brickell Avenue, Suite 1150
Miami, Florida 33131-3311
Direct 813.209.2585
Mobile 630.254.6567
Tel 786.534.0250
Fax 786.534.0251
john.weber@crowehorwath.com

(e) Qualifications, Experience and Past Performance

I. The Proposer

1. Provide a response regarding the Proposer's qualifications, as listed in Section 2.4, and including but not limited to the following:

Minimum Qualifications

2.4. Minimum Qualifications Requirements

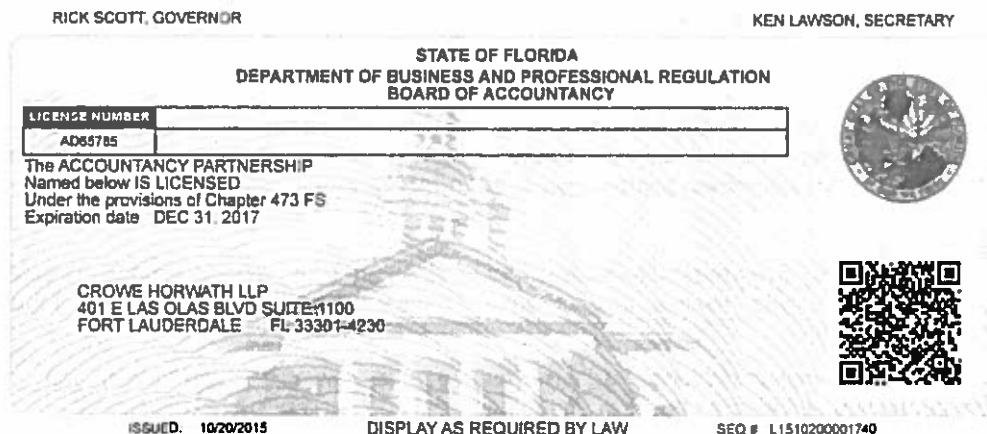
The Proposer must present qualifications and capabilities as follows prior to further consideration of their proposal:

2.4.1. Proposer

A. The Proposer must be Certified Public Accounting firm duly licensed to practice public accounting within the State of Florida under chapter 473 and qualified to conduct audits in accordance with government auditing standards adopted by the Florida Board of Accountancy.

Licensed to Practice in Florida

Crowe Horwath LLP and all key team members assigned to the engagement are properly licensed to practice in Florida.



B. The Proposer must have a minimum of five (5) years of documented experience in performing auditing services for government agencies, preferably at the municipal/local government level.

National Government Practice

Crowe has diverse, in-depth governmental experience that delivers insight and a clear understanding of the challenges and solutions of public sector agencies. Crowe has been serving the needs of government organizations for *more than 50 years*. We work with many different types of government organizations, including municipalities, counties, public transportation organizations, special service districts, school districts, library districts, State agencies, and quasi-governmental entities.

Crowe's Government Services Team is comprised of 200 professionals, across many of our disciplines and has worked with hundreds of public sector clients on thousands of engagements throughout the United States to streamline systems and processes, optimize revenue, and enable entities to meet reporting and compliance requirements. Our approach is to bring the best experience to the client to best serve the needs of the client. In today's environment, specialized skills are needed and our team spends their time serving clients in the public sector so that the clients receive the best expertise the firm has to offer.

Crowe solutions help address the financial and operational issues most critical to governments in challenging economic times. Our diverse skills sets – business process, technology, finance, accounting, fraud investigation, risk consulting, economic development, and performance - allows us to deliver effective, cost-efficient services and provides your audit team with an in-depth understanding of the unique needs of a local government.

Government Assurance Services

Audits performed by a trusted CPA can provide peace of mind and identify opportunities to improve accounting and operational performance. We have an unmatched depth of governmental audit knowledge and the functional expertise to deliver superior audits. We help governmental agencies succeed by combining our deep industry experience, innovation, and knowledge with a comprehensive set of technical business competencies. Our specialists are trained to review an organization's systems and controls to provide recommendations to help the organization meet reporting and disclosure requirements.

Our audit professionals are committed to maintaining our reputation for technical excellence, team performance, efficiency, and exceptional client service. By aligning our specialists along industry lines, we add depth and breadth of knowledge to our audit solutions. This industry specialization gives us a better view to understand your business and the unique challenges you face. As a result, you benefit from solutions delivered by people with a thorough understanding of your marketplace.

Our cross-functional teams – including specialists in accounting, auditing, finance, risk, and internal controls – have a deep understanding of the risks and reporting complexities in the public sector. We understand the challenges of financial reporting for governments and use a cost-effective, industry-focused, and technology-enabled audit method to improve efficiency in delivering or services.

2.4.2. Key Personnel

A. The Proposer's Partner-In-Charge must have a minimum of five (5) years and the Audit Manager must have a minimum of three (3) years of documented experience performing auditing services for government agencies, preferably at the municipal/local government level.

John Weber, Partner

Mr. Weber has over twenty-five years of experience focused on providing assurance and consulting services to public sector clients. He has also served as Crowe's national partner in charge of the governmental audit practice.

Mr. Weber provides financial, compliance and performance audit, as well as internal audit and management consulting services, to government, higher education and not-for-profit clients.

Michael Ciminero, Senior Manager

Mr. Ciminero is a Senior Manager with Crowe's Performance Government group with over 15 years of government and non-profit audit, compliance, and consulting experience. He brings in-depth experience in the field of accounting, assurance, and internal audit procedures and techniques.

B. Proposer shall assign to the City a full-time Certified Public Accountant (CPA). The CPA assigned to the City shall have a minimum of five (5) years of documented experience performing auditing services for government agencies, preferably at the municipal/local government level.

Michelle Blackstock, CPA, Senior Manager

Ms. Blackstock has twenty five years of experience in providing assurance internal audit and consulting services to public sector clients including government and non-profit organizations.

Ms. Blackstock has prior work experience in both international and local public accounting firms.

C. The Proposer's audit team must consist of at minimum one (1) Manager and two (2) staff auditors available to conduct the day-to-day field work.

Michelle Blackstock, CPA, Senior Manager

Ms. Blackstock has twenty five years of experience in providing assurance internal audit and consulting services to public sector clients including government and non-profit organizations.

Ms. Blackstock has prior work experience in both international and local public accounting firms.

Michael Rozelle, Senior Staff

Mr. Rozelle started at Crowe in September 2012 and has worked on multiple government, school district, not-for-profit, and international GAGAS engagements.

Mr. Rozelle has audit experience with county and municipal entities, school districts and state agencies, Uniform Guidance single audit, and performance audit and risk services that includes internal audit services. Additional experience includes executing performance and program audit engagements in accordance with GAGAS, including projects funded by the U.S. State Department, U.S. Department of Defense, and USAID.

Alex Schmidt, Senior Staff

Mr. Schmidt started at Crowe in September 2012 and has worked on multiple government client engagements. Prior to joining Crowe, Alex gained experience in internal audit with Miami Dade County, and financial reporting and accounting for county and municipal government.

Mr. Schmidt has audit experience with county, municipal and state agencies, Uniform Guidance single audit, and performance audit services that includes internal audit services. Additional experience includes executing performance and program audit engagements in accordance with GAGAS, including projects funded by the U.S. Department of Justice and U.S. Department of Transportation.

Mischa Freystaetter, Senior Staff

Mr. Freystaetter started at Crowe in July 2014 and has worked on multiple government client engagements. Prior to joining Crowe, Mischa gained experience with municipal government auditing.

Mr. Freystaetter has audit experience with county, municipal and state agencies, Uniform Guidance and program audit engagements in accordance with GAGAS, including projects funded by the U.S. Department of Justice.

Sam Josepher, Staff

Mr. Josepher started at Crowe in September 2014 and has worked on multiple government client engagements.

Mr. Josepher has audit experience with county, municipal and state agencies, Uniform Guidance single audit, and performance audit services. Additional experience includes executing performance and program audit engagements in accordance with GAGAS, including projects funded by the U.S. Department of Justice and U.S. Department of Transportation.

Other Qualifications

a. Describe the firm and its history, including the number of years in business

About Us

Established in 1942, Crowe Horwath LLP is one of the largest public accounting, consulting, and technology firms in the United States. Connecting deep industry and specialized knowledge with innovative technology, our dedicated professionals create value for our clients with integrity and objectivity. We accomplish this by listening to our clients – about their businesses, trends in their industries, and the challenges they face. We forge each relationship with the intention of delivering exceptional client service while upholding our core values and our industry's strong professional standards. Crowe invests in tomorrow because we know smart decisions build lasting value for our clients, people, and profession.

Firm History

Founded in 1942 as Crowe Chizek®, the firm changed its name to Crowe Horwath in September 2008 to strengthen its alignment with Horwath International. In 2009, Horwath International changed its name to Crowe Horwath International to further strengthen this alignment. Historically, Crowe is one of the fastest growing firms with an average annual growth rate of 17 percent over the past 40 years.

For a more detailed Firm History, please visit <http://www.crowehorwath.com/news-room/firm-history.aspx>.

Position in the Industry: One of the Nation's Largest Public Accounting and Consulting Firms

Crowe ranks as the eighth largest U.S. public accounting and consulting firm (based on U.S. net revenue) according to the 2016 *Accounting Today Top 100 Firms List*.

Areas of Specialization

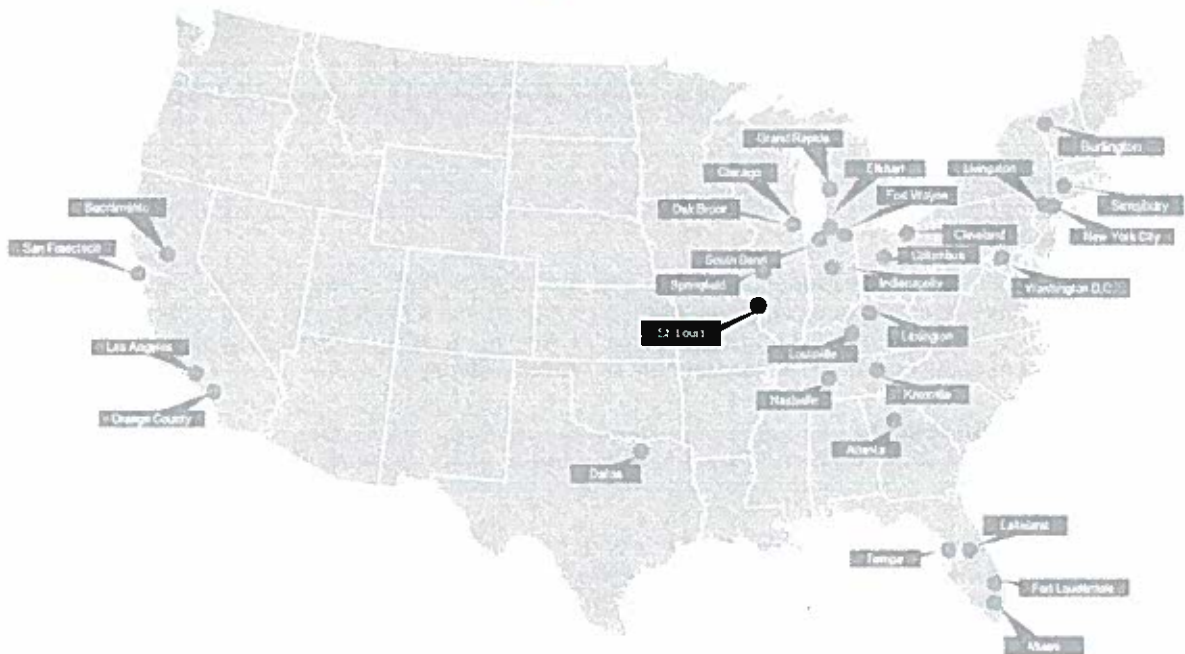
Crowe is unique in that we have dedicated teams focused on key markets, including:



- Banking
- Construction
- Financial Services
- Food and Commodities
- Government
- Healthcare
- Higher Education
- Manufacturing and Distribution
- Not-for-Profit
- Private Equity Groups
- Retail Dealership

Office Locations

Crowe serves clients coast to coast from the following office locations:



- Crowe Horwath LLP Offices
- Crowe Horwath LLP and CHAN Healthcare Corporate Office

b. Provide a description of the organization's qualifications to provide the scope of services requested in this RFP, and a detailed description of how your firm has added value in similar engagements such as in designing, implementing and reviewing internal controls.

Internal Audit Practice Overview

Crowe has provided risk solutions to over 600 organizations. Our industry coverage is broad and includes higher education, not-for-profit, government, energy, manufacturing, construction, financial services, healthcare, insurance, real estate, services and technology. Our Risk Consulting Practice today consists of approximately 700 professionals who provide governance and risk consulting services to clients on a dedicated, full-time, year-round basis. Some risk consulting services we provide are as follows:

Risk Process and Internal Audit	Technology Risk and Security
• Enterprise Risk Management	• Technology Risk
• Corporate Governance	• System Implementations
• Data Analytics	• Application Controls
• Process Re-engineering	• IT Audit
• Operations Performance	• Information Security
• Internal Audit	• Information Privacy
• SOX 404	• e-Discovery and Forensic Technology
• Forensic Accounting and Auditing	• Penetration Testing
• Fraud, Ethics, and Anti-corruption	• Business Continuity & Disaster Recovery
• Policies and Procedures	• SSAE 16 / SOC Reports

We believe in bringing practical "hands-on" experience to clients to provide value-added versus reliance on younger, less experienced professionals. Our services focus on internal audit, IT audit, corporate governance, third-party risk, enterprise risk management, security & privacy, FCPA and Sarbanes-Oxley services. We help clients identify, source, assess, and audit their business risks.

Business Risk Consulting is also unique in that it is organized and functions as a Global practice as Crowe Risk Consulting. This firm wide global structure allows us to provide consistent risk and audit services across the country and globe, as well as be flexible and responsive to our client's needs leveraging local resources where possible. The Crowe team serving the City will include professionals who have devoted their careers to assisting clients with their Business Risk Service needs. We assemble the most qualified team of industry experts to work on each engagement, rather than simply limiting our team to only the local geography. This approach will provide the City with a team of dedicated professionals who understand the issues effecting higher education institutions, and thus will be able to focus on adding value and exceeding your expectations immediately.

Crowe Risk Consulting has a single international management team and dedicated regional operations in major economic markets that ensures Crowe delivers on governance, risk and compliance assignments.



Our Risk Services practice consists of approximately 1,000 professionals internationally who provide governance and risk consulting services to clients on a dedicated, full-time, year-round basis. The suite of risk services we provide are as follows:

1. Governance, Risk, and Compliance Services

- Corporate Governance Assessment, Design and Monitoring
- Enterprise Risk Management Program Assessment, Design, Development Monitoring and Training
- Enterprise Compliance Program Assessment, Design, Development and Monitoring

2. Business Risk Process Services

- Internal Audit Outsourcing and Co-sourcing
- Risk Assessment and Monitoring
- Operational, financial and strategic risk consulting
- Internal Control Assessment, Design, Implementation and Testing

3. Technology Risk Services

- IT Governance
- IT Audit Outsourcing and Co-sourcing
- IT and Compliance Risk Assessments
- IT Control Assessment, Design, Implementation and Testing
- Attest Services SSAE16, PCI & Financial Audit Support)
- Application Integrity Assessment, Design and Testing
- Threat and Vulnerability Management Program Assessment, Design and Testing
- Business Continuity and Disaster Recovery Planning
- Security and Privacy Program Assessment, Design and Implementation

c. Include the size of the firm, and the size of the firm's governmental audit staff.

Crowe Horwath LLP employs over 3,000 personnel across the country, and Crowe's Government Services Team is comprised of approximately 200 professionals.

d. Identify the location of the office from which the work on this engagement is to be performed and the number and nature of the professional staff to be employed in this engagement on a full-time basis and on a part-time basis.

Local Office Responsible for the City's Audit Services

The proposed services will be provided from the following office:

Crowe Horwath LLP
 1395 Brickell Avenue, Suite 1150
 Miami, Florida 33131-3311
 Tel 786.534.0250
 Fax 786.534.0251
www.crowehorwath.com

Crowe is organized by industry specialty areas, and we staff our engagements based on the skillsets of our professionals, regardless of their office location. Your engagement team will consist of personnel from our Miami, Florida office, which employs approximately 30 people who provide services to a diverse client base across many industries. All of the professionals in our proposed engagement team will serve the City on a full-time basis. Additional subject matter specialists will be used from other Crowe offices as needed.

e. Indicate relevant (within the last five years) details about the government auditing experience of firm, and specifically internal audit work performed.

Representative Client Listing

Below we have provided a sample of Florida Governmental engagements performed in the last five (5) years.

Clients	A=Audit C=Consulting I=Internal Audit	Single Audit	GFOA Award
Broward County	A	X	X
Broward County Sheriff	A, C	X	X
City of Coral Springs	I		
City of Lakeland	A, C	X	X
City of Ft. Lauderdale	A	X	X
City of Tampa	A,C	X	X
City of Tarpon Springs	I		
City of Miami Beach	A,C	X	X
Florida State Board of Administration	A, C		
Lakeland Area Mass Transit District	A,C	X	
Miami Dade County Transportation	A	X	
Pinellas County	A	X	X
Port Everglades	A	X	
Town of Palm Beach	I		

f. For the firm's office that will be assigned responsibility for the audit, list the most significant engagements (maximum of 7) performed in the last five (5) years that are most similar to the engagement described in this request for proposals. Indicate the scope of work, fees charged, date, engagement partners, and the name, telephone number and e-mail address of the principal client contact.

Most Significant Engagements

Below we have provided the most significant engagements Crowe has performed in the last five (5) years that are most similar to the engagement described in this request for proposals.

City of Coral Springs	
Contact Information	Ms. Susan Grant, Deputy City Manager 954.344.1004 sgrant@coralsprings.org
Scope of Work	Internal Audit Risk Assessment and Outsourcing
Fees Charged	\$100,000 per year
Date(s)	2013 – present
Engagement Partner(s)	John Weber
City of Tarpon Springs	
Contact Information	Mr. Ron Harring, Director of Finance 727.942.5612 rharring@ctsfl.us
Scope of Work	Annual Internal Audit Services
Fees Charged	\$50,000 per year
Date(s)	2012 – present
Engagement Partner(s)	John Weber
Town of Palm Beach	
Contact Information	Mr. Peter Elwell, Town Manager 561.835.4724 PElwell@townofpalmbeach.com
Scope of Work	Risk Assessment, Outsourced Internal Audit & Consulting
Fees Charged	\$90,000
Date(s)	2008 – 2012
Engagement Partner(s)	John Weber
City of Miami Beach	
Contact Information	Ms. Allison R. Williams, CPA, CGFO, CGMA, Chief Financial Officer 305.673.7000 ext. 6608 allisonwilliams@miamibeachfl.gov
Scope of Work	Financial Statement Audit & Single Audit
Fees Charged	\$228,000 per year
Date(s)	2014 – present
Engagement Partner(s)	John Weber

City of Fort Lauderdale	
Contact Information	Ms. Linda Logan-Short, Chief Financial Officer 954.828.5267 Llogan-short@fortlauderdale.gov
Scope of Work	Financial Statement Audit & Single Audit
Fees Charged	\$1,247,000
Date(s)	2012 – present
Engagement Partner(s)	John Weber

2. Submit a copy of the report on its most recent AICPA Peer Review quality control review, with a statement whether that quality control review included a review of specific government engagements. In addition, the firm shall provide information on the circumstances and status of any disciplinary action taken or pending against the firm during the past three (3) years with state regulatory bodies or professional organizations.

Quality Control Review Process

Crowe's risk management practice maintains a quality control process to oversee the integrity and consistency of the work we perform across the practice. Our internal audit methodology, including our quality standards, is based upon the Institute of Internal Auditor (IIA) International Standards for the Professional Practice of Internal Auditing.

Internal audits are subject to secondary review following these professional standards, and reports are subject to both an executive review and a quality control review. All internal audit workpapers are subject to a secondary, independent review which is documented within the workpapers themselves.

Our use of technology also creates efficiencies in our ability to enforce quality assurance standards. We offer our Automated Working Papers (AWP) system. This system provides work flow capabilities, document organization and retention functionality, and the ability to access, review, and collaborate remotely. The AWP system creates increased value by enabling us to provide high quality and efficient service. The AWP system allows us to electronically exchange documents and information among ourselves and with our clients, in a secure environment. The AWP system includes a remote server used by our internal audit professionals, creating a virtually paperless audit environment that adds to the efficiency of the internal audits.

External Quality Control Review

Crowe is subject to a Peer Review of our audit practice every three years and has been since 1980. Crowe's current external quality control review organization is Cherry Bekaert LLP. Cherry Bekaert LLP has more than 15 offices located primarily in the Southeastern United States. Our most recent peer review was conducted by Cherry Bekaert LLP, for the year ended March 31, 2013, and our Firm received the highest rating. The review included reviews of specific public sector engagements as well as quality control aspects of our Firm's operations. We have included a copy of our most recent Peer Review Report in **Appendix B** of our proposal.

National Professional Standards Associations and Regulatory Organizations

Crowe has a long-standing role of participation and leadership in national professional standards associations and regulatory organizations such as:

- American Institute of Certified Public Accountants (AICPA)
- American Institute of Certified Public Accountants Governmental Audit Quality Center
- Public Company Accounting Oversight Board (PCAOB) Standing Advisory Group
- Financial Accounting Standards Board (FASB)
- Center for Audit Quality (CAQ)
- Tax Executives Institute (TEI)

- International Federation of Accountants
- Internal Revenue Service (IRS)
- U.S. Securities Exchange Commission (SEC)
- Institute of Internal Auditors (IIA)
- American Productivity and Quality Center (APQC)
- Association of Certified Fraud Examiners (ACFE)

Disciplinary Action

Crowe, its partners, managers, and/or other key staff members, have not been subject to any disciplinary action in the past three (3) years with the state board of accountancy or other regulatory authorities which has ruled against its professional activities or performance.

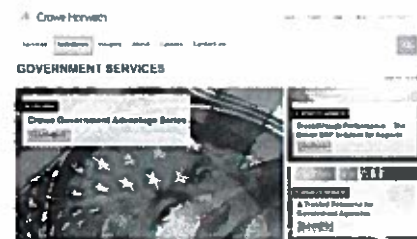
3. If the firm will be subcontracting any portion of the audit to another individual or firm, the proposal must include a list of all subcontractors to be used. No substitutions of subcontractors may be made without prior written consent of the City.

Based on our understanding of the RFP specifications, Crowe has the requisite skills to successfully deliver this project solely with our resources. Accordingly, we do not plan to use subcontract resources. Should this change, we will review staffing changes in advance with the City.

4. Note any annual training provided to professional governmental accountants or other methods of providing ongoing current information and assistance to governmental clients.

Government Publications and Seminars

You need to stay competitive. You want practical, timely, reliable information from knowledgeable, respected thought leaders. To keep you informed, Crowe publishes articles, white papers, newsletters, technical updates, and e-communications. We publish **Government Advantage** quarterly to provide thought leadership and helpful tips on key issues gathered from our years of experience in helping governments achieve their mission.



Combining thought leadership and industry specialization, the Government Advantage series connects business officers with recent developments and best practices. Live seminars, web-based tutorials and published alerts help our clients stay current with issues that affect their organizations.

We also help our clients stay current by inviting them to participate in our in-house continuing professional education courses, providing thought leadership through our webinars and seminars. Our industry groups within the firm offer audit and accounting updates where clients are invited to participate to gain current knowledge on topical issues.

Please visit <http://www.crowehorwath.com/industries/government/> for an interactive map of our services and our current calendar of events.

5. Additional information (other pertinent data not otherwise requested in the proposal).

Why Do Our Clients Choose Crowe?

Clients tell us when our technical expertise, industry knowledge, and applied technology come together, exceptional service and value result. At Crowe Horwath LLP, we take pride in our relationships with our clients. Our vision is that our people come to work every day motivated to provide our clients with an exceptional experience in every interaction and to help our professionals maintain objectivity in the delivery of our services.

How Do We Do This?

We have learned from our clients that there are certain attributes important to their overall experience, and each client perceives value differently. To help us meet our clients' expectations, we conduct an engagement survey that allows our clients to evaluate our performance. Proof of this can be found in what our clients say about us, in our client engagement survey results, and through recognition we've received from client experience organizations.



In addition, if a client is faced with a challenge or issue that is unresolvable with their Crowe partner, we encourage clients to contact our dedicated client feedback manager by calling 877.430.3900, or emailing clientfeedback@crowehorwath.com. The client feedback manager works with our clients and Crowe leaders to understand the issue(s), and resolve the situation while ensuring that similar circumstances do not happen again.

Client Engagement Survey Results

Our 2015 client engagement surveys show that Crowe has achieved a 90 percent client engagement index score. According to our survey administrator, PeopleMetrics, our score is 35 points higher than the industry average of 55 percent. An engaged client is one who agrees that it really likes working with us, is likely to continue to work with us, would go out of its way to keep working with us, and will recommend us to its colleagues.

Recent Awards



For the fifth year in a row (2015), Crowe has been recognized as one of the five best-performing companies across PeopleMetrics' customer base. In addition, PeopleMetrics' customer base selected two Crowe professionals to be PeopleMetrics Brand Ambassadors.



Crowe has been recognized by the Temkin Group as a finalist for the 2014 Temkin Customer Experience Excellence Award.



Crowe and its client experience professionals have been recognized by the Customer Experience Professionals Association (CXPA) as a company that is delivering great experiences to clients and as a "Customer Experience Impact Award" winner.



Crowe's exceptional client experience team received the Customer Experience Innovation Award from the Customer Experience Professionals Association (CXPA). This is the most prestigious award a company can receive from the CXPA, as it recognizes new practices that improve customer experience, result in strong business impact and advance the field of customer experience for other organizations.

II. Principal Staff

1. Provide brief biographies of the principal supervisory and management staff, including engagement partners, managers, other supervisors and specialists who would be assigned to the engagement. Indicate whether each such person is licensed to practice as a certified public accountant in Florida, information on the government auditing experience of each person, including compliance with continuing professional education requirements set forth in GAS for the past three (3) years and membership in professional organizations relevant to the performance of this audit. Include relevant continuing professional education, of the specific staff to be assigned to this engagement. Indicate how the quality and continuity of staff will be assured over the term of the agreement.

Engagement Team Overview

Crowe has built its reputation on close senior level involvement and maintaining a strong client relationship. The ultimate success of our client relationships is largely attributable to one key component – our people. The proposed engagement team is well qualified to provide quality, timely, and personalized services to you.

We have also structured our engagement team with extensive partner involvement. You will find our average partner-to-staff leverage ratio is higher than most other firms. By having partners involved in the daily execution, we reduce the time required to respond to accounting issues and thereby close the expectation gap. We are able to achieve this leverage by making significant investments in technology, uniform platforms and methodology, investments that allow us to work smarter and more efficiently. Our technology capabilities are widely recognized and commensurate with that of the Big Four accounting firms.

An overview of how we plan to structure your engagement team is as follows:

Key Personnel	Title
John Weber	Partner
Michael Ciminero	Senior Manager
Michelle Blackstock	Senior Manager
Michael Rozelle	Senior Staff
Alex Schmidt	Senior Staff
Mischa Freystaetter	Senior Staff
Sam Josepher	Staff
Jeff Palgon	IT Senior Manager
Bert Valle	IT Senior Staff
Matt Goldman	IT Staff

Resumes

We have provided resumes of the key individuals listed above in **Appendix A** of our proposal. The resumes detail relevant experience as well years of experience, licenses and certifications, professional affiliations and educational background.

Continuing Professional Education (CPE)

Each of our accountants is educated in his or her chosen profession and many have advanced degrees or multiple degrees in related areas. In addition, individuals meet or exceed 120 hours of continuing professional education (CPE) every three years. This continuing education helps Crowe personnel stay abreast of current technical developments. Continuous enhancement of the professional skills of our staff supports the firm’s overall quality control system. The firm’s Compliance Services department maintains full-time personnel to manage licensing and related CPE requirements. Monitoring this process serves to verify that professionals have met their licensing requirements.

The learning and development of our people is focused on confirming they have the skills and knowledge from a technical perspective and building their capabilities as a professional in other nontechnical areas such as managing and leading others. Personnel attend classes and conferences on a variety of topics, including the following: generally accepted accounting principles updates from the Financial Accounting Standards Board, auditing standards updates, both from the PCAOB and the AICPA, SEC rules and regulations, governmental and single audit report reviews, updates from the Federal Accounting Standards Advisory Board and the Governmental Accounting Standards Board, financial reporting for not-for-profit and governmental organizations, and compliance auditing. In addition, firm members teach and lead seminars sponsored by national and state professional organizations.

We have provided CPE that the proposed engagement team has completed in the past three (3) years following each resume in **Appendix A** of our proposal.

Staff Continuity

We would like to emphasize our commitment to maintaining professional staff continuity in servicing this engagement. Many of our clients rely on having the same resources available to them because it reflects a commitment to their organization and a deeper understanding of what their organization is trying to achieve. Our staff builds a relationship based upon integrity, trust, and mutual respect, which is a primary reason that we maintain long-term professional relationships.

In assigning staff to engagements, we place high importance on maintaining continuity of staff from one year to the next. This is important from both a client service as well as an engagement efficiency perspective. As our staff gains familiarity with a client, they are able to complete the engagement more efficiently and are able to identify recommendations for improvement within our client's operations.

As with any accounting firm, it does at times become necessary to replace a member of the engagement team. When this occurs they are replaced with someone of comparable skills and experience. While we strive to maintain continuity, the turnover that is inherent in today's environment provides for staff rotation and the additional benefit of a fresh approach. We have been very successful over the years in appropriately staffing our jobs and this has resulted in high client retention rates and tremendous growth for the firm.

2. The auditor must designate one (1) "key" member of the audit team. The City shall reserve the right to approve any substitutions or changes in the staff designated as "key". The audit firm contract must provide that the audit "key" member of the audit team working for the CPA firm must be returned to the City audit each year that they continue to work for the firm, unless the City requests that they not be assigned to the City's engagement.

Michelle Blackstock will serve as the key member of the audit team. Crowe understands the City reserves the right to approve any substitutions or changes in the staff designated as key and commits that the audit key member will return to the City audit each year otherwise approved by the City.

III. Client References

1. Please provide a listing of three (3) recent (within last three (3) years) full-service client references that are similar in size to the City. Two (2) of the three (3) must be clients managed by the account manager who would be assigned to the City account. Proposers MUST NOT include City of Coral Gables work or employees as references.

References

Quality work, based upon strong competency and directed towards our client's needs, is the core element of creating value for our clients. Quality service involves prompt and efficient service delivery and effective communications with clients. Business relationships involve gaining trust and respect by listening to our client's needs and developing a comprehensive understanding of their business and vision for the future before providing advice. We have delivered high value to our clients for decades and we feel that we are well-suited to help the City.

Our clients are the best judges of our ability to exceed your expectations. Please feel free to contact any of the individuals listed below for an appraisal of our work.

References	
<p>City of Tarpon Springs <i>Reference for John Weber</i></p>	<p>Mr. Ron Harring Director of Finance 727.942.5612 rharring@ctsfll.us</p>
<p>City of Coral Springs <i>Reference for John Weber</i></p>	<p>Ms. Susan Grant Deputy City Manager 954.344.1004 sgrant@coralsprings.org</p>
<p>City of Miami Beach <i>Reference for John Weber</i></p>	<p>Ms. Allison R. Williams, CPA, CGFO, CGMA Chief Financial Officer 305.673.7000 ext. 6608 allisonwilliams@miamibeachfl.gov</p>

(f) Project Understanding, Proposed Approach, and Proposed Plan

1. The proposal should indicate that the proposer understands the Scope of Services as indicated in Section 2.0, Scope of Services I, II, and III.

Understanding of the Work to be Performed

Based upon our review of the request for proposal document, it is our understanding that Crowe will provide the following services:

- **Scope of Services I - Internal Audit Basic Services & Performance (Operational) Audits:** Develop the annual audit work plan within the context of the City's budget constraints, Commission priorities and organizational capacities, including several levels of fiscal, internal control and performance (operational) audits
- **Scope of Services II - Risk Assessment and Internal Controls Review Report:** Conduct a citywide Risk Assessment and Internal Control Review in order to review and evaluate various risk factors, their level of uncertainty, potential for a negative event occurring, level of significance should the event occur and the relative direction of the City in the future
- **Scope of Services III - Implementation and Maintenance:** Propose to the City Manager and the Budget/Audit Advisory Board which future audits to address upon completion and analysis of the Audit Work Plan, Risk Assessment, Internal Control Review and Performance

2. The proposal should also indicate the proposer's understanding and experience in performing internal audit functions for the City departments noted in Section 2.0, Scope of Services I- Internal Audit Basic Services & Performance (Operational) Audits and II- Risk Assessments & Internal Control Review.

Understanding and Experience in Performing Internal Audit Functions

Crowe has significant experience performing internal audit services in the public sector, including Cities, Not-for-profits, and educational institutions. This allows us to bring value to our clients as we have in-depth experience with how other municipalities handle certain processes and procedures and can provide best practice recommendations as part of our internal audit process, in operational, compliance, and information technology audits. As part of those engagements, Crowe has developed risk assessments and internal audit plans as well and we understand where the risks lie within these organizations.

There are several benefits to hiring an independent audit firm to provide outsourced internal audit services to the City. The role / purpose of internal audit is to:

- Increased coverage and value in services provided by your outsourced internal audit team with access to specialists who have highly specialized expertise in internal audit, genuine experience in your industry and in-depth knowledge of applicable regulations.
- Provide access to well-proven risk assessment and internal audit methodologies and tools.
- Provide total impartiality and independence from the day to day activities of the City, which allow the auditor to provide honest and effective recommendations to improve the City's operations and internal controls.
- Better control over internal audit expenditures, by only paying for the necessary productive work time and not having to have full-time resources on staff, along with the associated costs.

As previously stated, Crowe has provided risk solutions to over 600 organizations. Our industry coverage is broad and includes government, higher education, not-for-profit, energy, manufacturing, construction, financial services, healthcare, insurance, real estate, services and technology. Our Risk Consulting Practice today consists of approximately 700 professionals who provide governance and risk consulting services to clients on a dedicated, full-time, year-round basis.

Additionally, Crowe and Crowe's Risk Consulting Practices are consistently recognized for thought leadership and service delivery:



Crowe is a Principal Partner to the Institute of Internal Auditors from the local to international levels and is recognized as an IIA Industry Leader. Crowe personnel, including members of our proposed engagement team, regularly contribute thought leadership pieces to IIA Publications, serve as speakers and trainers at Chapter meetings and regional, national and international seminars and conferences, and participate as officers or members of the Board of Governors.



Corporation for American Banking, L.L.C.

The American Bankers Association has endorsed Crowe's governance, risk and compliance management consulting services through its affiliate, the Corporation for American Banking. The endorsement was made after an evaluation which was based on a wide range of factors including ability to meet the needs of ABA members, expertise in regulatory compliance issues, banking experience and customer service. Crowe is the only endorsed risk consulting solution.



Crowe is a participant at the National Association of Insurance Commissioners (NAIC), which is the U.S. standard-setting and regulatory guidance organization designed to help state insurance regulators create standards and best practices, supervise reviews, and coordinate regulatory performance. NAIC members work together to collaborate domestically and internationally on views of states. NAIC also form the national wide state-based insurance regulation in the U.S.



Crowe Horwath International wins 'Advisory Firm of the Year' at 2015 International Accounting Bulletin Awards

Crowe Horwath International's commitment to building a leading advisory practice has been recognized with International Accounting Bulletin's prestigious 'Advisory Firm of the Year' award. The award recognizes organizations' advisory services that made an important difference to the success of clients, experienced significant growth across the practice and had a major impact on society. Crowe Horwath International received the award in London on 1 October at the International Accounting Bulletin Forum & Awards, a half-day event attended by global industry leaders to discuss topics impacting the accountancy landscape.

Crowe Horwath Global Risk Consulting has once again been named a "Challenger" by Gartner, Inc., in the "Magic Quadrant for Global Risk Management Consulting Services", by Jacqueline Heng and John A. Wheeler. The full report can be reviewed at www.crowehorwath.com/gartner

- Source: Gartner Magic Quadrant for Global Risk Management Consulting Services November 5, 2015, Jacqueline Heng, John A. Wheeler

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3. Describe in detail, your approach to perform the scope of services described within this RFP. Include detailed information, as applicable, which addresses, but need not be limited to: understanding of the scope and requirements, implementation plan, project timeline, transition plan, the City and operations and administration support. Proposal should set forth a sample work plan, including suggested segmentation of the project, level of staff and number of hours to be assigned to each proposed segment of the engagement, as per Section 2.0, Scope of Services, type and extent of analytical procedures to be used, and approach to be taken to gain an understanding of the City's internal control structure.

Transition Plan

A smooth transition is important to both the City and Crowe. This is a chance to re-think how you perceive your internal audit function, audit and business partner relationships and start fresh. However, with a change in internal auditors, both Crowe and the City must be willing to invest the time necessary to properly facilitate change. We expect to make an investment in our relationship which will be mutually beneficial to our organizations.

Upon approval of Crowe as the City's internal auditors, we will schedule a planning meeting to meet with management to discuss roles and expectations of Crowe and the City. Other internal audit planning meetings could be scheduled to analyze the programs and operational activity as well as any new developments, system implementations, or staffing changes.

Key elements of an effective transition plan include:

- Developing client and auditor expectations and performance measurements
- Developing time lines for internal audit services
- Communicating our risk assessment and internal audit approach

We will move quickly to execute the engagement letter. We will perform our formal due diligence and client acceptance procedures after you have communicated with your previous audit firm. As part of that process we request any previously prepared internal audit reports, risk assessment reporting, and internal audit plans. The above services are included in the fee agreement we have provided.

Internal Audit Approach

To provide effective internal audit services, we emphasize the importance of first understanding the City at the highest level. To adequately address your risks, we must first understand your objectives. Our annual risk assessment process includes a review of your strategic plan and incorporates the risks associated with your strategic priorities.

Our internal audit processes are simple:

- Tailor our work based on our understanding of the City, our understanding of your industry, our knowledge of your regulatory environment, and our discussions with you.
- Communicate throughout the course of our work so that you are aware of our progress and status.
- Provide reports that identify risks and practical recommendations that are tailored to you and address the underlying root causes of the issues.
- Engage in ongoing communication with your senior management team to identify changes in your risk profile and identify emerging risks.
- Provide salient, meaningful information to the Audit and Compliance Committee for their efficient and effective oversight of internal controls.
- Maintain active awareness of the ongoing operations and strategy in order to not only understand current issues but be aware of – and provide input regarding – future plans.

Our internal audit methodology is centered on risk and is designed to be scalable to the City's needs. We have included below an overview of our methodology.

Our methodology is designed to create value to the organization in the following manner:

- **Doing More With Less:** By leveraging the four principles of our internal audit model (Compliance, Assurance, Business Performance Improvements, & Risk Identification) we are able to do more with less by leveraging the work of others, holding business process owners accountable for their internal control processes, and providing for continuous coverage to each of the four audit principles.
- **Compliance Integration:** We understand compliance is only one element of an overall effective risk management program. Our methodology incorporates applicable compliance requirements such as an evaluation of internal controls over compliance with federal regulations within the overall internal audit function.

Define Internal Audit Function

The central objective of this phase is to understand your expectations and the needs of stakeholders related to internal audit activities. Many times the needs include corporate governance and Enterprise Risk Management (ERM) support. Our methodology anticipates integrating governance and ERM into the audit process.

In this phase, we will work with the City to understand its mission, its objectives, and the various activities that enable the City to achieve these objectives, including research, education and public service. During this phase we will also identify key stakeholders and define roles and responsibilities. We will invest the time of our leadership team in this phase, to ensure the success of the relationship, to review prior internal audit work, to listen to you and your team and to develop and understand your expectations and objectives. Based on this work, we will define and confirm roles and responsibilities related to internal audit at the City.



Risk Assessment

The objective of this phase is to inventory and measure key risks to the organization, map them to auditable entities, and align internal audit resources to effectively address these risks through the execution of a risk-based strategic internal audit plan. This risk assessment will be performed annually for the organization as a whole. We will also review any policies and procedures currently in place, providing suggestions for enhancement.

Risk assessment is also utilized within the individual internal audits and projects. With limited resources, one cannot audit an entire function while being conscious of the cost of delivering the service. Hence, it is important to focus on the more important risks when conducting audits. This prevents scope creep and reduces the cost of delivery, improves clients' understanding of the objectives of the audits and evaluation of auditors, and provides for more depth of focus on higher risks.

The City's Internal Audit Function

It is important to plan for activities that are ancillary to the performance of risk assessments and internal audits, but still critical to the success of any internal audit function. For example, at the City, Crowe will need to define and manage procedures for issue escalation, follow up and reporting to the internal audit manager and Audit and Compliance Committee, ongoing involvement in key initiatives posing changes to significant control environments, and interaction in key management meetings. We understand that the City desires a more robust internal audit function – one that is forward-thinking and visionary to align with the City's mission and strategy.

To that end, Crowe envisions the internal audit manager's role evolving to be less transactional and instead focused on managing strategic and risk-based internal audit projects. While we understand the internal audit manager will have other responsibilities, the majority of the internal audit manager's remaining time would be devoted to managing, executing, and evaluating internal audit projects based upon the internal audit plan.

Process Review and Scoping

For each audit identified in the audit plan, we will perform detailed planning activities, including a project-level risk assessment, to ensure the audit procedures efficiently meet the objectives outlined in the annual audit plan. This planning may differ based on the type of engagements planned, but core activities of this phase include confirming the scope and objectives, resource scheduling and allocation, initial communications with the client, and creating a detailed audit program to guide the audit execution activities.

During this phase, the project team will also consult with subject matter specialists to identify any special skill sets required as well as any areas where the use of computer aided audit techniques (such as data analytics using ACL or similar tools) could improve the efficiency or effectiveness of the audit procedures.

Project Execution

This phase is the execution of the internal audits based on the plan developed in the previous phase. For each audit, we expect to perform the following procedures:

- Conduct a kickoff meeting with senior management and process owners;
- Confirm our understanding of the control environment, evaluating control design and operating effectiveness;
- Execute substantive and/or analytical tests;
- Document the results and findings; and
- Review this information with process owners to validate the information.

Type and Extent of Analytical Procedures to be used in the Engagement

Analytical procedures are an integral part of the internal audit process from planning to reporting. We have developed specific analytics and ratios from peer data to determine the reasonableness of activities for municipalities. We also set expectations on budget to actual variances and year to year variance in our planning process. In some cases, such as revenue streams, disbursements, etc., strong analytics can be used as substantive tests. Analytical procedures will be used during each phase as follows:

- **Planning:** To determine unusual fluctuations or relationships between financial data and to focus additional attention on such data during fieldwork.
- **Fieldwork:** To provide substantive evidence that provides additional assurance regarding audit objectives. Also allows us to perform audit testing of entire populations during some internal audits. For example, during an internal audit of Disbursements, we can test an entire population of vendors to determine if employees are included and inquire if there are any possible misappropriation of City resources.
- **Final Review:** To assist in assessing conclusions reached and in evaluation of the overall financial statement presentation.

Approach to Gain and Document the Understanding of the Internal Control Structure

Expectations for improved corporate governance have caused governmental organizations to rethink how they manage and control risk. Governments are reviewing the roles and responsibilities of internal audit and newly created internal controls functions to respond to the increased expectations of stakeholders.

Crowe's public sector specialists have the breadth of knowledge and depth of experience necessary to effectively address compliance issues and implement new reporting and disclosure requirements for government organizations. We provide a multidisciplinary approach to assessing financial and structural vulnerability and accountability that brings the type of governance, internal accounting and operational control, and regulatory oversight consulting that is becoming mainstream in corporate America and is at the forefront of thinking in the public sector.

Measurement and mitigation of risk in the government context requires more than an auditor's approach. Our teams combine traditional accounting and auditor resources with operational design consultants and program managers to evaluate financial risk in light of program objectives and balance the need for increased accountability with the need to address program objectives.

While the audit process can still be separated into unique phases, the process is not as linear as it was previously. It is likely that decisions reached and information obtained in an earlier phase of the audit may need to be reconsidered based on evidence gathered in a later phase. Crowe's risk-based audit approach includes the following phases:

Reporting and Communication

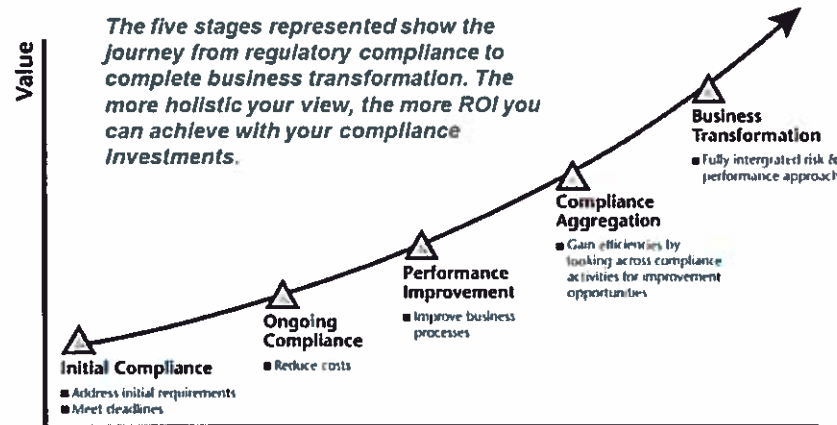
In this phase, we summarize the results of each audit into an agreed upon report format, make recommendations for improvements in the control environment, capture and consider responses from management and communicate the report to appropriate parties. We utilize draft reports to properly and completely validate the issues, recommendations and responses prior to issuing the final report.

During the course of the project execution, we provide written communications for issues identified seeking response from the process or control owner. We will track and follow up on issues identified in the audits and will maintain ongoing reporting for these issues until they are resolved. We will also work with you in this phase to prepare presentations regarding internal audits to the Audit and Compliance Committee.

Crowe's Risk Assessment Methodology

Crowe's approach combines our risk based methodology with the expertise of our personnel to bring value added to our clients. The perceived value of internal audit is only as good as the recommendations provided by the function. Internal Audit should focus on compliance as well as strategic and operational activities to provide valuable insight and recommend improvements to the organization.

As illustrated below, Internal Audit will work with City management to support better decision-making as well as assess the short/long-term effectiveness of any actions used to address the challenges. To help Crowe develop the most effective risk assessment and Internal Audit Plan possible, we would want to learn more about where the City falls on the following continuum.



Customized Technology Tools

Crowe has developed customized tools, refined through client experience that will maximize the efficiency of performing Internal Audit services for the City. Tools are flexible to your internal audit needs. Crowe utilizes several key technology systems to improve audit efficiency and effectiveness. Our auditing philosophy, commitment, attitude and technology effectively distinguish us with our clients and in the marketplace. Our use of technology in the audit process benefits you in the following ways:

- **Efficiency.** Your audit files are designed with you in mind. This promotes efficiency and allows for easy documentation, exchange and review of information.
- **Communication.** When you have a question, all client information is at our fingertips to access at any time no matter where we are located, even from prior year audits.
- **Technical Information.** In addition to our extensive industry experience, our systems allow us to provide up-to-date technical information quickly. Accounting standards and support can be provided to management at any time during the audit process.

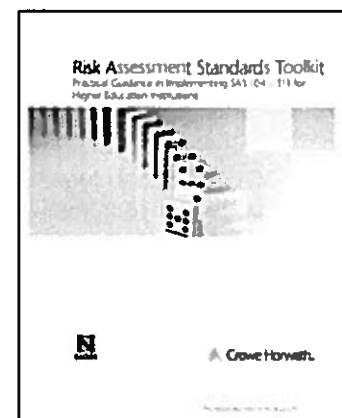
Crowe also uses an internal control knowledge center to draw upon past client experiences as a benchmarking tool. As a starting point, we have typical risks and controls of accounting processes that we use as a foundation that we then customize after learning about your specific processes through structured interviews. At the conclusion of our engagement, you will have access and ownership of all of our work products. We will provide all work products and deliverables in Excel, Word, and Visio file formats, so that you may continue to utilize and update documentation well after our review is complete. We will work with you to determine the best way to centralize our deliverables to you, which typically is done via network drive, a SharePoint site, an FTP site, or a CD-ROM. Another option is for your organization to have access to our automated work paper system, AWP, which provides you a secure and effective means for sharing information.

Entity Level and Account Level Risk Assessments Tool Kit

In response to the audit risk, we created an internal control tool kit to assist our clients in documenting their internal controls. We created an internal control dictionary based upon COSO internal control standards and tailored it for the not-for-profit clients.

Although this tool was intended to assist our clients in documenting their internal controls to comply with the audit standards, we have found that clients are actually using the tool kit to perform an assessment of their internal controls against best practices. The tool kit assesses the current state of internal controls, what best practices exist, and the residual gap in internal controls that may need to be addressed.

- **Automated Work papers (AWP)** was developed using a database system to achieve a nearly paperless audit. AWP also allows us the ability to query prior year audit databases for client information.
- **Monarch** is a report extraction utility which allows the auditor to selectively convert the fields contained within standard business application reports into data files for further analysis.
- **Audit Control Language (ACL)** is a data manipulation utility which allows the auditor to interpret data from virtually any type of data file format for the following purposes: footing, sorting, summarizing, selecting, extracting, re-calculating, sampling, matching, merging, re-aging (as well as several fraud-specific tests), and detecting gaps/duplicates. Because of the tremendous speed and storage capabilities of such tools, our auditors will be able to electronically examine a much higher percentage of original data than if left to purely manual testing methods.



Meetings

As a part of any engagement Crowe manages, it is customary for us to conduct an initial planning phase of the project, which includes an informal kick off meeting with the City internal manager, where we will work to validate the project approach, establish the project governance structure and processes and develop a plan for this project. In these initial meetings, Crowe will review project goals, set expectations and answer questions. The goal of these activities is to begin to establish relationships with the entire project team and provide understanding about the approach for the project. The result of the initial meetings are the major project kick off meeting with the Crowe staff, all stakeholders and project team members as designated by the City. In the kick off meeting, we will review the project charter which details the project plan, project team communication approach, project team roles and responsibilities and timeline.

The Crowe Project Director and select members of the team (as needed) will meet with the City each week to review progress on the project. Crowe and the City will work together to determine the appropriate participation in those meetings. Agenda items for the status meetings should include the information defined for status reports, progress to schedule, issues, and other applicable topics. The status report will include the following:

- Brief description of major accomplishments from the previous week;
- Brief description of key milestones, dates and responsibilities;
- Brief description of upcoming activities and expected goals; and
- Brief description of any concerns or issues.

Client Assistance

Our approach assumes that representatives of the City staff will fully participate in the planning, fieldwork, and completion of the audit process. Full participation means that the City will provide the resources necessary to allow Crowe to complete the internal audits in a timely and effective manner while meeting your deadlines. We anticipate that the management and staff of the City will participate and assist in the following areas:

- Participating in audit planning sessions to provide perspective on risk areas in the audit;
- Assisting in the documentation of internal controls over operating cycles;
- Encouraging the free exchange of information between City staff and Crowe staff;
- Providing open access to City management, Audit Committee and Board of Director representatives throughout the year;
- Timely responses to audit resolution issues;
- Providing documentation and information based on documentation requests we provide;
- Participation in interviews of stakeholders to develop our understanding of policies, procedures, and internal controls.

Our proposed fees take in to consideration the work completed by the City to prepare for each internal audit and your involvement throughout the audit process.

Project Timeline

Upon engagement, we will conduct a planning session to fully develop an audit calendar that meets the needs of the City. We will agree upon all due dates and timelines with you during the planning meeting. By creating a detailed timeline in the planning stages of the engagement, we are able to clearly agree upon all due dates and establish mutual accountability. Typically, the Risk Assessment would be completed first which would allow us to prepare the updated internal audit plan. As mentioned, once engaged we will work with the City to develop a timeline of when all audits would be completed throughout the year based on staff availability, Department workloads, etc. We would begin providing services immediately after an engagement letter or contract is signed.

We have included a sample Internal Audit Plan timeline that we provide to our clients in **Appendix C** of our proposal.

Estimated Hours by Level

Below we have provided estimated hours by staff level to perform Scope of Services I.

Staff Level	Year 1	Year 2	Year 3
Partner	112	80	73
Manager	302	217	196
Senior Staff	370	265	239
Staff	336	241	218
Total	1,120	804	726

Below we have provided estimated hours by staff level to perform Scope of Services II and III. Based on our experience performing these services for other similar clients, we would expect that the services under Scope of Service II and III would be performed once during the contract period. As with any risk assessment and audit plan, we would expect there to be changes to it over the term of the contract based on changes that could occur related to risks, etc.

Staff Level	Year 1
Partner	18
Manager	96
Senior Staff	8
Total	120

(g) Proposal Pricing

1. *The Price Proposal, as outlined within Section 6, shall be submitted per the directions in that section. Be sure to include your signature as it appears on Section 6.*
2. *This section should contain all fee information relative to performing the engagement as described in this Request for Proposals. The total all-inclusive price to be bid is to contain all direct and indirect costs including all out-of-pocket expenses.*
3. *The fees should be provided by departments as indicated in Section 2.0, Scope of Services I, and based on the frequency indicated.*

Fees

Our goal in setting fees is simple: provide long-term, cost-effective pricing for our clients. Before reviewing the fees listed, you should understand several key points about our fee commitment.

It is our firm's philosophy that communication throughout the year with management in order to reach a consensus on large or unusual transactions and implementation of new audit standards and tax law is integral to the engagement's success. We do not bill for a reasonable amount of such advice and counsel during the year.

Our fee structure is designed to ensure that our clients are not reluctant to call us when questions arise. Routine telephone calls are considered part of the basic services and do not involve additional fees. If a question results in significant research or additional work or if we are requested to perform a consulting project, such effort is billed separately. We will, of course, provide you with an estimate of fees for such services and obtain management approval before proceeding. We will not surprise you with additional billings that have not been agreed to by all parties in advance.

As with any internal audit arrangement, we typically hold scoping meetings with the relevant stakeholders to determine areas of risk and level of detail of internal audit procedures to meet the overall objectives of each audit. In our experience, there could be a large range of hours for each of the audits currently included in the City's audit plan, depending on scope. With this in mind, we are estimating the hours of these audits without having some critical information and input as to what areas within of these audits should be focused on. If awarded the engagement, we would meet with the City to determine an annual budget for the work and then tailor each audit to fit within that budget.

Based on our experience performing these services for other similar clients, we would expect that the services under Scope of Service II and III would be performed once during the contract period. As with any risk assessment and audit plan, we would expect there to be changes to it over the term of the contract based on changes that could occur related to risks, etc. Because a majority of the work to be performed under Scope of Services II and III will be done by manager level resources and above, we are proposing an hourly rate of \$190.

Scope of Services II & III	Fee
Development of the City's Risk Assessment	\$22,800

We have provided our estimated fees and the proposal pricing form on the following pages.

SECTION 6

Request for Proposals (RFP) No 2016.06VF

6.0: Proposal Pricing

Proposers should carefully follow the instructions outlined below, particularly with respect to the format and number of pages allotted to each topic, if applicable. Failure to follow these instructions may be considered grounds for excluding a proposal from further consideration.

Proposer shall submit a Proposal expressing its interest in providing the services described herein as referenced in Section 2, "Chart 1: Internal Audit Department Job Frequency" with the understanding that the exact department to be audited within each year may change. To receive consideration, this Request for Proposals must be submitted in its entirety, with all forms executed. All corrections to prices made by the Proposer must be initialed. Any additional information to be submitted as part of the Proposal may be attached behind the Proposal Pricing Form, carefully cross-referencing each item.

The City reserves the right to add or delete any service, at any time. Should the City determine to add an additional service for which pricing was not previously secured; the City shall seek the Successful Proposer to provide reasonable cost(s) for same. Should the City determine the pricing unreasonable, the City reserves the right to negotiate cost(s) or seek another vendor for the provision of said service(s).

6.0.1 Proposal Pricing Form

Each Proposer shall ensure the Proposal Pricing (below) is completed in full, with Proposer providing a detailed list of all costs to provide Services.

SERVICE	FEE YEAR 1	FEE YEAR 2	FEE YEAR 3	TOTAL FEES
Internal Auditing Services	\$179,800	\$134,960	\$101,360	\$416,120

POSITION	BUDGETED HOURS	PERCENTAGE OF WORK
Partner	283	10%
Manager	811	29%
Supervisor	882	32%
Staff	795	29%
Total	2,771	100%

NOTE: Hours are estimated based on information currently available. This includes hours over the course of the entire contract period for all services contemplated in the RFP.

The City reserves the right to validate any and all pricing Proposals with Proposers.

Proposer: Crowe Horwath LLP

Address: 1395 Brickell Avenue, Suite 1150, Miami, Florida 33131-3311

Contact Name John C. Weber Title Partner

Signature 

Telephone 813.209.2585

E-mail john.weber@crowehorwath.com

Department/Audit	Estimated Hours (Note 1)	Estimated Cost (Note 1)	Scope of Services I								
			Year in Which Audit Completed			Estimated Cost per Year					
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3			
Parking	140	\$19,600		X				\$19,600			
Parks and Rec	160	\$22,400	X				\$22,400			\$22,400	
Development Services	160	\$22,400		X				\$22,400			
Payroll	160	\$22,400	X			X	\$22,400			\$22,400	
Accounts Payable	140	\$19,600	X				\$19,600				
Revenue Collections and Bank Recs	16	\$2,240	X				\$2,240				
Cashiering	160	\$22,400		X				\$22,400			
Petty Cash	24	\$3,360	X			X	\$3,360			\$3,360	
Procurement	120	\$16,800		X				\$16,800			
P-Card	40	\$5,600		X				\$5,600			
Law Enforcement Task Force and Strike Force	120	\$16,800	X				\$16,800				
Retirement	40	\$5,600		X				\$5,600			
Human Resources	120	\$16,800	X				\$16,800				
Finance	160	\$22,400	X			X	\$22,400			\$22,400	
IT (Note 2)	220	\$30,800	X			X	\$30,800			\$30,800	
Public Works	160	\$22,400		X				\$22,400			
Contractual Audits and Land Leases	120	\$16,800									
Miscellaneous	TBD	TBD									
			Total Estimated based on blended hourly rate of \$140 per hour			\$156,800.00			\$134,960.00		

Note 1: These are estimated hours based solely on the information provided in the RFP and our experience performing these audits for other clients. Additional further scoping meetings would have to be held to further understand each Department/Audit and the objectives, and develop procedures from there. Additionally, when performing a risk assessment and audit plan, we typically set up the audit plan schedule to fit within our clients' internal audit budget which we would also do with the City of Coral Gables. Finally, the table above is solely based on the frequency of audits provided by the City and is subject to change.

Note 2: The Information Technology Department can include a very wide variety of internal audits including external and internal penetration reviews, IT General Controls Review, System Implementation Reviews, PCI Compliance, etc. Therefore, without further information we are building in 220 hours every other year, based on the Chart 1 in the RFP, under the Scope of Services. It is our experience that our clients typically include at least one IT internal Audit in the Audit Plan due to the high risk associated with IT.

(h) Required Procurement Forms

Contractor's Affidavit including Schedules A through I. Proposer shall complete and submit as part of its Response one (1) original of the following forms and/or documents:

- ***Contractor's Affidavit***
- ***Certificate of Proposer***
- ***Non-Collusion Affidavit***
- ***Drug-Free Statement***
- ***Proposer's Qualification Statement***
- ***Statement of No Response***
- ***Code of Ethics, Code of Conflict of Interest, and Code of Silence***
- ***American's with Disabilities Act***
- ***Public Entity Crimes***
- ***Acknowledgment of Addenda***

We have included the above required forms, as well as, the Solicitation Submission Checklist in the original version of our proposal.

(i) Proposed Professional Services Agreement

By submitting a proposal, the Proposer agrees to be bound by and to execute the Sample Agreement proposed in Section 7 of this RFP.

Crowe Horwath LLP (Crowe) has reviewed the Proposed Professional Services Agreement (PSA) contained in RFP No. 2016-06VF, and requests consideration for the following clarifications and exceptions to the terms found within the Proposed PSA:

Section No.	Proposed Exceptions
Sections 1.5 – 1.8	Delete as inapplicable to professional audit services.
Section 1.10	Delete as inapplicable to fixed price professional audit services.
Section 2.3	Delete as inapplicable to professional audit services.
Section 4.2.3	Edit to read as follows: 4.2.3 Indemnification, Hold Harmless, and Limitation. To the fullest extent permitted by laws and regulations, the Professional shall indemnify and hold harmless the City, its elected and appointed officials, attorneys, administrators, consultants, agents, and employees from and against all claims, damages losses, and expenses direct, indirect or consequential (including but not limited to fees and charges of attorneys and other Professional's and court and arbitration costs) to the extent caused by (i) the performance of the work provided by Professional, provided that such claim, damage, loss or expense is (a) attributable to bodily injury, sickness, disease or death, or to injury to tangible personal property, or (ii) is caused by the willful misconduct, gross negligence or reckless act or omission of Professional, any sub-consultant, or any person or organization directly employed by any of them to perform or furnish any of the work. A failure of Professional to comply with the terms of this provision shall be deemed a material breach of this Agreement and may subject Professional to debarment from consideration for future award of city contracts pursuant to Section 2-952(4) of the City of Coral Gables Code of Ordinances. This provision shall survive termination of the Agreement.
Section 5.1	Edit the last sentence to read as follows: Such certificates or other evidence of coverage shall be delivered prior to commencing performance under this Agreement, and shall specifically identify this Agreement.
Section 5.2 h.	Delete the last sentence.
Section 5.2 i.	Delete this subsection.
Section 5.2 j.	Edit this subsection to read as follows: The Professional shall furnish Certificates of Insurance to the Risk Management Division of the Human Resources Department prior to the commencement of operations or policy termination, which certificates shall clearly indicate that the City is named as an additional insured on a primary and non-contributory basis, and that the Professional has obtained insurance in the type, amount and classification required for strict compliance with this Section.
Section 29.1	Delete this Section.

Exceptions: Section 5.1 Insurance Requirements

Crowe respectfully submits the following exceptions to the Professional Liability Insurance (PI) requirements:

Section No.	Proposed Exceptions
Additional Insured	Crowe's PI policy does not allow for clients to be named as an additional assured/insured. This is not standard in the industry as we are not aware of PI policies that allow this.

Section No.	Proposed Exceptions
<p>Extended Reporting Period / Policy Period</p>	<p>Crowe's PI policy is written on a "claims made" basis and is typically issued for an annual period (the current policy expires November 1, 2016). Please note that Crowe's PI policy contains the following condition:</p> <p>(9) Discovery</p> <p>Crowe have the right, upon payment of an additional premium in the sum of 100% of the premium, to an extension of the cover granted by the insurer in respect of any claim or regulatory proceeding made against Crowe during a period of twelve (12) calendar months after the date of termination but only in respect of any wrongful act committed before the date of termination by Crowe who were insured hereunder prior to the date of termination.</p>
<p>Severability of Interest / Cross Liability</p>	<p>Please note that severability of interest and cross liability are excluded under Crowe's professional indemnity policy.</p>
<p>Disclosure of Documentation / Self-Insured Retention</p>	<p>We do not release policy documentation, deductibles or self-insured retentions to third parties given their confidential nature.</p>

Appendix A: Resumes

We have provided resumes for the proposed engagement team on the following pages.



John C. Weber
CPA – Partner

401 E. Jackson Street, Suite 2900
Tampa, Florida 33602-5231
Direct 813.209.2585
Fax 813.229.5952
john.weber@crowehorwath.com
www.crowehorwath.com

Profile

Mr. Weber has over twenty-five years of experience focused on providing assurance and consulting services to public sector clients. He has also served as Crowe's national partner in charge of the governmental audit practice.

Client Focus

Services:

- Financial/Compliance/Performance Audits
- Internal Audit Outsourcing
- Management Consulting

Industries:

- Public Sector

Professional and Industry Experience

Mr. Weber provides financial, compliance and performance audit, as well as internal audit and management consulting services, to government, higher education and not-for-profit clients.

Publications and Speaking Engagements

Mr. Weber has authored a number of articles including:

- OMB Releases New Compliance and Reporting Information for Recovery Act Spending
- Preventing Deficiencies for Single Audits
- Avoiding Pitfalls in Single Audits
- Forming an Audit Committee: A Matter of Dollars and (Good) Sense

Professional Affiliations

- American Institute of Certified Public Accountants | Former Firm Representative to the Government Audit Quality Center
- Florida Institute of Certified Public Accountants
- Florida Government Finance Officers Association
- United States Comptroller General Advisory Council on Government Auditing Standards

Education & Certifications

- Bachelor of Science, Accounting
 - Elmhurst College | Elmhurst, Illinois
- Certified Public Accountant (CPA)

Client Listing

County

- Broward County
- Pinellas County
- Polk County

State

- Florida State Board of Administration
- Illinois Department of Corrections
- Illinois Department of Revenue
- Illinois State Lottery
- Illinois State Treasurer's Office
- Illinois Student Assistance Commission
- Illinois Tollway Authority
- Indiana Bureau of Motor Vehicles
- Indiana State Lottery Commission
- Kentucky Lottery Corporation

Special Districts

- Chicago Park District
- Chicago Transit Authority
- Children's Board of Hillsborough County
- Dallas Area Rapid Transit
- Lakeland Area Mass Transit District
- Metra
- Metropolitan Water Reclamation District of Greater Chicago
- Miami Dade Transit
- Northern Indiana Commuter Transportation District
- North Texas Tollway Authority
- Pace (Suburban Bus Division of the Regional Transit Authority)
- Polk County Transit Authority

Municipal

- City of Boulder
- City of Coral Springs
- City of Dayton
- City of Fort Lauderdale
- City of Fort Worth
- City of Lakeland
- City of Miami Beach
- City of Tampa
- City of Tarpon Springs

Federal

- Special Inspector General for Afghanistan Reconstruction

Continuing Professional Education

John C. Weber

For the period: 07/08/2013 – 07/08/2016

Course Title	Start Date	End Date	CPE
Government Audit Efficiency Training	07/24/13	07/25/13	12.00
Local Government Accounting and Auditing Update Seminar	09/06/13	09/06/13	8.00
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2014)	09/13/13	10/31/13	2.00
Strategic Selling Workshop	01/07/14	01/08/14	15.00
Audit Efficiency Practices and Updates for Government Auditors	05/05/14	05/07/14	22.50
PDO SharePoint 2013 Overview	05/09/14	05/09/14	0.00
2014 Partner-Director-Officer Annual Meeting	06/02/14	06/04/14	14.50
Local Government Accounting Update Seminar	06/26/14	06/26/14	8.00
Local Government Accounting Update Seminar	06/27/14	06/27/14	8.00
Closing the Sale Workshop	07/15/14	07/15/14	4.50
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2015)	09/01/14	10/21/14	3.00
IT Controls in Financial Statement Audits	09/16/14	09/16/14	8.00
IS Security Awareness Training 2014	11/14/14	11/17/14	0.00
How to Present the Results of Implementing 67 and 68 to the Governing Body and Other Users of the Fi	12/09/14	12/09/14	1.00
Annual Audit Training for Government, Higher Education and NFP Auditors	04/07/15	04/08/15	14.50
IS Security Awareness Training Spring 2015	05/26/15	05/28/15	0.00
2015 Partner-Director-Officer Annual Meeting	06/08/15	06/10/15	10.50
Local Government Accounting Update Seminar	06/19/15	06/19/15	8.00
Local Government Accounting Update Seminar	06/25/15	06/25/15	1.00
Independence: A Comprehensive Review of AICPA, SEC, PCAOB, and GAO Rules (FY16)	09/01/15	10/22/15	1.50
Certified Audit Training Course	10/28/15	10/28/15	20.00
Navigating the New Revenue Recognition Standard	11/30/15	11/30/15	1.00
Annual Audit Training for Government, Higher Education and NFP Auditors	04/11/16	04/12/16	15.00
New Audit Platform Pre-Work: Additional Methodology Matters	05/02/16	06/09/16	2.00
New Audit Platform Pre-Work: Audit Planning and Risk Assessment	05/03/16	05/03/17	1.50
New Audit Platform Pre-Work: Audit Strategy Map (ASM) and Audit Program Elements	05/03/16	05/03/17	1.50
New Audit Platform Pre-Work: Introduction and Basic Concepts	05/03/16	05/03/17	2.00
Partner/Director Introduction to the New Audit Platform and Methodology Enhancements	05/12/16	05/12/16	6.50
IS Security Awareness Training FY17	05/16/16	05/16/16	0.00
2016 Partner-Director-Officer Annual Meeting	06/06/16	06/08/16	8.00
Mega CPE Conference	06/08/16	06/08/16	4.00
New Audit Platform and Methodology Enhancements Training: Partner/Director	06/16/16	06/17/16	15.00

Michael J. Ciminero
CIA, CGAP – Senior Manager

225 West Wacker Drive, Suite 2600
Chicago, Illinois 60606-1224
Direct 312.8799.1513
Fax 312.899.5300
michael.ciminero@crowehorwath.com
<http://www.linkedin.com/in/michaelciminero>
www.crowehorwath.com

Profile

Mr. Ciminero is a Senior Manager with Crowe's Performance Government group with over 15 years of government and non-profit audit, compliance, and consulting experience. He brings in-depth experience in the field of accounting, assurance, and internal audit procedures and techniques.

Client Focus

Services:

- Audit
- Compliance
- Consulting
- Internal Audit

Industries:

- Public Sector

Professional and Industry Experience

- Project manager for various risk assessment, internal audit, agreed-upon-procedure, and other compliance reviews with governmental and nonprofit entities
- Performance of variance compliance reviews related to several governmental entities.
- Financial audits and internal control review engagements for governmental entities.
- Documentation and assessment of internal controls over all financial cycles as well as EDP specific controls for audit and other consulting engagements.
- Assisting in the development of internal controls to improve efficiency and execution of business processes.

Professional Affiliations

- The Institute of Internal Auditors (IIA)
- The Association of Certified Fraud Examiners (ACFE)
- The Government Finance Officers Association (GFOA)

Education & Certifications

- Bachelor of Science, Accounting
 - Youngstown State University | Youngstown, Ohio
- Certified Internal Auditor (CIA)
- Certified Government Auditing Professional (CGAP)

Client Listing

Government and University Clients

- Illinois Institute of Technology – Internal Audit
- Argonne National Laboratory – Internal Audit
- United States Department of Treasury – Internal Audit
- Illinois Student Assistance Commission – Internal Audit
- Metropolitan Washington Airport Authority – Internal Audit
- Town of Palm Beach, Florida – Internal Audit
- City of Tarpon Springs, Florida – Internal Audit
- City of Coral Springs, Florida – Internal Audit
- Illinois Office of the Secretary of State – Internal Audit Assessment
- Chicago Board of Education – Internal Audit and Consulting
- Children First Fund, Foundation of Chicago Public Schools – Accounting Services
- Chicago Housing Authority – Internal Audit and Assurance
- Chicago Transit Authority - Assurance
- Northwestern University – Internal Audit
- Northeastern Illinois University – Internal Audit Assessment
- University of Illinois – Chicago - Assurance
- West Aurora School District - Assurance
- Illinois Finance Authority – Internal Audit
- Illinois Gaming Board - Assurance
- Illinois Department of Corrections – Accounting Services
- Illinois Department of Commerce and Economic Opportunity - Assurance
- LaPorte County, Indiana - Consulting
- Chicago Park District
- Office of State Auditor, Mississippi
- Roosevelt University
- City of Chicago
- Regional Transportation Authority
- Pace Suburban Bus
- Metropolitan Water Reclamation District of Chicago
- Numerous Cities, Counties, and School Districts in the State of Ohio

Not-for-Profit

- The YMCA of the USA – Internal Audit
- Archdiocese of Chicago – Internal Audit
- American Dental Association – Internal Audit
- Community and Economic Development Association of Cook County – Internal Audit
- North American Electric Reliability Corporation
- Lakeland Electric
- St Joseph Seminary, Loyola University – Internal Audit
- Feeding America (formerly America’s Second Harvest) – Internal Audit
- Diocese of Grand Rapids, Michigan
- Property Casualty Insurers Association of America
- Metropolitan Pier and Exposition Authority (MPEA) - Assurance
- The Resurrection Project
- Mission Investment Fund of the ELCA
- Chicago Christian Industrial League

Continuing Professional Education

Michael J. Ciminero

For the period: 07/08/2013 – 07/08/2016

Course Title	Start Date	End Date	CPE
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2014)	09/13/13	10/29/13	2.00
Central Regional Conference	09/29/13	10/02/13	18.00
Fall Government Auditing Conference	10/29/13	10/30/13	14.00
Performance Training Blitz	11/11/13	11/15/13	27.50
Performance Training Blitz (Developer)	11/11/13	11/15/13	7.00
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2015)	09/01/14	10/19/14	3.00
Performance Training Blitz	09/15/14	09/19/14	21.50
Fall Government Auditing Conference	10/30/14	10/30/14	7.00
IS Security Awareness Training 2014	11/14/14	12/10/14	0.00
MBTI: Right Fit	04/10/15	04/10/15	1.00
Risk Training Week	04/20/15	04/24/15	30.00
IS Security Awareness Training Spring 2015	05/26/15	07/02/15	0.00
Risk Business Risk Orientation	06/15/15	06/19/15	0.00
Independence: A Comprehensive Review of AICPA, SEC, PCAOB, and GAO Rules (FY16)	09/01/15	11/02/15	1.50
IS Security Awareness Training FY17	05/16/16	06/28/16	0.00
Risk Consulting Professional Standards Overview (Published June 2016)	06/07/16	06/07/17	1.00

C. Michelle Blackstock
 CPA, CITP – Senior Manager

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 Direct 954.202.2924
 Fax 954.202.8639
 michelle.blackstock@crowehorwath.com
 www.crowehorwath.com

Profile

Ms. Blackstock has twenty five years of experience in providing assurance and taxation services to public sector clients including government.

Professional and Industry Experience

Ms. Blackstock has prior work experience in both international and local public accounting firms.

Publications and Speaking Engagements

- Internal Controls, Florida Institute of Certified Public Accountants 22nd Annual Accounting Show, 2007
- Panel discussion on Special District Governance, Florida Association of Special Districts annual conference, 2008, 2009 and 2011
- Financial Reporting - Audit Requirements & Transparency, Florida Association of Special Districts annual conference, 2010
- Finance - New Reporting Requirements, Audit Update & How to Read and Understand Your Audit, Florida Association of Special Districts annual conference, 2012
- Fraud, Florida Government Finance Officers Association annual conference, 2012
- Reading and Understanding Your Audit, Florida Association of Special Districts annual conference, 2013

Education & Certifications

- Bachelor of Science in Business Administration, Accounting
 - University of Central Florida | Orlando, Florida
- Certified Public Accountant (CPA)
- Certified Information Technology Professional (CITP)

Client Focus

Services:

- Assurance
- Taxation

Industries:

- Manufacturing and Distribution
- Financial Services
- Public Sector

Community Involvement:

- GFOA Special Review Committee for the past five years
- Treasurer, Greater Palm Beaches Alumnae Association of Delta Gamma Fraternity
- Assistance Treasurer, First United Methodist Church of Boca Raton

Professional Affiliations:

- American Institute of Certified Public Accountants
- Florida Institute of Certified Public Accountants
- Government Finance Officers Association
- Florida Government Finance Officers Association

Client Listing

County

- Broward County
- Miami Dade Transit
- Housing Finance Authority of Broward County
- Floyd County, Georgia
- Cobb County Health Department
- Gwinnett County Health Department

Special Districts

- South Florida Water Management District
Single Audit
- South Indian River Water Control District
- Pinellas Park Water Management District
- South Trail Fire and Rescue District
- East Naples Fire Rescue District
- Loxahatchee Groves Water Control District
- Central Broward Water Control District
- Canaveral Port Authority
- Sanford Port Authority
- Various Community Development Districts

Municipal

- City of Fort Lauderdale
- City of Miami Beach
- Town of Davie
- City of North Lauderdale
- City of Cooper City
- Town of Hillsboro Beach
- Town of Lauderdale-By-The-Sea
- Village of Wellington
- Town of Hypoluxo
- Town of Haverhill
- Town of Hypoluxo
- Town of Glen Ridge
- Town of Cloud Lake
- Parkland Police Pension Fund
- Jacksonville Police and Fire Pension Fund
- City of Oviedo
- City of Marietta, Georgia

Continuing Professional Education

C. Michelle Blackstock

For the period: 07/08/2013 – 07/08/2016

Course Title	Start Date	End Date	CPE
GASB Update	08/09/13	08/09/13	4.00
A&A Report for August 2012	08/28/13	08/28/13	3.00
Governmental Accounting Seminar	10/11/13	10/11/13	4.00
Making Sense of Deferred Inflows and Outflows	11/12/13	11/12/13	1.50
Auditing: Fraud Detection & Cash Recovery using Active Data for Excel	11/17/13	11/17/13	8.00
2013 Governmental Audit planning and risk assessment	12/05/13	12/05/13	8.00
Ethics and Professional Conduct for Florida CPA's	04/28/14	04/28/14	4.00
GASB Update	06/01/14	06/01/14	2.00
GASB Hot Topics	06/01/14	06/01/14	2.00
Accounting & Financial Reporting for Pensions, GASB 67 & 68	06/02/14	06/02/14	2.00
Staying on Track Through Twists and Turns	06/02/14	06/02/14	1.00
General Fund Five-Year Forecasting on the Fly	06/02/14	06/02/14	2.00
Information Technology Governance	06/02/14	06/02/14	2.00
How to Deal with the Press on Financial Issues	06/02/14	06/02/14	1.00
Accounting Complexities Facing Local Governments	06/03/14	06/03/14	2.00
Internal Audit Forum	06/03/14	06/03/14	2.00
Pension Challenges Ahead - DB verses DC	06/03/14	06/03/14	2.00
Legislative Update	06/04/14	06/04/14	2.00
Municipal Utility Operations - Internal Controls and Best Practices	06/04/14	06/04/14	2.00
Proposed Changes: From Measuring Assets to Determining Fair Value	09/09/14	09/09/14	2.00
Proposed Changes: From Measuring Assets to Determining Fair Value	09/09/14	09/09/14	2.00
Proposed Changes: From Measuring Assets to Determining Fair Value	09/09/14	09/09/14	2.00
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2015)	10/12/14	10/14/14	3.00
Orientation: New Hire	10/13/14	10/14/14	0.00
Workplace Harassment 6	10/17/14	10/19/14	0.00
Annual CPA Vendor Pool Training	11/12/14	11/12/14	2.00
IS Security Awareness Training 2014	11/14/14	12/02/14	0.00
New Hire Performance Management Process Overview	12/02/14	12/02/14	0.00
Private Company Audit Update	01/07/15	01/07/15	2.50
Government Accounting Conference	02/12/15	02/13/15	2.00
Annual Audit Training for Government, Higher Education and NFP Auditors	04/07/15	04/08/15	14.50
2014 EBP Audits: Updates, Hot Topics & Workpaper Changes	04/16/15	04/16/15	2.00
Defined Contribution Plan Audit Testing	04/17/15	04/17/15	2.00
EBP Audits: Internal Controls & Use of Service Auditor Reports	04/17/15	04/17/15	1.00
EBP Audits: Investment Identification and Limited Scope Procedures	04/21/15	04/21/15	2.00

Course Title	Start Date	End Date	CPE
SSARS 21 Webcast	05/19/15	05/19/15	1.00
GASB Update	05/26/15	05/26/15	2.00
IS Security Awareness Training Spring 2015	05/26/15	06/26/15	0.00
Evaluator Power Hour: Evaluating Effectively using the Crowe Rating Scale	06/17/15	06/17/15	1.00
Raise the Bar on your Performance with Crowe's New Rating Scale	06/24/15	06/24/15	1.00
Local Government Accounting Update Seminar	06/25/15	06/25/15	8.00
Public Company Quarterly Update Webcast	07/07/15	07/07/15	1.00
Current Cybersecurity Hot Topics CPAs Need to Know	07/15/15	07/15/15	1.50
Legislative Review and Changes to Police & Firefighter Pension Law	07/30/15	07/30/15	2.00
Essentials of Interviewing and Hiring: Conducting an Effective Interview	08/21/15	08/31/15	1.00
An Overview of SOC 1, 2, and 3 Reports	08/28/15	08/28/15	1.50
Independence: A Comprehensive Review of AICPA, SEC, PCAOB, and GAO Rules (FY16)	09/01/15	09/11/15	1.50
GASB 67 and GASB 88 Implementation Questions Part One	09/23/15	09/23/15	1.00
Client Experience today and in the future – an expert panel discussion	10/06/15	10/06/15	1.00
PCI: How Are Organizations Limiting Liability and Reducing IT Risk at the Same Time?	10/14/15	10/14/15	1.00
GASB Hot Topics	10/15/15	10/15/15	2.00
The UGG in Action: Fraud Risks and Reporting Requirements Under Federal Grants	11/17/15	11/17/15	1.00
Transitioning into a Project Management Role	11/23/15	12/21/15	2.50
Private Company Auditing Matters Webcast	12/07/15	12/07/15	3.00
GASB 74 and GASB 75: Other Post-Employment Benefits (OPEB)	02/03/16	02/03/16	1.00
Annual Audit Training for Government, Higher Education and NFP Auditors	04/11/16	04/12/16	15.00
Personal and Professional Ethics for Florida CPAs	04/14/16	05/27/16	4.00
Computer Assisted Audit Techniques (CAATs) for All	04/20/16	04/20/16	2.00
New Audit Platform Pre-Work: Additional Methodology Matters	05/03/16	05/18/16	2.00
New Audit Platform Pre-Work: Audit Planning and Risk Assessment	05/03/16	05/17/16	1.50
New Audit Platform Pre-Work: Audit Strategy Map (ASM) and Audit Program Elements	05/03/16	05/17/16	1.50
New Audit Platform Pre-Work: Introduction and Basic Concepts	05/03/16	05/14/16	2.00
Complete Guide to the CITP Body of Knowledge	05/16/16	05/16/16	10.00
IS Security Awareness Training FY17	05/16/16	06/14/16	0.00
New Audit Platform and Methodology Enhancements Training: Senior Staff through Senior Manager	05/25/16	05/27/16	20.00

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Profile

Mr. Rozelle started at Crowe in September 2012 and has worked on multiple government and international GAGAS.

Client Focus

Services:

- Audit Services
- Performance Services
- Risk Services

Industries:

- Public Sector

Professional and Industry Experience

Mr. Rozelle has audit experience with county and municipal entities, school districts and state agencies, OMB A-133 single audit, and performance audit and risk services. Additional experience includes executing performance and program audit engagements in accordance with GAGAS, including projects funded by the U.S. State Department, U.S. Department of Defense, and USAID.

Education & Certifications

- Masters of Science, Accountancy
 - Indiana University | Bloomington, Indiana
- Bachelors of Science, Finance
 - Ball State University | Muncie, Indiana

Client Listing

School Districts

- Fresno Unified School District
- Elk Grove Unified School District
- Sacramento City Unified School District
- Vacaville Unified School District
- West Contra Costa Unified School District
- Hayward Unified School District
- Monterey Peninsula Unified School District
- Newark Unified School District
- Twin Rivers Unified School District
- Yuba City Unified School District
- River Delta Unified School District
- Pleasant Ridge Union School District
- Placer Hills Union School District

County

- Broward County, Florida
- Miami-Dade Transit
- Pinellas County

Municipal

- City of Fort Lauderdale
- City of Miami Beach

Consulting / Internal Audit

- City of Coral Springs, Florida

Other

- Broward Sheriff's Office
- Port Everglades, Florida

Client Listing - Assurance

Federal / International

- Lapis Ltd | Audit of Department of State-funded awards | Dubai, United Arab Emirates
- ARK FZC | Audit of Department of State-funded awards | Şişli, Istanbul, Turkey
- Office of the Special Inspector General for Afghanistan Reconstruction
- AECOM Technology Corporation | Audit of Department of State-funded awards | Austin, Texas
- International Relief & Development | Audit of EQUALS program | Arlington, Virginia
- ARD Inc. | Audit of SWSS program | Burlington, Vermont

Continuing Professional Education

Michael M. Rozelle

For the period: 07/08/2013 – 07/08/2016

Course Title	Start Date	End Date	CPE
LEA State Compliance and Audit Approach Training	09/05/13	09/06/13	9.00
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2014)	09/13/13	10/31/13	2.00
CIA 201: Financial Statement Audit Training	09/16/13	09/19/13	34.00
Florida Government Auditing Overview	10/25/13	10/25/13	8.00
Audit Efficiency Practices and Updates for Government Auditors	04/07/14	04/09/14	20.50
LEA State Compliance Training	04/10/14	04/11/14	18.00
Intermediate A-133 Training	05/01/14	05/01/14	3.00
Intermediate A-133 Training	05/15/14	05/15/14	3.00
CIA 301: Audit Planning and Completion	06/23/14	06/27/14	40.50
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2015)	09/01/14	10/27/14	3.00
LEA State Compliance and Audit Approach Training	09/04/14	09/05/14	8.50
Workplace Harassment 5	09/05/14	09/05/14	0.00
IT Controls in Financial Statement Audits	09/19/14	09/19/14	8.00
Advanced Accounting Topics Webcast	09/30/14	09/30/14	3.00
Firmwide Promotion Academy - Senior Staff Track	11/10/14	11/12/14	14.00
IS Security Awareness Training 2014	11/14/14	12/11/14	0.00
Annual Audit Training for Government, Higher Education and NFP Auditors	04/07/15	04/08/15	14.50
LEA State Compliance Training	04/16/15	04/17/15	17.50
IS Security Awareness Training Spring 2015	05/26/15	06/24/15	0.00
CIA 401: Advanced Topics in Accounting and Auditing Part I	06/22/15	06/25/15	31.00
Upstream Feedback Process/Tool Overview	08/26/15	08/26/15	0.00
Independence: A Comprehensive Review of AICPA, SEC, PCAOB, and GAO Rules (FY16)	09/01/15	12/31/15	1.50
LEA State Compliance and Audit Approach Training	09/02/15	09/03/15	16.50
LEA State Compliance Training	04/04/16	04/05/16	17.00
Annual Audit Training for Government, Higher Education and NFP Auditors	04/11/16	04/12/16	15.00
New Audit Platform Pre-Work: Additional Methodology Matters	05/03/16	06/10/16	2.00
New Audit Platform Pre-Work: Audit Planning and Risk Assessment	05/03/16	05/26/16	1.50
New Audit Platform Pre-Work: Audit Strategy Map (ASM) and Audit Program Elements	05/03/16	06/10/16	1.50
New Audit Platform Pre-Work: Introduction and Basic Concepts	05/03/16	05/26/16	2.00
IS Security Awareness Training FY17	05/16/16	06/30/16	0.00
New Audit Platform and Methodology Enhancements Training: Senior Staff through Senior Manager	06/13/16	06/15/16	20.00
THE FINAL 2017 CPA EXAM	06/14/16	06/14/16	0.00

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Profile

Mr. Schmidt is a senior staff member in the Crowe Audit Services group with experience providing assurance services to clients in of the governmental industry.

Client Focus

Services:

- Audit

Industries:

- Public Sector

Professional and Industry Experience

As a senior staff member of the firm, Mr. Schmidt has experience in various engagements, providing audit and assurance services

Prior to joining Crowe, he worked as a financial reporting accountant with the Palm Beach Clerk and Comptroller in West Palm Beach, Florida.

Professional Affiliations

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

Education & Certifications

- Master of Science, Accountancy
- Bachelor of Science, Accountancy
 - University of Florida | Gainesville, Florida
- Certified Public Accountant (CPA)

Client Listing

Municipal

- City of Tampa
- City of Lakeland
- City of Tarpon Springs
- City of Fort Lauderdale
- City of Miami Beach

County

- Miami Dade County Transit Department
- Broward County
- Pinellas County

State

- Texas Department of Transportation

Continuing Professional Education

Alexander G. Schmidt

For the period: 07/11/2013 – 07/11/2016

Course Title	Start Date	End Date	CPE
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2014)	09/13/13	09/30/13	2.00
Florida Government Auditing Overview	10/25/13	10/25/13	0.00
Intermediate A-133 Training	05/01/14	05/01/14	3.00
Audit Efficiency Practices and Updates for Government Auditors	05/05/14	05/07/14	22.50
Intermediate A-133 Training	05/15/14	05/15/14	3.00
Implementing the 2013 COSO Framework	05/28/14	05/28/14	1.50
CIA 301: Audit Planning and Completion	06/23/14	06/27/14	40.50
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2015)	09/01/14	09/02/14	3.00
CIRT: Overview of Performance and User Experience Enhancements	09/11/14	09/11/14	0.00
IT Controls in Financial Statement Audits	09/16/14	09/16/14	8.00
Advanced Accounting Topics Webcast	10/14/14	10/14/14	3.00
Firmwide Promotion Academy - Senior Staff Track	11/10/14	11/12/14	20.00
IS Security Awareness Training 2014	11/14/14	12/10/14	0.00
Private Company Audit Update	12/15/14	12/15/14	2.50
IS Security Awareness Training Spring 2015	05/26/15	06/02/15	0.00
Raise the Bar on your Performance with Crowe's New Rating Scale	05/28/15	05/28/15	1.00
Be Prepared to Respond to the FASB Exposure Draft on Financial Statements of NFP Entities	06/01/15	06/01/15	2.00
Personal and Professional Ethics for Florida CPAs	06/02/15	06/03/15	4.00
CIA 401: Advanced Topics in Accounting and Auditing Part I	06/22/15	06/25/15	31.00
Independence: A Comprehensive Review of AICPA, SEC, PCAOB, and GAO Rules (FY16)	09/01/15	09/29/15	1.50
Client Experience today and in the future – an expert panel discussion	10/06/15	10/06/15	1.00
Private Company Auditing Matters Webcast	12/07/15	12/07/15	3.00
Certified Audit Ongoing Recertification Training (CARO)	12/15/15	12/15/15	8.00
Annual Audit Training for Government, Higher Education and NFP Auditors	04/11/16	04/12/16	15.00
New Audit Platform Pre-Work: Additional Methodology Matters	05/03/16	05/16/16	2.00
New Audit Platform Pre-Work: Audit Planning and Risk Assessment	05/03/16	05/16/16	1.50
New Audit Platform Pre-Work: Audit Strategy Map (ASM) and Audit Program Elements	05/03/16	05/16/16	1.50
New Audit Platform Pre-Work: Introduction and Basic Concepts	05/03/16	05/16/16	2.00
IS Security Awareness Training FY17	05/16/16	06/08/16	0.00
New Audit Platform and Methodology Enhancements Training: Senior Staff through Senior Manager	05/25/16	05/27/16	20.00

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Profile

Mr. Freystaetter started with Crowe in July 2014 and has worked on multiple government engagements. Prior to joining Crowe, he gained experience on local municipalities performing audits.

Professional and Industry Experience

Mr. Freystaetter has experience with municipalities, counties, OMB A-133 single audit testing, performance audits, commercial and employee benefit plan audits.

Education & Certifications

- Master of Science, Accounting
- Bachelor of Business Administration, Accounting
 - University of Central Florida | Orlando, Florida
- Certified Public Accountant (CPA)

Client Focus

Services:

- Audit
- Employee Benefit Plans

Industries:

- Public Sector

Client Listing

County

- Broward County
- Broward County Sheriff's Office
- Port Everglades
- Miami Dade Transportation

Municipal

- City of Fort Lauderdale
- City of Miami Beach
- City of Sebastian
- City of Vero Beach

Continuing Professional Education

Mischa Freystaetter

For the period: 07/11/2013 – 07/11/2016

Course Title	Start Date	End Date	CPE
Orientation: New Hire	07/07/14	07/08/14	0.00
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2014)	07/08/14	07/09/14	2.00
New Hire Performance Management Process Overview	08/05/14	08/05/14	0.00
CIA 201: Financial Statement Audit Training	09/29/14	10/03/14	45.00
IS Security Awareness Training 2014	11/14/14	12/10/14	0.00
Annual Audit Training for Government, Higher Education and NFP Auditors	04/07/15	04/08/15	14.50
IS Security Awareness Training Spring 2015	05/26/15	07/21/15	0.00
Local Government Accounting Update Seminar	06/25/15	06/25/15	8.00
CIA 301: Audit Planning and Completion	07/13/15	07/15/15	27.00
Independence: A Comprehensive Review of AICPA, SEC, PCAOB, and GAO Rules (FY16)	09/01/15	11/23/15	1.50
Firmwide Promotion Academy - Senior Staff Track	11/09/15	11/11/15	17.00
Annual Audit Training for Government, Higher Education and NFP Auditors	04/11/16	04/12/16	15.00
Introduction to A-133	04/27/16	04/27/16	2.50
New Audit Platform Pre-Work: Additional Methodology Matters	05/03/16	06/06/16	2.00
New Audit Platform Pre-Work: Audit Planning and Risk Assessment	05/03/16	06/06/16	1.50
New Audit Platform Pre-Work: Audit Strategy Map (ASM) and Audit Program Elements	05/03/16	06/06/16	1.50
New Audit Platform Pre-Work: Introduction and Basic Concepts	05/03/16	06/06/16	2.00
IS Security Awareness Training FY17	05/16/16	07/01/16	0.00
New Audit Platform and Methodology Enhancements Training: Senior Staff through Senior Manager	06/13/16	06/15/16	20.00
Employee Benefit Plans I: Accounting Principles	06/24/16	06/29/16	8.00

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Profile

Mr. Josepher started his career with Crowe in September 2014 and has worked on multiple governmental client engagements.

Client Focus**Services:**

- Audit

Industries:

- Public Sector

Professional and Industry Experience

Mr. Josepher has experience with municipalities, OMB A-133 single audit testing, performance audits and commercial and dealership audits.

Education & Certifications

- Masters of Accounting, Accounting
 - Florida Atlantic University | Boca Raton, Florida
- Bachelors of Science, Accounting
 - University of Central Florida | Orlando, Florida
- Certified Public Accounting (CPA)

Client Listing

County

- Broward County
- Broward County Sheriff's Office
- Port Everglades

Municipal

- City of Fort Lauderdale
- City of Miami Beach

Continuing Professional Education

Samuel A. Josepher

For the period: 07/11/2013 – 07/11/2016

Course Title	Start Date	End Date	CPE
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2015)	09/24/14	10/06/14	3.00
Orientation: New Hire	09/25/14	09/26/14	0.00
CIA 101: Auditing FUNDamentals	09/29/14	10/03/14	32.00
New Hire Performance Management Process Overview	11/04/14	11/04/14	0.00
Annual Audit Training for Government, Higher Education and NFP Auditors	04/07/15	04/08/15	14.50
IS Security Awareness Training Spring 2015	05/26/15	06/24/15	0.00
CIA 201: Financial Statement Audit Training	06/02/15	06/05/15	34.50
Local Government Accounting Update Seminar	06/25/15	06/25/15	8.00
Independence: A Comprehensive Review of AICPA, SEC, PCAOB, and GAO Rules (FY16)	09/01/15	12/31/15	1.50
Annual Audit Training for Government, Higher Education and NFP Auditors	04/11/16	04/12/16	13.50
Train the Trainer: Introduction and Basic Concepts	04/11/16	04/27/16	0.00
Introduction to A-133	04/27/16	04/27/16	2.50
Train the Trainer: Audit Planning and Risk Assessment	04/27/16	04/27/16	0.00
Train the Trainer: Audit Strategy Map (ASM)	04/27/16	04/29/16	0.00
Train the Trainer: Additional Methodology Matters	04/29/16	04/29/16	0.00
Train the Trainer: Audit Program Elements	04/29/16	04/29/16	0.00
New Audit Platform Beta Testing Training	05/02/16	05/04/16	19.50
IS Security Awareness Training FY17	05/16/16	06/24/16	0.00



Jeffrey A. Palgon
 CPA, CISSP, CISM, CISA – Senior
 Manager

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Profile

Mr. Palgon serves as an IT project manager for Crowe's attestation clientele.

Client Focus

Services:

- Attestation
- Information Systems

Professional and Industry Experience

Mr. Palgon's experience includes performing Information System's general and application controls in a variety of processing environments from the personal computer to mainframe application-based systems. He has coordinated and completed client Information System General and Application controls SAS 70 examinations, IS General Controls, and other information security reviews and then presented the results and recommendations to line level managers, senior management, and Board of Directors.

He has also assisted with coordination, scheduling, mentoring and management of staff members, supervising and reviewing staff activities, work programs, and reports.

Professional Affiliations

- American Institute of Certified Public Accountants
- Information Systems Audit and Control Association
- International Information Systems Security Certification Consortium

Education & Certifications

- Master of Science, Accounting
 - University of Florida | Gainesville, Florida
- Certified Public Accountant (CPA)
- Certified Information Systems Security Professional (CISSP)
- Certified Information Security Manager (CISM)
- Certified Information Systems Auditor (CISA)

Continuing Professional Education

Jeffrey A. Palgon

For the period: 07/08/2013 – 07/08/2016

Course Title	Start Date	End Date	CPE
CRM Personal View, Advanced Find & Reports Webinars	08/09/13	08/09/13	0.00
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2014)	09/13/13	10/24/13	2.00
Managing an Effective and Compliant Model Risk Management Program	09/17/13	09/17/13	1.00
Risk Financial Audit Support Update	09/18/13	09/18/13	2.00
Public Company Auditor Webcast	09/19/13	09/19/13	3.50
Crowe Horwath LLP Annual Financial Institutions Conference	11/19/13	11/19/13	8.00
Public Company Audit Update	12/17/13	12/17/13	5.00
The Crowe Horwath LLP Financial Institutions Conference Series	04/21/14	04/21/14	4.00
Risk Training Week	04/29/14	04/29/14	10.50
Risk Training Week	04/30/14	04/30/14	9.00
Risk Training Week	05/01/14	05/01/14	7.00
Risk Training Week	05/02/14	05/02/14	2.50
Implementing the 2013 COSO Framework	05/28/14	05/28/14	1.50
Local Government Accounting Update Seminar	06/27/14	06/27/14	8.00
Application Assurance Training Series	08/20/14	08/20/14	1.50
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2015)	09/01/14	10/27/14	3.00
IT Controls in Financial Statement Audits	09/19/14	09/19/14	8.00
IT Controls in Financial Statement Audits	10/03/14	10/03/14	0.00
2014 Risk Financial Audit Support Update	10/22/14	10/22/14	2.00
Crowe Horwath LLP Annual Accounting, Tax, and Business Planning Seminars	11/12/14	11/12/14	4.50
IS Security Awareness Training 2014	11/14/14	11/20/14	0.00
Crowe Horwath LLP Annual Financial Institutions Conference	11/20/14	11/20/14	7.50
PCI Version 3.0 Training	11/24/14	11/25/14	15.00
Public Company Audit Update	12/16/14	12/16/14	9.00
Risk Training Week	04/20/15	04/24/15	33.00
The Crowe Horwath LLP Financial Institutions Conference Series 2015	05/21/15	05/21/15	4.00
IS Security Awareness Training Spring 2015	05/26/15	06/24/15	0.00
Local Government Accounting Update Seminar	06/19/15	06/19/15	8.00
Local Government Accounting Update Seminar	06/25/15	06/25/15	1.00
Application Assurance Training Series	08/21/15	08/21/15	1.50
Independence: A Comprehensive Review of AICPA, SEC, PCAOB, and GAO Rules (FY16)	09/01/15	10/26/15	1.50
Public Company Inspection Results Webcast	11/11/15	11/11/15	2.00
Annual Accounting, Tax and Business Planning Seminars	11/12/15	11/12/15	4.00
Crowe Horwath LLP Annual Financial Institutions Conference	11/19/15	11/19/15	7.50
Public Company Audit Update	12/15/15	12/15/15	9.00

Course Title	Start Date	End Date	CPE
New Audit Platform Pre-Work: Additional Methodology Matters	05/03/16	05/20/16	2.00
New Audit Platform Pre-Work: Audit Planning and Risk Assessment	05/03/16	05/19/16	1.50
New Audit Platform Pre-Work: Audit Strategy Map (ASM) and Audit Program Elements	05/03/16	05/19/16	1.50
New Audit Platform Pre-Work: Introduction and Basic Concepts	05/03/16	05/19/16	2.00
IS Security Awareness Training FY17	05/16/16	05/23/16	0.00
Topgolf CPE Event for Bankers	05/18/16	05/18/16	4.00
Risk Consulting Professional Standards Overview (Published June 2016)	06/08/16	06/08/16	1.00
New Audit Platform Training for Risk Technology	06/30/16	06/30/16	2.50

Bert Valle
 CISA, CompTIA Sec+, CobiT, Itil – Senior Staff

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 bert.valle@crowehorwath.com
 www.crowehorwath.com

Profile

Mr. Valle has over 13 years of experience. Currently, he is responsible for performing consulting services related to general IT controls, Sarbanes-Oxley, and SSAE16/SOC reviews.

Professional and Industry Experience

As a senior member in the Technology Risk practice, Mr. Valle is responsible for performing consulting and auditing services.

Responsibilities included:

- Reviews of general information system controls and application controls with a focus on logical security, IT operations, physical security, IT governance, and business continuity.
- Conduct assessment of IT process with focus on IT governance, control improvement and compliance with best practices.
- Development and implementation of business continuity process.

Education & Certifications

- Master, Management Information Systems (August 2016)
 - Nova Southeastern University | Fort Lauderdale, Florida
- Master, IT Governance
 - Unieuro | Brazil
- Post-Graduation, Information Security
 - Instituto Brasileiro de Tecnologia Avancada | Brazil
- BS, Computer Science
 - Pontificia Universidade Catolica de Sao Paulo | Brazil
- Certified Information System Auditor (CISA)
- Computing Technology Industry Association Security+ (CompTIA Sec+)
- Control Objectives for Information and Related Technologies (CobiT 4.1)
- Information Technology Infrastructure Library (Itil v2)

Client Focus

Services:

- IT Audit
- Security IT Assessments
- IT Governance
- Business Continuity

Industries:

- Financial Services
- Healthcare
- Manufacturing and Distribution
- Public Sector

Publications and Speaking Engagements:

- CSA Cloud Controls Matrix v1.1 reviewer

Professional Affiliations:

- Information Systems Audit and Control Association
- Institute of Internal Auditors
- South Florida Technology Alliance

Continuing Professional Education

Adalberto A. Valle

For the period: 07/08/2013 – 07/08/2016

Course Title	Start Date	End Date	CPE
Independence: A Comprehensive Review of AICPA, SEC, PCAOB, and GAO Rules (FY16)	11/15/15	11/23/15	1.50
Information Security Introductory Training	11/15/15	11/17/15	1.50
Orientation: New Hire	11/16/15	11/17/15	0.00
New Hire Performance Management Process Overview	12/01/15	12/01/15	0.00
Auditor Objectivity and Professional Skepticism	03/15/16	03/15/17	0.00
IS Security Awareness Training Spring 2015	03/15/16	03/15/17	0.00
Cyber-Incident Investigations 101	03/29/16	03/29/16	1.00
New Audit Platform Pre-Work: Additional Methodology Matters	05/03/16	05/03/17	2.00
New Audit Platform Pre-Work: Audit Planning and Risk Assessment	05/03/16	05/03/17	1.50
New Audit Platform Pre-Work: Audit Strategy Map (ASM) and Audit Program Elements	05/03/16	05/03/17	1.50
New Audit Platform Pre-Work: Introduction and Basic Concepts	05/03/16	05/03/17	2.00
IS Security Awareness Training FY17	05/16/16	05/26/16	0.00
Risk Consulting Professional Standards Overview (Published June 2016)	06/07/16	06/07/17	1.00
Cyber Security to Protect Your Company and Your Clients	06/08/16	06/08/16	2.00
New Audit Platform Training for Risk Technology	06/23/16	06/23/16	2.00

Matthew R. Goldman
Staff

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Profile

As a staff member in the Technology Risk Consulting practice, Mr. Goldman is responsible for performing audit and consulting services related to general controls, application controls and Sarbanes-Oxley. In addition, he performs SSAE 16/SOC reviews and Financial Audit Support jobs.

Professional and Industry Experience

Mr. Goldman has performed reviews of general Information System controls and application controls for financial institutions, public sector entities, and manufacturing & distribution firms with a focus on Logical Security, IT Operations, Physical Security, IT Management and Oversight, Business Continuity Planning, Electronic Banking (Wires/ACH, Insurance, Vendor Management, and Item Processing). He has performed compliance reviews in accordance with the Gramm-Leach-Bliley Act and Sarbanes-Oxley, and completed assessments in support of SSAE 16 statements.

Professional Affiliations

- Information Systems Audit and Control Association

Education & Certifications

- Master of Science in Information Systems & Operations Management, Minor in Auditing
- Bachelor of Science in Information Systems
- Bachelor of Science in Finance
 - University of Florida | Gainesville, Florida

Client Focus

Services:

- IT Audit
- Consulting
- Financial Audit Support

Industries:

- Financial Services
- Public Sector
- Manufacturing & Distribution

Continuing Professional Education

Matthew R. Goldman

For the period: 07/08/2013 – 07/08/2016

Course Title	Start Date	End Date	CPE
Orientation: New Hire	06/06/14	06/06/14	0.00
Independence: A Comprehensive Review of AICPA and SEC Rules (FY2014)	06/07/14	06/13/14	2.00
Risk 101: New Hire Staff Training	06/09/14	06/10/14	0.00
Risk Technology Risk Orientation	06/11/14	06/13/14	0.00
Orientation: New Hire	11/10/14	11/11/14	0.00
IS Security Awareness Training 2014	11/14/14	12/13/14	0.00
New Hire Performance Management Process Overview	12/02/14	12/02/14	0.00
Orientation: New Hire	01/02/15	01/02/15	0.00
New Hire Performance Management Process Overview	01/13/15	01/13/15	0.00
Information Security Introductory Training	03/17/15	03/23/15	1.50
A Seminar on Audit And Risk Management - Hot Topics	03/20/15	03/20/15	8.00
MBTI: Right Fit	04/17/15	04/17/15	1.00
Risk Training Week	04/20/15	04/24/15	36.50
IS Security Awareness Training Spring 2015	05/26/15	07/13/15	0.00
Independence: A Comprehensive Review of AICPA, SEC, PCAOB, and GAO Rules (FY16)	09/01/15	12/31/15	1.50
New Audit Platform Pre-Work: Additional Methodology Matters	05/03/16	05/14/16	2.00
New Audit Platform Pre-Work: Audit Planning and Risk Assessment	05/03/16	05/13/16	1.50
New Audit Platform Pre-Work: Audit Strategy Map (ASM) and Audit Program Elements	05/03/16	05/14/16	1.50
New Audit Platform Pre-Work: Introduction and Basic Concepts	05/03/16	05/13/16	2.00
IS Security Awareness Training FY17	05/16/16	06/30/16	0.00
Risk Consulting Professional Standards Overview (Published June 2016)	06/07/16	06/07/17	1.00

Appendix B: Peer Review Report

We have provided our most recent peer review report on the following pages.

System Review Report

To the Partners of Crowe Horwath LLP
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of Crowe Horwath LLP (the firm) applicable to non-SEC issuers in effect for the year ended March 31, 2013. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants. As a part of our peer review, we considered reviews by regulatory entities, if applicable, in determining the nature and extent of our procedures. The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review. The nature, objectives, scope, limitations of, and the procedures performed in a System Review are described in the standards at www.aicpa.org/prsummary.

As required by the standards, engagements selected for review included engagements performed under the *Government Auditing Standards*, audits of employee benefit plans, audits performed under FDICIA, audits of carrying broker-dealers, and examinations of service organizations [Service Organizations Control (SOC) 1 engagements].

In our opinion, the system of quality control for the accounting and auditing practice of Crowe Horwath LLP applicable to non-SEC issuers in effect for the year ended March 31, 2013, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Crowe Horwath LLP has received a peer review rating of *pass*.

Cherry Bekaert LLP

Cherry Bekaert LLP
September 24, 2013



Peer Review Program

Administered by the National Peer Review Committee

American Institute of CPAs
220 Leigh Farm Road
Durham, NC 27707-8110

December 12, 2013

Charles M Allen, CPA
Crowe Horwath LLP
One Mid America Plaza, Suite 700
Oakbrook Terrace, IL 60181

Dear Mr. Allen:

It is my pleasure to notify you that on December 12, 2013 the National Peer Review Committee accepted the report on the most recent system peer review of your firm. The due date for your next review is September 30, 2016. This is the date by which all review documents should be completed and submitted to the administering entity.

As you know, the report had a peer review rating of pass. The Committee asked me to convey its congratulations to the firm.

Sincerely,

Betty Jo Charles
Chair, National Peer Review Committee
nprc@aicpa.org 919 402-4502

cc: Scot D Ivey, Samuel E Johnson

Firm Number: 10014904

Review Number: 350003

Appendix C: Internal Audit Plan

We have included a sample Internal Audit Plan timeline that we provide to our clients on the following pages.

Internal Audit Plan – Year Two

Project Name	Description	Est. Hours
Human Resources / Payroll First Quarter 2016	Review and document policies and procedures related to processing payroll, employee benefits, hiring and termination activities. Determine whether strong internal controls are in place over the process.	160
Water Billing Second Quarter 2016	Review the City's water distribution systems and the monthly utility billing of water services. Verify the meter readings entered in handheld meter reading equipment were accurately recorded and that usage and billing calculations are accurate.	160
Community Development / Building Second & Third Quarter 2016	Assess the Community Development Building permitting activities and the related fee calculations, assessments, and collection processes to determine the integrity and compliance of these processes with City Code and applicable regulations.	200
Grants Management Third Quarter 2016	Review the overall grants management process to determine if strong internal controls are in place. Determine how grants are monitored and reported on for both programmatic and financial activities and how supporting documentation is maintained. A review of executed grant contracts will be performed to determine that the City is in compliance with grant requirements.	160
IT General Controls Review & Penetration Assessment Third and Fourth Quarter 2016	The general controls review will gain an impression of the controls that are present surrounding the targeted system, APEX. Additionally, we will perform a penetration assessment of two of the web applications that the City runs, both of which contain very sensitive data. We will attempt to gain access to these systems and will note any exposures that allowed us to gain access to these systems.	280
City Clerk Fourth Quarter 2016	Perform a review of policies and procedures implemented by the Clerk's Office, analysis of data, testing of transactions, and document internal controls. Determine whether strong internal controls are in place and if there are opportunities to improve process efficiencies.	200
Commission Meetings/Workshops		30