

*Proposal for*

**The New Jersey Housing and Mortgage Financing Authority**

**EQ2014-008-P1**



**The Fund for Restoration of Multi-Family Rental Housing and the Sandy  
Special Needs Housing Fund**

*Prepared for*

**Dave Ridolfino, Associate Deputy State Treasurer**  
**[IntegrityOversightMonitor@treas.state.nj.us](mailto:IntegrityOversightMonitor@treas.state.nj.us)**

**Technical**

**Due: August 11, 2014; 5 pm**

*Submitted by:*



**Brown & Company CPAs, PLLC**  
**1101 Mercantile Lane, Suite 122**  
**Largo, MD 20774**



August 11, 2014

Mr. Dave Ridolfino, Associate Deputy State Treasurer  
Department of the Treasury  
Office of the State Treasurer  
PO Box 002  
Trenton, NJ 08625

**Subject: EQ2014-008-P1: The New Jersey Housing and Mortgage Financing Authority – The Fund for Restoration of Multi-Family Rental Housing and the Sandy Special Needs Housing Fund**

Dear Mr. Ridolfino:

Brown & Company CPAs, PLLC is pleased to present our detailed proposal and Cost Schedule for the **New Jersey Housing and Mortgage Financing Authority, Group 1 – Program and Process Management Auditing.**

Brown & Company provides a wide range of services to federal, state and local government entities both large and small. These services range from financial statement audits to compliance audits, grant management, internal control reviews and business processes. As you will see from the accompanying proposal, we understand the specific need for the services of The State of New Jersey, Department of Treasury, and accordingly, we have assembled an excellent and experienced team of professionals to provide these services, which are within the scope of our NJ schedule contract.

The following person is the point of contact and is authorized to make representations on Brown & Company's behalf in connection with this quote.

Gail Jenifer, CPA, Managing Member  
Brown & Company CPAs, PLLC  
1101 Mercantile Lane, Suite 122  
Largo, MD 20774  
(240) 770-4903 (Voice)  
(301) 773-2090 (Fax)  
[gjenifer@brownco-cpas.com](mailto:gjenifer@brownco-cpas.com)

The following is our business information:

Business Size:



Small Business



CAGE No:

GSA Schedule Contracts No.:

Payment Term:

Valid Quote Period:

04TF0

GS-23F-8156H

Net 30 days

30 Calendar days

The person signing this letter is authorized to bind the offer. Brown & Company accepts all terms and conditions to the above-mentioned solicitation. If you have any questions or need further clarification on the content of our proposal, please don't hesitate to call the undersigned. We can be reached at (240) 770-4903.

We look forward to the opportunity to complete this task for the State of New Jersey, Department of Treasury.

Sincerely,

BROWN & COMPANY CPAs, PLLC

A large rectangular area of the document is redacted with a solid grey fill, obscuring the signature and name of the signatory.

Member

CRISC

*Proposal for*

**The New Jersey Housing and Mortgage Financing Authority**

**EQ2014-008-P1**



**The Fund for Restoration of Multi-Family Rental Housing and the Sandy  
Special Needs Housing Fund**

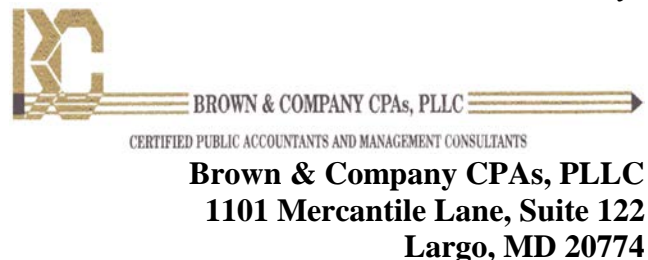
*Prepared for*

**Dave Ridolfino, Associate Deputy State Treasurer**  
[IntegrityOversightMonitor@treas.state.nj.us](mailto:IntegrityOversightMonitor@treas.state.nj.us)

**Technical**

**Due: August 11, 2014; 5 pm**

*Submitted by:*





## Table of Contents

<b>A. APPROACH TO THE STATEMENT OF WORK.....</b>	<b>1</b>
A.1 Introduction .....	1
A.2 Specific Tasks .....	3
A.2.1 Phase 1—Planning .....	3
A.2.2 Phase 2—Review and Assessment of Policies and Procedures .....	5
A.2.3 Phase 3—Periodic Testing and Monitoring .....	5
A.2.4 Phase 4—Reporting and Project Deliverables .....	6
<b>B. MILESTONES AND DELIVERABLES.....</b>	<b>9</b>
B.1 Required Reports and Documents.....	10
B.1.1 Potential Fraud, Malfeasance or Criminal Activity .....	10
B.1.2 Monthly Status Report.....	10
B.1.3 Quarterly Report .....	10
B.1.4 Time Logs .....	10
<b>C. LABOR HOUR MATRIX—ATTACHMENT 3 .....</b>	<b>11</b>
C.1 Contract Schedule and Person-Hour Labor Category Matrix .....	11
C.1.1 Year 1 .....	11
C.1.2 Year 2 .....	11
<b>D. ESTIMATED TRAVEL.....</b>	<b>12</b>
D.1 Year 1 Travel .....	12
D.2 Year 2 Travel .....	12
<b>E. FEMA AND HUD CONSULTING EXPERIENCE.....</b>	<b>13</b>
<b>F. CURRENT DISASTER RECOVERY ENGAGEMENTS .....</b>	<b>15</b>
<b>G. SUMMARY OF EXPERIENCE FOR ENGAGEMENTS .....</b>	<b>16</b>
G.1 Additional Relevant Experience .....	22
<b>H. RESUMES OF ENGAGEMENT PERSONNEL.....</b>	<b>23</b>



## A. APPROACH TO THE STATEMENT OF WORK

### A.1 Introduction

The Department of Treasury (Treasury), on behalf of the New Jersey Housing and Mortgage Financing Authority's (HMFA) is seeking quotes pursuant to the "Program and Process Management Auditing, Financial Auditing and Grant Management, and Integrity Monitoring/Anti-Fraud Services for Disaster Recovery Assistance" contract (G9004), and the "Prequalification Pools: Auditing and Other Related Services in Support of Disaster Recovery" contract (T2939) from prequalified contractors in Pool 1-Program and Process Management Auditing (Contractor).

This State is seeking to retain the services of a prequalified Contractor with knowledge of Federal Emergency Management Agency (FEMA), Department of Housing and Urban Development (HUD) Community Development Block Grant - Disaster Relief (CDBG-DR) funds, and experience with state and local procurement processes, particularly the New Jersey Local Public Contracts Law (N.J.S.A. 40A:11-1).

The purpose of this Engagement Query is to provide a Program and Process Management Auditor to HMFA to audit the Fund for Restoration of Multi-Family Rental Housing (FRM) and the associated contracts in excess of \$5 million in order to minimize the risk of deobligation, and prevent or rectify the duplication of benefits, process and payment errors, waste, fraud, abuse, malfeasance and mismanagement of funds. The Contractor will also audit the Sandy Special Needs Housing Fund (SSNHF) and the associated contracts if any SSNHF contract exceeds the \$5 million threshold.

HUD provided an initial \$1.8 billion in CDBG-DR funding to the Department of Community Affairs-Sandy Recovery Division (DCA-SRD) to assist with Sandy-related rebuilding and recovery programs. The DCA-SRD contracted with CohnReznick as an internal integrity oversight monitor to assist with these Sandy-related programs. CohnReznick acts as an extension of DCA's internal audit group. It is responsible for ensuring that the programs managed by DCA-SRD meet and comply with applicable State and Federal guidelines, regulations and laws; and DCA-SRD vendors' performance complies with contract requirements, terms and conditions.

HMFA is a sub-recipient to DCA and is currently administering \$454.5 million (includes both first tranche and second tranche funding) in CDBG-DR funding allocated across three programs: 1) Fund for Restoration of Multi-Family Housing (FRM); 2) Sandy Special Needs Housing Fund (SSNHF); and 3) the Sandy Homebuyer Assistance Program (SHAP).

Brown & Company CPAs, PLLC (Brown & Company) is a prequalified contractor in Pool 1: Program and Process Management Auditing. In addition, Brown & Company has had extensive experience in the review and compliance monitoring of federally-funded block grant programs, FEMA public assistance programs, state and local procurement processes, and the construction industry. We are a registered business in the State of New Jersey, and our Managing Member and Program Manager for this engagement is a Certified Public Accountant licensed in Maryland, Virginia, Pennsylvania, the District of Columbia, and the State of New Jersey. She



has a wealth of experience with HUD, FEMA, performance auditing and financial systems and software. In addition, founding member Tyrone Brown, who will serve as the Quality Review Partner on this engagement, served as the Deputy Administrator and Acting Executive Director of the Washington Urban League. As a senior-level administrator, Mr. Brown was responsible for administering grants and programs from a variety of federal, state and local (District of Columbia) agencies. Programs included community development block programs, food and nutrition programs, senior wellness programs and health and human services programs.

As a company, our experience summary spans more than 38 years and covers program operations and compliance reviews, internal control reviews, risk assessments facilities support and financial audits. Brown & Company also has a long contract history performing financial and performance audits for HUD, including several audits of state public housing authorities. As the New Jersey's rental programs are expected primarily to assist low and moderate income households (approximately 77% of funding), Brown & Company's past performance gives us great insight and objectivity to perform the responsibilities and specific tasks required of the external integrity oversight monitor as defined by A60.

Much of our CDBG technical assistance was performed under a five-year contract with HUD that required a wide variety of services related to CDBG programs, public housing, mortgage banking, internal control reviews, and other services. This contact value over the 5-year period of performance was \$25,000,000. This project was managed by Gail Jenifer, who would also be the partner in charge of the DCA-CDBG Integrity Monitoring engagement.

Our HUD audits, compliance reviews and risk assessment projects include:

- Mortgage Servicing Reviews and follow up review services
- Technical Assistance Single Family Notes Branch
- Coles County Housing Authority Program review, including CDBG programs
- Multifamily Claims Examination Support Services
- Senatobia Housing Authority
- Mound Bayou Housing Authority
- HUD Troubled and Substandard Public Housing Agencies
- Potter County Public Housing Authority

Brown & Company team's federal auditing experience includes examining the whole Federal contracting cycle for 40-plus financial and performance audit engagements to include Department of the Veterans Affairs, Department of Environmental Protection Agency, Executive Office of the President, State of California and State of Montana (FEMA performance grant audits) , and the City of Richmond, VA. We have examined contracting activities throughout the acquisition process, including pre-award and award, contract administration and management, and ultimately the contract closeout. Generally, our examination of pre-award starts with an agency identifying a need; developing a requirements package; determining the method of acquisition; soliciting and evaluating bids or proposals; determining the adequacy of the contractor's accounting system for billing purposes; and ultimately negotiating a price and contract terms, resulting in the contract award. After contract award, our examination includes the agency performing activities related to contract administration and management. Contract



administration and management involves monitoring the contractor's performance as well as reviewing and approving (or disapproving) the contractor's requests for payments. There are various types of contract audit activities that can occur in the pre-award and award, and administration and management phases of a contract. Our examination of the contract closeout process involves verifying that the goods or services were provided and that administrative matters are completed, including a contract audit of costs billed to the government and adjusting for any over- or underpayments based on the final invoice. Our assessment of effective contract oversight includes effective internal control throughout the contracting process.

## A.2 Specific Tasks

Brown & Company considers the process to accomplish the stated purpose, objective and scope of work requirements identified in the Engagement Query to be an Agreed Upon Procedures engagement that will vary slightly for each of the eight contracts listed. Accordingly, our work approach will be commensurate with conducting an agreed upon procedures engagement specific to each contract and in accordance with federal and State of New Jersey guidelines and regulations, including A60 for integrity monitoring services.

Our approach to providing Integrity Monitoring services for the DCA-SRD recipients of HUD funding will all have four phases to complete the engagement scope of work:

- Phase 1—Planning
- Phase 2—Review and Assessment of Policies and Procedures
- Phase 3—Periodic Testing and Monitoring
- Phase 4—Reporting and Project Deliverables

### A.2.1 Phase 1—Planning

A. Attend a kick-off meeting with representatives from the Department to discuss the tasks and deliverables required under this work assignment. The Contractor is responsible for documenting and providing minutes of the meeting to the State Contract Manager within ten (10) days of the meeting.

Brown & Company planning phase is designed to provide the overall road map for the delivery of services. The planning phase will begin upon contract award. This phase begins with a kick off meeting with representatives from the Department/DCA, HMFA, and specific program personnel. The kick off meeting is intended to confirm the timeline presented in this Engagement Query, allow us to explain our procedures approach, the steps we will use for the engagement, and to obtain necessary documents and files associated with the engagement. We will document the engagement kick off meeting and provide minutes to the State Contract Manager within ten (10) days of the meeting.

It is in this planning phase that Brown & Company will review CohnReznick's integrity monitoring services, in order to leverage CohnReznick's risk assessments and CDBG-DR program recommendations to HMFA management. During this phase, we will also complete the following tasks:





- Conduct kick-off meetings and/or entrance conferences with management/representatives from each of the eight contract holders via telephone conference to discuss the objectives and deliverable milestones.
- Establish lines of communication with the Contracting Office, the HMFA, and other responsible officials;
- Implement a project management control system;
- Establish administrative support functions; i.e., working paper file maintenance, travel arrangements, etc.
- Confirm staff levels and skill requirements for both the review of the policies and procedures and risk assessment, and the ongoing quality assurance/quality review process;
- Conduct brainstorming session. This session is a top level planning session that must be attended by the entire project team. The brainstorming session is conducted to discuss all phases of the engagement and to determine and document our understanding of the environment, the control environment, project assistance requirements and other aspects of the program; and
- Prepare a schedule of milestones for the completion of each phase of the engagement and for each of the 16 contracts. This schedule is to include, at minimum, milestones for the planning, testing and reporting phases of the engagement. Milestones may be added or revised during the planning phase.

We will also review HMFA control systems. If weaknesses are found in this review, we will develop an integrity monitoring process that mitigates noted weaknesses and recommend loss prevention strategies and initiate oversight, as necessary.

One of the contracts in this scope of work includes the contract with CohnReznick to act as an extension of DCA's internal audit group as the internal Integrity Oversight Monitor for Sandy-related programs. Our work will be designed to leverage existing program findings of CohnReznick without duplicating or recreating oversight and monitoring efforts.

- Analyze requirements for each of the contracts
- Update our understanding of operations
- Document a high-level review of relevant programs, operations, controls, and risks, as related to the projects, as well as gain a sufficient understanding of internal controls, including Electronic Data Processing (EDP) matters, that impact the control environment.
- Perform preliminary analytical procedures
- Determine plan, design, and test materiality (relating to each contract)
- Identify significant line items, accounts, and assertions
- Identify significant cycles, accounting applications, and financial management systems
- Identify significant provisions of laws and regulations
- Identify relevant budget restrictions
- Assess risk factors
- Identify relevant operations controls to evaluate and test
- Plan site visits and establish a site visit schedule as necessary or required
- Design steps to provide reasonable assurance of detecting errors, regularities and illegal acts
- Prepare the Plan Document



We will also complete our Comprehensive Planning Document (CPD). The CPD is not an Engagement Query deliverable. However, we will share this document on a need to know basis, as it This document will present the comprehensive road map to delivery of our services and accomplishment of the stated goals and objectives.

### **A.2.2 Phase 2—Review and Assessment of Policies and Procedures**

Based upon our completion of the CPD, Brown & Company will leverage the completed policy and procedure reviews, control system analysis and risk assessments to ensure that program requirements are being met and that they comply with applicable state and federal guidelines, regulations and laws.

Our process will be designed to ensure that:

- HMFA control systems are adequate and being applied as designed and minimize the risk of inefficiency, waste, fraud, abuse, malfeasance and mismanagement of funds.
- Loss prevention recommendations and strategies are in place to
  - Prevent duplication of benefits
  - Prevent inefficiency, waste, fraud, abuse, malfeasance and mismanagement of funds

### **A.2.3 Phase 3—Periodic Testing and Monitoring**

During the length of the contract, we will provide ongoing quality assurance/quality control reviews to ensure that contract terms and applicable directives and grant/loan compliance terms are being met and that there are no duplication of benefits, process and payment errors, waste, fraud, abuse, malfeasance or mismanagement of funds. We will provide ongoing guidance and problem resolution to support program and funding intent and other issues related to program success. We will do this by ongoing testing and monitoring the control environment, related to:

- Internal Controls
- Procurement
- Contracting
- Compliance
- Cost Eligibility
- Contract Management
- Invoicing
- Forensic Factors

We will test controls and compliance using an audit approach. We will utilize a variety of testing methodologies, including random sampling of documents, observation and inspection, inquiries and interviews with management, walkthroughs of contractor processes and process mapping. As noted above, we will review and document cycle memos to determine current practice and to use as the benchmark for the comparison of testing that we complete. Testing will be completed based upon criteria established during our planning phase.

Our periodic testing will be based upon criteria using the risk assessment process to determine weighted average risk by major risk factor. Those factors determined to have the highest concentration of risk will be tested proportionately more frequent, or our tolerable error rate will be decreased to provide a greater potential for error discovery and thus loss mitigation.

During Phase 3, we will monitor management and the contractor's performance to the extent necessary to ensure legal compliance, and promote best practices.



Phase 3 also includes evaluation based upon the analytical review that we will establish during the planning phase. We will establish benchmarks based upon best practice and use the benchmarks established to measure against current performance. Our objective is to reduce or minimize subjectivity in the evaluation process. Measurement will be against performance standards that are quantifiable and measurable.

These reviews, coupled with the established analytics, will provide preliminary indications of malfeasance, inefficiency, waste, and abuse of management and funds. Our processes will also require us to review contract cost accumulation, and performance worksheets and other items that may provide indications of mismanagement, waste, fraud or abuse.

We will report our findings to the DCA immediately and consistent with the requirements of the EQ and the Act. We will provide the State Contract Manager Monthly Status Reports with updates on activities conducted on, or for, each task to include activity, analysis, results, recommendations, resolutions, and/or preventative measures; and follow-up on any previous outstanding issues.

#### **A.2.4 Phase 4—Reporting and Project Deliverables**

Phase 4 is a culmination of the other phases and encompasses the conclusions and intermittent reporting conducted throughout the engagement. Brown & Company will meet all contract deliverables and the required time lines.

Task A will be completed within 10 business days of the kick off meeting.

Task B will be completed within 40 business days of the kick off meeting.

Task C will be completed within 120 business days of receipt of the kick-off meeting

Tasks D and E will be conducted for the duration of the contract, and status updates will be provided in the monthly reports.

Monthly Status Reports will be provided to the State Contract Manger on the first business day of each month. Quarterly Reports detailing Brown & Company's services during the preceding three month period will be provided to the State Treasurer for distribution to the Legislature and the Governor. Detailed findings concerning our findings will include, but not be limited to recommendations for corrective or remedial action relative to the findings of malfeasance and inefficiency. The report will include a privilege log that details each denial of sensitive information exercised in preparing the report for transmission to the legislature and the Governor. The report will not include any information that may compromise a potential criminal investigation or prosecution or any proprietary information.

Each of the factors that will be utilized in our monitoring approach is discussed below.

##### ***1. Common body of Knowledge Planning***

During our engagement planning, we will discuss the aspects of the common body of knowledge regarding fraud. This knowledge includes fraud schemes, red flags, the fraud triangle, emerging



fraud issues, and equally as important types of fraud in lending, construction, renovation and rehabilitation projects.

## **2. *The Development of Contract Metrics***

We will complete this task during our planning phase. Brown & Company will develop a set of metrics, based upon the project work statement. Ratio's and project indicators are key factors in this process. Expectations will be developed based upon our experience and what we consider to be normal cost, volume relationships. We will complete monthly comparisons and investigate differences and anomalies. We consider analytical review procedures as key factor in our integrity monitoring process.

## **3. *Detail Transaction Testing, and Accounting Evidence Reviews***

We will test transaction details on an ongoing basis. In our accounting, application testing is based upon materiality. However, testing will be designed to look for unusual activity or relationships in the data being reported. This process will also include "walkthroughs" of transactions from cradle to grave. We will prioritize our walkthroughs as follows:

- Anomalies' reviews
- Control reviews
- Random reviews

These reviews will be completed on a periodic basis, depending upon the circumstances and the results of our planning phase.

## **4. *Compliance verification***

We will test compliance. This process is an audit procedure and a skill set that has been developed by Brown & Company during many years of contract compliance auditing. We will develop a matrix of compliance requirements, determine the attributes of the requirement and design our program and accounting procedures to test the compliance requirement. This testing will have similar strategy to the priority established in step 3 above.

## **5. *Review the motivational and ethical climate.***

As a part of our planning phase we will review the motivational and ethical climate of the awardee and the contractors retained to accomplish the scope of work. Our discussions will include such factors as (1) conditions in the environment such as social values, prevailing moral and ethical standards, and economic, competitive, political and social conditions. (2) motives in the mental dispositions of individuals who are most likely to commit a crime.

## **6. *Utilize professional staffing***

We will utilize professional personnel to participate in this process. Our team will be well versed in accounting and internal controls, fraud reviews, reviewing documentation, have investigative skills understand the environment of construction and contact cost accounting. In addition, our team will have experience in reviewing documents for peculiarities and irregularities understand design scenarios, know how to identify questionable and exceptional transactions, and follow the flow of funds into and out of an organizations account. Additionally, our team will include



Tyrone Brown, who has significant experience in the construction industry accounting and CDBG Housing programs.

Upon a finding of a likely criminal violation or lesser degree of any malfeasance, inefficiency, waste, fraud, abuse or mismanagement of funds, Brown & Company will report findings immediately to the State Comptroller and the Attorney General, consistent with the requirements of the Integrity Monitoring Act.



## B. MILESTONES AND DELIVERABLES

Brown & Company will submit all contract deliverables by the due dates specified in the RFP, as shown in Table 1 below.

**Table 1 - Deliverable Schedule**

<b>Task</b>	<b>Deliverable</b>	<b>Due</b>
Task A	Attend a kick-off meeting with representatives from Treasury, HMFA and other key participants to discuss the tasks and deliverables required under this work assignment. The contractor is responsible for documenting and providing minutes of the meetings to the state Contract Manager.	Within 10 business days of the kick-off meeting
Task B	Leveraging any CohnReznick reviews, risk assessments and recommendations related to the oversight and management of FRM. Ensure that program requirements are met, and comply with applicable State and Federal guidelines, regulations and laws. Make sure that policies, procedures, and HMFA control systems are adequate and being applied as designed, and minimize the risk of inefficiency, waste, fraud, abuse, malfeasance and mismanagement of funds. If necessary, recommend loss prevention strategies to prevent duplication of benefits, inefficiency, waste, fraud, abuse, malfeasance and mismanagement of funds.	Within 40 business days of after the kick-off meeting
Task C	Based on the Contractor's assessment of the HMFA control environment and the findings and recommendations of CohnReznick, develop an integrity monitor process for the 16 loan contracts that adequately addresses any weaknesses of the oversight already in place. The Contractor's oversight program is limited to addressing weaknesses and must not duplicate adequate controls already in place or duplicate services already performed by CohnReznick.	Completed within 120 business days after the kick-off meeting.
Task D	Provide oversight consistent with the plan adopted in Task C	Ongoing for the duration of the contract. Status updates will be included in the monthly report.
Monthly Status Reports	Provide update on activities conducted on, or for, each task to include activity, analysis, results, recommendations, resolutions, and/or preventative measures; and follow-up on any previous outstanding issues.	On the first business day of each month.
Quarterly Reports	Report detailing the integrity oversight monitor's provision of services during the three-month period second preceding the due date of the report and any previously unreported provision of services	On the first business day of each calendar quarter.



## **B.1 Required Reports and Documents**

### **B.1.1 Potential Fraud, Malfeasance or Criminal Activity**

Upon a finding of a likely criminal violation or lesser degree of any malfeasance, waste, fraud, or abuse, Brown & Company will report findings to the State Comptroller and the Attorney General immediately.

### **B.1.2 Monthly Status Report**

Brown & Company will provide an update on activities and accomplishments for the preceding month. The report will include type of activity, analysis, results, recommendations, resolutions, and/or preventative measures that were conducted, as well as follow-up on any previous outstanding issues. We will provide the monthly status report to the State Contract Manager on the first business day of each month.

### **B.1.3 Quarterly Report**

On the first business day of each calendar quarter, Brown & Company will provide to the State Treasurer, for distribution to the Legislature and the Governor, a report detailing our provision of services during the three-month period second preceding the due date of the report and any previously unreported provision of services, including, but not limited to, detailed findings concerning our provision of services and recommendations for corrective or remedial action relative to findings of malfeasance and inefficiency.

The report will include a privilege log that details each denial of sensitive information that Brown & Company exercises in preparing the report for transmission to the Legislature and the Governor. The report will not include any information that may compromise a potential criminal investigation or prosecution or any proprietary information.

### **B.1.4 Time Logs**

Brown & Company provides services to several government clients. To efficiently and effectively track our time, activities and attendance on these projects, we have implemented an automated Time and Materials payroll system. We utilize Paychex, an online payroll system that includes a Job Cost module. The module records job, labor category, rate and number of hours. It is prepared weekly and reviewed by management. A Labor Distribution Report (Time Log) is available upon request.



## C. LABOR HOUR MATRIX—ATTACHMENT 3

### C.1 Contract Schedule and Person-Hour Labor Category Matrix

The distribution of labor hour matrix presents a summary of our proposed work plan. The matrix includes the schedule of major task area, and the detail budget segment sub-tasks that Brown & Company is proposing, to complete the scope of work. The matrix includes the proposed milestones that we will use to measure progress on the scope of work service delivery, and the deliverables that are required by the scope of work. The matrix also includes labor hours by Brown & Company staff proposed, by segment sub-task and total proposed hours by major task.

Tasks C and D will be conducted for the duration of the contract, and status updates will be provided in the monthly and quarterly reports. Findings will be submitted to the State Contract Manager. Time and level of effort for report completion has been included in Phase 3.

For costs for each phase, please refer to the Microsoft Excel file **EQ2014-009-P1--HMFA--Att 5 Cost Quote\_Brown & Co.**

#### C.1.1 Year 1

Labor Category	Hours
Partner	100
Quality Review Partner	24
Manager	286
Supervisor	308
Supervisor	452
Senior	542
<b>Totals</b>	<b>1,712</b>

#### C.1.2 Year 2

Labor Category	Hours
Partner	40
Quality Review Partner	24
Manager	100
Supervisor	156
Supervisor	620
Senior	620
<b>Totals</b>	<b>1,560</b>





## **D. ESTIMATED TRAVEL**

Brown & Company agrees to adhere to the General Services Administration (GSA) published travel rules and rates to include disaster specific amendments in accordance with the Federal Travel Regulations.

Reimbursable expenses will be limited to the following:

- Meals limited to the maximum current GSA per diem rate (receipts not required but will be supplied if HUD or other funding agencies require same)
- Lodging limited to the maximum current GSA per diem rate of \$124, (excluding taxes) to include GSA- or HUD approved lodging waivers
- Mileage for Contractor privately-owned vehicles at the current New Jersey Automobile Mileage Reimbursement rate of .31 cents per mile.

### **D.1 Year 1 Travel**

Brown & Company estimates travel costs at \$36,000 for both programs.

### **D.2 Year 2 Travel**

Brown & Company estimates travel costs at \$24,000 for both programs.



## E. FEMA and HUD CONSULTING EXPERIENCE

Brown & Company has 38 years of experience providing federal, state and local entities with exemplary accounting, financial management and audit services similar to the Integrity Monitoring functional requirements of the DCA-SRD project, including:

- Review of policies, procedures and recommendations and risk assessments
- Review of compliance with laws, rules and regulations
- Testing and monitoring of transactions
- Testing internal controls
- Forensic accounting
- Analysis and review of transactions for the possibility of waste, fraud and abuse and recommending loss prevention strategies to prevent duplication of benefits
- Working with regulatory agencies
- Completing accurate and timely deliverables
- Completing monthly and quarterly status and project reports

Brown & Company was contracted by the Department of Homeland Security to perform two Federal Emergency Management Agency (FEMA) audits. The first was a performance audit of FEMA funds under the Fire Management Assistance Grant Program (FMAGP) for the Canyon Fire, California Department of Homeland Security, Office of Inspector General. Federal fire management assistance was provided through the President's Disaster Relief Fund and made available by FEMA to assist in fighting fires that threatened to cause a major disaster.

The audit was conducted in accordance with GAGAS, as prescribed by the Comptroller General of the United States (January 2007 revision). As a part of the audit, Brown & Company reviewed the FEMA Region IX in Oakland, California administrative and program procedures for the FMAGP. This area was selected because the declaration had a grant award that was significantly higher than other fire declarations within the applicable FEMA Region.

The overall objective of the audit was to determine whether the state of California was administering the FMAGP grants in an efficient and effective manner. The audit determined efficiency and effectiveness by considering the overall impact of material deficiencies identified during the audit on "program delivery." Specifically, we determined (1) how well the state entity responsible for the FMAGP coordinates and communicates with FEMA and sub-grant applicants; (2) how the state entity ensures compliance with federal laws and FEMA guidelines, including a review of the state's procedures for monitoring funds distributed to sub-grant applicants, and (3) whether the state properly accounted for and expended FMAG Program funding.

The auditors obtained and reviewed Single Audit Reports (OMB Circular A-133) for the grantee and the sub-grantees. Preliminary fieldwork was done at the applicable FEMA Regional Office having responsibility for the grantee's FMAGP activities. This audit work included interviews with the appropriate FEMA officials to determine, among other things, current issues and concerns relative to the grants. Audit program steps were subsequently performed at the grantee's location, and, as necessary, at selected sub-grantee locations. At the grantee and sub-



grantee levels, appropriate inquiries and transaction testing was performed to the extent and degree determined necessary to satisfy the objective for this audit.

The following criteria were used in performing the fire management assistance audits:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended
  - Title 44, Code of Federal Regulation (Parts 13, 204, and 206)
  - OMB Circular A-87, Cost Principles for State and Local Governments
  - Inspector General Act of 1978, as amended
  - Generally Accepted Government Auditing Standards, January 2007 Revision (Yellow book)
- Satisfied with our audit work for the California project, the Department then contracted Brown & Company to audit the State of Montana's administration of the FMAG Program for the Hobbie Fire (FMAG Declaration 24.88). The objective of the audit was to determine whether the state administered the FMAG Program in an efficient and effective manner. To accomplish the objective, we considered the overall impact of material deficiencies on grant program administration. Specifically, we determined how well the state (1) coordinated and communicated with Federal Emergency Management Agency (FEMA) and subgrant applicants, (2) ensured compliance with federal laws and FEMA guidelines, and (3) accounted for and expended FMAG Program funds.

To achieve the objective of this audit, we:

- Interviewed FEMA, state, and subgrantee personnel to obtain an understanding of policies and procedures followed and to identify potential internal control weaknesses and their causes;
- Reviewed grant files to determine whether sufficient documentation was present to support proper administration of the grant;
- Reviewed the state's internal controls over accounting for grants to ensure that the State properly recorded and reported grant expenditures;
- Reviewed a statistical sample of project worksheets to determine whether grant monies were spent according to laws and regulations. We used appropriate formulas to develop a variable sampling approach coupled with the risk model promulgated by the American Institute of Certified Public Accountants.
- Reviewed prior audit reports to determine whether deficiencies had been noted in the reports with respect to the state's administration of the FMAG Program or internal controls over grant fund accounting.

For both FEMA audits, we conducted a performance audit by executing tests, conducting interviews, making observations and performed examinations in the following areas:

- Applicant Eligibility
- Cost Eligibility
- Procurement
- Grantee's Accounting System and Internal Controls
- Project Worksheet Review
- Grant Reporting



## **F. CURRENT DISASTER RECOVERY ENGAGEMENTS**

Brown & Company is not currently providing services for any disaster recovery efforts.



## G. SUMMARY OF EXPERIENCE FOR ENGAGEMENTS OF SIMILAR SCOPE AND SIZE

The engagements conducted by Brown & Company demonstrate our decades of experience with projects similar in size and scope to the HFMA project.

### Performance Audit—U.S. Department of Housing and Urban Development

- Technical Support Services for Troubled and Substandard Public Housing Agencies

#### Description of Services

Brown & Company was under contract to provide technical assistance to HUD Troubled and Substandard Public Housing Authority, which covers a range of services from identifying the root causes of a troubled or substandard Public Housing Agency's problems, to planning and implementing recovery strategies and supporting an administrative receiver, as necessary.

We performed assessment and evaluation, and reconnaissance services to diagnose the combination of factors, issues and barriers that cause the agency to be designated troubled or categorized as substandard. We will interview agency management and employees, residents and resident organization representatives, Board members, local government officials, and other members of public and private entities associated with the agency. In addition we will analyze operating systems and policies, administrative practices, financial and budget information, internal controls, functional areas, management plans, work methods, procurement, inventory control systems, resource utilization, contract files, security, resident services, marketing, and other agency products, operations, and procedures.

### Senatobia Housing Authority, OH

#### Description of Services:

Brown & Company CPAs, PLLC has completed a compliance review of the Senatobia Housing Authority (Authority) or (PHA) financial management and operation controls of its HUD funded housing programs. We performed the review based upon the Department of Housing and Urban Development, Cleveland Recovery and Prevention Corps (RPC) request. The objectives of the review were:

- To review the current financial management and operations, ensuring that all of the PHA's financial records for fiscal years 2004 (July 1, 2003 thru June 30, 2004), and the current fiscal year 2005 (July 1, 2004 to June 30, 2005), comply with HUD requirements and GAAP for the Low Income Public Housing Program and Grant Program.
- To recommend corrective actions needed to improve overall financial management and operations, including the revision and/or development and implementation of various financial policies and procedures.

### Potter County Public Housing Authority

#### Description of Services

Brown & Company applied the enterprise fund accounting principles, as recommended by REAC, when adjusting the PCHA's financial record to comply with GAAP. The enterprise funding accounting method requires: the accrual method of accounting when determining when grants, entitlements, and shared revenue should be recorded; the expensing of inventory as consumed; depreciating fixed assets; transferring HUD debt to equity; and accounting for annual and sick leave.



Our project includes the following: updating the Chart of Accounts in compliance with GAAP pronouncement; providing a balance sheet for the fiscal year end in accordance with GAAP pronouncements; providing a copy of the fixed asset inventory (including a list of real estate appraisals, if needed) and expendable inventories, in compliance with GAAP reporting standards; researching and documenting original costs of fixed assets, and adjusting for appreciation/depreciation, and current condition; reviewing development and modernization costs attributed to fixed assets, determining the hard and soft costs, preparing entries to write-off soft costs previously capitalized, preparing depreciation schedules for hard costs, preparing depreciation schedules for other fixed assets such as: vehicles, maintenance equipment, appliances, and other office equipment; contracting for appraisals to adjust investments to market value; assisting the PCHA in processing the reclassification of Bonds and Notes and related interest, guaranteed by HUD; and determining the accuracy of the present inventory system for expendable materials, and assisting the PCHA in completing or contracting for a physical inventory of these items, as well as reconciling the physical inventory to maintenance materials and equipment.

Brown & Company conducted a small group training session utilizing the REAC HUD PHA GAAP Conversion Guide as related to documents as well as the main reference materials. The sessions include the following: GAAP accounting procedures; establishing accruals; and determining liabilities for compensated absences, contingent liabilities, and projecting an allowance for doubtful collections of account receivables. We will provide follow-up training to individual staff as needed to properly administer the GAAP accounting process. We will prepare a summary of the GAAP training on how to administer properly the GAAP accounting process, and a list of those trained.

Brown & Company met with the PCHA management and staff to determine the computer program upgrades needed to meet the GAAP accounting reporting compliance. The objective was to complete 100% of the PCHA's conversion, and to electronically transmit financial reports as required under the Public Housing Assessment System (PHAS).

Brown & Company reviewed the Tenmast Software® system to obtain an overview of its reporting capabilities and the GAAP conversion requirements. We reviewed the individual modules to become familiar with the program and line information to be inputted. We determined the modules that were affected by the GAAP conversion entries and made appropriate recommendations.

### **U.S. Department of the Interior – Fish & Wildlife**

#### **Description of Services:**

Brown & Company conducted a performance audit of the expenditures and obligations used by the Secretary of the Interior in the administration of the Wildlife and Sport Fish Restoration programs improvement Act of 2000 (A) Public Law 106-408.

We prepared a report that presents the results of their work conducted to address the performance audit objectives relative to the expenditures and obligations used by the Secretary of the U.S. Department of the Interior (“Interior”) in the administration of the Wildlife and Sport Fish Restoration Programs Improvement Act of 2000 (“the Act”), Public Law 106-408, for fiscal years 2007-2008 and 2009-2010. The work was performed during the period of August 2, 2010 through December 15, 2010. The audit objectives was to determine whether the expenditures and obligations used by the Secretary of the Interior, as reported by the U.S. Fish and Wildlife Service (“FWS”), in administration of the Act for fiscal years 2007-2008 and 2009-2010 were appropriate, adequately supported by appropriate documentation, and in accordance with the



criteria set forth in the Act and to report on the FWS's compliance with applicable laws and regulations and the internal control system for effectively accounting for expenditures and obligations under the Act.

### **Forensic Audit**

- Federal Trade Commission, Bureau of Consumer Protection

#### **Description of Services**

Analysis of Loans and Review Templates. Support in the review of loan processing charges.

Determined if a loan servicing company engaged in deceptive or unfair practice under Section 5 of the FTC Act. Tested compliance with loan agreement, state regulations, and the Federal Truth in Lending Act (TILA). The services requested require skill in data entry, analysis of interest calculations, and calculation of servicing fees. Approximately 224 loans were reviewed. Reviewed lender data entered in Microsoft Access or Excel to verify agreement with loan records. Loan records include, but are not limited to, loan agreements, phone records, and loan amortization schedules. Analyzed individual transactions to determine if fees were charged in accordance with lender policies and procedures. Calculated interest and fees allowed under loan agreements and in accordance with state regulation, Section 5 of the FTC Act, and the Federal Truth in Lending Act (TILA). Determined differences between amounts charged and amounts allowed. Prepare summary of results in format provided by Bureau of Consumer Protection (BCP)

### **Financial and Compliance Grant Audit**

- Executive Office of the President, Office of National Drug Control Policy, High Intensity Drug Trafficking Area Program (HIDTA)

#### **Description of Services**

Financial and compliance grant audits of the High Intensity Drug Trafficking Area Program (HIDTA). To date we have completed 39 HIDTA grants. Each HIDTA Grant audit consisted of the audit of two grants years at each fiduciary. The fiduciary was a state or local government, or a division of a state and local government. Consequently, while we have audited 39 HIDTA grantees, we have actually audited 78 HIDTA grants. The HIDTA program is national in scope; therefore our audits cover any area of the U.S. and the Virgin Islands. We are under contact to audit a minimum of seven HIDTA grantees annually.

The objective of this engagement is to conduct cost related audits to provide assurance of the accuracy and integrity of claims for HIDTA funds by selected grantees. Financial and compliance audits provide independent reporting and assurance on whether a grantee's financial information is presented fairly, its internal controls are adequate, and the grantee complies with laws and regulations. The audit commenced with a preliminary survey and review of OMB Circular A-133 (A-133) audit reports of organizations (state and local governments) receiving HIDTA grant funds. We utilized the A-133 audit process to select grantees for audit. The scope of our audits was to express an opinion on the grantees' Statement of Cost Claimed and on whether the financial management systems and internal controls were adequate.

### **Acquisition Compliance**

#### **U.S. Department of Veterans Affairs, Franchise Fund Simplified Acquisition Office**

#### **Description of Services**

Brown & Company performed the Agreed-upon Procedures (AUP) to evaluate the effectiveness



of internal controls over purchases made by VA Franchise Fund contracting activities in accordance with FAR Chapter 13 Simplified Acquisition Procedures and Department of Veterans Affairs Acquisition Regulation Acquisition Regulations (VAAR) for fiscal year 2011 and option periods. The performance audit is necessary to ensure compliance with applicable laws and regulations and to assess the strength and viability of the internal controls over the procurement processes. The scope of the VA-FFSAO Agreed-upon Procedures review covers procurement actions falling below the Simplified Acquisition threshold of \$150,000 and above the micro-purchase threshold of \$3,000. The scope of the Agreed-upon Procedures performance audit covered the period April 1, 2010 – March 31, 2011 for the base period. The option periods covered similar time frames.

The objectives of the agreed-upon procedures is to review VA-FFSAO's operations during the stated audit period; determine whether VA-FFSAO has complied with procurement laws and regulations that could have a direct and material effect upon its operations; and provide expert analysis and written recommendations on:

- Resolution of identified deficiencies
- Prospective improvements to VA-FFSAO's operations that correspond to best practices in the industry.

Brown & Company performed Agreed-Upon Procedures to determine whether the U.S. Department of Veterans Affairs (VA) Franchise Fund has complied with vendor selection provisions of FAR Chapter 13 Simplified Acquisition Procedures and the Department of Veterans Affairs Acquisition Regulation (VAAR) Part 813 - Simplified Acquisition Procedures. The objective of the Agreed-Upon Procedures was to determine whether VA Franchise Fund contracting activities had effective policies, procedures, and internal controls in place to ensure that VA Franchise Fund contracting officers complied with significant provision of the FAR Chapter 13 Simplified Acquisition Procedures. Brown & Company performed the Agreed-upon Procedures to evaluate the effectiveness of internal controls over purchases made by VA Franchise Fund contracting activities in accordance with FAR Chapter 13 Simplified Acquisition Procedures and VAAR during the Fiscal Year 2009 and 2010. Our methodology included: (1) using statistical and non-statistical sampling; (2) interviewing personnel; (3) obtaining and evaluating procurement files and related documents; (4) determining if the contracting officer promotes competition to the maximum extent practicable, (5) determining if the contracting office complies with the FAR 13.106 guidelines for soliciting competition, evaluation of quotations or offers, award and documentation; (6) identify instances of noncompliance and any weaknesses in compliance controls that allowed the noncompliance to occur; and (7) preparing audit reports in accordance with GAS.

The primary guidelines applicable to the financial statement audit are:

- Government Management Reform Act of 1994
- Federal Financial Management Improvement Act of 1996
- Government Auditing Standards
- GAO Financial Audit Manual
- GAO Federal Information System Controls Audit Manual (FISCAM)
- OMB Bulletin - Audit Requirements for Federal Financial Statements,
- OMB Circular A-136 Financial Reporting Requirements
- AICPA Codified Professional Auditing Standards
- OMB Circular A-123 Management's Responsibility for Internal Control





### Financial Audit

- Department of Treasury, Franchise Fund

#### Description of Services

Description: Special audit analysis. During the course of our financial statement audit, we were informed of potential impropriety in the accounting for the activity of the fund. The audit resolution process required Brown & Company to immediately initiate an audit of contracts and contract compliance, to extend the nature and amount of our audit testing to include final quarter apportionment testing, anti-deficiency testing additional management inquiry and budget execution review. This process was a required completion mandate before we could complete the audit of the Fund for the year. This effort precluded a material weakness finding.

### Financial Related Services

- Department of Energy's Office of the Chief Financial Officer

#### Description of Services

Performed specified budgetary formulation and execution analyses, financial data base support and financial systems reviews for the Department of Energy's Office of the Chief Financial Officer (CFO). This scope of services extended for more than twelve (12) years.

### Audit Remediation Support

- United State Department of Agriculture, Natural Resources Conservation Service (USDA-NRCS)

#### Description of Services

Audit Remediation Support: Provided audit remediation services for the USDA Natural Resources Conservation Service, Office of the Chief Financial Officer. Our tasks included performing corrective action steps to remediate reported weaknesses in Financial Reporting, Property, Undelivered Orders, and Purchase Cards, Fleet Cards, and Unfilled Customer Orders. We conducted internal control assessment in accordance with OMB Circular A-123 and tested the following Departmental Cycles: Grant Management, Reimbursable Agreements, Fund Management for Fund Balance with Treasury, Fund Control Management for Budget, and Human Resources. We provided IT support to assist the agency in documenting IT control policies and procedures and closing IT Plan of Action and Milestones (POA&M). The results of our efforts help the agency reduce some of the material weaknesses to significant deficiencies.

### Financial Advisory Support

- USDA Cooperative Research State Research, Education, and Extension Service, National Institute of Food and Agriculture (NIFA)

#### Description of Services

Provide consultant and advisory services to evaluate the financial operations and the functional and compliance areas provided in support of NIFA's mission, federal regulations, other applicable laws and U.S. Department of Agriculture regulations. Included within the scope of work was the identification of methods for improving business processes and objectively analyzing the overall management of the branch.

We focused our efforts on three areas: 1) overall operations, with emphasis on the cash reconciliation process, i.e., reconciling the grant funding authorizations with the payments to grantees and subsequent recordation in the USDA's documentation and recordation system; 2) management of the non-formula grants process, i.e., those grants that are awarded to meet research and education priorities in areas of public concern that affect agricultural producers,



small businesses and others; and 3) management of the formula grants process, i.e., grants are awarded annually to land-grant universities based upon a formula as stated in the legislation.

### **Financial Analysis – Inventory**

- D.C Superior Court

#### **Description of Services**

Inventory accounting: Brown & Company was engaged to provide audit remediation services to the District of Columbia Superior Court. The problem was that the independent auditors could not render an unqualified opinion on the financial statements because the inventory and value of fixed assets was not available. Our contract required Brown & Company to take a physical inventory of the assets of the court (expendable personal property), recalculate depreciation, remove inventory items that were obsolete from the year -end inventory listing, remove operating lease items that should not have been included in the inventory of tangible personal property, tag items included in the inventory, complete a cost look back analysis to determine the cost of items in the inventory that did not have historical cost data and present a comprehensive report of the results of our work to the Superior Court. This effort resulted from audit reports that indicated that the Superior Court could not present the value of tangible personal property, because the accounting for these assets was not complete. This was a result of audit report findings. Our effort resulted in a detailed summary of tangible personal property and asset value that was used in the financial statements and accepted upon audit.

### **Independent Review of Security Controls of the Interconnection with Other Systems under Federal Information System Management Act (FISMA)**

- Executive Office of the President
- Equal Employment Opportunity Commission
- U.S. Commodity Futures Trading Commission
- Federal Housing Finance Agency, Office of Chief Accountant (OCA)

#### **Description of Services:**

The objectives of these Federal Information Security Management Act (FISMA) audits were to perform reviews of agency information technology security operations to address the requirements in Public Law 106-398, "Government Information Security Reform Act." for FY 2002 and Federal Information Security Management Act (FISMA). Specifically, we evaluated whether the agency: (1) assessed the risks to its operations and assets, maintained an up-to-date security plan, and tested and evaluated security controls and techniques; (2) adequately maintains a Department-wide security program; (3) ensures that employees are sufficiently trained in their security responsibilities; (4) has documented procedures for reporting security incidents and sharing information regarding common vulnerabilities; (5) integrates security into their capital planning and investment control process; (6) has identified, prioritized, and protected critical assets within their enterprise architecture; (7) ensures that the agency's information security plan is practiced throughout the life cycle of each agency system; (8) has integrated its information technology security program with its critical infrastructure protection responsibilities; and (9) ensures that contractor-provided services are adequately secure and meet federal guidelines. As part of our audit testing we conducted a penetration testing of the agency's selected system(s).



## G.1 Additional Relevant Experience

Brown & Company also has a wealth of experience providing auditing and audit related services to various federal programs and local agencies under HUD. Our long and rewarding past performance with HUD includes:

- Multifamily Insurance Claims Support Services - conducted compliance reviews of Multifamily Insurance Claims filed and settled in accordance with the Code of Federal Regulation, HUD Handbooks, and HUD procedures.
- Office of Multifamily Housing Assistance Restructuring (OMHAR) (subcontractor) - conducted on-site compliance testing for 13 Participating Administrative Entities (PAE's) offices in all four of OMHAR Regions.
- Office of Lender Activities and Program Compliance Reviews - conducted comprehensive on-site mortgage servicing reviews of 60 approved lenders who service HUD/FHA insured single family mortgages.
- Post Single Family Insurance Claims Reviews - conducted comprehensive on-site single family insurance claims reviews of 275 approved lenders who service HUD/FHA insured single family mortgages.
- Technical Support Services for Troubled and Substandard Public Housing Agencies - provided technical assistance and training to HUD Troubled and Substandard Public Housing Authority. The contract covered a range of services from identifying the root causes of a troubled or substandard Public Housing Agency's problems to planning, training, and implementing recovery strategies. Tasks included improving HA's compliance with program requirements under four of the SEMAP indicators: (1) Selection from the Waiting List; (2) Reasonable Rent; (3) Determination of Adjusted Income; and (4) HQS Enforcement. Tasks also included assisting HA's in compliance with program requirements under the indicators for the Utility Allowance Schedule and Expanding Housing Opportunities. Services were provided to the following:
  - Housing Authority of the County of Coles: conducted a PHA Compliance Review of management control and financial reporting requirements including a review of SEMAP records and requirements.
  - Potter County Public Housing Authority, (PCHA) - converted the PCHA's financial record to comply with Generally Accepted Accounting Principles (GAAP) including SEMAP financial reports.
  - Saint Louis Housing Authority - conducted a management and financial audit of the St. Louis Housing Authority Cochran Gardens Development including SEMAP records and reporting requirements.
  - Richmond Redevelopment Housing Authority - as a subcontractor to Cherry, Bekaert & Holland, conducted an audit of the financial statements and records of the housing Authority. Our audit included testing program compliance with HUD and OMB Circular A-133 guidelines.



## H. RESUMES OF ENGAGEMENT PERSONNEL

The following individuals will be utilized on the DCA-SRD Integrity Monitoring project:

- Gail Jenifer, CPA, CISA, CISM, CRISC
- Tyrone Brown, CPA, CGFM
- Kimberly Penn, CPA
- Justin Nguyen, CPA
- I. Toni Thomas
- Andrea Wright-Banks

Detailed resumes of our talented personnel follow.



## Gail Jenifer, Engagement Partner

- Certified Public Accountant (Maryland, Virginia, Pennsylvania, District of Columbia, and New Jersey)
- Certified Information System Auditor (CISA)
- Certified Information System Security Manager (CISM)
- Certified in Risk and Information System Control (CRISC)

### Education

B.S., Accounting, [REDACTED]

M.S., Taxation, [REDACTED]

### Summary of Experience

Ms. Gail Jenifer is a Member/Partner at Brown & Company with 25 years of experience in accounting, auditing and financial services to federal, state and local governments and private institutions, including 4 years of performance auditing, 5 years of Federal information system auditing, and 10 years of Federal financial, performance, and grant auditing.

### Relevant Professional Experience

As Managing Member/Partner, responsible for the work performed on each project to include overall project management and final report review. She has final authority in the conduct of engagements and full responsibility for the work performed and overall quality of client service.

Ms. Jenifer possess knowledge and experience in performance audits, examining federal contract awards to determine compliance with Federal Acquisition Regulations, Cost Accounting Principles, Contract Procurement Policies and Procedures, Contract Awards Guideline, Contract Monitoring and Oversight, and Contract Close-out. Audit engagements for which these services were provided include the Department of Veterans Affairs and Department of Interior, Fish and Wildlife Service.

**Disaster Recovery:** Brown & Company was contracted by Department of Homeland Security to conduct FEMA audits of the Canyon Fire and Hobbler Fire to determine whether the states of California and Montana were administering the performance audit of the Fire Management Assistance Grant Program (FMAG Declaration 2488) in an efficient and effective manner. Specifically, Ms. Jenifer determined (1) how well the state entity responsible for the FMAG Program coordinated and communicated with FEMA and sub-grant applicants; (2) how the state entity ensured compliance with federal laws and FEMA guidelines, including a review of the state's procedures for monitoring funds distributed to sub-grant applicants, and (3) whether the state properly accounted for and expended FMAG Program funding. The following criteria were used in performing the fire management assistance audits: Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended; Title 44, Code of Federal Regulation (Parts 13, 204, and 206); and OMB Circular A-87, Cost Principles for State and Local Governments.

**Forensic Audit:** Ms. Jenifer led the Brown & Company forensic accounting services team to determine if a loan servicing company engaged in deceptive or unfair practice under Section 5 of the FTC Act. We tested compliance with loan agreement, state regulations, and the Federal Truth in Lending Act (TILA). The services requested require skill in data entry, analysis of interest calculations, and calculation of servicing fees. Individual transactions were analyzed to determine if fees were charged in accordance with lender policies and procedures; if calculated interest and fees were allowed under loan agreements and in accordance with state regulation, Section 5 of the FTC Act, and the Federal Truth in Lending Act (TILA); determined differences



between amounts charged and amounts allowed; prepared summary of results in format provided by Bureau of Consumer Protection (BCP).

**Performance Engagement:** U.S. Department of Interior Performance Audit of Expenditures and Obligations for the Secretary of the Interior in the Administration of the Wildlife and Sport Fish Restoration Programs Improvement Act of 2000, Public Law 106-408. Conducted audit to determine whether the expenditures and obligations used by the Secretary of the Interior, as reported by the U.S. Fish and Wildlife Service (FWS), in administration of the Act for fiscal years 2007-2008 and 2009-2010 were appropriate, adequately supported by appropriate documentation, and in accordance with the criteria set forth in the Act and to report on the FWS's compliance with applicable laws and regulations and the internal control system for effectively accounting for expenditures and obligations under the Act.

Department of Housing and Urban Development, Financial Support Services. Served as Project Manager on the following engagements: Multifamily Insurance Claims Branch Support Services, Single Family Insurance Claims Branch Support Services, HUD Trouble Housing Program Support Services, and Public Housing Financial Statement Audit Engagements.

Other related project experience includes:

- Detailed reviews of agency Undelivered Orders to determine if contractors have delivered all required goods and services, and determine if amounts should or should not remain obligated by the agency. (Department of Agriculture, Natural Resource Conservation Services and Department of Defense, Defense Threat Reduction Agency)
- Risk assessments designed to assess the likelihood of threats, fraud, waste, and abuse of agency funds and other assets. (Environmental Protection Agency, Department of Veterans Affairs, and Executive Office of the President)
- Internal control assessment in accordance with OMB Circular No. A-123 Management's Responsibility for Internal Control. Performed procedures to meet the following three objectives of internal control: (1) effectiveness and efficiency of operations, (2) reliability of financial reporting, and (3) compliance with applicable laws and regulations. The safeguarding of assets is a subset of all of these objectives. Internal control assessment was performed to provide reasonable assurance regarding the prevention of or prompt detection of unauthorized acquisition, use, or disposition of assets. Engagements include Department of Housing and Urban Development, Federal Housing Administration (as the major subcontractor) and Federal Housing Finance Agency.
- Reviews audit work papers, notification of findings and recommendations, and applicable reports to ensure that they comply with AICPA standards, Government Auditing Standards and peer review requirements
- Audits federal agencies' financial statements in accordance with generally accepted government auditing standards (GAGAS)
- Prepares audit opinions as to whether financial statements are fair presented in accordance with generally accepted accounting principles
- Prepares audit reports on Internal Control and Compliance with applicable laws and regulations
- Prepares Management Letter that discloses audit findings and recommendations
- Prepares information system review reports
- Determines compliance with FFMI, FISMA and FMFIA



#### **Other Relevant Audit Engagement**

- The Office of National Drug Control Policy – HIDTA Grant Audits
- U.S. Department of Veterans Affairs Franchise Fund Simplified Acquisition Office
- Federal Housing Finance Agency

#### **Information Technology (IT) and FISMA Review Audit Engagements**

- Executive Office of the President – IT Review
- U.S. Election Assistance Commission – FISMA Remediation Services
- Federal Housing Finance Agency – FISMA Review

#### **Employment History**

Brown & Company CPAs, PLLC

1988 – Present



### Tyrone Brown, Quality Control Partner

- Certified Public Accountant (CPA)
- Certified Government Financial Manager (CGFM)

#### Education

B.S., [REDACTED]

MBA, [REDACTED]

#### Summary of Experience

Mr. Tyrone Brown is a U.S. Citizen. Mr. Brown is the Founding Member of Brown & Company CPAs, PLLC. He has more than 38 years of experience in auditing and financial services, including in the construction industry. He has served as engagement partner for construction related projects, FEMA engagements, HUD financial support services, grant audits, financial statement audits of Federal entities and Performance audits of recipients of Federal grants. In addition, Brown & Company was under contract to serve the National Minority Contractors Association to conduct special presentations and seminars on construction accounting and construction cost accounting, best business practices, exit strategy and taxes. Mr. Brown conducted the seminars around the country, and wrote and published several articles in *Building Concerns*, the newsletter of the National Association of Minority Contractors.

As Quality Review Partner, he performs an office review on audit reports, after a field review has been completed, to provide objectivity, uniformity, compliance with firm policy, and compliance with applicable GAO and AICPA promulgations.

#### Relevant Professional Experience

- Engagement Partner on audits of the financial statements of Federal agencies. As Engagement Partner, responsible for the work performed on each project to include overall project management and final report review. Has final authority in the conduct of engagements and full responsibility for the work performed and overall quality of client service.
- Responsible for all activities necessary to ensure the accomplishment of timely and effective support to the client, performed in accordance with professional standards, engagement requirements and firm policies.
- Engagement partner on the financial and compliance audits of Federal financial assistance programs awarded to state and local governments, non-profit entities, and for-profit organizations under cooperative agreements, grants, and contracts. The objectives of the audits were to determine that: 1) Federal funds were properly supported, reasonable, and in compliance with provisions of grant agreements, contracts, and cooperative agreements, 2) the reasonableness of the internal control structure over Federal financial assistance program in order to assess the relative risk factors and determine whether the controls were adequate to reduce risk of fraud, waste and abuse, and 3) that grantees complied with laws and regulations for those transactions and events that may have a material effect on the statements of grant/contract expenditures.

#### Relevant Audit Engagements

- The Office of National Drug Control Policy – HIDTA Grant Audits
- U.S. Department of Health & Human Services (HHS), Health Resources Services Administration HRSA





- U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS)
- U.S. Department of Veterans Affairs Franchise Fund
- U.S. Department of Treasury, Bureau of Public Debt (BPD)-Audit of Various Recipients of Accounting Services from BPD
- U.S. Department of Veterans Affairs Supply Fund
- U.S. Department of Labor - Employment Training Administration
- U.S. Agency for International Development/Eastern Caribbean Investment Promotion Services
- Community Action and Head Start Programs
- USDA/Audit Remediation
- USDA/School Lunch Programs

#### **Employment History**

Brown & Company CPAs, PLLC

1976 – Present



**Kimberly D. Penn, Program Manager**

- Certified Public Accountant (Maryland, District of Columbia, New Jersey)

**Education**

M.B.A., Business Administration, [REDACTED]

B.S., Accounting, [REDACTED]

**Summary of Experience**

Ms. Penn is an audit manager with 16 years of experience in general auditing, and 7 years of Federal Government financial and performance auditing experience.

- As Audit Manager, she is responsible for leading the audit team, making audit assignments and serves as the key client contact. She is responsible for identifying and addressing technical and complex issues, managing the performance of the audit team, drafting and reviewing reports and conducting meetings with clients.

**Relevant Professional Experience**

- Performs audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards December 2011 revision, issued by the Comptroller General of the United States, and other applicable standards.
- Served as Manager on the audits of the following Federal agencies: Department of Veterans Affairs Supply Fund; Environmental Protection Agency Working Capital Fund, Executive Office of the President, U.S. Interagency Council on Homelessness and ten Federal agencies receiving accounting services from the Bureau of Public Debt's Administrative Resource Center.
- As the Contracting Officer's Representative (COR), supervised 10 contract auditors ensuring the consolidated financial statement audit was completed in accordance with OMB 01-02, Audit Requirements for Federal Financial Statements and Generally Accepted Government Auditing Standards (GAGAS).
- Developed the Office of Inspector General's (OIG) policies and procedures for performing and providing oversight over the financial statement audits. These procedures were adopted by the Inspector General and included in the OIG policies and procedures in October 2004. Ms. Penn was also instrumental in selecting the contractor to perform the financial statement audit for National Archives and Records Administration (NARA). Ms. Penn developed the request for proposal and also served as the Chair of the taskforce for reviewing the proposals and selecting the contractor.
- Planned, directed and performed performance audits, addressing the management and financial operations, the economy and efficiency with which the programs and operations were managed, and the results achieved. Ms. Penn also performed the Federal Managers' Financial Integrity Act (FMFIA) review, which determines if NARA's management is continually reviewing the adequacy and effectiveness of its internal controls.

**Relevant Audit Engagements**

- U.S. Coast Guard, Morale, Well-being Recreation (MWR) & Child Development Center (CDC) Kodiak, AK
- U.S. Department of Veterans Affairs Supply Fund
- Environment Protection Agency Working Capital Fund
- Executive Office of the President



- U.S. Interagency Council on Homelessness
- USDA-Sanborn Map Company
- Greater Philadelphia Health Action, Inc.
- Regional Prevention Addiction, Inc.
- Andromeda Transcultural Health, Inc.
- Family and Medical Counseling Services Inc.
- Howard Theater Foundation
- USDA Natural Resource Conservation Service (Audit Remediation)
- U.S. Department of Treasury, Bureau of Public Debt (BPD)
- U.S. Access Board
- Inter-American Foundation
- Merit Systems Protection Board
- U.S. Court of Appeals for Veterans Claims
- Occupational Safety and Health Review Commission
- Federal Mine Safety and Health Review Commission
- Chemical Safety and Hazard Investigative Board
- Armed Forces Retirement Home
- Farm Credit Administration
- Office of Government Ethics

#### Employment History

Brown & Company, CPAs, PLLC	2010 – Present
[Redacted]	2007 – 2010
[Redacted]	2006 – 2007
[Redacted] - OIG	2003 – 2005
[Redacted]	2000 – 2003
[Redacted]	1998 – 2000



### Justin H. Nguyen, Senior Consultant

- Certified Public Accountant (California, Virginia, New Jersey)

#### Education

B.S.A., Accounting, [REDACTED]

#### Summary of Experience

Mr. Justin Nguyen is a U.S. Citizen. Mr. Nguyen is a Certified Public Accountant (CPA) and licensed in the states of California and Virginia. He is in good standing with AICPA. His expertise includes 12 years of professional experience and 9 years of federal audit related experience. As Audit Manager, he is responsible for leading the audit team, making audit assignments and serves as the key client contact. He is responsible for identifying and addressing technical and complex issues, managing the performance of the audit team, drafting and reviewing reports and conducting meetings with clients.

#### Relevant Professional Experience

- Performs audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards December 2011 revision, issued by the Comptroller General of the United States, and other applicable standards.
- Managed CFO Act audit engagements and performed internal control reviews and financial statement audits for: U.S. Department of Veterans Affairs Franchise Fund (FY 2011, 2012), U.S. Environmental Protection Agency Working Capital Fund (FY 2009, 2010), the U.S. Department of Veterans Affairs Supply Fund (FY 2010), U.S. Department of the Interior-Commission of Fine Arts. For each, he: developed the comprehensive planning document; held status meetings; conducted internal control and compliance testing; conducted substantive testing of significant accounts; documented findings and recommendations; and reviewed the workpapers of the audit team.
- Managed the financial related audits of awardees, on behalf of the Office of National Drug Control Policy, receiving grants under the High Intensity Drug Trafficking Areas (HIDTA) program. The audits are conducted in accordance with auditing standards generally accepted in the United States and with applicable standards contained in Government Auditing Standards issued by the Comptroller General of the United States. The purpose of the audits is to provide assurance: of the accuracy and integrity of claims for HIDTA funds expended by the HIDTA grantees; the grantee's system of internal controls are adequate; and the grantee complies with laws and regulations. Provided an opinion on whether the grantee's claim for Federal awards are both fairly stated and are for allowable activities.

#### Relevant Audit Engagements

- Executive Office of the President, Office of National Drug Control Policy – Financial Related Audit of HIDTA Grant Recipients
- U.S. Environmental Protection Agency Working Capital Fund
- U.S. Department of Veterans Affairs Supply Fund
- U.S. Department of Veterans Affairs Franchise Fund
- U.S. Department of Treasury, Audit of Various Recipients of Accounting Services from BPD
- U.S. Department of Interior -Commission of Fine Arts
- USDA-Natural Resources Conservation Service-Audit Remediation Task Manager
- Pension Benefit Guaranty Corporation-Attestation Services in Support of Contractors Performing Work for PBGC



### Employment History

Brown & Company, CPAs, PLLC





## I. TONI THOMAS

### Education

M.S., Adult and Community Education, [REDACTED]

### Summary of Experience

I. Toni Thomas is a veteran network resource executive and community empowerment strategist, As President [REDACTED], a minority-owned, woman-owned business Ms. Thomas contributes nearly four decades of service to a diverse clientele. She consistently demonstrates the unique ability to prioritize complex issues, set realistic goals, assesses government policies and implements National and neighborhood-based programs which aid America's communities. She is an articulate public speaker, energetic team player and motivator who inspires confidence and helps people to recognize their true potential.

### Relevant Professional Experience

- Head of [REDACTED] Field Office. Directed Federal programs throughout the Washington Metropolitan area, including the District of Columbia, Prince George's and Montgomery Counties in Maryland, and all of Northern Virginia.
- Consulted on projects in Washington, DC; Langston, Oklahoma; Evansville, Indiana; Baltimore, Maryland; Silver Spring, Maryland; Suffern, New York and Charles County, Maryland where she worked with the residents of Washington Highlands and was a founding member of the Washington Highlands Community Organization (WHCO). The goal of WHCO was to empower residents to participate in and benefit from residential and commercial development planned for Washington Highlands.
- [REDACTED] Board of Directors; founded the Community Empowerment Training Academy.
- Founding member and Board member of Far Southeast Family Strengthening Collaborative
- Executive Committee of the Collaborative Council providing skills training to residents under-employed, unemployed or in need or retraining.
- Toni Thomas Associates' teamed with HOME Free USA to form Community Outreach Alliance, Inc. The team provides management and support services to the City of Atlantic City housing and community development programs. I. Toni Thomas was responsible for assessing programs performance and for identifying program efficiency, effectiveness and opportunities for improving the quality delivery and timeliness with which programs and services with carried out. Ms. Thomas conducted an assessment of the City's strategic goals and objectives, management and organization structure, Consolidated Plan; review compliance with program requirements, e.g., national objectives; eligible activities; overall expenditure levels; benefit to low and moderate income persons, and internal and external customer services and relations. A major accomplishment was that the City of Atlantic City met management and programmatic goals that they had not met for more than five (5) Program Years including the timeliness ratio; development of the Annual Action Plan and responding the HUD's monitoring findings.
- 

### Relevant Engagements

- Serenity Social Service, Washington, DC
- University of the District of Columbia Community College
- District of Columbia Department of Employment Services



- District of Columbia Department of Human Services
- District of Columbia Court Services and Offender Supervision Agency
- DC Housing Authority – SW Family Enhancement Center
- DC Department of Employment Services, Transitional Employment Program
- District of Columbia Housing Authority
- Wallace, Roberts and Todd, Philadelphia, PA
- Public Welfare Foundation, Washington, DC
- Diversified Community Partners, Washington, DC
- Mid-City Urban/Integral Community Developers, Silver Spring, MD
- .J. Russell & Company, The Integral Group, LLC & Mid-City Urban, LLC Joint Venture
- Castle Management, Washington, DC
- Capitol City Training and Employment Center
- RER Economic Consultants, Herndon, Virginia
- People Using Legal Services Effectively, Inc. (PULSE), Washington, DC
- KJAX Engineering, Arlington, Virginia
- Langston University, Langston, Oklahoma
- Millwood Corporation, LLC, Charles County, MD
- The Hamilton Securities Group, Washington, D C
- Peoples Involvement Corporation, Inc., Washington, DC
- ARCO Management Corporation, Suffern, New York
- Fulton-Caldwell Resident Management Corporation, Evansville, Indiana
- Burnett and Jackson Realty, Baltimore, Maryland

<b>ANDREA WRIGHT-BANKS</b>	
<b>Education</b>	
M.S., Social Work; Organizational Administration and Planning, [REDACTED]	
B.S. Social Service, [REDACTED]	
<b>Relevant Professional Experience</b>	
<b>Principle,</b> [REDACTED]	<b>2008 – Present</b>
<ul style="list-style-type: none"> <li>▪ Responsible for program development and Administration services to DSG’s local government clients. DSG provides management and technical support to the community development “industry” by bringing together community-led organizations, private developers and local governments to form strategic partnerships and undertake important local initiatives.</li> </ul>	
<b>Senior Program Manager,</b> [REDACTED]	<b>2007 – 2008</b>
<ul style="list-style-type: none"> <li>▪ Responsible for ensuring the development, implementation and management of policies, programs and strategic initiatives related to daily operations of the agency including personnel management, operations planning, and grants/contract management. Acts as the day-to-day operations manager of the organization and responsible for long range and short range strategic planning and implementation. CCDH is a not for profit serving person, young and aged, with disabilities.</li> </ul>	
<b>Consultant,</b> [REDACTED]	<b>1997 – 2007</b>
<ul style="list-style-type: none"> <li>▪ Provide consultation to public/private corporations, and local governments in the formulation, planning and implementation of their community stabilization and revitalization goals. Specialize in the strategic blending of social concepts, economic empowerment, and housing development, using federal, state and local initiatives, in</li> </ul>	



addition to community building and mediation techniques. Clients have included the Pittsburgh Penguins, Isle of Capri Casinos, and the Harrisburg Housing Authority.

**Executive Director, [REDACTED] 2002 – 2005**

- Managed non-profit corporation, consistent with the policies of the Board of Directors, with responsible for the oversight of all phases of corporate operations (personnel, fiscal and program development, etc.). Duties include supervision of staff, several interns and special projects staff; overall management of all internal and external communications with staff, board, and community stake holders; public, negotiation and management of contracts with consultants, developers, public and private investors; preparation of annual budgets; financial management and resource development.

**Bureau Director, [REDACTED] 1988 – 1996**

- Responsible for overseeing the state Bureau of Housing & Development that assists communities in providing affordable housing and community development opportunities that encouraged economic growth, community stability, and an improved quality of life. Also responsible for regulating the State's industrialized Housing Industry, and providing over site to the U. S. Department of Housing and Urban Development of the Manufactured Housing Industry. Duties included the overall administration and management of \$97.3 million in Federal and State appropriated funds (HOME, CDBG, McKinney Act, and Pennsylvania appropriated Housing & Redevelopment Development, and Capitol Redevelopment Assistance Funds, etc.), 37 staff, and \$727,000 operating budget.





## **I. Disclosure of Investigation and Other Actions Involving Bidder**

This is to verify that there has been no change to Brown & Company's submitted Disclosure of Investigation and Other Actions Involving Bidder form dated 4/3/2013.

**Cost Quote**

**Cell to be completed by Contractor**  
**Protected Cells**

Firm Name:	<b>Brown &amp; Company CPAs, PLLC</b>
Engagement Number:	<b>EQ2014-009-P1--HMFA</b>

Staffing Category	Hourly Billing Rate (\$)	Phase 1		Phase 2		Phase 3														Total Hours Per Staff Category	Total \$ Per Staff Category				
		Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)						
Partner/Principal/Director	\$180.92	4	\$723.68	36	\$6,513.12	22	\$3,980.24		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	62	\$11,217.04
Program Manager	\$123.27	8	\$986.16	67	\$8,259.09	68	\$8,382.36		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	143	\$17,627.61
Project Manager			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
Subject Matter Expert			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
Supervisor/Senior Consultant	\$79.72	24	\$1,913.28	321	\$25,590.12	306	\$24,394.32		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	651	\$51,897.72
Consultant			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
Associate/Staff			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
Administrative Support			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		36	\$3,623.12	424	\$40,362.33	396	\$36,756.92	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	856	\$80,742.37 (Staffing)

<b>Total Direct Cost</b>	
--------------------------	--

\$0.00 (Direct Cost)

<b>Total Travel Cost</b>	\$18,000.00
--------------------------	-------------

\$18,000.00 (Travel Cost)

**Grand Total      \$98,742.37**

**Cost Quote**

**Cell to be completed by Contractor**  
**Protected Cells**

Firm Name:	<b>Brown &amp; Company CPAs, PLLC</b>
Engagement Number:	<b>EQ2014-009-P1--HMFA</b>

Staffing Category	Hourly Billing Rate (\$)	Phase 1		Phase 2		Phase 3														Total Hours Per Staff Category	Total \$ Per Staff Category				
		Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)						
Partner/Principal/Director	\$180.92	8	\$1,447.36	72	\$13,026.24	44	\$7,960.48		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	124	\$22,434.08		
Program Manager	\$123.27	16	\$1,972.32	134	\$16,518.18	136	\$16,764.72		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	286	\$35,255.22		
Project Manager			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Subject Matter Expert			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Supervisor/Senior Consultant	\$79.72	48	\$3,826.56	642	\$51,180.24	612	\$48,788.64		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1,302	\$103,795.44		
Consultant			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Associate/Staff			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Administrative Support			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
		72	\$7,246.24	848	\$80,724.66	792	\$73,513.84	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1712	\$161,484.74 (Staffing)

<b>Total Direct Cost</b>	
--------------------------	--

\$0.00 (Direct Cost)

<b>Total Travel Cost</b>	\$36,000.00
--------------------------	-------------

\$36,000.00 (Travel Cost)

**Grand Total      \$197,484.74**

**Cost Quote**

**Cell to be completed by Contractor**  
**Protected Cells**

Firm Name:	<b>Brown &amp; Company CPAs, PLLC</b>
Engagement Number:	<b>EQ2014-009-P1--HMFA</b>

Staffing Category	Hourly Billing Rate (\$)	Phase 3																				Total Hours Per Staff Category	Total \$ Per Staff Category		
		Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)				
Partner/Principal/Director	\$186.25	32	\$5,960.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	32	\$5,960.00		
Program Manager	\$125.74	50	\$6,287.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	50	\$6,287.00		
Project Manager			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Subject Matter Expert	\$81.32		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Supervisor/Senior Consultant	\$81.32	698	\$56,761.36		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	698	\$56,761.36		
Consultant			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Associate/Staff	\$81.32		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Administrative Support			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
		780	\$69,008.36	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	780	\$69,008.36 (Staffing)

<b>Total Direct Cost</b>	
--------------------------	--

\$0.00 (Direct Cost)

<b>Total Travel Cost</b>	\$12,000.00
--------------------------	-------------

\$12,000.00 (Travel Cost)

**Grand Total      \$81,008.36**

**Cost Quote**

**Cell to be completed by Contractor**  
**Protected Cells**

Firm Name:	<b>Brown &amp; Company CPAs, PLLC</b>
Engagement Number:	<b>EQ2014-009-P1--HMFA</b>

Staffing Category	Hourly Billing Rate (\$)	Phase 3																				Total Hours Per Staff Category	Total \$ Per Staff Category		
		Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)				
Partner/Principal/Director	\$186.25	64	\$11,920.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	64	\$11,920.00		
Program Manager	\$125.74	100	\$12,574.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	100	\$12,574.00		
Project Manager			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Subject Matter Expert			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Supervisor/Senior Consultant	\$81.32	1396	\$113,522.72		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1,396	\$113,522.72		
Consultant			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Associate/Staff			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Administrative Support			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
		1560	\$138,016.72	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1560	\$138,016.72 (Staffing)

<b>Total Direct Cost</b>	
--------------------------	--

\$0.00 (Direct Cost)

<b>Total Travel Cost</b>	\$24,000.00
--------------------------	-------------

\$24,000.00 (Travel Cost)

**Grand Total      \$162,016.72**