

Tulare Public Cemetery District

900 EAST KERN AVENUETULARE, CALIFORNIA 93274**PHONE (559) 686-5544**

BOARD AGENDA

Regular Board Meeting

October 28, 2021

1:30 P.M.

PRELIMINARIES:

- 1.1 Call to Order
- 1.2 Roll Call
- 1.3 Pledge of Allegiance
- 1.4 Moment of Silence in Memory of Those Who Have Passed
- 1.5 Public Comments (three (3) minutes per person)
- 1.6 Trustee Comments (three (3) minutes per person)

NOTICE TO THE PUBLIC PUBLIC COMMENT PERIOD

AT THIS TIME, MEMBERS OF THE PUBLIC MAY COMMENT ON ANY ITEM THAT IS NOT ON THE AGENDA THAT IS WITHIN THE JURISDICTION OF THE BOARD. Under state law, matters presented under this item cannot be discussed or acted upon by the board at this time. For items appearing on the agenda, the public is invited to make comments at the time the item comes up for board consideration. Any person addressing the board will be limited to a maximum of three (3) minutes so that all interested parties have an opportunity to speak

OPEN SESSION – AGENDA ITEMS: (All items are subject to discussion and possible action by the Board of Trustees.)

- 2.1 Approve Minutes of September 23, 2021 Regular Board Meeting
- 2.2 The Cemeterians Report
- 2.3 District Manager's Report
- 2.4 Audit Committee Report
- 2.5 Approval of Financials Report
- 2.6 Ad Hoc Forensic Committee Report
- 2.7 Approval of Golden State Risk Management Insurance
- 2.8 Board Training by Aaron Zaheen
- 2.9 New Business
- 2.10 Newspaper Notices
- 2.11 New Mission, Vision, and Values Statement
- 2.12 Age Requirement Sign
- 2.13 No Loitering Sign
- 2.14 Purposed Name Changes
- 2.15 Security Cameras for the North Cemetery
- 2.16 Columbarium Proposal
- 2.17 Out of District Fee Reimbursement-Connie Kelly
- 2.18 Vault Policy for Cremation and Casket
- 2.19 Flower Policy
- 2.20 Board Members Emails to District Manager

ADJOURNMENT:

OPEN SESSION AGENDA ITEMS NOTICE TO THE PUBLIC

ALL WRITINGS, MATERIALS AND INFORMATION PROVIDED TO THE BOARD FOR THEIR CONSIDERATION RELATING TO ANY OPEN SESSION AGENDA ITEMS OF THE MEETING ARE AVAILABLE FOR PUBLIC INSPECTION DURING NORMAL BUSINESS HOURS MONDAY THROUGH FRIDAY 8:00 AM – 5:00 PM AT THE ADMINISTRATION OFFICE OF THE DISTRICT LOCATED AT 900 E. KERN AVE., TULARE, CA 93274

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU SHOULD NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT THE BOARD OFFICE AT (559) 686-5544 FORTY-EIGHT (48) HOURS PRIOR TO THIS MEETING.

Rules of Decorum

- Meetings of the Tulare Cemetery District shall be conducted in an orderly manner to ensure that the public has a full opportunity to be heard and that the deliberative process of the Trustees is retained at all times.
- No person in the audience at a District meeting shall engage in disorderly, boisterous conduct or other acts which disturb, disrupt or otherwise impede the orderly conduct of any District meeting.
- The Chair shall request that a person who is breaching the rules of decorum be orderly and silent. If, after receiving a warning from the Chair, a person persists in disturbing the meeting, the Chair shall order him or her, to leave the District meeting.
- If such person does not remove himself or herself, the Penal Code provides that every person who, without authority of law, willfully disturbs or breaks up any meeting, not unlawful in its character, is guilty of a misdemeanor.

Addressing the Cemetery Board

- No person shall address the Trustees without first being recognized by the Chair.
- Each person shall confine his or her remarks to the agenda item.
- Each person shall limit his or her remarks for business items or oral communications to three minutes, with a total of 15 minutes allotted for the Public Comment Period unless further time is granted by the Chair.
- All remarks shall be addressed to the Trustees as a whole and not to any single member thereof, unless in response to a question from such member.
- No question may be asked of the Trustees without permission of the Chair.

Trustee Conduct

- The Tulare Public Cemetery Trustees agree to disagree.
- The Tulare Public Cemetery Trustees when desiring to speak shall address the Chair and confine their remarks to the questions under debate.
- The Tulare Public Cemetery Trustees will use respectful language, will not shout nor use aggressive behavior when communicating ideas, beliefs or comments.
- The Tulare Public Cemetery Trustees will not allow personal attacks on staff, each other, or the public.
- The Tulare Public Cemetery Trustees will not condone issues brought before the board that warrant public review without allowing the staff to review the situation and/or permission to add to the board agenda. Issues that warrant review, discussion and/or consideration of the legislative body shall be presented at an open and public meeting in a courteous and professional manner.
- The Tulare Public Cemetery Trustees will not condone grandstanding.
- The Tulare Public Cemetery Trustees will not belabor issues that have either been resolved or tabled to ensure continued productive discussions and decisions.
- The Tulare Public Cemetery Trustees will be proactive in addressing disagreements with fellow members or staff by directly addressing concerns with that member through meaningful and respectful dialogue.

Tulare Public Cemetery District
Regular Board Meeting Minutes
September 23, 2021

CALL TO ORDER:

The Tulare Public Cemetery board meeting was called to order at 1:02 p.m., at 900 E. Kern Ave, Tulare, California by Chairperson Xavier Avila. Other trustees present were Vice Chairman Jim Pennington, Secretary Steve Presant, Trustees Charlie Ramos and Alberto Aguilar.

RECONGNITION OF VISITORS:

No Visitors

PUBLIC COMMENTS:

No Public Comments

TRUSTEE COMMENTS:

Three Trustees Spoke

OPEN SESSION:

- 2.1 Secretary Presant Motion to Approved all three Minutes Vote (4-1) Aguilar Opposed
- 2.2 Linda Maloy made presentation
- 2.3 Clara Presented District Manager's Report
- 2.4 Secretary Presant Gave Report
- 2.5 Chairperson Avila Motioned to Approve Financials Vote (4-1) Aguilar Opposed
- 2.6 Vice Chairman Pennington Motioned to Approve Vote (4-1) Aguilar Abstain
- 2.7 Trustee Ramos Motioned to Approve Vote (5-0)
- 2.8 Trustee Ramos Reported No Vendors Available Ad Hoc Committee Held Over for A Month
- 2.9 Vice Chairman Pennington Motioned to Approve Additional Grounds Keeper Vote (4-1) Aguilar abstain
- 2.10 Trustee Ramos Motioned to Approve Out of District Policy with clerical changes made. ~~Condition~~ Vote (5-0)
- 2.11 Ad Hoc Committee Will Continue to Work on it
- 2.12 Vice Chairman Pennington Motioned to Approve Morris Levin Bids for Kern and North Air Conditioners Vote (4-1) Aguilar Abstain
- 2.13 Chairperson Avila Commented on Teamwork of the Board with Media Communications

Tulare Public Cemetery District
Regular Board Meeting Minutes
September 23, 2021

- 2.14 Chairman Avila created an Ad Hoc Committee to Create Mission Statement. Ad Hoc Committee is composed of Manager Bernardo, Chairman Avila and Secretary Present.

ADJOURNED TO CLOSE SESSION:

Adjourned into Closed Session at 3:00 P.M.

OPEN SESSION FROM CLOSE SESSION at: 2:30 P.M.

Nothing to Report

ADJOURNMENT:

Chairperson Avila adjourned the meeting at 3:35 P.M.

Respectfully Submitted,

Board Secretary

Tulare Public Cemetery District
Audit Committee Meeting Minutes
September 17, 2021

CALL TO ORDER:

The Tulare Public Cemetery Audit Committee meeting on August 20, 2021 was called to order at 9:00 A.M., at 900 E Kern Ave, Tulare, California by Committee Chair Steve Presant. Committee Members Linda Maloy and Jim Pennington were present. Past committee member Yolonda Allen has resigned as having moved out of the area.

RECOGNITION OF VISITORS: There was one visitor.

OPEN SESSION:

2.1 – Maloy moved to approve August 20, 2021 minutes. Vote (3-0)

2.2 – Maloy moved to approve July 2021 financials. Vote (3-0)

2.3 – There was no District Managers report.

ADJOURNMENT:

Committee Chair Presant adjourned the meeting at 9:40 A.M.

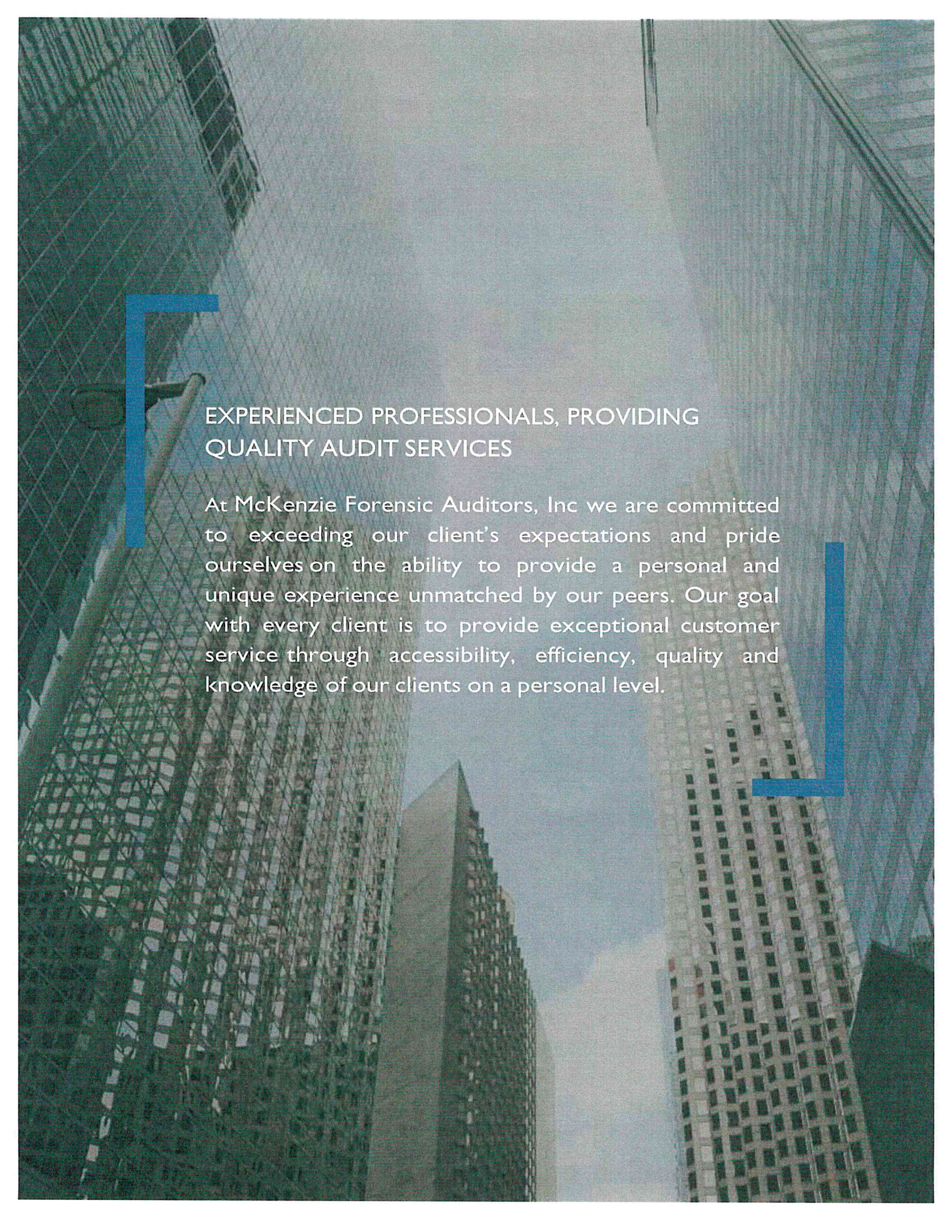
Respectfully Submitted,

Audit Committee Member

McKenzie Forensic Auditors, Inc
Certified Public Accountants

**Proposal for Professional
Forensic Services:
Year: 2017**

Tulare Public Cemetery District

A low-angle, upward-looking photograph of several tall skyscrapers in a city. The buildings are covered in a grid of windows, creating a strong geometric pattern. The sky is a pale, overcast blue. Two large, solid blue L-shaped graphic elements are positioned on the left and right sides of the page, framing the central text.

EXPERIENCED PROFESSIONALS, PROVIDING QUALITY AUDIT SERVICES

At McKenzie Forensic Auditors, Inc we are committed to exceeding our client's expectations and pride ourselves on the ability to provide a personal and unique experience unmatched by our peers. Our goal with every client is to provide exceptional customer service through accessibility, efficiency, quality and knowledge of our clients on a personal level.

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Letter of Transmittal

Tulare Public Cemetery
4572 J. Street
Tulare, CA 93274

Dear Alberto Aguilar

On behalf of McKenzie Forensic Auditors, Inc, we are pleased to have the opportunity to submit the following proposal and provide professional forensic auditing services to Tulare Public Cemetery. As you will find, we are committed to exceeding our client's expectations and have prepared the following proposal to outline our experience and services to be provided. If selected to be the Entity's independent forensic auditor for the year noted, we will perform the work stated in the following proposal with those services conforming in all aspects to the requirements stated therein.

McKenzie Forensic Auditors, Inc was created with the belief that audit services can be provided in a more efficient and cost-effective manner by limiting the firm's staff to include only experienced professionals while leveraging the most recent technology. Our partners have extensive experience auditing governments of all sizes with a particular focus on entities similar to the Entity,

We believe that we are the right choice to be the Entity's auditor for the following

- Timeline - Our firm focuses solely on performing audits and is not burdened with a tax season, which can often cause delays in the issuance of audit reports. Once we establish a timeframe for your audit, report delivery, and presentation, we honor our commitment. Our firm believes in working the hours necessary to serve our clients and meet the audit schedule as further detailed in this proposal.

- Experience - The partners of McKenzie Forensic Auditors, Inc have performed over 500 audit engagements of approximately 50 different governmental and for profits entities, including 25 different cities. We understand the challenges for profit and governmental entities face and developed our audit approach around these challenges.
- Quality - When you engage McKenzie Forensic Auditors, Inc, you know that experienced professionals are performing every step of the engagement and that you will have easy access to a decision maker within the firm at all times. No interns or recent college graduates will be performing your audit.
- Customer Service - Our customer service-based audit approach has allowed us to form long lasting relationships with our clients that often extend well beyond the term of our initial engagement. Unlike other firms, we pride ourselves on the ability to provide a personal and unique audit experience unmatched by our peers. The Entity will have direct access to our highest level of expertise throughout the term of the relationship; before, during, and after the audit is complete.

This proposal is a firm and irrevocable offer ending 90 days subsequent to the date specified for opening the proposals. If you have any questions regarding this proposal, please contact Nathaniel McKenzie at nathaniel@mckenzieforensic.com.

Sincerely,



Nathaniel McKenzie, CPA
Audit Partner
McKenzie Forensic Auditors, Inc



SCOPE OF SERVICES

Matter: Forensic Audit Business Assets Possible Embezzlement

Guarantor: Alberto Aguilar

This letter is to confirm our understanding of the terms and objectives of our engagement and the nature and limitations of the services McKenzie Forensic Auditors, Inc. will provide.

McKenzie Forensic Auditors, Inc. will perform a Forensic Audit and Investigation of Asset Misappropriation

Services

The objective of this engagement is to:

- Investigate the alleged financial records for fraud and abuse
- Review and analyze financial information, accounting transactions and other pertinent information for discrepancies and/or inconsistencies for year 2017
- Provide Economic Damage Calculation and Reconstruction
- Communicate our findings in the form of reports, exhibits and collections of documents; and
- Assist in legal proceedings, including testifying in court as an expert witness and preparing visual aids to support trial evidence as applicable.
- Assist with filing forensic report with The State of California Economic Crime Division(if Applicable)
- Review and Rebut Opposing Forensic Accounting Work and Supporting Schedules

Our procedures will include detailed tests of documentary evidence supporting the financial expenditures recorded in the accounts.

We will also inform you/client of any other illegal acts that come to our attention, unless clearly inconsequential. Our responsibility as forensic accountants are limited to the period covered by our engagement and does not extend to any later periods of which we are not engaged as forensic accountants.

In order for us to complete this engagement, and to do so efficiently, we require unrestricted access to all pertinent documents that we will deem necessary to review and complete this engagement.

About Us

McKenzie Forensic Auditors, Inc was created with the belief that audit services can be provided efficiently while still being cost effective and maintained on a personal level. It is this conviction that sets us apart from our peers. While serving clients throughout United States, we have performed forensic audits for numerous business, governments, federal agencies and attorneys and have experienced the unique challenges each of our client's face. With an appreciation for these distinct issues, we approach every assignment with an individual view and adapt our methods to meet the specific needs of each of our clients.



When you engage McKenzie Forensic Auditors, Inc, you can be confident that experienced professionals will perform each step of the audit process, giving you and your staff direct access to our highest level of expertise. We keep overhead low and quality high by eliminating inexperienced staff and connecting the Entity directly to our partners.



FIRM PROFILE

The Entity's assigned engagement team will consist of a lead partner, senior forensic auditor, experienced audit associate, reporting manager and second partner, who will work both onsite, at the Entity's location, and at the firm headquarters for the duration of interim and final audit fieldwork. No inexperienced auditors will be utilized on the Entity's engagement.

PRIVATE & PUBLIC SECTOR AND GOVERNMENTAL EXPERIENCE

McKenzie Forensic Auditors, Inc has dedicated professionals knowledgeable in government and for profits accounting, audit and financial reporting. With numerous years of experience in the public sector, our auditors possess the knowledge and capability to support your business's auditing and assurance needs. Our support structure, resources and training are devoted to providing business with accurate, prompt, and efficient forensic audits and financial related services. With an in-depth knowledge of single audits, the latest GAAP pronouncements, Comprehensive Annual

Financial Reports and state and federal regulations we aim to provide each of our clients with the most efficient forensic audit and long-term guidance possible. Our focus lies on exceptional customer service which we accomplish through accessibility, efficiency, quality and knowledge.

Current business and governmental clientele includes over 40 states, approximately 35 economic development districts, and 20 other federal entities.

SINGLE FORENSIC AUDIT

All government and for profits entities that spend more than \$750,000 a year in federal funds are required by the Office of Management and Budget (OMB) to submit to a single audit. Our partners have extensive experience with (OMB) single audit and have performed yellow book and single audits for numerous governments on a variety of federal grant programs. We will review the Entity's accounting records and determine the need for a single audit meeting the criteria noted above. As part of our single audit, we will evaluate the Entity's internal controls over grant compliance and the financial statements. We will develop a risk based audit program and determine if the Entity is meeting all compliance and financial requirements associated with their federal grants. Once complete, we will assist the Entity with the submission of their single audit reporting package to the Federal Audit Clearinghouse or other required authoritative body. We will provide the Entity with a bound single audit report which will include our findings, schedule of expenditures of federal awards, and Auditor's opinion over the OMB Uniform Guidance, Governmental Auditing Standards.

CLIENT ASSISTANCE

We recognize that a well-informed client is a better client. Therefore, our approach is to provide our clients with current accounting news, updates, and training over new pronouncements and relevant financial activities. When new accounting guidance is issued, we will first inform you well in advance of the effective date in order to provide enough time to plan for and accommodate any financial impact. Once adopted, we will work with you to assist in the preparation of any new financial policies and/or related journal entries. In addition we offer monthly CPE to our staff and our clients on relevant accounting topics.

Our firm is highly focused on customer service and make a point to respond to all client emails, phone calls and other inquires in an expedited manner. It would be unusual not to receive a response within the same day of the request being made.

PARTICIPATION IN PROFESSIONAL ORGANIZATIONS

We believe that it is essential to participate in professional organizations to stay abreast of industry trends and changes. Our firm's commitment to the public sector is evidenced through our active participation/memberships in the following professional organizations:

- AICPA -American Institute of Certified Public Accountants
- FLCPA -Texas Entity of Certified Public Accountants
- ACFE -Association of Certified Fraud Examiners
- GFOA -Government Finance Officers Association

In addition, we are members of the GFOA Special Review Committee and encourage and assist local governments to go beyond the minimum requirement of generally accepted accounting principles.

CONTINUING PROFESSIONAL EDUCATION

McKenzie Forensic Auditors, Inc is registered to attend CFE. This approval and monitoring process assures that we adhere to the standards set by the board for providing high-quality continuing professional education. Through taking accredited courses to both our employees and clients that wish to participate, this lays the foundation for an environment that is ripe for high quality governmental and for profits accounting and audits.

We compliment our internal CPE trainings with external trainings offered through Checkpoint Learning by Thomson Reuters, and other supplemental courses, as deemed appropriate. This allows us to provide a robust and well-rounded continuing education curriculum to our professionals.

We believe that it is essential to participate in professional organizations to stay abreast of industry trends and changes. Our firm's commitment to the public sector is evidenced through our active participation/memberships in the following professional organizations:

- AICPA -American Institute of Certified Public Accountants
- FLCPA - Florida State Board of Public Accountants
- GFOA -Government Finance Officers Association
- CAQ - AICPA Center for Audit Quality

In addition, we are members of the GFOA Special Review Committee and encourage and assist local governments to go beyond the minimum requirement of generally accepted accounting principles.

Each of our professionals are in compliance with the CPE requirements of the AICPA, State Board of Public Accountancy and Generally Accepted Government Auditing Standards (Yellow Book), which requires each professional receives a minimum of 40 hours of continuing education credits annually with at least 24 hours of governmental specific training biennially through the firm's CPE program. In most cases, our professionals continuing education credits covering governmental accounting and auditing exceed the thresholds set by Generally Accepted Government Auditing Standards as we are continually monitoring and focusing our CPE curriculum to fit with those areas we encounter the most.

Our CPE records are open to our clients for review and will be made available upon request.

SYSTEMS CAPABILITIES

McKenzie Forensic Auditors, Inc has the capability to audit computerized systems and does so where necessary. McKenzie Forensic Auditors, Inc will sample computerized transactions, but will focus on source documents outside of the computerized system.

CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING

As members of the GFOA (Government Finance Officers Association) Special Review Committee, we assist local governments in going beyond the minimum requirements of generally accepted accounting principles to achieve the Certificate of Achievement for Excellence in Financial Reporting. We understand the importance of this highly regarded award and will go to great lengths to work with the Entity to achieve this on an annual basis. The partners at McKenzie Forensic Auditors, Inc will prepare your CAFR and assist in the preparation of the Entity's response to all GFOA comments, if any.

What We Do

McKenzie Forensic Auditors, Inc offers a wide range of Forensic Audit, Consulting & Accounting services throughout United States. We feel that our technical expertise is matched only by our dedication to customer service. We would love the opportunity to meet with you personally and discuss how our firm can meet your specific needs.

AUDIT AND ACCOUNTING

Financial Statement Audits

Knowledge-based audit methodology to efficiently and effectively perform financial statement audits in accordance with auditing standards generally accepted in the United States of America (GAAS).

Fieldwork and Substantive Testing

Understanding risk is integral to quality fieldwork and properly applying substantive tests. This testing commonly consists of procedures including: confirmations with outside parties, analytical procedures, physical observation and reviews of underlying evidence.

Planning

Planning involves developing the overall audit strategy for the expected activities, organization, and staffing of the audit.

Internal Control Evaluation

Understanding of the Organization's internal controls will include the control environment, risk assessment, information and communication systems, control activities, and monitoring controls.

Services Offered

- Forensic Audit
- Fraud Audits
- Single Audits
- Annual Financial Statement Audits
- Forensic Accounting
- Hotel/Motel Tax Audits
- Fraud Examinations/

COMPILATION AND REVIEW

Financial Statement Review

Procedures performed would primarily consist of inquiry and analytical procedures in addition to the preparation of the financial statements.

Compilation

The role of our firm in a compilation engagement is to assist the client in taking its financial data and formatting it into a properly structured set of financial statements.

- Investigations
- Sales Tax Allocation Audits
- GASB 54 through 82 Implementation

CONSULTING

Internal Control Reviews

We can offer a more specialized, in-depth internal control and fraud review which assesses the operating effectiveness of specific controls and systems.

Agreed Upon Procedures

An agreed-upon procedures engagement is one in which our firm is engaged to issue a report of findings based on specific procedures performed on subject matter.

Talented Auditors-Meet The Team



Nathaniel McKenzie, MBA, CPA, CFE, CVA, CAM

Audit Partner/Principal

Nathaniel began his career at a regional accounting firm that specializes in forensic auditing governmental and for-profit entities. Throughout his career, Nathaniel has completed or assisted in the completion of over 300 audits for profits clients. Nathaniel later joined a leading SEC auditing firm where he specialized in public sector clients, small-cap publicly traded companies and other complex accounting issues while leading the firm's public sector practice.

Professional Experience and Milestones

- More than 25 years of public accounting experience
- Focus of expertise over municipal audits and accounting
- Completed over 50 forensic audits in accordance with OMB Single Audits and the Uniform Guidance.
- Apart of engagement teams completing over 300 audits of governmental and profit clients
- Developed and oversaw the development of the public-sector practice at another public accounting firm prior to establishing McKenzie Forensic Auditors, Inc.
- Established McKenzie Forensic Auditors, Inc ., and its quality controls and standards that have been approved and monitored by the AICPA through the AICPA's peer review process.
- Served as a special reviewer for the GFOA involved with determining Cities' qualifications for the Certificate of Achievement for Excellence in Financial Reporting awards.
- Compiled or reviewed over 50 CAFR reports for various cities receiving the Certificate of Achievement for Excellence in Financial Reporting award from the GFOA.
- Leads McKenzie Forensic Auditors, Inc's governmental and for profits practice division.

Educational Background and Certifications

- Certified Public Accountant, Multi-States
- Bachelor of Business Administration, Accounting, Lynn University
- Meets all standards for continuing education by generally accepted government auditing standards and the States Board of Public Accountancy.

Professional Organizations and Affiliations

- Government Finance Officers Association
- GFOA Special Review Committee
- American Institute of CPAs (AICPA)
- Recent Accredited CPE Presentations
- “How to Use Accounting Research Manager IT Software Effectively” (*August 2018*)
- “Auditor Communication and Interaction with Audit Clients” (*September 2018*)
- “How to Properly Review a Entities Internal Control” (*April 2019*)
- “Formal Audit Communications with Clients” (*May 2019*)



Michael Post, CPA
Audit Partner

Michael is a licensed certified public accountant with over 30 years of experience in public accounting. Michael began his career at his father accounting firm based out of New York where he worked on a variety of industries and was promoted to Associate Partner. Michael served as the firm's technical accounting partner and was heavily involved in the firm's annual PCAOB inspection prior to joining McKenzie Forensic Auditors, Inc. At McKenzie Forensic Auditors, Inc. Michael focuses on auditing governmental entities including Cities, Counties, and Special Purpose Districts.

Professional Experience and Milestones

- More than 30 years of public accounting experience
- Focus of expertise over municipal audits and accounting
- Apart of engagement teams completing over 200 audits of governmental and for profits clients
- Led engagement teams and interactions with PCAOB with no findings, for another public accounting firm prior to establishing McKenzie Forensic Auditors, Inc.
- Established McKenzie Forensic Auditors, Inc., and its quality controls and standards that have been monitored and approved by the AICPA through the AICPA's peer review process.
- Compiled or reviewed over 30 CAFR reports for various cities receiving the Certificate of Achievement for Excellence in Financial Reporting award from the GFOA.

- Leads McKenzie Forensic Auditors, Inc . professional development department providing high- quality and well-rounded accredited continuing professional education to Florida CPA's.

Educational Background and Certifications

- Certified Public Accountant, State of New York
- Bachelor of Business Administration, Accounting, magna cum laude, New York University
- Meets all standards for continuing education by generally accepted government auditing standards and the New York State Board of Public Accountancy.

Professional Organizations and Affiliations

- Government Finance Officers Association
- American Institute of CPAs (AICPA)
- Florida State Board of Public Accountancy

(FLCPA)Accredited CPE presentations

- "Enhancements to Audit Procedures & Reporting" (*October 2016*)
- "Audit Software Analytics and Utilization Training" (*January 2017*)
- "Yearend Audit Procedures; Substantive Testing and Analytics" (*October 2017*)
- "Governmental Revenue Recognition (Exchange & Nonexchange)" (*August 2018*)
- "Audit Documentation Standards and Enhancements" (*September 2018*)
- "In-Charge Auditor Reviewer Standards and Methods for Assuring a Quality Audit" (*July 2019*)



Robert Neal
Senior Audit Manager

Robert began his career at a regional accounting firm that specializes in auditing governmental and not-for-profit entities. Robert also has experience auditing public sector clients, small-cap publicly traded companies as well as large Fortune 500 and international companies while employed at PriceWaterhouseCoopers.

Professional Experience and Milestones

- More than 20 years of public accounting experience
- Focus of expertise over municipal audits and accounting
- Plans and performs audits in accordance with generally accepted auditing standards (GAAS). Generally accepted government auditing standards (GAGAS) and with Single Audit Act and Uniform Guidance, where applicable.
- Apart of engagement teams completing over 100 audits of governmental and for profits clients
- Compiled or reviewed CAFR reports for more than ten cities receiving the Certificate of Achievement for Excellence in Financial Reporting award from the GFOA.
- Ensures that financial reporting deadlines from regulatory agencies are achieved
- Leads McKenzie Forensic Auditors, Inc . employee retention and networking divisions.

Educational Background and Certifications

- Bachelor of Business Administration, Accounting, Southwestern Assemblies of God University, TX
- Meets all standards for continuing education by generally accepted government auditing standards and the Texas State Board of Public Accountancy.

Professional Organizations and Affiliations

- Government Finance Officers Association
- GFOA Special Review Committee

Accredited CPE Presentations

- “Interim Testing Procedures and Analytical Procedures” (*July 2017*)
- “Update on Recent GASB Accounting Pronouncements” (*August 2018*)
- “Auditor Efficiency” (*September 2018*)
- “Interfund Issues and Audit Procedures” (*May 2019*)



Jennifer Heckman, CPA
Financial Reporting Manager

Jennifer is a licensed certified public accountant with over 10 years of experience in public accounting. She began her career at a local accounting firm that specializes in auditing private and publicly traded companies. Jennifer gained additional audit experience at a regional accounting firm based out of Houston, Texas. She has experience in a wide variety of industries including governmental, not-for-profit, oilfield services, manufacturing, and construction. At McKenzie Forensic Auditors, Inc Jennifer spent several years auditing a variety of local governments while managing their financial report preparation. Jennifer later became the Financial Reporting Manager where she focuses solely on all aspects of the firm's Comprehensive Annual Financial Report and Financial Statement preparation.

Professional Experience and Milestones

- More than 10 years of public accounting experience
- Focus of expertise on Entity CAFR report preparation
- Apart of engagement teams completing over 75 audits of governmental and for profits clients
- Developed the CAFR report preparation division at McKenzie Forensic Auditors, Inc ., and oversees this department today.
- Compiles CAFR reports for more than 25 cities annually receiving the Certificate of Achievement for Excellence in Financial Reporting award from the GFOA.
- Compiled over 90 Entity annual reports over the last three years.

Educational Background and Certifications

- Certified Public Accountant, State of New York
- Bachelor of Business Administration, Accounting, Baylor University
- Meets all standards for continuing education by generally accepted government auditing standards and the New York State Board of PublicAccountancy.

Professional Organizations and Affiliations

- Government Finance Officers Association
- American Institute of CPAs (AICPA)
- New York Board of Public Accountancy (NYCPA)

Accredited CPE presentations

- “CAFR Report Preparation” (August 2018)

Similar Engagements and References

The content in this section is **proprietary and confidential information** and is not to be distributed to any third party without the written consent of McKenzie Forensic Auditors, Inc. All references listed are for the purpose of verifying proposer's qualifying experience.

Reference 1 – For profits Government

	Contract Type	Hours	GAAP	Most Recent Audit	Partners	Principal Contact
Family Fun	Forensic Audit	80	GAAP	06/30/2021	Nathaniel McKenzie	Hanson Gnuyen Executive Director
						407-749-8877
						Familyfun3000@gmail.com

Reference 2 – For profits

	Contract Type	Hours	CAFR/ AFR	Most Recent Audit	Partners	Principal Contact
Providence	Audit	60	GAAS	05/30/2021	Michael Post	Clint Gideons Director of Finance
						813-689-7127
						cgideons@mypbc.org

Reference 3 – State Government

	Contract Type	Hours	CAFR/ AFR	Most Recent Audit	Partners	Principal Contact
Florida PDMP Foundation	Audit	105	CAFR	09/30/2021	Robert Neal	Bob Macdonald, MS Executive Director
						850-284-4490
						executive.director@fldmpfoundation.com

OTHER CURRENT SIMILAR ENGAGEMENTS

GOVERNMENT NAME	TYPE
City of Fort Lauderdale, FL	Forensic Audit
Earle Canal Park, Albany NY	Forensic Audit
Unique Caring Foundation, NC	Forensic Audit
Carolina Family Connection, NC	Forensic Audit
Florida PDMP Foundation	Forensic Audit
Key West Entity, FL	Forensic Audit
Museum of Granite Shoals, Texas	Forensic Audit

**CAFR issued and participating in the GFOA Certificate of Achievement for Excellence in Financial Report Program. All contents in this section is proprietary and confidential information.*

Statement of Reprimand and Disciplinary Action

McKenzie Forensic Auditors, Inc., has never been under terms of a public or private reprimand by No State Board of Public Accountancy, SEC or State Entity nor have we been the object of any disciplinary action.

Quality Control and Peer Review

McKenzie Forensic Auditors, Inc participates in the Florida State Board of Public Accounting's peerreview program. Firms can receive a rating of pass; pass with deficiency (ies) or fail. The firm underwent peer review according to the Statement on Quality Control Standards No. 8, AFirm's System of Quality Control, for the year ended June 30, 2020. McKenzie Forensic Auditors, Inc received the highest rating possible under the program.

System Review Report

Cumming-Grayson, CPA-PA

June 30, 2020

Firm Quality System Peer Review

To the Partners of *McKenzie Forensic Auditors, Inc.* and the
Peer Review Committee of the Florida Institute of Certified Public Accountants

We have reviewed the system of quality control for the accounting and auditing practice of McKenzie Forensic Auditors, Inc. (the firm) in effect for the year ended December 31, 2019. 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.aic-pa.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

Ow- 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

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.

In our opinion, the system of quality control for the accounting and auditing practice of McKenzie Forensic Auditors, Inc., in effect for the year ended December 31, 2019 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. McKenzie Forensic Auditors, Inc. has received a peer review rating of pass without deficiencies.

Cumming-Grayson & Co.
Marcia G. Carty

Prior Engagements with The Entity

McKenzie Forensic Auditors, Inc has not held engagements for the Entity or any of its components, for audit or otherwise, in the past five years or prior.

Specific Audit Approach

McKenzie Forensic Auditors, Inc uses a knowledge-based audit methodology to efficiently and effectively perform financial statement audits of for profits and governmental entities in accordance with auditing standards generally accepted in the United States of America (GAAS). This is accomplished by obtaining an understanding of the Entity and its environment to sufficiently assess the risk of material misstatement. Audit procedures are then designed and performed in response to the risk of material misstatement.

All audit procedures performed will be done so by the professionals of McKenzie Forensic Auditors, Inc who are dedicated to maintaining a presence throughout the audit process. Their goal in this is to reduce the burden on Entity staff while adhering to the established budget and timeline. These procedures are more fully detailed in the Audit Approach section of this proposal and will be conducted in accordance with the following standards:

- Generally Accepted Auditing Standards established by the American Institute of Certified Public Accountants.
- Financial Audit Standards established by the General Accounting Office's Government Auditing Standards.
- All provisions of the Uniform Guidance and the U.S. Office of Management and Budget (OMB) single audits of states, local governments and not-for-profit organizations.

AUDIT SEGMENTATION AND STAFF HOURS

Financial Audits	Financial Reporting Manager	Audit	Audit Engagement Senior/Manager	Associate Partner	Engagement Quality Review Partner (Hours)	Total Hours
Risk Assessment Control Evaluation & Planning	-	12	12	4	2	30
Cash	-	10	2	1	1	14
Receivables & Revenues	-	14	2	1	1	18
Capital Assets	-	8	16	2	1	27
Accounts Payable and Expenditures	-	14	8	2	1	25
Long-Term Liabilities (Including Pensions)	-	8	12	2	1	23
Deferred Revenue	-	2	1	1	1	5
Financial Statement Preparation	32	-	0	5	3	40
Total	32	68	53	18	11	182



PLANNING

The planning phase involves developing the overall audit strategy for the expected activities, organization, and staffing of the audit. We will plan the audit to respond to the assessment of the risk of material misstatement based on our understanding of the Entity, its environment, and internal controls.

Our understanding of the Entity and its environment will include the following:

- Economic, regulatory, and other external factors;
- Nature of the Entity;
- Objectives, strategies and related risks that may cause material misstatement of the financial statements;
- Measurement and review of the Entity's financial performance;
- Internal controls

Prior to our first day of field work, we will schedule a meeting to discuss the desired timeframe, estimated report delivery, and extent of management and auditor responsibilities as it relates to the audit. We will also provide a detailed list of requests, that will provide the items needed for the audit, and a link to our secure file sharing system where those items can be uploaded. This streamlines the audit approach and allows us to get information in the most efficient manner possible.

INTERNAL CONTROL EVALUATION

Audit standards require that we obtain an understanding of the Entity sufficient to evaluate the design of the internal controls and to determine whether they have been implemented. Our understanding of the Entity's internal controls will include the control environment, risk assessment, information and communication systems, control activities, and monitoring controls. Our risk assessment and control evaluation will include:

- Conducting interviews of selected management and staff;
- Evaluating the Entity's financial reporting and management policies, budget documents and process, and informational systems;
- Documenting our understanding of the Entity's entity wide control environment and activity level controls;
- Testing the design and implementation of selected key controls by performing a walk-through of the selected transaction class;
- Testing the operating effectiveness of selected controls were deemed appropriate.

The results of our inherent and internal controls risk assessments will allow us to identify and assess the risk of material misstatement within the Entity to form our overall audit plan and design the extent, nature, and timing of substantive audit procedures to mitigate that risk to an acceptable level. Any control deficiencies identified during the planning phase internal control evaluation phase will be communicated to management immediately.

FIELDWORK AND SUBSTANTIVE TESTING

Based on the results of our risk assessment and internal control evaluation, a specific audit plan will be designed to focus expanded procedures on areas with the greatest risk of material misstatement, error, and fraud. We will use tests of details, substantive analytical procedures, or a combination of the two to conclude on the reasonableness of the given transaction class or account balance.

By utilizing a blend of substantive testing (vouching underlying transactions to support), and substantive analytical testing (testing data through overall and stratified analysis), we are able to cover significant ground while still getting a quality level of detailed depth to our testing. Striking a good balance and not overlying on one type of testing over the other is integral to a thorough and efficient audit. Typical substantive procedures include:

- Agreeing the financial statement elements to the underlying accounting records including year-end account balances and transaction activity occurring throughout the year;
- Confirming cash held in bank and investment accounts, accounts receivable, inventory held by others, material grants and long term debt balances

Substantive procedures are an integral part of a competent and thorough audit. Significant transactions must be supported evidentially, and when they cannot be supported that may be a symptom of a potential material misstatement or other systematic issue. Typically, the “proof is in the pudding”, so to speak, and in many cases the best way to test something is by verifying the ingredients that make it up.

Typical analytical procedures include:

- Compare financial information with comparable prior periods. Are changes consistent with our expectations based on our understanding of the Entity and environment?
- Compare operating results with consumption or usage type reports. Do results align with these operating figures where applicable?
- Compare ratios of correlating accounts year over year. Are ratios consistent with our expectations based on our understanding of the Entity and environment?
- Compare results to budget and determine reasons for any significant variances between budget to actual results.

In developing expectations based on thorough investigation of the Entity and its environment, this allows us to form quality expectations to compare results to. When results don't align with our expectations we investigate further to obtain sufficient evidence to conclude whether there is a valid reason for the deviation or if not, determine the root of the issue causing the variance. This is a great method for identifying systemic and significant issues and/or material misstatements.

STATISTICAL SAMPLING AND SAMPLE SIZES

We utilize the AICPA Audit guide over audit sampling, the objective of which, is to provide a reasonable basis for the auditor to draw conclusions about the population from which the sample is selected. This guide is derived from the AICPA professional standard, SAS No. 122/AU-C section 530, Audit Sampling. A standard audit may incorporate a variety of sampling techniques including statistical, judgmental, & random selection. Statistical sampling explicitly measures the sampling risk associated with the sampling procedure by providing for a level of sampling risk (confidence factor and precision). Nonstatistical sampling methods requires the auditor to rely on professional judgment, in combination with nonstatistical sampling guidance and knowledge underlying statistical concepts, to design and evaluate audit samples. The extent to which sampling will be used and related sample sizes will be determined based on the results of our control and risk assessments, materiality, and overall population of the audit area.

Tests of controls over compliance and compliance with requirements of major federal programs are based on the guidance included in the AICPA Audit Guide Government Auditing Standards and Single Audits which is devoted to audit sampling in Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) compliance audits.

ELECTRONIC DATA PROCESSING

McKenzie Forensic Auditors, Inc will utilize current technology to complete your audit. Electronic data processing will be used throughout the audit to extract data from your Entity's accounting software. The data will be processed with our audit software to ensure the efficiency of your audit.

ANALYTICAL PROCEDURES

McKenzie Forensic Auditors, Inc will utilize the AICPA professional standards AU-C Section 520, Analytical Procedures, which provides guidance for analytical procedures performed as substantive procedures and performed as part of the audit. We also utilize AICPA standard AU-C Section 315, "Understanding the Entity and Its Environment and Assessing the Risks of Material Misstatement", which provides guidance for analytical procedures performed as risk assessment procedures during the planning phase of the audit. Analytical procedures include an evaluation of financial information through analysis of plausible relationships among both financial and nonfinancial data. Analytical procedures also encompass such investigation, as is necessary, of identified fluctuations or relationships that are inconsistent with other relevant information or that differ from expected values by a significant amount.

Analytical procedures involve comparisons of recorded amounts, or ratios developed from recorded amounts, to expectations developed by your auditor. When performing analytic procedures, we take into account the assessed risks of material misstatement and tests of details, if any, for the audit assertions we are substantiating. We will evaluate the reliability of data utilized, taking into account the source, comparability, and nature and relevance of information available and controls over preparation of that data. Next we will develop an expectation of recorded amounts or ratios and evaluate whether the expectation is sufficiently precise to identify a misstatement that, individually or when aggregated with other misstatements, may cause the financial statements to be materially misstated. A comparison of our results to the actual balances are then made and a conclusion is reached.

COMPLETION

At the conclusion of every audit, we will decide whether sufficient audit evidence has been accumulated to warrant the conclusion that the financial statements are fairly stated in accordance with generally accepted accounting principles (GAAP). Prior to issuing our audit report we will perform the following procedures:

- Evaluate the sufficiency and appropriateness of audit evidence obtained;
- Perform an overall analytical review;
- Evaluate and conclude on the results of audit procedures, adjustments, and unadjusted misstatements;
- Provide all adjusting entries noted during the audit to the Entity Council and management;
- Prepare or assist in the preparation of the Entity's Comprehensive Annual Financial Report;
- Communicate any audit findings and issues with management and those charged with governance.

COMPLIANCE WITH LAWS AND REGULATIONS AND APPROACH TO COMPLIANCE TESTING

Compliance with laws and regulations, including, but not limited to the Public Funds Investment Act, State Government Code and grants received. Compliance testing will be performed as required by OMB Uniform Guidance and Single Audit Act, grant agreements, financing agreements, or any other compliance requirements as applicable.

EXPECTATIONS FROM ENTITY STAFF

We will expect the Entity to provide commonly requested schedules such as a schedule of receivables due at year end, a schedule of capital assets that includes additions and disposals, a schedule of cash accounts, a schedule of prepaid insurance and a long-term debt schedule as applicable. We will also expect assistance with the preparation of confirmations to banks, attorneys, debt holders, etc.

PROGRESS MEETINGS

Prior to beginning fieldwork, McKenzie Forensic Auditors, Inc will schedule an initial planning meeting with management to discuss the anticipated time frame, audit requests, and client involvement needed to accomplish our goal. During the fieldwork, we anticipate having additional meetings to discuss the audit progress to date, as needed. In addition, we will immediately schedule a consultation should unforeseen issues and audit findings come to our attention. Prior to the conclusion of the audit, we will provide management a copy of any draft findings and welcome client feedback before final issuance of our report and management letter.

IDENTIFICATION OF ANTICIPATED POTENTIAL AUDIT PROBLEMS

We do not anticipate any potential audit problems during our proposed engagement.

QUALITY CONTROL PROCEDURES

Every audit engagement undergoes an initial partner and second partner review process. We have structured our firm around audit quality and take great pride in our ability to offer our clients accurate, efficient, and timely audits. We do not employ any inexperienced staff auditors. Your audit will be performed by an experienced and well seasoned audit team from top to bottom. With this approach, we are able to minimize mistakes, address issues immediately, and give our clients access to the most experienced personnel in our firm, should they have any questions or concerns. Prior to issuance, our clients are provided with the draft financial report and letters for review.

Audit Task	Timeline
Preliminary conference Determine interim work to be done	October 2021
Initial planning and audit planning Prepared-by-Company list Information from bankers, attorney's Prior year' s statements	October 25, 2021
Preliminary analysis Report preparation Cash and other confirmations Internal controls Information gathering Statistical sampling and testing Revenues and disbursements Internal controls Laws and regulations Risk assessment Functionality testing Progress conference	November 5, 2021
Entrance conference	November 15, 2021
Field work : 4 - 5 days Cash deposits Internal control of disbursements Payroll Revenues Inventory control Billing and collections Unrecorded liabilities End-of-fieldwork conference	November 27, 2021
Draft reports	December 15, 2021
Final report Signed auditor's opinion Board of Directors presentation	December 19, 2021

Scope of Audit Services Agreement

Name of Firm: McKenzie Forensic Auditors, Inc

McKenzie Forensic Auditors, Inc agrees to the Scope of Audit Services and the Supplementary Information sections listed within the Entity Request for Proposals - Professional Audit Services 2021.



Nathaniel McKenzie, CPA
Audit Partner
McKenzie Forensic Auditors, Inc

Client Name: _____

Client Signature: _____

Date: _____

TIMELINE AND FEE INVESTMENT

—> **Fee Investment** - We determine our fees based on the complexity of work performed, the scope of services, our estimate of time spent and the level of professional staff needed. The fee we are proposing for the service required is an important factor in the decision-making process. Ultimately, we believe that the most important factors are the quality of the work we provide and our reputation in the community.

The following is a breakdown of our estimated fee for the service discussed:

Service	2017 Fees
Financial Statements Audit	\$15,500
Travel, Deposition, Trial, and Mediation Included	Included
Periodic Calls and Meetings with management and/or Board members	Included
Estimated Time Complete Audit 4-8 Weeks	

* Upon signing this agreement a deposit of 50% is required and balance payable upon completion

—> Billing Policies and Procedures

Prior to our fieldwork, your staff would prepare the confirmations using templates that we provide and other documents that we request (FUMCS's). Communication on the front end minimizes your time commitment. We understand that your staff have other duties that must be taken care of on a daily basis.

—> Out of Pocket Expenses

The fees outlined above are based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered. Out-of-pocket expenses are not anticipated for this engagement.

Should you require extensive services beyond the scope of this proposal, we will develop a separate fee estimate and work will not proceed until we receive your approval. Charges, if any, are billed monthly.