

**ORIGINAL**

**Request for Proposal – Financial Auditing Services**

**RFP No. 007-13**

**City of Key West**

**June 26, 2013**



**Nowlen, Holt & Miner, P.A.**

**Edward T. Holt, Managing Partner**

**West Palm Beach Office**  
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# NOWLEN, HOLT & MINER, P.A.

CERTIFIED PUBLIC ACCOUNTANTS

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TERRY L. MORTON, JR., CPA  
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EDWARD T. HOLT, JR., CPA  
BRIAN J. BRESCIA, CFP®, CPA

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FAX (561) 996-6248

June 26, 2013

City of Key West  
City Clerk  
3126 Flagler Avenue  
Key West, FL 33040

Ladies and Gentleman:

Thank you for giving us the opportunity to present our proposal to serve as external auditors for the City of Key West (the "City") for the fiscal years ending September 30, 2013, 2014, and 2015, with the option to renew for fiscal years 2016 and 2017.

We understand the scope of services requested by the City as outlined in the City's RFP. We are committed to exceeding the performance specifications outlined and meeting all the City's time requirements.

Nowlen, Holt & Miner, P.A ("NH&M") believes our expansive governmental experience, quality of team members, and emphasis on client satisfaction makes our firm the best qualified to provide audit services to the City.

Our firm is best qualified to perform the engagement and provide the City with the following added advantages:

- **Auditor Rotation** – NH&M understands the transition from one audit firm to another can be a challenging process. Our team has extensive experience in successfully managing the transition process with minimal disruption to the City's staff. We will work closely with the City to perform an efficient audit, meet deadlines, and issue reports.
- **Communication** – NH&M strives to build strong relationships with our clients. An essential part of this relationship is communication. NH&M has a firm policy to respond to phone calls and/or emails within 24 hours. We encourage clients to call year-round to discuss questions or concerns as they arise. Our team is always prepared to answer questions or discuss audit issues at no additional charge.
- **Governmental Experience** – NH&M has served a remarkable number of South Florida governmental entities for over 50 years. Unlike many other firms, NH&M's primary focus is governmental entities. Consequently, our team has mastered the elements of the audit process and is prepared to resolve issues typical to governmental entities such as the City. Our expertise will be vital over the next several years with the implementation of the new Governmental Accounting Standards Board pronouncements.

- **Staff Continuity/Professional Qualifications** – We are proud to have high staff retention and minimal turnover. Our engagement team will remain consistent from year-to-year and will include experienced individuals. Such continuity, stability and team work give our employees valuable client and industry-specific knowledge, which in turn, maximizes audit efficiency and strengthens our working relationship with the City.
- **Additional Resources** – We are members of CPAmerica International, Inc. an international association of independent accounting firms. For this reason, we can draw from the vast consulting resources of CPAmerica International member firms with 500 offices in more than 370 cities around the globe (see Appendix A).

Our proposal outlines our qualifications and expertise further. Thank you for giving us the opportunity to present our credentials. We are confident our qualifications make us the ideal firm to fulfill your audit needs and would like to emphasize our desire to serve as the City's auditors. Again, thank you for your consideration, and we look forward to serving as your auditors.

#### **FIRM CONTACT AND INFORMATION**

Edward T. Holt, President, 515 N. Flagler Drive, Suite 1700, West Palm Beach, Florida 33401, (561) 659-3060. Mr. Holt is authorized to bind the offeror. This proposal is a firm and irrevocable offer for sixty (60) days. If you have any questions about this proposal, please contact Ed Holt at (561) 659-3060.

Sincerely,

A handwritten signature in blue ink that reads "Edward T. Holt". The signature is written in a cursive style and is positioned above the printed name of the firm.

Nowlen, Holt & Miner, P.A.



## General Requirements

### About Nowlen, Holt & Miner, P.A.

NH&M is a local firm of certified public accountants. Established in 1961, we have offices in West Palm Beach and Belle Glade, Florida. We are a full service firm that provides audit, accounting, tax, business valuation, forensic accounting, litigation support and management services. NH&M's philosophy is to combine the knowledge of experienced professionals with the responsiveness and flexibility of a local CPA firm. We have flipped the typical staff "pyramid" where much of the work is performed by partners and managers instead of first year team members.

### Independence

As defined by generally accepted auditing standards and the U.S. General Accounting Office's Government Auditing Standards, Nowlen, Holt & Miner, P.A. is independent of the City of Key West and any component units of the City. Our firm has had no professional relationships involving the City within the past five years. We will give the City written notice of any professional relationships entered into during the period of the engagement that might create a conflict of interest. Our proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

### Licensed to Practice in Florida

NH&M is an entity licensed to practice in Florida. All key team members are Certified Public Accountants and are properly licensed to practice in Florida, and qualified to perform governmental audits. Our firm and all professionals are members in good standing of the American Institute of Certified Public Accountants (AICPA) and the Florida Institute of Certified Public Accountants (FICPA) and comply with the continuing professional education requirements of the AICPA, including those educational requirements established by quality control standards. A copy of NH&M's State of Florida Board of Accountancy Business License is shown below.

THIS DOCUMENT HAS A COLORED BACKGROUND • MICROPRINTING • LINEMARK™ PATENTED PAPER

AC# 5813037 STATE OF FLORIDA  
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION  
BOARD OF ACCOUNTANCY SEQ# L11100600771

DATE	BATCH NUMBER	LICENSE NBR
10/06/2011	110134566	AD0038078

The ACCOUNTANCY CORPORATION  
Named below IS LICENSED  
Under the provisions of Chapter 473 FS.  
Expiration date: DEC 31, 2013

NOWLEN, HOLT & MINER, PA  
215 FIFTH STREET  
SUITE 200  
WEST PALM BEACH FL 33401-4026

RICK SCOTT GOVERNOR  
KEN LAWSON SECRETARY

DISPLAY AS REQUIRED BY LAW



## Firm Qualifications and Experience

### Governmental Audit Staff

We have a professional staff of nineteen people. All professional staff assigned to the audit will be working on the City’s engagement full time out of our West Palm Beach office. The number of our governmental audit employees, by employee classification, is as follows:

Employee Classification	Total Number	Number of CPAs
Partner	5	5
Managers	3	3
Supervisors	-	-
Seniors	1	-
Staff	1	-
<b>TOTAL</b>	<b>10</b>	<b>8</b>

### Experience in Governmental Audits and Single Audits

Nowlen, Holt & Miner, P.A. has been auditing South Florida governmental entities for over 50 years. Several of our clients receive Federal and/or State funding which require compliance audits under OMB Circular A-133 and Chapter 10.550, Rules of the Florida Auditor General. Because NH&M’s main focus is governmental auditing, our team has an extensive understanding of issues related to government auditing and the accounting requirements.

### State and National Affiliations

NH&M is a member in good standing of the Florida Institute of Certified Public Accountants (FICPA), FICPA State and Local Government Section, Government Finance Officers Association (GFOA), and Florida Government Finance Officers Association (FGFOA). Terry L. Morton and Kara Peterson currently serve on the GFOA’s CAFR Review Committee, which reviews CAFRs of governmental entities in order to determine whether a CAFR meets the reporting requirements necessary to obtain a Certificate of Achievement of Excellence in Financial Reporting.

### GFOA Experience

NH&M has assisted a number of our past and current governmental clients with their CAFR preparation. This program is recognized as the highest award in governmental financial reporting. We assisted both the Children’s Services Council of Broward County and the City of Belle Glade with their initial CAFR preparation and are currently assisting several of our other governmental clients with their CAFR preparation. All governments we have assisted with their CAFR preparation have been awarded Certificates of Achievement for Excellence in Financial Reporting.

### **Certified Fraud Examiners**

Alexia Varga, Kara Peterson and Mark Bymaster are all members of the Association of Certified Fraud Examiners (ACFE) and are Certified Fraud Examiners (CFE). In addition, both Terry L. Morton and N. Ronald Bennett are members of the ACFE. The ACFE is the world's largest organization and premier provider of anti-fraud training and education. The CFE credential denotes proven expertise in fraud prevention, detection and deterrence. CFEs are trained to identify the warning signs and red flags that indicate evidence of fraud and fraud risk. CFEs also help entities, not only by uncovering fraud, but by assisting in implementing processes to prevent fraud from occurring in the first place.

The ACFE's Board of Regents awards this designation only to select professionals who meet a stringent set of criteria, including character, experience, and education. CFEs have a unique set of skills that are not found in any other career field or discipline; the combined knowledge of complex financial transactions with an understanding of methods, law and how to resolve allegations of fraud.

### **Certified in Financial Forensics**

In addition to the ACFE membership, N. Ronald Bennett is Certified in Financial Forensics (CFF). The CFF credential is the mark of excellence in forensic accounting. It identifies those forensic accounting professionals who have the ability to provide sound and reliable forensic accounting services. Those who earn the CFF credential must:

- Be a member in good standing of the AICPA
- Hold a valid CPA certificate or license
- Demonstrate experience in forensic accounting
- Demonstrate a history of continuing education and commitment to lifelong learning

### **External Quality Control Review**

Nowlen, Holt & Miner P.A. is a member of the AICPA's Center for Audit Quality, and participates in the AICPA Peer Review Program every three years. Our two most recent external peer reviews resulted in an unqualified opinion on the quality of our accounting and auditing practice with no letters of comment, which is the highest level of achievement in the peer review program. This review included a review of specific government engagements. We will provide the City with a copy of each peer review report and any letters of comment for each review conducted during the time period engaged by the City. A copy of NH&M's 2012 peer review report and the AICPA Certificate of Recognition are included on the following pages.





## System Review Report

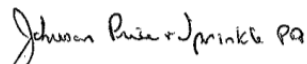
October 23, 2012

To the Shareholders of Nowlen, Holt & Miner, P.A.  
and the Peer Review Committee of the Florida Institute of Certified Public Accountants

We have reviewed the system of quality control for the accounting and auditing practice of Nowlen, Holt & Miner, P.A. (the firm) in effect for the year ended May 31, 2012. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants. The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review. The nature, objectives, scope, limitations of, and the procedures performed in a System Review are described in the standards at [www.aicpa.org/prsummary](http://www.aicpa.org/prsummary).

As required by the standards, engagements selected for review included engagements performed under the *Government Auditing Standards* and audits of employee benefit plans.

In our opinion, the system of quality control for the accounting and auditing practice of Nowlen, Holt & Miner, P.A. in effect for the year ended May 31, 2012, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Nowlen, Holt & Miner, P.A. has received a peer review rating of *pass*.

  
Johnson Price Sprinkle PA



## PEER REVIEW PROGRAM

is proud to present this

Certificate of Recognition

to

**NOWLEN, HOLT & MINER, P.A.**

*For having a system of quality control for its accounting and auditing practice in effect for the year ended May 31, 2012 which has been designed to meet the requirements of the quality control standards for an accounting and auditing practice established by the AICPA, and which was complied with during the year then ended to provide the firm with reasonable assurance of conforming with professional standards.*

A handwritten signature in black ink, reading "Rick Reeder", positioned above a horizontal line.

Rick Reeder, Chair  
AICPA Peer Review Board  
2012



### **Federal or State Desk Reviews**

NH&M is committed to maintaining the highest level of quality control in our accounting and auditing practice. Our firm has never been involved in disciplinary actions with the State of Florida Board of Accountancy or any other professional organizations. NH&M has not received any comments from a Federal or State desk review, nor has NH&M undergone a field audit in the past three years.

### **Public Entity Crimes/Disciplinary Actions**

Neither Nowlen, Holt & Miner, P.A., nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity, has ever been charged with or convicted of a public entity crime. Additionally, no disciplinary actions have ever been taken nor are pending against the firm or any of its officers, directors, executives, partners, shareholders, employees, members, or agents by any State regulatory bodies or professional organizations. In the event that any disciplinary actions or complaints arise, we agree to notify the City immediately and submit a written report of all irregularities and illegal actions.

### **Litigation**

Nowlen, Holt & Miner, P.A. has never had any litigation or proceeding where a court or any administration agency has ruled against the firm in any manner related to its professional activities. No current or pending litigation exists.

### **Joint Venture/Consortium**

Nowlen, Holt & Miner, P.A. is neither a joint venture nor a consortium. Our firm will not subcontract, assign or transfer any portion of the work if awarded the contract.

### **Additional Services**

If during the course of the audit, the City requires advice for items such as taxation services, computer consulting, accounting services or management advisory services, we will be able to assist you. NH&M has provided consulting services to governmental entities, non-profit organizations and small businesses for over 50 years. These services include, but are not limited to the following:

- Taxation
- Organization structure improvement
- Staffing
- Costs and expense control
- Budgets, business plans, and management incentive program development
- Cash management
- Inventory control and management
- Internal controls
- Utility and franchise tax audits
- Arbitration
- Accounting systems and Computer system evaluations



## Partner, Supervisory and Staff Qualifications and Experience

### Staff Continuity and Longevity

Hiring and retaining highly qualified professionals is at the core of our firm's business philosophy. We believe staff retention is a crucial factor in increasing audit efficiency and maintaining high levels of client satisfaction. The following table outlines our staff's experience and length of employment with the firm.

Professional Staff	Years of Experience in Public Accounting	Years of Employment with Nowlen, Holt & Miner, P.A.
<b>Partners</b>		
Edward T. Holt, CPA	42	42
Janet R. Baricevich, CPA	42	42
William B. Miner, CPA	38	38
Robert W. Hendrix, CPA	34	34
Terry L. Morton, CPA	25	25
N. Ronald Bennett, CPA	25	25
Alexia G. Varga, CPA, CFE	11	11
Brian J. Brescia, CPA, CFP®	10	7
Edward T. Holt, Jr., CPA	8	8
<b>Sub-Total</b>	<b>235</b>	<b>232</b>
<b>Managers</b>		
Kathleen A. Miner, CPA	30	30
Michael J. Stevens, CPA	29	22
Kara D. Peterson, CPA, CFE	7	7
Mark Bymaster, CPA, CFE	6	6
<b>Sub-Total</b>	<b>72</b>	<b>65</b>
<b>Seniors</b>		
Rudina Toro, MTax.	11	11
Janice Lai, CPA	3	2
<b>Sub-Total</b>	<b>14</b>	<b>13</b>
<b>Staff</b>		
Jacob Pistor	4	4
Ryan Shore, CPA	2	1
Tim Schmedes, CPA	1	1
Wei Pan, CPA	1	1
<b>Sub-Total</b>	<b>8</b>	<b>7</b>
<b>Professional Staff Total</b>	<b>329</b>	<b>317</b>



**Audit Team Members**

**Managing Partner**

Edward T. Holt, CPA

**Key Roles**

- Responsible for overall audit practice
- Assumes responsibility for quality control throughout firm
- Assures all commitments to clients are timely met
- Selects and assigns appropriate staff to engagements
- Reviews audit documentation, financial statements, reports and management letters
- Meets with clients on material matters
- Signs audit reports and management letters

**Audit Partner**

Robert W. Hendrix, Jr., CPA  
Terry L. Morton, CPA  
N. Ronald Bennett, CPA  
Alexia G. Varga, CPA

**Key Roles**

- Develops overall audit approach, including preparing audit programs
- Coordinates audit planning, development and timeline
- Maintains client contact and communications regarding audit progress, significant findings and any client questions
- Supervises audit team members to ensure quality control throughout audit engagement
- Reviews workpapers, audit reports and financial statements

**Manager**

Michael J. Stevens, CPA  
Kara D. Peterson, CPA  
Mark Bymaster, CPA

**Key Roles**

- Implements audit approach
- Performs risk assessment procedures to document understanding of client, including internal controls
- Maintains client contact and communication regarding any client questions
- Researches technical accounting and audit issues as necessary
- Recommends audit adjustments for partners review
- Reviews workpapers of seniors and staff accountants
- Reviews financial statements and audit reports
- Prepares management letter for partners review

**Senior/Staff**

Rudina Toro, MTax  
Jacob Pistor

**Key Roles**

- Performs audit procedures as required by audit programs
- Documents understanding of client's internal control
- Prepares financial statements and audit reports for management's review
- Maintains and update audit documentation records
- Confirms asset and liability account balances
- Performs analytical procedures
- Performs tests of compliance

### **Audit Team**

To provide the City with optimal audit service, we have assembled a talented audit team whose knowledge and experience will be ideal to meet the requirements of the City. All of our team members have more than four years of government auditing experience and over 75% of our team is a licensed CPA. It is NH&M's policy not to assign first year staff to a new engagement; therefore the City will not have to train their auditors. The proposed engagement team is as follows:

*Edward T. Holt, CPA* – Audit Engagement Partner oversees responsibility for the engagement team and signing the final reports. Ed has managed the audits of over 100 different entities throughout his 42 years of auditing experience. His diverse experience includes governmental, non-profit, retail and construction industries.

*N. Ronald Bennett, CPA* – Quality Control Review Partner responsible for reviewing the form and content of the audit workpapers, the independent auditors' report, and other documents to ensure firm and industry standards have been met. Ron has been with the firm for 25 years and has extensive experience in auditing governmental entities and grant compliance testing.

*Terry L. Morton, CPA* – Technical Review Partner responsible for assigning personnel, reviewing the financial statements, independent auditor' report and other documentations, maintaining client contact and overall engagement team oversight. Terry has been with the firm for 25 years and received a Certificate of Educational Achievement in both Governmental and Non-Profit Accounting and Auditing from the AICPA.

*Kara Peterson, CPA and Mark Bymaster, CPA* – Audit Managers responsible for daily client contact, executing and supervising the day-to-day fieldwork during the audit, developing audit programs, preparing the financial statements and reports, reviewing the work of senior and staff, and reporting to the partners on the status of the engagement. Both Kara and Mark have over six years of experience auditing local governments in Florida including municipalities and special districts.

*Rudina Toro* – Audit Senior will execute the day-to-day fieldwork during the audit and will assist in the preparation of the financial statements. Rudina has over 11 years of governmental auditing experience and will prove to be a valuable asset to the audit team.

*Jacob Pistor* – Staff accountant will execute the day-to-day fieldwork during the audit.

*Katherine Allen, CPA, CISA, CRISC* – Certified Information Systems Auditor responsible for technology related audit standards, as well as assisting with data extraction (services will be utilized on an as needed basis).

### **Quality of Staff**

Staff retention is an important part of NH&M's strategy for increasing audit efficiency. Because of our firm's low employee turnover rate, the City will see the same audit team members year-after-year.

Team members will not be changed without the express prior written permission of the City. If staff rotation is necessary, the team member will be replaced with someone of comparable skills and experience. However, the City retains the right to approve or reject replacements. Consistency of audit team members from one year to the next, results in a more efficient audit by enhancing both client-specific and industry-specific experience.

### **Continuing Professional Education**

All team members hold accounting degrees from accredited universities. Several of our team members have advanced degrees and/or multiple degrees in related areas. NH&M believes that, not only to comply with professional standards, but in order to consistently offer our clients the best and most current information, continuing education is a necessity.

Training our team members is important in order to meet the needs of our clients and assist them with new accounting standards. All professionals receive at least the required 80 hours of continuing professional education, as required by Government Auditing Standards and the State Board of Accountancy, every two years. Our professionals attend in-house seminars as well as seminars provided by the AICPA, FICPA, FGFOA and GFOA. Due to our commitment to remain current on the technical pronouncements, we will keep the City informed of any new reporting requirements and will discuss any situations involving options in reporting formats.

### **Information Technology Specialist**

In accordance with auditing standards, we may determine that specialized skills are needed for the audit. If considered necessary, NH&M will utilize the services of a Certified Information Systems Auditor (CISA) to review the Information Technology (IT) system. This review would be conducted in accordance with the relevant professional and ethical standards issued by the Information Systems Audit and Control Association. The objectives of this type of IT review include the following:

- Identify areas of greatest IT risk exposure as it relates to financial data to focus resources
- Asses the confidentiality, integrity and availability of information systems
- Evaluate the effectiveness of management's planning and oversight of IT activities
- Evaluate the adequacy of operating processes and internal controls
- Assess enterprise wide compliance efforts related to IT policies and internal control procedures

### EDWARD T. HOLT, CPA

Edward T. Holt is a partner with Nowlen, Holt & Miner, P.A. with 42 years of experience. He received his B.B.A from Arkansas A&M. He has managed the audits of over 100 different entities. His diverse experience includes governmental, non-profit, retail, construction, and coordinating the firm's continuing professional education program. He is licensed as a CPA in Florida and affiliated with the following organizations:

- American Institute of Certified Public Accountants
- Florida Institute of Certified Public Accountants
- Florida Government Finance Officers' Association (FGFOA)
- Government Finance Officers' Association
- Chamber of Commerce of the Palm Beaches
- CPAmerica International – Council Member

### Relevant Continuing Professional Education

Some of Ed's more current seminars include the following:

- 05/07 Annual Update for Accountants & Auditors
- 06/07 Nonprofit Accounting & Financial Reporting Considerations
- 06/07 Theory & Practice of Fraud & Internal Control
- 02/08 Grants Management
- 06/08 Forensic Files: Auditing for Fraud
- 07/08 Update: Governmental Accounting, Reporting & Auditing
- 05/09 The New Fund Balance GASB No. 54
- 06/09 FGFOA 2009 Annual Conference
- 07/09 Governmental Accounting & Financial Reporting
- 09/09 Annual Update for Accountants & Auditors
- 05/11 Audits of 403(b) Plans
- 06/11 Forensic Accounting Fraudulent Reporting and Concealed Assets
- 06/11 FGFOA 2011 Annual Conference
- 05/12 Annual Update for Accountants & Auditors
- 06/12 Single Audit Training

### Non-Profit Experience

As partner or our auditing team, Ed had directed the following audits of non-profit organizations:

- Adopt-A-Family of the Palm Beaches, Inc.
- Alzheimer's Association, Southeast Florida Chapter
- Area Agency on Aging of Palm Beach/Treasure Coast, Inc.
- Better Business Bureau of Palm Beach County, Inc.
- Catholic Charities of the Dioceses of Palm Beach
- Center for Children in Crisis, Inc.
- Comprehensive Aids Program of Palm Beach County, Inc.
- District IX Health Council, Inc.
- Early Learning Coalition of Broward
- Early Learning Coalition of Palm Beach
- Executive Service Corps of Southeast Florida
- Florida Community Health Centers, Inc.
- Glades Area ARC
- Haitian Center for Family Services, Inc.
- Hanley Center, Inc.
- Hanley Center Foundation, Inc.
- Hospice Foundation of Palm Beach County, Inc.
- H.E.A.R.T., Inc.
- Help Becomes Hope, Inc.
- Hendry-Glades Mental Health Clinic, Inc.
- Institute for Ethnomedicine, Inc.
- New Beginnings Development Center, Inc.
- Parent-Child Center, Inc.
- Palm Beach County Chapter, The American Red Cross
- Palm Beach Dramaworks, Inc.
- Preservation Foundation of Palm Beach County, Inc.
- St. Andrew's Residence of the Palm Beaches, Inc.
- Seagull Industries for the Disabled, Inc.
- South America Mission, Inc.
- The Lords Place, Inc.
- Urban League of Palm Beach County
- World Servants, Inc.
- Young Women's Christian Association







### **N. RONALD BENNETT, CPA, ABV, CVA, CFF**

N. Ronald Bennett is a partner with Nowlen, Holt & Miner, P.A. and has been with the firm for 25 years. His education includes an MBA in Finance from Florida State University where he was also a member of Beta Gamma Sigma Honor Society, and a Bachelor of Aerospace Engineering (with high honors) from Georgia Institute of Technology. He is licensed as a CPA in Florida and affiliated with the following organizations:

- American Institute of Certified Public Accountants
- Florida Institute of Certified Public Accountants
- Florida Government Finance Officers' Association (FGFOA)
- Government Finance Officers' Association
- American Society of Mechanical Engineers
- National Association of Certified Valuation Analysts
- Association of Certified Fraud Examiners

### **Relevant Continuing Professional Education**

Some of Ron's more current seminars include the following:

- 02/08 Investment Practices & Products
- 05/08 FICPA Accounting & Reporting Practices for Non Profit Organizations
- 06/08 Auditors Risk Assessment Process
- 06/08 Forensic Files: Auditing for Fraud
- 06/08 Ethics Protecting the Integrity of Florida CPAs
- 08/08 FICPA State and Local Government
- 12/08 Electronic Tools for Governmental Auditing
- 05/09 New Fund Balance GASB No. 54
- 06/09 GAQC Annual Update
- 06/09 OPEB Financial Reporting & Auditing
- 08/09 FICPA State & Local Government Accounting Conference
- 01/10 Valuation, Forensic Accounting & litigation Services Conference
- 06/10 FGFOA 2010 Annual Conference
- 08/10 FICPA State & Local Government Accounting Conference
- 09/10 Major Changes to Compliance Literature
- 06/11 FGFOA 2011 Annual Conference
- 05/12 FGFOA 2012 Annual Conference

### **Governmental Experience**

While with the firm Ron has managed the audits of the following governmental entities:

- City of Boynton Beach
- City of Greenacres
- City of Lake Worth
- City of Pahokee
- City of Parkland
- City of Riviera Beach
- City of Riviera Beach CRA
- North Palm Beach Heights Water Control District
- Palm Beach County Solid Waste Authority
- Port Mayaca Cemetery
- Port of Palm Beach
- School Board of Palm Beach County – Internal Accounts and Tangible Personal Property
- South Lake Worth Inlet District
- Town of Gulf Stream
- Town of Highland Beach
- Town of Lake Clarke Shores
- Town of Manalapan
- Town of Ocean Ridge
- Town of Palm Beach
- Town of Palm Beach Shores
- Town of South Palm Beach



### TERRY L. MORTON, JR., CPA

Terry L. Morton, Jr. is a partner with Nowlen, Holt & Miner, P.A. and has been with the firm for 25 years. His education includes a B.S. (with honors) and M.Acc. from the University of Florida. He has also received a Certificate of Educational Achievement in both Governmental and Non-Profit Accounting and Auditing from the AICPA. He is licensed as a CPA in Florida and affiliated with the following organizations:

- American Institute of Certified Public Accountants
- Florida Institute of Certified Public Accountants
- Florida Government Finance Officers' Association (FGFOA)
- Government Finance Officers' Association
- Jerome Golden Center for Behavioral Health, Inc., Secretary
- Jerome Golden Center Foundation, Treasurer
- Gold Coast Area, Kairos Prison Ministry, Chairman

### Relevant Continuing Professional Education

Some of Terry's more current seminars include the following:

- |   |  |
|---|--|
| • 06/08 Risk Assessment Process & Government Auditing Overview          | • 06/09 Implementing Risk Assessment Standards in Governmental Audit |
| • 06/08 FGFOA 2008 Annual Conference                                    | • 06/09 GAQC Annual Update litigation                                |
| • 05/09 New Fund Balance GASB No. 54                                    | • 06/10 FGFOA 2010 Annual Conference                                 |
| • 06/09 FGFOA 2009 Annual Conference                                    | • 04/11 Ethics & Professional Conduct for Florida CPAs               |
| • 06/09 New Standards on Quality Control & Practice Implementation Tips | • 06/11 FGFOA 2011 Annual Conference                                 |
| • 06/09 OPEB Financial Reporting & Auditing                             | • 05/12 FGFOA 2012 Annual Conference                                 |
|   | • 05/13 Financial Implementation of Federal Health Care Reform       |

### Governmental Experience

While with the firm Terry has managed the audits of the following governmental entities:

- |  |   |
|--|---|
| • Belle Glade Housing Authority                              | • Jupiter Inlet District                                |
| • Children's Services Council of Broward County              | • Loxahatchee River Environmental Control District      |
| • Children's Services Council of Palm Beach County           | • Okeechobee Utility Authority                          |
| • City of Belle Glade  | • Palm Beach County                                     |
| • City of Greenacres   | • Port of Palm Beach                                    |
| • City of Pahokee  | • School Board of Palm Beach County – Internal Accounts |
| • City of Palm Beach Gardens                                 | • Seacoast Utility Authority                            |
| • City of Riviera Beach                                      | • Town of Gulf Stream                                   |
| • City of Riviera Beach CRA                                  | • Town of Lake Park                                     |
| • Crossings at Fleming Island Community Development District | • Town of Loxahatchee Groves                            |
| • Florida Governmental Utility Authority                     | • Town of Mangonia Park                                 |
| • Glades Utility Authority                                   | • Town of Palm Beach Shores                             |
| • Hendry County  | • Town of Sewall's Point                                |
| • North Palm Beach Heights Water Control District            | • Village of North Palm Beach                           |
| • Jupiter Inlet Colony                                       | • Village of Tequesta                                   |
|  | • West Palm Beach Golf Commission                       |





### KARA D. PETERSON, CPA, CFE

Kara Peterson is a manager with Nowlen, Holt & Miner, P.A. with seven years of experience. She received her B.S. in Accounting from Florida State University. She is licensed as a CPA in Florida and is a Certified Fraud Examiner. Kara is affiliated with the following organizations:

- American Institute of Certified Public Accountants
- Florida Institute of Certified Public Accountants
- Florida Government Finance Officers' Association (FGFOA)
- Government Finance Officers' Association
- Association of Certified Fraud Examiners
- Governmental Finance Officers' Association Special Review Committee

### Relevant Continuing Professional Education

Some of Kara's more current seminars include the following:

- 12/08 Electronic Tools for Governmental Audits
- 05/09 New Fund Balance GASB No. 54
- 06/09 FGFOA 2009 Annual Conference
- 06/09 New Standards on Quality Control and Practical Implementation Tips
- 06/09 Implementing Risk Assessment Standards in a Governmental Statement Audit
- 06/09 OPEB Financial Reporting & Auditing
- 06/09 2009 GAQC Annual Update
- 04/10 Accounting & Auditing Update in a Recovering Economy
- 06/10 FGFOA 2010 Annual Conference
- 07/10 2010 Governmental Update
- 08/10 FICPA State & Local Government Accounting Conference
- 05/11 Audits of 403(b) Plans
- 06/11 Forensic Accounting, Fraudulent Reporting and Concealed Assets
- 06/11 FGFOA 2011 Annual Conference
- 05/12 FGFOA 2012 Annual Conference
- 05/13 Financial Implementation of Federal Health Care Reform

### Governmental Experience

While with the firm Kara has worked on the audits of the following governmental entities:

- Children's Services Council of Broward County
- City of Belle Glade
- City of Boynton Beach
- City of Parkland
- Crossings at Fleming Island Community Development District
- Florida Governmental Utility Authority
- Glades Utility Authority
- Jupiter Inlet District
- Loxahatchee River Environmental Control District
- North Palm Beach Heights Water Control District
- Okeechobee Utility Authority
- Port of Palm Beach
- Seacoast Utility Authority
- Town of Mangonia Park
- Town of Ocean Ridge
- Town of Palm Beach
- Town of Palm Beach Shores
- Town of Sewall's Point



**MARK J. BYMASTER, CPA, CFE**

Mark Bymaster is a senior at Nowlen, Holt & Miner, P.A. with six years of experience. His education includes a B.S. in Finance and Information Studies from Florida State University. He received a MAcc. and a Masters in Economics from Florida Atlantic University. He is licensed as a CPA in Florida and is a Certified Fraud Examiner. Mark is affiliated with the following organizations:

- American Institute of Certified Public Accountants
- Florida Institute of Certified Public Accountants
- Florida Government Finance Officers' Association (FGFOA)
- Association of Certified Fraud Examiners

**Relevant Continuing Professional Education**

Some of Mark's more current seminars include the following:

- 07/08 Designing Efficient Audit Engagements
- 08/08 Pension Update
- 10/08 Guide to Understanding & Testing Internal Control
- 01/09 Form 990 Update
- 05/09 New Fund Balance GASB No. 54
- 06/09 OPEB Financial Reporting & Auditing
- 06/09 2009 GAQC Annual Update
- 07/10 2010 Governmental Update
- 06/10 FGFOA 2010 Annual Conference
- 06/11 FGFOA 2011 Annual Conference
- 07/11 2011 Governmental Update
- 05/12 FGFOA 2012 Annual Conference
- 06/12 Single Audit Training

**Governmental and Non-Profit Experience**

While with the firm Mark has worked on the audits of the following governmental and non-profit entities:

- Area Agency on Aging of Palm Beach/Treasure Coast, Inc.
- City of Boynton Beach
- City of Greenacres
- City of Riviera Beach
- City of Riviera Beach CRA
- City of Pahokee
- Hanley Center, Inc.
- Hanley Center Foundation, Inc.
- Help Becomes Hope, Inc.
- Palm Beach County Chapter, The American Red Cross
- Town of Gulf Stream
- Town of Highland Beach
- Town of Lake Clarke Shores
- Town of Manalapan
- Town of Ocean Ridge
- Town of Palm Beach
- Seacoast Utility Authority
- Young Women's Christian Association

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AC# 6248447

**STATE OF FLORIDA**  
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION  
BOARD OF ACCOUNTANCY

SEQ# L12080600115

DATE	BATCH NUMBER	LICENSE NBR
08/06/2012	120052877	AC44933

The CERTIFIED PUBLIC ACCOUNTANT  
Named below IS LICENSED  
Under the provisions of Chapter 473 FS.  
Expiration date: DEC 31, 2013

BYMASTER, MARK JAMES  
613 3RD AVE NORTH  
LAKE WORTH FL 33460

RICK SCOTT GOVERNOR      KEN LAWSON SECRETARY

DISPLAY AS REQUIRED BY LAW



## RUDINA TORO

Rudina Toro is a senior accountant at Nowlen, Holt & Miner, P.A. with 11 years of experience. She received her B.S. in Accounting and Finance from Palm Beach Atlantic University, with honors, and her Masters in Taxation from Florida Atlantic University. Rudina is affiliated with the following organizations:

- Florida Government Finance Officers' Association (FGFOA)

### Relevant Continuing Professional Education

Some of Rudina's more current seminars include the following:

- |   |  |
|---|--|
| • 06/08 Audit Risk Assessment Process                     | • 04/10 Accounting & Auditing Update In a Recovering Economy |
| • 06/08 2008 Compilation and Review Update                | • 05/10 2010 GAAP Update                                     |
| • 06/08 Forensic Files: Auditing Fraud                    | • 06/10 FGFOA 2010 Annual Conference                         |
| • 07/08 Governmental Accounting & Financial Reporting     | • 06/11 FGFOA 2011 Annual Conference                         |
| • 01/09 Form 990 Update                                   | • 07/11 2011 Governmental Update                             |
| • 05/09 New Fund Balance GASB No. 54                      | • 05/12 FGFOA 2012 Annual Conference                         |
| • 06/09 Sampling in a Single Audit                        | • 06/12 Single Audit Training                                |
| • 06/09 Internal Control Considerations in a Single Audit |  |

### Non-Profit and Governmental Experience

While with the firm Rudina has worked on the audits of the following non-profit and governmental entities:

- |   |   |
|---|---|
| • Adopt-A-Family of the Palm Beaches, Inc.                | • Help Becomes Hope, Inc.                           |
| • Area Agency on Aging of Palm Beach/Treasure Coast, Inc. | • Institute for Ethnomedicine, Inc.                 |
| • Catholic Charities of the Diocese of PB                 | • Jupiter Inlet Colony                              |
| • Children's Services Council of Palm Beach County        | • New Beginnings Community Development Center, Inc. |
| • City of Belle Glade                                     | • Palm Beach Dramaworks, Inc.                       |
| • City of Pahokee   | • Palm Beach County Chapter, The American Red Cross |
| • City of Palm Beach Gardens                              | • Port of Palm Beach                                |
| • Comprehensive Aids Program of Palm Beach County, Inc.   | • The Lord's Place, Inc.                            |
| • Early Learning Coalition of Broward                     | • Town of Gulf Stream                               |
| • Early Learning Coalition of Palm Beach                  | • Town of Highland Beach                            |
| • Executive Service Corps of Southeast Florida            | • Town of Lake Park                                 |
| • Florida Community Health Centers, Inc.                  | • Town of Sewall's Point                            |
| • Hanley Center, Inc.                                     | • Urban League of Palm Beach County, Inc.           |
| • Hanley Center Foundation, Inc.                          | • Village of North Palm Beach                       |
|   | • West Palm Beach Golf Commission                   |



### JACOB P. PISTOR

Jacob Pistor is a staff accountant at Nowlen, Holt & Miner, P.A. with four years of experience. His education includes a B.A. in Accounting Studies from Florida Atlantic University. Jacob is affiliated with the following organizations:

- Florida Government Finance Officers' Association (FGFOA)

### Relevant Continuing Professional Education

Some of Jacob's more current seminars include the following:

- 01/09 2008 Form 990 Update
- 05/09 New Fund Balance GASB No. 54
- 07/10 2010 Governmental Update
- 08/10 State and Local Government Accounting
- 06/11 FGFOA 2011 Annual Conference
- 07/11 2011 Governmental Update
- 05/12 FGFOA 2012 Annual Conference
- 06/12 Single Audit Training

### Governmental and Non-Profit Experience

While with the firm Jacob has worked on the audits of the following governmental and non-profit entities:

- Area Agency on Aging of Palm Beach/Treasure Coast, Inc.
- Alzheimer's Association
- City of Belle Glade
- City of Boynton Beach
- City of Greenacres
- City of Pahokee
- City of Parkland
- Florida Community Health Centers, Inc.
- Town of Gulf Stream
- Town of Highland Beach
- Town of Lake Clarke Shores
- Town of Manalapan
- Town of Mangonia Park
- Town of Ocean Ridge
- Okeechobee Utility Authority
- Port of Palm Beach
- Village of North Palm Beach



## Prior Engagements with the City of Key West

NM&M has had no professional relationships involving the City within the past five years.

## Similar Engagements with Governmental Entities

### References

NH&M has audited, reviewed and compiled the financial statements of numerous governmental entities. Our experience qualifies us to provide the City with efficient and thorough auditing services. We are proud of our history and our abilities to understand and work within the complex guidelines of Generally Accepted Auditing Standards and *Government Auditing Standards*.

Below are governmental references you may contact regarding the audit services we have provided to their respective organizations.

Client	Contact	Address	Length of Service	Total Hours	Engagement Partner
<b>City of Boynton Beach</b>	Tim Howard Deputy Director of Finance 561-742-6312	100 E. Boynton Beach Blvd. Boynton Beach, FL 33435	2006-2010	850	Edward T. Holt N. Ronald Bennett
<ul style="list-style-type: none"> <li>Performed Financial Statement Audit conducted in accordance with U.S. generally accepted auditing standards of the AICPA, the standard for financial and compliance audits contained in <i>Government Auditing Standards</i>, Florida Statutes, and other rules as applicable</li> <li>Performed Federal and State Single Audit</li> <li>Assisted with CAFR preparation</li> </ul>					
<b>Town of Palm Beach</b>	Jane Struder Finance Director 561-838-5444	360 S. County Rd Palm Beach, FL 33480	2010-Current	700	Edward T. Holt N. Ronald Bennett
<ul style="list-style-type: none"> <li>Performed Financial Statement Audit conducted in accordance with U.S. generally accepted auditing standards of the AICPA, the standard for financial and compliance audits contained in <i>Government Auditing Standards</i>, Florida Statutes, and other rules as applicable</li> <li>Performed Federal and State Single Audit</li> <li>Assisted with CAFR preparation</li> </ul>					
<b>City of Belle Glade</b>	Diana L. Hughes Assistant Finance Director 561-996-0100	110 Dr. Martin Luther King Jr., Blvd. West Belle Glade, FL 33430	> 20 years	450	Robert W. Hendrix Terry L. Morton
<ul style="list-style-type: none"> <li>Performed Financial Statement Audit conducted in accordance with U.S. generally accepted auditing standards of the AICPA, the standard for financial and compliance audits contained in <i>Government Auditing Standards</i>, Florida Statutes, and other rules as applicable</li> <li>Performed Federal and State Single Audit</li> <li>Assisted with CAFR preparation</li> </ul>					
<b>Village of North Palm Beach</b>	Samia Janjua Director of Finance 561-841-3360	501 US Highway 1 North Palm Beach, FL 33408	2006-Current	400	Edward T. Holt Terry L. Morton
<ul style="list-style-type: none"> <li>Performed Financial Statement Audit conducted in accordance with U.S. generally accepted auditing standards of the AICPA, the standard for financial and compliance audits contained in <i>Government Auditing Standards</i>, Florida Statutes, and other rules as applicable</li> <li>Assisted with CAFR preparation</li> </ul>					
<b>City of Parkland</b>	Nancy Morando Finance Director 954-753-5040	600 University Dr. Parkland, FL 33067	2009-Current	250	Edward T. Holt N. Ronald Bennett
<ul style="list-style-type: none"> <li>Performed Financial Statement Audit conducted in accordance with U.S. generally accepted auditing standards of the AICPA, the standard for financial and compliance audits contained in <i>Government Auditing Standards</i>, Florida Statutes, and other rules as applicable.</li> <li>Assisted with CAFR preparation</li> </ul>					



## Governmental Audits Performed by Our Audit Team

Nowlen, Holt, & Miner, P.A. was the lead auditor on the following engagements:

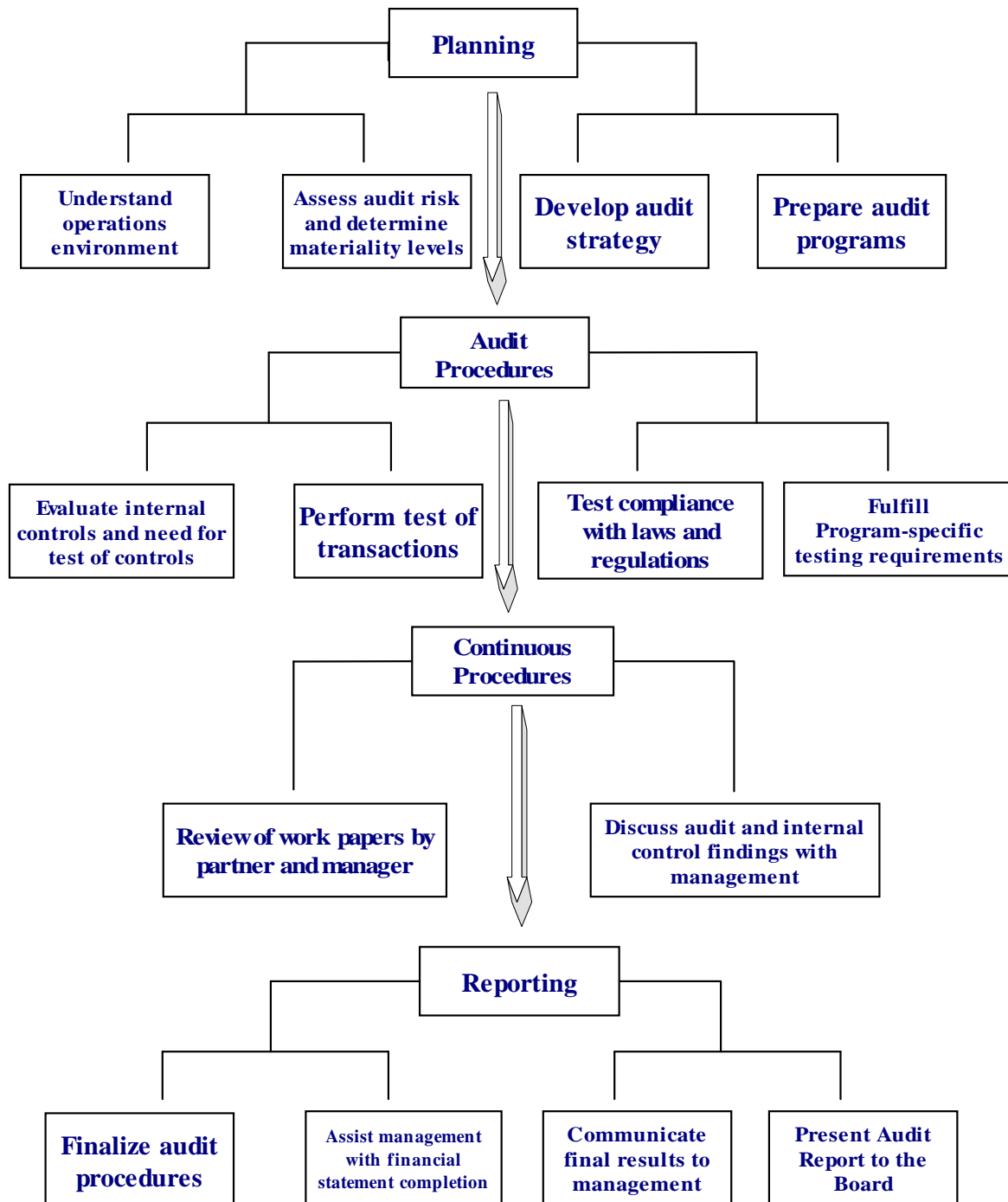
- Belle Glade Housing Authority\*
- City of Belle Glade\*(1)
- City of Lake Worth
- City of Parkland\*(1)
- City of South Bay
- Florida Governmental Utility Authority
- Jupiter Inlet District\*
- Okeechobee Utility Authority\*
- School Board of PBC
- Town of Gulf Stream\*
- Town of Juno Beach
- Town of Lake Park\*(1)
- Town of Mangonia Park\*
- Town of Palm Beach\*(1)
- Village of North Palm Beach\*(1)
- Village of Tequesta
- Children's Services Council of Broward County
- City of Boynton Beach
- City of Pahokee\*
- City of Riviera Beach
- City of West Palm Beach – Utility Tax Audit
- Glades Utility Authority\*
- Loxahatchee River Environmental Control District\*
- PBC Solid Waste Authority
- Seacoast Utility Authority
- Town of Highland Beach\*(1)
- Town of Jupiter Inlet Colony\*
- Town of Loxahatchee Groves\*(1)
- Town of Ocean Ridge\*
- Town of Sewall's Point
- Village of Palm Springs
- West Palm Beach Golf Commission
- Children's Services Council of PBC
- City of Greenacres
- City of Palm Beach Gardens
- City of Riviera Beach Comm. Redevelopment Agency
- Crossings at Fleming Island Comm. Develop. District
- Housing Authority of WPB
- NPB Heights Water Control District\*
- Port of Palm Beach\*
- South Lake Worth Inlet District
- Town of Hypoluxo
- Town of Lake Clarke Shores\*
- Town of Manalapan\*
- Town of Palm Beach Shores\*
- Town of South Palm Beach\*(1)
- Village of Royal Palm Beach

\* Represents current governmental clients

(1) Represents current clients who participate in the GFOA Certificate program and NH&M prepares the financials statements for.

Note: NH&M prepares the financial statements for all except one of our current clients.

**Specific Audit Approach**



## Approach to Providing Audit Services

### Audit Approach

NH&M understands the scope of work to be performed for the City, and commits to meet, if not exceed, the City's expectations.

Along with information gathered from the City, we will use our broad experience with other governmental entities to plan an efficient and effective audit strategy. Our audit will be conducted in accordance with Generally Accepted Auditing Standings and *Government Auditing Standards*. We will also consider state statutes and local ordinances applicable to the City.

The audit engagement will be segmented into the following stages:

- Develop an Audit Plan
- Execute the Audit Plan
- Completion and Reporting

#### 1. Develop an Audit Plan

In order to provide the City with the most efficient audit services, NH&M will need to develop an in-depth understanding of the City and its operations. To obtain this understanding, NH&M will discuss operations with City staff and review budgets, organizational charts, City manuals and other sources of information. During this time the engagement partner and supervisory team members will meet with City staff to discuss timing and other expectations the City has regarding the audit process. During this phase we will perform the following:

- Conduct an entrance conference
- Communicate with the predecessor auditor and review prior year workpapers, financial statements, and management letters
- Document the nature, timing, and extent of procedures to be performed to obtain sufficient and appropriate audit evidence
- Perform risk assessment procedures
- Document the City's internal control procedures and perform walk-throughs and interviews with City staff
- Prepare audit programs based on risk assessments
- Perform analytical procedures on account balances
- Request assistance from City staff in the preparation of certain schedules and pull requested documentation

### *Risk Assessment*

Our audit will be conducted on a risk-based approach. Risk assessment procedures will be performed to provide a basis for the identification and assessment of risks of material misstatement at both the financial statement and relevant assertion levels. Assessed risk considers planning materiality and the identification of significant accounts. Significant accounts are identified based on quantifiable information and the extent to which they are affected by subjective judgments.

### *Consideration of Fraud*

Generally Accepted Auditing Standards establishes standards and provides guidance on the auditor's responsibility to consider the risk of fraud and to design the audit to provide reasonable assurance of detecting fraud that result in the financial statements being materially misstated. The auditor's consideration of fraud is not separate from consideration of risk, but is integrated into the overall risk assessment process. There are two types of misstatements that are relevant to the auditor's consideration of fraud in a financial statement audit:

- Misstatements resulting from fraudulent financial reporting
- Misstatements resulting from misappropriation of assets

When assessing the risk of material misstatement due to fraud, NH&M will consider the type of risk, the significance of the risk, the likelihood of fraud occurring, and the pervasiveness of the risk. The following risk assessment process is used to identify fraud risks:

- Hold a discussion among engagement team members to consider the susceptibility of the City's financial statements to material misstatements due to fraud
- Make inquiries of management and other City staff
- Evaluate unusual or unexpected relationships identified by analytical procedures

### *Assistance to be Provided by City Staff*

In order to perform an effective and efficient audit, we will rely on City staff to prepare reconciling and back-up schedules, as well as retrieve back-up documents as necessary. Management level employees will also be relied upon to answer various audit questions and explain particular variances as they arise. Staff and management will be allowed necessary time to comply with our audit requests for documents; our staff will always be available to answer any questions City staff may have on documents or schedules requested.

## **2. Execute the Audit Plan**

After obtaining a thorough understanding of the City the audit team will perform the majority of transaction testing and complete audit requirements during the execution of the audit plan. During this segment of the audit we will:

- Obtain third party confirmations
- Test account balances and details
- Perform analytical procedures
- Test transactions and controls
- Test compliance with applicable laws and regulations

### *Computer Assisted Audit Techniques*

Computer Assisted Audit Techniques are used to automate and simplify the data analysis process. NH&M uses IDEA Data Analysis Software which allows us to extract and look at data from different angles to gain greater insight into the City's operations. The IDEA software can accept electronic records from virtually any bookkeeping/financial accounting system. With the help of IDEA we can quickly select a statistically valid sample of transactions on which to base our audit, evaluate general ledger accounts and journal entries, and even detect fraud. We do this work from our office, saving your staff time and inconvenience.

### *Communications*

Our firm's working relationship with the City will stress communication and prompt discussion of all important matters as they arise. We will report at least bi-weekly to the City on the status of any potential audit adjustments, so that the City may have adequate opportunity to investigate, gather information, and respond as necessary. If necessary, the partner and manager in charge will meet with the City representatives on any material matters that could affect the financial position or results of operations and will attend the audit committee meeting and commission meetings, on an as needed basis, for discussion of the audit reports as deemed necessary by the City.

We maintain open communication with clients and respond within 24 hours to requests for assistance with, or information on, accounting and other reporting matters. We encourage clients to call year-round to discuss questions or concerns as they arise, at no additional charge.

## **3. Completion and Reporting**

The final step in the audit process is the completion and reporting segment. During this segment all audit documentation will be reviewed by the partners to ensure that the testing performed supports the conclusions reached. This stage also includes preparing the financial statements in accordance with auditing and firm standards.



The final segment will include, but is not limited to the following:

- Preform final analytical procedures
- Review draft financial statements and prepare draft reports for the City to review
- Discuss with management audit findings
- Conduct an exit conference with City management and/or audit committee
- Engagement partner presents the audit report to the City Commission

#### *Management Letter Philosophy*

We are required to comply with certain professional standards regarding reporting on internal control, compliance, illegal acts, and errors and irregularities. In addition, it is our firm's philosophy to assist our clients in improving their accounting policies and procedures. We do not recommend change for the sake of change. Our recommendations will focus on the effectiveness and efficiency of the operations and financial reporting of the City. We will not suggest any change if it is not practical and cost effective.

#### *Reports*

Following the completion of the audit, we will issue the following reports:

- A. A report on the fair presentation of the financial statements in conformity with generally accepted accounting principles.
- B. A report on internal control structure based on the auditor's understanding of the control structure and assessment of control risk.
- C. Reports on compliance with applicable laws and regulations.
- D. Schedules of federal and state financial assistance and related reports on the administering of federal and state financial assistance programs, if applicable.
- E. A report to management (management letter).
- F. An immediate, written report of all irregularities and illegal acts discovered.

In the required report(s) on internal controls, we will communicate any significant deficiencies found during the audit. A significant deficiency is a control deficiency, or combination of control deficiencies, that adversely affects the City's ability to initiate, authorize, record, process or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the City's financial statements that is more than inconsequential will not be prevented or detected by the City's internal control. Significant deficiencies that are also material weaknesses will be identified as such in the report. The report on compliance will include all material instances of noncompliance.

### Segmentation by Employee Classification

The following chart presents key procedures and estimated number of hours by employee classification for our proposed segmentation of the engagement.

Audit Segment	Partner	Manager	Senior	Staff	Hours
Initial Year Planning	X	X			125
General Planning	X	X			75
Consideration of Internal Control Structure	X	X			50
Development of Audit Programs	X	X			15
Substantive Test		X	X	X	150
Tests of Compliance	X	X	X	X	125
Analytical Procedures	X	X	X	X	35
Report Preparation and Review	X	X	X		75
5311 and Block Grant	X	X		X	40
Review	X	X			50
<b>Total</b>	<b>120</b>	<b>320</b>	<b>160</b>	<b>140</b>	<b>740</b>

### Sample Size and Statistical Sampling

Audit sampling is the application of an audit procedure to less than 100% of the items within an account balance or class of transactions for the purpose of evaluating some characteristic of the balance or class. The items constituting the account balance or class of transactions of interest are the population. The portion of the account balance or class of transactions to be examined is the sample.

It is important to note that a test that involves application of procedures to less than 100% of the items in the population but that does not involve projecting the results to the entire account balance or class of transactions is not audit sampling. All audit sampling involves judgment in planning and performing the sampling procedure and evaluating the results of the sample. The audit procedures performed in examining the selected items in a sample generally do not depend on the sampling approach used.

When a decision is made to use audit sampling, the auditor must choose between statistical and non-statistical sampling. The choice is primarily a cost-benefit consideration. If sampling is used, some sampling risk is always present. Statistical sampling uses the laws of probability to measure sampling risk. Any sampling procedure that does not measure the sampling risk is a non-statistical sampling procedure. A properly designed non-statistical sampling application can provide results that are as effective as those from a properly designed statistical sampling application.

Statistical sampling generally involves additional costs to design individual samples that meet statistical requirements and to select the items to be examined. The basic requirements that relate to all audit samples, statistical and non-statistical, are as follows:

- **Planning** – Relate the population to the objective of the audit tests
- **Selection** – Select items that can be representative of the population
- **Evaluation** – Project sample results to the population and consider sampling risk

Because of the costs associated with audit sampling, it is important to consider the effectiveness of alternative approaches before concluding that sampling is necessary. Audit sampling may not always be appropriate. It may be more efficient to test an account balance or class of transactions by applying analytical review procedures. In some cases legal requirements might necessitate 100% examination. In other situations some items might be examined 100% because acceptance of sampling risk is not justified or 100% examination is more cost effective in the circumstances. Our professional judgment will be used to determine whether sampling is appropriate.

#### **Extent of Use of MIS Software**

Our office uses computers extensively to perform audit steps that a computer can accomplish faster and more efficiently than manual calculations. The following will be performed on computers:

- **Development of trial balances and lead schedules** – We will download your trial balance to our firm's specialized audit software. As we make adjusting journal entries, they will be electronically posted, and an updated trial balance will be available immediately.
- **Efficient paperless environment** – Our firm utilizes Creative Solutions Accounting (CSA) software, which allows us to conduct paperless engagements. Paperless audits facilitate our firm with the following advantages:
  - Simultaneous access to workpapers by multiple users
  - Enhanced collaboration among audit team members for sharing and reviewing workpapers
  - Linking CSA, Excel, and Word documents/files to generate reports
  - Faster turnaround time for financial statements and the auditor's report
- **Electronic Reports** – We provide our clients with original PDF copies of the auditor's report rather than a scanned version of the report
- **Citrix® ShareFile®** – NHM uses ShareFile, a web-based software that helps us exchange files, regardless of size, easily, securely and professionally with our clients.

### **Analytical Procedures**

Analytical procedures are an important part of the audit process and range from simple comparisons to the use of complex models involving many relationships and elements of data.

Understanding financial relationships is essential in planning and evaluating the results of analytical procedures and requires knowledge of the client and the industry in which the client operates. Understanding the purpose of analytical procedures and the limitations of those procedures is also important. Accordingly, the relationships and types of data used, as well as conclusions reached when recorded amounts are compared to expectations, require the auditor's judgment.

We will use analytical procedures to:

- Assist in planning the nature, timing, and extent of other auditing procedures
- Obtain evidential matter about particular assertions related to account balances of classes of transactions
- Review of financial information in the final review stage of the audit

When used as substantive tests, analytical procedures may include, but not be limited to, the following:

- Comparison of prior year and current year balances
- Comparison of actual and budgeted amounts
- Ratio and trend analysis
- Predictive tests based upon relationships between financial and nonfinancial information

### **Internal Control Procedures**

The City's Commission, management, and other personnel establish the internal control structure of the City, which is an important source of information about the types and risks of potential material misstatements that could occur in financial statements. We will use this information to design appropriate substantive tests that will provide reasonable assurance of detecting material misstatements.

We usually perform these procedures only to gain a general understanding of the overall internal control structure and the way the City operates. Under most circumstances, we believe formal documentation of control activities, including tests of controls, is not the most efficient method of achieving audit objectives in most entities your size. We will use all the internal control information we gather as a supplement to our industry and audit knowledge to ensure the development of the most efficient audit possible for the City.

In evaluating the control environment of the City we will consider items such as the following:

- Frequency of commission meetings
- Qualifications and involvement of commission members
- Other external factors

Control activities are policies and procedures that help ensure that management's directives are carried out and the City's objectives are met. The types of items we will consider in understanding your control activities are:

- Policies for comparing actual results to budgeted amounts
- Billing and collection procedures
- Purchasing procedures, such as the use of competitive bidding
- Payment procedures

### **Tests of Compliance with Laws and Regulations**

Audits conducted in accordance with generally accepted auditing standards provide the basis for expressing an opinion on the fairness of financial statements in accordance with generally accepted accounting principles. However, due to the special nature of governments, the traditional audit scope has been broadened to encompass determinations of whether the governmental unit has complied with governing laws, regulations, rules, grantor guidelines, and other finance related legal requirements.

Generally, compliance criteria can be found in Florida law, rules, grant agreements, local ordinances, resolutions, policies, contracts and similar documents. Specific compliance criteria will be identified early in the audit process in order to facilitate the design and performance of appropriate audit procedures for testing compliance.

The following are examples of the types of laws and regulations that may have a direct and material effect on the financial statements:

- Procurement
- Taxing authority
- Legal authority for transactions
- Tax reporting
- Establishment of funds
- Debt limitations
- Budgets and budgetary reporting
- Restrictions on expenditures



NH&M has performed governmental audits for over 50 years. Thus, we have developed numerous compliance checklists to enhance the efficiency and effectiveness of compliance testing. These checklists are designed and continuously updated to test compliance with current Florida Statutes, Rules of the Auditor General, and other legal and regulatory requirements. These checklists will increase the efficiency of our audit of the City.

For compliance testing, we will simultaneously conduct tests of items that can be quantified in terms of dollars and substantive tests of transaction classes and account balances. Under this approach, items selected for substantive testing will also be tested for compliance. Because of the type of evidence available, certain compliance requirements do not lend themselves to testing in conjunction with substantive tests. These requirements will be tested by inquiry, observation, and inspection.

The audit process is guided by generally accepted auditing standards and not by specific cookbook-type procedural instructions. Therefore, the auditor's professional judgment is an extremely important element in defining the audit scope properly, especially with respect to compliance testing.

### **Audit Sampling**

Audit sampling involves judgment in planning and performing the sampling procedure and evaluating the results of the sample. When a decision is made to use audit sampling, the auditor must choose between statistical and non-statistical sampling. Because of the costs associated with audit sampling, it is important to consider the effectiveness of alternative approaches before concluding that sampling is necessary.

### **Anticipated Potential Audit Problems**

Nowlen, Holt & Miner, P.A. does not foresee needing any special assistance from the City nor do we anticipate any potential audit problems. The designated key team members will monitor the progress of the audit on a continuous basis. Any minor problems will be communicated verbally. If more significant issues arise, the problems will be communicated in writing.



### Price Proposal


Total Price for auditing the City of Key West:

Fiscal Year	Audit Service	CAFR	5311 and Block Grant	Total All Inclusive Maximum Price
FY 2013	\$ 92,000	\$ -	\$ 4,000	\$ 96,000
FY 2014	93,800		4,100	97,900
FY 2015	95,700		4,200	99,900
FY 2016	97,600		4,200	101,800
FY 2017	99,600		4,300	103,900
<b>Total All Inclusive Maximum Price</b>	<b>\$ 478,700</b>	<b>\$ -</b>	<b>\$ 20,800</b>	<b>\$ 499,500</b>

Company Name: Nowlen, Holt & Miner, P.A.

Date: June 26, 2013

Name/Title: Edward T. Holt, Managing Partner

Signature: 

The total annual fee includes all direct and indirect costs, including out-of-pocket expenses. It is NH&M's policy not to charge for CAFR assistance and/or preparation.

The Price Proposal assumes that no significant audit adjustments will be necessary and no significant deficiencies in internal control or significant non-compliance will be noted. Invoices for audit services will be rendered each month as work progresses and are payable upon presentation. In accordance with our firm's policies, work may be suspended if your account becomes overdue and may not be resumed until your account is paid in full.



Rates by Employee Classification and Hours Anticipated for Each:

<b>Classification</b>	<b>Hourly Rates</b>	<b>Estimated Hours</b>	<b>Total</b>
<b>Partner</b>	\$ 195	120	\$ 23,400
<b>Manager</b>	160	320	51,200
<b>Supervisor</b>	150		
<b>Senior</b>	120	160	19,200
<b>Staff</b>	110	140	15,400
<b>Other (Para-professional)</b>	65		
<b>Less Multi-year Discount</b>			(13,200)*
<b>Total</b>		<b>740</b>	<b>\$ 96,000</b>

Any additional work requested by the City will be billed at the hourly rates above.

\* Nowlen, Holt & Miner, P.A. has a policy not to charge for initial year planning on a multi-year engagement.





## **Proof of Insurance**

Nowlen, Holt & Miner, P.A. maintains the following insurance policies:

- Workers' Compensation Insurance and Employers' Liability Insurance
- General Liability Insurance
- Professional Liability Insurance

Please see the following pages for copies of the of the declaration page from our current policies. If awarded the contract, Nowlen, Holt & Miner, P.A. agrees to provide a Certificate of Insurance naming the City of Delray Beach as an additional insured for all liability purposes.

# Auto-Owners

PAGE 1

WORKERS' COMPENSATION AND EMPLOYERS' LIABILITY

INSURANCE COMPANY 16144  
6101 ANACAPRI BLVD., LANSING, MI 48917-3999

ENDORSEMENT EFF. 01-01-2013

AGENCY 12-0366-00 WELLS FARGO INSURANCE SERVICES USA INC  
2054 VISTA PKWY STE 400 (561) 655-5500  
WEST PALM BCH FL 33411 MKT TERR 114  
ITEM 1 INSURED NOWLEN HOLT & MINER PA AND  
GLOBAL TRUST ASSET MANAGEMENT LLC COMPANY  
ADDRESS PO BOX 347 BILL  
WEST PALM BCH FL 33402-0347

POLICY NUMBER 051782 72661337
ITEM 2 POLICY PERIOD FROM 12:01 A.M. 01-01-2013 TO 12:01 A.M. 01-01-2014 AT THE INSURED'S MAILING ADDRESS

INSURED IS - CORPORATION

OTHER WORK PLACES NOT SHOWN ABOVE:

- ITEM 3 A. WORKERS' COMPENSATION INSURANCE: PART ONE OF THE POLICY APPLIES TO WORKERS' COMPENSATION LAW OF THE STATES LISTED HERE: FL
- B. EMPLOYERS LIABILITY INSURANCE: PART TWO OF THE POLICY APPLIES TO WORK IN EACH STATE LISTED IN ITEM 3. THE LIMITS OF OUR LIABILITY UNDER PART TWO ARE:
- |                           |           |               |
|---------------------------|-----------|---------------|
| BODILY INJURY BY ACCIDENT | \$500,000 | EACH ACCIDENT |
| BODILY INJURY BY DISEASE  | \$500,000 | EACH EMPLOYEE |
| BODILY INJURY BY DISEASE  | \$500,000 | POLICY LIMIT  |
- C. OTHER STATES INSURANCE: PART THREE OF THE POLICY APPLIES TO THE STATES, IF ANY, LISTED HERE: AL, AR, AZ, CO, FL, GA, IA, ID, IL, IN, KS, KY, MI, MN, MO, NC, NE, PA, SC, SD, TN, UT, VA & WI UNLESS ALREADY LISTED IN ITEM 3A.
- ITEM 4 THE PREMIUM FOR THIS POLICY WILL BE DETERMINED BY OUR MANUALS RULES, CLASSIFICATIONS, RATES AND RATING PLANS. ALL INFORMATION REQUIRED BELOW IS SUBJECT TO VERIFICATION AND CHANGE BY AUDIT.

BILL	POLICY NUMBER	TC	PRODUCER NUMBER	AC	ACCOUNT NUMBER	ALERT
D	PAS 02202275		10927325		MO17718448-001-00001	NONE
BRANCH SA GEORGIA OFFICE						RENEWAL EFF 02/20/2013



**PRECISION PORTFOLIO POLICY**  
**COMMERCIAL GENERAL LIABILITY DECLARATIONS**  
**PRECISION AMERICA**  
**SERVICE PROGRAM**

This coverage part consists of this declarations form, the common policy conditions, and the coverage forms and endorsements indicated as applicable on the forms list.

COVERAGES AND LIMITS OF INSURANCE	
Some of these coverages are sublimits or are subject to aggregate limits. Refer to your policy to determine how they apply.	
GENERAL AGGREGATE	\$2,000,000
PRODUCTS AND COMPLETED OPERATIONS AGGREGATE	\$2,000,000
EACH OCCURRENCE	\$1,000,000
TENANTS LEGAL LIABILITY	\$1,000,000
MEDICAL EXPENSES - EACH PERSON	\$ 10,000
PERSONAL INJURY AND ADVERTISING INJURY	\$1,000,000
HIRED AND NON-OWNED AUTOMOBILE LIABILITY	\$1,000,000

CPA Mutual Insurance Company of America Risk Retention Group  
Home Office: Burlington, Vermont  
Servicing Office: 4923 NW 43rd St Ste C  
Gainesville, FL 32606-4460  
(800) 543-3029

**ACCOUNTANTS PROFESSIONAL LIABILITY POLICY**  
"Claims Made"

Policy No.: PL10550-17

**IMPORTANT NOTICE: Please Read Carefully**

This is a "claims made" policy. Coverage hereunder is limited to claims first made against the Insured during this policy period and reported to the Company during this policy period; provided always that such claims result from negligent acts, errors, or omissions first arising subsequent to the Prior Acts date.

Please note further that the limits of liability available to pay judgments or settlements are reduced by amounts incurred for legal defense. Further note that the deductible applies to amounts incurred for legal defense.

THIS POLICY IS ISSUED BY YOUR RISK RETENTION GROUP. YOUR RISK RETENTION GROUP MAY NOT BE SUBJECT TO ALL OF THE INSURANCE LAWS AND REGULATIONS OF YOUR STATE. STATE INSURANCE INSOLVENCY GUARANTY FUNDS ARE NOT AVAILABLE FOR YOUR RISK RETENTION GROUP.

Item 1. Named Insured(s) and Address:

(a) Named Insured(s): Nowlen Holt & Miner PA  
(b) Address: P O Box 347  
West Palm Beach, FL 33402 County: Palm Beach

Item 2. Policy Period:

(a) Inception Date: March 05, 2013  
(b) Expiration Date: March 05, 2014  
[Both 12:01 AM Standard Time, at the address of the Named Insured stated above in Item 1(b).]

Item 3. Prior Acts Date: (If No Prior Acts Date - No Limitation Applies)

Item 4. Total Annual Premium:

Item 5. Limits of Liability: (Includes Claim Expenses unless Amended by Endorsement)

(a) \$3,000,000 each claim, subject to:  
(b) \$3,000,000 aggregate limit for all claims first made during the policy period

Item 6. Deductible: \$20,000 each and aggregate deductible for all claims  
(applicable to costs of defense)

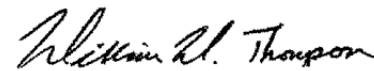
Item 7. Application Dated: February 13, 2013

Item 8. Previous Policy Number (if with CPA Mutual): PL10550-16

Item 9. Forms and Endorsements Attached: PL01/12, AD-25, IS-01, IS-02, DB-01, ME-01

These declarations, along with the completed and signed application and the policy, constitute the contract between the Insured(s) and the Company and shall be non-assessable.

Date: April 11, 2013



Authorized Representative  
Lb: 4/11/13

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

: SS

COUNTY OF PALM BEACH

I the undersigned hereby duly sworn depose and say that no portion of the sum herein response will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

*Edward T. Holt*

BY: Edward T. Holt

sworn and prescribed before me this 26 Day of June 2013.

*Geraldine Sibel*

NOTARY PUBLIC, State of Florida

My commission expires: 4-30-16



SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A) FLORIDA STATUTES, ON PUBLIC ENTITY  
CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER  
OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to the City of Key West

by Edward T. Holt, Managing Principal  
(print individual's name and title)

For Nowlen, Holt & Miner, P.A.  
(print name of entity submitting sworn statement)

whose business address is 515 N. Flagler Dr. Suite 1700, West Palm Beach, FL 33402

and (if applicable) its Federal Employer Identification Number (FEIN)

is, 59-2749772 (if the entity has no FEIN, include the Social Security  
Number of the individual signing this sworn statement):

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 01, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

A. A predecessor or successor of a person convicted of a public entity crime: or

B. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).

  X   Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989.

           The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989.

           The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

Edward T. Holt

{SIGNATURE}

June 26, 2013

{DATE}

STATE OF FLORIDA

COUNTY OF PALM BEACH

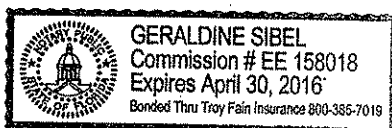
PERSONALLY APPEARED BEFORE ME, the undersigned authority

Edward T. Holt who, after first being sworn by me,  
(name of individual)  
affixed his/her signature in the space provided above on this  
26 day of June 2013

Geraldine Sibel

NOTARY PUBLIC

My commission expires: 4-30-2016





**LOCAL VENDOR CERTIFICATION**  
**Pursuant to City of Key West Code of Ordinances Section 2-798**

**NOT APPLICABLE**

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

- a. Principle address as registered with the FL Department of State located within 30 miles of the boundaries of the city, listed with the chief licensing official as having a business tax receipt with its principle address within 30 miles of the boundaries of the city for at least one year immediately prior to the issuance of the solicitation.
- b. Maintains a workforce of at least 50 percent of its employees from the city or within 30 miles of its boundaries.
- c. Having paid all current license taxes and any other fees due the city at least 24 hours prior to the publication of the call for bids or request for proposals.

If you qualify, please complete the following in support of the self-certification & submit copies of your County and City business licenses. Failure to provide the information requested will result in denial of certification as a local business.

Business Name \_\_\_\_\_  
Current Local Address: \_\_\_\_\_  
(P.O. Box numbers may not be used to establish status)

Phone: \_\_\_\_\_  
Fax: \_\_\_\_\_

Length of time at this address \_\_\_\_\_

\_\_\_\_\_  
Signature of Authorized Representative

\_\_\_\_\_  
Date

STATE OF \_\_\_\_\_

COUNTY OF \_\_\_\_\_

The foregoing instrument was acknowledged before me this \_\_\_\_\_ day of -- 20\_\_.

By \_\_\_\_\_ of \_\_\_\_\_  
Name of officer or agent, title of officer or agent) Name of corporation acknowledging)

or has produced \_\_\_\_\_ as identification  
(type of identification)

\_\_\_\_\_  
Signature of Notary

\_\_\_\_\_  
Print, Type or Stamp Name of Notary

\_\_\_\_\_  
Title or Rank

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF FLORIDA

: SS

COUNTY OF PALM BEACH

I, the undersigned hereby duly sworn, depose and say that the firm of Nowlen, Holt & Miner, P.A. provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses per City of Key West Ordinance Sec. 2-799.

By: Edward T. Holt

Sworn and subscribed before me this

26 day of June 2013.

Geraldine Sibel  
NOTARY PUBLIC, State of Florida at Large

My Commission Expires: 4.30.2016



## Addenda Acknowledgement Form

Receipt is hereby acknowledged of the following addenda to this RFP by entering YES or NO in the space provided and indicating date received. Enter "0" if no addenda are issued by the City of Key West.

No. 1 (A-C) YES Date June 4, 2013

No. 2 YES Date June 18, 2013

Company Name: Nowlen, Holt & Miner, P.A.

Date: June 26, 2013

Name/Title: Edward T. Holt, Managing Partner

Signature: Edward T. Holt



**APPENDIX A**

**PROFESSIONAL RESOURCES/U.S. CITIES**



**CPAmerica International, Inc.**

As described in the proposal, CPAmerica International is an association of accounting firms with offices and professionals in more than 370 cities world-wide. CPAmerica International, in partnership with Horwath International, provides our firm with access to limitless world-wide accounting and consulting services and expertise. The following pamphlets depict in further detail CPAmerica's mission, services, activities and locations.