

**ADDENDUM #2**  
**for**  
**RFP – Management & Performance Audit Services**

**Questions & Answers**  
**12/3/2024**

- 1) Prior Performance and Management Audit:
  - a) When was the last Performance and Management Audit performed? **2022**
  - b) Were there any identified issues or concerns identified? **None**
  - c) For any identified issues or concerns noted have the recommendations to remedy those issues been implemented. If no can you provide information regarding those to the consultants proposing either prior to submission? If you will not be providing them, will that information be available to review as prior to the audit beginning? **N/A**
- 2) Has the PCAA, the Convention Center, and/or ASM Global had any other audits in the past three years and if yes, can you provide information related to any findings or issues identified? **Only required annual financial audits, which identified no deficiencies or issues.**
- 3) Have there been any deficiencies in internal control (material weaknesses, significant deficiencies, or control deficiencies) reported in the past three years either in the external or internal audits or any compliance reviews? **None**
- 4) Have there been any known instances of fraud or illegal acts during the current fiscal year, or the previous three fiscal years? Have there been any allegations, instances or suspicions of fraud related to cybersecurity, financial accounting, and reporting, or with any grant programs in the past year or past three years? **A cyberattack occurred in early 2024, which may have exposed personal data of some current and former employees. A claim was filed with our insurance company and notices were sent, as required, with credit monitoring services being offered to those affected. No financial information was compromised.**
- 5) Systems and Data (please identify and include CC and ASM Global):
  - a) Are there any additional systems and data that represent core systems being utilized for day-to-day operations, including but not limited to: financial, payroll/HR, procurement, contracting, grants management, student data and records, financial aid, and any others that are not identified in the RFP detail (Exhibit E – Marketing Plan dated 4/22/10) or have been or planned to be added in the near future? If yes, can you share those? **Systems used include: accounting and payroll (ASM/PCCA separate systems), contract management, event management, inventory management.**
  - b) Are any of the systems identified going to be or anticipated to be changed or upgraded during the engagement period? **Both ASM and PCCA are in the process of upgrading our individual ERP systems at this time.**
  - c) Will data require to meet the requested objectives in the scope of work be available in the time manner needed to meet the objectives and milestones. This data may include but not limited to benchmarking data and third-party data. **Benchmarking data will be the responsibility of the auditing firm to obtain on their own as part of their analysis. All data needed from PCCA and/or ASM Global will be provided in a timely manner.**
  - d) Were there any major IT system failures, issues, or breaches noted during the current fiscal year, or previous three fiscal years? **Cyberattack in 2024 (see response to #4 above)**

- 6) Are primary functions/business processes for day-to-day operations centralized or decentralized by location? **All primary functions are centralized as we have one single location here at the PCC**
- 7) Are policies and procedures centralized for all locations/departments? Who owns those policies and procedures? **Also centralized however, depending on the function, the PCCA and ASM may have separate policies and procedures.**
- 8) Can you please describe if training is provided for personnel responsible for core day to day processes and how often it is provided? **Training for the ASM staff is provided by ASM who has its own LMS system. The PCCA is also able to take advantage of the same system.**
- 9) Does the Convention Center utilize any Third-Party Service Providers – please include ASM Global and any others that are related to the scope of work? **ASM Global (facility management), Aramark (F&B provider), Allied Universal (security services), Elliot Lewis (labor provider). In addition, ASM has service contracts with other 3<sup>rd</sup> party providers for services such as waste removal, printers/copiers, etc.**
  - a) If yes, please describe their role and the core processes they are involved in and what departments they work with.
  - b) If yes, will we be able to interview those third-party providers? **Yes**
  - c) If yes, are those third-party providers aware of your control environment? **Yes**
  - d) Do your contracts have right-to-audit clauses? **Yes**
- 10) Engagement Protocol and Deliverables:
  - a) During the Pre-Bid call Mr. Kevin Andrews was identified as the RFP and Project liaison(s). Will that role include engagement liaison for assistance to ensure that data is available in the time manner needed to meet the objectives and milestones? **Yes**
  - b) Are there any other liaison(s) to be included including any Project Committee Leaders, PCAA leaders, Convention Center and/or ASM personnel, Technology personnel, and other identified personnel. **ASM senior staff will likely need to be included since they will be providing most of the information on management operations of the facility. In addition, PCCA senior leadership (VP Engineering, VP Finance, VP Legal) will also be involved.**
  - c) Will the PCAA adjust the project timeline if the needed data and/or key stakeholders are not provided in a time manner to properly complete the fieldwork and draft the results of our assessment? **The September 30, 2025 deadline is statutorily mandated and cannot be altered.**
- 11) What is the reporting structure for the engagement deliverables? **In the past they have been presented as a narrative with some information being shown with respect to our comp set of convention centers.**
- 12) What is the anticipated budget for the project? **This will be determined as part of our internal review process.**
- 13) With respect to the availability of internal audit documentation that may assist in reducing our costs:
  - a) Does the Convention Center and ASM have documented internal control procedures/memos, key business processes, policies, procedures? When was the last time they were reviewed? **Yes**
  - b) What departments and how many department leaders or key management personnel are there that may be subject to the risk assessment interviews? **Risk assessment is not a part of the audit scope.**
- 14) Approximately how many FTEs and departments does the Convention Center have? **An organizational chart with staffing levels will be provided to the awardee.**

- 15) Approximately how many events occur at the Center annually? 139 events were held in FY23 and 136 events in FY24.
- 16) Can you clarify more detail on the preference and/or expectation for on-site versus remote work? The only expectation is that the audit is done thoroughly and completely on time. How much work is done on-site vs. remotely is entirely up to the auditing firm.
- 17) Section 5.1, item D asks for written references. Please clarify. Is there a reference form PCCA would like us to provide our clients or would providing contact information with an overview of services performed suffice? Contact information with a written testimonial of services performed will be fine.
- 18) Regarding Section 6.6 Contract Award, to ensure adherence with professional standards, are vendors allowed to include exceptions provided by our legal team within the proposal or will there be a contract negotiation period following award? In addition, our process also includes a requirement to sign an annual engagement letter on commercially reasonable terms. Is PCCA amenable to signing that? Should we include a sample engagement letter in our response? There will be a contract negotiation period following award in which these exceptions and concerns can be addressed.