

Proposal for Managed Accounting Services to

Town of Upper Marlboro

November 12, 2025



Accountants & Consultants

Main POC:

Ahsan Ijaz

Chief Executive Officer

(703) 622-8890

aijaz@ijazgroup.com

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November 12, 2025

Town of Upper Marlboro
P.O. Box 280
Upper Marlboro, MD 20773

To Whom It May Concern:

On behalf of the staff of The Ijaz Group, thank you for the opportunity to provide the Town of Upper Marlboro (the Town) with our Managed Accounting Services proposal.

We are a firm that is very familiar with the unique business challenges the Town faces in its daily operations. We understand your need to hire a quality engagement team with experience in nonprofit clients and is proactive and responsive to client needs. I also understand your desire to work with a firm that is forward-looking, with a broadened perspective that goes beyond finance to encompass organization-wide concerns.

The Town will be an important client for our professionals, and you have my pledge that we will do everything necessary to ensure your satisfaction. The professional members of our staff and their extensive industry experience have helped to make us one of the most reliable and trusted professional accounting firms serving the community. Based on the qualifications presented in this proposal, I hope you agree.

Again, thank you for considering our firm's proposal. We look forward to working with you and your team at the Town.

Sincerely,

A handwritten signature in black ink, appearing to read "Ahsan Ijaz".

Ahsan Ijaz
CEO
The Ijaz Group

Organizational Overview & Qualifications

The Ijaz Group is a global professional services firm providing accounting and technology solutions to nonprofit organizations, government clients, private companies and private individuals. We combine our expertise in these areas with a strong commitment to personal service that enables us to excel by leaps and bounds.

Scope of Practice

The Ijaz Group offers a comprehensive range of managed business services for its clients, from A/P and A/R to outsourced controllership and virtual CFO services. We offer our clients with cloudtechnology based solutions featuring the highest levels of security, performance, availability, and scalability.

Our Managed Accounting services include the following:

- Account Payable/Receivables Processing
- Expense Management
- Revenue Recognition
- Grants Fiscal Management
- Budget vs. Actual Reporting
- Monthly Account Reconciliations
- Monthly Financial Reports
- Customized Analysis & Reporting
- Assistance in Year End Audit
- Year End Forms 1099 Prep & Filings
- Year End Form 990 Prep & Filing

Why Choose Us

Our comprehensive solutions are delivered by a dedicated, industry focused team committed to providing the highest quality professional services in a timely, proactive manner at a reasonable cost. We understand that you want to work with pragmatic people who know your industry and can offer an objective perspective to help you make those decisions. We are confident that our unparalleled experience, resources and approach make us best suited to serve the Town.

Following is a sampling of qualities that set us apart:

Experience. As a firm, we spend over 70,000 hours annually on nonprofit clients. As a result, our professionals have a thorough understanding of the unique daily challenges faced by nonprofit organizations like the Town. We have the knowledge and insight to effectively recognize opportunities and identify specific areas of your organization that can be strengthened. Each professional also completes over 40 hours a year in continuing education.

Staff Continuity. We are committed to maintaining the same staff on engagements year-after-year. Our turnover rate is among the lowest in the accounting profession, allowing our professionals to develop valuable, timesaving relationships with our clients' staff and organization. We will bring this level of commitment and stability to the Town.

No Surprises. We provide our clients with personal attention and a "hands on" approach to avoid any surprises throughout the year. Our professionals will solicit your input in advance of the engagement to incorporate your input in our transition and ongoing service delivery.

Communication. We will provide you with frequent updates and communication of accounting developments and changes in standards that affect you and the industry. In addition, our senior level professionals will be committed to staying abreast of specific issues at the Town and will take a proactive role in addressing them.

We invite you to visit our [website](#) that will shed more light on who we are as a firm.

Nonprofit Accounting Experience

The Ijaz Group has advised countless nonprofit clients on accounting, tax, sustainability, and strategy solutions since 2008. Having worked with organizations including the likes of The Corps Network, Generation: You Employed, DC Volunteer Lawyer's Project, etc., we bring profound understanding of the most critical challenges faced by nonprofits, strong facilitation and implementation skills, proven strategic frameworks, and deep industry relationships. The Ijaz Group's nonprofit accounting experts work to assure the reliability of financial records, evaluate the adequacy of internal controls, and produce strategies that help nonprofits grow in today's economy.

Personnel Qualifications

The Ijaz Group has a dedicated group of individuals in our Finance and Accounting Solutions Team focused on providing the highest quality professional services. The Ijaz Group professionals who will serve the Town were selected to match your business strategies and activities.

Continuity of an Experienced Team

Continuity of a service team provides the greatest benefit to your organization. The more familiar we are with the Town, the better we can serve you and help you become more efficient. This strategy ensures that each team member becomes highly knowledgeable of the Town and maintains the comprehensive knowledge needed to address specific priorities with minimal disruption.

The firm has long maintained a core objective to attract, develop and retain the best and brightest people. By striving to have the lowest staff turnover possible, we will provide you with a team that will work to build a solid, long-lasting relationship. This experience is of limited importance, however, if you do not have access to your accountants. Our professionals are committed to being accessible to the Town whenever necessary throughout the year.

Engagement Team Structure

We approach each engagement as a team, working together to deliver professional services required by each client. Here are a few key members of our Finance & Accounting Solutions Team:

Ahsan Ijaz - Engagement Director



Ahsan Ijaz is the CEO of The Ijaz Group. He serves as the engagement director for most of our clients and is responsible for all client deliverables, accounting, tax or otherwise. He has comprehensive knowledge of all areas of tax-exempt accounting including audit, tax, and consulting. He currently serves as CFO to a variety of non-profit clients throughout the nation. He has performed CFO duties, prepared accounting policies and procedures, performed finance and accounting system assessments, lease versus purchase analyses, and has years of federal grant reporting experience. He has also prepared financial statements, audit schedules, performed chart of accounts restructuring, accounting system conversions, and prepared federal grant and indirect cost proposals for a variety of not-for-profit clients. He also has experience preparing the various versions of the Form 990. He has assisted non-profit Board Members with reading and understanding financial statements. His experience also includes audit remediation for A-133 audits and the CFO Act. His clients also include Big Four accounting firms, such as PricewaterhouseCoopers, for whom he consults on technical accounting issues.

Gina DiMatteo, CPA, MBA
Client CFO



As fractional CFO, Gina DiMatteo provides The Ijaz Group's clients twenty-plus years of for and not for profit experience in all aspects of running efficient accounting operations, including general ledger accounting, audit management, cash management, budgeting, cost controls, financial modeling, financial analysis, and control and compliance. In addition, her experience has been heavily focused on business partnership including board relations and strategic planning, implementation, management and review.

Prior to consulting, Gina served as Chief Financial Officer/HR Director for ACE Scholarships from 2017 until April 2021, where she oversaw day-to-day accounting and financial planning for the organization. During her tenure managing ACE's Finance and HR departments, the organization grew into four new geographic markets and doubled revenues and staff size.

Prior to entering the nonprofit sector, Gina had progressive leadership roles for an international solar company, Conergy, serving as Head of Finance and then Chief Financial Officer/Director of Business Administration for the company. In this role, Gina had financial oversight over all North American activities for the German-based company.

Gina earned a Bachelor of Science degree in accounting from the University of Colorado at Boulder, an MBA in accounting and finance from Regis University, and continues to hold an active Certified Public Accountant (CPA) license.

Carrie Renick – Client Controller



Carrie Renick is a Senior Consultant at The Ijaz Group, providing support to various non-profit organizations throughout the country. In her current position, Carrie oversees the recording of transactions, monthly financial statement preparation, and the preparation of annual audit and tax reports for her engagements. She also works closely with clients on a variety of tasks, including the creation of valuable reports, process improvements, and annual and grant budgets. Prior to joining The Ijaz Group, Carrie served for nearly eight years in the non-profit industry, most recently as an accountant at Behavior Analyst Certification Board, managing the full scope of accounting including financial statement preparation, budgeting, and audit and tax preparation. Carrie is an active licensed Certified Management Accountant.

Proposed Scope of Work

Our firm has years of experience providing managed accounting support. Our team currently provides all the services sought by the Town to other nonprofit organizations.

Below is a summary of our experience delivering the requested services:

Transaction Recording

Our proposed team will be responsible for all the following areas for the Town:

All accounts receivable activities, including but not limited to:

- Recording the receivables for the appropriate cost centers
- Maintaining a list of outstanding invoices and accounts receivables
- Maintaining proper support and backup for invoices/reports submitted to funders

All accounts payable activities, including but not limited to:

- Proper coding and posting of expenses using Bill.com
- Verification of proper approvals before any disbursements
- Monthly reconciliations of all accounts payables against the GL and check registers
- Allocation of salaries, fringe benefits, and any other costs to the appropriate cost centers based on approved allocation methodology (ex. FTE method).

Preparation of Financial Information for Grants and Funders

We will work with the Town's program staff from grant budget submission, through award to closeout.

Below is a listing of a few Federal agencies and/or Private Foundations that we have worked with:

- Corporation for National and Community Service
- Department of Justice
- Department of Interior
- Department of Labor
- Environmental Protection Agency
- USAID
- Bill & Melinda Gates Foundation

- W.K. Kellogg Foundation
- Kresge Foundation
- Lumina Foundation
- Open Society Foundation
- Walton Family Foundation

Our team will also create reports in the accounting software that will streamline fiscal reporting to funders.

Monthly Financial Statements

For most of our clients, we can close out the month by the 7th business day. We are also able to prepare the monthly, quarterly and annual financial statements, along with the comparisons with the appropriate prior period. This allows our clients to have fiscal conversations within management and with the Board of Directors while the information is still relevant. Our usual month end financial statements include Statement of Activities, Statement of Financial Position, Statement of Cash Flows and a narrative detailing the activities for the month. We also create Budget vs. Actual statements, Year to Date statements, and any other ad hoc reports for our clients, to bring perspective to the information contained in the financial statements.

Payroll Assistance

Our team be responsible for processing payroll on the Town's schedule. We will also post the payroll journal entries along with the allocation of salaries and fringe benefits. We will also maintain any YTD salary allocation trackers so that management can analyze staff utilization and cost recovery on various grants.

Budget Assistance

We assist all our clients with budget preparation, for certain cost centers and for the organization itself. Our professionals are well versed in various budgeting methodologies including zero based budgeting, activity-based budgeting, rolling wave planning, etc. We also prepare the budget modifications for federal grants as well as the annual indirect cost proposal for the Federal cognizant agency. Our monthly reports include budget vs actual reports for the organization as well as for individual grants.

Audit Assistance

Our professionals are with you throughout the entire audit engagement. We prepare all the schedules required and provide any accounting support as needed. We serve as a liaison between you and the auditors. On numerous occasions our clients have been informed by their auditors that our proactive

planning has reduced the audit fieldwork by days. This ensures a timely audit report for the management, board and other external parties.

Technology Solutions

At The Ijaz Group, our engagement strategy is to provide quality performance using the most effective tools. This strategy requires us to use many technology services and solutions that help us provide a better level of service. Some of our tools include:

QuickBooks	QuickBooks is the world’s most used small organization accounting solution. If the Town decides to continue using QuickBooks Online, our firm will be responsible for the subscription cost.
Bill.com	Bill.com is a great Accounts Payable solution. Our firm is a Bill.com partner and numerous members of our team are Bill.com Certified Experts. Since we are a Bill.com partner we are able to offer a <u>Bill.com subscription included in our proposal fee.</u>

Project Management & Fees

Our Engagement Approach

The Ijaz Group will meet with the Town weekly via Zoom during the onboarding phase. When the Town feels it no longer needs the weekly call, we will switch to a bi-weekly or monthly call to review finance related items. The team will also participate in periodic conference calls when requested by the organization’s management. The Ijaz Group will be available to perform additional management consulting assistance as requested by the organization including, but not limited to, updating the organization’s Accounting Policies and Procedures Manual as procedures are added or modified, reformatting of financial statements, re-engineering of the budget process, break-even analyses for the organization conferences or new services, negotiation of the indirect cost rate with the organization’s cognizant agency, etc.

Proposed Fees

We propose charging a flat monthly fee of \$2,500. We believe this fee structure to be more reasonable in order to allow our clients to maintain a steady budget as opposed to varying costs each month for their accounting services. The team puts in a lot more hours to onboard the client, but we are willing to put that time in up front as it plateaus over time once the processes have been created or learnt. We find the proposed monthly fee to be reasonable with the experience and caliber of our

professionals and a great value proposition for the Town. Since we are a Bill.com and Intacct partner we get preferred pricing on our subscriptions, so we will include the subscription costs free of charge in our proposed monthly fee.

We recognize the importance of cost containment. We have never had any cost over-runs with any of our clients. We practice good project management and can plan our engagements in a manner that avoids any surprises.

If you have any concerns regarding our proposed fees or if the fees are a potential deciding factor in your selection of another firm, we would appreciate an opportunity to discuss our fees.

Client References

We understand that quality of service will be a key factor as you prepare to select a firm to serve the Town. We encourage you to contact the following client references to learn more about our experience and commitment to quality client service in the nonprofit industry.

The Corps Network

Washington, DC Marie

Walker, Chief Operating Officer

202.737.6272 mwalker@corpsnetwork.org
 Serving Since: 2011
 Annual Budget: ~\$15 million
 Services Provided: Managed accounting; grants fiscal management, annual tax filings; monthly reconciliations; on-going business consultations; grants advisory support.

Association of Farmworker Opportunity Programs

Washington, DC

Daniel Sheehan, Executive Director

703.624.0555 sheehan@afop.org
 Serving Since: 2014
 Annual Budget: ~\$2 million
 Services Provided: Managed accounting; grants fiscal management; month-end closing and annual tax filings.

Volunteer Legal Advocates

Washington, DC Brian


Yourish, Director of Operations

202.469.9310 byourish@volunteerlegaladvocates.org
 Serving Since: 2019
 Annual Budget: ~\$5 million
 Services Provided: Nonprofit for who our firm provides monthly accounting support services; annual audit preparation; on-going business consultations; grants advisory support.

Our professionals have earned a reputation for helping similar entities meet their goals and fulfill their long-term missions — we will do the same for the Town.

eMACULATE

CLEANING SERVICE



When your environment is clean, you
feel happy, motivated and healthy!
Lailah Gifty Akita

Facility Cleaning Proposal
Submitted in Response to RFP #UM-OOI

Prepared For: The Town of Upper Marlboro
Submitted by: eMACulate Cleaning Service
Date: November 14, 2025

Elevating Every Experience – The eMACulate Way



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ABOUT US

eMACulate Cleaning Service was established in November 2021 by Cheryl Bruce along with her son, Aaron. With over 40 years of combined experience in administrative, operational, and financial management across the legal, business, and banking sectors, they bring precision, professionalism, and accountability to every client partnership. Their combined strengths shape eMACulate Cleaning Service's commitment to excellence and trust in all they do.

eMACulate Cleaning specializes in maintaining professional office spaces, healthcare facilities, and other business environments that require a clean, orderly, and well-kept atmosphere for staff and visitors. Our healthcare portfolio includes medical buildings up to **51,000 square feet**, with multiple practices under one roof, including **small operating and procedure rooms** that require detailed and compliant cleaning standards.

As a locally owned and operated business based in Southern Maryland, we value strong community partnerships and take pride in supporting neighboring municipalities like the Town of Upper Marlboro — helping to maintain clean, welcoming spaces that reflect the pride of the community.

We cultivate eMACulate, welcoming environments that elevate the way you experience clean — reflecting our commitment to delivering consistent, high-quality care in every space we service.

eMACulate Cleaning Service, a minority- and woman-led business, proudly serves communities throughout Southern Maryland and is dedicated to delivering reliable service, clear communication, and an eMACulate clean in every space we maintain.



SCOPE OF WORK

Our dedicated cleaning professional will provide services **two (2) days per week** at each facility listed in RFP, with a designated **backup cleaner** available to ensure uninterrupted service. The **Cleaning Services Manager** will oversee operations, perform regular **quality inspections**, and maintain a **communication log** at each site to track notes, requests, and updates with **Town staff and managers**. This process ensures accountability, responsiveness, and consistent service quality.

The following outline details the **routine cleaning services** that will be performed to maintain each facility at a consistent standard of cleanliness and presentation.

- **RESTROOMS**

- Clean and polish dispensers, mirrors, sinks, and faucets. ○ Clean and disinfect toilets, urinals, and all plumbing fixtures.
- Spot clean walls near sinks and fixtures as needed. ○ Refill paper towel, toilet tissue, and soap dispensers; leave one extra roll in each stall. ○ Sweep and mop floors. ○ Sanitize all high-touch surfaces.

- **ENTRANCES / LOBBY ACCESS**

- Wipe down entrance doors, door frames, and glass for a clean, streakfree appearance.
 - Vacuum carpets and runners; mop hard surface floors. ○ Sanitize door handles and light switches. ○ Clean and sanitize drinking fountains.
-



- **RECEPTION & WAITING AREAS**

- Dust and disinfect furniture, tables, and chairs.
- Dust blinds, windowsills, air vents, hanging lights, and corners. ○ Vacuum carpets and spot clean partitions and walls as needed.

- Wipe down interior glass and glass-topped furniture to ensure a streak-free shine.
- Sanitize all high-touch surfaces.

- **BREAKROOMS / KITCHENS**

- Clean countertops, tables, sinks, and fixtures. ○ Empty wastebaskets; replace liners; recycle materials appropriately.
- Sweep and mop floors.
- Sanitize all high-touch surfaces.

- **OFFICES / CONFERENCE ROOMS / CUBICLES**

- Dust and disinfect furniture, desktops, computer equipment, tables, and chairs (no chemicals used on computer equipment).
- Clean and sanitize telephones.
- Dust blinds, air vents, hanging lights, and corners.
- Wipe down light switches, partitions, and walls as needed. ○ Vacuum carpets.
- Wipe down interior glass and glass-topped furniture to ensure a streak-free shine.
- Sanitize all high-touch surfaces.



- **GENERAL SERVICES (APPLY TO ALL AREAS)**

- Empty wastebaskets; replace liners; recycle materials appropriately.
- Remove trash and recycling to appropriate outside receptacles.
- Sweep and/or vacuum floors; mop tile floors. ○ Sanitize door handles throughout all areas. ○ Clean and sanitize drinking fountains.
- Keep the “Janitor’s Closet” neat, organized, and well supplied.

- Inspect all areas, secure doors, and turn off lights upon completion.

SERVICE PRICING

eMACulate Cleaning Service is pleased to provide the following pricing options in accordance with the RFP requirements for janitorial services. Each option includes a dedicated cleaning professional, all necessary cleaning products, and high-quality service performed two (2) days per week.

Option 1 – Without Consumables:

This option includes all labor, cleaning supplies, and equipment required to maintain the facility. The client will be responsible for providing all consumable products, including soap, trash liners, paper towels, toilet tissue, and toilet seat covers.

- Annual Investment: \$13,575.00 ○
(Billed Monthly at \$1,131.25)

Option 2 – With Consumables:

This full-service option includes all labor, cleaning supplies, and equipment, as well as consumable products such as soap, trash liners, paper towels, toilet



tissue, and toilet seat covers. eMACulate Cleaning Service will ensure adequate inventory and replenishment as needed.

- Annual Investment: \$14,575.00 ○
(Billed Monthly at \$1,214.58)

Commitment to Quality: At eMACulate Cleaning Service, our focus is on consistency, communication, and care!

Elevating Every Experience — The eMACulate Way!



PERFORMANCE & REFERENCES

Naturally Nailed (Town of Upper Marlboro)

Provides monthly cleaning services for a local salon, maintaining a spotless, and welcoming environment for clients. eMACulate Cleaning Service ensures flexibility around business hours, strong communication, and meticulous attention to detail.

*Reference: Angela Wigglesworth – Owner / Managing Director
(301) 219-8710 | info@naturallynailed.com*

Nehemiah Family Worship Center (formerly Providence St. John Baptist Church) – Town of Upper Marlboro

Provided weekly cleaning services for the church's sanctuary, restrooms, and administrative offices, ensuring a clean and welcoming environment for members and guests. Recognized for responsiveness, professionalism, and consistency in maintaining high standards of cleanliness.

*Reference: Rev. Kevin V. Montague – Former Chief Operations Officer
kmontague@nfwcenter.org*

MedStar Shah Medical Group (Southern Maryland Locations)

In partnership with The Harrison Companies, eMACulate Cleaning Service oversees daily cleaning operations and hires, trains, and manages the teams responsible for maintaining multiple healthcare facilities throughout Southern Maryland. Together, we ensure consistent quality, compliance, and service excellence across all locations.

*Reference: Lolita Harrison – 3J Cleaning Solutions
(240) 882-7498 | info@3jcleaningsolutions.org*



Peace Lutheran Church (Waldorf, Maryland)

Provides comprehensive cleaning and maintenance for the church's worship, office, and community spaces. eMACulate Cleaning Service is known for reliability, attention to detail, and flexibility with scheduling, ensuring each area remains clean and inviting for congregants and visitors. *Reference: Rev. Eric Thomas M. Randolph – Senior Pastor*

(O) 301-843-1832 x302 | (M) 202-998-2360 | eric@myplc.org

UM Charles Regional Ambulatory Care Offices

eMACulate Cleaning Service staffed and manages eight (8) healthcare facilities, overseeing daily cleaning operations and ensuring all locations meet the highest standards of sanitation and safety compliance.

*Reference: Roger Armstrong – Armstrong Janitorial & Cleaning Service
(410) 353-1613 | ajcs0618@verizon.net*



CHARACTER REFERENCE LETTERS



To Whom It May Concern:

It's my pleasure to share a reference for eMACulate Cleaning Service, operated by Ms. Cheryl A. Bruce. eMACulate Cleaning provides monthly cleaning services for Naturally Nailed located here in the Town of Upper Marlboro.

From the very first visit, Cheryl and her team made it easy for us to see the difference. They are prompt, respectful of our space, and take great care to leave every area— from the manicure stations to the restrooms—spotless and ready for clients. They pay attention to the little things that often get overlooked, which matters a lot in a business where presentation and sanitation mean everything.

What stands out most is Cheryl's involvement and communication. She checks in, makes sure scheduling works around our busiest hours, and follows up to confirm everything met expectations. It's clear her team reflects the standards she sets— organized, courteous, and consistent.

Working with eMACulate Cleaning Service has been a positive experience, and I'm confident they bring that same professionalism and reliability to every space they maintain. I'm happy to recommend them for cleaning services within the Town of Upper Marlboro.

Sincerely,
Angela Wigglesworth
Managing Director
Owner

301-219-8710

www.NaturallyNailed.com

Instagram: @NATURALLYNAILED_DMV_LLC 14326 Old

Marlboro Pike, Upper Marlboro 20772



November 09, 2025

I am pleased to provide this reference for **eMACulate Cleaning Service**, led by **Ms. Cheryl A. Bruce**. eMACulate Cleaning Service provided **weekly cleaning services** for Providence St. John Baptist Church, now known as Nehemiah Family Worship Center, located in Upper Marlboro, Maryland.

During the time they serviced the church, Cheryl and her team consistently demonstrated professionalism, dependability, and care. They ensured that the sanctuary, restrooms, fellowship spaces, and administrative areas were cleaned thoroughly and maintained in a way that created a welcoming environment for worship and gatherings.

We found eMACulate Cleaning Service to be responsive, respectful, and attentive to detail. Any requests or adjustments needed were handled promptly and courteously. Their support played a meaningful role in helping us maintain a clean and inviting space for our members and guests.

I confidently recommend **eMACulate Cleaning Service** for commercial cleaning services. Based on our experience, they provide reliable, quality service with integrity and consistency.

If additional information is needed, please feel free to contact me.

Sincerely,

Rev. Kevin V. Montague

Rev. Kevin V. Montague
Former Chief Operations Officer
Providence St. John Baptist Church



PEACE LUTHERAN CHURCH
of SAINT CHARLES, MARYLAND

November 11, 2025

To Whom It May Concern,

I am writing to highly recommend *eMACulate Cleaning Service*. The congregation at Peace Lutheran Church has been using their services for well over a year, and everyone continues to be pleased with the results.

The cleaning crew of *eMACulate Cleaning*, led by Cheryl, is top-notch in every way. They never miss a deadline and give extra care to every detail. Our church's worship space, community-based facilities, and offices have never been cleaner because of the thoroughness of their cleaning services. Their cleaning staff is friendly, helpful, and eager to go above and beyond to meet our needs.

The cleaning services provided by *eMACulate Cleaning* range from basic to comprehensive. The quality of their work has never wavered.

The company's openness to our feedback and willingness to adapt are additional notable qualities. They are very flexible with our scheduling adjustments and go above and above to help us out whenever they can.

In conclusion, if you need a cleaning done, you should use *eMACulate Cleaning*. Their dedication to their customers and the quality of their work are both exceptional.

Sincerely,

The Reverend Eric Thomas M. Randolph
Senior Pastor

(O)301-843-1832 x 302

(M)202-998-2360

(E)eric@myplc.org

Peace Lutheran Church

401 Smallwood Drive
St. Charles, Maryland 20602
(301) 843-1832



admin@myplc.org
www.myplc.org



Sharon P. Jarrett, President & CEO

Ph: (240) 380-0946

Email: sharon@jarrettaffairs.com

www.jarrettaffairs.com November

12, 2025

Town of Upper Marlboro

Attn: Mr. Darnell Bond, Director of Public Works

Subject: Character Reference for Ms. Cheryl A. Bruce

Dear Mr. Bond,

It is my distinct pleasure to provide this character reference for Ms. Cheryl A. Bruce, whom I have had the privilege of knowing and collaborating with for nearly twenty years. Over that time, I have witnessed Cheryl's extraordinary professionalism, strong work ethic, and unshakable integrity, qualities that set her apart as both a leader and a trusted service partner.

We have worked together on complex, multi-day conferences serving over 1,000 attendees' projects requiring precision, composure, and collaboration under pressure. Cheryl consistently brings a calm, solutions-driven approach and an unwavering focus on customer satisfaction. Her attention to detail and commitment to excellence ensure that every engagement reflects our standard of quality and care.

What stands out most about Cheryl is her dependability and character. She communicates with transparency, follows through on every commitment, and upholds her word. I have personally recommended Cheryl and her company, eMACulate Cleaning Service, without hesitation to other professionals and even to my own family each time receiving feedback that mirrors my own experience: exceptional service grounded in integrity.

In short, Cheryl Bruce exemplifies professionalism, excellence, and trustworthiness. She delivers outstanding results while maintaining the highest ethical standards, making her an asset to any organization or community she serves.

Please feel free to contact me directly at 240-380-0946 or sharon@jarrettaffairs.com should you require additional insight.

Warm regards,

Sharon P. Jarrett

President & CEO, Jarrett Affairs

EMACULATE

CLEANING SERVICE

W-9

(Rev. October 2018)

requester. Do not send to the IRS.

Department of the Treasury

Internal Revenue Service

Go to www.irs.gov/FormW9 for instructions and the latest information.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Cheryl A. Bruce

2 Business name/disregarded entity name, if different from above

eMACulate Cleaning Service

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the seven boxes, certain entities, not individuals; see

Individual/sole proprietor or single-member LLC C Corporation S Corporation Partnership Trust/estate

4 Exemptions (codes apply only to following instructions on page 3):

Exempt payee code (if any)

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) **a**

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check Exemption from FATCA reporting LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is code (if any) another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) **a**

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions. Requester's name and address (optional) **253 Heather Ct**

City, state, and ZIP code

LaPlata, MD 20646

7 List account number(s) here (optional)

Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid Social security number backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other – entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

or

Employer identification number									
8	7	-	3	0	2	7	4	6	1

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally,

Sign Here

Signature of U.S. person ²¹

Cheryl A. Bruce

Date ²¹

11-14-2025

payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Section references are to the Internal Revenue Code unless otherwise noted.
Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

•Form 1099-INT (interest earned or paid)

funds)

•Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)

•Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)

•Form 1099-S (proceeds from real estate transactions)

•Form 1099-K (merchant card and third party network transactions)

•Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)

•Form 1099-C (canceled debt)

•Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Cat. No. 10231X

Form W-9 (Rev. 10-2018)

General Instructions



INSURANCE CERTIFICATE

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hiscox Inc. 5 Concourse Parkway Suite 2150 Atlanta GA, 30328	CONTACT NAME: PHONE (888) 202-3007		FAX (A/C, No):
	E-MAIL ADDRESS: contact@hiscox.com		
INSURED eMACulate Cleaning Service, LLC 253 Heather Ct La Plata, MD 20646	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : Hiscox Insurance Company Inc		10200
	INSURER B :		
	INSURER C :		
	INSURER D :		
	INSURER E :		
INSURER F :			



COVERAGES CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS- <input type="checkbox"/> MADEOCCUR <input checked="" type="checkbox"/> AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			P102.429.377.1	09/26/2025	09/26/2026	EACH OCCURRENCE	\$ 1,000,000
			DAMAGE TO RENTED PREMISES (Ea occurrence)				\$ 100,000	
			MED EXP (Any one person)				\$ 5,000	
			PERSONAL & ADV INJURY				\$ 1,000,000	
			GENERAL AGGREGATE				\$ 1,000,000	
			PRODUCTS - COMP/OP AGG				\$ S/T Gen. Agg.	
							\$	
	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS HIRED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$	
	UMBRELLA LIAB EXCESS LIAB						OCCUR CLAIMS-MADE EACH OCCURRENCE \$ AGGREGATE \$ \$	
	DED RETENTION \$							
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y/N	N/A				PER STATUTE OTHER	

ANYP ROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)
If yes, describe under DESCRIPTION OF OPERATIONS below

E.L. EACH ACCIDENT	\$
E.L. DISEASE - EA EMPLOYEE	\$
E.L. DISEASE - POLICY LIMIT	\$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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ACORD 25 (2016/03)

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CERTIFICATE OF GOOD STANDING



SERVICE AGREEMENT (Sample)

1. TERM OF AGREEMENT

The Agreement shall commence on the official start date determined by the Town and remain in effect for one (1) year unless terminated earlier in accordance with this Agreement.

2. SCOPE OF SERVICES

Contractor will perform all services described in the Scope of Work included in this proposal. Services include routine and scheduled cleaning, quality inspections, communication logging, and all operational tasks necessary to maintain each facility listed in the RFP at a consistent standard of cleanliness and presentation.

3. SERVICE FREQUENCY

Contractor will provide cleaning services two (2) days per week at each facility listed in the RFP. A designated backup cleaner shall be available as needed to ensure uninterrupted service.

4. SUPPLIES & CONSUMABLES

Contractor will supply all necessary cleaning products, equipment, and tools required to perform services.

Consumables (trash liners, paper towels, toilet tissue, soap, and toilet seat covers) will be provided based on the option selected by the Town:

- Option 1: Town provides all consumables
- Option 2: Contractor provides consumables as part of the agreed-upon pricing



Pricing for each option is listed in the Service Pricing section.

5. PAYMENT TERMS

Contractor will invoice monthly for services rendered. Payment is due within thirty

(30) days (Net 30) of the Town's receipt of invoice.

6. QUALITY ASSURANCE & COMMUNICATION

The Cleaning Services Manager will oversee all operations, perform regular quality inspections, ensure service consistency, and address concerns promptly. A communication log will be maintained at each site for notes, requests, and updates shared between Contractor and Town staff and managers.

7. INCLEMENT WEATHER POLICY

The Contractor may adjust, delay, or reschedule services when weather conditions create unsafe travel circumstances for staff. Decisions will prioritize staff safety and will follow reasonable judgment based on weather advisories, road conditions, and emergency declarations.

Severe Weather Communication Process:

- The Contractor will notify designated Town contacts as soon as reasonably possible when weather conditions impact service delivery.
- The Contractor will propose the next available service date, or coordinate an alternate schedule if the Town requires a different arrangement.
- Missed services due to weather will be resumed promptly once conditions are safe and schedules permit.

8. HOLIDAY SCHEDULE



Contractor observes the following holidays. If a scheduled service day falls on one of these dates, services will resume on the next planned cleaning day unless an alternate arrangement is requested by the Town:

- New Year's Day
- President's Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Veterans Day
- Thanksgiving Day/Friday
- Christmas Eve
- Christmas Day

Town-Requested Rescheduling Clause:

If the Town requests rescheduling of a holiday or weather-impacted service, the Contractor will make every reasonable effort to accommodate the request based on staff availability and operational capacity.

9. INSURANCE & COMPLIANCE

Contractor maintains liability insurance and workers' compensation coverage compliant with Maryland State requirements. Proof of insurance is included in this proposal and will remain active during the contract term.

Contractor is a minority- and woman-led business registered in good standing with the Maryland State Department of Assessments and Taxation (SDAT).

10. TERMINATION

Either party may terminate this Agreement with thirty (30) days written notice for any reason, including changes in facility needs, budgetary adjustments, or performance concerns.



11. MODIFICATIONS

Any modification to this Agreement must be made in writing and signed by authorized representatives of both parties.

12. ACCEPTANCE (Sample Format)

FOR THE TOWN OF UPPER MARLBORO:

Name: _____

Title: _____

Signature: _____

Date: _____

FOR EMACULATE CLEANING SERVICE:

Cheryl A. Bruce, Owner

Signature: _____

Date: _____





Thank You!

We appreciate the opportunity to submit this proposal and to be considered for your cleaning needs.

If you have any questions or need additional information, please feel free to contact us:

Cheryl A. Bruce (301) 539-9489

clean@emaculatecleaning.com

www.emaculatecleaningservice.com

We look forward to the opportunity to work with you!