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May 4, 2023

RE: Request for Proposal for Audit Services for Fiscal Year 2023 – 2025

Audit Committee Members:

The City desires to issue a Request for Proposal (RFP) for audit services every three to five years as a standard of good practice. The Montana State Board of Administration – Local Government Services Bureau provides a roster of Independent Auditors authorized to Conduct Audits of Montana Local Governments. As of March 2023 there were 41 audit firms listed.

On April 10, 2023 the Finance Department released a Request for Proposals (RFP) for Audit Services for Fiscal Year 2023 – 2025 to all firms on the above named roster. Responses were due by the close of the business day on Monday, May 1, 2023. The City received two responses to the RFP. One from EideBailly (Denver, CO) and one from MahrDuessel (Pittsburg, PA). No local CPA firms responded to the RFP. Our current auditor, JCCS declined to bid.

The audit scope covers the City's Financial Statements and Federal Single Audit, in addition to the Building Fund collections audit due to the Department of Labor and Industries, and our component unit audits including the Helena Tourism Business Improvement District and the Helena Business Improvement District.

Staff scored the responses on the following criteria:

- Independence, as defined by applicable standards (15 possible points)
- Demonstrated understanding of the work to be performed (20 possible points)
- Technical experience of the independent auditor in conducting similar types of local government entity audits (20 possible points)
- Qualifications of staff assigned to the audit (15 possible points)
- Proposed audit fees of the services for the fiscal years ended June 30, 2023, June 30, 2024 and June 30, 2025 (30 possible points)

A summary of our scoring is included in the meeting packet.

Barbara Walsh, City Controller and Ellen Harne, City Accountant and I look forward to discussing our recommendations to the audit committee on May 9, 2023.

Regards,

Sheila Danielson  
Finance Director  
City of Helena



EideBailly®



**INSPIRED TO  
HELP YOU  
THRIVE**

May 1, 2023

**Proposal for Professional Audit Services | Request for Proposal (RFP) No. 23**

**CITY OF HELENA**

**Submitted By:**

Eide Bailly LLP

**Paul Kane, CPA | Partner**  
303.459.6758 | [pkane@eidebailly.com](mailto:pkane@eidebailly.com)

**Brian Stavenger, CPA | Partner**  
701.239.8518 | [bstavenger@eidebailly.com](mailto:bstavenger@eidebailly.com)

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## Executive Summary

# WE WANT TO WORK WITH YOU

Thank you for giving Eide Bailly the opportunity to propose on audit services for the City of Helena (City). We are confident the City will benefit from the experience we provide and believe we are the best candidate for this engagement for the following reasons:

▶▶▶ **Extensive Government Industry Experience:** We have served the government industry for more than 70 years and work with more than 1,100 government clients throughout the nation. We understand the operational and political aspects of our government clients and are excited about government work. The City is a quickly growing government entity, and we have multiple clients that are similar in size and/or complexity. We not only understand how to externally audit cities, but have served on the inside of cities through internal and performance audits, agreed-upon procedures and consulting engagements.

Through our dedicated team of professionals that work year-round with our government clients, we commit the necessary resources to show our clients that performing government audits is more than just filling a gap of time outside of our tax season.

▶▶▶ **Depth of Resources:** Our size enables us to be responsive to our clients' needs and unique entity challenges while also providing the necessary breadth and depth of services required in today's complex and ever-changing business environment. We are excited about the benefits we offer:

- **Unmatched Client Service:** You will be served by professionals with extensive knowledge in the government industry. The City will have access to national resources, including 3,000 professionals with diverse skill sets and experiences across the firm. We have recently started using Suralink, an interactive Provided by Client (PBC) software solution aimed at improving the client experience for document exchange.
- **Proactive Communication:** You can expect your Eide Bailly service team to keep you informed of changes affecting the City. We will build communication protocols into our service delivery to ensure timely communication resulting in prompt wrap up of work.
- **Partner Involvement:** You will experience partner and senior staff involvement not only during the audit engagement, but also throughout the year as issues, questions and opportunities arise.
- **Timeliness:** We understand and will comply with the timing requirements and scope of services of your request. We will accomplish this by utilizing an open, collaborative process with you. Your proposed engagement team's experience allows us to address the reporting requirements in a timely fashion.



### EXPERIENCE

Our experienced professionals are committed to the industries we serve. We focus on training, and we like to think of ourselves as thought leaders.

### PEOPLE

We're a team of collaborators and innovators. Our culture is the heart of our firm, and we're always working together to do things differently and better.

### COMMUNICATION

Open, honest, frequent communication ensures that you're not in for any surprises. We'll stay in touch throughout the year so you feel understood, connected and confident.

### CORPORATE RESPONSIBILITY

We consider ourselves good corporate citizens—caring for our people, giving back to our communities, and taking care of our environment.

▶▶▶ **Efficiencies Across Montana Clients:** The proposed audit team was recently awarded the City of Bozeman audit engagement as well as the audit engagements for two Montana school districts. These entities join our other government clients in the state, such as the Billings School District, with whom we have enjoyed a long-term relationship. We are excited to create efficiencies for the City's engagement by leveraging not only our experience with other Montana government entities, but also through travel coordination and consistent staffing across engagements, creating increasingly effective audit experiences for the City and our other clients in the state of Montana.

▶▶▶ **Thought Leadership:** We are leaders in the government industry, offering valuable perspectives beyond our core strength of accounting and tax compliance. We are business advisors who want to help guide the strategy and operations of your organization, and we will make sure you feel connected and understand the process. Our professionals work closely together so you receive valuable service from people who understand your needs and know your business.

▶▶▶ **We Want to Work with You:** We have developed the following proposal with the City of Helena in mind, and we'll provide timely, personalized services for you. We'll strive to be a valued partner during the audit, as well as a technical resource throughout the year to help you plan and implement new Governmental Accounting Standards Board (GASB) standards. We will also get to know you and your staff and take the time to understand your specific challenges and opportunities. We deliver honest and insightful advice beyond what is normally experienced in the public accounting industry. Our tagline, **what inspires you, inspires us**, is more than copy to add to marketing materials. We gain energy from those we serve, which turns into a passionate interest in our clients' success.

The following pages highlight our firm's strengths and solutions we can provide for the City. We believe this demonstrates why Eide Bailly merits serious consideration. You will be a highly valued client, and we would be proud to work with the City of Helena and build a trusting relationship with your team. Please contact us if you would like to discuss any aspect of this proposal.

Sincerely,



**Paul Kane, CPA | Partner**  
303.459.6758 | [pkane@eidebailly.com](mailto:pkane@eidebailly.com)



**Brian Stavenger, CPA | Partner**  
701.239.8518 | [bstavenger@eidebailly.com](mailto:bstavenger@eidebailly.com)



## Proposal Submission

### RFP Information and Topics

We certify all information requested in the RFP has been included and all required topics have been addressed.

### Addenda and Authorized Agent

We acknowledge receipt of the City’s response to questions, issued on April 25, 2023.

As partners of Eide Bailly, **Paul Kane** and **Brian Stavenger** are agents of the firm authorized to submit this proposal and bind the firm in contract.

### Legal Name, Address and Contact Information

#### Eide Bailly LLP

401 N. 31st St., Ste. 1120 | Billings, MT 59103  
7001 E. Belleview Ave., Ste. 700 | Denver, CO 80237  
4310 17th Ave S. | Fargo, ND 58103

**Paul Kane**, CPA | Partner | 303.459.6758 | [pkane@eidebailly.com](mailto:pkane@eidebailly.com)  
**Brian Stavenger**, CPA | Partner | 701.239.8518 | [bstavenger@eidebailly.com](mailto:bstavenger@eidebailly.com)

### Description of the Firm

## WHAT INSPIRES YOU, INSPIRES US

Eide Bailly LLP is a national CPA firm, licensed to practice in the state of Montana. By embracing change and focusing on innovative ideas, we’ve grown along with our clients to become one of the top 25 accounting firms in the nation.

Accounting is about numbers, but our business is about relationships. Your experience will be different than working with other CPA firms because we offer knowledge and skills backed by more than 100 years of service. Our professionals deliver industry and subject matter expertise resourcefully, ensuring we are providing guidance that directly reflects your needs.

### Dedicated Service, Unmatched Resources



**275+**

GOVERNMENT PROFESSIONALS

401 N. 31<sup>st</sup> St., Ste. 1120  
Billings, MT 59103  
**68 Montana Staff**

7001 E. Belleview Ave., Ste. 700  
Denver, CO 80237  
**208 Colorado Staff**

4310 17th Ave S.  
Fargo, ND 58103  
**494 North Dakota Staff**



**3,000+**

PROFESSIONALS FIRMWIDE

Our clients benefit from local, personal service and, at the same time, enjoy access to more than 3,000 professionals, including 390+ partners and principals, with diverse skill sets and experiences, as demonstrated by how we will staff your audit. **Paul Kane** and **Brian Stavenger** will serve as the Engagement Partners, working out of our Denver and Fargo offices. They will be joined by **Janeen Hathcock**, Senior Manager, also from our Denver office.

We also plan on having boots on the ground in Montana, using **Jill Morasko** to manage the audit locally and utilizing other staffing resources from our Billings office as necessary. Paul, Brian and Janeen can efficiently serve you remotely and in addition will plan to travel on-site to work with the local personnel to build a cohesive, effective audit team while utilizing our best resources across the firm and building a relationship with your team as we get to know you through the engagement.

### Navigating a Path to Success Together

We'll be there for you every step of the way. Talented, down-to-earth people work at our firm, and we're inspired to deliver outstanding expertise and care. We're driven to help you take on the now and the next with inspired ideas, solutions and results.

Our work with clients is more than an engagement. It's a relationship, built on values and trust — and results. When working with Eide Bailly, you will:

- Work with professionals who truly care about your business and will take the time to get to know you and your organization.
- Gain insight from our industry and service specialists to accomplish your objectives, address challenges and leverage new opportunities.
- Make better business decisions knowing you are guided by trusted advisors who care about your success.
- Appreciate our hands-on service style; we are always looking for new ways to solve your problems or help you embrace opportunities.

### Range of Services

Eide Bailly is a full-service CPA firm performing traditional CPA firm services of attest (audits, reviews, compilations) and tax. We also have management advisory services including forensics, cybersecurity and IT, including value added reseller of accounting software, internal audit and many other non-traditional services. Our core services offered include the following:

Audit & Assurance		Tax	
<ul style="list-style-type: none"> <li>• Audits</li> <li>• Single Audits</li> <li>• Reviews</li> <li>• Compilations</li> <li>• Employee Benefit &amp; Retirement Plan Audits</li> <li>• International Financial Reporting Standards</li> <li>• Agreed-Upon Procedures</li> <li>• SEC Services</li> <li>• System and Organization Controls (SOC 1, 2 &amp; 3)</li> </ul>		<ul style="list-style-type: none"> <li>• Cost Segregation Studies &amp; Fixed Asset Services</li> <li>• Wealth Transition</li> <li>• International Tax</li> <li>• Low Income Housing Credits</li> <li>• R&amp;D Tax Incentives</li> <li>• State &amp; Local Tax</li> <li>• Tax Authority Audit &amp; Correspondence</li> <li>• Tax Planning &amp; Preparation</li> <li>• Tax Research</li> </ul>	
Consulting			
<ul style="list-style-type: none"> <li>• COVID-19 Consulting</li> <li>• Internal Audits</li> <li>• Technology Consulting</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Risk Management</li> <li>• Financial Services</li> <li>• Fraud &amp; Forensic Advisory</li> </ul>	<ul style="list-style-type: none"> <li>• HR Consulting</li> <li>• Business Valuation</li> <li>• Transaction Advisory</li> </ul>	

# WE UNDERSTAND GOVERNMENTS

Our firm’s Government Industry Group has 275 full-time professionals who share information, learn from others and stay up to date on industry developments. To gain the greatest benefit, the knowledge is shared with professionals across the firm.

The government industry represents one of Eide Bailly’s largest niche areas — with more than 1,100 government clients firmwide. We provide audit services for a variety of cities, counties, colleges and universities, fire relief agencies, housing authorities, school districts and state agencies. Through serving these clients, our professionals have gained focused expertise in the government industry and will provide you with insightful advice.

These services include, but are not limited to, evaluating internal control structure, assessing control risk and performing tests of controls, as well as testing compliance with applicable laws and regulations in accordance with *Government Auditing Standards*.

## Government Industry Involvement

Eide Bailly prioritizes staying current with changes to the government industry. We help clients adapt to changes within the existing standards and implement any new standards. Our team members are engaged in the government industry and are well positioned in organizations associated with government entities.

We are leaders in the Governmental Accounting Standards Advisory Council (GASAC), the American Institute of Certified Public Accountants’ (AICPA) Governmental Audit Quality Center (GAQC), AICPA State and Local Government Expert Panel, Private Companies Practice Section (PCPS) Technical Committee, local and national boards of the Association of Government Accountants (AGA), including the Financial Management Standards Board, and the review committee for the Government Finance Officers Association’s (GFOA) Certificate of Achievement for Excellence in Financial Reporting. Due to our leadership positions, you will have access to information not available from other accounting firms.

We regularly attend GASB meetings throughout the year and communicate the results of those meetings to our clients through newsletters, e-blasts and webinars. We are also involved with GASB’s financial reporting reexamination task force shaping the future of state and local government accounting and reporting and participate in the reexamination of the revenue and expense model and note disclosure projects with GASB.

## G Certificate of Achievement for Excellence in Financial Reporting

**F** We recognize the importance of achieving the GFOA Certificate of Achievement for Excellence in Financial Reporting and work with our clients to achieve this certification. Below is a partial listing of our government audit clients that have been awarded and maintain this certification.

Billings School District #2	City of Palmdale
City of Alameda	City of Pleasanton
City of Boise City	City of Paramount
City of Buckeye	City of Rancho Cordova
City of Brea	City of Rancho Mirage
City of Camarillo	City of Rancho Palos Verdes
City of Campbell	City of Redlands
City of Chico	City of Roseville
City of Corinth	City of Sacramento
City of Concord	City of Salt Lake City
City of Dana Point	City of San Leandro
City of Davis	City of San Ramon
City of Durango	City of Santa Cruz
City of Fairfield	City of Sioux Falls
City of Fargo	City of Snyder
City of Glendale	City of South Lake Tahoe
City of Indian Wells	City of Suisun City
City of La Palma	City of Temecula
City of Lafayette	City of Temple City
City of Laguna Beach	City of Walnut
City of Laguna Niguel	City of Walnut Creek
City of Lake Tahoe	City of White Bear Lake
City of Maple Grove	City of Whittier
City of Minot	City of Wichita
City of Moorhead	Town of Flower Mound
City of Louisville	



## Implementation of New Standards

In an industry where standards continually evolve and change, Eide Bailly makes it a priority to stay current and assist our clients with necessary changes. In addition to helping clients implement new standards, we also help them adapt to changes within the existing standards.

Several of our professionals serve on committees that have direct input into writing new standards. This enables our involvement from the beginning and ability to influence the final outcome. Our clients benefit from our strong understanding of the standards and how they may affect their organization. We will work with the City to create a plan to address new standards one to two years prior to implementation.

<i>Fiscal Years Beginning After</i>	<i>GASB Statement Number</i>	<i>Title</i>	<i>Fiscal Years Ending June 30</i>
12/15/2021	GASB 91	<i>Conduit Debt Obligations</i>	2023
6/15/2022	GASB 94	<i>Public-Private and Public-Public Partnerships and Availability Payment Arrangements</i>	2023
6/15/2022	GASB 96	<i>Subscription-Based Information Technology Arrangements</i>	2023
6/15/2022 <sup>(1)</sup> , 6/15/2023	GASB 99	<i>Omnibus 2022 (Some parts effective upon issuance)</i>	2022-2024
6/15/2023	GASB 100	<i>Accounting Changes and Error Corrections</i>	2024
12/15/2023	GASB 101	<i>Compensated Absences</i>	2024
6/15/2021, 6/15/2022, 6/15/2023	2021-1	<i>Implementation Guide Update-2021</i>	2022-2024

<sup>(1)</sup> Some parts were implemented immediately, other parts applying to GASB-87, 94 and 96 elements to be applied for fiscal years beginning after June 15, 2022. Elements applying to derivatives and exchange financial guarantees for fiscal years beginning after June 15, 2023.

## Single Audit Experience

Eide Bailly has experience providing single audits related to federal expenditures which ensure our clients remain compliant. Our single audits include an audit of both the financial statements and the federal awards. We also assist in the preparation of the data collection form and prepare the reporting package for submission to the federal audit clearinghouse.

Eide Bailly has a three-year average of auditing more than \$28.8 billion in federal expenditures, which provides us with extensive experience in single audits. Not only are we on the forefront of new regulations, but because of our vast experience with government entities, we are also familiar with a wide variety of federal programs. As the City looks to expand its current federal programs, we can pull from our expansive database of federal programs that we have audited and provide consultation on what has worked effectively for other entities. This will help the City establish strong controls and processes over new federal programs rather than trying to rework controls and processes after the programs are established.

Our single audit experience includes the Department of Education, Department of Housing and Urban Development, Department of Agriculture, Department of Commerce, Department of Interior, Department of Transportation, Department of Justice, Department of Labor, Department of the Treasury, Department of Health and Human Services, Homeland Security, National Foundation on the Arts and the Humanities, Environmental Protection Agency, Department of Energy, Office of the National Drug Control Policy, Department of Defense and the Bureau of Land Management.

Paired with our many years of experience, we are qualified to effectively work with your organization to ensure federal requirements are met.

## Thought Leadership

A number of Eide Bailly partners are nationally-recognized state and local government thought leaders who present at dozens of national venues throughout the year. These venues include: GFOA; National Association of State Auditors, Comptrollers and Treasurers; California Society of CPAs; California Society of Municipal Finance Officers; Oregon Government Finance Officers Association; California State Association of County Retirement Systems; California Association of Public Retirement Systems; AGA National Professional Development Conference; National Association of Housing and Redevelopment Officials (NAHRO); Iowa Society of CPAs; Idaho Society of CPAs; Utah Society of CPAs and Colorado GFOA.

**SIGN UP FOR NEWSLETTERS,  
E-BLASTS AND WEBINARS:**

[www.eidebailly.com](http://www.eidebailly.com)

We also provide training for state and local agencies, including the Controllers' offices of the State of Montana, State of Tennessee, Texas State Auditor, Commonwealth of Massachusetts and the State of Nevada.

Furthermore, Eric Berman, Partner, is the author for the entire Governmental Library for Commerce Clearinghouse Wolters Kluwer (CCH). This library serves as the interpretative reference on government Generally Accepted Accounting Principles (GAAP), government best practices and government audits for governments, auditors and educators nationwide. Eric will be an additional resource and is available to assist or consult as needed.

**Online Publications:** We publish articles related to hot issues within the government accounting arena.

**Webinars:** Our frequent webinars are dedicated to helping you and your organization navigate complex issues. Each webinar covers a different topic to help evaluate the steps necessary to achieve success and remain ahead of the curve.

### June 30<sup>th</sup> is Coming Quick Is Your Government Ready?

June 12, 2023 | 12:00 - 2:00 PM CST | Cost: Free | [Register](#)

## Additional Information

# LET US HELP YOU WITH MORE

We are leaders in the government industry, offering valuable perspectives beyond our core strength of accounting and tax compliance. We are business advisors who want to help guide the strategy and operations of your organization, and we will make sure you feel connected and understand the process. Our professionals work closely together so you receive valuable service from people who understand your needs and know your business.

When you work with us, you will have access to the knowledge and talents of more than 3,000 professionals across our firm. This includes specialized tax knowledge, a full spectrum of audit/assurance services and our many specialized services, such as:

### Government Advisory Services

Running a government can be rewarding, challenging and exhausting all at the same time. The responsibility of handling public money coupled with increased scrutiny of public expenditures make accounting and finance decisions incredibly important, but balancing the day-to-day needs of these areas with big-picture thinking can be difficult.

You don't have to carry this burden alone. Advisory services can relieve the stress of critical government functions that you either don't want to do or don't have the deep expertise on staff to complete successfully. Our outsourcing solutions can make your life easier so you can focus on your operations while saving money.

### Cybersecurity

Our professionals have deep IT backgrounds, specializing in a broad range of security services and allowing us to tailor solutions to your needs. We work with every level of your organization — your boards and executives, technical IT admins and general users — to provide insight and guidance so you can be confident your data is protected.

### IT Consulting

Business planning and technology strategy go hand-in-hand, like having a good offense and defense. You cannot win the game without planning for both. Whether you want a better way to power your decision making, a simpler way to run your organization or you just want to see a return on your technology, a solid strategy always comes first. Our business consultants will help you define your goals and business needs so your technology game plan keeps you winning.

### Forensic Accounting

We have seasoned professionals with years of relevant investigative experience. Our forensic accountants are experienced in assisting with internal, civil, criminal and insurance recovery investigations related to allegations of theft, fraud and accounting irregularities. The forensic methodologies and technology used by our team of specialists help get to the facts of these situations and are court proven. We understand the urgency of resolving these types of matters and deliver a quality work product in an efficient and timely manner.





## Team Qualifications

# AN EXPERIENCED SERVICE TEAM

We're passionate about our work — and your success. We have selected professionals for your service team who are the right fit for your engagement, based on their knowledge and experience in the government industry.

**Paul Kane** and **Brian Stavenger** will lead the engagement team and serve as the Audit Engagement Partners. **Eric Berman** will serve as Consulting Partner. **Janeen Hathcock** will serve as the Audit Senior Manager and **Jill Morasko** will serve as the Audit Manager. These professionals are licensed to practice public accounting and bring strong credentials and a desire to work with the City. If awarded these engagements, these individuals will serve as your primary contacts. Additional resources will support the project team as necessary.

## Senior and Staff Associates

All of our seniors have more than two years of experience in public accounting, with several who specialize in the government industry. We require Yellow Book compliance for all members of our assurance staff. This means no fewer than 24 hours of specific Government Education courses each two-years. Most members of our audit staff significantly exceed that amount. Once an agreeable timeline has been determined, we will assign a few of our talented seniors and staff to your engagement.

## Team Overview

We know the importance of a strong business relationship, so we keep staffing changes to a minimum year-to-year. Eide Bailly has a high retention rate, allowing us to provide stability. The following information will provide an overview of your service team:

## PAUL KANE, CPA

Partner

**INSPIRATION:** I find great fulfillment in the time I spend working and building relationships with my clients. A favorite quote of mine is: "The key is to set realistic customer expectations, and then not to just meet them, but to exceed them — preferably in unexpected and helpful ways."

303.459.6758 | [pkane@eidebailly.com](mailto:pkane@eidebailly.com)



Paul provides audit and other assurance services, with a focus local and state governments, agencies and districts. He serves large local governments, including cities, counties and school districts. He also has experience with Uniform Guidance, including working with a variety of federal grants and agencies. He works directly with clients and our staff to ensure that client needs are exceeded and goals are met. Paul also ensures work is done efficiently and delivered as promised. He enjoys learning as much as he can about the industries that he serves so he can be sure to understand the key issues that affect his clients.

When you work with Paul, you can expect him to always be available. He will take the time to understand your company, your expectations, your needs and your situation. Paul enjoys building relationships with his clients and team, and works on-site throughout the audit to ensure issues and questions are handled as they arise.

While Paul is not busy with work and other professional commitments, he is a huge fan of music, (listening, not playing) and thoroughly enjoys the live music scene Denver has to offer. Additionally, he is a huge sports fan (both playing and watching) and is a very passionate fan of both the Denver Nuggets and Broncos. He also loves hanging out with his family and cherishes every minute he gets to spend with his wife and four kids, who are growing up way too fast!

### Client Work

Paul has more than 19 years of public accounting experience providing services to a variety of industries, including construction and real estate clients. He has worked with several real estate private equity investment funds, some of which are considered registered investment advisors.

### Memberships

American Institute of Certified Public Accountants

Colorado Society of Certified Public Accountants

Construction Financial Management Association

Colorado Government Finance Officers Association

### Designation/Licensures

Certified Public Accountant

### Education

Bachelor of Science, Accounting - University of Colorado, Denver, CO

### Community

Denver Metro Chamber Leadership Foundation - Impact Denver Class of 2015

Junior Achievement Volunteer

## BRIAN R. STAVENGER, CPA

Partner

**INSPIRATION:** Eide Bailly is a great place to work because the firm gives our staff the keys to drive their own career. The firm provides opportunities for growth and doles out responsibility to young staff at an earlier time than most firms.

701.239.8518 | bstavenger@eidebailly.com

Brian joined the firm in 2001 and has devoted much of his career with Eide Bailly serving the accounting needs of public sector clients, including local government entities, public schools, charter schools, as well as colleges, universities and utility cooperatives. To support Eide Bailly's commitment to staff development, he offers continuing education opportunities by serving as an instructor for firm-wide government trainings. Brian is a regular speaker on topics impacting local governments, including how to prepare for a government audit and how to read the financial statements as a governing board member.

When you work with Brian, you get a partner who is intent on listening and allowing you to fully articulate your concerns. While that might mean he seems quiet at times, it also means your goals will be completely understood and attended to. Brian will always be responsive to your inquiries, as he also takes pride in responding within 24 hours to each of his clients.

Away from the office, you will often find Brian at the soccer field, hockey rink, or lacrosse field either cheering on his two kids or volunteering as an assistant coach when needed. He and his wife both love to travel and make a point of escaping town a few times each year (sometimes they even bring the kids). During the summer, the whole family relishes time at the lake or simply gathering around the bonfire on the back patio with friends.

### Client Work

Provided audit services to local governments (cities, counties and schools), state agencies and rural electric cooperatives. Several of the local governments he has worked with prepare an ACFR and receive the GFOA's Certificate of Achievement for Excellence in Financial Reporting (COA). Brian has served as the audit partner on Billings School District #2 for over 10 years.

Financial feasibility studies for cities, institutions of higher education, private K-12 schools and charter schools.

Promoted staff development by hosting firm-wide trainings on governmental accounting best practices.



### Memberships

North Dakota Society of Certified Public Accountants

American Institute of Certified Public Accountants

Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting Program Reviewer

### Designation/Licensures

Certified Public Accountant

### Education

Bachelor of Arts, Accounting - Gustavus Adolphus College, St. Peter, MN

### Community

Moorhead Youth Lacrosse Association, Treasurer

Moorhead Youth Hockey Association, Past Board President

Cass County Historical Society, Past Board President

**ERIC S. BERMAN**, CPA, CGMA

Partner

**INSPIRATION:** I enjoy helping governments achieve the next level of operations, transparency and knowledge. As I like to say, think like a taxpayer, because you are one. We're all working for the same goals, and if our clients succeed, we succeed.

208.424.3524 | [eberman@eidebailly.com](mailto:eberman@eidebailly.com)



Eric is a nationally recognized speaker, author, thought leader and auditor with a wealth of government client experience. He brings a unique perspective to the firm's clients as a former Deputy Comptroller of the Commonwealth of Massachusetts, a chief financial officer of a state agency and an audit partner with clients ranging from a well-known stadium to statewide pension systems.

Eric's unique background and decades of government accounting, auditing and controllership experience allows his clients to meet their standards and goals and achieve new success along the way. He's been recognized with several major awards for his public service and work, and his insight means he can help you solve problems before they happen.

In his free time, Eric enjoys spending time with family, especially his grandsons! He enjoys watching Boston sports — Red Sox, Patriots, Celtics and Bruins — but his grandchildren top them all.

**Client Work**

Helps government entities across the U.S. understand and implement GASB standards.

Consults with state and local government clients with government accounting, auditing and controllership services.

Assists clients in earning the GFOA COA.

Authored the entire government library of reference information and audit programs for CCH Wolters Kluwer.

Served as Deputy Comptroller of the Commonwealth of Massachusetts for 11 years and held the position of Chief Financial Officer of the Massachusetts Water Pollution Abatement Trust for five years.

**Memberships**

Represented AGA as the Vice Chairman of the GASAC to GASB

AGA Boston chapter president and host of the 2017 Professional Development Training conference

AGA National Treasurer, former AGA Audit Committee chair and former chair of the AGA Financial Management Standards Board

California Society of Certified Public Accountants, Governmental Accounting and Audit Committee

Massachusetts Society of Certified Public Accountants, Governmental Accounting and Auditing Committee

**Designation/Licensures**

Certified Public Accountant

Chartered Global Management Accountant

**Education**

Master of Science, Accountancy - Bentley University, Waltham, MA

Bachelor of Science, Broadcast Journalism - Boston University, MA

## JANEEN HATHCOCK, CPA

Senior Manager

**INSPIRATION:** My goal is to provide our clients with the ability to be successful in their business by working together as a team. I know that by becoming partners in the journey and keeping the same goals in mind, we can be unstoppable.

303.586.8548 | [jhathcock@eidebailly.com](mailto:jhathcock@eidebailly.com)

Janeen has over eight years of public accounting experience and more than 16 years in the accounting profession. Janeen completed her fellowship with the GASB on December 31, 2021, where she spent two years working on various financial reporting projects and learning the standard setting process. She has worked on multiple sides of the audit and thus can provide a unique perspective. She conducts audits in accordance with GAGAS (Yellow Book) and Uniform Guidance. She is part of teams who conduct audits for a variety of government entities, such as cities, counties and towns. Janeen performs both internal and external trainings on a variety of accounting and audit topics.

When you work with Janeen, you can expect her to listen to what you need. If she doesn't know the answer, you can count on her to find out and provide you with the best resources. You can expect to develop a positive relationship built on respect and trust.

Outside of work, Janeen enjoys spending time with her family and reading. She is the mother of two boys, one in college and one a senior in high school. She loves to travel and learn about the history and uniqueness of the places she visits.

### Client Work

Provides quality control for all of Colorado's GASB 68 and OPEB requirements.

Facilitates external client trainings related to single audits for clients that have little to no experience going through a single audit.



### Memberships

American Institute of Certified Public Accountants

### Designation/Licensures

Certified Public Accountant

### Education

Bachelor of Science in Business, Accounting - Regis University, CO

Associate in Arts - College of Southern Nevada, Las Vegas, NV



**JILL MORASKO**, CPA  
Manager

406.896.2402 | [jmorasko@eidebailly.com](mailto:jmorasko@eidebailly.com)



Jill has more than seven years of experience with government audits, conducting financial statement and compliance audits of State of Montana executive and judicial branch agencies.

She also has experience in single audit and determining compliance with a wide range of federal and state laws, policies and regulations.

Her additional experience is in the nonprofit industry, where she reviews financial data and note information for the Schedule of Federal Awards in accordance with Uniform Guidance requirements.

**Client Work**

Ensures compliance with complex federal and state laws, regulations, grant award requirements and office policies.

Compiles financial data and note information for the Schedule of Federal Awards in accordance with Uniform Guidance requirements.

Performs financial analysis and review of the financial statements and footnotes.

**Memberships**

American Institute of Certified Public Accountants

**Designation/Licensures**

Certified Public Accountant

**Education**

Master of Accountancy -  
University of Montana, Missoula,  
MT

Bachelor of Science, Business  
Administration and Accounting -  
University of Montana, Missoula,  
MT

## Staff Continuity

To help ensure a strong business relationship and to minimize disruptions, we keep staffing changes to a minimum. Compared to the national average, Eide Bailly experiences a higher retention rate, which translates to providing our clients with consistent service teams. We will strive for continuity of staff for your engagement. With this continuity comes quality as team members' knowledge of your organization grows from year to year.



Should the need arise to change any of the key engagement personnel, we will notify you in writing and provide the qualifications of the proposed replacement. Upon your approval, new engagement personnel will join your service team.

## Continuing Education

Because we are committed to the government industry, we provide our professionals with specific, ongoing training related to these industry issues. This investment ensures our people stay current on the unique challenges and opportunities within their industries so they are in the best position to help clients address these issues. We accomplish our regulatory and accounting standard training through attendance at various AICPA sessions.

Firmwide, our continuing professional education (CPE) program requires all professional staff obtain education that exceeds the requirements of the AICPA and where applicable, *Government Auditing Standards*. The firm places a strong emphasis on lifelong learning and recognizes the importance of developing our professionals to best serve our clients. We continually provide yearly CPE credits for our staff at a rate higher than the industry average. In addition, we regularly share information among the audit teams in different offices to ensure we are providing clients with the latest thinking and best possible solutions.

Our government professionals obtain CPE through the following means:

- Government-specific seminars sponsored by the AICPA and GAQC.
- Seminars sponsored by the GFOA.
- Involvement with local chapters of the GFOA (we teach and attend GFOA conferences, regularly).
- Eide Bailly seminars specific to government issues taught by our experienced managers and partners.

By expanding our knowledge of issues important to government organizations, we can provide more in-depth, knowledgeable solutions to our clients. Additional communication, webinars and training are provided throughout the year on a variety of topics important to state and local governments.

# INSPIRED TO BE OUR TRUE, AUTHENTIC SELVES

We started our Diversity, Equity & Inclusion (DEI) Initiative at Eide Bailly because, simply put, it's the right thing to do. We're not just an accounting firm; we're friends, families and neighbors in the communities we live in and serve, and it's our responsibility to foster an inclusive and diverse work environment that reflects those communities.

## How do we define diversity, equity & inclusion?

We define diversity as a variety of thoughts, abilities, experiences and backgrounds. Inclusion is embracing these differences to create a culture where we feel free to be our authentic selves. Equity seeks to ensure fair treatment, equality of opportunity and advancement, and fairness in access to information and resources for all. In order to do that, we must recognize that some of us face added barriers to success, and equity can only happen when we address those barriers.

## PILLARS OF OUR MISSION

Words don't mean much without action behind them. Here are the ways we are working to advance our mission:

### Commitment from Leadership

Our commitment to DEI starts with our CEO and firm leaders and is driven by our belief that a diverse workforce is the best workforce and will enhance our future readiness.

### Continuous Education and Development

We offer ongoing training, education and resources to foster a culture of diverse thoughts and perspectives.

### Recruitment and Retention Efforts

We focus on recruiting, developing and retaining professionals who are reflective of the communities we serve.

### Engaging Staff

We empower all employees to contribute to an inclusive culture by participating in Employee Resource Groups (ERG), attending DEI events and giving back to the community.

We do not discriminate on the basis of race, color, religion, creed, sex, age, marital status, national origin or because of actual or perceived sexual orientation, gender identity or disability. We understand the eventual contract will contain a provision prohibiting discrimination as described above and that this prohibition on discrimination shall apply to the hiring and treatment of our firm's employees and to all subcontracts.



DIVERSITY EQUITY INCLUSION

Our initiative is managed by a DEI Council made up of staff and partners from across the firm to implement, discuss and evaluate our efforts as a firm.

## Employee Resource Groups

- DiversifEIDE (People of Color)
- MyEidePride (LGBTQIA+)
- Women Empowered (Women)
- Veterans



DIVERSIFEIDE  
AT EIDE BAILLY



MYEIDEPRIDE  
AT EIDE BAILLY



WOMEN EMPOWERED  
AT EIDE BAILLY



VETERANS  
AT EIDE BAILLY

## MISSION

To create a diverse, equitable and inclusive organization where we reflect the communities we serve and where everyone belongs. Different people and different perspectives help us to provide innovative solutions for our clients, opportunities for our people and successes for the firm.

## VISION

To create a professional workplace where our people can be their full authentic selves.



## Approach to Accomplish Tasks, Goals and Objectives

# AUDIT METHODOLOGY

At Eide Bailly, we promise you a better overall experience. While we recognize multiple firms are capable of accomplishing the objectives of an audit, Eide Bailly appreciates that every situation and every organization is different, and we tailor our approach based on the needs of each client.

Eide Bailly values its business relationships and demonstrates this through our partner and manager involvement. Our senior level professionals are involved with our clients and accessible throughout the year. They do not delegate all tasks to staff, but rather stay involved on-site during fieldwork and stay connected throughout the year. This approach delivers the greatest benefit to our clients because we are able to stay abreast of changes in and updates to our client's operating environment and collaborate to achieve optimal results.

Our clients experience a communication approach that stands apart in both style and frequency. Because we recognize effective communication is critical throughout the entire audit process, our service and communication approach begins with planning and continues throughout the year. Additionally, we take a collaborative communication approach with our clients and include them in the process as our peers.

Our clients offer a wealth of knowledge and information about their organization, and communicating with them as a business peer ultimately produces the best outcome.

Prior to beginning the engagement, we will discuss with management:

- The engagement timeline.
- The audit approach and process.
- Additional considerations that may affect scope, schedules and workpapers to be prepared by your personnel.

Upon appointment as your auditor, we will discuss the audit schedules and work with you to ensure the timeline meets your needs and makes the most effective use of your staff members' time.

# AUDIT WORK PLAN



Our audit approach is designed for collaboration and optimal results. It consists of five major components: Planning, Interim Work, Fieldwork, Reporting and Ongoing Communication. If awarded, we will discuss with management our proposed schedule, but we also have the flexibility to make any changes to meet reporting deadlines. The objectives of each component are described in the following pages:

## PLANNING



- Discuss and finalize the engagement timeline, audit approach and process.
- Discuss risks and concerns of management and accounting staff, including the City Commission, if requested.
- Evaluate the nature of the operating environment (e.g., changes in volume, degree of system and reporting centralization, sensitivity of processed data, impact on critical business processes, potential financial impacts, planning conversions and economic and regulatory environment).
- Review interim financial information and reports to identify significant risks and changes.
- Review significant estimate areas and consider underlying assumptions.
- Gain an understanding of the City, its reporting units and their environments.
- Document internal control systems, including IT, and related changes from prior periods.
- Consider fraud, risk of noncompliance, illegal acts, abuse, etc.
- Assess audit risk and identify of potential audit issues.
- Assess materiality and testing scopes, to the extent possible, and present audit plan.
- Prepare and communicate audit request lists and workpapers.
- Develop expectations regarding timing and audit progress.
- Gain understanding of single audit programs and perform analysis of potential major programs.

## INTERIM WORK: SINGLE AUDIT



### Phase I: Risk Assessment and Planning

This phase encompasses the planning and risk assessment of your federal programs. The planning phase sets the tone as well as set the stage for an efficient and effective single audit. We will work closely with management to properly identify federal programs and clusters to determine the major programs to be tested. The steps include:

- Determine grant awards and funding increments.
- Determine the Type A and Type B thresholds.
- Perform a review of the past two single audits and document the program risk to determine risk, for any programs above the threshold (Type A).
- Make final determination of major programs to be tested.
- Review applicable Uniform Guidance *Compliance Supplement* for any unusual items and determine direct and material compliance areas for each major program.

### Phase II: Major Program Testing

After making the major program determination, we will test the major programs through the following steps:

- Obtain audit steps from the *Compliance Supplement*.

- Obtain the process and controls related to the direct and material compliance areas identified during planning. The controls for each area need to address the five components of Committee of Sponsoring Organizations of the Treadway Commission (COSO) as required by Uniform Guidance.
- Select samples for control and compliance testing.
- Perform control testing for effectiveness and compliance testing of selected transactions.
- Report material weaknesses or material noncompliance to management.
- Hold periodic status meetings and discuss potential findings with management while our auditors are in the field.

**Phase III: Assessment and Reporting**

The above steps are based on the preliminary Schedule of Expenditures of Federal Awards (SEFA). Once the SEFA has been finalized, we will determine if any additional major programs are to be tested. We will:

- Perform major program testing steps for any newly identified programs.
- Review prior findings, if any, and determine if findings were cleared by management and do not need to be reported during the current year.
- Prepare the Schedule of Findings and Questioned Costs.
- Hold an exit conference with management and key grant personnel and provide a draft report of the single audit and any Yellow Book findings required to be reported. Findings are reviewed by the Manager and Engagement Partner prior to the exit conference.

**INTERIM WORK: FINANCIAL STATEMENT**



- Communicate with management to determine internal controls, perform walk-throughs and to discuss any potential audit issues.
- Determine audit procedures by area, based on results of planning and risk assessment.
- Determine confirmation needs.
- Prepare listing of audit information requested from the City.
- Review minutes, resolutions and ordinances.
- Perform tests of legal compliance.
- Provide weekly updates to City staff.
- Hold exit conference with management.

**FINAL FIELDWORK**



- Audit areas based on risk assessment.
- Obtain and prepare schedules and analyses supporting the financial information.
- Audit procedures over TBID and BID.
- Complete agreed-upon procedures over two cash collection points at the City.
- Complete agreed-upon procedures over the Building Fund.
- Discuss findings with management, if any.
- Discuss proposed journal entries with management, if any.
- Finalize single audit testing.
- Provide weekly updates to City staff.
- Hold exit conference with management.

## REPORTING



- Review of financial statements by the Engagement Partner.
- Review of financial statements by the Technical Review Partner to obtain a second opinion on the completeness and adequacy of financial statement disclosures and audit procedures.
- Complete management letters and review with management.
- Prepare other communications to management and the Board.
- Assist with preparation of the Data Collection Form and the reporting package for submission to the Federal Audit Clearinghouse.
- Present to the Audit Committee at its meeting in early December.
- Present to the City Commission at its regularly scheduled meeting, if requested.

## ONGOING COMMUNICATION



- Obtain interim financial statements throughout the year for review.
- Analyze significant changes and identify areas to further tailor our audit plans and keep us up to date with continuing changes.
- Compare interim results to year-end results for the past few years to identify potential issues in the financial reporting process.
- Participate periodically at your Commission meetings, and any other meetings, upon request.

We take a “no surprises” approach to our engagements. We work closely with management and accounting personnel throughout the audit process, hold weekly meetings to review open items and discuss potential accounting or compliance issues and provide periodic written or oral reports on the status of the audit to representatives of the City. At the end of fieldwork, we will hold an exit conference with management to discuss any potential findings and come to a conclusion. We strive not to have additional findings subsequent to the exit conference.

### Using Information Technology (IT) Auditors

Under auditing standards for any financial audit, we are required to obtain a sufficient understanding of the accounting system and technology environment. It is our philosophy to not only meet but to also exceed this requirement through the involvement of our dedicated technology specialists as deemed appropriate.

Our IT methodology is based on AICPA guidelines, the internal controls framework prescribed by COSO, and the best practices for technology controls as defined by the Control Objectives for Information and Related Technology (COBIT) developed by the Information Systems Audit and Controls Association (ISACA). When auditing the technology environment, we evaluate the general technology controls and specific application controls in effect. This requires our IT auditors to consider how the accounting systems, infrastructure, processes and people work individually and together to ensure financial records are being appropriately processed and reported.

Our seasoned professionals have years of relevant technology experience, many of whom carry a myriad of certifications, including:

- Certified Information Systems Auditor (CISA)
- Certified in Risk and Information Systems Control (CRISC)
- Certified Information System Security Professional (CISSP)
- Certified Information System Manager (CISM)
- Certified Financial Systems Auditor (CFSA)
- Certified Ethical Hacker (CEH)
- Certified Public Accountant (CPA)
- Certified Common Security Framework Practitioner (CCSFP)
- GIAC Security Essentials Certification (GSEC)
- Certified Internal Auditor (CIA)
- Certified Government Audit Professional (CGAP)
- Certified Risk Management Assurance (CRMA)
- Certified Information Technology Professional (CITP)
- Certified Penetration Testing Engineer (CPTe)



As such, we must work with IT staff to assess how the relevant systems and technology environment are administered and supported, and with accounting staff to evaluate how financial data is processed and system controls are maintained to enforce segregation of duties.

Eide Bailly has extensive experience integrating a variety of IT services into our audit engagements across organizations in the public, private and nonprofit sectors. These experiences include auditing IT operations, security and software development, as well as conducting both internal and external network vulnerability tests. In addition, we have former federal and local law enforcement computer forensic specialists that utilize the latest tools to analyze and investigate digital media for a wide range of purposes.

Our experience with audits of various entities requires adherence to various standards surrounding internal controls including the COSO Framework, generally accepted government auditing standards (GAGAS) and Federal Information System Controls Audit Manual (FISCAM). We work with our clients to help them understand the updated COSO framework. We have conducted training on COSO and risk assessments nationwide, and we know we will add value and improve the effectiveness of the risk management, control and governance processes.

## **Use of Technology**

Eide Bailly staff utilizes progressive and effective software to streamline processes and make them as efficient as possible. These technologies include:

### **Suralink**

Years of dedicated service have helped us develop the skills, abilities and tools necessary to exceptionally serve our clients. To aid in this process, we've researched ways to enhance our use of software to better streamline the audit process and deliver state of the art technology solutions to our clients. We're happy to announce the firm has deployed Suralink to our assurance practice.

Suralink is an interactive Provided by Client (PBC) software solution aimed at improving the client experience for document exchange. This addition to our suite of tools has the potential to save a substantial amount of time managing PBC documents, creating increased efficiencies during your engagement.

### **Data Extraction Software**

Eide Bailly designs our approach to incorporate the use of TeamMate Analytics to maximize efficiency while conducting a very effective audit. Through TeamMate, we can extract information from related databases and create databases that check for duplicate payments, summarize payments, extract journal entries from specific accounts, develop expectations for analytical procedures and recalculate system calculations, among a host of other procedures developed by our audit team.

### **CCH ProSystem fx Engagement by Wolters Kluwer**

This software is used to perform the audit, retains the electronic workpapers and supporting documentation, performs project tracking and facilitates quality engagement review.

### **Adapting to Change**

Many of our clients are wondering about working on their audits remotely. Eide Bailly performs all engagements in a paperless environment. As a technology-driven firm, we've seen no issues in performing audit procedures off-site from our clients. We've taken advantage of technology, such as using Microsoft Teams, which allows us to communicate with our clients face to face, while sharing screens, to make the process as seamless as possible. We're utilizing Zoom to host webinars and town hall meetings to educate and assist our clients on rapidly changing circumstances and how to successfully navigate those changes.



As a result, we have no concerns completing this audit remotely should the need arise. We'll discuss with management which approach, remote vs. on-site, works best for you.

## Statistical Sampling

Sampling may be performed for tests of controls, compliance testing and substantive tests of certain accounts and transactions. During our basic financial statement audit, we will also select various transactions for testing based on materiality assessed at the appropriate level. These transactions may include such items as capital asset additions, expenditures, subsequent disbursements and subsequent receipts. We will be pleased to discuss specific sample sizes and selection methods when they are determined, either during planning or fieldwork.

We will select the appropriate sample size to support our conclusions in compliance with laws and regulations. We will use confirmations in areas deemed necessary such as cash and investments, and receivables.

## Analytical Procedures

Analytical procedures will be applied throughout general planning to improve our understanding of your operations and to identify audit areas for increased attention. These will assist in planning the nature, timing and extent of other procedures, and will be applied to all balance sheet, revenue/receipt and expense/expenditure areas. Procedures include the comparison of current year to prior year and budget amounts. Areas that show results different from those anticipated or planned will be further investigated to determine the validity of the variance.

**During Year-end Fieldwork:** Analytical procedures are used to test whether errors affecting account balances or classes of transactions have occurred by comparing the recorded amount with an independently developed expectation of that amount. The expectation is developed in such a way that a significant difference between the expectation and the recorded amount is indicative of a financial statement misstatement, unless we can obtain and corroborate explanations for the difference. Analytical procedures are a natural extension of our understanding of your business because the key factors that influence your business may be expected to affect the financial data.

**During Reporting:** Our last step is to perform a final analytical review at the financial statement level to ensure we comprehensively understand the financial statements during the audit engagement and to determine whether the financial statements are appropriately presented and contain appropriate disclosures. Such final analytical procedures highlight and explain significant changes from the previous year and ensure such changes are consistent with the knowledge of your business and our audit evidence. These procedures typically consider trends based on several previous years, instead of comparison only with the prior period.

## Internal Control Structure

A significant aspect of the planning process involves understanding each reporting unit's internal control environment, including IT controls and, where relevant, testing of internal controls. The following is a summary of our process regarding internal controls over financial reporting and compliance:

### Internal Controls over Financial Reporting

Our approach starts with any documentation related to internal controls already developed, which we review to obtain an overview of the internal control system and then conduct interviews with your staff to complete the documentation of our understanding related to internal controls and significant changes each year.

After conducting the interviews, we will evaluate the internal control system design and expected operating effectiveness for significant areas depending on the reporting unit. By completing control testing in these areas, we expect to reduce substantive testing to conduct an efficient audit.

Our approach will be focused on key process controls or overall system controls, rather than detailed control processes. We will also focus on key IT related controls in areas such as revenue, payroll and claims, for more efficiency from an audit perspective relative to the control process.

Our risk-based approach incorporates control testing and substantive tests of balances, where appropriate. In certain areas that are not as significant, we will conduct the audit using a primarily substantive approach. Our experience is that substantively auditing a balance rather than completing an extensive control test is often more efficient and effective.

### **Internal Controls over Compliance**

Our approach for internal controls over compliance associated with federal programs is similar to the approach regarding internal controls over financial reporting related to accumulation, documentation and evaluation of the control environment.

Test of controls over compliance are required for major federal programs. Our approach identifies key controls applicable to direct and material compliance requirements for testing, as well as incorporating results from tests of internal controls over financial reporting and IT.

The approach to understand your internal controls includes:

- Interview City personnel.
- Review organizational charts, accounting and procedure manuals and programs.
- Complete internal control questionnaires.
- Write up system narratives.
- Evaluate items selected for testing.
- Review controls over financial information systems.

The timely completion of this work allows us to perform our work efficiently and promptly communicate any potential recommendations.

In addition, our engagement approach is based on:

- Observations we believe will help achieve objectives. We are pleased to respond to inquiries about financial or other business matters.
- The assistance to be provided by your personnel, including preparation of schedules and analyses of accounts, will be discussed with the finance department. Timely completion of this work will assist us in performing our work efficiently.

### **Determining Laws and Regulations Subject to Audit Test Work**

During the planning process, we will also discuss with management and personnel the laws and regulations to which the City is subject. The objective will be to determine those laws and regulations that could have a material impact on the financial statements or are pertinent to your federal financial assistance programs.

Our knowledge of such laws and regulations and *Government Auditing Standards* will be essential to the discussion. We are aware of the applicable requirements and consider them when determining the necessary audit procedures.

During our audit procedures, we will:

- Perform tests of compliance with certain provisions of laws, regulations, contracts and grants.
- Assess the risk of material misstatement resulting from violations of laws and regulations having a direct and material effect on the determination of financial statement amounts. These laws and regulations can relate to items such as budgetary compliance, purchasing compliance and cash and investment compliance, as well as single audit compliance, as applicable.
- Combine compliance tests of laws and regulations involving the inspection of documentation supporting transactions with substantive tests of transactions and tests of control procedures.

Our audit will meet all applicable federal and state requirements. Samples will be used to the extent necessary to support our conclusions on compliance with laws and regulations.

### **Meeting Deadlines and Shortening Time in the Field**

We understand the frustrations of an audit firm not meeting your stated deadlines. We commit we can, **and will**, meet your deadlines as well as shorten the amount of time needed in the field. Our experience with other government audits has enabled us to fine-tune our audit process. This translates to a smooth and more efficient audit for you while meeting your deadlines and keeping our fees at a reasonable rate.

### **Multi-Year Approach**

We attempt to retain the majority of the audit team in order to develop a historical perspective of the operating and control environment of the City. This historical perspective allows us a deeper understanding of the risks surrounding the City and the opportunity to perform a thorough audit without a learning curve. The result of our preliminary review is a planned calendar of audit events, timing and expectations based on the budgets and related materials, organizational charts, manuals and programs, and financial and other management information systems.

We have the resources within our offices to change your current engagement team while retaining the historical perspective we gain over the years, if you think you would benefit from auditor rotation. The individuals in Eide Bailly's government group have extensive experience in the industry and benefit from the firm's focus on continuing education. Our government professionals are well-positioned in organizations associated with government entities, such as the AICPA and GAQC, the primary purpose of which is to promote the importance of quality government audits. We have also held leadership roles in the GFOA.

We are available to the City throughout the year as a resource to answer questions, have discussions and confirm the appropriate accounting treatment for unique or infrequent transactions.

## Anticipated Project Schedule

We understand your requested timeline and are committed to meeting your deadlines. The following table identifies the structure of our audit for City reports and the timing of each section:

### Engagement Timeline

Activity	Timing
Planning	June and July
Interim Fieldwork	August/September
Fieldwork	October
Fieldwork Exit Conference	No later than October 31
Reporting	November and December
<b>Ongoing Communication</b>	<b>Throughout the Year</b>

### Current Workload

Once engaged, we will meet with the City to discuss timing needs and structure our commitment of resources accordingly. We have reviewed our workload and are confident through the size of our firm and our resources – not only in Montana, but also across the firm – we have the capacity to serve the City now and in the future. Although we are committed to other projects, we are adept at managing workflow and projects and can be flexible in allocating staff time. We are confident we have the resources to meet your needs.

### Public Participation Requirement

This project does not include a public participation requirement.

### Subcontractors

After carefully reviewing the requirements of the engagement, we are confident Eide Bailly has the resources and experience needed to fulfill the requested services in a timely fashion without the need to subcontract any portion of the engagement.

### Potential Audit Difficulties

We understand the potential for problems may arise while conducting our audit; we’re prepared to address any issues as they are presented. We’re committed to making our relationships work and do what it takes to make our clients feel comfortable even if it means late-night conference calls. We will also work our schedule so when we finish scheduled fieldwork, we will be 95% done with the audit and any wrap-up will be related to report issues. We believe we have a system in place that, combined with the experience we have gained, will translate to meeting your reporting deadlines with a smooth and efficient audit.

### Software Transition

As the City transitions to Tyler Technologies software, there will be challenges that City staff encounters while learning the nuances of the new system. We understand and are aware of potential challenges, and will leverage our experience working with other cities who utilize the same software to assist in the transition process.

## **Communication**

Communication before, during and after the audit is a hallmark of Eide Bailly's audit process. As part of our collaborative approach, we will meet with management during audit planning to gain a thorough understanding of the City's expectations and any changes to the organization. During the audit process, we will communicate progress through oral and written status updates and discuss significant audit issues as they arise. At the conclusion of the audit, we will jointly evaluate audit effectiveness and recommendations for future changes.

Our service model does not view the audit process as an annual "event." Instead, we communicate with management on an ongoing basis and keep you apprised of accounting pronouncements, changes in regulations and other changes that may impact the City.

Our communication with management will include the following:

- Personal interaction between the team serving the City and management in the form of meetings, phone calls and emails. We like to be involved with clients throughout the year to help address ongoing issues that impact your operations, and schedule quarterly calls to stay in touch. Our preferred communication is through face-to-face meetings, or at least phone conversations. We value your time and attempt to keep meetings relevant, appropriate and productive.
- Status updates as audits progress with appropriate members of management through oral and written communications.
- Ongoing communication of important regulatory changes and accounting updates occurs via email, shortly after the changes are announced or finalized.
- Occasional webinars and seminars on topics of critical interest to our government clients will communicate important information for management to be aware of.

Under this communications approach, we will discuss specific preferences you have in communicating with us including frequency and style. As we get to know your organization, our process will become increasingly customized to the City, yet it will still follow the framework we have put together as guidelines our staff are expected to embrace as part of our service culture.

## **GASB Statement Implementation**

With any new GASB statement implementation, we anticipate questions surrounding statement understanding and potential issues. We will resolve these issues through frequent communications with you, and by providing assistance with implementation issues, adjusting journal entries or communications with GASB staff.

## Quality Control Review (Peer Review)

Our membership with the AICPA requires a third-party peer review of our audit and accounting practice every three years. Our recent quality review included several government engagements and received a rating of 'Pass'.



### Report on the Firm's System of Quality Control

January 20, 2021

To the Partners of Eide Bailly LLP and the  
National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of Eide Bailly LLP (the firm) applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended July 31, 2020. 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](http://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; audits of employee benefit plans, audits performed under FDICIA, an audit of a broker dealer, and examinations of service organizations [SOC 1 and SOC 2 engagements].

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 Eide Bailly LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended July 31, 2020, 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*. Eide Bailly LLP has received a peer review rating of *pass*.

A handwritten signature in black ink that reads "Cherry Bekaert LLP". The signature is written in a cursive, professional style.

Cherry Bekaert LLP

## Disciplinary Actions

The firm and its partners, as well as our clients, may periodically be the subject of investigations, formal or informal inquiries, or requests for information from a variety of regulatory agencies. It is the policy of the firm not to discuss these matters, or any client-related matters, outside of the firm. It is the firm's opinion that none of these activities have a material impact to the firm.

To the best of our knowledge, no member of the engagement team assigned to the City has been the subject of investigation or action by any law enforcement or regulatory agency in the past five (5) years.

## Independence

Eide Bailly is independent of the City of Helena as defined by the generally accepted auditing standards and the U.S. Government Accountability Office's *Government Auditing Standards* and as defined by the rules of the AICPA. No member of our firm has a direct or indirect interest in the City. Within the past five years, the firm has not had any relationships involving the City.

The other general standard for auditing requires the audit organization and the auditors be free from personal and external impairments to independence. As defined by these standards, Eide Bailly is independent in fact and in appearance, and no relationships, either personal or professional, exist that would cause our firm to not be impartial in dealing with the City.

To ensure ongoing compliance with independence standards, Eide Bailly incorporates the following items into our standard procedures:

- A list of restricted entities is provided to all staff and partners at least quarterly; staff and partners are required to report any potential issues they have with restricted entities.
- All staff and partners are notified of client projects under consideration that may impair independence.
- Independence requirements are incorporated into the firm's continuing education programs.
- On an annual basis, all staff and partners must evaluate their independence regarding our clients and note any concerns of independence. Each staff member must sign a statement indicating they are independent in fact and appearance from all our clients.
- During the annual re-engagement process, an email inquiry is sent to all firm partners, senior managers and managers, and all personnel in the offices providing the professional services to the City requesting them to report any matters that may impact engagement re-acceptance.
- Annual independence communication is provided to the Audit Committee identifying any reportable matters for the Audit Committee's consideration prior to annual ratification of the external audit and tax services.

Should Eide Bailly enter into any professional relationships deemed relevant during the course of this engagement, we will notify you in writing of such relationship.

Cost Proposal

# EXPECTED FEES

## ORGANIZATION OF AUDIT TEAM

As previously detailed in **Team Qualifications**, the City’s engagement will be staffed with two partners, one consulting partner, one senior manager and one manager; senior and staff associates will also support the team. The anticipated percentage of time by team member is as follows.

### Anticipated Percentage of Time by Team Member

Team Member	Percentage
Partners	15%
Managers	20%
Senior Associate	30%
Staff	35%

## TIMELINE AND CITY ASSISTANCE

Please see our proposed timeline in **Anticipated Project Schedule**.

Eide Bailly commits to you that if your team is prepared for the audit when our team is in the field, we will meet your deadlines. By engaging in thorough audit planning and communications with management, we begin each engagement with a strong understanding of the various deadlines for each of the financial and single audits and the steps involved along the way to meet these deadlines. An audit project plan will be developed between our team and the City and then followed closely, and we will work with the City’s management team to customize our auditing services and specific timelines to your needs. We believe in clear, up-front and open communication with no surprises.

We will work closely with your team through the planning stages to clearly define expectations and the items required from your team in order to facilitate an efficient audit to enable us to meet your deadline. Your service team will meet with City management for initial planning and pre-audit conference to discuss audit schedules and review prior year audit problems (if any). We'll then provide City personnel a Prepared by Client Guide (PBC) through Suralink, which highlights the work papers and information needed for the audit process. We'll hold meetings with the accounting personnel throughout the audit process determining the list of open items and the plan to finalize those items.

During the audit, our use of City personnel will include answering questions, updating schedules, addressing issues identified and obtaining support documentation. Our audit processes focus on performing the audit efficiently, which includes constant communication amongst the team members so we're not asking redundant questions or requesting the same document several times. We also hold weekly meetings with management to determine the status of the audit and any outstanding items to be addressed. This keeps the amount of hours needed by City personnel to a minimum.

We ask our clients to have the requested schedules, documentation, confirmations and financial statements prepared by the requested dates. Having these items prepared before we arrive for final fieldwork ensures the success of meeting the mutually agreed upon deadlines.



## MEETING YOUR DEADLINES

**We will meet your deadlines.** We commit we can complete fieldwork and provide reports and letters for insertion into the ACFR by December 1. We anticipate utilizing the technology we have invested in as a firm over the last few years to complete the audit using a hybrid approach of remote and on-site. We will invest time into traveling on-site more frequently in the first year of the arrangement and will shift to a more remote approach in following years. We anticipate being on-site during mid to late October for the material portion of fieldwork.

## TENTATIVE SCHEDULE

Please see our proposed timeline in **Anticipated Project Schedule**. If the City makes significant changes to the schedule, we will discuss any potential impacts on our agreed-upon fees.

## COSTS FOR AUDIT SERVICES

Our fees are based on the complexity of the issue and the experience level of the staff members necessary to address it. If you request additional services, we will obtain your agreement on fees before commencing work, so there are no surprises or hidden fees.

We propose the following fees based on our understanding of the scope of work, proposed schedule and the level of involvement of the City’s staff.

### Engagement Hours and Hourly Rate

Professional Service	Hours
Financial Statement and Single Audit for the City <sup>1</sup>	435
Financial Statement Audit for TBID <sup>2</sup>	25
Financial Statement Audit for BID <sup>2</sup>	15
Cash Collections Points AUP <sup>3</sup>	12
Building Fund AUP	40
<b>Total Hours</b>	<b>527</b>
Blended Hourly Rate for 2023	\$ 150

### Engagement Fees

	2023	2024	2025
Financial Statement and Single Audit for the City <sup>1</sup>	\$65,250	\$69,800	\$74,700
Financial Statement Audit for TBID <sup>2</sup>	3,750	4,000	4,300
Financial Statement Audit for BID <sup>2</sup>	2,250	2,400	2,600
Cash Collections Points AUP <sup>3</sup>	1,800	1,900	2,000
Building Fund AUP	6,000	6,400	6,800
Out-of-Pocket Expenses	10,000	10,700	11,400
<b>All-Inclusive Price</b>	<b>\$89,050</b>	<b>\$95,200</b>	<b>\$101,800</b>

<sup>1</sup>Fees include costs to perform the financial statement and single audit for the City, which includes one major program within the single audit component. Additional single audit programs requiring testing after performing our major program determination will be billed at a price of \$9,500 per program for FY2023, \$10,200 for FY2024 and \$10,900 for FY2025. Outside of travel and related costs, no additional fees will be charged for meeting with the Audit Committee and, if requested, the City Commission.

The fees are contingent upon no major changes to the City (for example, but not limited to, staff turnover and new software systems). The fees also assume that the City will be responsible for the full preparation of the ACFR. The fees could also be modified if significant accounting and auditing rule changes and procedures do not remain consistent with current requirements.

<sup>2</sup>Fees include costs to perform procedures to be able to opine on the individual reporting unit.

<sup>3</sup>We propose formalizing the cash collection points procedures into an AUP engagement.

## **OTHER IMPORTANT COST-RELATED INFORMATION**

### **Billing Policy Regarding Telephone Inquiries**

We know clients appreciate access to all their service team members. We embrace this opportunity for constant communication and will ensure our team members are available when you have questions and issues. This service is included in the scope of the engagement. If a particular issue surfaces that falls outside the scope of this engagement, we'll bring it to your attention and obtain approval before proceeding.

### **Manner of Payment**

Invoices are presented as the work progresses, with an initial invoice at the completion of the interim fieldwork, a second invoice at the completion of fieldwork and a final invoice following issuance of the audit report.

### **Future Year Pricing Guarantees**

Our fee increases for future years are consistent with inflationary increases in the industry. They are contingent upon no major changes to the City, and that significant accounting and auditing rule changes and procedures remain consistent with current requirements. Fees do not include additional time that could be incurred due to changes to the scope of the engagement.

Authorized Signature and Attestation Form

Authorized Signature and Attestation

I, the undersigned, an authorized representative of Eide Bailly LLP, whose address is 7001 E. Belleview Ave., Ste. 700 | Denver, CO 80237 "have read and thoroughly understand the specifications, instructions and all other conditions of the RFP - Audit Services issued by the City of Helena for Audit Services for the fiscal years ended June 30, 2023, June 30, 2024 and June 30, 2025.

Acting on behalf of my accounting firm, which is listed above, I do attest that the services offered by us meet the City of Helena's specifications in every respect (check one):

without exception /  with exception(s). (Please note exception(s) below).

We, therefore, offer and make this bid to furnish the City of Helena the audit services detailed in this proposal, at the price indicated.

Date: April 24, 2023

Signature: 

Printed Name: Paul Kane

Title: Partner

## References

As a top 25 CPA firm, we've built our business on relationships and believe our clients to be the best critics of our service. The clients below have similarities to your organization, and we encourage you to contact them to learn about their Eide Bailly experiences.

### Similar Clients

<b>City of Wichita</b> 455 North Main 12th Floor Wichita, KS 67202 2021-Present	<b>Contact</b>	<b>Mark Manning</b> , Finance Director   316.268.4300   <a href="mailto:mmanning@wichita.gov">mmanning@wichita.gov</a>
	<b>Scope</b>	Financial statement audit, single audit, agreed-upon procedures (landfill, sales tax, bonds, REAC HUD filing, ice center, performing arts center) and GASB 87 implementation assistance.
	<b>Partner</b>	Brian Stavenger
<b>City of Sioux Falls</b> 235 W. 10th St. Sioux Falls, SD 57117 1995-Present	<b>Contact</b>	<b>Cody Papke</b> , Chief Accountant   605.367.8862   <a href="mailto:cpapke@siouxfalls.org">cpapke@siouxfalls.org</a>
	<b>Scope</b>	Financial statement audit, single audit, GASB and operational advisory.
	<b>Partner</b>	Brian Stavenger
<b>City of Fargo</b> P.O. Box 2083 Fargo, ND 58107 1995-Present	<b>Contact</b>	<b>Wyatt Papenfuss</b> , Finance Manager   701.476. 5968   <a href="mailto:wpapenfuss@fargond.gov">wpapenfuss@fargond.gov</a>
	<b>Scope</b>	Financial statement audit, single audit, agreed-upon procedures for landfill, parking and liquor license, bookkeeping support, background checks, forensic accounting and payroll data analytics.
	<b>Partner</b>	Brian Stavenger
<b>Billings School District #2</b> 415 North 30th St. Billings, MT 59101 2002-Present	<b>Contact</b>	<b>Craig Van Nice</b> , CFO   406.281.5017   <a href="mailto:vannicec@billingssschools.org">vannicec@billingssschools.org</a>
	<b>Scope</b>	Financial statement audit, single audit and lease implementation.
	<b>Partner</b>	Brian Stavenger
<b>City of Durango</b> 949 E. 2nd Ave. Durango, CO 81301 2019-Present	<b>Contact</b>	<b>Cynthia Sneed</b> , Finance Director   970.375.5039   <a href="mailto:cynthia.sneed@durangogov.org">cynthia.sneed@durangogov.org</a>
	<b>Scope</b>	Financial statement audit, single audit and Consulting & Airport/PFC Audits/Compliance.
	<b>Partner</b>	Paul Kane
<b>City of Louisville</b> 749 Main St. Louisville, CO 80027 2012-Present	<b>Contact</b>	<b>Kim Baker</b> , Senior Accountant   303.335.4505   <a href="mailto:kimb@louisvilleco.gov">kimb@louisvilleco.gov</a>
	<b>Scope</b>	Financial statement audit, single audit and business consulting.
	<b>Partner</b>	Paul Kane
<b>City of Commerce City</b> 7887 E. 60th Ave. Commerce City, CO 80022 2005-2021	<b>Contact</b>	<b>Theresa Wilson</b> , Deputy Finance Director   303.289.2902   <a href="mailto:twilson@c3gov.com">twilson@c3gov.com</a>
	<b>Scope</b>	Financial statement audit, single audit and business consulting.
	<b>Partner</b>	Paul Kane
<b>South Dakota Science and Technology Authority</b> 630 E. Summit St. Lead, SD 57754 2022-Present	<b>Contact</b>	<b>Terry Miller</b> , CFO   605.722.6045   <a href="mailto:tmiller@sanfordlab.org">tmiller@sanfordlab.org</a>
	<b>Scope</b>	Financial statement audit and single audit.
	<b>Partner</b>	Paul Kane



## The Right Choice for the City of Helena

# **BUILDING A SUCCESSFUL RELATIONSHIP**

To us, work is not just work; we see it as a chance to help you solve problems, achieve goals and pursue passions. After thoughtfully reviewing your needs and taking the time to understand your business, we think we are the best fit for this opportunity.

We can connect you with the knowledge, resources and solutions that help bring confidence to your business decisions.

If you have questions or would like additional information, do not hesitate to contact us. We want to make sure you have everything you need to make your decision.



**Paul Kane, CPA**

**Partner**

303.459.6758

[pkane@eidebailly.com](mailto:pkane@eidebailly.com)



**Brian Stavenger, CPA**

**Partner**

701.239.8518

[bstavenger@eidebailly.com](mailto:bstavenger@eidebailly.com)

## **We Want to Work with You**

We are driven to help clients take on the now and the next with inspired ideas, solutions and results. We look forward to working with you.

# CULTURE

## THE FOUNDATION OF SUCCESS



Caring for our external and internal clients with a passion to go the extra mile.

Respecting our peers and their individual contributions.

Conducting ourselves with the highest level of integrity at all times.

Trusting and supporting one another.

Being accountable for the overall success of the firm,  
not just individual or office success.

Stretching ourselves to be innovative and creative, while managing the related risks.

Recognizing the importance of maintaining a balance between work and home life.

Promoting positive working relationships.

And, most of all, enjoying our jobs ... and having fun!



**What inspires you, inspires us.**  
[eidebailly.com](http://eidebailly.com)



A value added

# Professional Audit Services Proposal

Prepared For The City of Helena, Montana

Timothy J. Morgus, CPA, CFE,  
CGFM  
Partner  
[tmorgus@md-cpas.com](mailto:tmorgus@md-cpas.com)  
412.535.5502

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503 Martindale Street  
Suite 600  
Pittsburgh, PA 15212

[www.md-cpas.com](http://www.md-cpas.com)

April 28, 2023

## MaherDuessel

*In Business for 30+ years, Maher Duessel  
is dedicated to serving governments.*

## TRANSMITTAL LETTER

*April 28, 2023*

Audit Committee  
Ms. Sheila Danielson, Finance Director  
The City of Helena, Montana  
316 N. Park Avenue  
Helena, MT 59623

Dear Audit Committee and Ms. Danielson,

Thank you for the opportunity to present Maher Duessel's proposal to provide audit services to The City of Helena, Montana (the City). We understand that the City requires audit services for the years ending June 30, 2023, 2024, and 2025. We are committed to performing the work within the required time period. Our current service to several local governments makes us exceptionally qualified to perform this engagement. We have the capacity and resources to assure the City of a smooth transition in independent auditors while offering you a fresh perspective on the City's operations. Selecting Maher Duessel as your independent auditors will provide you with several added value benefits as detailed below:

**Firm Overview.** Maher Duessel, *a nationally certified Women's Business Enterprise*, was founded to provide high-caliber auditing and consulting services to clients in the governmental and non-profit sectors, markets which require an extraordinary degree of education and expertise. As reflected in our mission statement, *Pursuing the Profession While Promoting the Public Good®*, we help to support our clients' missions while providing highly specialized and personalized services. We perform more than 950 audits annually in the public sector; along with that we take pride in serving our clients throughout the year. Since 1989, our passion and commitment has led Maher Duessel to become a leading accounting firm. Our headquarters are based in Pittsburgh, Pennsylvania.

**Commitment to Governments.** Maher Duessel was founded to serve governments and non-profits in 1989, and these entities remain at the core of our practice. We currently serve more than 350 governmental clients, and service to governments accounts for nearly 60% of our annual revenues, with non-profits making up the majority of our remaining clients. We serve a broad range of governments including cities, counties, municipalities, municipal authorities, state agencies, housing and redevelopment authorities, transportation authorities, community colleges, and school districts, among others. We serve 90+ municipal (city/township/borough/municipality) entities, and we have a detailed understanding of the City's operations and financial reporting requirements. Our core services to our government clients include financial statement audits, ACFR assistance, Single Audits, and accounting consulting.

**Serving governments and non-profit entities (often funded by governmental agencies) accounts for virtually every hour of our practice.** Because of this dedication, not only are we equipped to conduct effective and efficient audits, but we are able to assist the City with a broad range of other matters should the need arise.



We will help you understand the entire alphabet soup of federal and state programs in which the City participates. This knowledge enables us to tailor an efficient approach specific to you and keep your Management aware of the constantly changing thicket of regulatory requirements.

**Current Staffing Levels.** Maher Duessel is a top-tier CPA firm with a difference - its staff turnover rate is low, which means that clients can expect to work with the same team of experienced and knowledgeable professionals year after year. This stability in staffing ensures that clients receive consistent, high-quality service and personalized attention to their unique needs. The low turnover rate is a testament to our firm's commitment to creating a positive work culture and investing in the growth and development of their employees. All your staffing will be employed by Maher Duessel and are based in the United States. We will not subcontract your audit to offshore entities.

**National Expertise is Expanding.** Our practice consists of solely governmental and non-profit work in the Atlantic and Midwest States, but we have an interest in developing new markets. We have recently begun soliciting work in Montana. We look forward to working on site with the City as necessary to gain a strong familiarity with your personnel and operations. We also have the capability to serve the City remotely via our utilization of *Suralink*, a secure electronic file sharing portal, and through online meeting platforms such as Microsoft Teams. These platforms will enable us to efficiently serve the City in a virtual fashion, with the flexibility to be on site as needed. *Suralink* allows us to easily exchange and track uploaded documents securely with our clients. This platform will allow us to provide you with a dynamic request list, assigned tasks can be easily seen and tracked by the user, and open items are clearly defined.

**ACFR Expertise.** We understand the City successfully participates in the Government Finance Officers Association's (GFOA's) Certificate of Achievement for Excellence in Annual Comprehensive Financial Reports (ACFR) program. Your proposed Engagement Partner, Timothy J. Morgus, CPA, CFE, CGFM and Engagement Quality Control Review Partner, Jennifer L. CruverKibi, CPA, both serve on the GFOA's ACFR Review Committee as Technical Reviewers, and six other members of the firm also serve on this committee. Our widespread experience with the ACFR program's requirements will provide exceptional added value when we finalize the annual audit.

**Women's Business Enterprise.** Maher Duessel is certified as a Women's Business Enterprise (WBE) by a national accrediting body, the Women's Business Enterprise National Council. Our firm serves as a model for other CPA firms with respect to women in leadership roles. Our Chairman/Chief Executive Officer, 5 of our 8 equity partners, 6 of our 12 partners/principals, and more than 70% of our management group are women. We are proud to have created an environment in which all of our professionals have the opportunity to advance to management level (and above) positions.

**Single Audit Experience.** We understand that the City will require an audit of compliance under federal award programs through a Single Audit under the requirements of the *Uniform Guidance*. Based on information from the Federal Audit Clearinghouse, we rank 27th nationally (out of the more than 4,900 firms/CPA's that conduct Single Audits), in the number of Single Audits performed annually (more than 170). Maher Duessel also ranks among the top 50 accounting firms nationwide for the amount of federal award dollars audited. In addition, your proposed Engagement Partner, Mr. Morgus, has the American Institute of Certified Public Accountants (AICPA's) Advanced Single Audit certification.

**Governmental Accounting Association Speaking Involvement.** Several of our partners (including your proposed Engagement Partner, Mr. Morgus) and managers speak frequently at conferences on governmental accounting and auditing topics to elected officials and finance staff including organizations such as the Government Finance Officers Association of PA (GFOA-PA), Pennsylvania Municipal League (PML), Pennsylvania Municipal Authorities Association (PMAA), County Commissioners Association of Pennsylvania (CCAP), Pennsylvania State Association of County Auditors, Pennsylvania State Association of Country Controllers (PSACC), and the Local Government Academy (LGA), among others.

**Communication and Responsive Service.** We consider communication to be a crucial part of the audit process. We encourage inquiries whenever they arise. We invite the City to contact us and keep an open dialogue throughout the year, not just during the audit process.

**Continuing Professional Education.** We provide **government and non-profit focused Continuing Professional Education (CPE) seminars** twice a year to keep our clients informed of new and important developments affecting them. Our sessions are offered in a hybrid format, with options for in-person and virtual attendance. Our last session held in [December, 2022](#) had nearly 500 participants. **Clients are invited to attend all of our training sessions free of charge.**

**National Appointments.** Maher Duessel has had several prestigious national and state appointments of our partners and senior managers over the years to committees of organizations such as the American Institute of Certified Public Accountants (AICPA) and Government Finance Officers Association (GFOA). Our national appointments include the GFOA's Special Review Committee for Annual Comprehensive Financial Reports and GFOA's Popular Annual Financial Report Review Committee. Our appointments to these governmental accounting committees will enable us to provide you with the latest updates in regulatory changes affecting the City.

For over 30 years, we have proudly served Pennsylvania governments with integrity and excellence, and we would be pleased to serve the City. Please contact me at 412.535.5502 or at [tmorgus@md-cpas.com](mailto:tmorgus@md-cpas.com) at your convenience.

Sincerely,



Timothy J. Morgus, CPA, CFE, CGFM  
MANAGING PARTNER

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## 1. Firm Contact Information

Our firm’s contact information for information regarding this proposal is Timothy J. Morgus, CPA, CFE, CGFM, Managing Partner, Maher Duessel, D.L. Clark Building, 503 Martindale Street, Suite 600, Pittsburgh, PA 15212, 412.535.5502, [tmorgus@md-cpas.com](mailto:tmorgus@md-cpas.com).

## 2. Firm Description

### A. Firm Principals

Listed below are our firm’s principals:

- Timothy J. Morgus, CPA, CFE, CGFM, Managing Partner
- Elizabeth E. Krisher, CPA, CGFM, Chairman and Chief Executive Officer
- David P. Duessel, CPA, Vice Chairman and Partner
- Lisa A. Ritter, CPA, CFE, CITP, Partner
- Jeffrey W. Kent, CPA, Partner
- Brian T. McCall, CPA, CGFM, Partner
- Amy C. Lewis, CPA, Partner
- Michelle L. Bryan, CPA, Partner
- Jennifer L. CruverKibi, CPA, Partner
- Diane E. Edelstein, CPA, Senior Partner
- Robert A. Belicose, CPA, Principal
- Jonathan C. Mentzer, CPA, Principal

### B. Firm Size and Locations

Founded in 1989 and incorporated in 1990, Maher Duessel is a Pennsylvania accounting firm with offices in Pittsburgh, Butler, Harrisburg, State College, Erie, and Lancaster. With technological developments reducing the need for constant travel we can provide our services to a broader geographical range of clients. We feel that our model that has made us so successful in Pennsylvania will be successful elsewhere. We leverage our experienced personnel (more than 110 professionals, of which approximately 50 are licensed CPAs) on every engagement. For a firm of our size, our high percentage of partners, managers and supervisors compared to seniors and staff provides the assurance that every engagement is staffed with highly experienced professionals who are actively involved in the field. We currently have clients in every County in Pennsylvania and we conduct work in seven other states.

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**WE PROVIDE THE QUALITY OF A LARGE FIRM WITH  
THE PERSONALIZED SERVICE OF A SMALL FIRM.**

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**All of our professionals have significant experience serving governments.** We harness that experience to ensure that your needs are met and that we can answer any questions you have and provide insight or resources for new situations that arise for you. Listed below is a breakdown of our professionals across our six Pennsylvania offices.

Highly  
**Experienced**  
Professionals

**Approximately  
40%**  
of our audit  
professionals are  
at the Supervisor  
and above level.

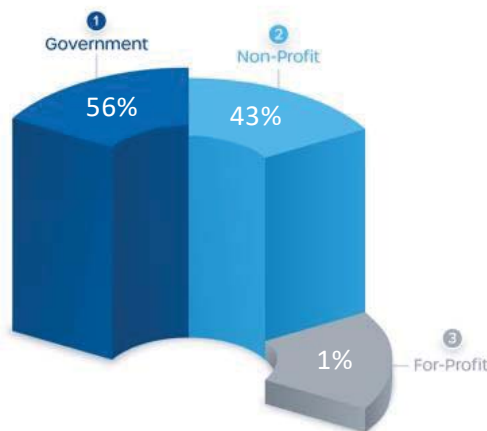
**10** Partners  
**2** Principals  
**13** Senior Managers  
**9** Managers  
**9** Supervisors  
**16** Senior Auditors  
**12** Experienced Staff Auditors  
**28** Staff Auditors  
**13** Administrative  
**3** IT Professionals  
**2** Consultants

**Total: 117**

For each client, we assemble an engagement team with an appropriate mix of experience to ensure that procedures are conducted efficiently and effectively.

### C. Firm Overview

The founding partners of Maher Duessel had a vision: to focus on providing integrated audit and tax services for the unique needs of governmental and non-profit organizations. Since 1989, our commitment to this vision has led Maher Duessel to become one of Pennsylvania’s leading certified public accounting firms. Our mission statement, *Pursuing the Profession While Promoting the Public Good®*, reflects our philosophy of providing expert technical services that help our clients create a better community. The chart below demonstrates our commitment to the government sector.



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## TECHNICAL EXPERTISE WITH PERSONALIZED SERVICE

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We offer the personalized service of a regional accounting firm with the added value of national technical expertise on the latest regulatory changes and compliance issues in public sector accounting. Many firms will serve a wide range of clients in both the private and public sectors. However, in serving a wide client base, those firms' professionals are limited in gaining specialized knowledge and insight into the unique environments that governments operate in. In other firms, key decisions and judgments with significant client impact often fall to junior level staff or must be channeled through different hierarchies that may leave the client without direct access to the firm's technical decision makers. Our clients benefit from experienced and timely guidance of the engagement team's senior technical and executive leadership who understand their specific operations and challenges. Maher Duessel is unique among Pennsylvania auditing firms in that virtually every hour of our practice is devoted to serving the governmental and non-profit sectors.

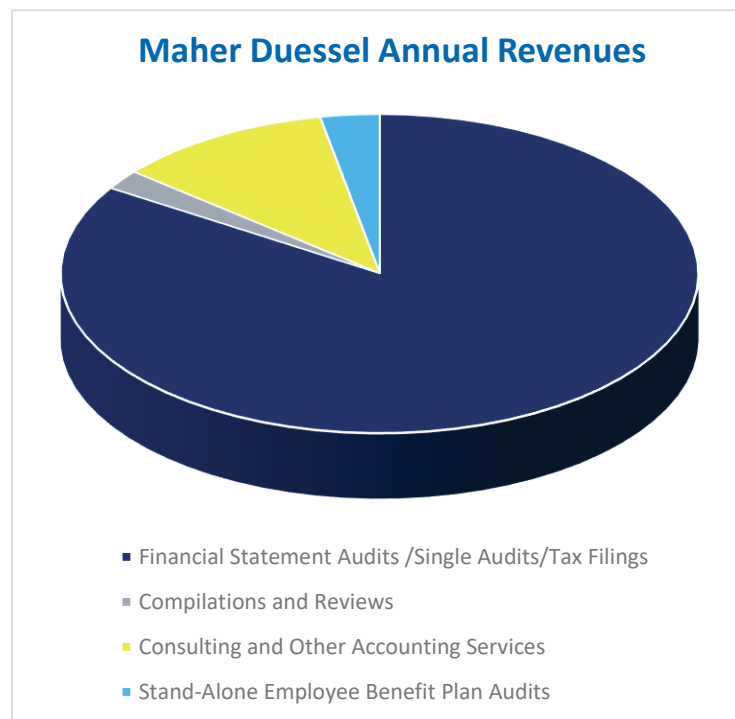
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## EXECUTIVE LEADERSHIP ENGAGEMENT & GUIDANCE

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Our government clients have a wide range of operational risks and challenges that must be considered in the audit process. Our breadth, as well as depth, of expertise in the vast array of operations that the government sector encompasses allows us to conduct our engagements efficiently and effectively.

Below is a breakdown of the percentage of firm revenues from our various service lines.



## D. Commitment to Governments

Maher Duessel provides assurance, advisory, and consulting services with a focus on governments. We currently serve more than 350 governments, and we provide a wide range of professional services as below. We provide services to a broad range of governments including cities, counties, municipalities, municipal/water/sewer authorities, community colleges, housing and redevelopment authorities, school districts, transportation agencies, and state agencies, among others.

Our
Government
Services

- Financial Statement Audits
- Assistance with Government Finance Officers Association (GFOA) Award Program Reports
- ACFR Assistance, Audit Preparation and Financial Statement Preparation
- Audits in accordance with the *Uniform Guidance* (Single Audits)
- Audits in accordance with *Government Auditing Standards*
- Governmental Accounting

- Grant Audits
- Agreed Upon Procedures Attestation Reports
- Forensic Auditing
- Pension Audits
- Arbitrage Rebate Calculations
- Debt Refunding Verification Reporting
- Borrowing Base and Debt Statement Preparation
- Internal Control Examinations
- COVID-19 Funding Programs Consulting
- Interim CFO Services

## I. GASB EXPERIENCE

Maher Duessel's expertise in governmental accounting helps us ensure that our clients are always aware of the impact of new GASB (Governmental Accounting Standards Board) statements.

**OUR INTERNAL ACCOUNTING AND AUDITING COMMITTEE ENSURES THAT UPCOMING STANDARDS ARE REVIEWED AND ANALYZED TO DETERMINE THE APPLICABILITY TO OUR CLIENTS AND TO PROVIDE IMPLEMENTATION GUIDANCE AND TRAINING.**

Members of the Committee, as well as several other Maher Duessel professionals, regularly attend conferences and webinars to learn about new standards and their implications for our clients. We offer Continuing Professional Education (CPE) [seminars](#) annually to our clients, free of charge, to ensure that this vital information is passed along in a timely manner. We also communicate pending standards in blogs, emails, and other communications that we provide to our clients throughout the year.

### Prior Successful GASB Implementation Assistance Highlights

- ***GASB 67/68 and 74/75:*** We were instrumental in ensuring that our governmental clients had the knowledge and information available to fully implement the provisions of GASB 67/68 and 74/75 related to pension and other post-employment benefit plans. We worked directly with the actuaries to develop appropriate valuation reports containing the information necessary to comply with the extensive disclosure requirements. Our experience with a variety of single-employer and cost-sharing defined benefit and defined contribution plans throughout our client base ensured that we had examples and strategies to



implement these standards in the most cost-effective and efficient way and gave us benchmarks and trends to use in our analysis of the information being reported in each client’s financial statements.

- GASB No. 84, Fiduciary Activities:*** While this standard wasn’t as complex as the pensions and OPEBs, it still created challenges for clients to determine the effect on their fiduciary activities – some clients had minimal impact while others were required for the first time to report fiduciary fund statements within their financial statements. Since we compared these activities across similar governmental entities, we seamlessly implemented this standard and provided examples and guidance to our clients along the way.
- GASB 87 Lease Accounting Standard:*** We have done our best to ensure our clients were aware of the amount of effort that would be required by this new standard. We have scaled the level of assistance to our clients to meet their specific needs and goals. In the more extensive projects, our work included reviewing all existing agreements and contracts and documenting the best approach to determine their eligibility under GASB 87, including gathering key data to determine the contract/agreement terms and calculating the contract value. We also provided our clients a master schedule summarizing the calculation and other relevant information used to determine the value for each contract along with assisting with appropriate journal entries and footnote disclosures for the financial statement audits. Lastly, we developed a framework and new procedures for evaluating, tracking and reporting new contracts. We utilized a similar process across the board for our clients for added efficiency.

We will assist the City with the implementation of the below standards using the same methods described above that have led to their successful implementation.

<b>UPCOMING GASB STANDARDS</b>	
<i>GASB 94: Public-Private and Public-Public Partnerships</i>	June 30, 2023
<i>GASB 96: Subscription-Based Information Technology Arrangements</i>	June 30, 2023
<i>GASB 99: Omnibus</i>	June 30, 2023 – for requirements related to leases, public-public and public-private partnerships
	June 30, 2024 – for requirements related to derivative instruments
<i>GASB 100: Accounting Changes and Error Corrections</i>	June 30, 2024
<i>GASB 101: Compensated Absences Recognition</i>	June 30, 2025

## II. ACFR EXPERTISE

Maher Duessel is committed to the GFOA. Eight members of our firm serve on the GFOA’s ACFR Review Committee as Technical Reviewers, including your proposed Engagement Partner, Mr. Morgus, and Engagement Quality Control Review Partner, Ms. CruverKibi. Our comprehensive experience with the ACFR’s program’s requirements will provide exceptional added value for the City.

We provide ACFR assistance to thirteen clients who have obtained the GFOA Certificate of Achievement for Excellence (COA) in financial reporting. Our clients who have received the COA are as follows:

Maher Duessel ACFR Clients	
<ul style="list-style-type: none"> <li>• City of Pittsburgh</li> <li>• Butler County</li> <li>• The Township of Upper St. Clair</li> <li>• Municipality of Mt. Lebanon</li> <li>• Municipality of Bethel Park</li> <li>• Northampton County</li> <li>• O’Hara Township</li> </ul>	<ul style="list-style-type: none"> <li>• Pittsburgh Public Schools</li> <li>• Hampden Township</li> <li>• Upper Allen Township</li> <li>• State of West Virginia Department of Administration</li> <li>• West Virginia Division of Highways</li> <li>• West Virginia Board of Treasury Investments</li> </ul>

## III. SINGLE AUDIT EXPERIENCE

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**MAHER DUESSEL PERFORMS MORE THAN 170 SINGLE AUDITS ANNUALLY.  
OUR FIRM RANKS 27<sup>TH</sup> NATIONALLY IN THE NUMBER OF SINGLE AUDITS PERFORMED.**

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Your assigned engagement team has substantial experience with auditing and reporting in accordance with *Government Auditing Standards* and the Single Audit Act. The Single Audit Act is a rigorous, organization wide-audit of an entity that expends \$750,000 (under the current guidance) or more of federal funds. Maher Duessel also ranks among the top 50 accounting firms nationwide for the amount of federal award dollars audited.



From our experience conducting annual Single Audits of other governments, Maher Duessel has the knowledge of the unique challenges associated with these reporting requirements. In addition, your proposed Engagement Partner, Mr. Morgus, and Engagement Quality Control Review Partner, Ms. CruverKibi, both have the AICPA’s Advanced Single Audit certification. Maher Duessel has received the SARC (Single Audit Resource Center) Award for Excellence in Knowledge, Value, and Overall Client Satisfaction.



## IV. RELEVANT EXPERIENCE AND REFERENCES

With service to 350+ governments, we would like to highlight similar entities we serve that would be most of relevance to the City. All of the entities listed below require a Single Audit and/or we provide assistance with their GFOA Annual Comprehensive Financial Report (entities that we provide ACFR assistance to are marked with an \*.)

Maher Duessel Key Government Clients	
<ul style="list-style-type: none"> <li>Allegheny County (Includes Audits of Multiple Authorities in the County including the Allegheny County Housing Authority and Pittsburgh Regional Transit along with Accounting Consulting for the County) (2015-Current)</li> <li>Butler County (1989-Current)*</li> <li>Centre County (2013-2018; 2023-Current)</li> <li>City of Allentown (2011-2015; 2022-Current)</li> <li>City of Bethlehem (2007-Current)</li> <li>City of Lancaster (2006-Current)</li> <li>City of Pittsburgh (2008-Current)*</li> <li>Clarion County (2018-Current)</li> <li>Crawford County (2012-Current)</li> <li>Hampden Township (2006-Current)*</li> <li>Huntingdon County (2023-Current)</li> </ul>	<ul style="list-style-type: none"> <li>Mercer County (2015-Current)</li> <li>Municipality of Bethel Park (1992-Current)*</li> <li>Municipality of Mt. Lebanon (1999-Current)*</li> <li>Northampton County (2021-Current)*</li> <li>Pittsburgh Public Schools (2015-Current)*</li> <li>Snyder County (2006-Current)</li> <li>State of West Virginia (2019-Current)*</li> <li>Union County (2020-Current)</li> <li>Upper Allen Township (2009-Current)*</li> <li>Upper St. Clair Township (2016-Current)*</li> <li>Venango County (2002-Current)</li> <li>Washington County (1993-Current)</li> <li>Upper Allen Township (2009-Current)*</li> </ul>

As a testament to our ability to provide high caliber audit services, we encourage you to contact the references below, all of whom will attest to the quality of our services.

Client References	
<p><b>The Township of Upper St. Clair</b> Mr. Mark Romito, Director of Finance 412.831.9000, Ext. 218, <a href="mailto:romito@twpusc.org">romito@twpusc.org</a></p> <p><i>Project Type:</i> Annual Financial Statement Audits and ACFR Assistance</p>	
<p><b>City of Pittsburgh</b> Mr. Michael Lamb, City Controller 412.255-2054   <a href="mailto:Michael.lamb@pittsburghpa.gov">Michael.lamb@pittsburghpa.gov</a></p> <p><i>Project Type:</i> Annual Single Audits, Separate Pension Audits and ACFR Assistance</p>	

<p><b>Butler County</b>          Ms. Ann Brown, CFO          724.284-5172   <a href="mailto:abrown@co.butler.pa.us">abrown@co.butler.pa.us</a></p> <p><i>Project Type:</i> Annual Single Audits and ACFR Assistance</p>	
<p><b>City of Lancaster</b>          Ms. Van Huynh, Deputy Director of Finance          717.291.4794   <a href="mailto:VHuynh@cityoflanasterpa.com">VHuynh@cityoflanasterpa.com</a></p> <p><i>Project Type:</i> Annual Single Audits and Separate Audits for the City's Police and Fire Pension Funds</p>	

## V. CONTINUING PROFESSIONAL EDUCATION

All Maher Duessel professionals meet or exceed the continuing education requirements stipulated by the AICPA and the Commonwealth of Pennsylvania.

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**ALL OF OUR PROFESSIONALS PARTICIPATE IN REGULAR IN-HOUSE TRAINING AND SEMINARS SPECIFIC TO OUR GOVERNMENT PRACTICE.**

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Our professionals gain additional Continuing Professional Education (CPE) through outside conferences and seminars that also focus on governments. We design up to 20-24 CPE credits annually for our clients to address their unique needs, including a [government seminar](#) that we host in December of each year. We ensure our offerings keep current with issues that are "top of mind" for our government clients. We offer our CPE sessions in a hybrid format with options for in-person and virtual attendance. Our most recent session had approximately 500 participants. **Clients are invited to attend all of our CPE sessions at no additional charge.** We have intricate knowledge of the regulations and accounting standards relevant to governmental entities. This expertise allows our professionals to frequently teach governmental accounting and auditing topics to CPAs on the local, state, and national levels. **Please refer to the resumes in Appendix A for specific courses taught recently by the professionals slated to serve you.**

## VI. INDUSTRY INSIGHTS

In addition to our seminars, our firm has an internal Accounting & Auditing Committee, which helps keep our professionals up to date with new standards and developments as they arise through regular newsletters and e-blasts, which we then relay to our clients when appropriate. Through our [news and insights](#) blog we are able to keep our clients informed of the latest regulatory updates. We rely heavily on the educational resources that we are able to tap into as members of the AICPA's Quality Centers along with serving on committees of the AICPA, GFOA, and PICPA.

## VII. NATIONAL AND STATE APPOINTMENTS

Maher Duessel has had several prestigious national and state appointments of our partners and senior managers over the years to committees of organizations such as the AICPA, GFOA, and PICPA (Pennsylvania Institute of Certified Public Accountants). With appointments at the highest levels of committees devoted to

the integrity and advancement of the accounting profession in the government sector, we keep informed on trends and issues facing the industry, and we are able to provide timely resources and updates to our clients.

**WE WILL KEEP YOU INFORMED OF THE LATEST DEVELOPMENTS  
THAT WILL IMPACT YOUR FINANCIAL REPORTING.**



**GFOA**

- Special Review Committee for Annual Comprehensive Financial Reports, Technical Reviewers (Tim Morgus, Beth Dittmer, Brian McCall, Jeff Kent, Jennifer CruverKibi, Samantha Strejcek, Michelle Bryan, and Robert Belicose)
- Pennsylvania State Board (Jeff Kent and Amy Lewis, Members)
- Pennsylvania Western Region Board (Amy Lewis, Treasurer)
- Pennsylvania Central Region Board (Jennifer CruverKibi, Secretary)
- Popular Report Review Committee (Dave Duessel and Katie Yates, Reviewers)

**AICPA**

- Peer Review Board Government and Compliance Audits Practice Monitoring Task Force (Diane Edelstein, Past Member)
- Executive Committee Governmental Audit Quality Center (Diane Edelstein, Past Member)
- Auditing Standards Board (Lisa Ritter, Past Member)

**PICPA**

- Local Government Committee (Brian McCall, Member)
- Board of Directors (Betsy Krisher, President-Elect)
- Diversity and Inclusion and Advisory Board (Chelsea Ricelang, Member)
- A&A Steering Committee (Lisa Ritter, Past Chair and Current Member)
- Future of Audit Thought Leadership Committee (Lisa Ritter, Member)
- Education Committee (Amy Lewis, Member)
- Professional Ethics Committee (Brian McCall, Member)

**VIII. AICPA CENTERS AND SECTIONS INVOLVEMENT**

Maher Duessel is a member of the American Institute of Certified Public Accountants (AICPA's) Governmental Audit Quality Center (GAQC) and Employee Benefit Plan Audit Quality Center (EBPAQC). The firm was one of the first 50 firms to join the GAQC when it was established in late 2004. The GAQC promotes the importance of quality governmental audits and the value of these audits to government officials and staff.

**MEMBERSHIP IN THESE QUALITY CENTERS REQUIRES MAHER DUESSEL TO COMMIT TO HIGHER STANDARDS THAN NON-MEMBERS AND PROVIDES THE FIRM WITH ADDITIONAL RESOURCES TO FACILITATE THE AUDIT PROCESS.**

As a member of the GAQC, Maher Duessel has access to comprehensive audit resources including GAQC Alerts that contain critical and time sensitive information about governmental audit developments, online publications devoted to best practices and developments in governmental auditing, access to webcasts on current issues, and an online forum for member interaction, networking, and sharing of information. In addition, Senior Partner, Diane E. Edelstein, CPA, previously served on the AICPA’s Executive Committee for the Governmental Audit Quality Center and continues to serve as an instructor on AICPA webcasts.



The firm is also a member of the AICPA Center for Audit Quality, AICPA Private Companies Practice Center (PCPS), and the AICPA’s PCPs Center for Plain English Accounting. Memberships in these centers provides our firm additional tools and resources to enhance our communications with clients and internal quality controls.

### C. Commitment to Diversity and Inclusion

Maher Duessel is nationally certified as a Women Owned Business by the Women’s Business Enterprise National Council. Our firm serves as a model for other CPA firms with respect to women in leadership roles. Our Chairman/Chief Executive Officer, 5 of our 8 equity partners, 6 of our 12 partners/principals, and more than 70% of our management group are women. We are proud to have created an environment in which all of our professionals have the opportunity to advance to management level (and above) positions.

### Women Making Their Mark



### 3. Proposed Engagement Team

With professionals committed to serving the public sector, the City will be served by an engagement team committed to governments, with all team members having extensive experience serving similar entities. **Resumes of these professionals are attached in Appendix A.**



**Timothy J. Morgus**, CPA, CFE, CGFM, Engagement Partner  
412.535.5502 | [tmorgus@md-cpas.com](mailto:tmorgus@md-cpas.com)

Mr. Morgus will have overall responsibility for conducting your audits and will be involved in the field, relying on his 25+ years of governmental accounting experience to guide you through every phase of the engagement.



**Jennifer L. CruverKibi**, CPA  
Engagement Quality Control Review Partner  
717.232.1230, Ext.204 | [jcruverkibi@md-cpas.com](mailto:jcruverkibi@md-cpas.com)

Ms. CruverKibi will independently review the draft reports and corresponding financial statements and compliance audit work, as appropriate, to ensure all significant auditing, accounting, and reporting issues are handled appropriately.



**Jennifer Croft**, CPA, Manager  
412.315.3564 | [jcroft@md-cpas.com](mailto:jcroft@md-cpas.com)

Ms. Croft will assist the Engagement Partner, Mr. Morgus with the direct oversight of the engagement during the audit process, including review of fieldwork and support to the Senior Auditor.



**Abbie Thrower**, CPA, Senior Auditor  
412.315.3579 | [athrower@md-cpas.com](mailto:athrower@md-cpas.com)

Ms. Thrower will assist Ms. Croft with the audit supervision, including review of fieldwork while directing the work of and providing support to the Staff Auditors.



**Sedona Campbell**, CPA, Experienced Staff Auditor  
412.315.3573 | [scampbell@md-cpas.com](mailto:scampbell@md-cpas.com)

Ms. Campbell will perform audit work in the field under the direction of Ms. Thrower.

## 4. Audit Description and Procedures

### A. Scope of Work

Maher Duessel understands the City, Tourism Business Improvement District, and Downtown Business Improvement District require audit services for the years ending June 30, 2023, 2024, and 2025. Our scope of work will include the following key tasks:

- We will advise the City, TBID, and BID staff on GASB implementation.
- We will provide informal advice and consultation on matters relating to accounting and financial reporting at no additional cost.
- We will audit the Financial Statements to be included as part of the ACFR.
- We will prepare a summary of significant audit findings (not exceeding 800 words in length) for publication in the newspaper, if necessary.
- We will complete the Data Collection Form for the Single Audit by December 31<sup>st</sup>.
- On a rotating basis, we will examine a minimum of two (2) cash collection points at the City each year (not including the Accounting Division which will be reviewed annually as part of the audit). We will issue a brief report describing the work performed and any findings or concerns.
- We will be responsible for all costs associated with the printing of the ACFR. We will submit the draft ACFR by December 1<sup>st</sup> with five printed copies for presentation to the Audit Committee.
- We will perform Agreed Upon Procedures for the Building Fund and issue a separate report for submittal to the State.

We will complete the audit in accordance with the following standards:

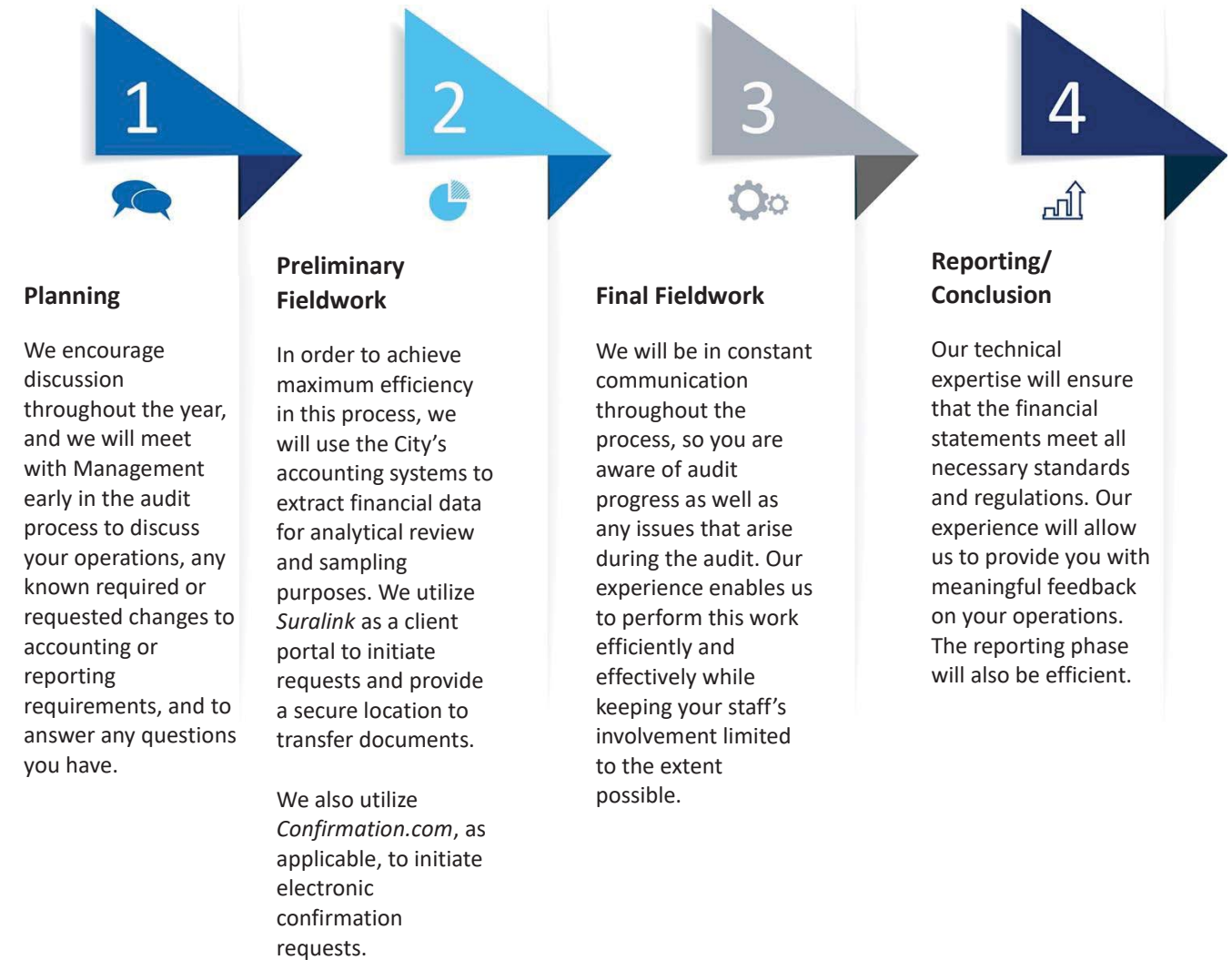
- *Governmental Auditing Standards* as issued by the Comptroller General of the United States,
- Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (i.e. *Uniform Guidance*)
- We will comply with state laws contained in Title 2, Chapter 7, of the Montana Code Annotated and related rules set forth by Local Government Services of the Department of Administration as stated in the LGS Agreement.
- Generally Accepted Auditing Standards,
- The Single Audit Act of 1984 and all amendments, and
- Any other applicable laws, regulations, or procedures for the audit of a local government's ACFR prepared in accordance with generally accepted accounting principles (GAAP).

We will also familiarize ourselves with and comply with the provisions of any and all Federal, State and City orders, statues, ordinances, charter, debt covenants, and administrative rules and regulations which may pertain to the work required in the engagement.



## B. Audit Procedures

Maher Duessel’s experience with auditing governments allows us to approach our audits in a way that is knowledgeable and efficient. Our audit process is built upon four stages:



### STAGE 1

#### Planning:

Planning ensures implementation of an efficient and effective audit process. Identification of items during planning ensures that issues are addressed in a proactive and timely manner. Proper planning involves a review of your accounting and management information systems, identifying significant risks and audit areas, confirming current reporting requirements, analyzing any newly effective accounting standards and their impact on your financial statements, developing a list of documents and schedules needed prior to the start of preliminary field work, and reviewing the predecessor auditor work-papers. Typical document requests for planning include: budgets, minutes, agreements, grant documentation, internal financial statements,

organization charts, and policy/procedure manuals, as well as copies of audits or reviews by outside agencies or funders, and other regulatory communications.

## **STAGE 2**

### **Preliminary Fieldwork:**

Preliminary Fieldwork (or interim work) enhances the audit process and ensures reporting deadlines and auditing standards are met. During preliminary fieldwork, we take a more extensive look at your internal controls and compliance requirements, perform walkthroughs and tests of controls, complete preliminary analytical procedures, calculate materiality, prepare our audit approach for each significant audit area, prepare cash and investment and other confirmations, and compile a list of items needed for final fieldwork. We will obtain your preliminary Schedule of Expenditures of Federal Awards and use this to determine the major federal program(s) that are required to be audited. Typical document requests for preliminary fieldwork include: preliminary trial balance, check registers, payroll registers, internal control narratives, and access to cash receipts, cash disbursements, and payroll documentation. We will also interview various staff members to further understand your internal control policies and procedures. We will communicate with any separate federal program personnel and obtain the information necessary to examine internal controls over federal programs and select our samples for the major federal programs as well.

## **STAGE 3**

### **Final Fieldwork:**

Final Fieldwork provides the opportunity to execute the audit program for each significant audit area and perform all appropriate tests of the organization's account balances and compliance, document all material or complex consultations, resolve any accounting and compliance disputes, review for contingencies and obtain legal representation letters, and evaluate the effect of any audit differences. Typical document requests for final fieldwork include: final trial balance and Schedule of Expenditure of Federal Awards, schedules and reconciliations supporting all significant account balances, and any additional contracts and agreements identified in planning and preliminary fieldwork.

## **STAGE 4**

### **Reporting/Conclusion:**

In the reporting/conclusion phase, we ensure that all open items are resolved and begin assisting with preparation of the draft reports. Once the reports have undergone our internal review process, they will be provided to Management for review and discussion. There will be no surprises in the draft documents as any potential issues will be addressed with Management prior to receipt of the drafts. Once Management has completed their review, the draft reports will be made available to the Audit Committee to conduct their review. We will be available to make presentations to Management and to further discuss the audit process and the draft reports. Once the draft reports have been approved by the Audit Committee, the audit team will perform final analytical procedures and obtain a Management Representation letter from Management. Final reports will be issued and filed, as applicable.

## C. IT Audit Procedures

We understand that information technology is a critical component of maximizing an organization’s operational efficiency and controls, as well as minimizing risk. Our audit approach includes identifying and understanding key IT systems that are integral in the operations of the organization including:

- **Observing** the physical access to key components of hardware, unless all functions are maintained in the cloud.
- **Assessing** the controls over the client’s Network Security including: password policy, administrative access, firewall access and configuration, remote access, wireless access and anti-virus.
- **Evaluating** our client’s significant application systems such as the General Ledger package and other applications and considering security management controls, user account management controls, user access, application operating system security, and application database security.
- **Testing** IT controls for automated/paperless processes that support financial transactions for significant financial statement line items such as client management and billings applications and integrated timekeeping and payroll systems.
- **Considering** the security controls in place for the client’s website if used for significant financial transactions and the client’s email system specifically focusing on malware protection and spam filtering.
- **Evaluating** policies and procedures in place for the above as well as the client’s Disaster Recovery Plan, Business Continuity Plan, Incident Response Plan, Employee IT Usage Policy, and procedures for maintaining an IT inventory including software, hardware, and mobile devices.

These procedures are typically completed during the audit’s planning and/or interim phase so that the audit team can assess adequacy of the design and implementation of key controls and properly plan our audit of significant financial statement areas considering the key controls tested as well as any identified deficiencies. The firm also has an IT audit practice unit that keeps our firm up to date on significant changes in information technology impacting our clients and audits.

## D. Use of Technology

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**MAHER DUESSEL HAS THE TECHNOLOGY AND SUPPORT SYSTEMS IN PLACE TO UTILIZE A PAPERLESS ENVIRONMENT IN MEETING THE NEEDS OF OUR CLIENTS.**

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Maher Duessel has invested in [\*Suralink\*](#), a client portal solution, which allows us to easily exchange and track uploaded documents securely with our clients. [\*Suralink\*](#) will allow us to provide you with a dynamic request list, assigned tasks can be easily seen and tracked by the user, and open items are clearly defined. Client communication is a top priority at Maher Duessel, and [\*Suralink\*](#) helps us achieve that goal by reducing emails and streamlining the entire engagement process.

Our professionals are also trained in specialized computer auditing programs such as [\*Caseware\*](#) and other computer applications. [\*Caseware\*](#) is a special purpose software application used to handle trial balance functions such as the grouping and adjusting of financial information for the preparation of financial

statements, exhibits, and other relevant reports. The use of *CaseWare* helps our professionals more effectively manage engagements, thus improving client service.

We use *AMELIO*, which helps our organization streamline, automate, and improve the way we manage compliance-related forms and checklists.

Additionally, we have implemented the use of *CompareDocs*. This document comparison software is a true difference maker used throughout our audit processes, as it uses artificial intelligence/technology to identify changes between documents with speed and accuracy and works across multiple document platforms. The efficiency and accuracy gained from use of this software positively impacts our on-site audit work, while also expediting the back-end reporting process.

During the audit we will also use our data analytics tool *TeamMate Analytics*, which supercharges Excel and allows us to run entity wide tests on large amounts of data. This will assist us to quickly identify important and unusual transactions and trends for further review during the audit, instead of spending time requesting excessive documentation.

We use *DataSnipper*, which helps our team quickly summarize and link information between Excel lead sheets and PDF documentation, as well as allowing us to automatically match and link information that will make year over year reporting efforts more streamlined. We began using this tool in the Fall of 2022, and it already has produced great results in efficiency and in saving time in reviewing documents due to the software's linking capabilities.



## 5. Anticipated Project Schedule

We have evaluated our workload of June 30<sup>th</sup> audits, and we have determined that we have the staffing and capacity to complete your audit within the City's desired time frame. We internally created proprietary scheduling software for our entire staff. Our schedule is completed in 6-month blocks. It is completed by June 1<sup>st</sup> for June 30<sup>th</sup> jobs and by December 1<sup>st</sup> for December 31<sup>st</sup> clients. We will work with you on timing that is mutually agreeable and then provide you with a firm schedule once finalized. All our staff are dedicated to working on municipal audits. Although our turnover is low, if we do lose staffing, we are able to fill those positions with staffing that is knowledgeable and have chosen to work at a firm that serves local governments. That is a key difference between us and other firms. Our staffing will be 100% based in the United States which is another key difference.

Based upon the response to the question and answers that final trial balances will be available on September 30<sup>th</sup> we have developed the proposed time frame for completing the engagement.

**Proposed Audit  
Timeline**

Planning	July 2023
Preliminary Fieldwork	September 2023
Final Fieldwork	October 2023
Reporting/Conclusion	December 2023
The draft ACFR will be issued by December 1st and Single Audit Report will be completed by December 31st.	

## 6. Public Participation Requirement

The audit engagement does not have a public participation requirement.

## 7. Proposed Sub-Contractors

Maher Duessel will not be utilizing any sub-contractors on this engagement. All work will be completed by Maher Duessel employees all of which are based in the United States. We do not outsource our staffing from other Countries like our competitors.

## 8. Professional Independence Standards

The firm and all of its personnel are independent of the City in accordance with U.S. Government Accountability Office (GAO) and AICPA standards. There are no existing relationships, nor are we aware of any potential relationships that could impact our independence and objectivity. Initially, all Maher Duessel professionals must sign an Independence Form when they begin at Maher Duessel stating that they have no independence conflicts with any of our clients or prospective clients. Notification of any conflicts that subsequently arise are to be brought to the attention of the Managing Partner and Engagement Partner as soon as they become known. Our commitment to independence is reinforced with compliance documentation. Annually, we require an Independence, Integrity and Objectivity Representation to be completed by all employees. Every six months, all employees are asked to complete a semi-annual compliance statement clarifying any updates to the Independence, Integrity and Objectivity Representation Form. Maher Duessel will give the City immediate written notification if any conflicting relationship is entered into during the period of this engagement. In addition, detailed independence questions are part of every audit engagement’s planning workpapers.

## 9. Potential Audit Difficulties & Client Communication

With our experience serving similar governmental entities and knowledge of the City's operations and financial reporting requirements, we do not anticipate any significant difficulties in completing the engagement.

### A. Engagement Transition

Maher Duessel will absorb all costs during the audit start-up; there will be no additional fees for audit start up time or hours worked to complete the set-up. We routinely transition new clients and those processes have been seamless. We will take all necessary steps to make the transition in auditors as effortless for you as possible. We will communicate with your predecessor auditor to obtain all carry forward items, including access to working papers and information relative to the audit.

### B. Client Assistance

We understand that audit preparation takes time away from regularly assigned duties, and we will be respectful of your organization's personnel and resources. We work to make the audit process as hassle-free as possible. We will request detailed information via our file-sharing portal, *Suralink*, in advance of our scheduled audit time. We welcome any discussion to clarify our requests or to suggest a more easily attainable alternative to a particular request. We would request that personnel be available during the audit to discuss any questions regarding reconciliations, accruals, and other requested documents or to perform other tasks (such as demonstrating on-line banking access) relative to the audit. Additionally, you can assist our firm in conducting an efficient audit by presenting financial records that you have already reviewed and confirmed, by providing all requests in the agreed upon timeframes, and by fully communicating all matters that could impact the audit.

### C. Engagement Communication

the City will be provided with a detailed listing of information required for timely and efficient completion of the audit. We will meet with Management early in the audit process to discuss the audit process, required planning matters, any known changes to accounting or reporting requirements, as well as to answer any questions you may have. We will also meet with Management regularly throughout the audit process to apprise you of our progress and any potential issues that arise.

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**THERE WILL BE NO SURPRISES IN YOUR DRAFT DOCUMENTS, AS ALL ISSUES WOULD BE DISCUSSED WITH YOU PRIOR TO THE RECEIPT OF THE DRAFTS.**

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Our commitment to service goes beyond the audit itself. We encourage contact throughout the year so that knowledgeable and experienced professionals can lend seasoned judgment to matters of interest to you whenever such matters arise. We pride ourselves on our responsive service and answer our e-mails and phone calls promptly. Our high client retention rates are our best barometer of the quality of our service. Partner and Manager involvement in the audit is a core value of Maher Duessel's service. These team members are actively involved in the field during every phase of the audit. With our clients' trust in our hands, we owe them nothing less than the most experienced professionals guiding them every step of the way.

## 10. Peer Review

Maher Duessel is proud that the firm has once again received the top rating for peer reviews. The most recent available peer review report available was conducted by Goff Backa Alfera & Company, LLC for the year ended May 31, 2022 and included a review of government engagements. The peer review report reflects a “pass”. A CPA firm that is a member of the American Institute of Certified Public Accountants (AICPA) and conducts audits must be reviewed by another CPA firm every three years to ensure that the quality controls of the firm meet the standards of the AICPA. Firms can receive a peer review opinion of “pass,” “pass with deficiency(ies),” or “fail.” Maher Duessel has passed all quality control reviews for every peer review undergone since inception, which is testimony to our commitment to the highest standards. **A copy of our most recent available Peer Review Report is attached in Appendix B.**

## 11. Regulatory Actions

No regulatory actions have been taken by any oversight body against Maher Duessel nor any of the firm’s partners or principals.

## 12. Cost Proposal

### A. Organization of Audit Team

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**MAHER DUESSEL HAS AMPLE RESOURCES TO ENSURE THE HIGHEST LEVELS OF QUALITY ASSURANCE THROUGHOUT EVERY PHASE OF THE ENGAGEMENT.**

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Your proposed **Engagement Partner** and **Manager** will be actively involved in the field through every phase of the audit to ensure that the audit is completed in a timely fashion. They will be responsible for the overall supervision and direction of all Engagement Team members. Their core responsibilities will include:

- Identify trends and developments relevant to governmental accounting and auditing procedures and promptly relay this information to the Engagement Team and the City.
- Monitor the Engagement Team’s progress against the scope of work and the required timing of the audit.
- Participate in audit procedures relating to complex and specialized issues impacting the City.
- Lead audit planning to ensure that the audit complies with appropriate professional standards and appropriately addresses risk.
- Identify opportunities to improve the audit process, enhance our efficiency, and improve the quality of our service.
- Communicate with client personnel throughout the audit and assess client satisfaction.
- Utilize the infrastructure of Maher Duessel’s technology capabilities to share knowledge with the Engagement Team members and enhance service delivery.
- Review and evaluate the audit working papers to ensure compliance with professional standards and the policies of our firm.

- Present the financial statements and audit results to the City.

The **Engagement Quality Control Review Partner** will independently review the draft reports and corresponding audit work, as appropriate, to ensure all significant auditing, accounting, and reporting issues are handled appropriately.

Your proposed **Senior Auditor** will also take an active role in the field through every phase of the audit. The **Senior Auditor's** key responsibilities will include:

- Direct fieldwork on a daily basis.
- Inform the Manager and Engagement Partner of the engagement status on a regular basis.
- Plan, coordinate and supervise the various phases of the audit engagement.
- Adapt the audit approach to a changing client environment where applicable.
- Apply their understanding of complex accounting and auditing concepts and apply them to the City's situation.
- Prepare the audit reports to meet deadlines provided by the City, the Manager, and Engagement Partner.
- Identify operational improvements and make suggestions to the City.
- Identify risks or issues that should be brought to the attention of the Manager and Engagement Partner.
- Review staff working papers, ensuring compliance with professional standards and firm policy.

**Staff Auditors** will perform the following tasks:

- Accept assignments by audit areas and complete tasks in a timely manner.
- Perform the detailed audit work in the field.
- Communicate to the **Senior Auditor** regarding the audit status and any issues encountered while performing assigned tasks.
- Identify potential risks and bring them to the attention of the **Senior Auditor**.
- Assist the **Senior Auditor** with the preparation of the financial statements.

## B. Audit Timeline

Refer to Sections 5 and 9 of this proposal regarding our proposed general timeline to complete the audit and the assistance we would be looking for from City staff.

## C. Fieldwork and Capacity to Meet Deadlines

We affirm that we can complete fieldwork and provide the required reports and letters for insertion into the ACFR by December 1<sup>st</sup> and complete the Single Audit by December 31<sup>st</sup>. We anticipate being on site for at least three days during the final fieldwork phase. We will perform all other fieldwork remotely which will be scheduled in detail and communicated to you by June 1<sup>st</sup>. We internally created proprietary scheduling software for our entire staff. Our schedule is completed in 6-month blocks. It is completed by June 1<sup>st</sup> for June 30<sup>th</sup> jobs and by December 1<sup>st</sup> for December 31<sup>st</sup> clients. We will work with you on timing that is mutually agreeable and then provide you with a firm schedule once finalized. All of our staff are dedicated to working on municipal audits. Although our turnover is low if we do lose staffing, we are able to fill those positions with staffing that is knowledgeable about your industry. That is a key difference between us and other firms.



### D. Tentative Audit Schedule

Refer to Section 5 of this proposal for the anticipated project schedule.

### E. Proposed Costs

Our proposed all-inclusive fixed fees to complete the 2023, 2024, and 2025 audits are as follows:

Service	2023	2024	2025
City Audit	\$59,000	\$61,000	\$62,800
BID Audit	\$5,000	\$5,150	\$5,300
TBID Audit	\$5,000	\$5,150	\$5,300
Building Fund AUP	<u>\$4,000</u>	<u>\$4,100</u>	<u>\$4,200</u>
<b>Total Fee</b>	<b><u>\$73,000</u></b>	<b><u>\$75,400</u></b>	<b><u>\$77,600</u></b>

Listed below is a breakdown of the estimated hours and fees for each year of the engagement:

Staff Type	Hours	Rate	Fee
<b><u>2023</u></b>			
Partner	52	\$175	\$9,100
Manager	170	\$145	\$24,650
Senior Auditor	280	\$125	\$35,000
Staff	260	\$105	\$27,300
Out-Of Pocket Expenses (Including Travel Costs)			-0-
<b>Sub-Total</b>	<u>762</u>		<u>\$96,050</u>
<b>Discount</b>			<u>-\$23,050</u>
<b>Grand Total</b>	<u>762</u>		<u>\$73,000</u>

Staff Type	Hours	Rate	Fee
<b><u>2024</u></b>			
Partner	34	\$179	\$6,086
Manager	120	\$147	\$17,640
Senior Auditor	220	\$127	\$27,940
Staff	<u>220</u>	<u>\$108</u>	<u>\$23,760</u>
Out-Of Pocket Expenses (Including Travel Costs)			-0-
<b>Grand Total</b>	<b><u>594</u></b>		<b><u>\$75,400 (Rounded)</u></b>

Staff Type	Hours	Rate	Fee
<b><u>2025</u></b>			
Partner	34	\$183	\$6,222
Manager	120	\$151	\$18,120
Senior Auditor	220	\$131	\$28,820
Staff	<u>220</u>	<u>\$111</u>	<u>\$24,420</u>
Out-of-Pocket Expenses (Including Travel Costs)			-0-
<b>Grand Total</b>	<b><u>594</u></b>		<b><u>\$77,600 (Rounded)</u></b>

## F. Fee Changes

Our fee structure allows for financial consultation services throughout the course of the year. We encourage inquiries whenever they arise and consider them part of our package rather than as opportunities to collect extra billings. We do not charge separate additional fees for questions as they arise. However, if the City requested research or required services clearly outside the scope of the work outlined here, we would reach a written agreement with the City regarding the additional fee, through an engagement letter addendum, prior to commencing the work. The fees for those additional services would be negotiated with the City based on the work requested.

## **13. Authorized Signatures and Attestation Form**

Refer to Appendix C for the Authorized Signature and Attestation Form.

## **Appendix A: Resumes**

## Timothy J. Morgus, CPA, CFE, CGFM



**Engagement Partner**  
Licensed Montana &  
Pennsylvania CPA

**Contact**  
412.535.5502  
[tmorgus@md-cpas.com](mailto:tmorgus@md-cpas.com)

**Education**  
B.S. Accounting  
Robert Morris University

- Speaking Engagements:**
- May, 2022 GFOA-PA Annual Conference: *ARPA Update*
  - February, 2022 Pennsylvania State Association of County Controllers *Basics of Governmental Accounting*
  - December, 2021 Maher Duessel Annual Government Seminar: *ARPA Update*
  - October, 2021 Pennsylvania Municipal League Municipal Leadership Summit *ARPA Update*



Mr. Morgus is Managing Partner of Maher Duessel with over 30 years of experience serving governments.

Mr. Morgus began his public accounting career in 1993. He exited public accounting for three years to serve as the Butler City Treasurer, joined Maher Duessel in 1996, and was named Managing Partner of the firm in 2021. Mr. Morgus has concentrated his practice to the areas of governmental and non-profit accounting and serves as Partner on several engagements with cities, counties, municipalities, authorities, school districts, and other governmental entities. Mr. Morgus has a B.S. in Accounting from Robert Morris University, is a Certified Public Accountant (CPA), Certified Governmental Finance Manager (CGFM), and Certified Fraud Examiner (CFE). He has comprehensive experience with Single Audits.

### Representative Clients:

- Butler County
- Allegheny County
- Centre County
- Mercer County
- Cuyahoga County
- Montgomery County
- Crawford County
- Venango County

### Professional Activities and Affiliations:

- Government Finance Officers Association (GFOA) - Member
- GFOA Special Review Committee for Annual Comprehensive Financial Reports (ACFRs) – Technical Reviewer
- American Institute of Certified Public Accountants (AICPA) – Advanced Single Audit Certification
- Butler Health System – Trustee and Chairman
- Federal Bureau of Investigation Pittsburgh Division – 2015-XVI Citizens Academy Class Graduate
- Pennsylvania Institute of Certified Public Accountants (PICPA) - Member
- Association of Governmental Accountants – Member
- Association of Certified Fraud Examiners – Member
- GFOA Pennsylvania Western Region State Board – Past Member

### Training Highlights:

- 2022 AICPA *Town Hall Series*
- 2022 AICPA *G400 Community Meeting*
- 2022 and 2021 *State GFOA Conference*
- 2021 GFOA 26<sup>th</sup> *Annual Governmental GAAP Update*

## Jennifer L. CruverKibi, CPA



**Engagement Quality Control  
Review Partner**

**Licensed Pennsylvania CPA**

### Contact

717.232.1230, Ext. 204  
[jcruverkibi@md-cpas.com](mailto:jcruverkibi@md-cpas.com)

### Education

B.S.B.A in Accounting &  
Human Resource  
Management  
Shippensburg University

### Speaking Engagements:

- December, 2022 Maher Duessel Annual Government Update *GASB Update*
- November, 2022 GFOA-PA Central Region *GASB Update*
- September, 2022 Pennsylvania County Controllers Conference *GASB Update*
- May 2022 GFOA-PA Annual Conference *Foundations of Governmental Accounting*
- October, 2021 Pennsylvania Municipal Leadership Summit *ARPA Update*
- September, 2021 GFOA-PA Annual Conference *Foundations of Governmental Accounting and GASB Update*

Ms. CruverKibi is a Partner at Maher Duessel with over 16 years of experience serving governments.

Ms. CruverKibi began her public accounting career in 2003 and joined Maher Duessel in 2006. Ms. CruverKibi was named Principal of the firm in 2019 and named Partner in 2021. Ms. CruverKibi directs engagements for a broad base of governmental entities including cities, counties, state entities, municipalities, sewer and water authorities, and school districts. She has comprehensive experience with Single Audits.

### Representative Clients:

- City of Lancaster
- City of Bethlehem
- City of Allentown
- Northampton County
- Hampden Township
- Upper Allen Township
- Snyder County
- Capital Region Water

### Professional Activities and Affiliations:

- Government Finance Officers Association (GFOA) – Special Review Committee for Annual Comprehensive Financial Reports – Technical Reviewer
- GFOA-PA Central Region – Secretary
- GFOA-PA – Member
- Pennsylvania Municipal Authorities Association – Member
- American Institute of Certified Public Accountants (AICPA) - Member
- Pennsylvania Institute of Certified Public Accountants (PICPA) - Member
- YWCA of Greater Harrisburg Junior Board – Past President
- Leadership Harrisburg Area - Class of 2012

### Training Highlights:

- 2022 Maher Duessel *Annual Government Update*
- 2022 AICPA *GASB's Lease Standard: Are You Ready?*
- 2022 GFOA *Accounting and Financial Reporting for Variations in Lease Contracts*
- 2022 and 2021 GFOA *Annual Government GAAP Update*
- 2022 Maher Duessel *Single Audit Findings*
- 2022 Maher Duessel *Amelio, A&A, and Single Audit Updates*
- 2021 AICPA *Governmental and Not-For-Profit Conference*

## Jennifer Croft, CPA



### Manager

Licensed Pennsylvania CPA

### Contact

412.315.3564

[jcroft@md-cpas.com](mailto:jcroft@md-cpas.com)

### Education

B.S.B.A. in Accounting

Geneva College

Ms. Croft is a Manager at Maher Duessel with over 5 years of experience serving governments.

Ms. Croft began her public accounting career in 2016 and joined Maher Duessel in 2017. Currently, Ms. Croft serves as a Manager on a wide range of governmental audit engagements including counties, municipalities, authorities, and transportation agencies. She has extensive experience with Single Audits.

### Representative Clients:

- Butler County
- Clarion County
- Centre Area Transportation Authority
- Erie Metropolitan Transit Authority
- Crawford Area Transportation Authority
- Fox Chapel Borough
- Erie County Convention Center Authority
- Butler Area Sewer Authority

### Professional Activities and Affiliations:

- American Institute of Certified Public Accountants (AICPA) – Member
- Pennsylvania Institute of Certified Public Accountants (PICPA) – Member

### Speaking Engagements:

- 2022 Maher Duessel *Supervisor Training*
- 2020 Maher Duessel Internal Training *Teammate Analytics*

### Training Highlights:

- 2022 and 2021 Maher Duessel *Annual Government Updates*
- 2022 Maher Duessel *Single Audit: Major Program Determination*
- 2022 Maher Duessel *GASB 87 Practical Implementation*
- 2022 Maher Duessel *Amelio, A&A, and Single Audit Updates*
- 2022 Maher Duessel *A&A Resources*
- 2021 Maher Duessel *Uniform Guidance Revisions*
- 2021 Maher Duessel *Summer Ethics Webinar*
- 2021 Maher Duessel *Teammate Analytics: Practical Considerations*

## Abbie Thrower, CPA



### Senior Auditor

Licensed Pennsylvania CPA

### Contact

412.315.3579

[athrower@md-cpas.com](mailto:athrower@md-cpas.com)

### Education

B.S. in Accounting  
 B.S. in Mathematics – Actuary  
 Science  
 Seton Hill University

Ms. Thrower is a Senior Auditor at Maher Duessel with over 4 years of experience serving governments.

Ms. Thrower began her public accounting career in 2018 with Maher Duessel. Ms. Thrower serves as Senior Auditor on a wide range of government engagements including counties and municipalities. Ms. Thrower has extensive experience with Single Audits.

### Representative Clients:

- Crawford County
- Venango County
- Butler County Community College
- Town & Country Transit
- New Bethlehem Borough
- Richland Township
- Butler Area Sewer Authority

### Professional Activities and Affiliations:

- American Institute of Certified Public Accountants (AICPA) - Member
- Pennsylvania Institute of Certified Public Accountants (PICPA) – Member

### Training Highlights:

- 2022 and 2021 Maher Duessel *Annual Government Update*
- 2022 and 2021 Maher Duessel *Single Audit Major Program Determination*
- 2022 Maher Duessel *GASB 87 Practical Implementation*
- 2022 Maher Duessel *A&A Resources*
- 2022 Maher Duessel *Single Audit Findings*
- 2021 PICPA *Not-For-Profit and Government Accounting Webcast*
- 2021 AuditSense *In Charge Training*
- 2021 Maher Duessel *Uniform Guidance Revisions*
- 2021 Maher Duessel *SEFA Training*
- 2021 Maher Duessel *Teammate Analytics: Practical Considerations*



## Sedona Campbell, CPA



**Experienced Staff Auditor**  
Licensed Pennsylvania CPA

**Contact**  
412.315.3573  
[scampbell@md-cpas.com](mailto:scampbell@md-cpas.com)

**Education**  
B.S. Accounting  
Grove City College

Ms. Campbell is an Experienced Staff Auditor at Maher Duessel with 2 years of experience serving governments.

Ms. Campbell began her public accounting career in 2020 at Maher Duessel as an Intern and became a Staff Auditor in 2021. Ms. Campbell serves on a wide range of government audit engagements including several county entities. She has comprehensive experience with Single Audits.

### Representative Clients:

- City of Butler
- Clarion County
- Crawford County
- Mercer County
- Butler County Community College
- Housing Authority of the County of Butler
- Southern Alleghenies Planning & Development Commission

### Professional Activities and Affiliations:

- American Institute of Certified Public Accountants (AICPA) – Member
- Pennsylvania Institute of Certified Public Accountants (PICPA) – Member

### Training Highlights:

- 2022 and 2021 Maher Duessel *Annual Government Update*
- 2022 Maher Duessel *GASB 87 Practical Implementation*
- 2022 Maher Duessel *A&A Resources*
- 2022 Maher Duessel *ID Training*
- 2022 Maher Duessel *Peer Review – Inspection Results*
- 2022 Maher Duessel *Firm Admin Day*
- 2021 Maher Duessel *30 Day New Hire Check-in*
- 2021 Maher Duessel *New Hire Training*

## **Appendix B: Peer Review**

## Report on the Firm's System of Quality Control

February 15, 2023

To the Partners of Maher Duessel, CPAs and  
the Peer Review Committee of the Pennsylvania Institute of Certified Public Accountants

We have reviewed the system of quality control for the accounting and auditing practice of Maher Duessel, CPAs (the firm) in effect for the year ended May 31, 2022. 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](http://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 and complying with a system of quality control 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 on 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 and compliance with the firm's system of quality control 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, and audits of employee benefit plans.

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 Maher Duessel, CPAs in effect for the year ended May 31, 2022, 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. Maher Duessel, CPAs has received a peer review rating of pass.

*Goff Backa Alfera & Company, LLC*

GOFF BACKA ALFERA & COMPANY, LLC

PITTSBURGH, PENNSYLVANIA 15227

## **Appendix C: Authorized Signature & Attestation Form**

# Authorized Signature and Attestation


I, the undersigned, an authorized representative of Maier Duessel, whose address is D.L. Clark Building, 503 Martindale Street, Suite 600, Pittsburgh, PA 15212 "have read and thoroughly understand the specifications, instructions and all other conditions of the RFP - Audit Services issued by the City of Helena for Audit Services for the fiscal years ended June 30, 2023, June 30, 2024 and June 30, 2025.

Acting on behalf of my accounting firm, which is listed above, I do attest that the services offered by us meet the City of Helena's specifications in every respect (check one):

without exception /  with exception(s). (Please note exception(s) below).

We, therefore, offer and make this bid to furnish the City of Helena the audit services detailed in this proposal, at the price indicated.

Date: April 28, 2023

Signature: 

Printed Name: Timothy J. Morgus, CPA, CFE, CGFM

Title: Managing Partner

## AUDITS 2023-25 RFP STAFF EVALUATION SUMMARY

Firm	BID			TBID			City Audit			Building Fund***			Staff review of RFP quotes			
	FY23	FY24	FY25	FY23	FY24	FY25	FY23	FY24	FY25	FY23	FY24	FY25	Total Bid	Points out of 100	Cost/ Hour	Total Hours Estimated
MaherDuessel**	5,000	5,150	5,300	5,000	5,150	5,300	59,000	61,000	62,800	4,000	4,100	4,200	\$ 226,000	85	\$ 115.90	1,950
EideBailly*	2,250	2,400	2,600	3,750	4,000	4,300	77,050	82,400	88,100	6,000	6,400	6,800	\$ 286,050	78	\$ 180.93	1,581
<b>Difference</b>	2,750	2,750	2,700	1,250	1,150	1,000	(18,050)	(21,400)	(25,300)	(2,000)	(2,300)	(2,600)	\$ (60,050)	7	(65.03)	369

\* Quote for Single Audit includes only 1 major program. Each additional program will cost \$9,500 (FY23), \$10,200 (FY24) & \$10,900 (FY25).  
 City will be responsible for the full preparation of the ACFR  
 Quote includes inquiries and questions as they arise. If questions involve research or required services outside of audit scope, additional fees may apply.  
 Quote includes \$10,000 per year for out of pocket and travel costs.

\*\* Quote includes inquiries and questions as they arise. If questions involve research or required services outside of audit scope, additional fees may apply.  
 City will be responsible for the full preparation of the ACFR  
 Quoted costs are "all-inclusive" fixed fees. No out of pocket or travel costs.

\*\*\*Note: HB0005 "Long Range Building Appropriations" - sent to enrolling on May 3, 2023 may eliminate the additional Dept. Of Labor & Industry building code enforcement fee collection audit