



Volume I - Technical Proposal

RFQ768892S - Program and Process Management Auditing, Financial Auditing and Grant Management, and Integrity Monitoring/Anti-Fraud Services for Disaster Recovery Assistance

**VOLUME I
Technical Proposal**



**STATE OF NEW JERSEY
DEPARTMENT OF THE TREASURY
DIVISION OF PURCHASE AND PROPERTY
PROCUREMENT BUREAU**

Program and Process Management Auditing, Financial Auditing and Grant Management, and Integrity Monitoring/Anti-Fraud Services for Disaster Recovery Assistance (Hurricane Sandy)

RFQ768892S

APRIL 8, 2013 12:00 PM EST

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COVER LETTER

April 8, 2013

Kelly Anderson
New Jersey Department of Treasury Division of Purchase and Property Procurement Bureau
PO BOX 230
Trenton, NJ 08625

Reference: State of New Jersey, Program and Process Management, RFQ768892S

Dear Ms. Anderson:

In accordance with the referenced Response for Quote (RFQ), Program and Process Management Auditing; Financial Auditing and Grant Management, RFQ768892S, Ofori & Associates, PC, hereby transmits the technical response to the State of New Jersey to provide:

- o POOL 1 – Program and Process Management Auditing
- o POOL 2 – Financial Auditing and Grant Management

We have reviewed the Statement of Work (SOW) and submit herewith our: Volume I - Technical Proposal; and Volume II - Price Quote to the RFQ under a separate cover.

Our quote is predicated upon all the terms and conditions of this RFQ. Ofori is registered in the Central Contractor Registry.

Ofori & Associates, PC's Company Data

DUNS Number:	019960434
GSA Schedule Contract No:	GS-23F-0214N
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We are confident that based on our excellent track record with various U. S. Federal and State Agencies, including FEMA, you will find that Ofori possess the requisite knowledge, expertise, experience, staffing capacity, and dedication to successfully perform all the tasks required by the SOW.

We agree to all terms, conditions and provisions included in the solicitation and amendments, if any. This quote remains valid for a period of 90 days from the date of submission. In the event you have any questions concerning this correspondence, kindly contact me at your convenience at (202) 296-0566.

Sincerely,

Charles N. Ofori, President



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BACKGROUND

Ofori & Associates, PC (Ofori) is pleased to submit this response to the State of New Jersey's (State) request for program and process management auditing (Pool 1), along with financial auditing and grant management (Pool 2) in support of State's Disaster Recovery Assistance (DAR) program.

Ofori (www.oforicpa.com) is a Certified Public Accounting and Management Consulting firm established in 1991 and admitted by the Small Business Administration (SBA) into the 8(a) program in February 2002 and graduated in 2010. The United States Department of Agriculture (USDA) named the firm Small Disadvantaged Business Contractor of the Year in 2006. The firm has offices in Washington, DC; Atlanta, Georgia; Hartford, Connecticut; and Raleigh, North Carolina.

Ofori leverages direct experience managing large federally-funded grants-based emergency housing support program, existing infrastructure, experienced housing and disaster assistance personnel, and proven methods and systems to enable a seamless transition and ongoing day-to-day management and administration of the Disaster Assistance Housing Program (DHAP).

In addition to its work on DHAP, the firm has provided services to such HUD offices as the Office of the Chief Financial Officer (OCFO), the Asset Sales Office (ASO), Home Ownership Center (HOC), Atlanta, Public and Indian Housing (PIH), and the Federal Housing Administration (FHA). Other federal clients include the US Departments of Agriculture (USDA) and Transportation, Ginnie Mae, the Federal Highway Administration, the Environmental Protection Agency (EPA), and the Defense Logistics Agency (DLA). Ofori is comprised of over 171 skilled professionals with extensive experience in the provision of accounting, internal controls, and financial management consulting services to both Government and industry. Ofori's accounting and auditing department is instrumental in resolving our client's fiscal reporting needs and adding value through financial and compliance audits, reconciliations and OMB Circular No. A-123 engagements.

Subcontractor

For this response, Ofori has teamed up with David Sakofs CPA, which since its inception in 1967 has concentrated its efforts in the field of Government accounting and auditing. In the spring of 2009, Mr. David Sakofs took full-control of the respective client contracts. The firm's professionals possess experience gained from a combination of government service and from industry and/or the public accounting profession. The firm's staff members with prior Federal audit service have supervised and trained other State staff members performing audits and reviews similar in nature to those required by this RFP, under our contracts with the New Jersey Department of Environmental Protection, the Department of Transportation (New York and New Jersey); the Departments of Energy and State. Collectively, we are the Ofori Team.

HIGHLIGHTS

- ✓ Expedited startup through existing infrastructure and systems
- ✓ Significant practical experience with disaster relief
- ✓ Disaster assistance management for the State of Louisiana and New Jersey
- ✓ Proven program and project management experience with complex, large-scale government program operations
- ✓ Customer-centric approach to disaster assistance



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1.0 TECHNICAL APPROACH

Understanding State of New Jersey’s Requirements – Ofori is ready to mobilize its highly qualified and experienced team to support the management of the Disaster Recovery Assistance Program

After Hurricane Sandy devastated parts of New Jersey in 2012, and at the Governor's direction, the State is now requesting a vendor who can provide Program and Process Management Auditing, Financial Auditing and Grant Management and Integrity Monitoring/Anti-Fraud support services for Disaster Recovery.

HIGHLIGHTS

- ✓ Leveraging existing infrastructure and staff to immediately audits, compliances and reviews
- ✓ Rapid deployment of recovery-experienced team
- ✓ Proven successful approach to financial audits, grant management and process management

This section of our Proposal describes the Ofori team’s Technical and Management Approach, including our understanding of the contract requirements and our approach to managing the engagement to assure that we meet all deadlines, provide all deliverables and satisfy all contract requirements on time and on budget. It describes the technical approach employed by the Ofori team, detailing the specific processes and actions we propose to undertake each of the tasks and subtasks required in the Performance Work Statement (PWS).

1.1 POOL 1 - PROGRAM AND PROCESS MANAGEMENT AUDITING

1.1.1 Process, controls and technology

The Ofori team develops a process for controls and technologies to support: (a) Public Assistance, (b) Hazard Mitigation, (c) Individual Assistance and (d) HUD-administered Community Development Block Grant (CDBG) program through the sections below.

The Ofori team recognizes that FEMA coordinates federal assistance in the wake of disasters, which is a component of the Department of Homeland Security (DHS). Under the Public Assistance (PA) Program, FEMA provides supplemental aid to New Jersey and its surrounding communities to help State recover in the wake of Hurricane Sandy. Our process for assisting State in the administration of the public assistance focuses on protecting residents. Specifically, the intent of the Stafford Act is that Federal assistance be supplemental to local, State, and private relief organizations.

We aid in monitoring controls for the Public Assistance Program or PA program, which provides federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged property. Our technology helps facilitate the program that is based on a partnership between FEMA and New Jersey. The federal share of assistance should be less than 75% of the eligible cost of emergency efforts and restoration. The remaining funds are generally allocated by the state and are distributed amongst eligible applicants

We focus our consulting efforts on helping to break cycle of disaster damage, reconstruction, and repeated damage and the associated costs thereby mitigating hazards. Our team provides value to State by analyzing proper payments in the Hazard Mitigation Grant Program (HMGP). HMGP provides grants to the state to implement long-term hazard mitigation measures after a Hurricane



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Sandy. The HMGP is authorized under Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act. Our controls assist FEMA in conducting the final eligibility review to ensure compliance with Federal regulations. HMGP projects must comply with Federal environmental laws and regulations, be cost-effective, and be technically feasible. Importantly, through our past experience work with the State of Louisiana following Hurricane Katrina and Hurricane Ike, we understand the importance of proper controls and minimizing risk associated with such an important program.

The Ofori team ensures that HMGP funds are used to make improvements to public or private property. To be eligible, a project must provide a long-term solution to a specific risk. For example, elevating flood-prone homes or businesses. The structure is raised with a higher first floor, allowing floodwater to flow under the house rather than through it.

Through our contract, the Ofori team assists State with FEMA disaster assistance for individuals and families. Given the increased need for assistance following Hurricane Sandy, the Ofori team is prepared to monitor, analyze and control the proper administration of money for rental assistance, essential home repairs, personal property and other serious disaster-related needs not covered by insurance. Our staff understands how the Stafford Act governs FEMA disaster operations as well as the declaration process. Given our unique background assisting HUD, DHS as well as FEMA we are very familiar with the level of care given to delivering support services to disaster relief programs and other need based assistance.

We understand that State expects to receive approximately \$28.6 million through the American Recovery and Reinvestment Act's (ARRA) additional funding for the Community Development Block Grant Program (CDBG). The proper administration and allocation of those funds is a critical part of our services.

The CDBG program, which has existed since 1974, is administered by the U.S. Department of Housing and Urban Development (U.S. HUD). CDBG provides communities with resources to address a wide range of unique community development needs. Our team works diligently to help State ensure decent affordable housing, to provide services to the most vulnerable communities affected by the Hurricane.

Our staff understands that projects are selected using the criteria established in the final plan from a list of pending applications already received by the New Jersey Department of Community Affairs. We understand that criteria and work to ensure its consistent enforcement. If our team has questions, then we elevate to the proper senior leader. The scoring rubric our staff uses includes municipal distress, readiness to proceed, balance ratio (the remaining balance of grant awards received in a funding category over a three year period and including all open grants), and past performance.

1.1.2 Financial Management



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The Ofori team determines the scope of the assessment and the processes that impact of those reports. Throughout the process, the Ofori team clearly communicates assessment objectives for State and ensures that the assessment is carried out in a thorough, effective, and timely manner.

1.1.3 Workload, Skill Gap and Organizational Analysis

The Ofori team provides detailed improvement initiatives that are identified to transition the program to State under our workload analysis. Ideas and suggestions for potential improvement initiatives from a variety of sources are considered, including results of diagnostic reviews, suggestions by staff, and best practices of other comparable organizations. An integrated Program Improvement Plan and accompanying schedule for implementation is usually prepared.

Our skills-gap analysis makes certain State gets value for money and benefits from any training, and ensures Management and Staff personnel are developed in the right areas. It identifies gaps in the team's performance and knowledge in areas for training and development.

Audit results advocate actions for an organization to take to move it from where it is today to where it ought to be to achieve or sustain vertical alignment. This process involves an assessment, documentation of the findings, and goal setting. Specific steps include the following:

Assessment

After reviewing organizational information such as annual reports, strategic plans, annual goals, personnel policies and procedures and interviewing the CO. The Ofori team develops an audit or survey instrument to be completed by stakeholders. Selected, voluntary and confidential interviews are included to further develop audit response themes.



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Documentation/Recommendations

After tallying audit/survey results including interview notes, the Ofori team drafts a report that includes recommendations, timetables, accountable parties and resources needed to achieve or sustain organizational alignment.

[Redacted]

We provide written documentation of the results and also make presentations to appropriate CO or other stakeholders, as requested.

Goal Setting

Once State determines which recommendations to pursue, the Ofori team works to assist it in developing appropriate goals and timetables, designating who ought to be responsible to achieve the goals, and determining what resources are needed.

1.1.4 Compliance Review

Ofori as a prime contractor performed on-site compliance reviews of PHAs for participants in the DHAP-Ike and Katrina program.

[Redacted]

Compliance Review Experience

- ✓ Reviewed Program Compliance for over 50 PHAs
- ✓ Performed on-site reviews of Disaster Housing Assistance Program Applicants for Hurricanes Katrina and Ike
- ✓ Worked to transition disaster victims from temporary housing units to housing choice vouchers
- ✓ Responded to program questions from applicants and PHAs requesting assistance on behalf of hurricane victims

[Redacted]



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Additionally, the Ofori team performs a compliance review for the policies and procedures. After the completion of the on-site review, we provide a written report [redacted]

[redacted] The review and report gives State an objective review, the opportunity to amend supervisory and compliance procedures, if necessary, and reliable proof that State is being pro-active towards its regulatory responsibilities.

Our compliance audit is an in-depth assessment of an Agency’s status meeting the requirements of the program. The Ofori team provides regulatory compliance audit services to clients operating in a broad variety of sectors, most notably in disaster management. The Ofori team’s experienced; competent, and professional staff has the knowledge and expertise to proficiently evaluate the environmental compliance status of complex business operations.

The Ofori team’s compliance audits are designed to reduce clients’ exposure to liability, including regulatory violations and fines. The auditing process demonstrates client commitment to responsible corporate management, thereby enhancing relationships with communities, investors, and regulatory agencies. Auditing also identifies where clients can improve their balance sheets by reducing known and potential liability.

The Ofori team’s compliance audit includes:



1.1.5 Account Reconciliation

The Ofori team is capable of providing accounting reconciliation services to State to control and report on existing accounts because it has provided similar services when it was engaged by DHS' Customs and Border Patrol (CBP) to support them with their financial and compliance reviews on high profile companies who made disbursement requests under the Continued Dumping Subsidy Offset.





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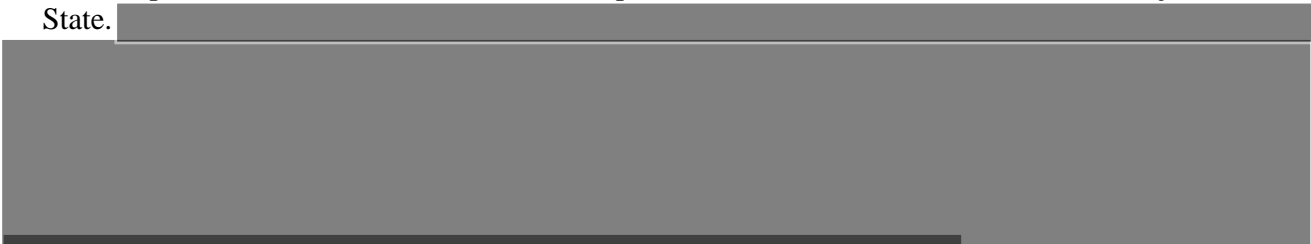
1.1.6 Quality Assurance

The Ofori team’s proprietary Quality Assurance Plan (QA) includes three different levels: (a) Quality Assurance step-by-step procedures, (b) Quality Assurance Manager and (c) Quality Control Plan (QC).



a. Quality Assurance Step-by-Step Procedures

Our QA procedures are measured using Government Auditing Standards (GAO) and standards set by the AICPA and the Ofori team management. Our Quality Assurance procedures help ensure that our professionals adhere to all Firm and professional standards, as well as to the objectives of State.



Our QA Plan includes the



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following step-by-step procedures for audits and executive level reports, which are tailored for each engagement include:



b. Quality Assurance Manager (QAM)



c. Quality Control Plan (QC)

The Ofori team's Quality Control Plan (QC) includes the use of flexible, proven tools and methodologies, and leverage of our staff capabilities and experience. The goals of the QC are as follows:



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The QC is designed to achieve the specific goals identified above, and the Ofori team’s goal of managing the performance risk of the overall project and includes the required elements specified in the Task Order. Our approach includes processes that are in place to mitigate performance risk and this allows the Ofori team staff to effectively manage quality, budget, and schedule.

Periodic Inspection

In addition to specific reviews of all draft and final deliverables of formal documents, our PM conducts frequent internal inspections of the staff’s work papers and reviews of the project staff’s performance. While the on-site PM is primarily responsible for such inspections, our QAM also provides some type of review on at least a quarterly basis, [REDACTED]



In addition, the Ofori team project team recognizes that records are confidential. Therefore, we protect from loss, unauthorized destruction, or unauthorized access all records relevant to the engagement and other non-public documents. In protecting the confidentiality of the records, the Ofori team staff abides by State’s policy statements and specifics as to how to handle confidential information. Our staff that gains access to classified information undergoes and satisfies required security checks. Our employment agreements/standards of conduct specifically address maintaining confidentiality of all communications and documents.

1.1.7 Risk Analysis

The Ofori team is experienced in providing risk management options for grant payment programs across all levels. With respect to State’s grant payments of Sandy relief funds, the Ofori team’s risk analysis procedures begins with identifying relevant risks to the achievement of State’s objectives, for the purpose of determining how those risks should be managed. [REDACTED]





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Developing the Audit Plan:



The plan is updated annually and may be modified as unplanned issues of potential risk are identified throughout the year.

1.1.8 Reimbursables Reconciliation

Our reimbursable reconciliation and closure experience allows us to provide strategic insight into the approach taken towards active reconciliation and backlog case closure.



We understand the nuances of case closure, and can effectively accomplish the multiple actions needed in order to reduce obligations and meet federal guidelines.

1.1.9 Monitoring Standards for Disaster Relief Efforts

The Ofori team oversees all financial management activities relating to the operations of the DRA to ensure that sound financial management practices and standards are applied in accordance with FEMA’s requests for disaster funding. We ensure that adequate funding levels are maintained to meet projected expenditures for specific disaster declarations, and ensure that all funds expended from the DRA are in accordance with generally accepted accounting principles for Federal agencies, the GAO’s Policy and Procedures Manual, Title 2 and Title 7, the Government Accounting Standards Board, and Federal Accounting and Standards Advisory Board, as well as Treasury Department procedures and guidelines.

The Ofori team ensures all State expeditious processing are documented requests are documented in addition to reimbursement from Emergency Support Function (ESF) primary agencies. We ensure all financial principles, policies, regulations, standards, and internal controls for the expenditure of funds appropriated to the DRA in compliance with HUD’s Community Planning and Development Monitoring Handbook.

1.1.10 On-Site and Remote Monitoring Standards for Disaster Relief Efforts

The Ofori team monitors and tracks the completion of every CDBG requirements. Importantly, our staff provides corrective action techniques and develops procedures in order to test the effectiveness of the correct action. We pride ourselves on efficient resolution and document the result of the testing in order to ensure adherence to compliance with Section 3, FEMA, SBA, EPA and additional relevant agencies.

We conduct community default prevention and quality control strategies that impact cross cutting federal requirements.





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1.2 POOL 2 - FINANCIAL AUDITING AND GRANT MANAGEMENT

The Ofori team understands that Federal grants include a number of administrative and financial requirements. Meeting these requirements is critical for the operation of an efficient and effective grants program.

[Redacted]

[Redacted] Correction of these issues required leadership, a policy framework, information systems and training from the Ofori team during our grant management auditing processes.

1.2.1 Reporting

We develop department-wide summary memorandums through a rigorous internal review process in order to create a single system of record for a consolidated view across processes. The Ofori team reports our preliminary findings, conducts meetings and provides reports and updates to State’s key personnel, before a final document to support management’s assessment of deficiencies controls is submitted. Importantly, we anticipate potential problems or risks and create resolutions before submission.

The Ofori team’s services provide clarity around roles and responsibilities, which promotes consistency in adhering to desired practices in managing State’s control deficiencies. Effective documentation assists in communicating the who, what, when, where, and why of internal control execution, and creates standards and expectations of performance and conduct. Another purpose of our reporting is to assist in training new State personnel and to offer a refresher or reference tool for other employees. Reporting also provides evidence of the performance of activities that are part of the system of deficiencies control, enables proper monitoring and supports reporting on deficiencies control effectiveness, particularly when evaluated by external parties, such as State regulators or Federal auditors overseeing the Sandy relief effort.

Upon award, the Ofori team plans to assist State in determining how much documentation is needed to assess the effectiveness of internal control. Some level of reporting is always necessary to assure State management that the components of internal control are in place and functioning. The Ofori team provides reliable and relevant information supporting management's decision making on matters such as an assessment of deficiencies controls.

.....

1.2.2 Risk Assessment

The Ofori team through its work at FHA and NPPD has conducted risk assessment that has helped management identify internal and external risks that will in turn make State less susceptible to new business risks. When risks are identified, we take into account relevant interactions within the state or Federal Agency. We review previous audits findings; e.g., auditor identified, internal management reviews, or noncompliance with laws and regulations when identifying risks. Identified risks are then analyzed for their potential effect or impact on State.



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Documentation Revisions

A common deficiency found during internal control reviews has been the inconsistency between documented policies and procedures and the agency’s standard operating procedures. As part of the remediation of such deficiencies, we provide guidance and recommendation for the updating of procedure and policy manuals.

1.2.3 Internal Controls

The Ofori team provides recommendations to streamline internal controls for grant management and fiscal management because grant compliance ensures funds are used for their intended purpose.





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General Approach to Conducting and Documenting Internal Control Reviews

While our approach to conducting and documenting internal control reviews presented above illustrates a progression of steps specific to Sandy relief, it is not a linear process. Depending on State's other needs these phases can be performed independent of one another or more than one phase can take place concurrently throughout the project. Moreover, we tailor the steps based upon State's needs and strategy to integrate with other related internal control initiatives, (e.g., FMFIA assessments).



Approach to Conducting and Documenting Internal Control and Quality Assurance reviews

The Ofori team employs elements of our A-123 methodology and utilizes templates and other resources from our *A-123 Toolkit* to conduct and document internal control and quality assurance reviews.



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Sample Test Plan Summary

Our testing plan incorporates the following elements:



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Upon approval of the Test Plan by the State project manager, we execute the plan.

Perform Test Procedures

Our testing procedures are structured to provide cost-effective evidence to satisfy the testing objectives. Each test objective has one or more procedures that are performed to effectively meet that objective. Further, each planned test procedure is linked to a specific test objective to determine that the test procedures are relevant and link back to the specific scope of our assignment.



Document Evidence of Test Results

Evidence can be physical, testimonial, documentary, or analytical. The type and source of test evidence obtained and used to complete testing are documented in the relevant work paper. This helps enable an Ofori team reviewer to arrive at the same findings and recommendations by reviewing the working papers; each testing procedure links back to the specific scope of our assignment. Upon completion of the test work, the staff member who performed the procedure or test references the test program to the relevant working papers.



Testing results summary documents test evidence.

To the extent deficiencies are identified, we develop and assist State to implement recommendations to strengthen controls and assurances.

Internal Control Documentation and Policy Guidance

Based on our experience working with federal, state, and local agencies we have a unique preference for documentation of processes and controls. We are flexible and able to help State



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produce the documentation that meets its own needs/requirements while still meeting the requirements of OMB Circular A-123. The following are documentation approaches that we have successfully employed at other engagements:



1.2.4 Coordination

The Ofori team is aware that coordination among different agencies can be difficult given the lack of shared information. Furthermore, traditionally administrative law has operated under the simplistic assumption that each agency acts separately from all the others in regulating in its own corner of the world.





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The Ofori team understands that the Sandy effort for State involves concurrent jurisdiction and regulatory overlap – checks and balances. However, the Ofori team can facilitate agency coordination, because in some cases regulatory complexity prevents applicants from accessing the benefits of the Sandy program that Congress has created.

1.2.5 Monitoring

Monitoring the effectiveness of internal control occurs during our comprehensive monitoring over compliance of the Sandy program. In addition, periodic reviews, reconciliations or comparisons of data should be included as part of the regular assigned duties of personnel.

Periodic assessments are integrated as part of management’s continuous monitoring of internal control, which are ingrained in the Agency’s operations. The Ofori team’s effective continuous monitoring program, levels the resources needed to maintain effective internal controls throughout the year.

Deficiencies found in internal control are reported to the appropriate management and personnel responsible for that area. Deficiencies identified through internal review or by an external audit are evaluated and corrected. A systematic process is in place for addressing deficiencies.

The Quality Control Manager and the Principal on the Ofori team reviews draft reports before the report is released to State. Work papers are reviewed to evaluate the work completed and reaching a conclusion.



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1.2.6 Training

The documentation and procedures developed in the process are used as the basis for training State’s staff on the process of conducting and documenting internal control reviews. The training may be conducted as one-on-one training or as group training depending on the complexity of the topic and the best method for communicating the information.

Task Training – State Personnel training on use of the tool	
Significant Activity Required for Completing Task	<ol style="list-style-type: none"> 1. Plan training sessions for state personnel. Location of training sessions and number are independent for each task order. 2. Recruit State personnel to host each training session and provide space at no cost. 3. Plan a web-cast training session for personnel unable to training sessions. 4. Assume responsibility for all logistics, outreach, materials, and develop session content for these meetings and web-casts. 5. Provide State personnel with training as part of the contract administration and as well as reporting requirements. 6. Perform all regional training sessions and web-casts based on the agreed upon location and dates.
Methods for Completing Task	<ol style="list-style-type: none"> 1. Meet with State to determine the course curriculum for the regional training sessions for the personnel. 2. Identify available webcast software and equipment. 3. Using our Conference Planning Professionals, develop a plan for all logistics, outreach, material, and session content for the training sessions. 4. Develop a certification test to encourage state personnel to gain a thorough knowledge of the tool. 5. Our Conference Planning Professionals provide support for all regional training sessions. 6. By the 10th of each month/quarter we develop and maintain a communication plan as requested and deliver to State for approval.
Staff Responsible for Completing Work	The Project Manager maintains the Training Plan and Schedule. Ofori creates and provides dozens of training programs and materials (on- and off-site and web-based) each year and has a system to track our personnel’s training and professional development. Our Conference Planning staff plans and schedules the personnel regional training sessions with support from our administrative project staff. Their cost is absorbed by the Ofori team’s overhead and not be billed to State or included in the hours provided in our cost proposal.
How Key Personnel Perform their Work	Key personnel are removed from current projects and dedicated full-time to the DAR Project. Our Disaster Relief Group has several full-time staff from which to draw.

1.3 DELIVERABLES

1.3.1 Deliverable

The Ofori team meets with key State officials as well as the State contract manager in order to understand and define the expectations of the key deliverables. Our deliverables include monthly reports



Given our prior experience with disaster recovery consulting we



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understand the importance of prevention strategies

Based on the

discussions, we develop the following steps:



1.3.2 Deliverable Schedule

All Pools – Deliverables

No	Deliverable	Due Date
A1	Kick-off meeting	5 Business days after award
A2	Progress meeting	Every 2 weeks or as needed
Phase 1: Planning and AS-IS Assessment of the Current Control Environment		
B1	Project Plan	20 Business days after kick-off meeting
B2	AS-IS Assessment	160 business days after the acceptance of B1
B3	Operational Internal Control Review Methodology	160 business days after the acceptance of B1
B4	Presentation to management	As needed
Phase 2 – Design of the TO-BE Control Environment		
C1	TO-BE Design Report for the Assurance Statement Process	120 business days after the acceptance of deliverable B2
C2	Implementation Guide for the Assurance Statement Process	120 business days after the acceptance of deliverable C1
C3	Implementation Guide of Operations Internal Control Reviews	120 business days after the acceptance of deliverable B3
Phase 3 – Implementation of the TO-BE Control Environment		
D2	Handbooks, training materials	90 business days after acceptance of deliverable C2



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1.4 REPORTING AND DOCUMENTATION

The Ofori team has a deep bench of CPA available to manage and conduct audit reports. Importantly, we have several licensed New Jersey CPAs who are part of our team able to certify audit reports submitted to a Using Agency. As a CPA firm, we adhere to Governmental Auditing Standards (Yellow Book). We retain all records, documents and communications in accordance with this contract in order to confirm our duties and results.

Record retention is a key part of our own internal controls process. In order to adhere to potential examination of our work for State, we retain all records pertaining to this contract for a minimum of five (5) years. [REDACTED]

[REDACTED] The audit, compliance, integrity monitoring and oversight documentation and files we accumulate, as part of our consulting efforts is made available to State upon request.

1.5 LITIGATION SUPPORT SERVICES

The Ofori team provided integrated solutions tailored to the unique needs of Federal, State and local governments who have found themselves in need of legal assistance. The Ofori team provides expert witnesses in federal, state and local courts resulting from the implementation of our recommendations. We are well recognized for our dedication and expertise regarding accounting and financial matters and our ability to communicate technical information while under examination, providing testimony, or in a position of litigation support. The Ofori team's experts attend training sessions to keep up with industry standards and case law updates. We have the credentials, experience and ability to communicate opinions to the court in a clear and convincing manner. We offer ideas, innovative strategies, experienced professionals and leadership.

Some of our areas of specialization include but are not limited to:

- Contract administration
- Contract disputes in scope/out of scope
- Risk mitigation
- Contract changes
- Differing site conditions
- Performance delays
- Contract monetary adjustments
- Competition requirements
- Entitlement issues
- Claim quantification
- Business development issues
- Fraudulent actions
- Dispute resolution
- Subcontract claims
- Prime contractor claims
- Obligation to pay prime and subcontractors



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2.0 MANAGEMENT OVERVIEW

The Ofori team's management approach for State includes (A) Management Plan and (B) Staffing Plan. The Ofori team recognizes the fact that State is requiring the services of a contractor who has the capabilities to provide excellent internal control and support services to include review and assessments of the Disaster Recovery Assistance.

Our staff maintains a strict objective and scoping definition process. We develop a Project Management Plan (PMP) that identifies and documents an inventory of the entire multiple internal control assessment activities being performed by State. Our staff works diligently to provide accurate and timely status reports. Importantly, the status reports leverage the project management plans to provide fast and efficient information for State management. The PMP includes:

- Specific activities to be performed (task or subtask level);
- Dependencies among scheduled activities;
- Type and quantity of resources required for each activity;
- Number of work to complete individual schedule activity;
- Assigned roles and responsibilities;
- Scheduled Constraints;
- Performance Indicators;
- Risk factors that affect completion; and
- Risk Response that mitigates the risk factors.

As result of the PMP, we track, monitor and control the project. The PMP is used for collecting, measuring and performance information and assessing. Additionally, any changes to the scope of the activity or changes to the activity schedule are captured in the PMP. Importantly, our staff is able to determine whether the activity results comply with the objective.

The Ofori team has a highly successful track record in internal controls and assessment efforts. We have managed various internal controls review and assessments for federal agencies and are fully equipped with the resources and knowledge required to provide the services State seeks. Similar to the requirements per this SOW, the Ofori team is currently providing internal control over financial reporting and assessment services to DHS National Protection and Program Directorate (NPPD). We have also provided similar services to DHS Custom and Border Protection (CBP). [REDACTED]

[REDACTED] We also assisted HUD with the assessment, evaluation, documenting, and testing of FHA's internal control over financial reporting in accordance with OMB Circular A-123 Appendix A Internal Control over Financial Reporting (Implementation Guide), requirements of FHA, FMFIA.

With our background of experience and working knowledge of disaster management financial systems precisely, we utilize a seamless approach and assemble a unique combination of talents and abilities, which allow us to provide a quality work product coordinated by our seasoned professional management staff.

Internal controls review and assessment has been an area of particular expertise for the firm. The Ofori team's staff has particular familiarity with federal financial systems to including disaster



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management DHS financial systems and other FEMA specific requirements and resources, which create an ideal partnership to ensure successful performance of this requirement. For quality control and performance matters, the Project Manager (PM) reports directly to Charles Ofori, president of Ofori, he is proposed as the Partner-in-Charge under this engagement. Mr. Ofori coordinates directly with the Contracting Officer (CO) sufficiently to ensure that both fulfillment of contract requirements and overall customer service and satisfaction are fully met with assigned staff, including the PM.

We anticipate functioning as an integrated team with State CO, the PM and the contract staff. A successful engagement of this nature (one that is efficient and effective) is best accomplished when the Ofori team and management of State work together as a team to accomplish the stated goals. That is not to imply that the Ofori team ceases to be independent or becomes a part of State. Rather, it is an acknowledgment that there has to be open communication between the parties (State and the Ofori team), with no surprises. The Ofori team is committed to this approach and has found it to be the most appropriate in providing an efficient, effective and method for ensuring timely service. To this end, we shall assign an experienced staff of financial managers, accountants and auditors to undertake this engagement. Lines of communication and responsibility are clearly delineated to assure accountability. At each stage of the engagement process we keep the appropriate persons informed of issues and problems we might encounter. Preliminary findings are discussed and adjustments to the work plan, if necessary, are made.



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3.0 CONTRACT MANAGEMENT

We believe our approach to Task Order management results in an effective, efficient and timely assignment that keeps everyone informed of assignment progress & findings, and problem resolution. The key ingredients:

Assignment Planning – Strong Principal and Program Manager Participation. These two individuals are responsible for preparing a timely response to all Task Order solicitations. Included in the task order proposal/engagement letter are:

- If applicable, a statement that performs the engagement in accordance with Government Auditing Standards
- A statement of the procedures that performs,
- A list of the criteria we use in determining our findings,
- A statement that the use of our reported findings is restricted to the State of New Jersey and other parties specified by State,
- A statement that if significant deficiencies, material weaknesses, instances of fraud, noncompliance with provisions of laws, regulations, contracts, or grant agreements, or abuse come to our attention, we communicate such matters to State.
- Discovery discussions with Client Management (Contract Manager, or Cooperative Partner) and Client Project Manager(s) to ensure a thorough knowledge of the client's concerns, procedures required and report delivery timeline.



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- Review and Analysis of known facts to determine initial assignment risk and skills necessary to successfully complete the assignment.
- Tracking of assignment progress and development of action plans if potential problems arise.
- Constant and regularly scheduled communication during the assignment:
 - a) Discuss assignment findings immediately to ensure facts are correct and complete.
 - b) Timely submission of client status, draft and final reports.
 - c) Employ a team approach, all parties with a stake in the outcome, to solving and resolving significant issues as they arise
- Conduct an Exit Conference that summarizes the assignment results discussed previously with all concerned parties during the assignment. Obtain a signed statement from the client that an exit conference was held and the results discussed.

We prepare our working papers in accordance with Government Auditing Standards that require completion of working papers in sufficient detail to enable an experienced auditor, having no previous connection to the engagement, to understand from the documentation the nature, timing, extent, and results of procedures performed and the evidence obtained and its source and the conclusions reached, including evidence that supports significant judgments and conclusions. The working papers are logically organized and clearly explain the methodology used and the conclusions reached. We are able to furnish our working papers in either paper or electronic format.

Quality control includes an organizational structure, policies that have been adopted, and the procedures established by a firm to provide reasonable assurance that its staff conforms to professional standards. A quality control system also includes communicating policies and procedures to appropriate personnel, assigning responsibilities, exercising supervision, and monitoring compliance and effectiveness.

MANAGING STAFFING RESOURCES TO ACCOMPLISH ASSIGNMENT NEEDS

After the contract is awarded to the Ofori team for the base period, we utilize our staffing plan that takes into consideration the nature and timing of the various assignments. Each assignment is staffed by the PM. Ofori ensures that all assignments are properly staffed.

The Ofori team currently has professionals ranging from senior management to staff accountants. The Ofori team manages client assignments using Microsoft Project. This software tool ensures that we keep track of all staffing resources and it also ensures that there are no conflicts in allocating staff to the various assignments.

Work plans are distributed to each project staff member so that they are aware of their assignments, budgets, and the scheduled completion date for each sub-task or milestone. The PM monitors the work plan regularly. The work plan serves as an audit trail that the PM and quality control personnel can use to ensure the quality and timeliness of project deliverables and how it is accomplished, procedure development and other significant milestones.

The Ofori team believes planning is the key to ensuring that an engagement is performed in an efficient and cost-effective manner. We perform extensive engagement planning to ensure that we



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understand the scope and objectives of the engagement, select staff with appropriate experience and training, and prepare budgets to ensure completion of the engagements in accordance with the established timetable.

The PM and technical resource lead on all our engagements devote considerable attention to the timely completion of all tasks within the established time frames. Each PM maintains close communication with clients, on both an informal and formal basis. Contract milestones and deliverable schedules are strictly adhered to, and any client-directed changes are incorporated into the delivery schedule. Performance and delivery schedules are monitored by periodic budget and status reports

PROPOSED COMMUNICATION AND COORDINATION PLANS, MEETINGS AND DELIVERABLES

Our communications approach emphasizes proactive and collaborative communications, project status reporting, efficient and effective information sharing, and daily interaction with client personnel. We use status meetings to review project progress, successes, risks, and mitigation strategies; to review the project schedule and related variances; to discuss issues, action items, and upcoming activities; and to discuss upcoming activities and deliverables. We actively seek and welcome input from client personnel and respond to client requests in a timely and thorough manner.

A key component of ensuring quality is, maintaining open and honest lines of communications within the Ofori team and between the Ofori team and State and in particular the CO.

The Ofori team's project management practices include the creation of a Communication Plan. This document identifies the various parties with whom communication about the project is required, the timing and frequency of such communication, and the method of communication (e.g., email, formal memo, meeting, teleconference, etc.). Given that our PM is primarily a Government site resource, we anticipate most communications to be informal and routine. However, we ensure that all parties are aware of the requirements for formal communications and that our pricing and our staffing are tailored to those requirements. Included in our Communication Plan is a formal monthly and quarterly status reports. These reports includes progress against milestones, and the status of incorporating comments previously provided by State relative to processes, procedures, or significant deficiencies.

With respect to less formal feedback on a daily working basis, we encourage our project team to conduct peer reviews and to communicate within the team on any feedback by the CO. We require our staff to maintain a record of feedback, corrections and instructions to ensure that State is not providing the same communication on a repetitive basis. Additionally, Senior Ofori team management rates our staff on their attentiveness in incorporating the comments by the CO as well as correcting any deficiencies individually or within the project staff.

A dynamic organizational structure and our contract management provides State with short, direct lines to the Ofori team's corporate senior management, which is an extremely important element of our proven ability to get the job done. The Ofori team's corporate success is built on quickly providing the best technical and managerial talent available in the support services industry for



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satisfying State's objectives and needs. The Ofori team vests authority and responsibility for cost-effective control over the entire program within the purview of our PM. The PM serves as the point of contact for all matters germane to the subject contract, including but not limited to: planning, scheduling and forecasting, customer communications, resource management and technical guidance on conflict resolutions. It is the PM's responsibility to ensure that all State's tasks are adequately staffed, and additional resources are identified and staged for effective and efficient response to specific needs.



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4.0 ORGANIZATIONAL SUPPORT AND EXPERIENCE

The Ofori team is proposing an organization that provides a program management structure with clear lines of authority and quality control/assurance oversight; effective and redundant levels of supervision, sources of administrative and corporate support; and effective lines of communication between clearly identified individuals. The organization is designed along functional lines with an emphasis on quality control, close-knit communications, and the assembling of subject matter experts who are leaders in the field.

STAFFING PLAN

The Ofori team’s Staffing Plan (SP) includes its: (1) Competent Staff Maintenance Plan, (2) Current Personnel Resources, (3) Staff Retention which address the Ofori team’s capabilities and experience related to the SOW.

Prior to submitting this proposal, the Ofori team identified proposed key personnel and their role in conducting and managing the proposed effort for the required services. The proposed key personnel are: 1) experienced in conducting government audits and various financial and compliance audits; 2) familiar with and well versed in the application of GAAP, GAGAS, and GAS; 3) experienced in reviewing, adapting and applying specific agency and program policies; and, 4) experienced in working in an information systems environment. They are exceptionally versed in control reviews and assessments, OMB Circular A-123 and A-136.

1. STAFFING PLAN FOR MAINTAINING A COMPETENT STAFF FOR THE DURATION OF THE CONTRACT

The Ofori team has a five-step process for maintain competent staff, which includes: (1) identify specific skills required by the customer, (2) candidates with a CPA, (3) working with incumbent contractors, (4) reviewing our current contracts, which are subject to renewal (5) robust resume database.

We have a mature, proven staffing and recruitment process, which we utilize to meet State’s standards and needs. This is a process we have always taken very seriously, as it is our goal to provide qualified staffing to all of our clients.





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The Ofori team reflects responsible oversight of all personnel and financial resources utilized in the performance of this contract. In order to ensure that all work activities are performed timely, and in a cost effective manner while maintaining the highest quality of performance, the Ofori team utilizes a three-tier staffing strategy.

Integrated Project Team

We are proposing an integrated project team that provides the right combination of skill sets, systems support, process modeling and financial analysis experience essential for the success of this engagement. We assign personnel to engagements in an objective manner to achieve the right blend of technical expertise, supervision, staff utilization, staff-on-the-job training and client satisfaction. Personnel assigned to a task remain with the task until the services are no longer required.

Recruitment System

Our recruitment system has been a proven method for staffing contracts of the scope and size laid out in the SOW, having been utilized to staff more than six (6) Internal Controls Review and Assessment Supports Services contracts, as well as other acquisition requirements for various Government agencies such as DHS NPPD and CBP, HUD FHA and AMD, and USDA. The President of Ofori and the President of David Sakofs CPA are personally involved to ensure successful implementation of the program. Our personnel are highly skilled in both administrative



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services and interpersonal communication, and functions as a team with State staff members and its contract support staff. The Ofori team provides supplemental training for any area in which the productivity of our staff would be significantly improved. [REDACTED]

Retention

Retention has been instrumental to the success of the Ofori team. Once we have recruited personnel that meet or exceed the qualifications put forth in the SOW, we actively take steps to minimize turnover and retain experienced personnel. Our salaries are very competitive and we have focused the highest possible resources to provide a benefits package to our full-time employees that are competitive without being excessive. [REDACTED]

In managing this contract, we adapt to the Ofori team corporate policy that calls for establishing and maintaining staff continuity. As such, all key personnel and managers assigned to a particular task remain with the task until it is completed and State has accepted task deliverables. Staff and other support personnel may rollover from task to task, only in the event that all their work efforts and products have been completed, reviewed and accepted by the PM.



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Our organizational chart below illustrates our contract management/performance plan. The Project Manager serves as the primary point of contact with State’s CO. Three of Ofori team’s experienced Personnel namely – Charles N. Ofori, CPA, Edward Ampate, CPA, MBA and David Sakofs, CPA, MBA resumes are included with those of the Key Personnel. They have significant, program management, disaster management program expertise and plan to support the Project Manager throughout our performance of this engagement.

Figure 3 depicts the organization of the Ofori Team reporting to the State

Figure 3: The Ofori Team's Organizational Chart





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In our organizational structure for this contract, the PM has the final responsibility for the successful accomplishment of all task orders under this contract. He provides oversight of all work performed, including final review. The PM is the primary point of contact for State CO. He is also accessible to State's CO and other officials for issues arising in the contract's performance that require his authority to resolve. The PM allocates resources to specific tasks and affirms the continuity of support for the entire project team. The PM interacts with the CO on task performance, deliverables and any disputes that may arise. The PM works together with the QAM to ensure that the work output is of the highest quality. Together as a team, we ensure that all deliverables meet all applicable regulatory standards and has an added value to the client's operations. The PM directly submits weekly and monthly status reports to the CO.

The PM uses the work plan to monitor accomplishments of the project. The PM directs the technical work, supervises project team members evaluates the quality of work performed. Additionally, the PM meets regularly with the project team members to review project status so that potential problems can be anticipated and resolved. We believe it is essential to have scheduled periodic face-to-face meetings to jointly review plans, to identify risks, and to solve problems. As a result of our status meeting with the CO on a weekly basis, we prepare corresponding weekly status reports. We use these meetings to update on the status of our work and deliverables, address significant issues, solicit feedback, and receive updates. Prior to submitting the first Monthly Report and Weekly report, the PM seeks the CO agreement on the format and content of both report templates.

INTERNAL ACCOUNTING AND BILLING PRACTICES

The PM assigns unique task numbers to each sub-task or significant work element and requires staff to use those numbers in reporting labor hours on their timesheets. All personnel are required to update timesheets on a daily basis. To eliminate mathematical errors, timesheets are submitted electronically to the PM for approval before those hours are billed to the Government. Invoices are prepared and submitted monthly.

The invoices are prepared by the Ofori team's accounts payable personnel and reviewed for accuracy by the QAM. The completed invoices are then submitted to State. By building accountability into the process of tracking and recording labor and other costs right from the start, we effectively eliminate errors before they can enter our billing system. Results are provided to State as part of our monthly status report. The results show the overall contract value, expenditures



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to date, and remaining funds available. We also report and disclose issues that may affect contract costs.

2. CURRENT PERSONNEL RESOURCES FOR THIS EFFORT

The Ofori team has a Human Resource (HR) team that is very efficient in recruiting, retaining and allocating current staff resources among various projects, maximizing the utilization of available personnel resources to achieve business goals; and performing the activities that are necessary in the maintenance of our workforce through identification of staffing requirements, planning and oversight of payroll and benefits, education and professional development, and administering their work-life needs. Our HR team is primarily focused on efficient and effective deployment of our personnel resources where and when they are needed, and make certain that those resources have the tools, training and skills required per the SOW and labor category descriptions to perform on the engagement.

Resources Available

Assignment/Labor Category	Number of Resources Available
Partner	1
Program Manager	1
Project Manager	2
Senior Consultant	2
Consultant	4
Associate / Staff	4
Subject Matter Expert	2
Administrative Support	3
Certified Public Accountants	10

Ofori has grown in size and resources over the past 21 years from a firm of 35 employees to 171 employees nationwide. The Ofori team has the business systems in place to administer staff in any location. These systems include payroll, benefits, communications, and an HR team that is dedicated to ensuring that all personnel and client relation issues are addressed in a proactive manner. This infrastructure also makes for a stable work environment for our staff. The Ofori team utilizes qualified personnel who are skilled at performing Internal Control Review and Assessment (ICRA) services.

The Ofori team has a large resource personnel pool to easily meet unforeseen staffing requests. We have the flexibility to shift employees between projects to accommodate unforeseen workload. Our proposed staff is currently available to take on this engagement if State employs us with the responsibility to perform under this contract. All current resources are able to address the technical and administrative requirements and provide the deliverables outlined in the SOW. Our team comprises of professionals who have performed on several internal control review and assessment projects for our clients.



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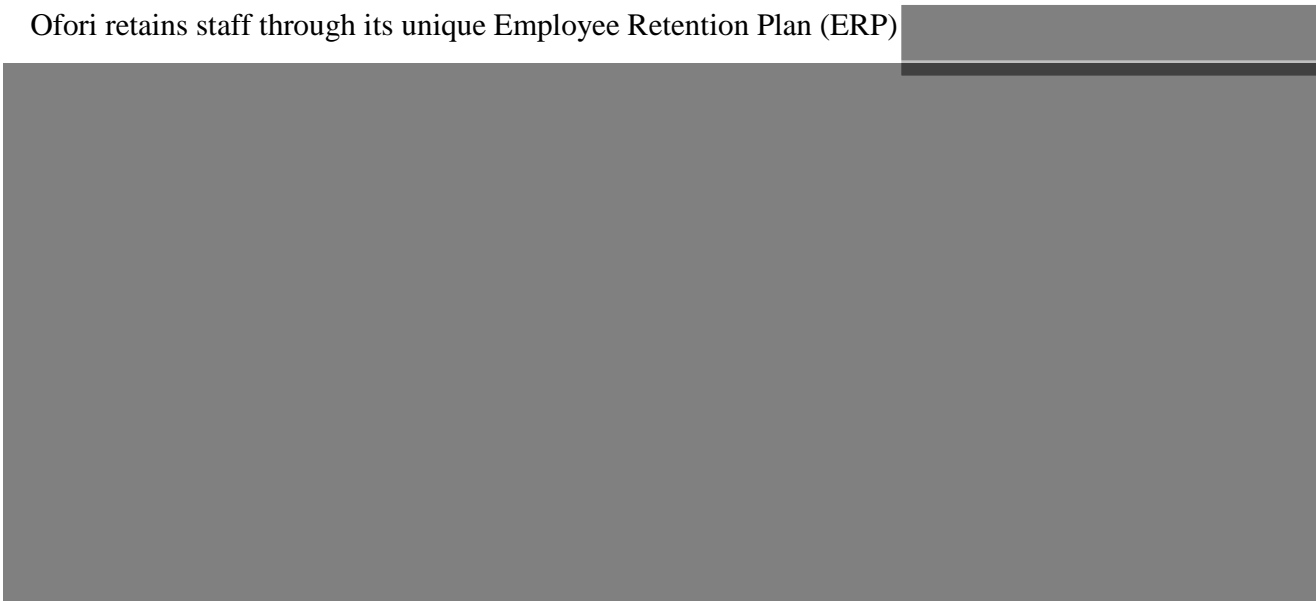
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Ofori staff is highly qualified to provide expert service and are readily available to meet all requirements of the RFQ. Our staff has gained considerable knowledge of Federal financial systems and control environment and thus bring those qualities as an added value to this engagement.

Furthermore, our current experience in other Internal Controls and Circular A-123 projects for other Federal agencies, such as FEMA, DHS CBP, HUD FHA, HUD AMD, DHS NPPD, and USDA RTB are instrumental in performing the tasks identified in the SOW at the highest level and in a manner that achieves immediate results. Our hand-selected professionals for this engagement would hit the ground running, because of their fundamental skills, experience, and understanding of the requirements of this RFQ.

3. STAFF RETENTION

Ofori retains staff through its unique Employee Retention Plan (ERP)



The Ofori team depends heavily on the performance and quality of current staff. Through our ERP, our current staff has continued to stay with us and accumulated specialized, institutional knowledge to perform on State's requirements. Our staff possesses the extensive experience in internal control reviews and assessments similar to the requirements of State through the various projects our staff performed for our many clients. Our financial management staff worked on similar projects like our engagement with DHS, Customs and Border Patrol (CBP) to assist with the post desk review verification audits of Continued Dumping Subsidy Offset Act (CDSOA) which stemmed from GAO, OIG audits, of CBP's internal control review over the CDSOA process. This included actual gathering of financial records from Claimants, conducting post desk review verification, rendering findings and recommendations and testing of transactions.

Our proposed staff also utilized their expertise and enhanced their knowledge and experience through an engagement with the Department of Housing and Urban Development (HUD), Federal Housing Administration (FHA), assessing, evaluating, documenting, and testing FHA's internal control over financial reporting in accordance with OMB Circular A-123 Appendix A Internal Control over Financial Reporting (Implementation Guide). This was documented through a comprehensive annual assurance statement, included in the Department's Performance and



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Accountability Report (PAR), addressing the achievement of the objectives of the Federal Managers' Financial Integrity Act (FMFIA), OMB Circular A-123, Appendix A, and the Federal Financial Management Improvement Act (FFMIA). The objective was to provide a basis for FHA's management's assurance over the effectiveness of internal control over financial reporting including FHA's quarterly and annual consolidated financial statements and other financial reports required by the Department of Treasury, and Office of Management and Budget (OMB).

Our staff is currently working on a contract with HUD, Asset Sales Office (ASO) to improve internal controls relating to existing internal control reports, assessed inherent risks and management controls.





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5.0 RESUMES

Charles N. Ofori, CPA Partner – Pool 1 & Pool 2			
Years of Professional Experience	25		
Educational Background	BBA, Howard University	Accounting	CPA (Maryland and District of Columbia)
Key Skill Areas	Compliance Review	Audit	Grants Management
	Contract Administration	Program Management	

Work Experience

Charles N. Ofori, the founder of the Ofori & Associates, PC (O&A, the Firm), has accumulated extensive professional experience in providing management consulting, accounting, auditing, income tax, financial advisory and economic development consulting services to an extensive private and public sector clientele. Mr. Ofori, with over 25 years as an accountant, directs the Firm's management and financial advisory services. He is in charge of an on-going engagement with FHA to assist in their A-123 internal control review. Mr. Ofori manages the planning and technical aspect of client services. Working in conjunction with other CPA firms, Mr. Ofori has conducted various performance measures and value added assignments for Federal and state agencies.

Ofori & Associates, PC

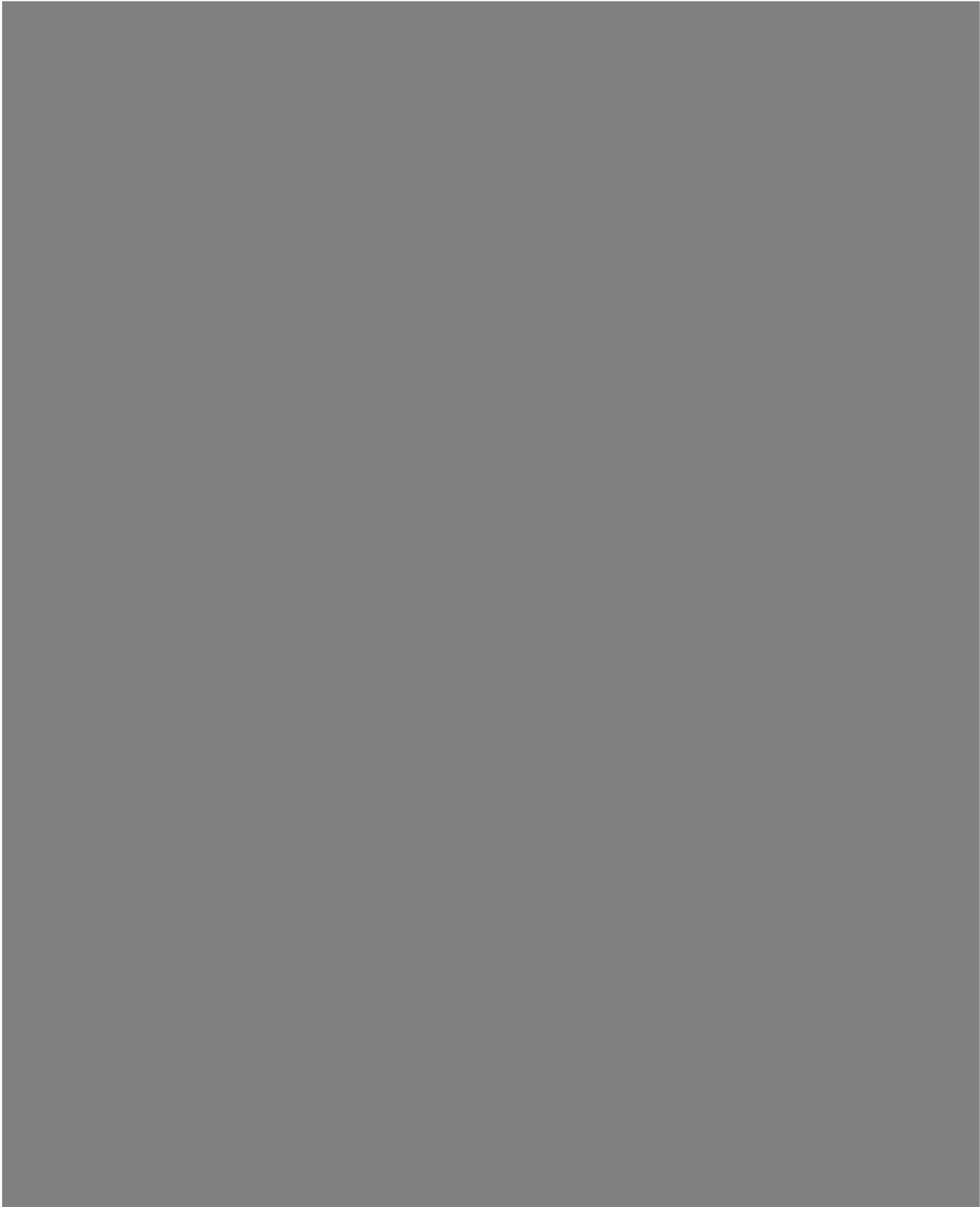
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Background (Training, Accreditations, and Memberships)

- Member, American Institute of Certified Public Accountants (AICPA)

Accomplishments

- Ofori & Associates, P.C. recognized as Small Business of the Year (2006)



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David Sakofs, CPA, MBA Program Manager - Pool 1 & Pool 2			
Years of Professional Experience			
Educational Background	BA, Rutgers University MBA, Fairleigh Dickinson University	Accounting	CPA (New Jersey and New York)
Key Skill Areas	Financial management of government contracts	Proposal preparation	Compliance with government regulations
	Compliance with Cost Accounting Standards	Federal Acquisitions	Audits

Work Experience





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Background (Training, Accreditations, and Memberships)

- Lecturer for Federal Publications Inc.
- New Jersey Society of Certified Public Accountants
- American Institute of Certified Public Accountants
- National Contract Management Association



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Edward Ampate, CPA, MBA Project Manager - Pool 1 & Pool 2			
Years of Professional Experience	15		
Educational Background	Bachelor of Science MBA	Accounting	Finance and Real Estate Management
Key Skill Areas	Due Diligence		Legal Compliance
	Business Process Improvement	Risk Management and SOX Compliance	

Work Experience

Mr. Ampate has 15 years of public accounting and financial management experience that include: managed projects at various Federal and private institutions; reviewed and analyzed audited financial statements and Federal income tax returns of multifamily properties to ensure compliance

performed risk management and SOX compliance for single and multifamily performing and non-performing loans; performed due diligence on acquired mortgage loans, pooling and mortgage backed securities; analyzed and validated mortgage pricing model, credit enhancement, guarantee assets (GA) and guarantee obligation (GO) valuation to ensure compliance with Federal Housing Finance Agency (FHFA) aka (OFHEO) reporting requirements; performed process improvement work on single and multifamily performing and non-performing loans; and investment and capital markets business processes; reviewed and analyzed operational and feasibility assessments of new mortgage products to ensure that the assessments were in compliance with corporate policies, Federal, state and local governments, and Financial Accounting Standard Board (FASB) requirements; and reviewed and analyzed audited financial statements of mortgage bankers (Ginnie Mae issuers) to ensure they complied with HUD mortgage loan issuance requirements.



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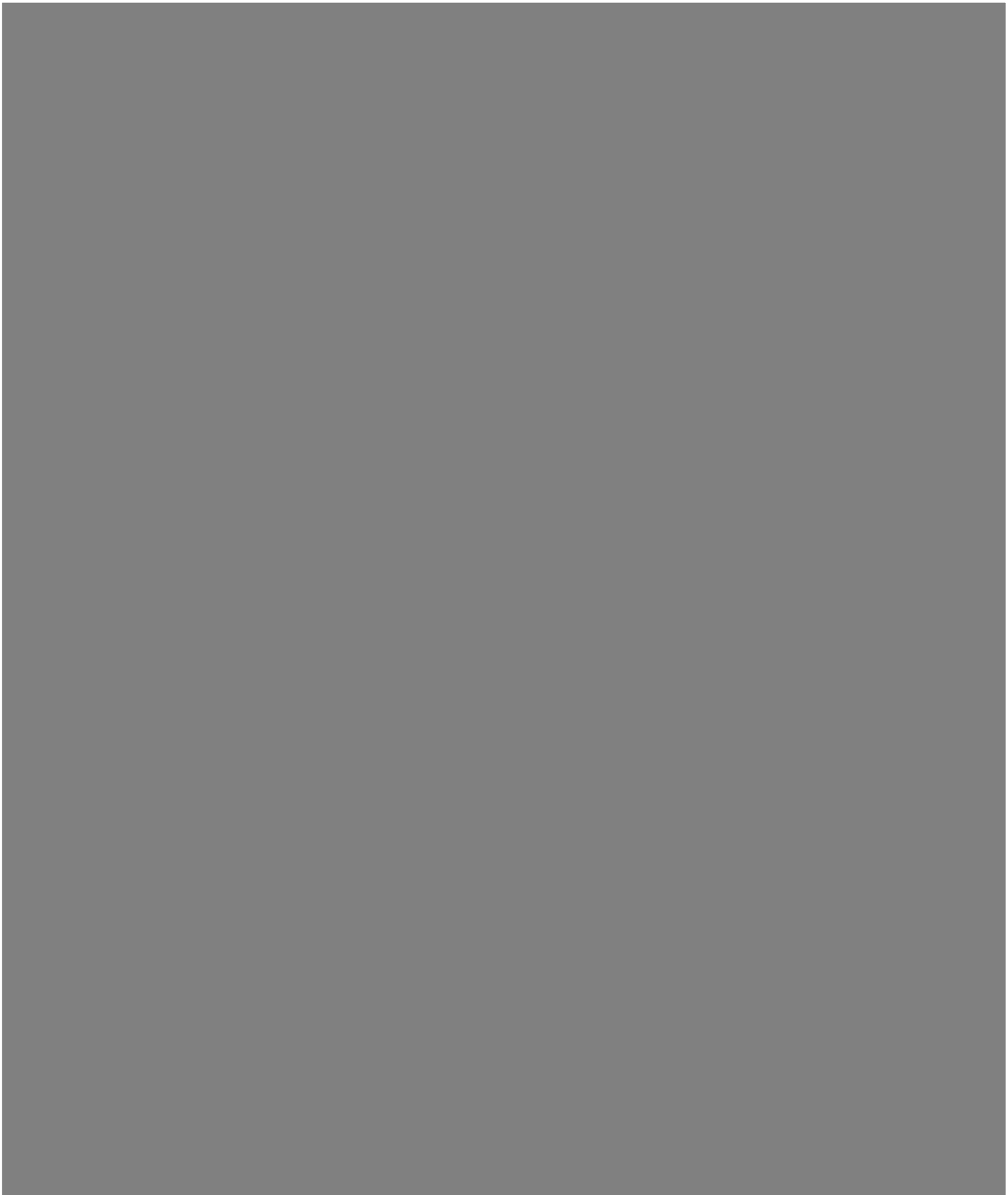
RFQ768892S - Program and Process Management Auditing, Financial Auditing and Grant Management, and Integrity Monitoring/Anti-Fraud Services for Disaster Recovery Assistance





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Edmond A. Zaremski, CPA, MBA			
Subject Matter Expert - Pool 1 & Pool 2			
Years of Professional Experience	47		
Educational Background	BS Saint Joseph University MBA, Drexel University	Accounting	CPA (Pennsylvania)
Key Skill Areas	Audits Program Management	Litigation support	

Work Experience





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Background (Education, Training, Accreditations, and Memberships)

- Mr. Zaremski has been a frequent lecturer on accounting/auditing issues presented to professional organizations and government forums on claims, false claims, terminations, defective pricing, litigation and investigative support as well as the implications of federal/state tax accounting for government contractors.
- Awarded the Secretary of Defense Medal for Meritorious Civilian Service.



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William J. Cochrane, Jr., CPA, MBA			
Senior Consultant - Pool 1			
Years of Professional Experience	33		
Educational Background	BS, LaSalle University MBA, Temple University	Accounting,	CPA (New Jersey and Pennsylvania)
Key Skill Areas	Risk Management	Financial Management	Program Analysis
	Internal Controls	Project Management	Quality Control/ Performance Measures

Work Experience





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Memberships, Professional Licenses and Accreditations

- Pennsylvania Institute of Certified Public Accountants
- American Institute of Certified Public Accountants
- Association of Government Accountants



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James F. Danaher Senior Consultant - Pool 2			
Years of Professional Experience	41		
Educational Background	BS Villanova University MBA, Drexel University	Accounting	CPA (Pennsylvania)
Key Skill Areas	Estimating	Procurement Audits	
	Compliance Review		

Work Experience



Background (Training, Accreditations, and Memberships)

- Member American Institute of CPAs
- Member of Pennsylvania Institute of CPAs



- DCAA Commendation Award (Bronze Star Award) for Outstanding Service
- DCAA Honorable Career Service Award (Awarded for continuous career excellence)



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Curtis N. Ofori, CPA, PMP, CGFM, MBA Consultant - Pool 1			
Years of Professional Experience	8		
Educational Background	BS, Accounting, University of Virginia	Economics	CPA (Virginia)
	MBA Wharton School of Business	CGFM	PMP
Key Skill Areas	Risk Management	Financial Management	Program Analysis
	Internal Controls	Project Management	Quality Control/ Performance Measures

Work Experience

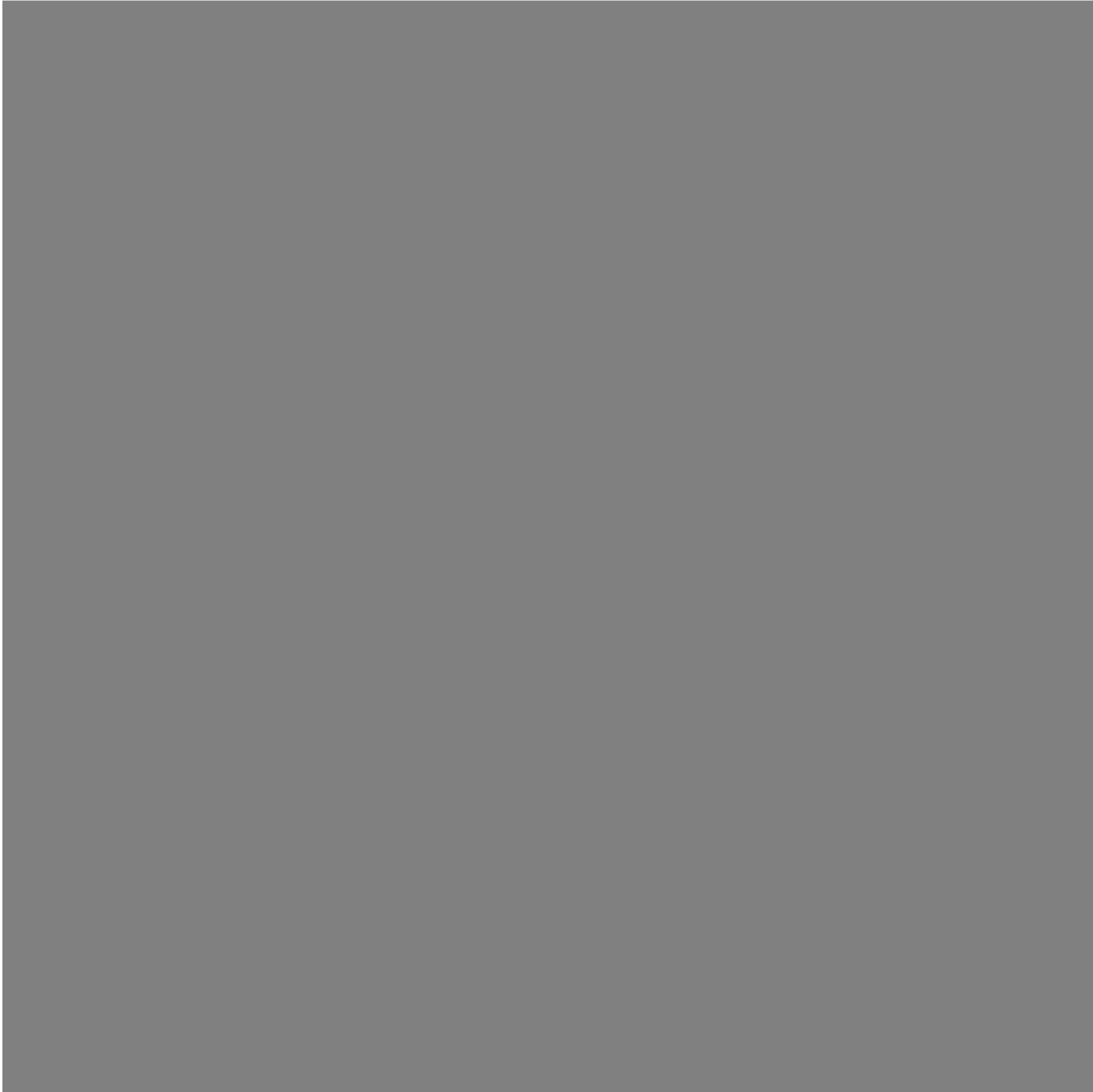
Mr. Curtis Ofori is a Certified Public Accountant, Project Management Professional and Certified Government Financial Manager with more than eight years of both federal and state government financial management work experience. He specializes in the areas of fiscal responsibility, portfolio analysis, and strategy development and audit readiness. Mr. Ofori is both an effective member and leader in team environments with strong project management and compliance capabilities.

Mr. Ofori has performed quality control and assurance services under various contracts. He understand federal financial environment and ensures that contracts are performed according to federal regulations and client requirements as communicated in contract. He has great communication skills, which give him the ease of communicating any gaps in performance, and proposed corrective action plans to contract team.



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Memberships, Professional Licenses and Accreditations

- American Institute of Certified Public Accountants
- Association of Government Accountants
- National Association of Black Accountants
- Virginia Society of Certified Public Accountants
- Project Management Institute



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Joan K. Trump, CPA, CGFM, CFE Consultant - Pool 2			
Years of Professional Experience	36		
Educational Background	AA, Goldey Beacom College BS, Rutgers University MS, Philadelphia University	Accounting Urban Studies Taxation	CPA (New Jersey) CGFM CFE
Key Skill Areas	Program Management	Quality Assurance	Financial Examination

Work Experience

Accounting firm of David Sakofs, CPA 2010 – Present
(Successor to L.G. Birnbaum & Co., LLP)
 Provided guidance to Government contractors regarding government procurement regulations and proper computation of indirect cost rates.



Background (Training, Accreditations, and Memberships)

- Notary Public License
- Association of Government Accountants (President – 1995-1996)
- American Institute of Certified Public Accountants
- New Jersey Society of Certified Public Accountants
- Association of Certified Fraud Examiners

Teaching Experience

- Adjunct Faculty – Wilmington College – 1996– 2001
- DCAI Guest Instructor – (2006-2007) – Administration/Management of Audits for Supervisors
- DCAI Guest Instructor – (2001) – Statistical Sampling



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Robert J Glass, Jr., CPA, CGFM, CFE			
Associate - Pool 1			
Years of Professional Experience	16		
Educational Background	BS, St. Josephs University	Accounting	CPA (Pennsylvania) CGFM CFE
Key Skill Areas	Program Management	Quality Assurance	
	Financial Examination		

Work Experience





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Background (Education, Training, Accreditations, and Memberships)

- Pennsylvania Institute of Certified Public Accountants
- American Institute of Certified Public Accountants
- Association of Government Accountants (President, Philadelphia Chapter 1990 and 1991)
- St. Joseph University Alumni Accounting Association
- Conducted and hosted Archdiocese of Philadelphia, Operation Santa Claus Fund Raiser from 1972 through 2007



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Leo J. Mullen, Jr., CPA, CGFM, PMP			
Associate - Pool 2			
Years of Professional Experience	16		
Educational Background	BS, LaSalle University Wharton Leadership Programs, University of Pennsylvania	Accounting CGFM	CPA (Pennsylvania) PMP
Key Skill Areas	Risk Management Internal Controls	Financial Management Project Management	Program Analysis Quality Control/ Performance Measures

Work Experience





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Memberships, Professional Licenses and Accreditations

- Pennsylvania Institute of Certified Public Accountants



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Lawrence W. Fennerty			
Administrative Support - Pool 1 & Pool 2			
Years of Professional Experience	6		
Educational Background	BA, College of Charleston	Business Communication	Minor in Business Administration
Key Skill Areas	Risk Management	Financial Management	Program Analysis
	Internal Controls	Project Management	Quality Control/Performance Measures

Employment History





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Memberships, Professional Licenses and Accreditations

- Advanced experience using MS Excel, Access, Word, PowerPoint, SharePoint, and Outlook



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Otis N. Ofori, Esq.			
Litigation Support - Pool 1 & Pool 2			
Years of Professional Experience	7		
Educational Background	BA, Economics	University of Virginia	Licensed Attorney
	JD, Juris Doctorate	University of Virginia School of Law	Virginia Massachusetts
Key Skill Areas	Disaster Relief	Asset Management	Program Analysis
	Reports Development	Project Management	Quality Control/ Performance Measures

Work Experience

Mr. Otis N. Ofori is a Licensed Attorney with more than eight years of both federal and state government financial management work experience. He specializes in all areas of legal compliance and due diligence as it applies to Federal engagement and contracting. He has previously supported the Department of Housing and Urban Development (HUD) in their Disaster Relief efforts where he was responsible for executing, managing, and analyzing the federal rules and regulations governing the process. Mr. Ofori has worked closely with agency attorneys under various contracts. He understands federal compliance, regulations and client contract terms.

Employment History

Ofori & Associates, PC
General Counsel

2009 - Present

Department of Homeland Security (DHS) – National Protection and Programs Directorate (NPPD)

Mr. Ofori assisted the NPPD internal control team to perform an assessment of NPPD’s internal controls over financial reporting, as well as audit its budgetary accounts that include Spend Plans, Working Capital Fund, Obligations, Reimbursable, Expenditures and Fixed Assets acquisitions to ensure compliance with IPERA, ADA and program requirements.

Department of Housing and Urban Development (HUD) – Public & Indian Housing (PIH)

Mr. Ofori worked closely with HUD attorneys and PIH management in the administration of the Disaster Housing Assistance Program – Hurricane Ike (DHAP-Ike) program by providing legal due diligence and regulation research for program operation. Developed program guidance in consultation with HUD and FEMA management and worked with HUD IG to resolve legal issues surrounding funds allocation to Public Housing Authorities. Worked closely with PHA’s management and executive directors on a daily basis to provide legal interpretation of contractual obligation while they participated in the program and tenant obligations under the continuation of the program and executed tenant contracts. Conducted on-site management reviews and assessments of PHAs to determine if they were in legal compliance with the DHAP-Ike program requirements. Reviewed disclosure schedules surrounding the contracts on file with each PHA.

Memberships, Professional Licenses and Accreditations

- State Bar of Virginia
- State Bar of Massachusetts
- American Bar Association



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6.0 EXPERIENCE ON SIMILIAR CONTRACTS

1. U.S. Department of Housing and Urban Development - Disaster Housing Assistance Program (DHAP): DHAP-Ike and DHAP-Katrina

Quoter:	Ofori & Associates, PC
Company Group / Division	
Program, Project, Or Task	Disaster Assistance and Project Management Services

1	Customer Name:	U.S. Department of Housing & Urban Development – Disaster Housing Assistance Program (DHAP)	
2	Address:	1670 Broadway St.	
		23 rd Floor	
		Denver, CO 80202	
	Customer Info:	Contracting Contact	Program / Project Manager or COR
3	Name & Title:	Robert Roybal	
4	Organization:	U.S. Department of Housing and Urban Development	
5	Address:	1670 Broadway St.	
		23 rd Floor	
		Denver, CO 80202	
5	Phone No.:	(303) 672-5278	
6	Fax No.:		
7	E-Mail:	Robert.Roybal@hud.gov	
8	Contract Number:	C-OPC-02401	
9	Contract Type (e.g. contract, BPA, task order) and pricing type (e.g. fixed price, cost reimbursement):	Fixed Price	
10	Dollar Value (Not-to Exceed):	\$ 2,771,142.00	
	Cumulative funded amount:	\$ 2,771,142.00	
11	Project Start Date:	08/01/2009	
	Estimated/Actual Completion Date:	02/30/2012	
12	Current status, e.g. completed and/or in progress	In Progress	

Description of Work Performed and Relevance to Requirements in this RFQ

Ofori & Associates, PC (Ofori) managed the day-to-day operations of major portions of the Disaster Housing Assistance Program (DHAP), a joint FEMA-HUD program that provides extended rental housing assistance for families displaced by hurricane Ike. Ofori’s complementary capabilities have contributed to the success of this project, making Ofori the natural choice to continue serving HUD.

Under the program, HUD uses its extensive national network of Public Housing Agencies (PHAs) to provide housing assistance and case management services for eligible families. Local Public Housing Agencies (PHA) are awarded grants from FEMA to provide rental assistance and case management services to affected families over an 18-month period. These families are scattered across the 50 states, with approximately 90 percent concentrated in six southeastern states (Texas, Louisiana, Arkansas, Mississippi, Tennessee, and Georgia). The majority of the families live in the Dallas, Houston, and New Orleans metropolitan areas.



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HUD’s first objective in transitioning DHAP from HUD to contractor management was that clients continue to receive the same high quality service from the contractor that they had received from government. Ofori launch operations, processed and placed staff at DHAP Headquarters and in 3 other cities, and began full and successful operations within days of contract award, meeting all program requirements on or ahead of schedule.

The DHAP Ike program has been extremely high profile. Ofori has worked directly with PHAs on location throughout the Gulf Region, and has assisted PHAs throughout the country via mailings, email responses, and phone calls. At its peak, the DHAP Ike program encompassed approximately 350 PHAs. Through assisting the PHAs, Ofori has served members of the general public in conducting tenant-specific research that has enabled the program to successfully avoid evictions of any participating families. Ofori has assisted PIH in preparing responses to inquiries from the Secretary’s office, Members of Congress, and the media.

The DHAP Ike program had daily, monthly and quarterly reporting requirements. Ofori produced a daily dashboard for PIH that tracked the progress of families throughout the initial DHAP program. On a monthly and quarterly basis, reports were generated to FEMA. The majority of this data were maintained on HUD’s Disaster Information System (DIS). Data were downloaded daily from DIS into a local database to provide for analysis and more rapid queries.

As DHAP Ike matured into the Transitional Rental Plan (TRP), Ofori has helped PIH by developing reports of progress in providing services through TRP, and the PHAs activities in assessing tenant eligibility for the Housing Choice Voucher program.

As the DHAP Program Administrator, Ofori continues to provide operational and technical assistance that includes (i) development and dissemination of program information to stakeholders, (ii) collection, management, and distribution of tenant information; (iii) linkage of DHAP databases and information to other HUD database infrastructure including IMS, PIC, and disaster-related information systems; (iv) preparation of daily and weekly project status reports and other information, including descriptions of problems encountered, actions taken to address such problems, and recommendations for their resolution, for use by HUD and FEMA management.

In addition, Ofori has provided:

- Practical methods, that are necessary for the HUD-FEMA financial statement analysis;
- Agencies financial stability analysis;
- Cash flows analysis;
- A-matrix building and calculations as a TRP Housing positioning analysis component;

Problems Encountered and Resolutions
None



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2. U.S. Department of Homeland Security (DHS), National Protection and Programs Directorate (NPPD)

Quoter:	Ofori & Associates, PC
Company Group / Division	
Program, Project, Or Task	Internal Controls and Accounting Support Services

Reference Information

1	Customer Name:	U.S. Department of Homeland Security (DHS), National Protection and Programs Directorate (NPPD)	
2	Address:	1616 For Myer Drive	
		Cube 1956B	
		Arlington, VA 22209	
	Customer Info:	Contracting Contact	Program / Project Manager or COR
3	Name & Title:	Toya Reynolds	
4	Organization:	DHS, NPPD	
5	Address:	301 7 th St. SW	
		3069-12	
		Washington, DC 20410	
5	Phone No.:	(202) 447-5666	
6	Fax No.:		
7	E-Mail:	Toya.Reynolds@hq.dhs.gov	
8	Contract Number:	HSHQDC-11-F-00107	
9	Contract Type (e.g. contract, BPA, task order) and pricing type (e.g. fixed price, cost reimbursement):	Fixed Price	
10	Dollar Value (Not-to Exceed):	\$ 1,942,904.80	
	Cumulative funded amount:	\$ 1,942,904.80	
11	Project Start Date:	09/30/2011	
	Estimated/Actual Completion Date:	In Progress	
12	Current status, e.g. completed and/or in progress	In Progress	

Description of Work Performed and Relevance to Requirements in this RFQ

Ofori evaluated, assessed, documented, and tested NPPD’s internal control over financial reporting in accordance with OMB Circular A-123 Appendix A Internal Control over Financial Reporting (Implementation Guide). Services were performed to achieve the DHS mission as required by the CFO’s Act, the Federal Managers’ Financial Integrity Act (FMFIA), OMB Circular A-123, Appendix A, the Federal Financial Management Improvement Act (FFMIA), and the DHS Financial Accountability Act (DHS FAA). The objective was to provide a basis for NPPD's management's assurance over the effectiveness of internal control over financial reporting including NPPD's quarterly and annual consolidated financial statements and other financial reports required by the Department of Treasury, and the Office of Management and Budget (OMB).

Ofori performed a review of internal controls over financial reporting and provided the following:

- Developed and managed the implementation of Mission Action Plans to mitigate or resolve material weaknesses and other significant conditions.



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<ul style="list-style-type: none">• Managed and assisted the development of Standard Operating Procedures and re-engineered processes to improve efficiencies and internal controls.• Liaised with the financial statement auditors by responding to audit inquiries and requests.• Developed desktop manuals for various monthly/routine processes.• Provided project oversight management and technical support for various programs.• Tested the design and effectiveness of internal controls over management and program operations to achieve compliance with IPERA.• Provided assistance to develop documentation, evaluate control deficiencies, and remediate material weaknesses and other control weaknesses.• Performed a risk assessment of NPPD programs and processes to determine risk levels and control gaps by utilizing both quantitative and qualitative materiality factors.• Documented and evaluated NPPD’s entity-level controls. These are organizational-level controls that have a pervasive effect on the organization as a whole. The evaluation was based on five standards: controls environment, risk assessment, controls activities, information and communication and monitoring.• Prepared test plans/scripts and conducted walk-throughs and testing of critical/key business process controls and programs that were identified as high-risk areas. Testing included review of Congressional Justifications, award documents, Expenditure Plans, Execution Plans, and invoices.• Identified management control issues and prepared recommendations to address these issues in the form of management letter comments and corrective action plans.• Provided technical advice and assistance in updating NPPD’s systems documentation to conform to National Institute of Standards and Technology (NIST) standards and guidance.
Problems Encountered and Resolutions
None



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3. U.S. Department of Homeland Security (DHS), Customs and Border Protection (CBP)

Quoter:	Ofori & Associates, PC
Company Group / Division	
Program, Project, Or Task	Verification of Continued Dumping and Subsidy Offset Act Claims and Internal Control Reviews

Reference Information

1	Customer Name:	U.S. Department of Homeland Security (DHS), Customs and Border Protection (CBP)	
2	Address:	Finance Acquisition Division 1300 Pennsylvania Ave., NW Washington DC 20229	
	Customer Info:	Contracting Contact	Program / Project Manager or COR
3	Name & Title:	Dwaine Osborne	
4	Organization:	DHS, CBP	
5	Address:	Finance Acquisition Division 1300 Pennsylvania Ave., NW Washington DC 20229	
5	Phone No.:	(202) 344-3853	
6	Fax No.:		
7	E-Mail:	Dwaine.osborne@dhs.gov	
8	Contract Number: HSBP1109C02194	HSBP1109C02194	
9	Contract Type (e.g. contract, BPA, task order) and pricing type (e.g. fixed price, cost reimbursement):	Fixed Price	
10	Dollar Value (Not-to Exceed):	\$ 1,985,036.00	
	Cumulative funded amount:	\$ 1,985,036.00	
11	Project Start Date:	04/01/2009	
	Estimated/Actual Completion Date:	03/31/2011	
12	Current status, e.g. completed and/or in progress	Completed	

Description of Work Performed and Relevance to Requirements in this RFQ

Ofori assisted with the post desk review verification audits of Continued Dumping Subsidy Offset Act (CDSOA), which stemmed from GAO, OIG audits, of CBP's internal control review over the CDSOA process. This included actual gathering of financial records from Claimants, conducting post desk review verification, render findings and recommendations and testing of transactions.

We reviewed a statistical and risk based selection of recipients who received Federal cash disbursements. By using the guidelines set forth by CBP, we determined if the recipients' qualifying expenditures were reasonable, accurate and if they complied with fiscal and administrative requirements of the program. After reviewing and testing supporting documentation submitted by the recipients, we prepared detailed verification reports and analyses that communicated our findings and recommendations. Examples of supporting documentation that we reviewed, but not limited to: audited financial statements, corporate tax returns, bank statements, invoices, sales and purchases ledgers and lease agreements. In addition to producing verification reports and analyses, we also conducted briefings and corresponded directly with upper management and client legal counsel regarding high risk and questionable disbursements.



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Tasks:

- Performed forensic accounting duties.
- Performed compliance audits and post desk review verifications on high profile recipients of Federal funds.
- Prepared post verification reports and analyses and communicated findings and recommendations pertaining to the reasonableness and accuracy of Federal cash disbursements.
- Conducted briefings and corresponded directly with upper management and counsel regarding questionable and high-risk Federal cash disbursements.
- Provided guidance on various program improvements such as sample selection, report templates, document retention, and verification methodology.
- Prepared a summary of verification results and communicated to the appropriate internal CBP Office of Finance personnel.

Problems Encountered and Resolutions

None



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4. New Jersey – Department of Environmental Protection: Cost Allocation

1	Customer Name:	New Jersey Department of Environmental Protection (NJDEP)	
2	Address:		
	Customer Info:	Contracting Contact	
3	Name & Title:	Mr. Frank Pinto	Chief, Bureau of Contract and Fund Management
4	Organization:	NJDEP	
5	Address:	Mail Code 401-06J	P.O. Box 420
		Trenton, NJ 08625-0420	
5	Phone No.:	(609) 777-0101	
6	Fax No.:		
7	E-Mail:	Frank.Pinto@dep.state.nj.us	
8	Contract Number:	A61620	
9	Contract Type (e.g. contract, BPA, task order) and pricing type (e.g. fixed price, cost reimbursement):	Task Order (Labor hours and other direct costs)	
10	Dollar Value (Not-to Exceed):	Approx. \$700,000	
	Cumulative funded amount:	Approx. \$700,000	
11	Project Start Date:	2005	
	Estimated/Actual Completion Date:	2012	
12	Current status, e.g. completed and/or in progress	Completed	
Description of Work Performed and Relevance to Requirements in this RFQ			
Under this contract we issued reports on a number of prime contracts awarded to The Louis Berger Group, Inc., Morristown, NJ. These reports cover the allowability of billed and paid costs, the allocation of indirect costs, the strength of internal control over financial data, and on compliance with applicable laws and regulations. Noted compliance problems that were corrected resulting in substantial savings to the State of New Jersey.			



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5. New Jersey – Department of Environmental Protection: Financial Capability

1	Customer Name:	New Jersey Department of Environmental Protection (NJDEP)	
2	Address:		
	Customer Info:	Contracting Contact	
3	Name & Title:	Frank Faranca	Site Remediation Technical Specialist
4	Organization:	NJDEP	
5	Address:	Mail Code 401-06J	P.O. Box 420
		Trenton, NJ 08625-0420	
5	Phone No.:	(609) 777-0101	
6	Fax No.:		
7	E-Mail:	Frank.Pinto@dep.state.nj.us	
8	Contract Number:	A77779	
9	Contract Type (e.g. contract, BPA, task order) and pricing type (e.g. fixed price, cost reimbursement):	Task Order (Labor hours and other direct costs)	
10	Dollar Value (Not-to Exceed):	Approx. \$500,000	
	Cumulative funded amount:	\$50,000	
11	Project Start Date:	2012	
	Estimated/Actual Completion Date:	2015	
12	Current status, e.g. completed and/or in progress	In-Progress	
Description of Work Performed and Relevance to Requirements in this RFQ			
Under this contract we issued reports on the financial capability of individuals and companies that are potential responsible parties liable for environmental remediation costs. These reports detail the financial assets that may be available to the State of New Jersey to pay for remediation costs. Financial capability analysis involves background checks, forensic techniques, and other analytical methods to ensure all assets are revealed. Noted compliance problems that were corrected resulting in substantial savings to the State of New Jersey.			



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6. U.S. Department of Housing and Urban Development (HUD), Federal Housing Administration (FHA): A-123 Internal Control over Financial Reporting

Quoter:	Ofori & Associates, PC
Company Group / Division	
Program, Project, Or Task	A-123 Internal Control over Financial Reporting

Reference Information

1	Customer Name:	U.S. Department of Housing and Urban Development (HUD), Federal Housing Administration (FHA)	
2	Address:	470 L'Enfant Plaza, Room 4300 Washington D.C. 20410	
	Customer Info:	Contracting Contact	Program / Project Manager or COR
3	Name & Title:	Susan A. Betts	
4	Organization:	HUD, FHA	
5	Address:	470 L'Enfant Plaza, Room 4300 Washington D.C. 20410	
5	Phone No.:	(202) 402-2785	
6	Fax No.:		
7	E-Mail:	Susan.A.Betts@hud.gov	
8	Contract Number:	C-OPC-23376	
9	Contract Type (e.g. contract, BPA, task order) and pricing type (e.g. fixed price, cost reimbursement):	Fixed Price	
10	Dollar Value (Not-to Exceed):	\$ 1,097,142.00	
	Cumulative funded amount:	\$ 1,097,142.00	
11	Project Start Date:	09/30/2008	
	Estimated/Actual Completion Date:	08/31/2009	
12	Current status, e.g. completed and/or in progress	Completed	

Description of Work Performed and Relevance to Requirements in this RFQ

Ofori & Associates, PC (Ofori) assessed, evaluated, documented, and tested FHA's internal control over financial reporting in accordance with OMB Circular A-123 Appendix A Internal Control over Financial Reporting (Implementation Guide). This was documented through a comprehensive annual assurance statement, included in the Department's Performance and Accountability Report (PAR), addressing the achievement of the objectives of the Federal Managers' Financial Integrity Act (FMFIA), OMB Circular A-123, Appendix A, and the Federal Financial Management Improvement Act (FFMIA). The objective was to provide a basis for FHA's management's assurance over the effectiveness of internal control over financial reporting including FHA's quarterly and annual consolidated financial statements and other financial reports required by the Department of Treasury, and Office of Management and Budget (OMB).

- Tasks:** Ofori performed its internal controls over financial reporting reviews and provided the following:
- Developed a comprehensive and sustainable system of internal control to meet the requirements of FHA, FMFIA, OMB Circular A-123 and FFMIA. This included utilizing a five-phase approach: planning and scoping, developing and implementing internal controls, documenting and assessing the design, testing and evaluating the operational effectiveness and reporting.
 - Documented and evaluated FHA's entity-level controls. These are organizational-level controls that have a pervasive effect on the organization as a whole. The evaluation was based on five standards:



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<p>controls environment, risk assessment, controls activities, information and communication and monitoring.</p> <ul style="list-style-type: none">• Performed a risk assessment of FHA programs and processes to determine risk levels and control gaps by utilizing both quantitative and qualitative materiality factors.• Evaluated the General and Application IT Controls based on five categories: Security Management, Access Controls, Configuration Management, Segregation of Duties and Contingency Planning.• Provided FHA management with updated and/or initial business cycle memorandums for 22 FHA business cycles related to Single Family and Multifamily loans, cash management, Real Estate Owned, insurance and asset management programs and financial systems and processes supporting these programs.• Prepared flowcharts of the Business processes to include IT financial systems information flows.• Prepared test plans/scripts and conducted walkthroughs and testing of critical/key business process controls for the 10 business cycles identified as high risk areas. Testing included review of loan/borrowers underwriting and servicing files to determine borrower eligibility per the DHS guidelines as well as review of Real Estate Owned (REO) asset management, marketing and disposition of property.• Identified management control issues and prepared recommendations to address these issues in the form of management letter comments and corrective action plans.• Provided technical advice and assistance in updating FHA's systems documentation to conform to National Institute of Standards and Technology (NIST) standards and guidance.• Created a Risk Control Matrix (RCM). The RCM displayed the list of process controls aligned to mitigate process-level risks. This also included the test procedures and results of each process controls tested.
Problems Encountered and Resolutions
None



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7. U.S. Department of Housing and Urban Development (HUD), Federal Housing Administration (FHA) – Front End Risk Assessment

Quoter:	Ofori & Associates, PC
Company Group / Division	
Program, Project, Or Task	Front End Risk Assessment

Reference Information

1	Customer Name:	U.S. Department of Housing and Urban Development (HUD), Federal Housing Administration (FHA) Prime Contractor: <i>MacArthur and Baker International, Inc. (MBI)</i>	
2	Address:	7200 Wisconsin Avenue	
		Suite 702	
		Bethesda, MD 20814	
	Customer Info:	Contracting Contact	Program / Project Manager or COR
3	Name & Title:	Roger Tchoufa	
4	Organization:	MacArthur and Baker International, Inc. (MBI)	
5	Address:	7200 Wisconsin Avenue	
		Suite 702	
		Bethesda, MD 20814	
5	Phone No.:	(301) 986-1595 ext. 102	
6	Fax No.:	[REDACTED]	
7	E-Mail:	rtchoufa@mbicfs.com	
8	Contract Number:	C-OPC-23730	
9	Contract Type (e.g. contract, BPA, task order) and pricing type (e.g. fixed price, cost reimbursement):	Fixed Price	
10	Dollar Value (Not-to Exceed):	\$ 2,527,963	
	Cumulative funded amount:	\$ 2,527,963	
11	Project Start Date:	09/29/2010	
	Estimated/Actual Completion Date:	In Progress	
12	Current status, e.g. completed and/or in progress	In Progress	

Description of Work Performed and Relevance to Requirements in this RFQ

Ofori is a subcontractor to MacArthur & Baker International, Inc. (MBI) on this engagement to provide services to HUD to support a Front End Risk Assessments (“FERA”) for the Sale of HUD-held Subsidized Multifamily Mortgage Loans under different sales structures, including, securitization and whole loan or non-securitized sales, as well as additional analyses.

In performing the Front End Risk Assessment, ten (10) risks factors are being analyzed: Legislative Language, Program Structure, Organizational Structure, Delegation and Communication of Authority and Responsibility, Segregation of Duties, Management Attitude, Personnel Adequacy, Enabling Technology (Systems/ADP) Considerations, Adequacy of Appropriations/Finance and Organizational Checks and Balances.

Ofori is working to improve internal controls relating to existing internal control reports, assessed inherent risks and management controls. The analysis of control environment is based upon the results from interviews and documents reviewed, and analysis of loan-level and portfolio data. They developed process



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maps and narrative descriptions that illustrates and documents the key event cycles for the loan sales and incorporates it into the "FERA" report. The assessment of inherent risks of the control environment is being undertaken based on the results of the Analysis of General Control Environment. This assessment identifies program risks and attempts to quantify or estimate their potential likelihood and impact. The assessment of management controls for adequacy is being performed using a "current state/comparator state" gap analysis that identifies critical gaps in current management controls. Based upon this analysis, recommended steps are developed to mitigate any deficiencies regarding this control environment. Ofori performs data analysis of HUD loan and property data

The overall Scope of Services includes:

- Review of existing internal control reports;
- Design and introduce a risk assessment process;
- Conduct the risk assessment;
- Identify hazards and the risks that they represent;
- Document a risk scoring system which includes the variables and the basis for the recommendation of a particular risk scoring system;
- Apply the risk scoring system to the identified hazards;
- Prioritize the hazards according to the risk assessment system and identify with justification a subset of hazards for risk assessment;
- Conduct the risk assessment of the established subset of the identified hazards to make recommendations to reduce risks to acceptable and tolerable levels;
- Implement the risk reduction recommendations;
- Design and execute a program of testing on an ongoing cycle of risk assessment;
- Design and execute a post-sale program for multifamily mortgage notes; and
- Identified hazards in loan sales as high priority and include post sale follow up.

Problems Encountered and Resolutions

None



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6.1 Additional experience of bidder

All the Ofori team's additional experience is addressed in the past performance section.

6.2 Disclosure

We have no current or past business relationship with the contractor providing service on State Contract G-8034.

Potential Conflicts of Interest

Additionally, Ofori utilizes its internal Human Resource and Risk Management functions to identify actual or potential conflicts of interest with its staff. The staff is required to inform the immediate supervisor or PM of any actual or potential conflict of interests that arise during the project prior to proceeding with their duties. Ofori immediately reviews reported actual or potential conflict of interests and upon determination of any conflict of interests would immediately remove the staff member from activities involving the potential conflict.

6.3 Financial capability of the bidder

Please see attached.

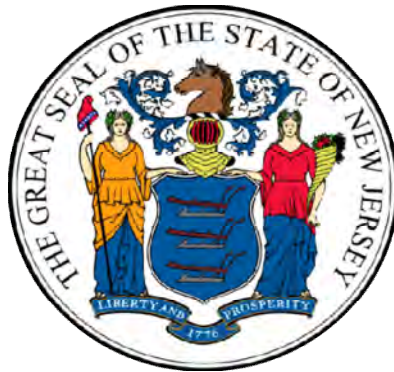
1. Financial Statements
2. Bank Reference



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**VOLUME II
Price Schedule**



**STATE OF NEW JERSEY
DEPARTMENT OF THE TREASURY
DIVISION OF PURCHASE AND PROPERTY
PROCUREMENT BUREAU**

Program and Process Management Auditing, Financial Auditing and Grant Management, and Integrity Monitoring/Anti-Fraud Services for Disaster Recovery Assistance (Hurricane Sandy)

RFQ: RFQ768892S

APRIL 8, 2013 12:00 PM EST

Prepared for:
NJ Department of Treasury
Division of Purchase and Property
Attn: Kelly Anderson
P.O. BOX 230
Trenton, NJ 08625

Prepared by:
Ofori & Associates, PC
1900 L Street NW, Suite 609
Washington, DC 20036
Tel: (202) 296-0566
Fax: [REDACTED]
E-mail: cofori@oforicpa.com
DUNS # 09960434

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used or disclosed – in whole or in part – for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of – or in conjunction with – the submission of this data, the Government shall have the right to duplicate, use or disclose the data to the extent provided in the resulting contract. This restriction does not limit the government’s right to use information contained in this data if so obtained from another source without restriction. The data subject to this restriction are contained in pages so marked.



Volume II – Price Schedule

RFQ7768892S: Program and Process Management Auditing, Financial Auditing and Grant Management, and Integrity Monitoring/Anti-Fraud Services for Disaster Recovery Assistance

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I. PRICING DATA

A. Introduction

In accordance with the Statement of Work, Ofori & Associates, PC and our teaming partner (The Ofori team) is pleased to present its price proposal for the State of New Jersey Program and Process Management Auditing for Disaster Recovery Assistance.

B. Price

We will perform negotiated Task Orders under this contract using the labor categories and rates listed under *Section B*.

As total compensation for all services performed in accordance with the terms, conditions, and specifications stated herein, Ofori shall be paid according to the prices listed under *Section B*.

C. Assumptions

Our fixed price bid is based upon the following assumptions:

- We anticipate a contract award date by May 2013 with work following date of award;
- We assume the award of this contract does not cause any type of organizational conflicts of interest that would preclude us from any future work with the State of New Jersey;

- 
- Ofori will provide sufficient personnel resources in order to perform the contract services.

D. Travel, Supplies and Open Market Items

In the event that the State of NJ directs the Ofori team personnel to travel subsequent to award, the order will be modified as needed and travel costs will be burdened with prevailing G&A rates and invoiced on a cost-reimbursable basis. Travel will be in accordance with the Federal Acquisition Regulation (FAR) and the Government Joint Travel Regulation (GJTR). We have not included any travel and supply cost in our total bid.

E. Period of Performance

Ofori anticipates a period of performance commencing from the date of award through 36 months for the base year and **2, 12 month options**.

F. Invoicing

Ofori will submit invoices on a monthly basis in accordance with the statement of work. Invoices will be issued monthly over the entire period of performance.



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G. Contract Administrator

Ofori designates the following individual for prompt contract administration:

Charles N. Ofori, CPA.

H. Validity Period

Ofori's offer is valid for sixty (60) calendar days from date of submission, at which time it shall expire unless extended in writing by a duly authorized representative of Ofori.

I. Acceptance Criteria

Unless otherwise specified in the proposal, all contract deliverables including (but not limited to) reports, work plans and other documentation submitted to the Government for approval shall be approved or disapproved within five workdays of delivery.

J. Remittance Address

1900 L Street NW
Suite 609
Washington, DC 20036

Specific remittance address to be used will be identified in each delivery order. Bank Account information for wire transfer payments will be shown on the invoice.



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II. SECTION B, SUPPLIES AND SERVICES AND PRICE/COSTS PRICE SCHEDULE

POOL 1: PROGRAM AND PROCESS MANAGEMENT AUDITING

LINE #	STAFF CLASSIFICATIONS	YEAR 1	DISCOUNT	YEAR 1	YEAR 2	DISCOUNT	YEAR 2	YEAR 3	DISCOUNT	YEAR 3
		GSA RATE		HOURLY RATE	GSA RATE		HOURLY RATE	GSA RATE		HOURLY RATE
1	Partner / Principal / Director	\$ 292.73		\$ 248.82	\$ 301.51		\$ 256.28	\$ 310.56		\$ 263.98
2	Program Manager	214.78		193.30	221.22		199.10	227.44		204.70
3	Project Manager	182.80		164.52	188.29		169.46	193.94		174.55
4	Subject Matter Expert	168.74		151.87	173.80		156.42	179.02		161.12
5	Supervisory / Senior Consultant	149.41		137.46	153.89		141.58	158.51		145.83
6	Consultant	117.19		107.81	120.70		111.04	124.32		114.37
7	Associate / Staff	93.75		86.25	96.56		88.84	99.46		91.50
8	Administrative Support	60.93		56.06	62.76		57.74	64.64		59.47

POOL 2: FINANCIAL AUDITING AND GRANT MANAGEMENT

LINE #	STAFF CLASSIFICATIONS	YEAR 1	DISCOUNT	YEAR 1	YEAR 2	DISCOUNT	YEAR 2	YEAR 3	DISCOUNT	YEAR 3
		GSA RATE		HOURLY RATE	GSA RATE		HOURLY RATE	GSA RATE		HOURLY RATE
9	Partner / Principal / Director	\$ 292.73		\$ 248.82	\$ 301.51		\$ 256.28	\$ 310.56		\$ 263.98
10	Program Manager	214.78		193.30	221.22		199.10	227.44		204.70
11	Project Manager	182.80		164.52	188.29		169.46	193.94		174.55
12	Subject Matter Expert	168.74		151.87	173.80		156.42	179.02		161.12
13	Supervisory / Senior Consultant	149.41		137.46	153.89		141.58	158.51		145.83
14	Consultant	117.19		107.81	120.70		111.04	124.32		114.37
15	Associate / Staff	93.75		86.25	96.56		88.84	99.46		91.50
16	Administrative Support	60.93		56.06	62.76		57.74	64.64		59.47