

PROPOSAL FOR PROFESSIONAL
ACCOUNTING SERVICES

The Cultural Council of Greater Jacksonville, Inc.

Year Ended September 30, 2020

Submitted By:

The Forde Firm, LLC
Linda R. Forde, CPA, Managing Member
5150 Belfort Rd, Building 300
Jacksonville, Florida 32256
(904) 725-5832

July 13, 2020

Board of Directors
Cultural Council of Greater Jacksonville, Inc.
300 Water Street
Jacksonville, FL 32202

We are pleased to have the opportunity to provide you with a proposal for your audit for the year ended September 30, 2020. The attached letter presents in detail the services that we would provide.

The purpose of our engagement would be to render an opinion on your financial statements for the year ended September 30, 2020, issue a letter of recommendations, and perform other services as may be required. The audit report would comply with the applicable audit guides of the AICPA and generally accepted auditing standards.

We believe our firm is uniquely qualified to perform your professional accounting needs for the following reasons:

1. We have extensive experience in auditing local nonprofit organizations.
2. We have a reputation for keeping the costs of the audit low, as evidenced by the fact that we perform so many audits for non profit entities, parishes and churches on tight budgetary constraints. The cost of the audit of your organization will not exceed \$10,500 without your approval.
3. We have received our "quality review" from the AICPA and State of Florida Board of Accountancy. We received an "unqualified opinion" on our accounting practice. A copy is attached. This letter was issued as James A Knutzen Associates due to the timing of the purchase but has been transferred to The Forde Firm, LLC by the AICPA and FICPA. We are enrolled and participate in the peer review program.
4. We are a full-service firm with three active CPA's, and can satisfy all your professional accounting needs.

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5. We are located in Jacksonville and have been at the same location since 2011 in the centrally located Southpoint area.
6. We have three CPA's and four paraprofessionals who work extensively in nonprofit auditing. This provides a backup and support which many firms do not possess.
7. We have a reputation for timeliness of service.
8. We would be available during the year to answer questions for the Board and staff and be available for the Finance Committee and Board meetings if needed.

I have included three attachments in addition to the engagement letter, as follows:

1. A firm resume that tells more about our firm and the services that we are able to provide, including a sampling of not-for-profits clients.
2. My personal resume.
3. A copy of the most recent "quality review" of our firm.

If our firm is selected to provide your audit services, Megan McAtee, CPA will be assigned as the audit manager and Linda Forde, CPA will be in charge of the audit.

If you have any questions regarding the contents enclosed, please feel free to contact me.

Sincerely,



Certified Public Accountant

Firm Resume

We are extremely pleased to be able to bid on the audit of the Cultural Council of Greater Jacksonville, Inc. In that regard, we respectfully offer the following information about our firm:

1. The firm of James Knutzen & Associates has been in business in the Jacksonville area for over 40 years. The firm was sold in December 2018 to Linda Forde and The Forde Firm, LLC. Linda's family experienced a crisis in 2018 that pushed her to move back into public accounting and specifically to serve the very organizations that helped her family – Not-For-Profit organizations. The firm specializes in providing audit and tax services for nonprofit organizations in addition to public charities and government funded organizations. Following are some of the organizations that we serve:
 - Beaches Emergency Assistance Ministry, Inc.
 - Child Cancer Fund, Inc.
 - Church of Our Saviour
 - Dreams Come True
 - L'Arche Jacksonville, Inc.
 - Mission House, Inc.
 - Jacksonville Children's Chorus
 - Tom Coughlin Jay Fund Foundation, Inc.
2. No member of the firm has any affiliations or conflicts of interest with the Cultural Council of Greater Jacksonville, Inc.
3. We will commit to allocating sufficient staff hours to complete your audit, management letter and tax return in a timely manner. Our staff has worked in public accounting and in industry and has extensive experience. We are continuing to grow, adding new team members to ensure we have sufficient staff to complete all work.
4. We will assign as senior auditor Ms. Megan McAtee, who has over 7 years audit and tax experience working specifically with not-for-profit audits supervised by Linda Forde, the owner of the firm, who has more than 25 years of accounting experience. We will also assign support staff to the team as needed to complete your audit in the time required. Both Ms. McAtee and Ms. Forde are CPA's in good standing and complete the annual requirements for continuing professional education.
5. Our firm approaches every audit with the due diligence required and the expertise of experienced auditors. We use a combination of technology media depending upon the particular client's situation and software. Normally, we do not employ outside firms' employees because we have sufficient nonprofit expertise within our organization. We communicate by whichever method the client finds most effective and efficient.

6. In summary, we believe our firm is uniquely qualified to perform your external accounting needs for the following reasons:
 - a. We have extensive experience in auditing and preparing tax returns for local nonprofit organizations as can be seen from our list of references.
 - b. We have a reputation for keeping the costs of audits low and do not pass incidental costs on to our clients in the form of additional fees.
 - c. We are a full-service firm with three CPA's on staff who can satisfy all of your professional external accounting needs and we continue to grow.
 - d. Our staff works extensively in nonprofit auditing. This provides a knowledge base that most firms do not possess.
 - e. We have a reputation for timeliness of service.

Linda R. Forde, CPA
5150 Belfort Road, Building 300
Jacksonville, FL 32256
(904) 725-5832

SUMMARY

- CPA
- Management
- Hands on accounting, Budgeting, Forecasting, Audit, Accounts Payable/Receivables
- Software conversions for multiple systems
- Inventory Management
- Payroll Tax for global, multi-state and local sites
- Change Agent and growth initiative driven
- Leader and mentor
- Quickly adaptable in any industry
- Government Contracting
- Non-profit and grant experience
- Underlying knowledge in every area of accounting with the ability to relate to my team

EDUCATION

- **B.S. Accounting;** Wilmington University, Delaware; October 1989-May 1994; GPA 3.97; Summa Cum Laude
- **B.S. Business Management;** Wilmington University, Delaware; October 1989-May 1994; GPA 3.95; Summa Cum Laude

CERTIFICATIONS

- **CPA -** Active license in Florida; Inactive licenses in Tennessee, Alabama and Texas
- **Certified QuickBooks ProAdvisor** – 2008-2014 & 2017-2018 Certified POS, Enterprise Solutions, Online

RELATED WORK EXPERIENCE

Principal Manager

3/18-present

The Forde Firm, LLC– Jacksonville, FL

- Founded company in 2018
- Acquired James Knutzen and Associates, CPAs for merger in December 2018
- Principal manager of 3 Certified Public Accountants, 1 CPA Candidate, 4 para-professionals
- Management of Firm's specialized expertise in audit of non-profit agencies & local, state and federal tax filings

Chief Financial Officer

4/16-12/18

North Florida Shipyards, Inc.– Jacksonville, FL

- Promoted from Assistant Controller to Controller to CFO
- Manages cash function for \$28 Million in revenue annually
- Manages bank and financing functions including securing financing to replace approximately \$6,000,000 in loans and working capital in a distressed environment
- Manages and sources business insurance and health insurance

- Actively works with TPA and attorney to negotiate worker's compensation claims for state act and USL&H coverage
- Works with landlord and CEO in negotiation of land lease
- Creates and reports annual Navy Forward Pricing documents
- Took over duties and responsibilities of Corporate VP to include supporting HR Director and Purchasing Manager in their roles increasing direct reports by 2 and indirect reports by 15
- Participates in Executive Team meetings to include pricing approval of all contracts, weekly review of progress on contracts and approval of all repair and maintenance items
- Directly manages accounting and IT team of 4-5 personnel to ensure compliance with GAAP and DFARS
- Prepares all interim financial statements for internal and banking purposes
- Actively works with all other management teams to improve accounting and IT functions and processes
- Manages annual audits by independent accountants and bank auditors for financial accounting as well as 401 (k)
- Successfully implemented improved key-man life-insurance by more than doubling coverage
- Shopped insurance to achieve a \$750,000 per year savings in the cost of specialized worker's compensation coverage while increasing the coverage package
- Led team to implement government required IT security and controls (DFARS)
- Audited and implemented changes to employee benefits processes to ensure compliance with ERISA and ACA regulations
- Revised and developed internal tracking processes to recoup more than \$40,000 from insurance carriers in over billings
- Led team to select and implement new ERP software and time and reporting software packages

Manager, Global Compensation

10/14-4/16

Lexicon Relocation, LLC – Jacksonville, FL

- Ensured accuracy of cost projections, budgets and letters of assignment for clients' global assignments
- Managed collection of global compensation & reporting of data to regional offices and to Form W-2
- Coordinated verification and reporting between clients, tax providers and 3rd party payroll processors
- Managed staff of 4-6 professionals to ensure internal and external service line averages and key performance indicators are consistently met or exceeded
- Developed procedure manuals to ensure compliance and alignment as well as succession planning and cross-training
- Prepared and presented vendor selection materials to prospective international clients

Client Services Accounting Dept. Manager

2/08-10/14

JamisonMoneyFarmer PC – Tuscaloosa, AL

- Responsible for supervising and checking all payroll, payroll taxes, sales taxes, use taxes, and IRS and Multi-State notices for the firm's clients
- Responsible for supervising, reviewing and presenting compilations without disclosures
- Supervised staff of 1-3 Para-professionals, 10-15 staff accountants and 6-12 interns
- Responsible for the department's adherence to the firm's Quality Control documents
- Responsible for training all firm staff on payroll, sales tax, use tax and related returns
- Implemented Cloud Accounting procedures and process for clients
- Supervised and checked quarterly payroll tax returns for approximately 160 clients quarterly
- Supervised and reviewed in excess of 800 annual payroll tax returns including Forms 941, 940, 1099,

W-2 and various state returns in several states.

- Managed related funds for clients in excess of \$5 million annually
- Advised clients on payroll issues for federal/multi-state regulations, garnishments, FLSA and unions
- Created and taught Payroll for Controllers, Basic QuickBooks, Intermediate QuickBooks, Advanced QuickBooks, QuickBooks for Contractors, New Business Workshop, Financial Statement Preparation, Sales and Use Tax Preparation and Payroll Preparation classes for clients and employees
- Annually updated brochures on contract labor, domestic labor and new business start up guides
- Implemented a paperless system for tracking and preparing payrolls and returns
- Handled audits related to state unemployment and worker's compensation insurance for clients
- Worked remotely and assisted clients using modern video and voice technology

Regional Finance Manager

9/03 – 8/07

Hilton Hotels Corporation - Memphis, TN

- Managed staff of three financial or senior financial analysts
- Successfully managed Hilton's portion of a \$405 million sale
- Managed the full accounting function for over \$99 million in revenue annually
- Implemented successful program to reduce sales tax expense by 35%
- Designed and implemented successful Sarbanes-Oxley testing program
- Reviewed forecasts and assessed the impact to the hotel, owner and Hilton Hotels
- Coordinated all budgeting related to portfolio and actively participated in presenting budgets to owners; Effectively managed relationships with owners
- Designed and implemented a best practices committee for financial analysts

General Accounting Manager

7/02– 9/03

Hollywood Casino - Tunica, Inc., Tunica, MS

Controller Staff Accountant

7/98 - 7/02

Shaner Hotel Group TN

Inventory Management

2/89 - 6/94

United States Air Force, Dover, DE

- Served tour of duty in Saudi Arabia during Operation Desert Storm – honorably discharged

RECENT COMMUNITY AND PROFESSIONAL SERVICE

Accounting and Financial Women's Alliance – Northeast Florida Chapter

- Chapter President

7/16 – Present

Trinity River Mission – Dallas, TX

- Member, Finance Committee; Former Member, Board of Directors
- Chief Financial Officer and Treasurer of TRM overseeing annual budget of \$1.5 M

3/12 – 6/15

Florida Society of CPAs

- Presented workshop at Orlando meetings 6/14 on Cloud Accounting. 1 hours CPE credit

Alabama CPE workshops

- Presented webinar for Alabama Accountants 7/14 on QuickBooks Cleanup. 3 hours CPE credit



Report on the Firm's System of Quality Control

November 14, 2018

To the Owners of
James Knutzen & Associates, CPAs, P. A.
And the Peer Review Committee of the FICPA

We have reviewed the system of quality control for the accounting and auditing practice James Knutzen & Associates, CPAs, P. A. (the firm) in effect for the year ended June 30, 2018. 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 (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

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. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

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.

Required Selections and Considerations

Engagements selected for review included engagements performed under Government Auditing Standards including compliance audits under the Single Audit Act.

As a part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of James Knutzen & Associates, CPAs, P. A. in effect for the year ended June 30, 2018, 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*. James Knutzen & Associates, CPAs, P. A. has received a peer review rating of *pass*.

Reeder & Associates, PA

Certified Public Accountants

— T H E —
FORDE FIRM
— L L C —
▪ YOUR NON-PROFIT PLUS ACCOUNTING FIRM ▪

5150 Belfort Road, Bldg. 300, Jacksonville, FL 32256
Phone: (904) 725-5832 Fax: (904) 727-6835
Email: office@fordefirm.com

Linda R. Forde, C.P.A.*
Gayle A. Curry, C.P.A., M.B.A.
Megan McAtee, C.P.A., M.Acc.*
Jana Vaughn, M.A.F.S.
David R. Forde, Ph.D.
Jaclyn Robertori, B.A.
Ashley Dunsmore, MSA

* MEMBER OF
AMERICAN AND FLORIDA
INSTITUTES OF
CERTIFIED PUBLIC ACCOUNTANTS

July 13, 2020

Board of Directors
Cultural Council of Greater Jacksonville
300 Water Street
Jacksonville, FL 32202

We are pleased to confirm our understanding of the services we are to provide for Cultural Council of Greater Jacksonville, Inc. for the year ended September 30, 2020.

We will audit the statement of financial position of Cultural Council of Greater Jacksonville, Inc. as of September 30, 2020 and the related statements of activities, functional expenses, and cash flows for the years then ended.

Audit Objective

The objective of our audit is the expression of an opinion about whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit will be conducted in accordance with U.S. generally accepted auditing standards and will include tests of your accounting records and other procedures we consider necessary to enable us to express such an opinion. If our opinion is other than unqualified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or to issue a report as a result of this engagement.

Audit Procedures

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected funding sources, creditors, and financial institutions. We will also request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

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An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from errors, fraudulent financial reporting, misappropriation of assets, or violations of laws or governmental regulations that are attributable to the Organization or to acts by management or employees acting on behalf of the Organization.

Because an audit is designed to provide reasonable, but not absolute, assurance and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. Our responsibility as auditor is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our audit will include obtaining an understanding of the Organization and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing and extent of further audit procedures. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. However, during the audit, we will communicate to you and those charged with governance internal control related matters that are required to be communicated under professional standards.

Management Responsibilities

You are responsible for making all management decisions and performing all management functions; for designating an individual with suitable skill, knowledge, or experience to oversee the tax services and any other non-attest services we provide; and for evaluating the adequacy and results of those services and accepting responsibility for them.

You are responsible for establishing and maintaining internal controls, including monitoring ongoing activities; for the selection and application of accounting principles; and for the fair presentation in the financial statements of financial position, changes in net assets, and cash flows in conformity with U.S. generally accepted accounting principles. You are responsible for making all financial records and related information available to us and for the accuracy and completeness of that information. Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

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You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the organization involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Organization received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring the Organization complies with applicable laws and regulations and for taking timely and appropriate steps to remedy any fraud, illegal acts, or violations of contracts or grant agreements that we may report.

Audit Administration, Fees and Other Matters

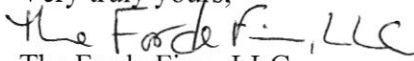
We understand that your employees will prepare all cash, accounts receivable, and other confirmations we request and will locate any documents selected by us for testing.

Linda Forde is the engagement partner and is responsible for supervising the engagement and signing the report. We expect to begin our audit for the year ended September 30, 2020 during the week of October 26, 2020 and to issue our report no later than December 15, 2020.

Our fees for these services are intended to be a value-based billing and will not generally increase or decrease. The total audit fee for the year ended September 30, 2020 shall not exceed \$10,500, unless approved in advance by Cultural Council of Greater Jacksonville, Inc. The fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs.

We appreciate this opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Very truly yours,


The Forde Firm, LLC

RESPONSE:

This letter correctly sets forth the understanding of Cultural Council of Greater Jacksonville, Inc.

Officer signature: _____

Title: _____