

## ***Letter of Interest to Provide Professional Services for City of Lauderhill***

Forensic Accounting Services  
July 10, 2025

RLI 2025-044

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**UHY Advisors Mid-Atlantic, Inc.**  
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***Disclaimer:***

UHY is NOT being engaged for any “Audit” or “Attest” work within the meaning of the AICPA rules and regulations. This engagement specifically EXCLUDES any “Audit” or “Attest” work. Rather, this is consultative accounting work which will be conducted in accordance with the terms of this engagement and the letter response.





**UHY Advisors Mid-Atlantic, Inc.**  
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July 10, 2025

Kentrea Dykes, Purchasing and Contract Manager  
City of Lauderhill  
5581 W. Oakland Park Blvd  
Lauderhill, FL 33313

Dear Ms. Dykes:

Thank you for allowing UHY Advisors Mid-Atlantic, Inc. (UHY) to submit its Letter of Interest (LOI) to provide forensic accounting services for the City of Lauderhill's (the City) U.S. Department of Health and Human Services (HHS) grant funds, as authorized by Resolution No. 25R-04-88. We are confident that this document demonstrates our extensive experience, commitment to excellence, and alignment with the City's goal of ensuring compliance and accountability for the unreimbursed grant funds managed by the Lauderhill Health and Prosperity Partnership (LHPP).

At UHY, we offer a unique value proposition that positions us as an ideal partner for this critical forensic accounting service:

- **Municipal Expertise:** Our extensive work with municipalities nationwide equips us to address the City's specific needs, ensuring a thorough investigation of HHS grant funds and LHPP's subrecipient activities.
- **Federal Grant Experience:** With over 50 years advising municipalities on federal grant management, including HHS programs like the Advancing Health Literacy grant, UHY has a proven track record of delivering actionable insights for compliance and fund recovery.
- **Familiarity with Florida Regulations:** Our deep understanding of Florida state laws and municipal regulations, combined with our experience working with Florida municipalities, ensures a thorough and compliant audit tailored to the City's unique context.
- **Independence and Integrity:** We operate with absolute independence, ensuring our services are free from conflicts of interest and focused on the City's fiduciary responsibilities.
- **Tailored Solutions:** We are committed to enhancing the City's internal controls and grant oversight processes, providing innovative solutions to address the challenges identified in the Interim City Manager's report.
- **Experience Forensic Team:** Our dedicated team includes Certified Public Accountants (CPAs) and Certified Fraud Examiners (CFEs) with specialized expertise in HHS grant compliance and subrecipient Oversight.
- **Industry Leadership:** Our team stays at the forefront of forensic auditing best practices, leveraging the latest advancements to deliver reliable findings and recommendations.

We recognize the importance of conducting a meticulous forensic audit to investigate the unreimbursed HHS grant funds, ensure compliance with federal regulations (e.g., 2 CFR Part 200), City policies, and ordinances, and assess LHPP's management of subaward funds, including the subaward agreement.

Our proposed engagement team will approach this project with a commitment to excellence, delivering value through:

- **Strategic Planning:** Detailed scheduling to minimize disruptions to City operations, with a focus on rapid mobilization to meet urgent needs.
- **Transparent Communication:** Regular updates and collaboration with the Interim City Manager, Interim City Attorney, and designated staff to ensure alignment and clarity throughout the audit.
- **Advanced Forensic Tools:** Utilization of state-of-the-art data analytics and forensic accounting techniques to identify discrepancies, potential mismanagement, or fraud risks.

#### Flexible & Responsive

- UHY prides itself on flexibility, with our Miami office enabling rapid mobilization to the City and adaptability to evolving project requirements, such as additional documentation or scope adjustments.
- We will develop a customized audit plan aligned with the City's objectives, ensuring a thorough investigation of LHPP's grant management and reimbursement issues.
- Our responsiveness ensures timely deliverables, including a detailed report with findings and recommendations to support the City Commission's oversight goals.

As a managing director, I am authorized to contractually obligate UHY Advisors Mid-Atlantic, Inc. UHY confirms that we will provide all required insurance coverage, as outlined in Appendix C.

We look forward to the opportunity to support your mission of ensuring accountability and compliance in the management of HHS grant funds. We value the relationships we build with our clients and are eager to establish a prosperous relationship with the City of Lauderhill.

If you have any questions, please do not hesitate to contact me directly at [jreagan@uhy-us.com](mailto:jreagan@uhy-us.com) or 410 423 4832.



Jack Reagan  
Managing Director, UHY Advisors Mid-Atlantic, Inc.

# Experience & Qualifications of the Firm

## Firm's Background

UHY was established in 1968. UHY Advisors, Inc. and its subsidiaries provide tax and business consulting services. UHY LLP is a licensed CPA firm that offers audit and other attest services to public and private companies and governmental organizations.

Today, we are a top 30 U.S. accounting firm with revenues of over \$400 million and 1800+ employees. Over 20 percent of our professionals are consultants, and over 30 percent of our employees are auditors. Internationally, we are a top 20 accounting firm with 9,500+ employees. Even though our practice is structured differently from some other CPA firms, you will find that we provide all our services seamlessly. We call our philosophy *The Next Level of Service*. Our clients tell us it's what sets us apart. Our commitment to client service is personable, value-added, and cost-effective. Our goal is to exceed our clients' expectations on every engagement. We make our national resources available to meet your every need.

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

We pride ourselves on being a learning organization and strive to keep our clients and staff abreast of the evolving relevant industry topics. We work diligently to produce regular news alerts and newsletters on the industry's latest accounting, legislative, regulatory, tax, valuation, and operational issues.



### Distinguishing Characteristics

- National municipal audit and advisory practice
- More than 50 years of experience providing auditing and advisory services for the municipal and education industries
- Partners and senior executives serving you with an average of 20 years of experience
- A commitment to engagement team continuity
- Hands-on partner involvement and more partner attention
- In-depth technical and industry-specific expertise
- Economical fee structure



Throughout the year, we host training sessions for staff and technical seminars for clients. These resources are available to clients and their support teams so that they can run their organizations at peak performance.

### Our People

Our people are our greatest asset. We foster an environment in which our employees are engaged and empowered.



### Collaborative Approach

We fully understand your needs and objectives and we deliver effective customized solutions. Our commitment is to provide a dedicated and uniquely experienced team for each engagement, with frequent and transparent communication.



### Shared Vision

We share our clients' vision to improve profitability, enhance growth, avoid financial surprises, minimizes taxes and preserve wealth.



## National Government Practice

With our internal capabilities and years of experience, we can serve governmental organizations with distinction through the support of our national **Government Practice Group**. The professional services we provide to governmental organizations at the state and local level are an important and significant portion of our accounting, auditing, and consulting practice. As full-time government advisors, we understand that governmental entities do not operate independently but in an increasingly complex web of local, state, and federal relationships. We know how these relationships work, what they mean at the local level, and how every public organization's focus on resource management is critical to success.

This combination of diverse skills and knowledge will provide the City with premium accounting and auditing services and adequate bench strength to meet its needs on a timely basis.

The firm's public sector division is a well-recognized group of professionals with vast experience in servicing the unique requirements of its governmental clients. Nationally, we audit numerous governments participating in the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting program. Our professionals are reviewers for this important GFOA program.

The professionals that make up our national practice provide various professional advisory services to governmental organizations at all levels, including:

**Our national reputation enables us to serve governmental organizations with distinction.**



- Local municipalities
- Counties
- States
- School districts
- Enterprise activities
- Quasi-governmental units

### Decades of Experience Serving All Areas of Government Operations

Our firm has provided professional services to government-funded agencies for over 50 years. This area of our practice has continued to be a significant portion of our accounting, auditing, and consulting practice. Even before the Single Audit Act of 1984, we encouraged governmental units to be more responsive to financial reporting. Our Single Audit reports submitted to the federal cognizant agencies have been reviewed numerous times, with no significant deficiencies being communicated to us.

UHY has provided services to numerous organizations subject to **financial and compliance audits**. Some of these services were performed under auditing standards generally accepted in the United States, *Government Auditing Standards*, the Uniform Guidance (formerly known as OMB Circular A-133), and its Compliance Supplement (when applicable). UHY is a member of the AICPA Governmental Audit Quality Center and has demonstrated our commitment to audit quality, including those performed under *Government Auditing Standards* and Uniform Guidance. Even before the Single Audit Act of 1984, we encouraged governmental units to be more responsive to financial reporting. Our Single Audit reports submitted to the federal cognizant agencies have been reviewed numerous times, with no significant deficiencies being communicated to us.

UHY is an acknowledged industry leader in providing grants administration and monitoring services to state and local governments, currently serving many state and local governments as their preferred provider of American Rescue Plan Act (ARPA) administration and monitoring services. This builds on our already extensive experience in providing similar services to governments and businesses that are receiving federal funds under the CARES Act (including PPP, EIDL, and SVOG support to businesses), and Community Development Block Grant (CDBG). UHY has experience with ARPA fund recipients that have chosen to use ARPA funds to address their low-income housing program initiative. Your proposed team has deep experience with **ARPA, CARES Act, FEMA, HUD, CDBG, DHHS, and DHCD**.

Our firm has assisted with compliance monitoring and administration of more than a billion dollars in ARPA federal expenditures. We have provided subrecipient monitoring services to over 25 municipalities across the United States, including one state and a top ten city. We also have significant experience in compliance monitoring, administering other federal and state grants, and regularly conducting independent Single Audits of recipients of federal grant programs.

We also provide **internal audit outsourcing and co-sourcing services** that can help governments identify efficiencies in financial management and other areas that will allow them to maximize revenues and minimize expenses. These services also demonstrate compliance with policies and procedures and applicable regulations.

Our professionals offer decades of experience and success in **IT assurance and consulting**. Our team includes professionals with specialized technology skills and extensive IT controls knowledge. This depth of skills and experience, combined with our approach to IT risk and compliance, allows us to provide you with personalized solutions that address your needs.

The management of financial aspects, creating efficient processes, and delivering timely financials are critical. Our **client accounting services** specialists can take over time-consuming financial tasks and provide timely and accurate information so you can focus on the operation and public service.

UHY's government practice also includes experts who bring significant governmental retirement knowledge and experience. These professionals are part of our **Government Pension Team**, which has audited and provided consulting services to some of the nation's largest public benefit plans and investment offices.

UHY also provides **Government Efficiency, Accountability, and Reform Strategy Services (GEARS)**, offering a comprehensive approach to enhancing government performance. It begins with a thorough planning and data collection phase, encompassing budgets, strategic plans, benchmark entities, staffing analysis, policies, performance metrics, audit reports, and other relevant public and proprietary data. This initial assessment lays the groundwork for in-depth analysis across various areas, including revenue assessment and collection, intergovernmental revenues, compensation and benefits, procurement to vendor payment, fleet utilization, municipal assets utilization, treasury management, and IT services, among other aspects of government services.



The strategy extends to budget administration and monthly reporting, ensuring continuous monitoring and improvement. GEARS aims to deliver tangible results, including identifying top tax contributors, analyzing budget trends, assessing the quality of revenue forecasting, and optimizing revenue collection methods. It also focuses on improving internal processes, such as streamlining IT systems, managing debt effectively, and enhancing transparency in financial reporting. The ultimate goal is to drive efficiency, accountability, and reform across all aspects of government operations.

### National Reputation as Thought Leaders

Members of our government practice must attend a minimum amount of continuing professional education per year on various aspects of governmental accounting, and the leaders of our practice host seminars and webinars on important industry topics.

Our professionals are frequently called upon as a resource for professional organizations. They are often published in national and industry-specific publications, including Ten 'Reminders' to Promote Effective Grant Procurements, which was recently published in Grants Intelligence from Thompson Grants.



In addition, UHY regularly publishes articles regarding issues in government accounting, such as "Small cities, big scandals: Why smaller cities are at greater risk of fraud," which appeared in American City & County. This article and others can be found on the UHY website: Insights | UHY. Some of our other most recent articles regarding governments include:

- Making Process Improvement Stick: A Data-Driven Path to Local Government Efficiency
- Optimizing Payroll Efficiency: A Key Area of Focus
- Achieving Transparent and Efficient Grant Closeout for State and Local Governments
- Optimizing Post-ARPA Transition: Ensuring Effective Compliance and Transparent Funding Practices
- Procurement Purchasing Card Perils: Will You Be the Next Headline?
- Governments, Get Your Refundable Tax Credits Here
- **Surviving the Grant Uncertainty: Strategies for Local Governments**
- GASB's Continued Focus on Fiscal Sustainability
- How Local Governments Can Weather a Federal Shutdown
- Creating Value-Added Internal Audit in Local Government
- Ten Reminders to Promote Effective Grant Procurements

UHY also hosts regular webinars for our clients, prospects, and friends that delve into crucial topics such as internal audit best practices, leveraging data analytics for informed decision-making, and optimizing information technology strategies. Each webinar features industry experts sharing actionable insights and strategies tailored to meet the unique needs of state and local governments. Below are our latest webinars:

- Maximize Your Grant Success: Tips, Tricks, and Best Practices
- Building Better Data Integrity

Furthermore, several of our Government Practice team members regularly present to government organizations and associations throughout the country on the latest guidance for governments. Our professionals have presented several times to a large state auditor's office, including an introduction to fraud, intermediate auditing, audit sampling, and IT audit considerations. We serve as trusted thought leaders and presenters to employees within these state-wide audit offices and provide the latest industry guidance to public employees seeking to understand these processes.

## Grants Management

UHY brings over 40 years of experience advising municipalities on strategy, obtaining, and managing federal grants. We bring intimate knowledge and expertise in complying with the federal Office of Management and Budget's (OMB) Uniform Guidance 2 CFR, Part 200 federal funding requirements. Over the last three years, we have assisted **over 25** localities and one state with internal audit compliance monitoring of their American Rescue Plan Act (ARPA) Funds. Many municipalities across the nation have entrusted UHY with managing their ARPA program.

We have worked closely with management to assess the quality of the existing controls over these funds, recommended new or additional controls to be implemented, and reported to the elected officials on the quality of the internal controls over these ARPA funds, which total over **\$1.5 billion**. Compliance monitoring is a critical component of these clients' internal control process, and UHY has been trusted to play a vital role in this process.

Our comprehensive approach helps our clients with the full lifecycle of ARPA fund management, from Strategic Advisory, Administration, and Continuous Monitoring to Transparency Reporting; for others, we have successfully supported them with partial/limited areas of the lifecycle. We communicate lessons learned and best practices from ongoing ARPA engagements to better serve present and future ARPA engagements. Further, we explore innovative concepts to leverage technology and data analytics to streamline critical processes during ARPA implementation.

For most of our grants management clients, we provide fraud, waste, and/or abuse identification, reporting, and remediation.

We trust that the information provided so far offers a comprehensive overview of our firm's extensive experience, robust qualifications, and deep expertise in forensic auditing and related services. In the following section, we will highlight the experience and qualifications of our dedicated team members, showcasing the specialized knowledge and expertise they bring to this engagement.

### List of Representative Clients – ARPA Compliance

We serve as the American Rescue Plan Act (ARPA) compliance monitor for the following localities.

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

We have extensive experience as a firm serving hundreds of organizations of all different types and sizes. Our experience ranges from small entities with a budget of a couple of hundred thousand dollars to a couple of

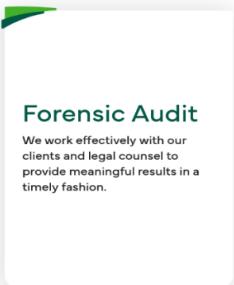
million dollars and 1-2 people handling their accounting needs, to multi-million-dollar entities with over a dozen accounting staff and everything in between. Regardless of size, we bring the **Next Level of Service** to all our clients, remain conscious of small ones who need help from an accounting/IT standpoint, and provide them with actionable remediation plans to address deficiencies that are relevant to the size of the entity.

## Forensic Accounting & Expert Witness Services

We specialize in the investigation of suspected fraud, theft, errors and irregularities, and other misconduct that can put an organization at risk. Our focus is on delivering a specialized fraud auditing and forensic accounting team that operates with professionalism, objectivity, responsiveness, and accuracy.



As one of the top professional services firms in the country, we provide a credible team of experienced forensic audit professionals who can analyze and assess forensic accounting issues and then offer options for an effective response. Our professionals are active and regularly participate in conferences and events related to forensic accounting and fraud investigations.



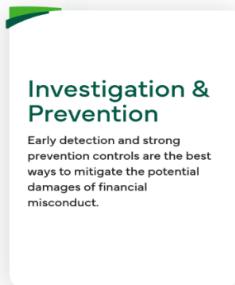
### Forensic Audit

We work effectively with our clients and legal counsel to provide meaningful results in a timely fashion.



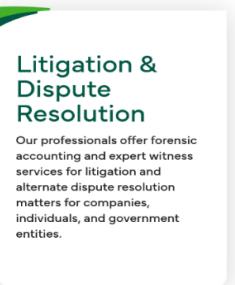
### Fraud Investigations

In cases where fraud has occurred, our professionals provide in-depth fraud examinations for asset misappropriations and fraudulent financial reporting.



### Investigation & Prevention

Early detection and strong prevention controls are the best ways to mitigate the potential damages of financial misconduct.



### Litigation & Dispute Resolution

Our professionals offer forensic accounting and expert witness services for litigation and alternate dispute resolution matters for companies, individuals, and government entities.



### Litigation Defense Services

When in court for an accounting or fraud matter, your accountant needs the technical capability to contest the claim and the court experience to navigate trial law.

### Forensic Audit

With a full complement of certified forensic accountants prepared to examine and evaluate your financial records, we have the resources to identify evidence of criminal behavior or mismanagement to support legal action.

### Fraud Investigations

UHY has resources that can assist in investigating sensitive matters, and we understand the importance, confidentiality, and urgency of these types of investigations. Our team of experts consists of Certified Fraud Examiners who have implemented, maintained, and monitored calls from an organization's hotlines, performed monitoring fraud controls, and conducted investigations. These investigations entail the following:

- Initial investigation
- Additional in-depth investigation
- Reporting of findings
- Expert witness services



## Investigation & Prevention

We perform forensic financial analyses to assess your internal controls and create a plan for future fraud prevention. If you are concerned about corruption or overall mismanagement, we provide discreet internal investigation services that assess your financial environment and identify areas of potential breach.

## Litigation & Dispute Resolution

We are accredited and experienced in addressing court-appointed forensic accounting requests and support trial cases by providing credible expert testimony.

## Litigation Defense Services

We work with the defense teams for auditors and accountants facing professional malpractice claims, as well as taxpayers undergoing criminal investigations by the Internal Revenue Service.

## List of Representative Clients – Forensic Audit

- City of Wilmington, DE
- Historic St. Mary's City Commission (MD)
- City of Hopewell, VA
- Prince William County Public Schools (VA)
- Northumberland County, VA
- Town of Richlands, VA
- Sarpy County, NE
- City of Jasper, TX

## Detailed Forensic Projects

We have provided more detail on the scope of these engagements below:

### **Prince William County Public Schools (PWCS), VA**

Performed a forensic audit to evaluate PWCS' fiscal and operational policies and procedures of construction and procurement practices. Specifically, we evaluated bidding practices, documentation of bids and proposals, and final contracts; analyzed financial transaction data from the ERP system; reviewed purchase orders, invoices, payment applications, and change orders; investigated conflicts of interest; and adherence to State code.

### **Northumberland County, VA**

Performed a forensic audit of the County's General Funds, Treasurer processes, and School Division processes over financial management. The audit consisted of a comprehensive review of all types of financial activities and a thorough review of internal controls over several fiscal years. Financial activities included deposits, automatic payments, wire transactions, signature authorization, cash collection and handling procedures, payroll, credit cards, and online payments.

### **Town of Richlands, VA**

Performed a forensic audit of the Town's financial management operations over the last three years, including identifying any areas of fraud, misconduct, or other irregularities. This included examining the disbursement of funds, payroll records, monthly bank reconciliations of 30 accounts, and contracts with specific vendors and their respective invoices. The examination of payroll documentation consisted of payroll registers, approval of overtime hours, employee termination list, direct deposit information, and employee HR files. Additionally, a financial analysis was performed on employee compensation and Town expenditures to identify any abnormal increases.

### **City of Wilmington, DE**

Worked directly with the City Attorney's office to assist in a forensic investigation, tested 100% of expenditures charged to grant, including payroll costs and non-payroll costs, determined that insufficient documentation was maintained by the grantee to justify the allowability of expenditures, and provided an agreed-upon procedures report to City Attorney's office documenting results of our procedures.

### **City of Hopewell, VA**

Assessed current state processes within City financial operations to include Finance, Real Estate Assessor, Commissioner of Revenue, Treasurer, and relevant third parties. This consisted of reviewing existing policies and procedures and identifying areas for improvement. We evaluated the effectiveness and efficiency of financial management practices over Budget, Procurement, Accounts Payable, Payroll, State Income Tax, Estimated Income Tax, Business License Fee, Public Service Tax, Business Property Tax, Bank Franchise Tax, Food & Beverage Tax, Real Estate Tax, Personal Property Tax Grants Management, Asset Forfeiture, EMS Recovery, Special Welfare, and Parks & Rec.

## Sarpy County, NE

- Investigation into a whistleblower complaint submitted through the County's fraud hotline to determine whether the allegations did or did not occur. This included interviews with department personnel and testing and correlation analysis of relevant matters. In addition to the investigation, we performed an assessment of the relevant processes and controls and provided recommendations to strengthen their control environment and enhance their processes.
- Internal audit of potential segregation of duties matters within the County's Enterprise Resource Planning (ERP) system – Tyler Munis, which included the review of user access and permissions for risks of fraud, misuse, and abuse. This consisted of reviewing access by terminated employees, inactivity of current users, appropriateness of user permissions to job responsibilities, level of super-user access, conflicting permissions within assigned system roles, and evaluation of IT governance over access controls

## References

There is no stronger message about quality than one heard first-hand from our clients. We are pleased to provide references for your convenience in verifying our consistent delivery of superior service to our clients.

- **City of Wilmington, DE**

Stephanie Mergler | Deputy Chief of Staff  
800 N. French St. | Wilmington, DE 19801 | 302-576-2133 | [slmergler@wilmingtonde.gov](mailto:slmergler@wilmingtonde.gov)

- **Anne Arundel County, MD**

Chris Trumbauer | Senior Policy Advisor to the County Executive & Budget Officer  
44 Calvert Street | Annapolis, MD 21401 | 410-222-1821 | [extrum99@aacounty.org](mailto:extrum99@aacounty.org)

- **State of Delaware**

John Celatka | ARP Coordinator  
820 Silver Lake Blvd. | Dover, DE 19901 | 302-241-2168 | [john.celatka@delaware.gov](mailto:john.celatka@delaware.gov)

# Understanding of the Audit Services

## Scope of Work

The City would like to audit grants awarded to the City, including but not limited to, the U.S. Department of Health and Human Services (HHS) and all grants related to the Lauderhill Health and Prosperity Partnership (LHPP) to ensure compliance with the requirements of the grants, policies and the Code of Ordinances of the City of Lauderhill, and the use of funds by subrecipients. It is our understanding that the objective of this audit is as follows:

- Conduct a forensic audit of HHS grant funds awarded to the City of Lauderhill, focusing on funds managed by LHPP as a subrecipient.
- Ensure compliance with HHS grant requirements, City policies, and the Code of Ordinances.
- Investigate the \$1,679,455.17 in general funds allocated to an HHS grant program, for which reimbursement is uncertain, as reported by the Interim City Manager (Exhibit A), to determine the cause for reimbursement being uncertain and provide recommendation options to ensure reimbursement.
- Examine the use of grant funds by subrecipients, particularly LHPP, to identify any mismanagement or non-compliance findings and recommendations to be addressed.

These audits and special reports are to be performed in accordance with generally accepted auditing standards, the standards set forth for financial audits in the General Accounting Office's (GAO) *Government Auditing Standards* (as amended from time to time), the provisions of the federal Single Audit Act of 1984 (as amended from time to time) and U.S. Office of Management and Budget (OMB) Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*.

In order to assist the City with its goals, our engagement team will:

- Review and investigate compliance and management of all referenced grants with the requirements of the grant, policies, Uniform Guidance 2 CFR Part 200, and Code of Ordinance of the City of Lauderhill.
- Review the use of grant funds by the City and all grant subrecipients to ensure that the requirements of the grants, policies, Uniform Guidance 2 CFR Part 200, and the Code of Ordinance of the City of Lauderhill have been fulfilled.
- Prepare a calendar to include all elements outlined in the Commission Resolution (Attachment A).
- Audit the schedule of expenditures of Federal and State awards in accordance with the Federal and Florida Single Audit Act, respectively.
- Upon completion of the audit, issue a report summarizing the engagement including the observations, findings, and recommendations resulting from the audit performed; evidence gathered; and the extent, if any, of City reductions and/or recoupment of grant funding and potential steps to be taken to avoid future reductions and/or recoupment of grant funding.
- Provide a report, which will include all findings, conclusions, recommendations, revisions, suggestions for improvement, and action plans to the City in a timeframe to be discussed during the contract negotiation process.

- Present findings from engagement to the full Commission at a meeting or workshop.

## Workpapers

All working papers and reports will be retained, at the auditor's expense, for a minimum of three (3) years, unless the firm is notified in writing by the City of the need to extend the retention period. UHY will make working papers available upon request.

## Assistance by the City of Lauderhill

The Finance Support Services Department staff and responsible management personnel will be available during the audit to assist our engagement team by providing information, documentation, and explanations. The preparation of confirmations will be the responsibility of the City of Lauderhill.

## Audit Techniques and Quality Control

UHY complies with Generally Accepted Auditing Standards (GAAS) as set forth by the American Institute of Certified Public Accountants (AICPA) and the International Standards for the Professional Practice of Internal Auditing (IIA) to ensure our forensic audit techniques are appropriate for investigating the City's HHS grant funds managed by the LHPP. Our auditing approach, further detailed in the Scope of Services section, ensures full compliance with HHS regulations (e.g., 2 CFR Part 200), Florida state laws, and the City's policies and Code of Ordinances, addressing the \$1,679,455.17 in unreimbursed funds and the \$796,240 subaward agreement.

Clear and timely communication is critical to delivering an effective forensic audit. We will maintain consistent communication with the Interim City Manager, Interim City Attorney, and designated City staff, providing updates on audit findings, recommendations, and observations throughout the engagement. With a local office in Miami and our proximity to Lauderhill, UHY will ensure our professional team is available for collaboration and rapid response to the City's needs.

To ensure transparency, we will provide periodic status reports during the audit, detailing preliminary findings and addressing questions during the engagement to minimize surprises. We will meet with Lauderhill's leadership as needed to discuss progress, review compliance with HHS grant requirements, and address critical matters such as potential mismanagement, fraud risks, or reimbursement issues. If significant findings arise, we will promptly notify the Interim City Manager and coordinate to assess relevant facts and develop a practical action plan.

If issues or recommendations emerge during fieldwork, we will address them promptly to ensure clarity and mutual understanding. A draft report summarizing findings and recommendations will be shared with the Interim City Manager for review, followed by a final report and presentation to the City Commission to ensure alignment before issuance.

To effectively conduct the forensic audit of Lauderhill's HHS grant funds, we employ rigorous techniques tailored to the LOI's scope and the unique challenges of investigating LHPP's subrecipient activities:

<b>Risk Assessment and Planning</b>	<ul style="list-style-type: none"> <li>Define the audit scope, focusing on the HHS grant funds, including the \$1,679,455.17 in unreimbursed funds and the \$796,240 subaward agreement with LHPP.</li> <li>Utilize risk-based planning to identify high-risk areas, such as non-compliance with HHS regulations, improper fund allocation, or reimbursement delays.</li> <li>Conduct preliminary analytical procedures to detect irregularities in financial records or LHPP's expenditure patterns.</li> </ul>
<b>Internal Control Evaluation and Data Analytics</b>	<ul style="list-style-type: none"> <li>Assess the design and effectiveness of internal controls over grant fund management and subrecipient oversight, including safeguards against mismanagement or fraud.</li> <li>Perform walkthroughs of City and LHPP processes to evaluate controls over grant disbursements, reporting, and compliance.</li> </ul>
<b>Substantive Testing</b>	<ul style="list-style-type: none"> <li>Conduct detailed testing of transactions, including grant awards, disbursements, and LHPP's compliance with HHS usage guidelines.</li> <li>Verify adherence to City procurement policies, Florida state laws, HHS regulations, and Uniform Guidance 2 CFR Part 200 governing fund usage and reporting.</li> </ul>
<b>Fraud Detection Techniques</b>	<ul style="list-style-type: none"> <li>Apply forensic accounting procedures to analyze financial and operational data for irregularities, potential fraud, or mismanagement by LHPP or its vendors.</li> <li>Investigate discrepancies in reimbursement records or deleted financial files through coordination with the City's IT Department as needed.</li> </ul>
<b>Compliance Testing and Process Improvement Recommendations</b>	<ul style="list-style-type: none"> <li>Perform thorough reviews to verify adherence to HHS regulations and Uniform Guidance 2 CFR Part 200, Florida state laws, and Lauderhill's Code of Ordinances.</li> <li>Confirm compliance with the HHS Notice of Award, subaward agreements, and MOUs (e.g., with LHPP and/or other partners).</li> </ul>

Our forensic audit techniques are specifically tailored to the City's HHS grant programs, ensuring a fit-for-purpose approach to address the challenges of unreimbursed funds and subrecipient oversight. Leveraging our extensive experience with municipal and HHS grant audits, as well as our familiarity with Uniform Guidance 2 CFR Part 200 and Florida regulations, we ensure the following:

- Accuracy:** Techniques are designed to produce reliable findings, minimizing errors in identifying financial irregularities or compliance issues.
- Depth:** Processes such as substantive testing and fraud detection provide a comprehensive analysis of LHPP's grant management.
- Efficiency:** Combining data analytics with forensic auditing methods reduces time while maintaining quality in leveraging our local presence for rapid execution.

In summary, our forensic audit techniques are designed to deliver a high-quality engagement to ensure the City's HHS grant funds benefit from enhanced compliance, strengthened controls, and actionable insights to address the reimbursement issue. These methods align fully with the LOI's specifications, Florida regulations, and the City's objectives for accountability and transparency.

## Communication

We will establish a cadence of reporting and meetings to provide progress reports to ensure continuous communication and no surprises. We believe that it is important to provide visibility to all stakeholders throughout the project, which consists of:

- Entrance meeting(s) to ensure that key stakeholders have transparency on the project, scope, objectives, timing, and expectations. It also allows management to meet the audit team and obtain answers to any questions that they may have in relation to the project.
- Status meetings for open communication with the auditee(s). We believe it is important to provide any observations to ensure we have considered all available information. Upon validation that all information has been reviewed, the observation becomes a finding.
- Discussions with stakeholders to understand the potential root cause of the issue. Determination of the root cause enables us to provide recommendations to remediate the risk as opposed to fixing the symptom. These recommendations will be added to the draft report.
- Exit meeting at the end of the review to ensure proper closure of the review, as well as provide the draft report for review and discussion prior to issuing.

# Technical Approach

## UHY's Solution to the City of Lauderhill

At UHY, our philosophy is that one size does not fit all. We recognize that the City has unique operational challenges, particularly in managing the \$1,679,455.17 in unreimbursed HHS grant funds allocated through the LHPP. Our forensic audit approach, informed by our deep understanding of Florida regulations, focuses on investigating potential mismanagement or cause for no reimbursement, ensuring compliance with HHS regulations and Uniform Guidance 2 CFR Part 200, Florida state laws, and Lauderhill's Code of Ordinances, and providing actionable recommendations to address reimbursement issues and strengthen oversight.

Our workplan is structured to meet the LOI's scope of work through a comprehensive forensic audit, with the following key components:

### **1. Forensic Audit (Compliance, Financial, and Subrecipient Oversight)**

The Forensic Audit is critical to uncovering the root causes of the \$1,679,455.17 in unreimbursed HHS funds by investigating potential fraud or mismanagement in LHPP's management of the subaward. By reconciling the Schedule of Expenditures of Federal Awards (SEFA) to the City's ledger, analyzing expenditure patterns for anomalies, and testing transactions like S/A Nelson & Associates' payments, we identify issues such as overbilling or unallowable costs. Assessing LHPP's budgeting, staff training, and oversight gaps ensures accurate financial reporting and accountability, delivering recommendations like quarterly audits to recover funds and prevent future issues, directly addressing Lauderhill's need for a thorough investigation.

### **2. Grant Compliance**

The Grant Compliance Review is essential to ensure Lauderhill and LHPP adhere to HHS regulations and Uniform Guidance 2 CFR Part 200, Florida laws, and City ordinances, safeguarding eligibility for the \$1,679,455.17 funds and future grants. By reviewing agreements, verifying procurement compliance, and testing transactions for accuracy, we confirm proper fund use and detect errors, such as incomplete reimbursement submissions. Evaluating LHPP's monitoring of partners like Broward Health and Urban League ensures compliance with MOUs, while recommendations like standardized procedures strengthen oversight, protecting Lauderhill from penalties and supporting fund recovery.

## Custom Integrated Approach

### **Phase 1: Planning**

The planning phase begins with a kick-off meeting with the Interim City Manager, Interim City Attorney, and designated City staff to outline the forensic audit's operating model, set expectations, and establish a timeline. This meeting ensures alignment on objectives, including investigating the unreimbursed funds and the subaward agreement with LHPP. Our professional team understands that thorough planning enhances efficiency, reduces disruptions, and delivers cost savings for Lauderhill.

We will:

- Review HHS grant documents, including the Notice of Award and LHPP's subaward agreement, to understand authorized activities and funding terms.
- Assess Lauderhill's goals for compliance, fund recovery, and LHPP oversight to tailor the audit scope to City priorities, such as addressing reimbursement delays.
- Analyze LHPP's financial policies, procedures, monitoring reports, and prior audits to map operational frameworks and identify past compliance issues.
- Meet with City leadership to prioritize audit focus, such as investigating potential mismanagement by LHPP in the Advancing Health Literacy grant.
- Identify authorized uses of HHS funds per Uniform Guidance 2 CFR Part 200 and Florida regulations to ensure compliance with federal and state requirements.
- Evaluate LHPP's document retention policies to confirm availability of records for the \$1,679,455.17 in expenditures and reimbursements.
- Assess the City's fund structure and internal controls to identify gaps in grant management processes impacting LHPP's subrecipient role.
- Apply expertise in Florida regulations to tailor the audit approach, ensuring alignment with state-specific compliance needs.
- Map LHPP's vendor contracts (e.g., S/A Nelson & Associates' \$796,240 contract) and MOUs (e.g., with Broward Health) to trace fund flows.
- Develop a fraud risk assessment plan, targeting schemes like ghost vendors or unauthorized transfers in LHPP's records.
- Create a data analytics strategy using Benford's Law to detect unnatural expenditure patterns in the \$1,679,455.17 funds.
- Set a detailed timeline and milestones with City staff to ensure timely execution of the audit process.

## Phase 2: Test of Controls

We assess internal controls over grant management and LHPP's subrecipient oversight to identify weaknesses and fraud risks that could lead to mismanagement or non-compliance. We will:

- Conduct interviews with City and LHPP staff to understand grant management processes, focusing on expenditure approval workflows.
- Perform walkthroughs of grant processes to evaluate control design, such as LHPP's approval mechanisms for vendor payments.
- Develop a risk and control matrix to document weaknesses in LHPP's oversight, such as inadequate segregation of duties.
- Analyze fraud risks, such as fund diversion, by reviewing LHPP's financial controls for unauthorized transactions.
- Identify specific fraud schemes, like duplicate payments, by testing controls for repeat vendor invoices in LHPP records.

- Test controls for LHPP's subrecipient oversight, ensuring monitoring processes align with HHS and City requirements.
- Review LHPP's compliance with MOUs (e.g., Broward Health's deliverables) to verify adherence to partnership terms.
- Discuss identified control gaps with City staff to refine the audit approach and address immediate oversight concerns.

### Phase 3: Test of Transactions and Grant Compliance

This phase investigates financial transactions and verifies compliance to detect fraud, errors, and regulatory issues. Both categories are broken down in detail as follows:

#### *Test of Transactions*

We will investigate financial transactions related to the \$1,679,455.17 funds and the subaward to detect fraud, errors, or mismanagement, using forensic techniques to ensure compliance. Our team of experts will perform the following tasks:

- Analyze transactions for fraud risks, such as overbilling, by reviewing LHPP's payments to vendors like S/A Nelson.
- Examine grant expense records to identify unallowable costs, like unapproved program expenses.
- Use data analytics, including trend analysis, to detect anomalies in LHPP's expenditure patterns, such as sudden spikes.
- Reconcile the Schedule of Expenditures of Federal Awards (SEFA) to the City's general ledger to verify completeness.
- Test vendor payments (e.g., S/A Nelson & Associates' invoices) for compliance with HHS and City procurement policies.
- Review reimbursement request errors, such as incomplete submissions to HHS, that have delayed the \$1,679,455.17 funds.
- Conduct forensic interviews with LHPP staff to probe discrepancies in expenditure or reimbursement documentation.
- Recommend fraud prevention measures, like two-factor authentication for payment approvals, to secure grant funds.
- Suggest oversight best practices, such as quarterly subrecipient audits, to strengthen LHPP's accountability.
- Discuss transaction findings with the Interim City Manager to ensure alignment and address preliminary concerns.

#### *Grants Compliance*

As previously mentioned, the Grant Compliance review ensures adherence to federal, state, and local regulations governing HHS funds, verifying compliance with grant agreements and LHPP's subrecipient obligations, including substantive tests. Our engagement team will perform the following:

- Review HHS grant and LHPP subaward agreements to confirm compliance with Uniform Guidance 2 CFR Part 200 and Florida laws.
- Assess internal controls over grant fund management and LHPP oversight to ensure robust expenditure tracking.
- Verify procurement processes comply with federal suspension/debarment rules and Lauderhill's Code of Ordinances.
- Confirm fund allocation aligns with HHS guidelines, ensuring subawards support authorized activities.
- Evaluate LHPP's monitoring processes, including Urban League's and subrecipient quarterly reports, for compliance with MOUs.
- Test grant transactions for accuracy, ensuring expenditures match approved budgets and program goals.
- Review expenditure documentation to validate legitimacy, such as invoices for health literacy and all grant-related program costs.
- Verify compliance with Uniform Guidance 2 CFR Part 200, including allowable cost principles and subrecipient reporting rules.
- Assess LHPP's budgeting and financial reporting accuracy to identify errors impacting reimbursement claims.
- Review grant closeout procedures to ensure timely and accurate reporting to HHS for reimbursement of the \$1,679,455.17 funds.
- Evaluate training for City and LHPP staff to confirm adequate knowledge of HHS grant compliance requirements.
- Detect fraud in LHPP records using link analysis to identify related-party transactions or conflicts of interest.
- Sample transactions to test compliance with grant terms, such as eligibility for health literacy and all grant-related expenditures.
- Verify adherence to grant agreements, ensuring LHPP's activities align with the Advancing Health Literacy grant.
- Review program income generated by LHPP to ensure proper use and reporting per HHS regulations.
- Test reimbursement request validity to identify errors causing delays in the \$1,679,455.17 reimbursement.
- Expand sampling if non-compliance is found, such as unallowable costs in LHPP's expenditure reports.
- Recommend compliance improvements, like standardized operating procedures, to enhance grant oversight.

#### Phase 4: Reporting

We will provide continuous updates to stakeholders, ensuring transparent draft reports with no surprises. Findings include condition, criteria, cause, effect, and recommendations. We will issue a forensic audit report per AICPA AT-C Section 315, assessing material compliance and fraud findings, requesting a management assertion on compliance. Our team of experts will:

- Draft findings on fraud, mismanagement, and compliance issues, detailing any LHPP errors found in the \$1,679,455.17 reimbursement process.
- Present the draft report to the Interim City Manager for review, incorporating feedback to ensure accuracy and completeness.

- Revise the report based on City feedback, addressing additional documentation to clarify or refute preliminary findings.
- Issue the final forensic audit report to the City Commission, summarizing fraud, compliance, and reimbursement issues.
- Present fund recovery strategies, like negotiating with HHS, and oversight improvements to the City Commission.
- Offer follow-up support, such as a workshop to train City and LHPP staff on implementing new grant management and administration controls and processes to ensure compliance.

## Regulatory Communications and Quality Control

Our firm invests significant resources to ensure our clients receive the highest quality service in all industries we serve. We approach each assignment with dedication and resolve to maintain quality in everything we do.

We are registered with the Public Company Accounting Oversight Board (PCAOB) as required for all accounting firms that serve public companies and are subject to their stringent quality control standards. Our firm is also a member of the American Institute of CPA's Center for Audit Quality, its Private Companies Practice Section, its Employee Benefit Plan Audit Quality Center, and its Governmental and Nonprofit Audit Quality Center. As part of these registrations and memberships:

- Our internal systems of quality control and a sample of our audit engagements are reviewed periodically—every three years—separately by the PCAOB and independent peer reviewers.
- Our professionals are required to adhere to the continuing professional education requirements of the PCAOB and AICPA Quality Centers.

We also conduct annual internal inspections of a sample of our audit, review, and other attest engagements as part of our system of quality control. We are committed to enhancing stakeholder confidence and public trust in the capital markets we serve and those who rely on high-quality performance by independent auditors.

## Tools

At UHY, we take pride in conducting an effective and efficient audit through the smart use of technology. We make it a priority to use as much technology as possible during the audit process to maximize collaboration, efficiency, and effectiveness—both ours and yours. We will utilize computer-assisted audit tools (CAATs), CCH ProSystem fx as our means of achieving this paperless audit, and software platforms (IDEA and Teammate Analytics, among others) to facilitate data analytics, verification, sampling, and testing procedures. We also have a secure FTP site (communication encryption), Suralink, available for uploading and downloading audit-related documents. CCH allows us to import our client's financial and operational records, scan relevant client-supporting documentation, and maintain both Excel and Word documents to evidence our testing. Our audit approach includes using data extraction software, IDEA. This software allows us to efficiently test large amounts of data that would otherwise be time-consuming to download, identify, and test. While the ProSystem fx software resides on our laptops, the actual client data used in the engagement resides on a secure server. No client-related data resides on employee laptops. The data is removed from the laptop upon closing the ProSystem fx program.

## Project Management Rigor

In executing all our engagements, we have developed a project management program that we customize to meet the needs of the City. We create our project management plan in adherence to the industry's best practices, outlined in The **Project Management Body of Knowledge** (PMBoK). The Project Management Institute (PMI) publishes the PMBoK and presents a set of standard guidelines for project management.

The core of our project management approach is **Continuous Communication, Quality Management, and Risk and Issue Management**.

Our project management process provides personal attention and direct involvement from partners to staff in all stages of the engagement to ensure the prompt resolution of potential risks and issues. It allows us to serve our clients effectively by maintaining a firm commitment to implementing quality in every engagement.



## Client Satisfaction

**The Next Level of Service.** This is the philosophy and principle that guides everything we do at UHY. It allows us to serve our clients effectively by maintaining a firm commitment to implementing quality into every engagement. Our firm invests significant resources to ensure our clients receive the highest quality service in all the industries we serve. We approach each assignment with dedication and resolve to maintain quality in everything. Each engagement is assigned to a team with substantial relevant experience working hand in hand with the City to produce quality reports for any audit, review, study, or other related assignments. UHY prides itself on providing exceptional client service with dedicated staff empowered to put the client first. We recommend that service levels for the City be measured with the following criteria:

- Ability to identify areas of opportunity for improvement and provide recommendations that not only solve the root cause but also provide additional value to the organization
- The ability to deliver audits on time and within or under budget
- The ability to provide quality deliverables such as workpapers, audit reports, and other key deliverables
- Keeping abreast of changes to relevant Standards and Guidance
- Evaluating compliance with the Government Accounting Standards Board



We have experienced a high level of professionalism and quality work during the audit project – in addition, UHY's approach has made them an ideal choice.

*Stephanie Mergler - Deputy Chief of Staff, Wilmington, DE*



# Experience & Qualifications of the Assigned Staff

## Municipality Grant and Internal Control Experience

UHY brings over 50 years of experience conducting forensic audits and advising municipalities on federal grant compliance, including HHS grants like the Advancing Health Literacy program managed by the LHPP. We specialize in auditing subrecipient agencies like LHPP, ensuring compliance with 2 CFR Part 200, Florida state laws, and local ordinances, as required. Our engagements include delivering a tailored position paper that outlines internal control deficiencies, compliance gaps, and practical recommendations, such as automated grant tracking systems to address reimbursement delays and enhance LHPP oversight. This expertise ensures the City receives a thorough investigation of potential mismanagement and actionable strategies to recover funds.

For this engagement, UHY proposes **Jack Reagan** as the primary contact, and **Claire Collins** taking the role of project manager. With close to four decades of experience and CPA/CICA certifications, the engagement lead, Jack Reagan, develops the audit plan, oversees execution, and reviews all findings. Jack will present the final report to the City Commission, outlining fraud and compliance issues. Their qualifications, along with those of the additional personnel part of our proposed engagement team, are outlined in the resumes provided on the following pages.

### Resumes



**Jack Reagan, CPA, CICA**  
Managing Director  
410-423-4832 | [jreagan@uhy-us.com](mailto:jreagan@uhy-us.com)

Jack Reagan leads the firm's State and Local Government Consulting Practice, bringing close to four decades of professional experience to the role. Throughout his career, Jack has worked with some of the largest local governments both locally and nationally, including Wilmington, DE; Washington, DC; Metro Nashville/Davidson County; New York City; and the states of Delaware, New York, Texas, California, and Florida. His extensive background underscores his dedication to advancing state and local government operations.

Jack specializes in local government administration, grants management, crisis response management and recovery, FEMA processes, strategic planning, and policy development and implementation. He has collaborated with Thompson Grants to deliver educational webinars on grants management and has pioneered a comprehensive approach to managing COVID-19 relief funds, effectively combining community engagement and partnerships to assist clients with ARPA fund management.

He is an active presenter on governmental accounting and auditing topics, frequently speaking at the Maryland Society of CPAs Government Day and various CPA chapters across Maryland. Jack's contributions to the field demonstrate his ongoing commitment to education and professional excellence.

Jack is a Certified Public Accountant (CPA) and a Certified Internal Controls Auditor (CICA). He is also a member of several distinguished organizations, including the American Institute of Certified Public Accountants, the

Virginia Society of Certified Public Accountants, the Maryland Association of Certified Public Accountants, the Association of Government Accountants, the Association of School Business Officials, and the Government Finance Officers Association. He holds a Bachelor of Science in Business Administration with a concentration in Accounting from the University of Richmond.

#### **Representative List of Forensic and Internal Audit Clients**

- Atlanta Public Schools (GA)
- City of Gainesville, FL
- City of Glendale, AZ
- City of Los Angeles, CA
- City of Wilmington, DE
- Historic St. Mary's City Commission (MD)
- Maricopa County, AZ
- Maryland State Retirement Agency
- Northumberland Co., VA
- Sarpy County, NE
- Prince William County Public Schools (VA)
- Town of Richlands, VA

#### **Representative List of Grant Management Clients**

- Anne Arundel County, MD
- Cass County, MO
- City of Bristol, CT
- City of Chattanooga, TN
- City of Chelsea, MA
- City of Chester, PA
- City of Detroit, MI
- City of Murfreesboro, TN
- City of Surprise, AZ
- City of Wilmington, DE
- Franklin County, MO
- Sarpy County, NE
- State of Delaware
- Upper Darby Township, PA
- Town of Wallingford, CT
- Tucson, AZ
- Upper Darby Township, PA

#### **Other Relevant Clients Served**

- City of Alexandria, VA
- District of Columbia
- Fairfax County, VA
- Hillsborough County, FL
- Montgomery County, MD
- Pasco County, FL





**Claire Collins, ICMA-CM**  
Consulting Senior Manager  
410-423-4835 | [ccollins@uhy-us.com](mailto:ccollins@uhy-us.com)

Claire Collins is a consulting senior manager in the Audit & Assurance Department, bringing over thirty years of professional experience across the private, non-profit, and public sectors. She excels in building collaborative relationships with stakeholders and clients, working with diverse teams to develop and implement policies, programs, and projects that drive meaningful community benefits.

Claire specializes in executive policy development and management within disaster planning, response, recovery, and mitigation. Her expertise extends to grants administration for government services, with extensive experience working with FEMA and contributing significantly to public assistance projects. Claire has successfully directed advisory services, ensured compliance with reporting requirements, and recommended recovery strategies for communities affected by flooding and high winds.

She provides technical assistance and support to clients, subrecipients, and internal teams, ensuring adherence to governance, risk, and regulatory compliance. Claire's leadership and knowledge make her a trusted resource in government services and disaster management.

Claire is an ICMA credentialed manager and holds a Master of Public Administration in Executive Management and Policy Analysis from Virginia Commonwealth University and a Bachelor of Arts in Political Studies from North Carolina Wesleyan College. Her dedication to advancing community-focused initiatives continues to define her professional journey.

#### **Representative List of Grant Management Clients**

- City of Los Angeles Economic & Workforce Development Department (EWDD)
- City of Bristol, CT
- City of Chattanooga, TN
- City of Meriden, CT
- City of Middletown, CT
- City of Murfreesboro, TN
- City of Williamsport, PA
- City of Petersburg, VA
- Elevated Design Studio (Phoenix, AZ)
- Lincoln County, MO
- Lower Merion Township, PA
- Sarpy County, NE
- Town of Wallingford, CT
- Upper Darby Township, PA
- Woodbury County, IA





**Shannon Castillo, CFE**  
Consulting Manager  
410-423-3017 | [scastillo@uhy-us.com](mailto:scastillo@uhy-us.com)

Shannon Castillo serves as a consulting manager within the Audit and Assurance Department of UHY's Columbia office. With a decade of professional experience, Shannon specializes in risk and compliance management, accounting and procurement, forensic examinations, internal audit, and data analysis. Her expertise lies in identifying solutions to optimize processes, mitigate risks, and ensure the accuracy and completeness of data through effective documentation and systems implementation.

Shannon excels in leveraging her knowledge of data analytics to identify trends and create visualizations that enhance decision-making for management and stakeholders. Her technical expertise allows her to develop streamlined solutions that strengthen organizational operations. Shannon also actively contributes to professional growth within her field through her membership in notable organizations, including the Institute of Internal Auditors, the Government Finance Officers Association, and the National Grants Management Association.

She is a Certified Fraud Examiner (CFE) with the Association of Certified Fraud Examiners and holds a Master's Degree in Economics, Business Data Analysis and Forecasting from the University of Texas at San Antonio. Additionally, Shannon serves on the education committee of the Association of Local Government Auditors, reflecting her commitment to professional development and collaboration within the industry.

#### **Representative List of Forensic and Internal Audit Clients**

- City of Los Angeles Department of Building and Safety (LADBS)
- City of Glendale, AZ
- City of Hopewell, VA
- City of Los Angeles, Office of the Controller
- Maryland State Retirement Agency
- Prince William County Public Schools (VA)
- Sarpy County, NE



**Renee Whittington, CPA**  
Consulting Manager, Grants Management  
410-513-9858 | [rwhittington@uhy-us.com](mailto:rwhittington@uhy-us.com)

Renee Whittington brings over two decades of exceptional expertise as a Consulting Manager at UHY Advisors, specializing in audits, risk assessments, and advisory services across federal, state, and public sectors. With a robust background in internal controls, financial statement audits, and compliance with regulatory standards like Generally Accepted Accounting Principles (GAAP), Generally Accepted Auditing Standards (GAAS), and the Office of Management and Budget (OMB) requirements, Renee has cultivated a reputation for meticulousness and insight.

Throughout her career, Renee has spearheaded audit and advisory engagements for prominent federal agencies, including the Department of Housing and Urban Development, the Department of Defense, and the Federal

Retirement Thrift Investment Board (FRTIB). She is a Certified Public Accountant in Maryland. Her dedication to her profession is exemplified by her ability to deliver high-quality audit and assurance services tailored to her clients' needs. Renee holds a Bachelor of Science in Accounting from Hampton University in Virginia. Her decades-long career reflects a strong commitment to advancing best practices in audits and risk management.

#### Representative List of Grant Management Clients

- City of Chester, PA
- City of Wilmington, DE



**Patricia Castro, CAPM**  
Senior Consultant  
410-423-4804 | [pcastro@uhy-us.com](mailto:pcastro@uhy-us.com)

Patricia Castro is a senior consultant in UHY's Columbia office, with over a decade of professional experience. Her primary focus is internal auditing, providing expertise in forensic investigations, financial analysis, regulatory and compliance audits, internal audits, and enterprise risk management for for-profit companies and local governments.

Patricia is responsible for ensuring adherence to established risk frameworks and supervising business controls. Her responsibilities include conducting risk and control self-assessments, evaluating control effectiveness, identifying control failures, facilitating risk and compliance remediation, overseeing internal and external audits, and minimizing risk exposure. Patricia's commitment to enhancing operational integrity and reducing risk has earned her recognition in her field.

She is a Certified Associate in Project Management (CAPM) from the Project Management Institute and holds a Bachelor of Science in Business with a minor in Accounting from the University of Phoenix. Patricia leverages her skills and knowledge to provide trusted support to her clients, ensuring their financial practices meet rigorous standards.

Patricia continues to bring value and insight to her clients, focusing on solutions that optimize processes and strengthen compliance.

#### Representative List of Forensic and Internal Audit Clients

- Northumberland County, VA
- Prince William County Public Schools (VA)
- Town of Richlands, VA
- City of Gainesville, FL
- City of Glendale, AZ
- Sarpy County, NE

**DeAndre Watson**

Senior Consultant

410-423-3506 | [deandrewatson@uhy-us.com](mailto:deandrewatson@uhy-us.com)

DeAndre Watson is a senior consultant in the Audit & Assurance Department at UHY's Columbia office, with a decade of professional experience. He focuses on delivering high-quality audit, accounting, and consulting services to clients within the governmental sectors, helping them achieve operational efficiency and meet regulatory compliance standards.

He is an expert in leading audit engagements, managing financial reporting, grants management, and internal audit services. His strategic advisory work supports clients in navigating complex regulatory environments. In the CAS environment, he successfully managed the timely completion of bank reconciliations, ensuring accuracy in financial processes, and provided critical audit support to facilitate compliance with regulatory standards. He is a graduate of Bowie State University, where he earned a bachelor's degree in accounting. During his time there, DeAndre excelled as a scholarship athlete on the track and field team and was an active member of Phi Beta Sigma Fraternity. He is also involved with the National Association of Black Accountants (NABA), showcasing his commitment to professional development and networking. DeAndre continues to dedicate himself to excellence in his field, leveraging his experience and expertise to support his clients and the UHY team.

**Representative List of Forensic and Internal Audit Clients**

- Town of Richlands, VA
- Maryland State Retirement Agency
- Northumberland County, VA
- Prince William County Public Schools (VA)

**Eva Infante**

Senior Staff Consultant

410-423-4805 | [einfante@uhy-us.com](mailto:einfante@uhy-us.com)

Eva Infante is a senior staff consultant in the Internal Audit, Risk & Compliance Department at UHY's Columbia office. With almost a decade of professional experience, Eva specializes in providing audit and consulting services to companies in the finance and government sectors. Eva has expertise in risk compliance, policy and regulation implementation, customer service, and community engagement. Her ability to navigate complex regulatory environments and deliver tailored solutions has made her an essential resource for her clients. She holds a Bachelor's in Business Administration with a focus on Marketing from St. Mary's University in San Antonio, Texas. Eva continues to leverage her knowledge and experience to help clients achieve operational excellence. Eva is dedicated to supporting her clients while fostering collaboration and success across the industries she serves.

**Representative List of Forensic and Internal Audit Clients**

- City of Glendale, AZ
- Prince William County Public Schools (VA)

## Our Commitment to Continuous Education

UHY places a high priority on training for all professional staff. All of our auditors complete a minimum of 40-50 continuing education requirements per year. UHY provides frequent in-house training for all staff. Professionals attend at least 24 hours of professional development delivered in-house at our UHY national headquarters in Michigan. This training is level-specific and is attended by UHY personnel from around the U.S. UHY training classes attended by the personnel assigned to this engagement include the following:

- Governmental Auditing Techniques
- Auditing and Accounting Updates
- Full lifecycle of grants management
- GASB Updates
- Governmental accounting updates
- Single Audit Basics, Updates, and Review
- Fraud Interviewing
- Fraudster Techniques

We have also developed an internal learning and development platform called UHY University, which provides UHY employees with on-demand and live CPE training sessions throughout the year.

Your engagement team attends training conferences sponsored by the Maryland Association of Certified Public Accountants (MACPA), the American Institute of Certified Public Accountants (AICPA), and the Association of Certified Fraud Examiners (ACFE). Conferences attended by the personnel assigned to the City engagement include the following:

- MACPA Governmental Day
- MACPA Non-Profit Day
- AICPA Employee Benefit Plans Conference
- AICPA Not-for-Profit Conference
- AICPA Governmental Accounting and Auditing Update Conference
- AICPA Governmental and Not-for-Profit Training Program
- ACFE Global Fraud Conference

Through our mix of in-house training and attendance at professional development conferences, we believe we will be able to provide you with technically qualified staff throughout the term of the engagement.

UHY prioritizes the development and sharing of knowledge. We have a team of professional speakers who can deliver insightful presentations to your staff. Our diverse team of professionals is equipped to help organizations navigate through any upcoming challenges. Each UHY team member assigned to this engagement meets or exceeds the Yellow Book Continuing Professional Education Requirements outlined by the Government Accountability Office's Government Auditing Standards within the preceding three years. We pride ourselves on being a learning organization and strive to keep our clients and staff abreast of the evolving relevant industry topics. We work diligently to produce regular news alerts and newsletters. Rest assured that we will inform you of any new GASB pronouncements and assist you with the implementation process, working closely with your staff to ensure said pronouncements are implemented to standard.

# Delivery of Services

The following schedule outlines our tentative timeline, subject to change based on mutual agreement with the City.

Timeline (based on receiving a signed contract)	Due Date
<b>Phase 1: Planning:</b> <ul style="list-style-type: none"> <li>- Kick-off meeting with City staff to set audit goals</li> <li>- Review HHS grant, LHPP subaward documents</li> <li>- Develop a workplan for \$1.7M audit scope</li> <li>- Assess FL regulations for compliance needs</li> </ul>	5 days post-contract execution
<b>Phase 2: Test of Controls:</b> <ul style="list-style-type: none"> <li>- Schedule interviews and walkthroughs with City, LHPP staff</li> <li>- Conduct interviews and walkthroughs</li> <li>- Review walkthrough documentation and develop a risk and control matrix</li> <li>- Conduct a thorough analysis to identify areas within the City's operations that are susceptible to fraud and process deficiencies</li> <li>- Highlight specific fraud schemes that could potentially impact the City's financial and operational integrity</li> <li>- Conduct end-of-planning meeting to discuss control design status</li> </ul>	Between 6 to 30 days of contract execution
<b>Phase 3: Test of Transactions and Grant Compliance:</b> <ul style="list-style-type: none"> <li>- Conduct an analysis to identify areas within the City's operations that are susceptible to fraud</li> <li>- Examine \$1.7M and all subaward expenses</li> <li>- Identify control gaps in LHPP processes</li> <li>- Reconcile SEFA to the City's ledger</li> <li>- Identify any gaps or weaknesses in the current control environment</li> <li>- Conduct end-of-fieldwork phase meeting to discuss testing results and observations</li> <li>- Provide actionable recommendations to strengthen internal controls and mitigate identified fraud risks</li> <li>- Suggest best practices and strategies to enhance the City's fraud prevention and detection capabilities</li> </ul>	Between 31 to 60 days of contract execution
<b>Phase 4: Reporting:</b> <ul style="list-style-type: none"> <li>- Draft findings &amp; recommendations</li> <li>- Present draft report</li> <li>- Modify and adjust the report based on feedback</li> <li>- Final report issuance</li> <li>- Present findings, recovery strategies</li> </ul>	Between 61 to 90 days of contract execution

# Price Proposal

Our price proposal is designed to provide a clear and transparent breakdown of all expenses associated with conducting the services requested by the City, as follows:

## Price by Project Hours and Hourly Rate

Staffing Title	Hours	Hourly Rate	Total
Managing Director	10	\$390	\$3,900
Consulting Senior Manager	52	\$320	\$16,640
Consulting Manager	60	\$260	\$15,600
Senior Consultant	84	\$190	\$15,960
Senior Staff Consultant	128	\$140	\$17,920
Staff Consultant	166	\$130	\$21,580
<b>Total</b>	<b>500</b>		<b>\$91,600</b>

## Flexibility and Adjustments

If our fee estimate is not in line with your expectations, we would be happy to discuss it further. We have taken measures to be price-sensitive to all our engagements and encourage a candid dialogue regarding our proposed fee. Our team can suggest any necessary adjustments to the scope of work and associated costs to ensure that the forensic audit remains within the City's budget while still achieving the intended objectives.

## Appendix

### APPENDIX A

#### PROPOSER GUARANTEES

The proposer certifies it can and will provide and make available, as a minimum, all services set forth in the section entitled "Nature of Services Required."

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Signature of Official: Jack Reagan

Name (typed): Jack Reagan

Title: Managing Director

Firm: UHY Advisors Mid-Atlantic, Inc

Date: July 2, 2025

APPENDIX B

PROPOSER WARRANTIES

- A. Proposer warrants that it is willing and able to comply with State of Florida laws with respect to foreign (non-state of Florida) corporations.
- B. Proposer warrants that it is willing and able to obtain an errors and omissions insurance policy providing a \$1,000,000 of coverage for the willful or negligent acts, or omissions of any officers, employees or agents thereof.
- C. Proposer warrants that it will not delegate or subcontract its responsibilities under an agreement without the prior written permission of the City of Lauderhill.
- D. Proposer warrants that all information provided by it in connection with its LOI is true and accurate.

Signature of Official:

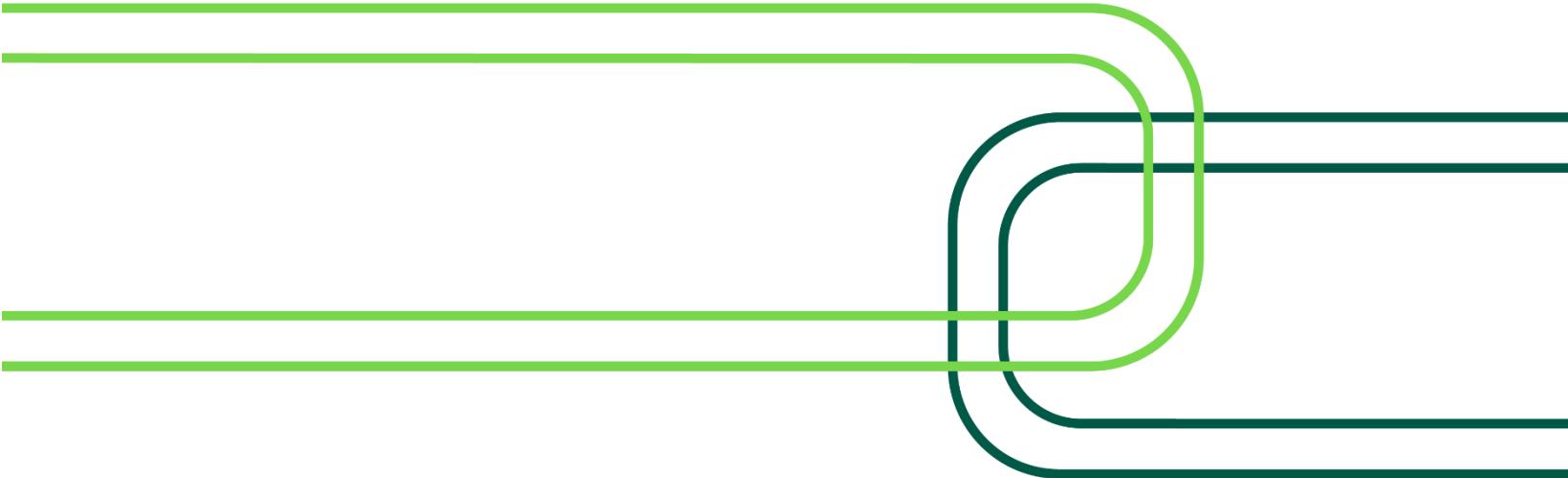


Name (typed): Jack Reagan

Title: Managing Director

Firm: UHY Advisors Mid-Atlantic, Inc

Date: July 2, 2025



Jack Reagan  
Managing Director  
410 423 4832 | [jreagan@uhy-us.com](mailto:jreagan@uhy-us.com)

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