



A TECHNICAL PROPOSAL TO PERFORM A

Forensic Audit of the Salisbury Police Department Property Room

TO BENEFIT

The City of Salisbury, Maryland

BerryDunn

100 Middle Street, Portland, ME 04101
207-541-2200

Doug Rowe, Principal

drowe@berrydunn.com

Mitch Weinzetl, Project Manager

mweinzetl@berrydunn.com

Proposal Submitted On:

May 28, 2020, before 2:30 p.m. in
response to RFP #20-109



May 28, 2020

Jennifer L. Miller, Director of Procurement
Salisbury Procurement
125 North Division Street, Room 104
Salisbury, Maryland 21801

Dear Ms. Miller:

Thank you for the opportunity to submit this proposal in response to the City of Salisbury's (the City's) Request for Proposals (RFP) for a forensic audit of the Salisbury Police Department's (SPD's) property room. Our proposal is a firm and irrevocable offer valid for 120 business days from the proposal due date of May 28, 2020.

Berry Dunn McNeil & Parker, LLC (BerryDunn) is an independent consulting and certified public accounting (CPA) firm serving clients nationally. Our dedicated **Justice and Public Safety Practice** works with police departments and other law enforcement organizations across the public safety spectrum. Our experience equips us with a broad yet deep understanding of the challenges you might face and the justice partners you interact with.

As you will read in our proposal, we have partnered with **BD & Company**—a Maryland-based CPA and consulting firm providing co-source internal audits, IT audits, and investigation services to Maryland agencies and municipalities. Their local expertise in combination with senior, experienced consultants will make for ease of service delivery and support for the City's project. With a project manager who is a retired police chief, another police chief who is a CALEA certified evaluator, and two well-established CPA and consulting firms supporting your forensic audit, the City can have every confidence in the thoroughness, professionalism, and expertise of our cohesive team.

As a principal of our Justice and Public Safety practice, I am authorized to bind BerryDunn to the commitments made herein. Should you have any questions regarding our proposal or updates on the evaluation process, please do not hesitate to contact me directly.

Sincerely,

A handwritten signature in grey ink, appearing to read 'Doug Rowe'.

Doug Rowe, Principal
100 Middle Street
Portland, ME 04101
207-541-2330 | drowe@berrydunn.com

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1. Proposal Narrative

Project Understanding

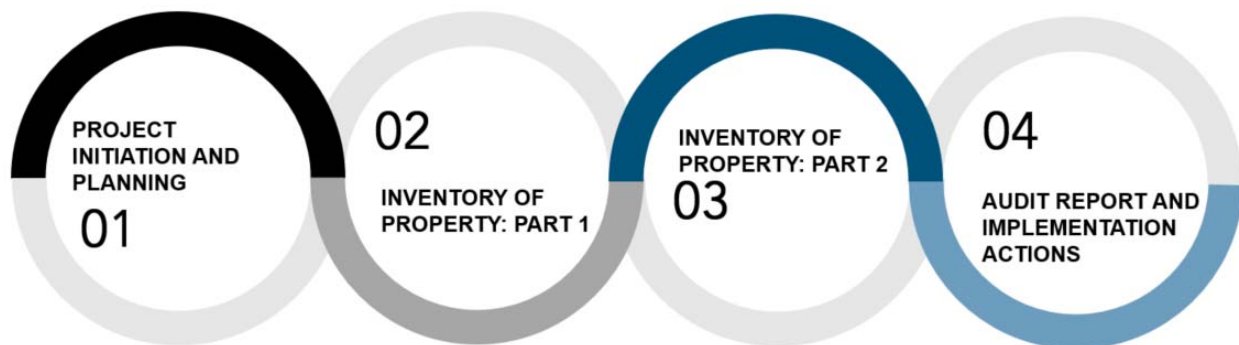
BerryDunn understands that the City is seeking a qualified firm to conduct a forensic audit of the specific property held in the care and custody of the SPD. The City expects the firm to perform the audit under the supervision of the Maryland Department of State Police (MDSP). The audit shall include a 100% inventory and reconciliation of all property against SPD data systems. The audit must include clear documentation of any circumstances in which an item of property cannot be reconciled or in the instance that records reflect an item that cannot be located. In addition to the full inventory and audit, the firm is to assess SPD property and evidence procedures and protocols against the police industry and the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards with respect to all legal requirements.

The City expects the firm to report its findings throughout the project and to fully document its findings in a final audit report provided to the City and all appropriate stakeholders. The City also expects the firm and audit to comply with all relevant SPD policies, and to conduct the audit and present the findings in consideration of the Strategic Plan of Action for the SPD property function. In addition, the City expects the firm to assist the SPD with implementation of their Strategic Plan, as well as any relevant findings and recommendations.

Overview of Our Proposed Approach

Conducting operational assessments and producing best-practices findings and recommendations for law enforcement agencies is a core function of our Justice and Public Safety Practice. Our project manager, Mitch Weinzettl, is a former police chief with nearly thirty years of law enforcement experience and will lead these initiatives. Mitch has developed detailed assessment processes and has used this model to conduct numerous studies across the country over the past five years. BerryDunn has carefully evaluated the City's need for this project, and we are proposing a four-phased approach, as outlined in Figure 1.

Figure 1: Four-Phased Project Approach



Phase 1 will include collaborative development of a Formal Audit Plan with the SPD team, along with the specific strategies for each segment of the work. The plan will include the methodology, reporting and operational practices, risk monitoring and mitigation, and overall schedule.

Phase 2 will involve conducting Part 1 of the full inventory. BerryDunn will conduct the first half of the inventory and will process all reconcilable property first. We will also evaluate SPD department policies and procedures against industry and CALEA standards. BerryDunn will produce a mid-project summary report that outlines preliminary findings and other relevant details related to Part 1 of the inventory.

Phase 3 will involve conducting Part 2 of the full inventory. During this phase, BerryDunn will process all remaining inventory and reconcile or document any property items that require it. We will also develop and draft the findings and recommendations to include any process or procedural notations.

Phase 4 will consist of inventory closeout procedures and submitting the Audit Report. BerryDunn will present a draft version of the Audit Report to the City and MDSP and make revisions to the document based on the City's feedback, resulting in the Final Audit Report. Following the City's approval of the final version, BerryDunn will conduct onsite presentations of the Final Audit Report. We will also engage in an on-site action-planning session with key stakeholders to outline action steps to implement BerryDunn's findings and recommendations as well as those found within the Strategic Plan. Finally, we will work collaboratively to implement the recommendations and other aspects of the Strategic Plan.

Why BerryDunn?

The City's successful partner should bring a robust background in conducting audits and possess subject matter expertise in police operations. The key strengths of our proposal that we consider most pertinent to the City's project needs are:

- ❖ ***The City will benefit from our project manager's deep law enforcement expertise.*** Mitch Weinzettl is a former police officer and police chief who will leverage his substantial industry knowledge from his 27 years in policing. Mitch has conducted full property room audits in the past and is fully familiar with industry best practices in property and evidence room management. He will lead our team in conducting a comprehensive audit and meeting the City's goals.
- ❖ ***Two professional CPA and consulting firms is better than one.*** With our roots in public accounting, BerryDunn brings a disciplined approach to conducting audits. We have been entrusted by many government agencies to conduct independent audits of processes, systems, finances, and controls. To help ensure we provide the highest-quality services to the City, we have partnered with Maryland-based BD & Company (BD &Co) due to their local expertise and excellent reputation conducting similar audits and security assessments. We are confident that together, we provide the strongest qualifications available to the City with the local resources to support the City's needs.
- ❖ ***We bring highly-specialized experts with directly relevant experience.*** A key member of our team is chief of police Dave Kurz, who has been involved in law enforcement for over forty years. He is an expert in CALEA standards, a certified CALEA assessor, and has been involved in more than 60 on-site CALEA assessments. His background and experience will help ensure that our assessment complies with CALEA and other industry best practices.

2. Statements of Independence and Conflicts and Interest

BerryDunn is an independent consulting and certified public accounting firm serving clients nationally. We are independent of the City of Salisbury, Maryland; the Salisbury Police Department; the Maryland State Police Department; the Office of the State's Attorney for Wicomico County; or the Public Defender's Office. There is no known or apparent conflict of interest in BerryDunn providing the requested services for the City.

BD & Co is a member of Clearview Group, headquartered in Owings Mills, Maryland. Clearview Group's member firms and legal entities - Clearview Consulting, Inc. and, BD & Co provide management consulting and CPA services to private and public sector clients of all sizes. BD & Co is independent of the City of Salisbury, Maryland; the Salisbury Police Department; the Maryland State Police Department; the Office of the State's Attorney for Wicomico County; or the Public Defender's Office. There is no known or apparent conflict of interest in BD & Co providing the requested services for the City.

3. Firm Qualifications and Experience

3.1 Introduction to BerryDunn

BerryDunn is a CPA firm with a Government Consulting Group dedicated to serving state, local, and quasi-governmental agencies. Formed in 1974, we have experienced sustained growth throughout our history and provide a full range of professional services, including information technology (IT) and management consulting; tax, audit, and accounting services; and wealth management services. BerryDunn employs more than 500 staff members (including over 200 in our Government Consulting Group) and has a long and successful history of working with state and local agencies across the country in support of audit, management, organizational development, and IT initiatives.

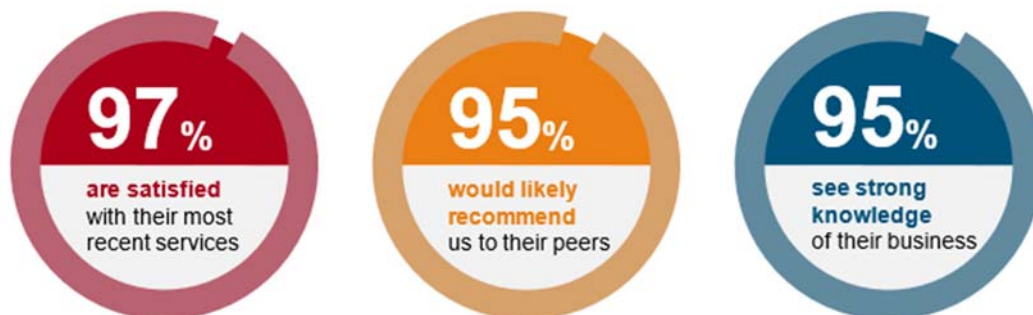
BerryDunn is headquartered in Portland, Maine, and serves clients nationally through our seven office locations in the six states shown below:



Our Commitment to Client Satisfaction

We take the quality of our work seriously, and aim to exceed our clients' expectations of the value and timeliness of our communications, service delivery, and final work products. We strive to assure quality by understanding client expectations, developing a reasonable and achievable project approach, gaining client concurrence on project tasks and timing, and using appropriate staff for each engagement.

To help measure client satisfaction, BerryDunn hires an independent firm to conduct an annual client satisfaction survey. The results of our 2019 survey show a high level of client satisfaction, with the following key metrics from the survey:



We also measure success by our ability to consistently meet or exceed clients' expectations. **Seventy percent of our consulting work comes from repeat business** with clients, which is a testament to clients' satisfaction with our services and work products.

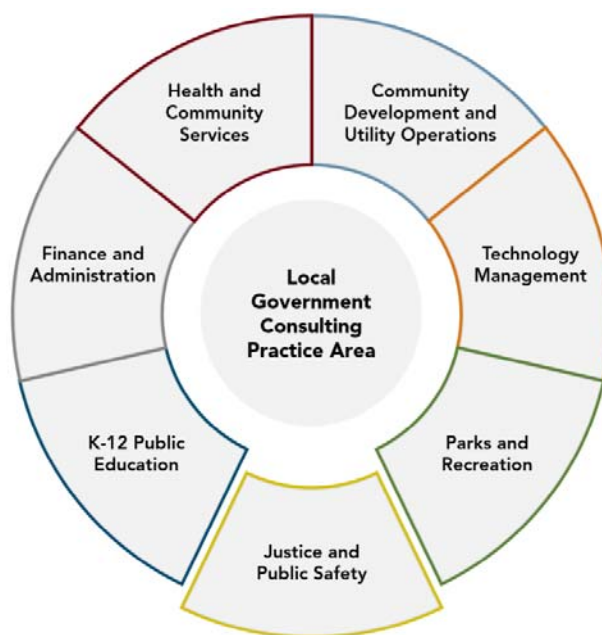
Our Dedication to the Public Sector

BerryDunn's Local Government Consulting Practice Area focuses solely on supporting local governments across the nations as they solve some of their biggest challenges. The mission of our Local Government Consulting Practice Area is to **help our clients better serve, inspire, and strengthen the trust of the public.**

The City will benefit from BerryDunn's deep understanding of government operations, gained through **34 years of experience working with 300 state, local, and quasi-governmental clients** across the country. We have a deep understanding of state, county, and municipal operations, allowing us to provide unparalleled expertise and unique insights.

Figure 2 illustrates the deep bench of knowledge our Local Government Practice Area brings to each engagement—each project team approaches client work with a holistic understanding of how local government departments work together and for their communities.

Figure 2: Local Government Consulting Practice Area Structure



Justice and Public Safety Practice

Our dedicated Justice and Public Safety Practice assists organizations in advancing their most critical public safety initiatives in order to deliver efficient and excellent services to their communities. The SPD can be assured we understand your many stakeholders and justice partners. We bring experience working with organizations from the full justice spectrum—from initial justice involvement to adjudication and management of offenders—giving us a broad yet deep understanding of the criminal justice system.

Our expertise comes from years of collaborating with:

- Corrections departments
- District attorneys
- Fire departments
- Judiciaries
- Police departments
- Probation departments
- Sheriffs' offices
- State departments of public safety

BerryDunn is independent from the vendor community. We do not sell, develop, or promote software, allowing us to work only in the **City's best interest at all times**. Rather, we stay apprised of the latest developments, technologies, and best practices through participating in the following justice and public safety industry groups:



BerryDunn's Audit Experience

BerryDunn brings a unique set of qualifications to the City's forensic audit project. We have:

- More than 20 years of experience helping clients to reduce risk by strengthening internal controls, increasing compliance with regulatory requirements, and enhancing system security
- Proven audit methodologies, tools, and templates that are based upon state and national rules and regulations and industry standards, including Generally Accepted Government Auditing Standards, National Institute of Standards and Technology, the Committee on Sponsoring Organizations, and a range of other standards, regulations, and governance bodies
- A strong understanding of local government business processes and systems used to support your day-to-day operations, gained through our work with more than 100 municipal and county government agencies across the country

Table 1 provides a representative sample of public-sector clients for whom we have performed consulting work that represents these key attributes.

Table 1: Representative BerryDunn Audit Engagements

Client	Services Provided	Operational	Financial	Investigative	Compliance
Alaska Division of Legislative Audit	<ul style="list-style-type: none"> • Examined the applications and services that make up Alaska's Integrated Information System (IRIS) • Reviewed the DLA's IRIS operations and controls via documentation review, a physical walkthrough, and technical discovery 	•			•
City of Orlando, FL	<ul style="list-style-type: none"> • Conducted a performance audit to review cash management controls, system monitoring, and audit trails • Determined whether appropriate general controls over the network and application are in effect 	•		•	•

Client	Services Provided	Operational	Financial	Investigative	Compliance
New Hampshire Child and Family Services	<ul style="list-style-type: none"> Conducted a fraud and abuse examination of an employee suspected of fraud 	•	•	•	•
New Hampshire Liquor Commission	<ul style="list-style-type: none"> Assessed the efficiency and effectiveness of the Commission's financial operation and provided short- and long-term process improvement recommendations 	•	•		•
Newport School District	<ul style="list-style-type: none"> Conducted a performance review of the District's financial and human resource functions and controls 	•			
North Carolina Office of the State Auditor	<ul style="list-style-type: none"> Conducted a performance audit of the State IT Services Enterprise Program Management Office (EPMO) Reviewed 12 IT projects of varying sizes and at different stages in the software development lifecycle to evaluate whether the EPMO's policies, procedures, and practices were being applied to these projects 	•			•
Waukesha County, Wisconsin	<ul style="list-style-type: none"> Conducted a performance audit of the IT Division's Project Management Office 	•			•

3.2 Introduction to BD & Company

Project Partnership

BerryDunn recognizes the serious and sensitive nature of this audit. Though we have conducted many critical audits in the past, we have chosen to collaborate with another audit and consulting firm, BD & Co. We find value this partnership for two reasons:



1. Combining our resources will bring unparalleled credibility and experience to the City's project.
2. BD & Co is a Maryland-based firm, with easy access to the City and the ability to provide prompt support or other assistance, if called upon.

Although both of our firms have substantial audit experience, and both are independently qualified to perform this work, our combined efforts will provide the City with great confidence that we will complete the audit competently, correctly, and in compliance with applicable audit standards.

Firm Overview

BD & Co is a Maryland based CPA & management consulting firm specializing in providing audit, accounting and risk advisory services to public, private and non-profit organizations of all sizes. With over 100 professionals, BD & Co is built on the core principles of accountability, transparency, and superior performance. They have quickly grown their Risk Advisory Practice into one of the largest in the Mid-Atlantic region based on our strong reputation for quality work and subject matter expertise.

The team members on this engagement have performed audit and advisory services for some of the most recognizable Maryland agencies and organizations, such as the following:



BD & Co seeks to exceed client expectations not only by their technical knowledge and practical recommendations, but the way they partner with their team. They have been on the forefront of assisting organizations develop their internal processes and providing recommendations for process improvements. BD & Co is viewed by their clients as value-added co-source partners due to their practical approach and extensive use of data analytics in their projects, which often leads to cost or revenue recovery opportunities. BerryDunn is pleased to partner with a reputable firm with quality and experienced professionals, overall allowing our collective team to provide high-caliber services to the City.

4. Partner, Supervisory and Staff Qualifications and Experience

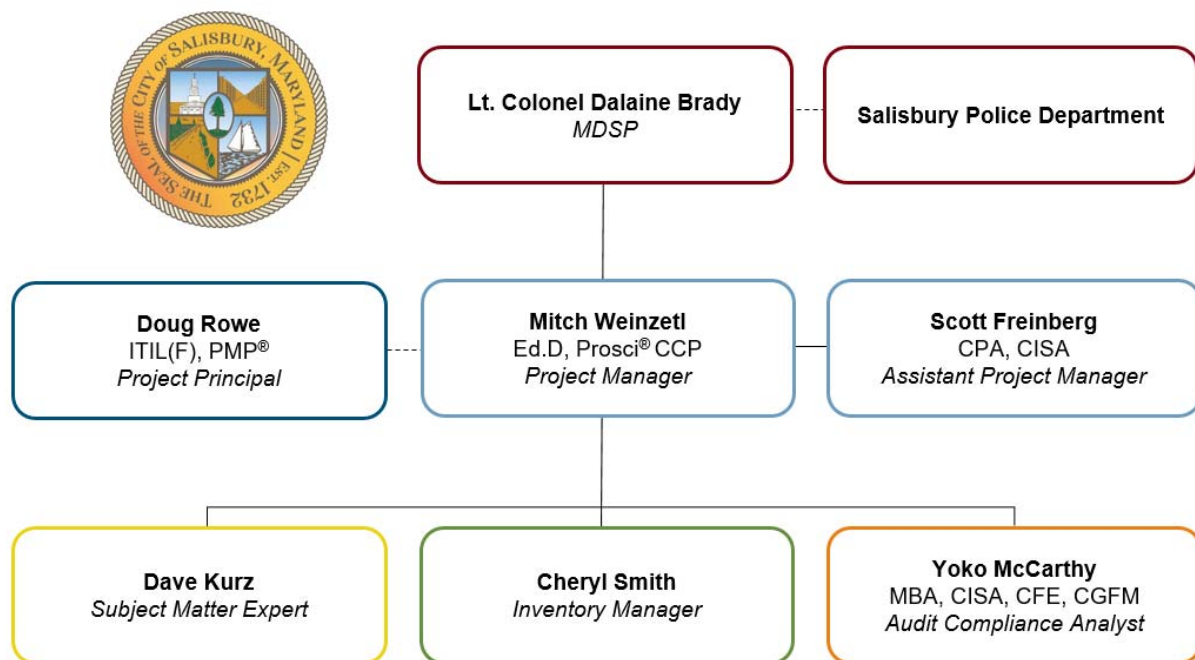
We have carefully selected our team and consulting partner for this engagement based on factors such as strengths, project experience, subject matter expertise, and industry knowledge. Our team members introduced in this section understand the environment in which you work and have the demonstrated experience to conduct a thorough audit. You can rely on the individual knowledge of each team member, as well as their ability to work seamlessly together.

The City can be assured that we have qualified resources to step in if needed. Should the need to replace key personnel arise during a project, we will notify the City of this need in writing and provide the opportunity for our client to review resumes for proposed replacements, conduct interviews if desired, and approve replacements. All requests for substitutions will provide an explanation of the circumstances necessitating the proposed substitution, a resume of the proposed substitute, and any other information requested by the City to make a determination as to the appropriateness of the proposed substitution.

Our staffing strategy offers the City highly qualified experts with leading audit activities of similar size and complexity. BerryDunn staff have a wide variety of relevant assessment, compliance, financial, and programmatic auditing experience with large county and metropolitan government entities. Our key team members have direct, hands-on audit and consulting experience, which decreases lead times and increases efficiencies.

Team and Reporting Structure

Figure 3: BerryDunn Project Team Structure



Team Introductions



Doug Rowe, PMP®, ITIL(F)

Project Principal

Doug is principal of BerryDunn's Justice and Public Safety Practice. He brings over 20 years of experience working with public safety agencies and 39 years of IT industry experience. An experienced facilitator, Doug assists organizations in evaluating current processes, envisioning a desired future state, and mapping the way to get there. His work is focused on modernizing the technology systems used by public safety agencies in order to deliver exceptional services to constituents. This background gives Doug an understanding of both the granularity of each public safety stakeholder and the broader scope of how each stakeholder is interrelated.

As **project principal**, Doug's is responsible for overseeing our team, upholding BerryDunn's commitments, and helping ensure the quality of our deliverables.



Mitch Weinzetl, Ed.D, Prosci® CCP

Project Manager

Mitch is a senior consultant in BerryDunn's Justice and Public Safety Practice. Mitch served a collective 17 years as chief of police in three different police agencies during his 27-year career in law enforcement, and he holds a Master Chief Law Enforcement Officer certification from the State of Minnesota. His local leadership led him to the IACP, where he managed and conducted numerous staffing and management studies for police departments across the country. He has assessed police departments ranging from 50 to 2,000+ officers.

As a police chief, Mitch was responsible for property rooms in three separate police agencies, and he oversaw multiple property room inventories. In his last police agency, Mitch was responsible for migration from a legacy-based evidence system to a barcode system, and he oversaw acquisition and implementation of that product. Mitch has a significant understanding of property and evidence practices, including proper handling, packaging, storing, and documentation of property and evidence, and the associated protocols and standards for property room management. He has a deep understanding of law enforcement practices and procedures, which will be vital to reconciling missing, mislabeled, or questionable property and evidence in the care and custody of the SPD.

As **project manager**, Mitch will be the primary contact with the City and be responsible for maintaining clear and open lines of communication. He will lead our work and perform day-to-day project management and staff oversight.



Scott Freinberg, CPA, CISA

Assistant Project Manager

Scott is a CPA and Certified Information Systems Auditor (CISA) with over 20 years of experience in internal audit, IT audit, enterprise risk management, regulatory compliance, process improvement, quality assessment reviews, and data analytics. Scott serves as the lead engagement partner on many of BD & Co's Maryland State projects and is an expert at assisting clients in addressing their Internal Audit, IT audit, and Sarbanes-Oxley (SOX) needs, while also providing practical recommendations to improve their processes. He has been recognized by SmartCEO magazine as one of Maryland's top CPAs. Scott is a recent past president and a current board member for the Northern Virginia Chapter of the Institute of Internal Auditors.

In the role as **assistant project manager**, Scott will work with Mitch in developing project deliverables, providing audit expertise, and helping ensure BD & Co's commitment to the project.



Cheryl Smith
Inventory Manager

With over 20 years of experience as a detail-oriented audit and advisory consultant, Cheryl evolves with processes and technology with a focus on quality, internal controls, and financial analysis across multiple industries. She has significant experience with forensic inventory audits as well as full cycle accounting, account reconciliations, financial statement preparation, audit preparedness, policies & procedures development, SOX reviews, internal audit, and project management. The SPD will benefit from Cheryl's excellent analytical, organizational, and communication skills.

As the **inventory manager**, Cheryl will review and document the SPD's property room and fulfill the duties as described in 3.2 of the City's scope of work.



Yoko McCarthy, MBA, CISA, CFE, CGFM
Audit Compliance Analyst

Yoko is a manager in BerryDunn's Government Assurance Practice Area and leads our Compliance and Risk Management practice. She specializes in forensic accounting, financial compliance, risk management, project management, and information security. She is a highly motivated leader with strong data analysis, planning and organization, and change management skills, and a thorough understanding of business goals, objectives, and processes. Prior to joining BerryDunn, Yoko served as an auditor for the Massachusetts Office of the State Auditor. Over the past six years, Yoko has managed financial and programmatic audits for state-based HIX in Minnesota, Rhode Island, Vermont, and Washington, which involves evaluating compliance with federal regulatory requirements and conducting eligibility, enrollment, and verification testing.

As our **audit compliance analyst**, Yoko will help to ensure our audit procedures are compliant and will serve as our designated Global Information Assurance Certification Forensic Examiner.



Dave Kurz
Subject Matter Expert

Dave Kurz has more than 40 years of experience as a law enforcement professional, and he has served as the chief of police for Durham, New Hampshire for more than 20 years. He led the department in attaining its initial law enforcement accreditation in July 1999. Dave has been involved in organizational analysis for more than 10 years and he has completed numerous operational studies across the law enforcement spectrum. Dave is a certified CALEA assessor with more than sixty on-site assessments to his credit and is an expert on policing best-practices.

As a key **subject matter expert**, Dave will bring his experience in CALEA standards to this project, and guide the project team and the SPD in developing and implementing appropriate property management standards and practices.

5. Similar Engagements with Other Government Entities

Our past clients can attest to our expertise and enthusiasm while providing dimensionality to BerryDunn's value add that remains beyond project completion. Below, we have provided descriptions and client contact information for projects that demonstrate our team's diverse skillset.

Organizational Assessment for the Duluth Police Department

Duluth, Minnesota: 03/2019 to 09/2019

Mr. Mike Tusken, Chief of Police
218-730-5020
mtusken@duluthmn.gov

The City of Duluth engaged BerryDunn to help determine if the Duluth Police Department's organizational structure, spans of control, and personnel allocations (including their associated duties and responsibilities) matched service demands and community expectations. BerryDunn produced 45 recommendations for the department that were ranked by priority and included implementation plans for the highest-priority recommendations.

Vendor Management Review

*Metropolitan Government of Nashville and Davidson County, Tennessee
Office of Internal Audit (Metro OIA): 05/2019 to 12/2019*

Ms. Lauren Riley, Internal Auditor
615-862-6286
lauren.riley@nashville.gov

Metro OIA contracted BerryDunn to conduct a review of vendor management procedures including billing, contract management, procurement, and other related services. BerryDunn provided agreed upon procedure reports for each vendor. These reports included test procedures, results, and recommendations for improvement. BerryDunn also provided workpaper documentation in support of the engagement.

Sheriff's Information Management Services (SIMS) Division Audit

Maricopa County, Arizona: 02/2019 to 04/2019

Mr. Mike McGee
602-506-1588
mike.mcgee@maricopa.gov

BerryDunn assisted the Maricopa County's Internal Audit Department (IAD) in conducting the Fiscal year 2019 audit of the Sheriff's SIMS Division audit within the County Sheriff's Office. BerryDunn assisted with the risk assessment and conducted audit fieldwork testing upon IAD's request. We reviewed the processes and internal controls related to criminal and civil case file management, booking and court processes, and bonds and fines.

Co-Sourced Internal Audit

Maryland Transportation Authority (MDTA): 2016 to present

Paul Trentalance, Head of Internal Audit

410-537-5672

ptrentalance@mdta.md.us

BD & Co is currently providing co-source internal audit, IT audit, and investigation services to MDTA. In this role, BD & Co has worked closely with the formerly retired head of Internal Audit Jody McCurley and Paul Trentalance, current head of Internal Audit. BD & Co has performed enterprise risk assessments, IT risk assessments, construction audits, Toll Waiver audits, procurement audits, IT Governance audits, application management audits, cash receipts and handling audits, engineering audits, disaster recovery audits, and multiple other areas of focus. BD & Co has utilized their analytics and investigations background to serve as key members of the team monitoring transformation.

Co-Sourced Internal Audit

Maryland State Retirement & Pension Administration (MD SRA): 2017 to present

David Rongione, Chief Internal Auditor

410-625-5586

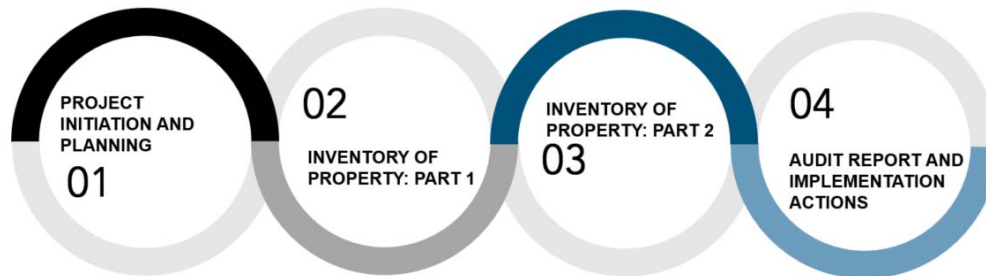
drongione@sra.state.md.us

BD & Co is the co-source provider of internal audit activities for MD SRA. BD & Co works closely with Dave Rongione and his team performing risk assessments, investment audits, and other projects as requested. The BD & Co team utilizes their expertise and methodology to deliver impactful audits to support the agencies' audit objectives and has helped develop the skills of David's audit team. The results of the audits are presented to the Executive Management and Audit Committee, and BD & Co's recommendations are acted upon by client management. The original term of the contract with MD SRA was 3 years and has now been renewed for an additional 2 years, which is a testament to BD & Co's expertise and professionalism.

6. Approach and Work Plan Details

Due to the critical nature of this project and the need for a formal process, BerryDunn has opted to provide additional details regarding the tasks associated with our work plan approach. As noted previously, we have opted for a four-phased work plan, illustrated below in Figure 4.

Figure 4: Four-Phased Work Plan Overview



PHASE 1: PROJECT INITIATION AND PLANNING

Task 1.1: Conduct preliminary planning meeting. BerryDunn will conduct an initial project-planning meeting, via teleconference, with the City/MDSP project team to make introductions, discuss protocols and points of contact, review our initial schedule and proposed plan of services, coordinate the initial on-site visit, and discuss a preliminary data request.

Task 1.2: Proceed to initial on-site visit. During our initial on-site visit, BerryDunn will hold a project kickoff meeting with key stakeholders/personnel to clarify goals and objectives, identify known project constraints, and refine dates and/or tasks as appropriate. As part of this meeting, we will discuss our approach for managing communications between BerryDunn and the City/MDSP, as well as our approach to scope, risks, and resource management. BerryDunn will also conduct site visits and individual interviews, and gain access and receive training on the data resources required for this project.

Task 1.3: Refine work plan processes. Following on-site visit, BerryDunn will refine our approach and work processes, develop and determine information documenting and reporting protocols, and develop a data request for any additional items not included in the preliminary request.

Task 1.4: Develop and approve Formal Audit Work Plan. BerryDunn will evaluate all relevant data—including the Strategic Plan and the SPD policies and procedures—and develop a Formal Audit Work Plan (Audit Plan) and Schedule. BerryDunn's Audit Compliance Analyst will develop the Audit Plan to help ensure the audit will comply with appropriate audit standards. BerryDunn will work collaboratively with the City/MDSP to finalize the Audit Plan and schedule.

Deliverable 1: Formal Audit Work Plan and Schedule

PHASE 2: INVENTORY OF PROPERTY PART 1

Task 2.1: Conduct on-site inventory start-up processes. We will begin the inventory by setting up the workspace and inventory controls in the main property room. Our project manager and inventory manager will be present to help ensure we establish proper property inventory processes.

Task 2.2: Conduct on-site inventory and property processing. Our inventory manager will work with assigned personnel, approved by the MDSP, to conduct the property inventory. This task will include three components:

- Conducting property and inventory processing
- Checking in with the project manager and assistant project manager
- Conducting a formal check-in with the City/MDSP, as appropriate

Task 2.3: Develop reporting and documentation. A key element of the inventory process involves documenting our actions and any discrepancies in property items. Our inventory manager will develop three types of documentation during the inventory process:

- An internal monthly summary report, which BerryDunn will leverage to develop the monthly report for the City/MDSP
- Reconciliation or issue documentation for any property items, processes, or protocols
- Ongoing documentation of project efforts to include in the Final Audit Report

Task 2.4: Review policies and procedures. Concurrent to the inventory process, BerryDunn will evaluate the SPD's policies and procedures against industry, property management, and CALEA standards. BerryDunn will provide recommendations based on our analysis and provide them in a formal report.

Task 2.5: Develop mid-inventory progress report. BerryDunn expects that Phase 2 will cover months three through eight. The inventory manager will repeat Tasks 2.2 and 2.3 each month and document the results. Our approach during Phase 2 will be to inventory reconcilable property first, and to set aside other property that requires additional reconciliation for Phase 3. Using this methodology, BerryDunn expects to inventory 60-70% of the property by the end of Phase 2.

At the end of Phase 2, BerryDunn will write a Mid-Inventory Progress Report. This report will include the following components:

- A report on the progress of the inventory to date, including an estimation of completion
- An estimate on the number of unreconciled items that are pending completion
- Our findings and recommendations from the Policy and Procedure review
- A summary of any other identified processes or protocols, that may require adjustment

BerryDunn will provide this report to the City/MDSP at the end of Phase 2. BerryDunn will incorporate the relevant content from this report into the Final Audit Report delivered in Phase 4.

Additional Phase 2 Details:**Critical Issues**

It is possible, and even likely, that our review will reveal serious issues that require prompt attention, whether they pertain to legal concerns, or those involving procedural matters. Upon discovering any such condition, BerryDunn will immediately notify the City/MDSP, document the condition, and work collaboratively with the City/MDSP to identify an immediate remedy. When appropriate, BerryDunn will document these conditions in the Final Audit Report.

Chain of Custody

BerryDunn understands and recognizes the need to maintain the chain of custody for all items of property having potential evidentiary value. We will work directly with the City/MDSP to ensure that all inventory processes ensure continuity of the chain of custody, and documentation of such.

If BerryDunn's project manager and inventory manager are required to testify in court during or following completion of this project, we will be compensated on a fee and expense basis, as outlined in our cost proposal.

Level of Effort

To be clear, we expect that inventorying 60-70% of the property will consume about 40% of our allocated inventory hours for the project, and we expect we can complete this within six months. Because the remaining items will take substantially longer to inventory and reconcile, we expect the remaining 30-40% of the property take approximately nine additional months to complete.

Deliverable #2: Mid-Inventory Progress Report

PHASE 3: INVENTORY OF PROPERTY PART 2

Task 3.1: Conduct on-site inventory and property processing. Our inventory manager will continue the property inventory. This task will include three components:

- Conducting property and inventory processing
- Checking in with the project manager and assistant project manager
- Conducting a formal check-in with the City/MDSP, as appropriate

Task 3.2: Develop reporting and documentation. Our inventory manager will develop three types of documentation during the inventory process:

- An internal monthly summary report, which BerryDunn will leverage to develop the monthly report for the City/MDSP
- Reconciliation or issue documentation for any property items, processes, or protocols
- Ongoing documentation of project efforts for inclusion in the Final Audit Report.

We expect this process to continue from month nine through month seventeen (approximately nine months).

Additional Phase 3 Details:

Second Property Storage Site

BerryDunn expects that we will transition to the second property storage site during Task 3.1. As with the main property room, we will establish a process and proper controls for conducting the inventory at the secondary site.

Property Reconciliation

During Phase 3, our team will reconcile all property, or document the inability to do so. Our project manager will lead this portion of the work and be onsite to oversee any complicated reconciliation issues. BerryDunn will document all of the efforts involved in this process in the Final Audit Report.

There are no deliverable documents associated with this Phase.

PHASE 4: AUDIT REPORT AND IMPLEMENTATION ACTIONS

Task 4.1: Finalize inventory and documentation. Phase 4 will commence when BerryDunn has completed its inventory. BerryDunn will complete any final reconciliations, update all files and records, and upon MDSP's approval, turn custody of the property room over to the SPD.

Task 4.2: Prepare Final Audit Report. BerryDunn will prepare the Final Audit Report using the data, information, and documentation collected during the inventory process. BerryDunn will present the report to the City/MDSP first in draft form and solicit feedback. Following revision of the report, we will submit it to the City/MDSP as the Final Audit Report.

This report will include an overview of our methodology, processes, findings, and recommendations. It will outline and document the number of issues/discrepancies, and appropriate resolutions. BerryDunn wishes to clearly indicate that our report will conform to all of the expectations outlined in the RFP, which include the following:

- A report on the accuracy and inventory records maintained in the Property Inventory System
- A report on the internal control structure based on the auditor's understanding of the control structure and assessment of control risk
- A report on compliance with laws and regulations for each major inventory category and on internal control over compliance
- Report Content:
 - Any reportable conditions found during the audit.
 - Reportable conditions that are also material weaknesses
 - Non-reportable conditions shall be reported in a separate letter to Lt. Colonel Dalaine Brady.
 - All instances of non-compliance
 - Any and all discrepancies with, or concerns about, the integrity of a piece of property collected as evidence

Task 4.3: Deliver Final Audit Presentation. Following approval of the Final Audit Report, BerryDunn will conduct onsite presentations of the results to appropriate stakeholders.

Task 4.4: Conduct on-site action-planning meeting. Finalizing the outcomes for this project will require coordinating with all stakeholders to help ensure mutual understanding and agreement on the best course of actions to address recommendations from this study and to forward the goals and objectives of the Strategic Plan. BerryDunn will arrange an action-planning meeting with project stakeholders and facilitate a discussion to develop a list of prioritized recommendations with actionable steps to address them. Using the information from this process, BerryDunn will draft the Implementation Action Plan and provide this to the City/MDSP.

Task 4.5: Provide implementation guidance and assistance. Upon group consensus, BerryDunn will work with the City/MDSP to implement the action steps. Our proposal includes an allocation of two months following the audit for this assistance. If additional assistance is required beyond this timeline, BerryDunn will work with the City/MDSP to develop a plan to provide additional assistance.

Deliverable #3: Final Audit Report

Deliverable #4: Implementation Action Plan

7. Project Timeline

BerryDunn has provided Table 2 to illustrate each of the Phases and sub-tasks, and the associated timelines.

Table 2: Phases, Tasks, and Projected Timelines

Task	Phase 1	Month
1.1	Initial project planning	1
1.2	Initial on-site visit	1
1.3	Refine Work Plan processes	1
1.4	Develop and approve Audit Plan	2
<i>Deliverable #1: Audit Work Plan and Schedule</i>		2
Task	Phase 2	Month
2.1	On-site inventory start-up	3
2.2	On-site inventory and property processing	3–7
A	Conduct inventory and property processing	
B	Project manager and assistant project manager check-in with inventory manager	
C	Project manager client check-in	
2.3	Reporting	3–7
A	Inventory manager internal monthly report	
B	Inventory manager audit report documentation	
2.4	Policy/Procedure Review	3–4
<i>Deliverable #2: Mid-Inventory Progress Report</i>		7
Task	Phase 3	Month
3.1	On-site inventory and property processing	8–17
A	Conduct inventory and property processing	
B	Project manager and assistant project manager check-in with inventory manager	
C	Project manager client check-in	
3.2	Reporting	8–17
A	Inventory manager internal monthly report	
B	Inventory manager audit report documentation	
Task	Phase 4	Month
4.1	Finalize inventory and documentation	18
4.2	Prepare final Audit Report	18

4.3	Deliver Final Audit Presentation	19
4.4	On-site action-planning session	19
4.5	Provide implementation guidance and assistance	19–20
4.6	Project Closeout	20
Monthly Reports		
5.1	<i>Monthly Progress Reports—beginning in Month 3</i>	3–19

The number of property items processed per hour is the primary driver of the timeline presented by BerryDunn. To determine the number of hours required to complete the inventory, BerryDunn developed an estimating methodology. This methodology leverages the prior experience of our PM, and uses percentages and per-hour rates to calculate the number of hours required to complete a section of the inventory. BerryDunn has identified four processing rate categories:

1. **Rapid:** Property that can be quickly located within the data system that matches property descriptions and that the IM can process easily.
2. **Moderate:** Property that can be located within the data system, but additional review is required. This could include evaluating packaging, weights, serial numbers, or other item-specific elements.
3. **Slow:** Property this is misplaced, or does not appear to match descriptions or other elements. These items may require review of case files or other data systems, or collection of all property items associated with a case, so that they can be reconciled.
4. **Very Slow:** Property that is untagged or unidentifiable, or property that the data system suggests should be in a certain place, which cannot be located. These items will require multiple reconciliation efforts, and substantial documentation.

Because bar coding systems are typically more up to date and more accurate, BerryDunn assumes that the bulk of property items in the SAFE system will be more quickly processed. We also anticipate a much smaller rate of unreconciled items. The top portion of Table 3 includes these calculations.

In some contrast, the items in CIS are likely to have a higher instance of errors, and therefore, there will be a larger percentage of slow or very slow processing. BerryDunn has provided these calculations in the lower portion of Table 3. In addition, BerryDunn has adjusted the rates for the CIS property to account for the barcoding process that will need to be completed for each item.

Table 3: Projected Inventory Processing Rates

Property Review	Rate/Hr.	Count	95%	4%	N/A	1%
Property Count		82,402				
SAFE System		8,926	8,480	357		89
Rapid	75		113			
Moderate	45			8		
Very Slow	10					9
Sub-Total Hours			113	8		9
Category Total Hours						130

Property Review	Rate/Hr.	Count	85%	10%	3%	2%
CIS System		73,476	62,455	7,348	2,204	1,470
Rapid	60		1,041			
Moderate	35			210		
Slow	10				220	
Very Slow	5					294
Sub-Total Hours			1,041	210	220	294
Category Total Hours						1,765
Overall Total Hours						1,895

Although there may be some variations in the percentages, BerryDunn expects the hours reflected in Table 3 to be a fair estimate of the time required to complete the full inventory. By design, our approach will require our inventory manager to be involved in the inventory of each item of property. This will help ensure that we are able to testify to the chain of custody of each piece of property that we inventory. As a result, this means that our maximum monthly output is limited by the number of hours our inventory manager can apply each month.

Our approach and our cost reflect a maximum price that accounts for an appropriate amount of processing time and any challenges we might encounter during the inventory processing. If BerryDunn is able to process items more quickly, we are prepared to reduce our timeline and hours, as appropriate, which would also reduce our overall cost. BerryDunn will monitor and report on this progress to the City and MDSP on a monthly basis.

Lastly, BerryDunn wants to make it clear that we want to be sensitive to the City's needs. Although we believe we have laid out a timeline that is workable and justifiable, we recognize that there may be a need for the City to expedite this process. If that is the case, BerryDunn is willing to discuss the overall timeline with the City and pursue other solutions that might allow for a more aggressive timeline.

7.1 Assumptions

Staffing

As outlined in Tables 2 and 3, BerryDunn expects this inventory process to take significant time to accomplish. By its nature, the inventory process will be very labor-intensive. To reduce overall costs, BerryDunn assumes that the City and MDSP will provide one staff member to work collaboratively with our inventory manager at all times. The City/MDSP could use different individuals (of a limited number) to work with our inventory manager, but our model assumes at least one staff member allocated by the City/MDSP at all times while our inventory manager and/or project manager are working on the inventory.

Data System Access/Support

Although we expect to operate largely independently, BerryDunn will require property data-system access and training, as well as technical assistance for searching and/or modifying certain data within the property management systems.

Evidence Labeling

Based on Addendum #2, BerryDunn understands that property that has not been barcoded will need to be barcoded. BerryDunn will expect to have the appropriate equipment and tools available to complete this process.

Strategic and Action Plan Implementation

BerryDunn recognizes that the RFP includes assisting the SPD with implementation of their Strategic Plan. Our proposal includes a two-month timeframe and roughly 50 hours of consulting time to assist with this implementation, and any other recommendations that might emerge as a result of this project. Since we have not had the opportunity to review the Strategic Plan, our not-to-exceed pricing includes an estimate on the level of effort required. If upon review, we determine that the required effort for implementation will be substantially longer than our initial estimate, we will work with the City to further define the scope of these efforts, and if necessary, extend our estimated hours and cost, based on the rate table provided.

7.2 Risks

BerryDunn recognizes that this audit was initiated due to discrepancies regarding various property held in the custody of the SPD. As a result, significant controls must be in place to help ensure that neither the results of the audit, or those conducting it, are called into question. As a part of the project planning phase, BerryDunn will expect to have discussions with the City/MDSP regarding risk mitigation, including the following areas:

- Video monitoring of the inventory process
- A minimum of two persons in the property/evidence room, including our IM and an identified resource from the City/MDSP
- Logging of all entry and exit from the property/evidence room
- A minimum of three persons present when handling drugs, cash, valuables, or firearms, including our inventory manager and at least one City/MDSP resource
- The presence of a certified peace/police officer to assist our inventory manager when the handling of any property item requires it

This list is not intended to be all-inclusive, and BerryDunn is open to discussing these options, as well as any other risk mitigation strategies the City/MDSP might feel are appropriate.

8. Proposal Forms

List five (5) references for projects successfully completed in the last five (5) years. References should also include the local government point of contact in each community/project referenced as well as other key organizations which are familiar with this project.

Type of Project:	Organizational Assessment
Company Name:	City of Duluth, Minnesota
Address:	2030 North Arlington Avenue
City, State, Zip Code:	Duluth, MN 55811
Contact Person:	Mike Tusken, Chief of Police
Dates of Service:	03/2019 to 09/2019
Date of Project Completion:	09/2019
Local Government Contact for Project:	218-730-5020 mtusken@duluthmn.gov
Key Organization Contact:	Nick Lukovsky, Deputy Chief–Patrol Division Duluth Police Department 218-730-5646 nlukovsky@duluthmn.gov
Type of Project:	Vendor Management Review
Company Name:	Metropolitan Government of Nashville and Davidson County Office of Internal Audit
Address:	404 James Robertson Pkwy #190,
City, State, Zip Code:	Nashville, TN 37219
Contact Person:	Lauren Riley, Internal Auditor
Dates of Service:	05/2019 to 12/2019
Date of Project Completion:	12/2019
Local Government Contact for Project:	615-862-6286 lauren.riley@nashville.gov

Key Organization Contact:	<i>Available upon request</i>
Type of Project:	Sheriff's Information Management Services Division Audit
Company Name:	Maricopa County Sheriff's Office, Arizona
Address:	550 W Jackson Street
City, State, Zip Code:	Phoenix, AZ 85003
Contact Person:	Mike McGee
Dates of Service:	02/2019 to 04/2019
Date of Project Completion:	04/2019
Local Government Contact for Project:	602-506-1588 mike.mcgee@maricopa.gov
Key Organization Contact:	<i>Available upon request</i>
Type of Project:	Co-Sourced Internal Audit
Company Name:	Maryland Transportation Authority
Address:	2310 Broening Highway
City, State, Zip Code:	Baltimore, MD 21224
Contact Person:	Paul Trentalance, Head of Internal Audit
Dates of Service:	2016 to present
Date of Project Completion:	Ongoing
Local Government Contact for Project:	410-537-5672 ptrentalance@mdta.md.us
Key Organization Contact:	<i>Available upon request</i>
Type of Project:	Co-Sourced Internal Audit

Company Name:	Maryland State Retirement & Pension Administration
Address:	120 East Baltimore Street
City, State, Zip Code:	Baltimore, MD 21202
Contact Person:	David Rongione, Chief Internal Auditor
Dates of Service:	2017 to present
Date of Project Completion:	Ongoing
Local Government Contact for Project:	410-625-5586 drongione@sra.state.md.us
Key Organization Contact:	<i>Available upon request</i>

Exceptions and Addenda

The undersigned hereby certifies that, except as listed below, or on separate sheets attached hereto, the enclosed Proposal Document covers all items as specified.

EXCEPTIONS:

We take no exceptions to the City's contract but respectfully ask the City to add the following Force Majeure language:

"We will endeavor and use commercially reasonable efforts to complete all work contemplated under this Agreement. However, neither party shall be liable to the other for any failure or delay of performance of any obligation under this Agreement to the extent such failure or delay shall have been wholly or principally caused by acts or events beyond its reasonable control rendering performance illegal or impossible. As used in this section, 'force majeure' means any cause beyond the reasonable control of a party including, but not limited to, an act of God, nature, act of aggression, fire, strike, flood, riot, war, delay of transportation, terrorism, pandemics or other widespread outbreaks of infectious diseases or inability due to the aforementioned causes to obtain necessary labor, material, or facilities."

THE VENDOR HEREBY ACKNOWLEDGES RECEIPT OF THE FOLLOWING ADDENDA:

Addendum #1: 05/13/20

Addendum #2: 05/21/20

Doug Rowe

Printed Name



Signature

OWNERSHIP DISCLOSURE FORM

COMPANY NAME: Berry Dunn McNeil & Parker, LLC

TYPE OF COMPANY (circle one):

ADDRESS: 100 Middle Street

*Sole Proprietorship

Portland, ME 04101

*Partnership

*Corporation

FEIN#: 01-0523282

*Limited Liability Corporation

INSTRUCTIONS: Provide below the names, offices held and any ownership interest of all officers of the firm. If additional space is necessary, provide on an attached sheet.

NAME	OFFICE HELD	OWNERSHIP INTEREST (Shares Owned or % of Partnership)
------	-------------	--

See attached.		

INSTRUCTIONS: Provide below the names, offices held and ownership interest of all individuals not listed above, and any partnerships, corporations and any other owner having a 10% or greater interest in the firm named above. If a listed owner is a corporation or partnership, provide below the same information for the holders of 10% or more interest in that corporation or partnership. If additional space is necessary, provide that information on an attached sheet. **If there are no owners with 10% or more interest in your firm, enter "None" below.**

NAME	OFFICE HELD	OWNERSHIP INTEREST (Shares Owned or % of Partnership)
------	-------------	--

None.		

OWNERSHIP DISCLOSURE FORM – cont'd

COMPLETE ALL QUESTIONS BELOW

	YES	NO
1. Within the past five years, has another company or corporation had a 10% or greater interest in the firm identified above? (If yes, complete and attach a separate disclosure form reflecting previous ownership interests.)	_____	<u>X</u> _____
2. Has any person or entity listed in this form or its attachments ever been arrested, charged, indicted or convicted in a criminal or disorderly persons matter within the State of Maryland, any other state or the U.S. Government? (If yes, attach a detailed explanation for each instance.)	_____	<u>X</u> _____
3. Has any person or entity listed in this form or its attachments ever been suspended, debarred or otherwise declared ineligible by any agency of government from bidding or contracting to provide services, labor, material or supplies? (If yes, attach a detailed explanation for each instance.)	_____	<u>X</u> _____
4. Are there now any criminal matters or debarment proceedings pending in which the firm and/or its officers and or managers are involved? (If yes, attach a detailed explanation for each instance.)	_____	<u>X</u> _____
5. Has any federal, state or local license, permit or other similar authorization, necessary to perform the work applied for herein and held or applied for by any person or entity listed in this form, been suspended or revoked, or been the subject of any pending proceedings specifically seeking or litigating the issue of suspension or revocation? (If yes to any part of this question, attached a detailed explanation for each instance.)	_____	<u>X</u> _____

CERTIFICATION: I, being duly authorized, hereby represent and state that the information supplied above, including all attached pages, is complete and correct to the best of my knowledge. I acknowledge that the City of Salisbury is relying on the information contained herein and thereby acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contracts with the City of Salisbury to notify the City in writing of any changes to the answers or information contained herein. I acknowledge that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I recognize that I am subject to criminal prosecution under the law and that it will also constitute a material breach of my agreement with the City of Salisbury and the City at its option, may declare any contract(s) resulting from this certification void and unenforceable.

PRINTED NAME: Douglas J. Rowe

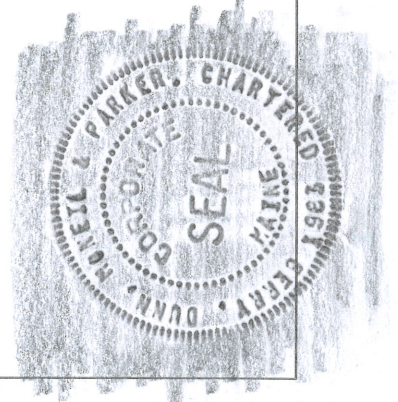
SIGNATURE: 

DATE: May 28, 2020

WITNESS: Daphne Edwards

DATE: May 28, 2020

AFFIX CORPORATE SEAL HERE



Directors:

- John M. Chandler
- David A. Erb
- Charles K. Leadbetter
- Timothy Masse
- Tammy Michaud

Officers:

- John M. Chandler, President
- Timothy Masse, Vice President
- Tammy Michaud, Vice President
- Charles K. Leadbetter, Vice President
- David A. Erb, Vice President, Treasurer and Secretary
- Michael Quinlan, Clerk

Note - Michael Quinlan is not a firm employee; he serves as the firm's attorney and clerk.

Firm Owners (each shareholder is a Principal and holds one share):

Sno L. Barry	Michael F. Jurnak
Renee Bishop	Janice D. Latulippe
Sarah L. Belliveau	Charles K. Leadbetter
William H. Brown	Timothy F. Masse
John M. Chandler	Tammy P. Michaud
Eduardo G. Daranyi	Connie J. Ouellette
Clinton E. Davies	Kathy Parker
David A. Erb	Steven Rodman
Tracy W. Harding	Charles D. Snow
James P. Highland	Jeffrey D. Walla
Mary E. Jalbert	

Total Owners: 21

VENDOR'S AFFIDAVIT OF QUALIFICATION TO BID

I HEREBY AFFIRM THAT:

I, _____ am the _____
(Printed Name) (Title)

and the duly authorized representative of the Vendor of
_____ whose address is
(Name of corporation)

_____ and that I possess the legal authority to make this affidavit on behalf of myself and the Vendor for which I am acting.

Except as described in paragraph 3 below, neither I nor the above Vendor, nor to the best of my knowledge and of its officers, directors or partners, or any of its employees directly involved in obtaining contracts with the State or any county, bi-county or multi-county agency, or subdivision of the State have been convicted of, or have pleaded nolo-contendere to a charge of, or have during the course of an official investigation or other proceeding admitted in writing or under oath acts or omissions which constitute bribery, attempted bribery, or conspiracy to bribe under the provisions of Article 27 of the Annotated Code of Maryland or under the laws of any state or federal government (conduct prior to July 1, 1977 is not required to be reported).

(State "none" or, as appropriate, list any conviction, plea or admission described in paragraph 2 above, with the date, court, official or administrative body, the individuals involved and their position with the Vendor, and the sentence or disposition, if any.)

_____ I acknowledge that this affidavit is to be furnished to the City, I acknowledge that, if the representations set forth in this affidavit are not true and correct, the City may terminate any Contract awarded and take any other appropriate action. I further acknowledge that I am executing this affidavit in compliance with section 16D of Article 78A of the Annotated Code of Maryland, which provides that certain persons who have been convicted of or have admitted to bribery, attempted bribery or conspiracy to bribe may be disqualified, either by operation of law or after a hearing, from entering into contracts with the State or any of its agencies or subdivisions.

I do solemnly declare and affirm under the penalties of perjury that the contents of this affidavit are true and correct.

Print Name



Signature

NON-COLLUSIVE AFFIDAVIT

_____ being first duly sworn,
deposes and says that:

1. He/she is the _____, (Owner, Partner, Officer, Representative or Agent) of _____, the Vendor that has submitted the attached Proposal Document;
2. He/she is fully informed respecting the preparation and contents of the attached Proposal Document and of all pertinent circumstances respecting such Proposal Documents;
3. Such Proposal Document is genuine and is not a collusive or sham Proposal Document;
4. Neither the said Vendor nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Vendor, firm, or person to submit a collusive or sham Proposal Document in connection with the Services for which the attached Proposal Document has been submitted; or to refrain from bidding in connection with such Services; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any Vendor, firm, or person to fix the price or prices in the attached Proposal Document or of any other Vendor, or to fix any overhead, profit, or cost elements on the Proposal Document price or the Proposal Document price of any other Vendor, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any disadvantage against (Recipient), or any person interested in the Services;
5. The price or prices quoted in the attached Proposal Document are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Vendor or any other of its agents, representatives, owners, employees or parties in interest, including this affiant.



Print Name

Signature

Title

Signed, sealed and delivered in the presence of:

Witness (Print Name)

Witness (Signature)

Appendix A: Team Resumes

Doug Rowe, ITIL (F), PMP®

Principal



Doug is a principal in BerryDunn's Government Consulting Group with over 30 years of IT industry experience and 20 years of working with justice and public safety agencies. Doug's experience includes project management, enterprise system deployment, quality assurance, curriculum development and training, and technology support. He has presented at the national and regional level, sharing his knowledge of technology and training to support justice and public safety efforts.

Key Qualifications

- Justice and Public Safety Practice Area Leader
- 30 years of IT industry experience
- Expertise in justice and public safety agency business processes, operations, and technology

Relevant Experience

Indiana Department of Correction (IDOC) – Procurement Support for a Statewide Victim Notification System (11/2019 to present).

Doug is serving as principal and project lead on the BerryDunn consulting team that is providing the IDOC with market research, requirements definition, and a draft RFP for a Statewide Victim Notification System.

Minnesota IT (MNIT) – Department of Public Safety (DPS) – Quarterly Project Health Assessments for the replacement of a Vehicle Title and Registration System (VTRS) (11/2019 to present).

Doug is serving as principal and project lead on the BerryDunn consulting team that is providing the MNIT and DPS with quarterly project health assessments for the DPS' implementation of a replacement VTRS.

Alabama Department of Corrections (DOC) – Procurement Support for an Offender Management System (OMS) (07/2019 to present).

Doug is serving as principal on the BerryDunn consulting team that is providing the DOC with market research, requirements definition, and a draft RFP for an OMS.

City of Weatherford, TX – CAD/RMS Planning and Implementation Services (06/2019 to present).

Doug is providing engagement management support to the BerryDunn team in supporting the City with the acquisition and implementation of a replacement CAD/RMS system, including system planning and procurement oversight, and project management of the CAD/RMS implementation.

City of Midland, TX – CAD/RMS Planning and Implementation Services (02/2018 to present).

Doug is providing engagement management support to the BerryDunn team in supporting the City with the acquisition and implementation of a replacement CAD/RMS system, including system planning and procurement oversight, and project management of the CAD/RMS implementation.

Saginaw County, MI – Mainframe Modernization Initiative, Justice & Public Safety Systems Replacement Initiative (02/2017 to present).

Doug is providing engagement management and subject matter expertise support to the BerryDunn team as they collaborate with the County in defining requirements, developing requests for purchase (RFPs), and assisting in the system selection process for four Justice & Public Safety (J&PS) systems. These systems will replace systems currently residing in a mainframe environment, which is no longer

sustainable. The J&PS systems being replaced include a court case management system, prosecution system, probation system, and a jail management system.

Vermont Judiciary – Next Generation Case Management System (NG-CMS) Planning and Implementation Services (12/2015 to present).

Doug is leading the BerryDunn team in supporting the Judiciary with project management services for the planning and implementation of their NG-CMS, including the development of a project charter, system planning and procurement oversight, and project management of the NG-CMS implementation.

New Mexico Corrections Department (NMCD) – COTS Offender Management System (OMS) Replacement (10/2015 to present).

Doug is leading the BerryDunn project team in providing the NMCD with high-level requirements definition, RFP development, procurement support, contract negotiation, gap analysis, as well as project management and quality assurance throughout the OMS selection and implementation life cycle.

Maricopa County, AZ Adult and Juvenile Probation Departments – Procurement Support for a Probation Case Management System (CMS) (09/2019 to 03/2020).

Doug served as principal on the BerryDunn consulting team that provided Maricopa County with market research, RFI development, requirements definition, procurement support and organizational change management services for a replacement CMS.

City of Duluth, MN Police Department – Integrated IT Service Management (ITSM) (03/2019 to 09/2019).

Doug provided engagement management support to the BerryDunn team as they provided the DPD with an assessment of their organization and processes. The DPD engaged BerryDunn to conduct a systematic and comprehensive assessment of the operations of the DPD. This project involved determining whether the DPD organizational structure; spans of control; and personnel allocations and their associated duties and responsibilities; efficiently and effectively match service demands and community and stakeholder expectations. This project also involved a comparison of the operational and organizational factors of the DPD against industry standards and best practices.

Vermont Department of Public Safety – State Police Mobile Video Solution (09/2017 to 12/2017).

Doug provided project management services and procurement planning assistance for the implementation of a digital mobile video solution to provide the State Police vehicles with a more effective video-capture, management, and distribution process.

Maine Judicial Branch (MJB) – CMS Planning and Implementation Services (06/2014 to 12/2017).

In the role of project manager, Doug assisted the MJB in leading preliminary Joint Requirements Planning sessions for the e-filing CMS. He also led the effort to develop an RFP for this system.

Massachusetts State Ethics Commission – CMS Planning and Implementation Services (04/2017 to 06/2017).

Doug supervised the BerryDunn team in supporting the Ethics Commission through the development of a comprehensive list of business and technical requirements, as well as a findings and recommendations report in support of the Commission's CMS replacement initiative.

Vermont Agency of Education (AOE) – District Finance System Specifications (12/2015 to 12/2016).

Doug was the engagement manager with oversight of the BerryDunn team to provide AOE with consulting services to develop common system specifications for accounting and fiscal reporting for the State's school districts and supervisory unions in compliance with statutory requirements.

New Hampshire Department of Revenue Administration (DRA) – Revenue Information Management System (RIMS) Business Requirements and RFP Development (10/2015 to 07/2016).

In the role of engagement manager, Doug supervised the BerryDunn project manager and team to assist

the DRA with the development of a comprehensive list of business requirements and, subsequently, the development of an RFP for a RIMS that will replace the current tax information system.

Massachusetts District Attorneys Association (MDAA) – Court CMS Planning (04/2014 to 12/2014).

BerryDunn worked with MDAA with the goal of procuring a replacement district attorney case management (DACM) system. Doug served as project manager, leading the fact-finding sessions and the development of a need-analysis report. Doug also led the development of a current environment report, comparing functionality across all 11 districts of MDAA. Additionally, Doug led the team in developing replacement system requirements based on the current environment, stakeholder interviews, and the client's goals.

Massachusetts Department of Transportation (MassDOT) – Time and Attendance Process Review Project (12/2013 to 06/2014).

MassDOT worked with BerryDunn to perform an ERP needs analysis and to procure a replacement time and attendance system for on-site and remote employees. Doug served as the project manager, leading fact-finding sessions, developing the current environment report, and producing replacement system requirements. Doug has led efforts including a discussion with “peer states” and documenting vendor interviews. Additionally, Doug assisted with the development of an options report, which he expanded into an implementation strategy tailored to the client's needs.

Massachusetts Health Insurance Exchange/Integrated Eligibility System (HIX/IES) Entities – IV&V Services (02/2013 to 02/2014).

BerryDunn worked with the Commonwealth to provide IV&V services for the implementation of its HIX/IES. Doug worked with the HIX/IES project team as the reporting lead, helping to ensure the Commonwealth was apprised of issues and risks that may have an adverse impact on the project's scope, schedule, or quality. Doug was also responsible for developing and delivering a monthly briefing to the Massachusetts HIX/IES Executive Committee and CMS.

Maine Department of Health and Human Services (DHHS) – IV&V and Quality Assurance Services (06/2011 to 06/2012).

Doug provided IV&V services for the Maine DHHS' MMIS implementation. His focus was on identifying risks and providing recommendations for remediation to prepare the vendor for federal system certification by the CMS.

City of Nashua, NH – Project Management for ERP System Implementation (09/2011 to 04/2012).

Doug provided on-site project management services for the City's ERP system implementation. In this role, Doug was responsible for monitoring the progress of the implementation, maintaining the project schedule, and providing biweekly project status updates to the City. Doug proactively identified issues, risks, and systems impacts and provided recommendations to mitigate potential problems as the new ERP system was implemented.

Education and Memberships

BS, Math and Computer Science, University of New Hampshire

Project Management Professional® (PMP®), Project Management Institute

Information Technology Infrastructure Library (ITIL) Foundation Certification

Member, Project Management Institute® (PMI®), National Chapter

Professional Member, Corrections Technology Association (CTA)

Mitchell Weinzetl, EdD, Prosci® CCP

Project Manager



Mitch has over 26 years of police experience, serving as Chief of Police in three Minnesota cities for more than 17 of those years. He has experience in the areas of supervision, leadership development, and a variety of policing skills, with which he has instructed hundreds of police officers and police executives. Mitch also served as a subject matter expert, consultant, and adjunct faculty member for the IACP Leading by Legacy program. He is also a past president of the Minnesota Chiefs of Police Association.

Key Qualifications

- Prosci® Certified Change Practitioner
- Former Chief of Police for three Minnesota police departments
- Instructed hundreds of police officers and police executives in the areas of supervision, leadership development, and a variety of policing skills
- Extensive experience for operational oversight of management studies, staffing studies, and other technical assistance engagements
- Significant experience in leading and guiding operational change and organizational development

Relevant Experience

Mitch served as a senior Project Manager for the IACP for three years where he conducted several management study projects involving: full operations and management; technical assistance; recruiting, hiring, and retention; and patrol and staffing. Mitch began working with BerryDunn in 2018, and his combined list of clients include:

- | | | |
|---------------------------|-------------------|----------------------------|
| • Alexandria, VA | • Golden, CO | • Northglenn, CO (current) |
| • Anne Arundel County, MD | • Little Rock, AR | • Norfolk, VA |
| • Cobb County, GA | • Long Beach, CA | • University of Florida |
| • Duluth, MN | • Mansfield, CT | • Westminster, CO |
| • Durham, NC | • Memphis, TN | • Wheat Ridge, CO |
| • Glynn County, GA | | |

Publications

Mitch is the author of *Acting Out – Outlining Specific Behaviors and Actions for Effective Leadership*. He has also written several journal articles and has presented at many conferences, including the IACP annual conference.

Education and Certifications

EdD, Higher Education and Adult Learning, Walden University
MA, Organizational Management, Concordia University
BA, Organizational Management, Concordia University
AAS, Law Enforcement, North Hennepin Community College
Master Chief Law Enforcement Officer Certification
Prosci® Certified Change Practitioner

Yoko McCarthy, MBA, CFE, CGFM, CISA, Prosci® CCP

Audit Compliance Analyst



Yoko is manager in BerryDunn's Government Consulting Group specializing in compliance, program integrity, audit, internal controls, and forensic accounting. She is a highly motivated leader with strong skills in data analysis, planning and organization, and change management. She has assisted various states and municipalities to strengthen internal controls and improve business processes while maintaining compliance.

Key Qualifications

- Over 10 years of auditing experience
- Certified Information Systems Auditor
- Certified Fraud Examiner

Relevant Experience

From 2004 to 2012, Yoko was employed with the Massachusetts Office of the State Auditor. Since joining BerryDunn in 2012, she has worked on the following engagements, among others:

- **Health Benefit Exchange Audits (07/2015 to present)** – Project Manager for Financial and programmatic audits for state-based health insurance exchanges in Minnesota, Rhode Island, Vermont, and Washington to evaluate the extent to which internal controls and processes governing eligibility determination and enrollment were maintained
- **Metropolitan Government of Nashville and Davidson, TN County Internal Auditor's Office (05/2019 to 02/2020)** – Project Manager for Agreed Upon Procedures analyzing contract compliance of two A&E vendors
- **Colorado State Auditor's Office (03/2019 to 09/2019)** – Engagement Manager for Evaluation of the Colorado Department of Revenue's Use of Retail and Medical Marijuana Inventory Tracking Data
- **Maricopa County, AZ Internal Auditor's Department (02/2019 to 05/2019)** – Project Manager for Internal Audit Support for Maricopa County Sheriff's Office Bonds, Fine, and Court Order Processing
- **Maricopa County, AZ Internal Auditor's Department (09/2018 to 11/2018)** – Project Manager for Independent assessment of the County Records Office's processes for planning and executing Election Day activities for the 2018 primary election
- **Alaska Division of Legislative Audit (DLA) (03/2016 to 02/2018)** – Examination of IT general controls and application controls related to Alaska's Integrated Resource Information System (IRIS), which the DLA uses to plan the audit of the State's financial statements and single audit
- **Newport School District (2018)** – Assessment of processes, policies, technology, internal controls, and staffing related to the District's finance and human resource functions
- **New Hampshire Liquor Commission (06/2017 to 12/2017)** – Project Manager for Audit readiness and process improvement project to assist the Liquor Commission with preparing for, and responding to, the annual Comprehensive Annual Financial Report (CAFR) audits prepared using Governmental Accounting Standards Board (GASB) standards

- **Children and Family Services of New Hampshire (10/2016 to 12/2016)** – Project Manager for Forensic Accounting Services. The project scope included estimating fraudulently reported labor cost, reviewing internal controls of all Medicaid-related programs, and preparing a final audit report and development of an audit report.
- **Missouri Department of Social Services (06/2014 to 11/2014)** – Independent security risk assessment for the Missouri Eligibility Determination and Enrollment System
- **Missouri Department of Social Services, MO HealthNet Division (10/2013 to 05/2014)** – Independent security risk assessment for Missouri's Medicaid Management Information System

Education and Memberships

MBA, specializing in Finance, Information Systems, and Supply Chain Services Management, University of Massachusetts

BA, Economics, Kobe College, Hyogo, Japan

Certified Fraud Examiner

Certified Government Financial Manager

Certified Information Systems Auditor

Member of Association of Government Accountants, the Association of Certified Fraud Examiners, and ISACA

Dave Kurz

Subject Matter Expert



Dave Kurz has more than 40 years of experience as a law enforcement professional. He served as the chief of police for Durham, New Hampshire for more than 20 years. Dave has been involved in organizational analyses for more than 10 years and he has completed numerous operational studies across the law enforcement spectrum.

Relevant Experience

- Over 40 years of police experience
- 10 years of experience with CALEA
- Chief of Police for the Town of Durham, New Hampshire

Town of Durham Police Department, New Hampshire: As the former chief of police in the community that is home to University of New Hampshire, Dave was responsible for developing and implementing comprehensive action plans for VIP visits, large scale events, and reactions to “celebratory riots” unique to sporting events. Durham has been visited by several US Presidents and Vice-Presidents. He developed a position paper on municipal policing costs related to the University of New Hampshire, leading to 10-year Omnibus agreement that returns \$200K/year to the town, with a 10% annual increase. He also led efforts to secure, modernize, and open police station. Dave negotiated the facility purchase for 17% less than asking price, renovated the building under budget by employing local businesses, secured used upscale business furniture, and integrated modern technology for a savings of \$440K less than the original budget.

Commission of the Accreditation for Law Enforcement Agencies (CALEA): Dave performed 50+ assessments in virtually every state, reviewing policies and procedures for university, state, and municipal police agencies seeking national accreditation.

Maine Drug Enforcement Agency: As Deputy Director, Dave supervised operational and support services for statewide drug enforcement efforts encompassing covert undercover drug purchases, intelligence, asset removal, and drug diversion unit.

Town of Gorham Police Department, ME: Dave was promoted from patrol positions to Chief of Police, supervising a full-service agency in a university town with 12,000 permanent residents

Education and Publications

BA, Criminal Justice, University of Southern Maine

“When Less (Force) Is More: De-escalation Strategies to Achieve Officer Objectives and Simultaneously Reduce the Use of Force,” *Police Chief*, Spring 2017.

Scott Freinberg, CPA, CISA

Assistant Project Manager



Scott is a licensed CPA and CISA with extensive experience in internal audit, enterprise risk management, IT audit, regulatory compliance, ISO 27001 certification readiness, process improvement, supplier assurance services, budgeting/planning, general accounting, policy and procedure development, and special projects. He executes, manages, and oversees projects for both public and private clients in a variety of industries, including financial services, utilities, healthcare, biotechnology, software, pharmaceutical, education, government contracting, and manufacturing. He has been recognized by SmartCEO magazine as one of Maryland's top CPAs.

Key Qualifications

- Internal Audit/IT Audit
- Sarbanes-Oxley Compliance
- Forensic Auditing
- Data Analytics
- Audit Tool Implementation
- Supplier Reviews

Relevant Experience

- **Clearview Group** – *Director, Risk Advisory (08/2011 to present)*
As the Director of Clearview Group's Risk Advisory Practice, Scott provides client service in areas including internal audit, Sarbanes-Oxley (SOX) compliance, IT audit, process improvement, supplier contract review, and general accounting. Scott also assists clients with the development and improvement of their internal audit functions; including effectively integrating the IT audit function. Additionally, Scott advises executive management as a Chief Auditor to successfully develop and implement strategic plans to improve processes and address system and process deficiencies and provides subject matter expertise in rescoping SOX compliance initiatives resulting in significant compliance cost savings.
- **Stout Causey & Horning (SC&H)** – *Senior Manager (12/2002 – 08/2011)*
In his Senior Manager role, Scott supervised multiple internal audit, IT audit, SOX, and process improvement projects and ensured audit teams worked both efficiently and effectively. In this role, Scott managed team of 12 audit professionals and ensured team members continued to develop and maintain their respective skill sets through on-the-job, internal, and external training. Scott also coordinated with clients' external and regulatory auditors to ensure clients received the best value out of their audit and consulting projects and assisted clients with SOX rescoping efforts, which resulted in over \$2 million in savings

Education and Memberships

BS, Accounting, Towson University

Certified Public Accountant (CPA)

Certified Information Systems Auditor (CISA)

Member, American Institute of Certified Public Accountants (AICPA)

Member, Maryland Association of Certified Public Accountants (MACPA)

Member, Information Systems Audit and Control Association (ISACA)

Member, Institute of Internal Auditors (IIA) NOVA Chapter (Former President and Current Board Member)

Cheryl Smith

Inventory Manager



Cheryl Smith holds more than 20 years' experience as a detail oriented and 'hands-on' risk advisory team member. Cheryl has experience in forensic auditing, and inventory controls. Cheryl assists her clients evolve processes and technology with a focus on accounting, internal controls and financial analysis across multiple industries, including Fortune 1000. Significant experience with full cycle accounting, inventory, account reconciliations, financial statement preparation, audit preparedness, policies & procedures development, Sarbanes-Oxley (SOX) reviews, internal audit, and project management.

Recent Clients

- Nasdaq
- Laureate
- Maryland Live
- Merkle

Relevant Experience

Advisory, Internal Controls, and Accounting, Finance Senior Consultant – (2015 to present)

As a Risk Advisory Senior, Cheryl has performed internal control and process improvement projects for clients throughout her career. With her great attention to detail and project management capabilities, Cheryl has experience in performing detailed inventory activities, and support all aspects of client finance and accounting activities, including monthly close, general ledger reconciliations, journal entries, financial statement analysis, and more. Cheryl also performed a large AP account reconciliation for a client that was two years behind and identified and resolved significant error in addition to cash management activities, including cash posting and daily cash reconciliations, and ad hoc reporting. Cheryl also holds experience through the participation of accounts payable activities, including invoice posting and payment research. In her previous roles, Cheryl has also assisted with various special projects, including benefit analysis, search for unrecorded liabilities, rent analysis, accounts receivable and inventory aging analysis, debt roll analysis, and fixed asset analysis.

Cheryl performed finance and accounting audits to evaluate the adequacy, efficiency and effectiveness of internal control processes for the reconciliation and investigation activities in addition to participating on an internal control review of several key functions of an international retailer. Cheryl also reviewed policies and procedures, evaluating internal controls and making recommendations for control and process improvements.

Cheryl has also performed SOX testing (design and effectiveness) to support Management's Assessment of Internal Control over Financial Reporting (ICOFR) across multiple industries and business units and has also prepared SOX documentation (narratives/flowcharts) to document internal controls and related processes. Cheryl has also provided cross-functional process mapping and documentation; defined user requirements for documentation, testing of SOX-404 compliance projects which included detail review of account reconciliations for a regional bank, while liaising with Internal Audit function.

Education and Memberships

BS, Accounting, Ohio State University



A COST PROPOSAL TO PERFORM A

Forensic Audit of the Salisbury Police Department Property Room

TO BENEFIT

The City of Salisbury, Maryland

BerryDunn

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Doug Rowe, Principal

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Mitch Weinzetl, Project Manager

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Proposal Submitted On:

May 28, 2020, before 2:30 p.m. in
response to RFP #20-109